

COMPREHENSIVE STRATEGIC PLAN

CITY OF PADUCAH // 2020



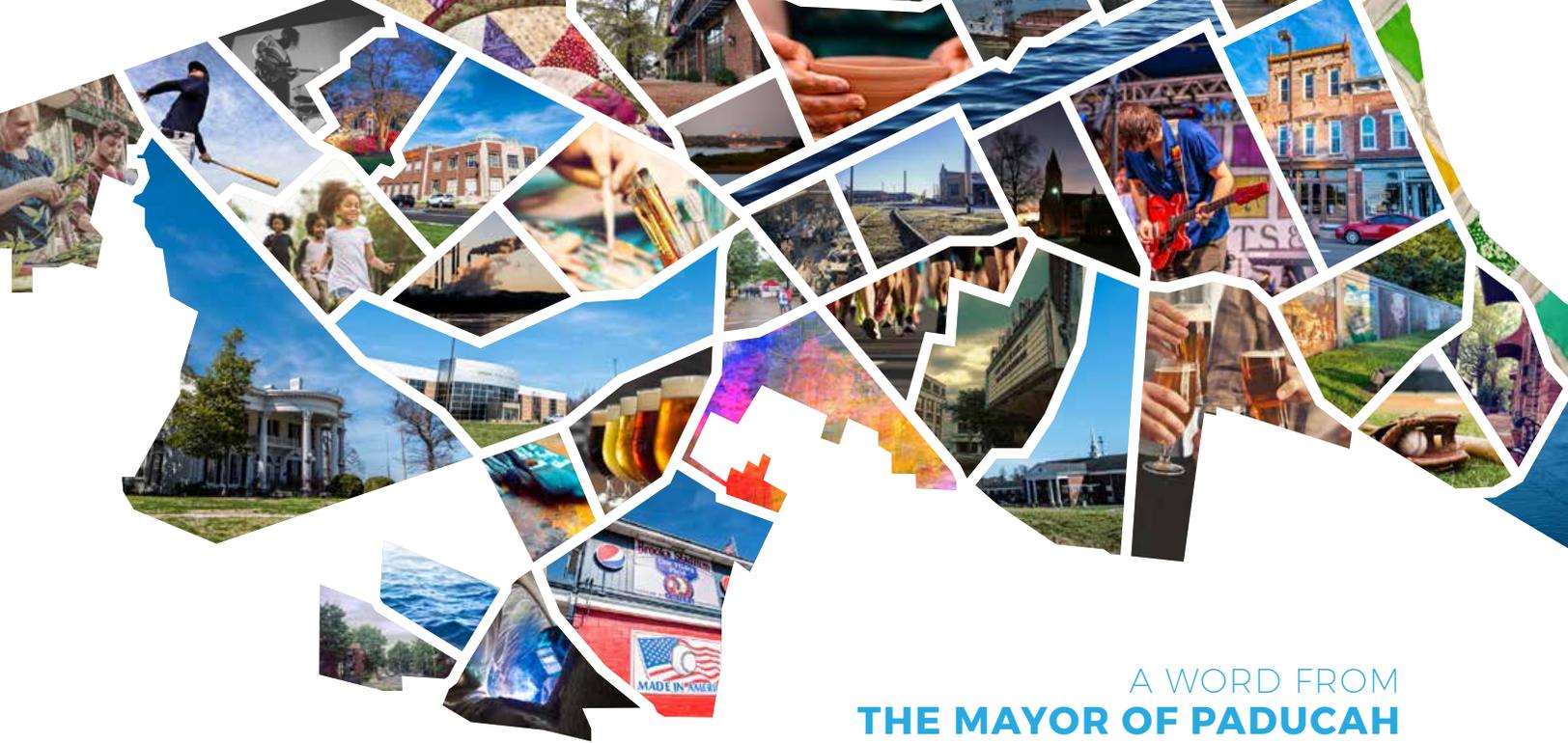


A community that is **connected, safe and unified by our diversity.**

A community that **charts its own course.**

A community that **prides itself on the successes of one another.**

This is our vision. This is **Our Paducah.**



A WORD FROM THE MAYOR OF PADUCAH



As the old saying goes, “If you don’t know where you are going, you will never get there.” We all have the need for direction, whether in our own personal lives or our businesses. Your City Government organization is no different. It too needs a clear road map to our ideal destination. The Strategic Plan is the road map that we are using to get our City to that place. The document itself is laid out so that everyone, from city leaders to citizens, is included in the work. After all, everyone will benefit from each outcome.

