

Strategic Plan Action Steps

Creative Industries

| <u>Item Code</u> | <u>Action</u> | <u>Key Team Member/Driver</u> | <u>Priority Level Alignment</u> |
|------------------|---|-------------------------------|---------------------------------|
| A-1 | Recruit and Create a Creative and Cultural Council | Tammara Tracy | WIN |
| A-2 | Recognize, promote and encourage creative industry growth | Nelvin Howell | High |
| A-3 | Encourage and track participation in creative and cultural destinations, events, and programs in the City | Nelvin Howell | High |
| A-4 | Assist local arts and culture organizations with grant funding | Melanie Townsend | High |
| A-5 | Create and begin a Local Creative Mornings Chapter | Nelvin Howell | Medium |
| A-6 | Installation of public art in community gateways | Tammara Tracy | Low |
| A-7 | We will promote and encourage Creative Exchanges with other Creative Cities | Mayor Harless | Low |
| A-8 | Solicit, promote, and encourage film productions and/or live theater in the City | Nelvin Howell | Low |
| A-9 | Implement an annual assessment on arts and culture | Creative and Cultural Council | Low |

Strategic Plan Action Steps

Open, Smart, and Engaged Government

| <u>Item Code</u> | <u>Action</u> | <u>Key Team Member/Driver</u> | <u>Priority Level Alignment</u> |
|------------------|--|-------------------------------|---------------------------------|
| O-1 | Implement clear performance expectations throughout the organization | City Manager's Office | WIN |
| O-2 | Create and sustain a customer centric culture aligned with our organizational values | City Manager's Office | WIN |
| O-3 | Implement a city-wide branding campaign | Jim Arndt | Medium |
| O-4 | Create a community awards program to celebrate the fulfillment of the city's vision | Pam Spencer | Medium |
| O-5 | Host high school and college interns on a regular basis | Martin Russell | Low |

Strategic Plan Action Steps

Empower Upward Economic Mobility

| <u>Item Code</u> | <u>Action</u> | <u>Key Team Member/Driver</u> | <u>Priority Level Alignment</u> |
|------------------|--|-------------------------------|---------------------------------|
| E-1 | Encourage and assist local business retention and expansion | City Manager's Office | WIN |
| E-2 | Implement new zoning regulations | Tammara Tracy | WIN |
| E-3 | Promote occupancy in all downtown buildings | Katie Axt | WIN |
| E-4 | Continue developing the riverfront from the Carson Center to the Convention Center | Tammara Tracy | High |
| E-5 | Maintain all of our commercial corridors | Rick Murphy | High |
| E-6 | Identify population loss trend factors, develop and distribute a policy brief on population loss factors, and implement mitigation strategies | Lindsay Parish | High |
| E-7 | Recruit and incentivize the creation of new targeted industries (Advanced Manufacturing, Creative Industries, Health/Healthcare, High-Tech, Construction Trades, River Industry) | Jim Arndt | High |
| E-8 | Cultivate local entrepreneurship and innovation | Michelle Smolen | Medium |
| E-9 | Continually add all available sites and buildings to the Select Kentucky Database | Josh Sommer | Medium |
| E-10 | Partner with local nonprofit agencies in the development and implementation of a local job coaching program | Michelle Smolen | Low |

Strategic Plan Action Steps

Develop Healthy and Sustainable Neighborhoods

| <u>Item Code</u> | <u>Action</u> | <u>Key Team Member/Driver</u> | <u>Priority Level Alignment</u> |
|------------------|---|-------------------------------|---------------------------------|
| N-1 | Design and construct sidewalks, pedestrian walkways/bike paths, and/or bike lanes to connect our neighborhoods | Rick Murphy | WIN |
| N-2 | Encourage, incentivize, and/or support more housing options throughout the City | Tammara Tracy | WIN |
| N-3 | Promote, empower, and encourage neighborhood enhancement projects throughout the community | Tammara Tracy | High |
| N-4 | Assist with the creation and development of a neighborhood boundary, asset map, vision map, and a plan for redeveloping vacant property | Tammara Tracy | High |
| N-5 | Evaluate, plan, partner, and create pedestrian access to parks from residential areas | Amie Clark | Medium |
| N-6 | Provide and/or incentivize education and training for neighborhood organizations | Tammara Tracy | Medium |
| N-7 | Encourage and support the planting of diverse tree species within the neighborhood | Tammara Tracy | Low |
| N-8 | Promote and encourage the availability of healthy foods within walking distance of local neighborhoods (community gardens, spark plug programs) | Tammara Tracy | Low |

