

---

CITY OF PADUCAH

# STRATEGIC PLAN

*Monthly What's Important  
Now (WIN) Updates*

---

**March 2019**





**WIN Initiatives Monthly Status Indicator Legend**



Significant update or progress




Modest progress



No significant updates or progress

Status	Action Item	March 2019 Highlights
	A-1: Recruit and create a Creative and Cultural Council	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. Launch the Council in July.
	O-1: Implement clear performance expectations	Codes & Permitting Team/MMT working on data collection and formulating strategies to improve the codes and permitting process.
	O-2: Create and sustain a customer centric culture	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.
	E-1: Encourage and assist local business retention and expansion	Participating in community ED efforts by serving PED selection committee and attending WKCTC trip to Greenville, SC. Assisting with the implementation of a local Opportunity Zone Fund and looking for projects. Continue dialogue on internal ED processes.
	E-2: Implement new zoning regulations	Small improvements in the form of coordinating a cross-departmental effort to improve downtown handicap parking.
	E-3: Promote occupancy in all downtown buildings	Developing a celebration for upcoming downtown business grants recipients. Developing an app for asset inventory. Conducted the required public hearing for the downtown TIF district in partnership with the County.
	N-1: Design and construct sidewalks, pedestrian walkways, bike paths/lanes	Fountain Avenue project nearing completion - replaced 2 miles of sidewalk, 16 accessible ramps and 42 approaches. Replaced Jefferson Street sidewalk near Coke Plant. City Manager's Office reviewing the Planning Dept. 2009 sidewalk study.
	N-2: Encourage, incentivize and/or support more housing options	Provided Midtown Alliance with land to build 3 new houses in Fountain Avenue on Harrison Street. Assisting with the implementation of a local Opportunity Zone Fund and looking for projects that could include housing options.
	D-1: Host a multicultural event	Proposing an annual celebration of kites that recognizes international styled kites. Kite festival will compliment the annual Spring Quilt Week starting in FY2020. Currently researching national best practices.
	I-1: Connect main commercial corridors by bike paths and/or bike lanes	Coordinating with the Parks Master Plan process to establish a bicycle transportation framework and common standards.
	R-1: Research, plan, design and construct a sports plex and recreation aquatic facility	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.
	R-2: Create a Friends of the Park organization	Friends of the Park held a meeting in February to discuss the status of the sports complex project, grant and fundraising opportunities, membership, a method to select a broker and elect Board members. Next meeting is in April.
	R-3: Promote, design and encourage annual athletic tournaments/competitions	Enlisting use of the Dome for a Pickleball tournament this month. Collecting data related to athletic tournaments and competitions.
	P-1: Adopt and implement alternative 911 revenue source. Partnership with the County.	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.
	P-2: Purchase and implement a county-wide radio system	P-1 determined before starting the procurement process on the county-wide radio system.

## Our Paducah Strategic Plan WIN Initiatives

	<b>Creative Industries</b>
	A-1: Recruit and create a Creative and Cultural Council

Project Details	
<b>Summary</b>	The creation of a Creative and Cultural Council will enhance current activities and monitor progress with measurable objectives.
<b>Key Team Member</b>	Tammara Tracy, Planning Director Nelvin Howell, Arts & Culture Coordinator
<b>Desired Outcome</b>	Measurable objectives are in progress of being defined.
<b>Timeline</b>	Completed by the end of FY19 (July 2019)
<b>Budget Impact</b>	Expected to be minimal

Road Map to Success: 2019 Action Plan	
Time Frame	Action Plan
<b>January - March</b>	Research different approaches; Develop strategy. Create Framework.
<b>April - June</b>	Convene a Summit with stakeholders and public in general. Appoint multi-disciplinary Council. Council establishes policies and procedures and initial objectives.
<b>July - September</b>	Council begins regular meetings
<b>October - December</b>	

Long Term Plan: 2020 & Beyond

## 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	
May	
June	
July	
August	
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

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

### Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
<b>January - March</b>	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.
<b>April - June</b>	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.
<b>July - September</b>	5 year CIP implemented. Utilize data collected for permits and nuisance to improve operations.
<b>October - December</b>	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	
May	
June	
July	
August	
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

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

### Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
<b>January - March</b>	Values adopted and launched organizational wide. Middle Management Team initiated customer experience surveys to assess current satisfaction levels. Recognize employees and departments providing excellent customer service.
<b>April - June</b>	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.
<b>July - September</b>	Continue employee recognition. Pursue customer service training with WKCTC. Investigate front desk experience in hopes of enhancing public gateway. Implement new customer service standards.
<b>October - December</b>	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	
May	
June	
July	
August	
September	
October	
November	
December	