Even in its early stages, the Strategic Plan was developed by not only City team members, but many groups from around our community. We sent surveys to citizens and held meetings with several community stakeholders to help get the ball rolling. We discussed what was important, what needed to be our focus, and how we could reach our ultimate destination.

With a clear road map, we will get there, together. I’m so thankful to the Board of Commissioners and the City of Paducah Leadership Team for their willingness to embrace this effort, the hard work that has happened so far, and the work that still remains.

Our Paducah is growing and changing, and our Strategic Plan will continue to hold us all accountable towards fulfilling our potential. If you are a resident of Paducah or even the surrounding area, I hope you will take the time to read about the initiatives and find the one or several that excite you. Then, contact us and tell us how you want to be involved!

Brandi Harless
Mayor of Paducah

BREAKING DOWN OUR VISION FOR PADUCAH



Our Paducah is a vision for a place where we want to live, grow, work and play. It's a roadmap to take the Paducah we love and transform it into a Paducah we love even more. From your feedback, the city of Paducah developed a plan to improve the community through four key vision areas.



OUR GROWTH

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A guide for paving roads and promoting businesses all over town. Residents will have the opportunity to build Paducah, in both their private lives and our public institutions.



OUR COMMUNITY

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Our map for bringing neighbors together in a safe and meaningful way. The vision is a simple one: neighborhoods that are beautiful, cleaner and more connected.



OUR ENGAGEMENT

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Our goals for connecting residents with each other and their representatives – a city government powered by an engaged citizenry.



OUR CULTURE

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A guide for showcasing Paducah's creativity. From art and music to film and food, we want to bring the world to Paducah and Paducah to the world.



PERIPHERAL INITIATIVES // **Continuous Improvement 27**

PERIPHERAL INITIATIVES // **What's Important Later 28**

Visit ourpaducah.us for Strategic Plan progress updates, and to get involved!

And don't forget to follow the [City of Paducah Kentucky Government](#) page to help stay up to date!

*Building Paducah, both in private
and in public.*

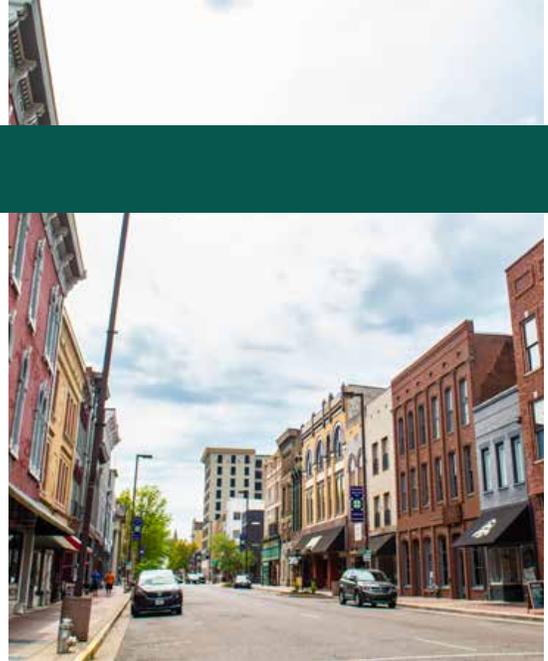


OUR GROWTH



OUR GROWTH

Building Paducah, both in private and in public.



We hear you.

In 2018, we had the chance to hear from Paducah residents on the issues most important to the city and those who live in it. After hundreds of surveys, thousands of sit-down talks and more social media comments than we can count, we have a plan.

Growing the economy and infrastructure of Paducah proved to be one of the most pressing concerns for residents. This includes maintaining the public roads and private enterprises that drive our economy.

