



COMPREHENSIVE STRATEGIC PLAN

CITY OF PADUCAH



Monthly Updates
What's Important Now (WIN)

August 2019



WIN Initiatives Monthly Status Indicator Legend



Significant update
or progress



Modest
progress



No significant
updates or progress

Key Vision Areas Indicator Legend



Our Culture



Our Growth



Our Engagement



Our Community

Status	Vision	Action Item	August 2019 Highlights
		A-1: Recruit and create a Creative and Cultural Council	Developed new project plan and timeline. Began analyzing data from the Creative Impact Symposium and meetings with creatives.
		O-1: Implement clear performance expectations	On track for the FY20 Quarter 1 report to be presented to the Board of Commissioners in October and Leadership Team evaluation goals quarterly check in.
		O-2: Create and sustain a customer centric culture	Scheduled customer service training with WKCTC for September. CX greeted/helped approximately 1,200 people and received approximately 400 calls. Ended the month with 6 open or ongoing concerns.
		E-1: Encourage and assist local business retention and expansion	Presented during the Chamber's Small Business Month. Business Development Specialist attended 6 business retention meetings, 3 ribbon cuttings, 1 CO celebration and 3 check presentations. Held 4 kick start meetings.
		E-2: Implement new zoning regulations	New zoning regulations are paused. Plan to resume after Opportunity Zones effort concludes, which is expected to wind down within the next 45 days. Intensified recruitment efforts for open positions.
		E-3: Promote occupancy in all downtown buildings	The Kentucky Economic Development Finance Authority (KEDFA) gave Paducah preliminary approval for the TIF. Held the second Downtown Block Party.
		N-1: Design and construct sidewalks, pedestrian walkways, bike paths/lanes	Tennessee Riverline Project was hosted here for 3 days. Staff from National Park Service and University of Tennessee revealed more greenway options. Working with the State regarding additional sidewalk construction funds.
		N-2: Encourage, incentivize and/or support more housing options	Began platting process for Midtown's new houses in Fountain Avenue area. Working with Midtown's Board on developing project and strategy projects in the OZ.
		D-1: Host a multicultural event	The theme for this year's Christmas Parade is "Christmas Around the World". Three staff are attending the kite festival in Milwaukee the first week in September.
		I-1: Connect main commercial corridors by bike paths and/or bike lanes	Tennessee Riverline Project was hosted here for 3 days. Staff from National Park Service and University of Tennessee revealed more greenway options near the river.
		R-1: Research, plan, design and construct a sports plex and recreation aquatic facility	Board of Commissioners approved a contract with Lose Design and BFW for the design and construction management of the Recreation Center. Entered into a interlocal agreement resulting in the creation of the Sports Commission.
		R-2: Create a Friends of the Park organization	Friends of the Park representatives participated in the firm selection for the indoor aquatic center. Next meeting is in September.
		R-3: Promote, design and encourage annual athletic tournaments/competitions	80 boats participated in Cabela's Fishing Tournament. Youth fishing tournament at Noble Park, August 24. Parks Paddle Up Paducah Pickleball Tournament. West KY Disc Golf hosted a disc golf tournament at Stuart Nelson.
		P-1: Adopt and implement alternative 911 revenue source. Partnership with the County.	City and County met twice in August to discuss a potential revenue source and review the draft agreement for a consolidated agency. Goal of executing agreement and determining revenue source before calendar year 2020.
		P-2: Purchase and implement a county-wide radio system	Monthly software implementation meetings. Go-live planned for December 2019.

Our Paducah Strategic Plan | WIN Initiatives



Performance Area: Creative Industries

A-1: Recruit and create a Creative and Cultural Council

Project Details

Summary	The creation of a Creative and Cultural Council will enhance current activities and monitor progress with measurable objectives.
Key Team Member	Lindsay Parish, Customer Experience Director Nelvin Howell, Customer Experience Representative
Desired Outcome	Measurable objectives are in progress of being defined.
Timeline	Develop framework by end of 2019. Establish Council in spring of 2020.
Budget Impact	Expected to be minimal

Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
January - March	Research different approaches; Develop strategy. Create Framework.
April - June	Convene a Summit with stakeholders and public in general. Appoint multi-disciplinary Council. Council establishes policies and procedures and initial objectives.
July - September	Exploring grant opportunities through the NEA. Transitioned to the Customer Experience Department. Revised the project plan. Analyze data and establish an internal steering committee to develop framework for the Council.
October - December	Utilize steering committee to finalize the framework and make proposal to the Board of Commissioners at January retreat.

Long Term Plan: 2020 & Beyond

Establish the Council, have first meeting in spring. If the City receives the NEA grant, the Council will assist with the implementation of the creative entrepreneurship program.