## Our Paducah Strategic Plan WIN Initiatives

	<b>Empower Upward Economic Mobility</b>
	E-1: Encourage and assist local business retention and expansion

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

Road Map to Success: 2019 Action Plan	
Time Frame	Action Plan
<b>January - March</b>	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.
<b>April - June</b>	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.
<b>July - September</b>	Continue regular business outreach meetings. Pursue implementation of new internal ED processes. Pursue implementation of new ED incentive strategies. Establish baseline to meet desired outcome.
<b>October - December</b>	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	
May	
June	
July	
August	
September	
October	
November	
December	

## Our Paducah Strategic Plan WIN Initiatives



### Empower Upward Economic Mobility

E-2: Implement new zoning regulations

### Project Details

<b>Summary</b>	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.
<b>Key Team Member</b>	Tammara Tracy, Planning Director
<b>Desired Outcome</b>	Zoning ordinance that responds to business yet creates a desirable place that people want to live, work, and play.
<b>Timeline</b>	FY19 - FY20
<b>Budget Impact</b>	Higher property values

### Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
<b>January - March</b>	Parking standards with new landscaping standards and definitions presented; Form taskforce (after OZ/TIF) of 10-12 citizens to work on Zoning ord.
<b>April - June</b>	With Taskforce, listen to what is wrong with current ordinance, establish purpose of districts.
<b>July - September</b>	Create Use table and associated definitions; create Use-Specific standards as this dialogue occurs.
<b>October - December</b>	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	
May	
June	
July	
August	
September	
October	
November	
December	

## Our Paducah Strategic Plan WIN Initiatives

	<b>Empower Upward Economic Mobility</b>
	E-3: Promote occupancy in all downtown buildings

Project Details	
<b>Summary</b>	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.
<b>Key Team Member</b>	Katie Axt, Downtown Development Specialist
<b>Desired Outcome</b>	At least 90% of downtown buildings will be occupied. Need to set baseline in FY19
<b>Timeline</b>	FY19 - FY29
<b>Budget Impact</b>	Modest budget impact

Road Map to Success: 2019 Action Plan	
Time Frame	Action Plan
<b>January - March</b>	Define geographic boundary and determine asset inventory metrics.
<b>April - June</b>	Complete an asset inventory.
<b>July - September</b>	Develop new Main Street website, with new focus on "Why Paducah for Businesses", "Doing Business Downtown", "Living", and "Exploring"
<b>October - December</b>	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 Conflour (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	
May	
June	
July	
August	
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

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

### Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
<b>January - March</b>	Review 2009 Sidewalk Study completed by the Planning Department to determine the baseline and priority projects.
<b>April - June</b>	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.
<b>July - September</b>	Cross-departmental team will continue their work to determine priority projects. EPW to begin sidewalk construction.
<b>October - December</b>	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	
May	
June	
July	
August	
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

<b>Summary</b>	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.
<b>Key Team Member</b>	Tammara Tracy, Planning Director
<b>Desired Outcome</b>	Create 20% more housing options, including affordable housing, within the City. Need to set baseline in FY19.
<b>Timeline</b>	FY 19 - FY29
<b>Budget Impact</b>	Modest at first then Significant budget impact

### Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
<b>January - March</b>	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.
<b>April - June</b>	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.
<b>July - September</b>	Identify focus area & approach; meet with neighborhood and establish taskforce. Find developer(s) and establish designs/development agreement.
<b>October - December</b>	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	
May	
June	
July	
August	
September	
October	
November	
December	

## Our Paducah Strategic Plan WIN Initiatives

	<b>Celebrate a Diverse Community</b>
	D-1: Host a multicultural event

Project Details	
<b>Summary</b>	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.
<b>Key Team Member</b>	Molly Tomasallo Johnson, Special Events Coordinator
<b>Desired Outcome</b>	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.
<b>Timeline</b>	FY20
<b>Budget Impact</b>	\$15,000 plus we would seek sponsorships

Road Map to Success: 2019 Action Plan	
Quarter	Action Plan
<b>Q1: Jan. - March</b>	Researching the National Kite Association and other kite events. Putting together budget requirements.
<b>Q2: April - June</b>	Possible attendance at another kite festival.
<b>Q3: July - Sept.</b>	Logistics and seek out partnerships.
<b>Q4: Oct. - Dec</b>	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	
May	
June	
July	
August	
September	
October	
November	
December	