So let's start there.

“Better paying jobs mean less crime, **more community growth and happier people.**”

“I feel that **the more economic potential Paducah has the more growth in other aspects of life** will follow.”

“I would love to see Paducah **expand by bringing in newer businesses**, whether they be restaurants, boutiques, etc.”

Anonymous survey responses to the Paducah City Government

BUILDING PADUCAH

IN BOTH OUR PRIVATE LIVES AND OUR PUBLIC INSTITUTIONS

Entrepreneurs are filling Paducah’s buildings and driving our businesses everyday, but sometimes they need a hand and we’d like to pitch in. How? By cultivating the home-grown, grassroots talent Paducah has brought to the table since our founding.

That means better roads, bigger enterprises and a hard-earned reputation for being business friendly.



OUR GROWTH

Building Paducah, both in private and in public.



KEY VISION // OUR GROWTH

PERFORMANCE AREAS

Empower Upward Economic Mobility

- E-1** Be a small business advocate and resource for new and existing businesses
- E-2** Implement TIF district in downtown Paducah
- E-3** Promote occupancy in all downtown buildings
- E-4** BUILD Grant - design and construct a steamboat excursion dock, park, and pedestrian connections to downtown
- E-5** Promote maximum participation in the complete count Census 2020
- E-6** Initiate and maintain ongoing effective communications with GPED
- E-7** Partner with local taskforce to create a program that helps individuals living in poverty obtain and keep employment

Maintain Thoughtful & Modern Infrastructure

- I-1** Continue to expand the Greenway Trail Corridor throughout the City
- I-2** Continue implementation of the USACE/City of Paducah \$32m Local Flood Protection Project (LFPP) Restoration
- I-3** Stormwater utility maintenance and mitigation
- I-4** Complete the 5 year facility asset improvement plan and begin implementation
- I-5** Improve and maintain cyber security and City Hall security
- I-6** Design and construct pedestrian safety improvements - Crossings, sidewalks, flashing lights, etc.





OUR GROWTH

EMPOWER **UPWARD ECONOMIC MOBILITY**

To connect Paducah residents with opportunities to make more and spend less.

E-1	ACTION ITEM	PRIORITY LEVEL
	Be a small business advocate and resource for new and existing businesses	WIN*
	EXPECTATIONS	ACTION TIMELINE
	Conduct business retention visits throughout the city and assist businesses with growth and development	2020

E-2	ACTION ITEM	PRIORITY LEVEL
	Implement TIF district in downtown Paducah	WIN*
	EXPECTATIONS	ACTION TIMELINE
	Successful implementation of the TIF district through the State	2020

E-3	ACTION ITEM	PRIORITY LEVEL
	Promote Occupancy in all downtown buildings	WIN*
	EXPECTATIONS	ACTION TIMELINE
	90% of downtown buildings occupied	2020

E-4	ACTION ITEM	PRIORITY LEVEL
	BUILD Grant - design and construct a steamboat excursion dock, park, and pedestrian connections to downtown	WIN*
	EXPECTATIONS	ACTION TIMELINE
	Entire stretch of the riverfront will be redeveloped to attract tourists, encourage business investment, and mixed use development	2020 - 2023



OUR GROWTH

EMPOWER **UPWARD ECONOMIC MOBILITY**

To connect Paducah residents with opportunities to make more and spend less.

E-5	ACTION ITEM	PRIORITY LEVEL
	Promote maximum participation in the complete count Census 2020	WIN*
	EXPECTATIONS	ACTION TIMELINE
	Great participation from all demographics within the City	2020

E-6	ACTION ITEM	PRIORITY LEVEL
	Initiate and maintain ongoing effective communications with GPED	High
	EXPECTATIONS	ACTION TIMELINE
	Conduct regular monthly meetings with GPED CEO and continually update Board of Commissioners on quarterly basis	2020

E-7	ACTION ITEM	PRIORITY LEVEL
	Partner with local taskforce to create a program that help individuals living in poverty obtain and keep employment	High
	EXPECTATIONS	ACTION TIMELINE
	Participate in the local taskforce meetings and support the elected officials in this endeavor	2020



OUR GROWTH

MAINTAIN **THOUGHTFUL & MODERN INFRASTRUCTURE**

To pave the way for better roads, better energy savings and better transportation.