Our Paducah Strategic Plan | WIN Initiatives



Creative Industries

A-1: Recruit and create a Creative and Cultural Council

2019 Monthly Status Update

Month	Completed Tasks
January	Meet / Interview artists and leadership of Arts organizations. Discover Paducah's needs. Research approaches to a Council and Best Practices throughout the U.S.
February	Set up shared calendar for the "Arts Consortium." Continue researching approaches. NEA meeting in Washington DC.
March	Met with 34 creatives, arts organizations and creative businesses. Drafting goals, mission and objectives of the Council. Developing a proposed list of members with strategic skillsets and capabilities.
April	Launching from Kentucky Arts Council and the Americans for the Arts suggestions and support, staff planned a creative entrepreneurship symposium in May titled Creative Impact 2019. Local artists, arts organizations, NFPs, local businesses are targeted, but all are invited to attend. Input for the Council will be gathered at the symposium.
May	Exploring NEA grant opportunities for Creative Industries initiatives. Proposing a list of members of the Creative & Cultural Council with an initial goal of launching a creative entrepreneurship program.
June	This WIN action item is in process of being transferred to the Customer Experience Director Lindsay Parish.
July	The city applied for the NEA grant for funding for creative entrepreneurship workshops. The project plan is being revised due to transferring the WIN action item to Customer Experience Director Lindsay Parish.
August	Developed new project plan and timeline. Began analyzing data from the Creative Impact Symposium and meetings with creatives.
September	
October	
November	
December	

Our Paducah Strategic Plan | WIN Initiatives



Open, Smart & Engaged Government

O-1: Implement clear performance expectations throughout the organization

Project Details

Summary	Utilize data to make effective operational improvements and celebrate success.
Key Team Member	James Arndt, City Manager Michelle Smolen, Assistant City Manager
Desired Outcome	Effectively demonstrate the success of our operations.
Timeline	2019 - Ongoing
Budget Impact	Minimal

Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
January - March	Prepare for rollout of 5 year capital improvements plan and quarterly financial report in FY20. Middle Management Team collecting nuisance violation data for the case study. Annual employee evaluations initiated with clearly defined goals and objectives. Codes & Permitting taskforce begin collecting permits and inspections data.
April - June	Continue the preparation of the 5 year CIP and quarterly financial report to be launched in FY20. MMT assessing data and completing recommendation for nuisance cases. Complete annual evaluation of LT members.
July - September	Board of Commissioners to be presented annual project/purchase summary while a 5 year CIP is implemented to improve operations.
October - December	FY20 quarter 1 report presented to Board of Commissioners, including data indicating the completion of projects/purchases for the year.

Long Term Plan: 2020 & Beyond

Continue to identify processes that can be enhanced by the utilization of metrics and implement desired course corrections.

Our Paducah Strategic Plan | WIN Initiatives



Open, Smart & Engaged Government

O-1: Implement clear performance expectations throughout the organization

2019 Monthly Status Update

Month	Completed Tasks
January	Completed 6 month evaluations of LT members. Introduced 5 year CIP concept to Leadership Team. Discussed quarterly financial report with Director of Finance. Began collecting customer experience data to guide us in the improvement of our customer experience. Leadership Team directed to ensure annual completion of employee evaluations.
February	Continue rollout of CIP & quarterly financial report. Continue to evaluate customer service data. Gathered best practices on nuisance reporting.
March	Codes & Permitting Team/MMT working on data collection and formulating strategies to improve the codes and permitting process.
April	Developing the 5 year CIP during the FY20 budget process. Completed quarterly goals check in with Leadership Team members, except for EPW & Fire. Codes & Permitting taskforce recommends data standardization and analysis with implementation of codes and permitting software in future. Exploring alternate data performance measures options, including planning and customer experience data.
May	Leadership Team completing annual evaluations on all team members, with the expectation of being completed by June 30, 2019. Researching best practices for organizational performance measures. Started tracking weekly code enforcement cases.
June	Leadership Team evaluated and evaluated all employees. Prepared for implementation of 5 year Capital Improvement Plan progress tracker.
July	Various performance measures incorporated into the Strategic Plan Midyear Report. Exploring opportunities to use data to measure customer experience.
August	On track for the FY20 Quarter 1 report to be presented to the Board of Commissioners in October and Leadership Team evaluation goals quarterly check in.
September	
October	
November	
December	

Our Paducah Strategic Plan | WIN Initiatives



Open, Smart & Engaged Government

O-2: Create and sustain a customer centric culture aligned with our organizational values

Project Details

Summary	Create and sustain intentional customer centric initiatives throughout the organization
Key Team Member	James Arndt, City Manager Michelle Smolen, Assistant City Manager
Desired Outcome	Culture will be transformed producing innovations, openness and improved customer relationships.
Timeline	2019 - Ongoing
Budget Impact	Minimal


Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
January - March	Values adopted and launched organization wide. Middle Management Team initiated customer experience surveys to assess current satisfaction levels. Recognize employees and departments providing excellent customer service.
April - June	Continue to assess customer service survey data and recognize employees for exceptional service. Continue to work on customer service expectations within codes and permitting departments. MMT recommendations for field operations customer experience survey.
July - September	Employees continually recognized and trained on customer service through partnership with WKCTC. Customer experience is monitored and new standards will be adopted.
October - December	Evaluate and monitor customer experience and newly adopted standards.

Long Term Plan: 2020 & Beyond

Continue to evaluate and enhance customer service experience throughout the organization.