Strategic Plan Action Steps

Celebrate a Diverse Community

| <u>Item Code</u> | <u>Action</u> | <u>Key Team Member/Driver</u> | <u>Priority Level Alignment</u> |
|------------------|--|-------------------------------|---------------------------------|
| D-1 | Host a multicultural event | Molly Tomasallo Johnson | WIN |
| D-2 | Establish and empower a Diversity Council | Mayor Harless | High |
| D-3 | Research and identify participation gaps in local area programs and projects | Lindsay Parish | High |
| D-4 | Assist with the coordination of events promoting diversity and inclusion | Molly Tomasallo Johnson | High |
| D-5 | Evaluate diversity at community events, programs, and organizations | Lindsay Parish | Low |

Strategic Plan Action Steps

| Maintain Thoughtful and Modern Infrastructure | | | |
|--|---|-------------------------------|---------------------------------|
| <u>Item Code</u> | <u>Action</u> | <u>Key Team Member/Driver</u> | <u>Priority Level Alignment</u> |
| I-1 | Connect main commercial corridors by bike paths and/or bike lanes | Tammara Tracy | WIN |
| I-2 | Create a 5 year facility asset improvement plan | Rick Murphy | High |
| I-3 | Develop and implement a self sustaining storm water management and infrastructure operation | Rick Murphy | High |
| I-4 | Continue the exploration and delivery of municipal broadband throughout the City | Stephen Chino | High |
| I-5 | Increase energy efficiency within City-owned and operated facilities and street lights | Tammara Tracy | High |
| I-6 | Improve street conditions within the City | Maegan Mansfield | Med |
| I-7 | Construct and/or rehab all sidewalks to ADA standards | Rick Murphy | Med |
| I-8 | Improve and construct internet Wi-Fi at public places | Stephen Chino | Med |
| I-9 | Downsize the City's ownership in real estate | Jim Arndt | Low |
| I-10 | Explore methods to improve and maintain cyber security, community cameras, and City Hall security | Stephen Chino | Low |

Strategic Plan Action Steps

| <u>Recreation</u> | | | |
|-------------------|---|--|---------------------------------|
| <u>Item Code</u> | <u>Action</u> | <u>Key Team Member/Driver</u> | <u>Priority Level Alignment</u> |
| R-1 | Research, plan, design and construct a sports plex and recreation aquatic facility | Mark Thompson & City Manager's Office | WIN |
| R-2 | Create Friends of the Park organization | Mayor Harless | WIN |
| R-3 | Promote, design and encourage annual athletic tournaments and competitions | Amie Clark | WIN |
| R-4 | Create and promote new shoreline and river based recreation activities/competitions | Katie Axt | Medium |
| R-5 | Continue to increase farmers market participation levels | Molly Tomasallo Johnson | Medium |
| R-6 | Continue to support and encourage community festivals, parades and events | Molly Tomasallo Johnson | Medium |
| R-7 | Encourage citizen engagement in park cleanliness and maintenance activities | Mark Thompson | Medium |
| R-8 | Host city sponsored special events partnering with community/business partners | Molly Tomasallo Johnson | Medium |
| R-9 | Pursue national recreation and parks association departmental accreditation | Mark Thompson | Low |
| R-10 | Plan, design and construct recreational trails near residential neighborhoods | Tammara Tracy | Low |
| R-11 | Continue enhancement of neighborhood engagement strategies, parks equipment, and signage | Amie Clark | Low |

Strategic Plan Action Steps

Public Safety

| <u>Item Code</u> | <u>Action</u> | <u>Key Team Member/Driver</u> | <u>Priority Level Alignment</u> |
|------------------|--|---------------------------------|---------------------------------|
| P-1 | Adopt and implement alternative 911 revenue source through a partnership with the County | Mayor & City Manager | WIN |
| P-2 | Purchase and implement a county-wide radio system for use by all local public safety and non-public safety agencies | Ed McManus | WIN |
| P-3 | Expand prescription drug abuse community education, awareness and enforcement efforts | Chief Laird | High |
| P-4 | Improve diversity and frequency of public safety community engagement initiatives | Chief Laird | Medium |
| P-5 | Improve multi-agency critical incident response strategy | Chief Tinsley | Medium |
| P-6 | Increase collaboration of public safety agencies to support economic development | Jim Arndt | Medium |
| P-7 | Implement new youth oriented community policing programs and projects | Chief Copeland | Medium |
| P-8 | Research and plan for a cooperative public safety training facility and grounds | Chief Kyle | Medium |
| P-9 | Pursue National Fire Accreditation | Chief Tinsley | Low |
| P-10 | Develop and implement a fire community risk reduction program | April Tinsman | Low |
| P-11 | Develop and employ tactical 911 operations | Brent Stringer | Low |