I-1	ACTION ITEM	PRIORITY LEVEL
	Continue to expand the Greenway Trail Corridor throughout the City	WIN*
	EXPECTATIONS	ACTION TIMELINE
	Completion of the Bob Leeper Bridge and construction of Phase 5. Plan Phase 6 and apply for grant funding	2020
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I-2	ACTION ITEM	PRIORITY LEVEL
	Continue implementation of the USACE/City of Paducah \$32m Local Flood Protection Project (LFPP) Restoration	WIN*
	EXPECTATIONS	ACTION TIMELINE
	Replacement of discharge pipes & the slice gate, rehabilitation of various mechanical components and motors at Pump Station #2	2020 - 2022
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I-3	ACTION ITEM	PRIORITY LEVEL
	Stormwater utility maintenance and mitigation	WIN*
	EXPECTATIONS	ACTION TIMELINE
	Design and construct targeted stormwater maintenance projects and improvements	2020



OUR GROWTH

MAINTAIN **THOUGHTFUL & MODERN INFRASTRUCTURE**

To pave the way for better roads, better energy savings and better transportation.

I-4	ACTION ITEM	PRIORITY LEVEL
	Complete the 5 year facility asset improvement plan and begin implementation	High
	EXPECTATIONS	ACTION TIMELINE
	Begin implementation of capital facility improvements	2020
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I-5	ACTION ITEM	PRIORITY LEVEL
	Improve and maintain cyber security and City Hall security	High
	EXPECTATIONS	ACTION TIMELINE
	Complete Phase 1 security improvements and access control at City Hall and conduct employee cyber security training seminars	2020
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I-6	ACTION ITEM	PRIORITY LEVEL
	Design and construct pedestrian safety improvements - Crossings, sidewalks, flashing lights, etc.	High
	EXPECTATIONS	ACTION TIMELINE
	Installation of new sidewalks and improvements of pedestrian interchanges in high traffic areas and/or critical connections	2020

*Making our neighborhoods safer,
cleaner and more connected.*

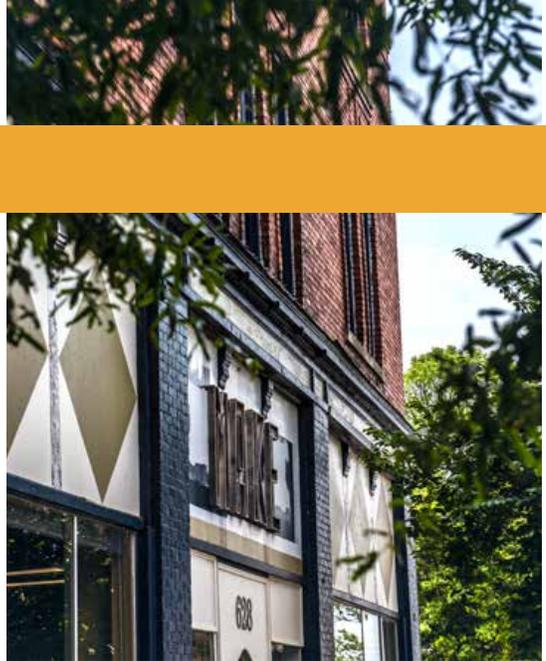


OUR COMMUNITY



OUR COMMUNITY

Making our neighborhoods safer, cleaner and more connected.



We hear you.

Our residents put an emphasis on improving public safety, opening the doors to recreational opportunities and developing healthy and sustainable neighborhoods. With that feedback, we were able to mold our vision for a safer, cleaner, more connected Paducah.

“I love to see **currently declining neighborhoods become positive, beautiful places** that positive things are happening in.”

“I am widowed and live alone. I would like to see **more neighborhood parks and activities to interact with other people**. I would like to see safe sidewalks, at least, for walking in the neighborhood. Parts of Jefferson Street do not even have sidewalks. A walking trail would be beneficial.”