Our Paducah Strategic Plan | WIN Initiatives

	Open, Smart & Engaged Government
	O-2: Create and sustain a customer centric culture aligned with our organizational values

2019 Monthly Status Update	
Month	Completed Tasks
January	MMT created and launched customer experience survey. Commission adopted customer experience value. Challenged organization with competition. Internal committee assessing codes and permitting process in order to better meet the needs of our customers.
February	Receiving data from survey. Initial word cloud created. Implemented kiosk in City Hall. Created standard email signatures allowing for customer feedback. Internal committee continuing work on codes and permitting. Recognized the Police Department Records division for winning the challenge.
March	Continuing the customer experience survey for internal and external customers. Finalizing monthly customer experience report. Rolled out new Customer Experience Department to the organization, which begins operation July 1.
April	Evaluating customer experience results and setting customer experience target for the organization. Continued implementation of the Customer Experience department which is still on target for July 1. MMT developing organizational customer experience training. Implemented the Compliments and Concerns hotline.
May	Presented the Customer Experience Department mission, values and initiatives to the Board of Commissioners. Planning the New Day Initiative kick off in June. MMT reviewed April customer survey "blue card" results and target. Developing organizational wide customer experience training for FY20.
June	The New Day Kick Off was a success, including the creation of the Customer Experience Department. Continue development of organizational wide customer service training.
July	Finalized customer service organizational training. Scheduled for August/September. Held organization-wide meeting where the City Manager challenged the organization to raise service level expectations. Customer Experience Department began operations. Serving approximately 40 customers daily.
August	Scheduled customer service training with WKCTC for September for department leadership and other key customer service team members. Approximately 1200 people came to City Hall and were greeted or helped by CX this month. CX also received approximately 400 calls this month – ending the month with 6 open or ongoing concerns.
September	
October	
November	
December	

Our Paducah Strategic Plan | WIN Initiatives



Empower Upward Economic Mobility

E-1: Encourage and assist local business retention and expansion

Project Details

Summary	Completing business retention visits and identifying and mitigating obstacles for growth.
Key Team Member	James Arndt, City Manager Michelle Smolen, Assistant City Manager
Desired Outcome	5% of existing businesses will expand their operations, facility footprint and/or increase jobs.
Timeline	2019 - Ongoing
Budget Impact	Significant

Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
January - March	Establish routine business outreach meetings. Participating in WKCTC trip to Greenville and Spartanburg. Work with PED in their economic development efforts and on their search committee. Pursuing the creation of TIF district. Facilitating the rollout of the opportunity zones. Begin to evaluate internal ED processes and efforts.
April - June	Conduct regular business outreach meetings. Analyze and recommend a change to the city's incentive policy. Considering internal economic development efforts and structure. Continue to pursue TIF.
July - September	Business outreach meetings to continue as new Development processes are explored.
October - December	Continue regular business outreach meetings. Evaluate new processes and ED incentive strategies. Begin monitoring metrics.

Long Term Plan: 2020 & Beyond

Continue to monitor our success annually based on the desired outcome.

Our Paducah Strategic Plan | WIN Initiatives



Empower Upward Economic Mobility

E-1: Encourage and assist local business retention and expansion

2019 Monthly Status Update

Month	Completed Tasks
January	Conducted opportunity zones meeting with community stakeholders. Began internal dialogue on ED processes. Served on the selection committee for PED's new CEO. Mayor working with PED executive committee on their structure.
February	Continue to serve on PED selection committee. Joint City/County public hearing on TIF district application. Continued work with PED executive committee. Continue internal dialogue on internal ED processes. Prepare for WKCTC trip.
March	Participating in community ED efforts by serving on PED selection committee and attending the WKCTC trip to Greenville, SC. Assisting with the implementation of a local Opportunity Zone Fund and looking for projects. Continue internal dialogue on internal ED processes.
April	Create and recruit Business Development Specialist position. TIF adopted by the Paducah Board of Commissioners and submitted to the state for approval. Implemented cross-departmental growth team. Continuing Opportunity Zones work.
May	Continue to serve on the PED selection committee. Continue recruitment of the Business Development Specialist position. Began planning for the kick start permitting meetings to be implemented in July.
June	Continue to serve on the PED selection committee. Re-advertised the Business Development Specialist position.
July	Completed recruitment for GPED President/CEO & the Business Development Specialist. Assisted GPED with the expansion of a local business and the recruitment of a new business to Paducah. Went to 1 business retention visit. Advertised Kick Start Meetings with the first meeting being held in August.
August	Presented on the New Day Initiative during the Chamber's Small Business Month. Business Development Specialist attended 6 business retention meetings, 3 ribbon cuttings, 1 CO celebration and 3 check presentations. Also working on the Small Business Resource Guide, Entertainment Destination Research and incentives research. Held 4 kick start meetings.
September	
October	
November	
December	

Our Paducah Strategic Plan | WIN Initiatives



Empower Upward Economic Mobility

E-2: Implement new zoning regulations

Project Details

Summary	Zoning is the most powerful tool a community has to create the places they actually want to be around. Current ordinance creates substandard development that no one really wants to live around. New standards and a modern framework that is responsive to change is needed.
Key Team Member	Tammara Tracy, Planning Director
Desired Outcome	Zoning ordinance that responds to business yet creates a desirable place that people want to live, work, and play.
Timeline	FY19 - FY20
Budget Impact	Higher property values

Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
January - March	Parking standards with new landscaping standards and definitions presented; Form taskforce (after OZ/TIF) of 10-12 citizens to work on Zoning ord.
April - June	With Taskforce, listen to what is wrong with current ordinance, establish purpose of districts.
July - September	Develop a use-table and use-specific standards while also creating bulk standards.
October - December	Continue work on Use table; create Use-Specific standards & Bulk standards as this dialogue occurs.

