



# Our Growth Scorecard

October 2020 Report  
January 2020 - October 2020






**Legend**



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





\* Indicates revision to action item

Performance Area: Empower Upward Economic Mobility						
Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	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 4 ribbon cuttings, 5 Certificate of Occupancy celebrations, 45 business retention visits and 5 check presentations in March prior to COVID. Post COVID, attended 5 ribbon cuttings</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 in the coming months 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>- Launched “Local Grows Here Campaign” to promote and celebrate reopening of local businesses. Also, updating Main Street Website</li> <li>- Closed Market House Square for outdoor dining and provided picnic tables</li> <li>- 6 new businesses opened Downtown and others expanded despite COVID</li> <li>- Conducted several small biz virtual training sessions to help businesses improve their online presence</li> <li>- 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> </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. Now, an environmental assessment is underway and being conducted by BFW and HDR for the designated area</li> <li>- Renderings of excursion dock have been developed and displayed</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 39 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 September 28, State of Kentucky had a self-response rate of 67.9% with McCracken County at 71.6% (ranked 23rd out of 120 counties) and Paducah at 68.5% (ranked 177 out of 415 cities). Self-response and field operations for the non-response follow-up targeted to conclude October 5.</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.</li> <li>- Remaining landscaping &amp; other features are part of the BUILD grant</li> <li>- City Manager establishing grant development team for Phase 6</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 has restarted- expected completion date December 2021.</li> <li>- LFPP Phase 1 work on-going with expected completion date of 2/15/2022</li> <li>- LFPP Phase 2 work on-going with expected completion date of 2/15/2022</li> <li>- Floodwall Seal Closure project in design</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>- Public Works cleaned and checked 3,919 ft of drainage pipe/catch basin and 8,612 culverts YTD</li> <li>- Purchase of property at 2640 S. 24th St for stormwater management improvement approved by Commission in September.</li> <li>- Bridge replacement on S. 24th St completed in September.</li> <li>- Buckner Lane Bridge Right of Way and Utility relocation initiated.</li> <li>- Preparing RFP for S.25th St Improvement projects with potential S. 24th St improvement component</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 by December.</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>- New, widened bridge installed at S. 24th St with pedestrian walkway in preparation for an improved S. 24th St corridor.</li> <li>- Sidewalks replaced on N. 24th from Jefferson to Monroe;</li> <li>- Sidewalks replaced on Monroe St. from 2nd - 6th in progress. Initiation of Bridge St corridor rehabilitation Oct 2020</li> <li>- Sidewalks installed at Noble Park tennis courts; on Walter Jetton from Jones-Caldwell</li> <li>- Handicap ramps installed at 14th &amp; Bloomfield (Easter Seals), Broadway &amp; 6th; Market Square brick rehab project completed</li> <li>- Broadway handicap parking spaces project is ongoing</li> <li>- Preparing RFP for S.25th St Improvement projects with potential S. 24th St improvement component</li> </ul>



# Our Community Scorecard



October 2020 Report  
January 2020 - October 2020






Legend			
<span style="color: green;">●</span>	Significant update or progress	<span style="color: yellow;">●</span>	Modest progress
<span style="color: red;">●</span>	No significant progress or updates	<span style="color: blue;">●</span>	Complete or no further action
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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>- Remington subdivision platted and 3 lots transferred to Midtown Alliance of Neighbors for new construction.</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> </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: 15 profiles completed, 8 presented to leadership team.</li> <li>- Designed and implemented digital neighborhood housing survey: 12 neighborhoods completed.</li> <li>- Worked with neighborhood associations: LTNA bead art (completed), Olivet Church electric box art (tabled for now).</li> <li>- Responded to 9 neighborhood related inquiries involving traffic calming, litter, and municipal services.</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	- Asst. Director Amie Clark attends Sports Commission meetings. Clark and Director Thompson provided input to the Sports Commission's consultants for site selection. Thompson provided specifications to County staff for the bid development on the portable wood flooring at the Expo Center.
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	- Superintendent Molly Johnson was forced to reduce the City's special event offerings due to COVID-19. However, once bars and restaurants opened she transitioned the concert/block party format to "Street Beats" at the downtown gazebo. Quality local talent provided entertainment at the downtown gazebo on Friday and Saturday nights from the first week of July to the first week of September. This program was coordinated with the Planning Department's outdoor summer dining program. - Staff is still working to provide the highly successful Holiday Market in December most likely outdoors at Paducah Middle School.
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	- The farmers market was greatly impacted by COVID-19. The opening was delayed and entertainment was eliminated. Superintendent Johnson worked with Deputy Judge Steve Doolittle to arrange a "Mid-Week Farmers Market" at Carson Park with limited vendor capacity. This cooperative venture was well received and nicely attended. Originally schedule to be a two-month program in June and July, the successful Mid-Week Farmers Market was extended and is scheduled to operate until the end of October.
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	- 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.
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 worked earlier this year to and brainstormed over 20 opportunities for possible improvement based on a customer journey map and customer feedback - The opportunities are in various stages of research and implementation

## 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.
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 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	<i>WIN</i>	2020	Become a preferred employer within the western KY, southern IL and southeast MO region.	<ul style="list-style-type: none"> <li>- Focusing on a number of 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>- We are currently finalizing the compensation study that compares our positions to the market, adjusts incumbents to the correct job grade, and moves them through the range based on years in positions to help address compression issues. There will also be new compensation polices adopted to make sure that wage adjustments, new hires, promotions, etc., are all handled consistently to keep us competitive with the market.</li> <li>- As we move into our benefit renewals, we are looking at adding a few new options to employees to enhance our current benefits package.</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	- First Meeting held 9-24-20 via Zoom. Reviewed ways local arts agencies work in communities, council objectives & goals, bylaws, and open records and open meetings laws. Second meeting set for October 15, 2020.
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 scheduled for Nov. 5-6, 2020. Will be held virtually. To be led by consultant Jennifer Reis, Creative Entrepreneur & Arts Coordinator. Funded by grant obtained from the National Endowment for the Arts (NEA). Members of the Council will be represented at the workshop.
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	<ul style="list-style-type: none"> <li>- Met with Heath Middle School re ways for McCracken County Schools to work with UNESCO Creative Cities</li> <li>- Paducah Public Schools and Paducah Symphony are interested in hosting some type of student orchestra or chorus event with UNESCO Creative Cities (especially Icheon &amp; Limoges)</li> <li>- Attended Annual Meeting of U.S. Creative Cities, held in San Antonio in December 2019. As a result of that meeting, started monthly Zoom meetings with the nine U.S. Creative Cities: San Antonio, Austin, Iowa City, Seattle, Detroit, Tucson, Kansas City and Paducah. Also collected videos from the U.S. Creative Cities for the YouTube playlist</li> <li>- Email from UNESCO Creative Cities sharing innovative culture-led initiatives in response to the COVID-19 pandemic and the creation of a dedicated webpage: 'Cities' response to COVID-19' and the hashtag #ShareCulture and #Shareourheritage to highlight the different facets of culture and its pertinence in responding to Covid-19</li> <li>- Paducah participated World Arts Day, April 15, and the launch of launch another global movement ResiliArt consisting of a series of virtual debates and social media initiatives</li> </ul>



C-5 ●	Implement an annual assessment on arts and culture	Creative and Cultural Council	Low	2020 - Ongoing	Conduct an annual assessment to track progress	- Defined as an immediate (short term) goal for the Creative & Cultural Council in the 1st meeting.
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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 on ways to ease our application process to make it applying at the City easier.</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