“Two words: **BIKE LANES.**”

Anonymous survey responses to the Paducah City Government

MAKING OUR NEIGHBORHOODS SAFER, CLEANER AND MORE CONNECTED

Paducah is our home. Sometimes that means a little housekeeping. Other times that means having a backyard barbecue with the next door neighbors. But it always means keeping our neighborhoods safe, clean and fun for everyone.



OUR COMMUNITY

Making our neighborhoods safer, cleaner and more connected.



KEY VISION // OUR COMMUNITY

PERFORMANCE AREAS

Develop Healthy & Sustainable Neighborhoods

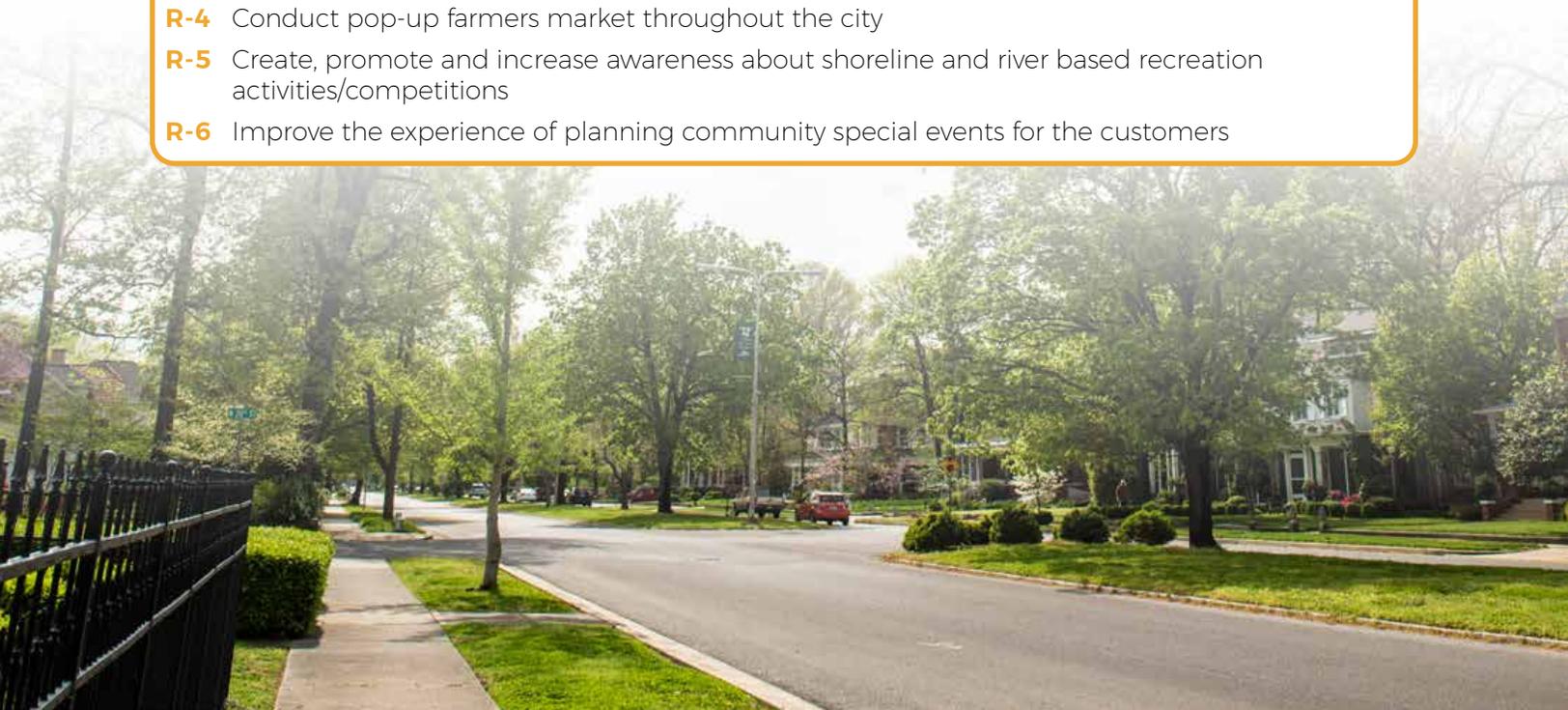
- N-1** Encourage, incentivize, and/or support more housing options throughout the City
- N-2** Engage and empower neighborhoods to thrive