Long Term Plan: 2020 & Beyond

Q1 Adopt Use Table and Use-specific standards. Q2 Conduct training on new parts of ordinance. Q3 Address Nonconformities; Permits; Landscaping. Q4 Fences, Walls, Screening. Q1 Access & Connectivity issues; Loading & Stacking standards. Q1 Lighting; Flood and Stream Corridor issues; various administrative issues. Q3 Adopt These sections. Q1 Signs or Subdivisions

Our Paducah Strategic Plan | WIN Initiatives



Empower Upward Economic Mobility

E-2: Implement new zoning regulations

2019 Monthly Status Update

Month	Completed Tasks
January	Parking Table and standards drafted.
February	Redrafting landscaping around parking.
March	Coordinating a cross-departmental effort to improve downtown handicap parking.
April	New zoning regulations are paused. Plan to resume after Opportunity Zones effort concludes and Planner position is recruited.
May	New zoning regulations are paused. Plan to resume after Opportunity Zones effort concludes and Planner position is recruited.
June	New zoning regulations are paused. Plan to resume after Opportunity Zones effort concludes and Planner position is recruited.
July	New zoning regulations are paused. Plan to resume after Opportunity Zones effort concludes and Planner position is recruited. Intensified recruitment efforts for Planning positions and attended City Hall job fair to recruit locally.
August	New zoning regulations are paused. Plan to resume after Opportunity Zones effort concludes, which is expected to wind down within the next 45 days. Several interviews were conducted for Neighborhood Project Planner and an offer will be made shortly. Senior Planner position will be advertised through Alumnae associations of planning schools.
September	
October	
November	
December	

Our Paducah Strategic Plan | WIN Initiatives



Empower Upward Economic Mobility

E-3: Promote occupancy in all downtown buildings

Project Details

Summary	Downtown Paducah is the heart of our community. A thriving downtown is critical to the success of Paducah. The City needs to capitalize on the enormous investment already existing in our downtown.
Key Team Member	Katie Axt, Downtown Development Specialist
Desired Outcome	At least 90% of downtown buildings will be occupied. Need to set baseline in FY19
Timeline	FY19 - FY29
Budget Impact	Modest budget impact

Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
January - March	Define geographic boundary and determine asset inventory metrics.
April - June	Complete an asset inventory.
July - September	New websites to be developed for Main Street and Downtown Paducah that highlight focus areas.
October - December	Launch Downtown Paducah website.

Long Term Plan: 2020 & Beyond

Implement TIF District. Facilitate Opportunity Zone projects. Develop market research program to demonstrate the value proposition of Downtown. Aggressively market assets to targeted sectors. Develop master connectivity program. Improve streetscape, utilities, landscaping, and sanitation.

Our Paducah Strategic Plan | WIN Initiatives



Empower Upward Economic Mobility


E-3: Promote occupancy in all downtown buildings

2019 Monthly Status Update

Month	Completed Tasks
January	Regular check-ins with local listing agents to stay informed about the status of vacancies.
February	Continue regular check-ins with local listing agents to stay informed about the status of vacancies. Preparing for spring and summer promotional events.
March	Working on a celebration for downtown business grants awarded to Johnson Bar (Spring 2019), Fetch (Spring 2019), the Bully Gorilla (Summer 2019), and Confleur (opened last Fall). Working with IT to develop an app for asset inventory. AmeriCorps volunteer will assist with inventory. Preparing for spring and summer promotional events. Working on "open" flag kits for downtown businesses. Conducted the required public hearing for the downtown TIF district in partnership with the County.
April	Budget downtown incentives (Roof Stabilization, Upper Story Living, Façade and Business grants). TIF adopted and submitted to the state for approval. Conducted Spring Spruce Up downtown (putting in over 200 plants). Held a Quilt Week promotion. Executed program development agreement with Weyland Ventures on city-owned downtown parking lot. Completed the demolition of the Kresge building.
May	Two new businesses opened downtown: fetch and Off the Corner. The Roof Stabilization Project is complete at 407 Broadway (\$32,000 in grant funds; \$64,000 total project). One Upper Story Project to create two new housing units at 313 Broadway is complete (\$45,000 in grant funds; \$265,000 total project). Continuing work on TIF with the geotechnical analysis and phase 1 environmental review for City Block. Paducah Main Street Facebook page surpassed 7,000 page followers. Main Street initiated a daily social media post called Downtown Today. Next promotional event is Downtown Block Party.
June	Continued work on Phase 1 Environmental Review for City Block and prepared TIF application for State review. Worked on "Open!" flags for Downtown and Lower Town businesses. Began preparations for Downtown Block Party in August.

July	Received two New Business Grants: Moxie Mod at 405 Broadway for a new furniture store & Luxe Properties at 313 Broadway to complete build-out of new retail space. Received two Façade Grants: Holly Hock Shop at 106 Broadway & Off the Corner at 208 Broadway. Main Street is providing 25 Downtown and Lower Town businesses with “Open!” Flags to create more visibility for local shops. Advancing City Block Project. Phase 1 Environmental Review is complete. TIF: Application to the State was submitted July 3rd.
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Our Paducah Strategic Plan | WIN Initiatives

	Empower Upward Economic Mobility
	E-3: Promote occupancy in all downtown buildings

2019 Monthly Status Update Continued	
Month	Completed Tasks
August	The Kentucky Economic Development Finance Authority (KEDFA) gave Paducah preliminary approval for the TIF. Held the second Downtown Block Party.
September	
October	
November	
December	

Our Paducah Strategic Plan | WIN Initiatives



Develop Healthy and Sustainable Neighborhoods

N-1: Design and construct sidewalks, pedestrian walkways/bike paths, and/or bike lanes to connect our neighborhoods

Project Details

Summary	Construct sidewalks, walkways and bike lanes with the goal of achieving a comprehensive, continuous and connected system of pathways and linkages.
Key Team Member	Tammara Tracy, Director of Planning
Desired Outcome	70% of our neighborhoods will be connected by pedestrian pathways.
Timeline	FY19 - FY29
Budget Impact	Significant budget impact

Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
January - March	Review 2009 Sidewalk Study completed by the Planning Department to determine the baseline and priority projects.
April - June	Budget funds for building new sidewalks in the FY2020 budget development process. Create cross-departmental team to determine priority projects based on the 2009 sidewalk study.
July - September	Cross-departmental team will continue their work to determine priority projects. EPW to begin sidewalk construction.
October - December	EPW sidewalk construction on priority projects.