## Our Paducah Strategic Plan WIN Initiatives


	<b>Maintain Thoughtful and Modern Infrastructure</b>
	I-1: Connect main commercial corridors by bike paths and/or bike lanes

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

Road Map to Success: 2019 Action Plan	
Time Frame	Action Plan
<b>January - March</b>	Draft plan from State; review and amend. Combine with Small Urban Area Study recommendations.
<b>April - June</b>	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.
<b>July - September</b>	Develop costs estimates for various tasks. Develop taskforce to identify priority of projects and start on Phase II of Bicycle plan.
<b>October - December</b>	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

	<b>Maintain Thoughtful and Modern Infrastructure</b>
	I-1: Connect main commercial corridors by bike paths and/or bike lanes

<b>2019 Monthly Status Update</b>	
<b>Month</b>	<b>Completed Tasks</b>
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	
May	
June	
July	
August	
September	
October	
November	
December	

## Our Paducah Strategic Plan WIN Initiatives


	<b>Recreation</b>
	R-1: Research, plan, design and construct a sports plex and recreation aquatic facility

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

Road Map to Success: 2019 Action Plan	
Time Frame	Action Plan
<b>January - March</b>	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.
<b>April - June</b>	RFQ for recreation center and athletic facility design. Continue investigating grants and evaluating public financing.
<b>July - September</b>	Design team selected and initiate design process. Pursue public financing and initiate grant applications.
<b>October - December</b>	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


	<b>Recreation</b>
	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	
May	
June	
July	
August	
September	
October	
November	
December	



## Our Paducah Strategic Plan WIN Initiatives


	<b>Recreation</b>
	R-2: Create a Friends of the Park organization

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

Road Map to Success: 2019 Action Plan	
Time Frame	Action Plan
<b>January - March</b>	Continue conversations with interested community stakeholders. Encourage grassroots fundraising initiatives.
<b>April - June</b>	Advocate the grassroots initiatives and provide technical support as required.
<b>July - September</b>	Continue to partner with program champions.
<b>October - December</b>	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

	<b>Recreation</b>
	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	
May	
June	
July	
August	
September	
October	
November	
December	

## Our Paducah Strategic Plan WIN Initiatives


	<b>Recreation</b>
	R-3: Promote, design and encourage annual athletic tournaments and competitions

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

Road Map to Success: 2019 Action Plan	
Quarter	Action Plan
<b>Q1: Jan. - March</b>	Proposing a change to the Parks Maintenance staffing structure in FY20 to allow for weekend coverage to support athletic tournaments.
<b>Q2: April - June</b>	Proposing a change to the Parks Maintenance staffing structure in FY20 to allow for weekend coverage to support athletic tournaments.
<b>Q3: July - Sept.</b>	Pending budget approval, will implement Parks Maintenance staffing structure.
<b>Q4: Oct. - Dec</b>	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

	<b>Recreation</b>
	R-3: Promote, design and encourage annual athletic tournaments and competitions

<b>2019 Monthly Status Update</b>	
<b>Month</b>	<b>Completed Tasks</b>
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	
May	
June	
July	
August	
September	
October	
November	
December	

## Our Paducah Strategic Plan WIN Initiatives


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

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

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

	<b>Public Safety</b>
	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	
May	
June	
July	
August	
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

<b>Summary</b>	Upgrade outdated radio system to ensure public safety needs are being met.
<b>Key Team Member</b>	Ed McManus, 911 Manager
<b>Desired Outcome</b>	Own and operate a stable telecommunications platform that is next generation compliant.
<b>Timeline</b>	FY21 - FY22
<b>Budget Impact</b>	Significant budget impact

### Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
<b>January - March</b>	Cross departmental effort to upgrade the City's CAD/911 software and infrastructure. Explore alternative 911 revenue sources with County.
<b>April - June</b>	Continue departmental effort to upgrade the City's CAD/911 software and infrastructure. Continued discussion with County regarding alternative 911 revenue sources.
<b>July - September</b>	Continue departmental effort to upgrade the City's CAD/911 software and infrastructure.
<b>October - December</b>	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. Begin implementation and collection of alternative 911 revenue source. RFP and implementation of county-wide radio system.

## 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	
May	
June	
July	
August	
September	
October	
November	
December	