Public Safety

- P-1** Adopt and implement alternative 911 revenue source through a partnership with the County and upgrade the countywide system
- P-2** Expand substance abuse community education, awareness and enforcement efforts
- P-3** Design and build a cooperative public safety training facility and grounds

Recreation

- R-1** Plan, design and construct a sports plex and indoor recreation aquatic facility
- 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
- R-3** Evaluate and combine outdoor concerts and block party
- R-4** Conduct pop-up farmers market throughout the city
- R-5** Create, promote and increase awareness about shoreline and river based recreation activities/competitions
- R-6** Improve the experience of planning community special events for the customers





OUR COMMUNITY

DEVELOP **HEALTHY & SUSTAINABLE NEIGHBORHOODS**

Promoting enrichment and accessibility.

N-1	ACTION ITEM	PRIORITY LEVEL
	Encourage, incentivize, and/or support more housing options throughout the City	WIN*
	EXPECTATIONS	ACTION TIMELINE
	Development and construction of more housing options	2020
N-2	ACTION ITEM	PRIORITY LEVEL
	Engage and empower neighborhoods to thrive	WIN*
	EXPECTATIONS	ACTION TIMELINE
	Development, participation and leadership in neighborhood associations throughout the city	2020



OUR COMMUNITY

PUBLIC SAFETY

To keep our streets safe and our communities accountable.

P-1	ACTION ITEM	PRIORITY LEVEL
	Adopt and implement alternative 911 revenue source through a partnership with the County and upgrade the countywide system	WIN*
	EXPECTATIONS	ACTION TIMELINE
	A stable and sustainable revenue source that supports emergency telecommunications and capital expenditures	2020

P-2	ACTION ITEM	PRIORITY LEVEL
	Expand substance abuse community education, awareness and enforcement efforts	High
	EXPECTATIONS	ACTION TIMELINE
	Provide ongoing educational outreach sessions for diverse communities within the city	2020 - 2022

P-3	ACTION ITEM	PRIORITY LEVEL
	Design and build a cooperative public safety training facility and grounds	High
	EXPECTATIONS	ACTION TIMELINE
	Obtain grant funding to begin the design and construction of the facility	2020 - 2023



OUR COMMUNITY

RECREATION & WELLBEING

To bring world-class recreation and leisure to Paducah's backyard.

R-1	ACTION ITEM	PRIORITY LEVEL
	Plan, design and construct a sports plex and indoor recreation aquatic facility	WIN*
	EXPECTATIONS	ACTION TIMELINE
	Complete design and begin construction of the indoor recreation and aquatic facility in Noble Park	2020 - 2021
R-2	ACTION ITEM	PRIORITY LEVEL
	Support the Sports Commission in their pursuit of the long term development, design, construction, operation, maintenance, sales and marketing of tournament worthy sports facilities	WIN*
	EXPECTATIONS	ACTION TIMELINE
	Attend and participate at the McCracken County Sports Commission meetings advocating for outdoor fields in the City	2020
R-3	ACTION ITEM	PRIORITY LEVEL
	Evaluate and combine outdoor concerts and block party	WIN*
	EXPECTATIONS	ACTION TIMELINE
	Work with Mainstreet Coordinator to maximize participation and attendance at regularly scheduled downtown events	2020



OUR COMMUNITY

RECREATION & WELLBEING

To bring world-class recreation and leisure to Paducah's backyard.

R-4	ACTION ITEM	Conduct pop-up farmers market throughout the city	PRIORITY LEVEL	High
	EXPECTATIONS	Implement pop-up farmer's markets in various locations within the city	ACTION TIMELINE	2020
R-5	ACTION ITEM	Create, promote and increase awareness about shoreline and river based recreation activities/competitions	PRIORITY LEVEL	High
	EXPECTATIONS	Continue Tennessee Riverline initiative and create river based recreation activity	ACTION TIMELINE	2020 - 2023
R-6	ACTION ITEM	Improve the experience of planning community special events for the customers	PRIORITY LEVEL	High
	EXPECTATIONS	Streamline the internal process while keeping customers at the forefront	ACTION TIMELINE	2020

Connecting residents with each other and their representatives.