Long Term Plan: 2020 & Beyond

Establish a sidewalk program in the annual budget process.

Our Paducah Strategic Plan | WIN Initiatives



Develop Healthy and Sustainable Neighborhoods

N-1: Design and construct sidewalks, pedestrian walkways/bike paths, and/or bike lanes to connect our neighborhoods

2019 Monthly Status Update

Month	Completed Tasks
January	Fountain Avenue project ongoing.
February	Fountain Avenue project ongoing. Planning Department recommends reviewing the 2009 sidewalk study.
March	Fountain Avenue project nearing a close - replaced 2 miles of sidewalk, 16 accessible ramps and 42 approaches. Replaced Jefferson Street sidewalk near the Coke Plant. City Manager's Office reviewing the 2009 sidewalk study completed by the Planning Department.
April	Budgeted funds in the FY20 CIP for new sidewalks to improve connections in the sidewalk network. Coordinated with Parks Master Plan consultant to indicate new greenway/multipurpose paths in master plan.
May	Began cross-departmental meetings to identify FY20 priority sidewalk connections in the city with the goal of creating reasonable pedestrian linkages to major destination points.
June	EPW, Planning and CMO toured Paducah to assess and recommend priority sidewalks with FY20 funds.
July	Discussed sidewalk options and recommendation with City Manager. Work with EPW in August to finalize priority FY20 projects and construction timeline. Began mapping bike routes in preparation for public discussion. Working with Lowertown neighborhood on crosswalk art project.
August	Tennessee Riverline Project was hosted here for 3 days. Staff from National Park Service and University of Tennessee revealed more greenway options near the river. Working with the State regarding additional sidewalk construction funds.
September	
October	
November	
December	

Our Paducah Strategic Plan | WIN Initiatives



Develop Healthy and Sustainable Neighborhoods

N-2: Encourage, incentivize and/or support more housing options throughout the City

Project Details

Summary	As the baby boomers continue to retire and migrate to simpler homes, the younger generations who are starting smaller families later are also interested in smaller simpler homes of quality. Both cohorts are looking for housing that is different from the detached single-family home on a large lot. They are looking for the "missing middle" - the something between the big house and suburban-style apartment complexes. Furthermore, 25% of Paducah's population is in poverty, so affordability is critical.
Key Team Member	Tammara Tracy, Planning Director
Desired Outcome	Create 20% more housing options, including affordable housing, within the City. Need to set baseline in FY19.
Timeline	FY 19 - FY29
Budget Impact	Modest at first then Significant budget impact

Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
January - March	Develop & test GIS inventory tool; Recruit interns / AmeriCorps volunteers. Start inventory with OZ areas (Northside, Rowlandtown, Glendale, Lowertown, Uppertown) then move outward. Identify housing projects, including student housing, to be marketed to Opportunity Zone funds.
April - June	Continue inventory (2 months estimate). Analyze existing census, HCV & PVA data to establish thresholds of need and market rates. Identify any quick-fixes (e.g. ADU's). Work with Midtown to develop/fund a 5-7 year housing development plan. Determine infrastructure costs.
July - September	Establish a taskforce to tackle focus items and prepare a funding plan as a development agreement is pursued with established developer.
October - December	Develop plan for grant/funding.

Long Term Plan: 2020 & Beyond

New housing developing (market rate mixed with affordability).

Our Paducah Strategic Plan | WIN Initiatives



Develop Healthy and Sustainable Neighborhoods

N-2: Encourage, incentivize and/or support more housing options throughout the City

2019 Monthly Status Update

Month	Completed Tasks
January	Section 8 offices (HCV program) moved to Housing Authority site (2330 Ohio St), resulting in a One-stop location for low-income rental opportunities.
February	Discussed student housing needs with PSAD & Murray St@Paducah. Working with Midtown to propose housing development plan for Opportunity Zone funding. Secured an AmeriCorps volunteer to do inventory. Forwarded inventory tool specs to IT for app development.
March	Gave Midtown Alliance land to build 3 new houses in Fountain Avenue on Harrison Street. Developing annual report for Commission. Assisting with the implementation of a local Opportunity Zone Fund and looking for projects that could include housing options.
April	Continued work on Opportunity Zone: inventory of available lots; coordinating effort to establish local fund as housing will be a big part of the package. Conducted Spring Surplus sale: 30 lots listed, 19 bids received including a few to build new homes (staff is continuing the evaluation). Started discussions with Paducah Housing Authority regarding their foundation and possible joint project.
May	Continued working with Midtown Alliance on the four new houses in Fountain Ave. Midtown Alliance also received their Kentucky Housing Corporation grant.
June	Midtown Alliance continues work on four new houses in Fountain Avenue area. Ongoing work with Opportunity Zones.
July	Midtown Alliance continues work on four new houses in Fountain Avenue area. Ongoing work with Opportunity Zones. Working with Marion Group on the Walter Jetton HS project (60 units w/ arts focus).
August	Began platting process for Midtown's new houses in Fountain Avenue area. Working with Midtown's Board on developing project and strategy projects in the OZ.
September	
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December	

Our Paducah Strategic Plan | WIN Initiatives



Celebrate a Diverse Community

D-1: Host a multicultural event

Project Details

Summary	Parks and Recreation staff plan to develop a international flavored kite festival. The festival will be held along the riverfront of Paducah featuring kite designs from around the world.
Key Team Member	Molly Tomasallo Johnson, Special Events Coordinator
Desired Outcome	Our plan is to develop an annual celebration of kites that recognizes international styled kites. If approved, the kite festival will compliment the annual Spring Quilt Week, and recognize cultural diversity from around the world.
Timeline	FY20
Budget Impact	\$15,000 plus we would seek sponsorships

Road Map to Success: 2019 Action Plan

Quarter	Action Plan
Q1: Jan. - March	Researching the National Kite Association and other kite events. Putting together budget requirements.
Q2: April - June	Possible attendance at another kite festival.
Q3: July - Sept.	City sending delegates to attend the Milwaukee, WI event for research purposes. Event logistics, partnerships, programming to be explored as a part of event planning process.
Q4: Oct. - Dec	Programming and event planning.

Long Term Plan: 2020 & Beyond

Create a sustainable annual cultural event through the wonder of international kite design.

Our Paducah Strategic Plan | WIN Initiatives



Celebrate a Diverse Community

D-1: Host a multicultural event

2019 Monthly Status Update

Month	Completed Tasks
January	Ongoing research.
February	Budgeting and research.
March	Researching national best practices from other kite festivals.
April	Budgeted \$15,000 for festival in the CIP.
May	Researching attendance opportunities for established kite festivals. Potential to attend the Liberty Fest Kite Festival in Edmond, Oklahoma the last weekend in June.
June	Kite Festival attendance was rescheduled from the Edmond, Oklahoma event to Milwaukee, WI in September.
July	Kite Festival attendance was rescheduled from the Edmond, Oklahoma event to Milwaukee, WI in September.
August	The theme for this year's Christmas Parade is "Christmas Around the World". Three staff are attending the kite festival in Milwaukee the first week in September.
September	
October	
November	
December	

Our Paducah Strategic Plan | WIN Initiatives



Maintain Thoughtful and Modern Infrastructure

I-1: Connect main commercial corridors by bike paths and/or bike lanes

Project Details

Summary	Network of bike/pedestrian routes that safely connects destinations for commuters and recreational riders.
Key Team Member	Tammara Tracy, Planning Director
Desired Outcome	All commercial districts will be accessible by bicycle.
Timeline	FY19 - FY29
Budget Impact	Minimal

Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
January - March	Draft plan from State; review and amend. Combine with Small Urban Area Study recommendations.
April - June	Review 2009 proposed connectors. Refine connections. Discuss with cycling community, EPW, and Parks. Adopt this Phase I as a base framework to allow some projects to begin.
July - September	Develop costs estimates for various tasks. Develop taskforce to identify priority of projects and start on Phase II of Bicycle plan.
October - December	Develop taskforce to identify priority of projects and start on Phase II of Bicycle plan.

Long Term Plan: 2020 & Beyond

With Taskforce, work on Phase II network of Bike boulevards.

Our Paducah Strategic Plan | WIN Initiatives



Maintain Thoughtful and Modern Infrastructure

I-1: Connect main commercial corridors by bike paths and/or bike lanes

2019 Monthly Status Update

Month	Completed Tasks
January	Draft plan from State; review and amend.
February	Combine with Small Urban Area Study recommendations.
March	Coordinating with the Parks Master Plan process to establish a bicycle transportation framework and common standards.
April	Coordinated with Parks Master Plan consultant to indicate NEW greenway/multipurpose paths in master plan.
May	Received from Kentucky Transportation Cabinet the approved Small Urban Area Study Report, begin putting into draft plan and incorporated into the BUILD 2019 grant application.
June	Continue work on 2019 BUILD grant application.
July	Submitted 2019 BUILD grant application. Small Urban Area Study Report was presented to the Board of Commissioners. Began mapping bike routes for public discussion. Working with Lowertown neighborhood on crosswalk art project.
August	Tennessee Riverline Project was hosted here for 3 days. Staff from National Park Service and University of Tennessee revealed more greenway options near the river.
September	
October	
November	
December	

Our Paducah Strategic Plan | WIN Initiatives



Recreation

R-1: Research, plan, design and construct a sports plex and recreation aquatic facility

Project Details

Summary	Work with community partners to design and build a financially viable sports and recreation facility.
Key Team Member	Mark Thompson, Parks & Recreation Director James Arndt & Michelle Smolen, City Manager's Office
Desired Outcome	Construction of a facility to host after school activities, indoor swimming, indoor recreation and the Parks & Recreation offices.
Timeline	FY19 - FY23
Budget Impact	Significant Budget Impact.

Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
January - March	Soliciting public input through the Parks & Rec Master Plan. Contemplating design costs and incorporation into the proposed FY20 budget. Conducting conversation with granting authorities and city bond brokers.
April - June	RFQ for recreation center and athletic facility design. Continue investigating grants and evaluating public financing.
July - September	Complete the RFQ/ RFP process for the design of the Indoor Aquatic Facility and the outdoor recreation facilities (baseball, soccer, and softball). Explore revenue sources for construction.
October - December	Regular updates on design process. Secure public financing and continue to search for grant opportunities.