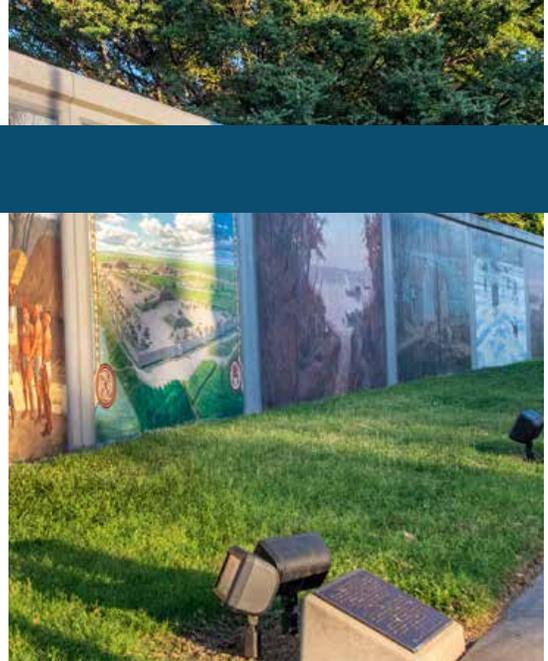


OUR ENGAGEMENT



OUR ENGAGEMENT

Connecting residents with each other and their representatives.



We hear you.

We want our city administration to be as responsive and modern as the rest of your life. No unnecessary waiting for important information. No confusion from too much red tape. No jargon you can't understand without a civil service degree.

From now on, everyone's on the same page.

WANT TO GET CONNECTED?

Check us out online at

ourpaducah.us

or follow us on Facebook at

City of Paducah Kentucky Government



"I appreciate the effort to engage the public. From the City Government 101 presentation, it was noteworthy that they are **focused on results and committed to tracking progress.**"

"I think I would be more interested if I felt like I was getting the truth and the real story about what's happening."

"Better publicity ... I feel like I'm the last to know of awesome events!"

Anonymous survey responses to the Paducah City Government

CONNECTING RESIDENTS WITH **EACH OTHER AND THEIR REPRESENTATIVES**

We want our city administration to be as responsive and modern as the rest of your life. No unnecessary waiting for important information. No confusion from too much red tape. No jargon you can't understand without a civil service degree.

From now on, everyone's on the same page.



OUR ENGAGEMENT

Connecting residents with each other and their representatives.



KEY VISION // OUR ENGAGEMENT

PERFORMANCE AREA

Open, Smart & Engaged Government

O-1 Implement Measures to Recruit & Retain Quality City Employees



OPEN, SMART & **ENGAGED GOVERNMENT**

To constantly improve our administration for the betterment of the community.

	ACTION ITEM
O-1	Implement Measures to Recruit & Retain Quality City Employees

PRIORITY LEVEL
WIN*

ACTION TIMELINE
2020

EXPECTATIONS
Become a preferred employer within the western KY, southern IL and southeast MO region

*Bringing the world to Paducah and
Paducah to the world.*



OUR CULTURE



OUR CULTURE

Bringing the world to Paducah and Paducah to the world.



We hear you.

Survey responses detailed both sides of an ongoing debate over how the city balances homegrown creative talent and the diversity it breeds. So we developed a plan that unifies everyone’s voice - and a way to take each step together.

“I feel the **arts contribute substantially to the economic development and vitality of our city**, and they deserve a place (and recognition) at the economic development table.”

“I believe that **diversity should be a part of our day-to-day operations**, not just something we ‘celebrate’.”

“As a UNESCO City of Folk Arts and Culture, we need more public sculptures, murals and for **the gifted local artists to get commissions – not out of state artists**. They have their own cities to create.”