Long Term Plan: 2020 & Beyond

FY21: Design complete and start construction bid process. Begin construction.

FY22- FY23: Construction complete.

Our Paducah Strategic Plan | WIN Initiatives



Recreation

R-1: Research, plan, design and construct a sports plex and recreation aquatic facility

2019 Monthly Status Update

Month	Completed Tasks
January	Initiated Parks and Recreation Master Plan process.
February	Continued Parks and Recreation Master Plan process. Discussed budget figures with the City Manager.
March	Considering various financing options by meeting with local financial advisors and researching P3 financing. Setting up a meeting with a Facility manager. Began developing RFQ for the facility.
April	Proposing budget in FY20 for design of the recreational facility. Started cross-departmental recreation center team. Working on alignment with Board of Commissioners on project scope.
May	Continued work on the Parks and Recreation Master Plan. The Master Plan Steering Committee met on May 20th targeting the vision. Staff attended meeting with city and county officials and local soccer affiliates to discuss the needs/demands for a soccer complex.
June	Continued worked on the Parks and Recreation Master Plan. Issued RFQ for the design of the Indoor Aquatic Facility and for the design of the outdoor recreation facilities (baseball, soccer, and softball).
July	Continued work on the Parks and Recreation Master Plan. Revised the RFQ for the design of the outdoor recreation facilities. Worked with County regarding the current CVB, a new Sports Commission, and the hotel tax. Interviewed firms that presented top 3 responses to the indoor aquatic center RFQ and selected firm. Explored funding for the project.
August	Board of Commissioners approved a contract with Lose Design and BFW for the design and construction management of the Recreation Center. Entered into a five way interlocal agreement resulting in the creation of the Sports Commission. Responses to the Athletic Field RFQs were due in August.
September	
October	
November	
December	

Our Paducah Strategic Plan | WIN Initiatives



Recreation

R-2: Create a Friends of the Park organization

Project Details

Summary	Work with community stakeholders to establish a successful grassroots initiative.
Key Team Member	Mayor Brandi Harless Commissioner Brenda McElroy
Desired Outcome	Create the organization to raise money for ongoing maintenance.
Timeline	2019 - 2020
Budget Impact	None

Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
January - March	Continue conversations with interested community stakeholders. Encourage grassroots fundraising initiatives.
April - June	Advocate the grassroots initiatives and provide technical support as required.
July - September	Continue to partner with program champions.
October - December	Continue to partner with program champions.

Long Term Plan: 2020 & Beyond

Encourage and assist when necessary. Grassroots champions will have the organization established and raising money.

Our Paducah Strategic Plan | WIN Initiatives



Recreation

R-2: Create a Friends of the Park organization

2019 Monthly Status Update

Month	Completed Tasks
January	Encouraged the development of the new organization.
February	Friends of the Park held a meeting to discuss the status of the sports complex project, grant and fundraising opportunities, membership, a method to select a broker, and elect Board members.
March	Next meeting is in April.
April	Established a process for member communication. Brainstormed fundraisers and potential donors. Need a firm plan for sports complex before seeking donations.
May	Next meeting is in June.
June	Meeting date moved to August.
July	Friends of the Park representatives participated in the firm selection for the indoor aquatic center.
August	Friends of the Park representatives participated in the firm selection for the indoor aquatic center. Next meeting is in September.
September	
October	
November	
December	

Our Paducah Strategic Plan | WIN Initiatives



Recreation

R-3: Promote, design and encourage annual athletic tournaments and competitions

Project Details

Summary	Determine and cultivate tournament capabilities of current facilities within the area that staff can utilize to develop sustainable athletic events and competitions.
Key Team Member	Amie Clark, Recreation Superintendent
Desired Outcome	Host 5 new competitive athletic tournaments.
Timeline	Determine baseline in FY19.
Budget Impact	Staffing coordination, sponsorships, facility improvements, facility rental and prize awards are to be determined.

Road Map to Success: 2019 Action Plan

Quarter	Action Plan
Q1: Jan. - March	Proposing a change to the Parks Maintenance staffing structure in FY20 to allow for weekend coverage to support athletic tournaments.
Q2: April - June	Proposing a change to the Parks Maintenance staffing structure in FY20 to allow for weekend coverage to support athletic tournaments.
Q3: July - Sept.	Implement new parks staffing structure. Hold pickleball and adult softball tournaments.
Q4: Oct. - Dec	Set baseline for calendar year 2020

Long Term Plan: 2020 & Beyond

After the baseline is set, we will strive for 5 new tournaments. The results of the Parks & Recreation Master Plan and possible construction will impact this action item in future years.

Our Paducah Strategic Plan | WIN Initiatives




Recreation

R-3: Promote, design and encourage annual athletic tournaments and competitions

2019 Monthly Status Update

Month	Completed Tasks
January	Developed a list of possible tournaments for 2019 and 2020.
February	Budget development and contacting possible partners.
March	Enlisting use of the Dome for a Pickleball tournament. Collecting data related to athletic tournaments and competitions.
April	Proposed funding for sports and recreation field maintenance in FY20 budget. Working with the Convention Center to use the dome for Pickleball.
May	Partnered with Paducah Schools to host high school softball tournament at Sheppard Field Memorial Day weekend. Planned for a baseball tournament May 31st thru June 2 at Noble Park. This private tournament was cancelled due to anticipated weather and low registration. In the planning process for a pickleball tournament and adult softball tournaments scheduled for August.
June	Preparing for the Stuart Nelson Adult Softball Tournament and Pickleball Tournament. Providing assistance where necessary for the upcoming PYP Cornhole Tournament, disc golf tournament and foot golf tournament.
July	Parks and Recreation offered staff support and tournament implementation to Paducah Young Professionals for a Cornhole Tournament. Began advertising and registration for the August Stuart Nelson Adult Softball Tournament and Paddle Up Paducah Inaugural Pickleball Tournament. West KY Disc Golf Club is hosting a disc golf tournament at Stuart Nelson Park in August. Paducah Foot golf tournament scheduled for September at Midtown Golf Course.
August	80 boats participated in Cabela's Fishing Tournament. Youth fishing tournament at Noble Park, August 24. Parks Paddle Up Paducah Pickleball Tournament, August 23-25, 85 registered participants competed on 65 teams for men's doubles, women's doubles, and mixed doubles. Participants came from MO, IL, IN, KY, and TN. West KY Disc Golf hosted a disc golf tournament at Stuart Nelson Park on Saturday, August 24 bringing in over 80 participants. Adult softball tournament scheduled for August 10th canceled. Competing tournament in Clarksville same weekend.
September	
October	
November	
December	

Our Paducah Strategic Plan | WIN Initiatives

	Public Safety
	P-1: Adopt and implement alternative 911 revenue source through a partnership with the County

Project Details	
Summary	Collaborate with stakeholders to determine the most appropriate revenue source that meets our current and future needs.
Key Team Member	Mayor Brandi Harless Jim Arndt, City Manager
Desired Outcome	Implement a stable and sustainable revenue source to support emergency telecommunications.
Timeline	2019 - 2020
Budget Impact	Significant

Road Map to Success: 2019 Action Plan	
Time Frame	Action Plan
January - March	Conduct budget impact discussions with Board of Commissioners. Evaluate past research by project stakeholders. Hold Joint City-County Meeting on 911 partnership.
April - June	Continue dialogue with project stakeholders. Consider budgetary impact in FY20.
July - September	Secure a 911 funding source with the County.
October - December	Continue to pursue the implementation of the identified revenue source as dictated by the project stakeholders.

Long Term Plan: 2020 & Beyond
Implementation of the appropriate fee.

Our Paducah Strategic Plan | WIN Initiatives



Public Safety

P-1: Adopt and implement alternative 911 revenue source through a partnership with the County

2019 Monthly Status Update

Month	Completed Tasks
January	Discussed new 911 fee with all elected officials. Discussed the implementation of the fee with city stakeholders.
February	Received past research from project stakeholders. Discussed implementation of the fee with city manager colleagues in Kentucky in search of best practices.
March	City & County Commission joint meeting was held March 19th to discuss need and funding of a county wide radio system and re-forming 911 board.
April	Continuing the financial analysis and exploring solutions with the County.
May	No significant update on this item.
June	City and County meeting regularly to explore a city-county consolidated agency and a revenue source for 911. Also exploring adding Mercy into 911 operations.
July	Regular city and county meetings to discuss revenue source and structure of consolidated agency. Goal of executing agreement and determining revenue source before calendar year 2020.
August	City and County met twice in August to discuss a potential revenue source and review the draft agreement for a consolidated agency. Goal of executing agreement and determining revenue source before calendar year 2020.
September	
October	
November	
December	

Our Paducah Strategic Plan | WIN Initiatives



Public Safety

P-2: Purchase and implement a county-wide radio system for use by all local public safety and non-public safety agencies

Project Details

Summary	Upgrade outdated radio system to ensure public safety needs are being met.
Key Team Member	Assistant Chief Crowell
Desired Outcome	Own and operate a stable telecommunications platform that is next generation compliant.
Timeline	FY21 - FY22
Budget Impact	Significant budget impact

Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
January - March	Cross departmental effort to upgrade the City's CAD/911 software and infrastructure. Explore alternative 911 revenue sources with County.
April - June	Continue departmental effort to upgrade the City's CAD/911 software and infrastructure. Continued discussion with County regarding alternative 911 revenue sources.
July - September	Continue departmental effort to upgrade the City's CAD/911 software and infrastructure. Budgeted \$75,000 in FY20 for radios implementation consulting agreement with Federal Engineering.
October - December	Continue departmental effort to upgrade the City's CAD/911 software and infrastructure. Soft rollout of the new software.

Long Term Plan: 2020 & Beyond

Full rollout of software. Budgeted \$75,000 in FY2020 for radio implementation consulting agreement with Federal Engineering. Begin implementation and collection of alternative 911 revenue source.

Our Paducah Strategic Plan | WIN Initiatives



Public Safety

P-2: Purchase and implement a county-wide radio system for use by all local public safety and non-public safety agencies

2019 Monthly Status Update

Month	Completed Tasks
January	Monthly software implementation meetings.
February	Monthly software implementation meetings.
March	City & County Commission meeting was held March 19th to discuss need and funding of a county wide radio system and re-forming 911 board.
April	Proposed \$75,000 in FY20 Capital Improvement Plan for radios implementation consulting agreement with Federal Engineering.
May	No significant update on this item. Continuing monthly software implementation meetings.
June	Monthly software implementation meetings. Go-live planned for December 2019.
July	Monthly software implementation meetings. Go-live planned for December 2019.
August	Monthly software implementation meetings. Go-live planned for December 2019.
September	
October	
November	
December	