Anonymous survey responses to the Paducah City Government

BRINGING THE WORLD TO PADUCAH AND PADUCAH TO THE WORLD

Every resident has a place in our city’s artistic tradition.

We’re not all cut from the same cloth. We’re stitched together from different cultures through a heritage of creativity - and now, we’re sewing the next piece in that Paducah patchwork.



OUR CULTURE

Bringing the world to Paducah and Paducah to the world.



KEY VISION // OUR CULTURE

PERFORMANCE AREAS

Creative Industries

- C-1** Fully appoint and support a Creative and Cultural Council
- C-2** Recognize, promote and encourage creative industry growth
- C-3** Assist local arts and culture organizations with grant funding
- C-4** Promote and encourage Creative Exchanges with other Creative Cities
- C-5** Implement an annual assessment on arts and culture

Celebrate a Diverse Community

- D-1** Develop intentional inclusion efforts throughout our organization





OUR CULTURE

CREATIVE INDUSTRIES

To expose our community to creativity of all kinds and celebrate the stories of Paducah, both past and present.

C-1	ACTION ITEM	Fully appoint and support a Creative and Cultural Council	PRIORITY LEVEL	WIN*
	EXPECTATIONS	An Arts Council is created to enhance current activities and monitor progress with measurable objectives	ACTION TIMELINE	2020
C-2	ACTION ITEM	Recognize, promote and encourage creative industry growth	PRIORITY LEVEL	High
	EXPECTATIONS	Continue to increase the number of advanced workshops focused on entrepreneurial and business development for creative industries	ACTION TIMELINE	2020 - Ongoing
C-3	ACTION ITEM	Assist local arts and culture organizations with grant funding	PRIORITY LEVEL	High
	EXPECTATIONS	Provide technical assistance to the Creative and Cultural Council in pursuing arts grants	ACTION TIMELINE	2020 - Ongoing
C-4	ACTION ITEM	Promote and encourage Creative Exchanges with other Creative Cities	PRIORITY LEVEL	High
	EXPECTATIONS	Continue to enhance our global reputation through UNESCO	ACTION TIMELINE	2020 - Ongoing
C-5	ACTION ITEM	Implement an annual assessment on arts and culture	PRIORITY LEVEL	Low
	EXPECTATIONS	Conduct an annual assessment to track progress	ACTION TIMELINE	2020 - Ongoing



OUR CULTURE

CELEBRATE A **DIVERSE COMMUNITY**

To encourage pride in each other and opportunity for all.

ACTION ITEM

C-1 Develop intentional inclusion efforts throughout our organization

EXPECTATIONS

Inclusion will be the norm in Team Paducah's culture that sets an example for the community

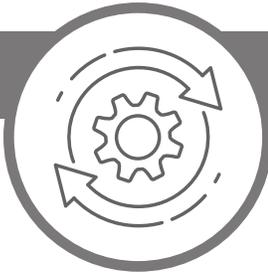
PRIORITY LEVEL

WIN*

ACTION TIMELINE

2020 - Ongoing

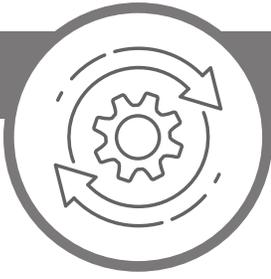




CONTINUOUS IMPROVEMENT

Goals requiring a prolonged campaign to address. These action items are all in **ongoing development**.

ACTION ITEM	KEY TEAM MEMBER
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-12 Host high school and college interns on a regular basis	Stefanie Suazo



WHAT'S IMPORTANT LATER

Peripheral goals which will become possible with the completion of more pertinent action items.

ACTION ITEM	KEY TEAM MEMBER
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
WIL-10 Installation of public art in community gateways	Tammara Tracy
WIL-11 Host a multicultural event	Molly Tomasallo Johnson



OUR PADUCAH

WANT TO GET INVOLVED WITH OURPADUCAH?

Follow updates for the City of Paducah's
Strategic Plan online at

ourpaducah.us

or follow us on Facebook at
City of Paducah Kentucky Government



ourpaducah.us

