Agenda Action Form
Paducah City Commission

Meeting Date: May 8, 2018

Short Title: City Strategic Plan

☐ Ordinance ☐ Emergency ☒ Municipal Order ☐ Resolution ☐ Motion

Staff Work By: Mark Thompson, Michelle Smolen
Presentation By: Mayor Harless

Background Information: Over the course of the last 9 months, the City Commission has worked to develop a Strategic Plan for the City by holding strategic planning sessions and collecting input from the community.

Mayor Harless brought forward a draft strategic plan at the April 10, 2018 City Commission Meeting that identifies 5 core elements of the plan:

1. Vision
2. Mission
3. Organizational Values
4. Key Performance Areas & Objectives
5. Implementation Action Plan

This Municipal Order adopts core elements (1) Vision and (4) Key Performance Areas & Objectives for the Strategic Plan. Further, this Municipal Order directs the City Manager and staff to complete core elements (2), (3) & (5) by preparing the Mission Statement, Organizational Values and an Implementation Action Plan.

The Implementation Action Plan will identify the measure type, performance measure, current performance, target, year, service areas and key tasks/next steps of each objective in the Key Performance Areas. The City Manager and staff will use action plan worksheets (as provided in Exhibit A to the Municipal Order) to complete this directive by August 30, 2018.

Goal: ☒ Strong Economy ☒ Quality Services ☒ Vital Neighborhoods ☒ Restored Downtowns

Funds Available: Account Name: N/A
Account Number: N/A

Finance

Staff Recommendation: Adopt the Vision & Key Performance Areas of the City Strategic Plan and direct the City Manager & staff to prepare an Implementation Action Plan using the attached action plan worksheets on or before August 30, 2018.

Attachments: Municipal Order, Action Plan Worksheet

Department Head	City Clerk	City Manager

MUNICIPAL ORDER NO. _____

WHEREAS, the Board of Commissioners of the City of Paducah believe that it is best interest of the citizens of Paducah for the City to formulate a strategic plan for the future growth of Paducah; and

WHEREAS, the Board of Commissioners of the City of Paducah have for the last nine (9) months been listening to its citizens and collecting input from its community to formulate a strategic plan for the City of Paducah; and

WHEREAS, after an analysis of its outreach efforts the Board of Commissioners of the City of Paducah have identified the core elements of the strategic plan; and

WHEREAS, the core elements of the strategic plan are as follows:

1.	Vision
2.	Mission
3.	Organizational Values
4.	Key Performance Areas & Objectives
5.	Implementation Action Plan

WHEREAS, the Board of Commissioners have completed and desire to approve and adopt the following core elements: Vision and Key Performance Areas & Objectives; and

WHEREAS, the Board of Commissioners of the City of Paducah further desire to move forward with the Mission, Organizational Values and Implementation Action Plan core elements of the strategic plan; and

WHEREAS, to ensure that the strategic plan shall serve to inform and guide future City activities, the City Manager and his staff shall complete the Mission Statement, Organizational Values and prepare an Implementation Action Plan that identifies the measure type, performance measure, current performance, target, year, service areas and key tasks/next steps of each objective in the Key Performance Areas.

NOW, THEREFORE, by the adoption of this Municipal Order, the Board of Commissioners

HEREBY ORDERED THAT:

SECTION 1. That the Vision of the City of Paducah is as follows:

Paducah is a city where people strive to reach their full potential through lifelong learning, creativity, culture and compassion for one another.

SECTION 2. That the Key Performance Areas of the City of Paducah are as follows:

- Maintain a High Level of Safety for All
- Develop Healthy and Sustainable Neighborhoods
- Maintain Thoughtful and Modern Infrastructure
- Provide Open, Smart, and Engaged Government
- Enhance Arts and Culture
- Empower Upward Economic Mobility for All
- Provide Excellent Recreation Experiences for All Ages and Abilities
- Celebrate a Diverse Community

SECTION 3. That the City Manager and his staff are directed to complete the Mission Statement, Organizational Values and prepare an Implementation Action Plan that identifies the measure type, performance measure, current performance, target, year, service areas and key tasks/next steps of each objective in the Key Performance Areas. The City Manager and his staff are further directed to prepare such action plan in a format consistent with the action plan worksheets that are attached hereto as **Exhibit A** and incorporated herein by reference. These action plan worksheets are to be completed and submitted to the City Clerk on or before August 30, 2018.

SECTION 4. This Municipal Order shall become effective on the date of its adoption and shall remain in effect until amended or repealed by action of the Board of Commissioners of the City of Paducah, Kentucky.

_____
Brandi Harless, Mayor

ATTEST:

_____
City Clerk

Adopted by the Board of Commissioners _____
Recorded by the City Clerk _____
mo\Strategic Plan 2018

EXHIBIT A
ACTION PLAN WORKSHEETS

See attached.

Maintain a High Level of Safety for All

Vision

TBD

Long Term Goal

Complete a comprehensive plan

Short Term Goal

Create a 12 month working action plan to work towards these objectives

Category	Objectives	Measure Type	Performance Measure	Current Performance	Target	Year	Service Areas	Key Tasks & Next Steps
TBD	Determine objectives with public safety departments							
TBD	Determine infrastructure objectives related to safety - e.g. Sidewalks/Crosswalks							

Develop Healthy & Sustainable Neighborhoods

Vision

Paducah will develop Healthy and Sustainable Neighborhoods that reflect the diversity of the city, are a place where neighbors feel connected and the beauty of their distinct neighborhood is enhanced and

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Category	Objectives	Measure Type	Performance Measure	Current Performance	Target	Year	Service Areas	Key Tasks & Next Steps
Empowerment	By XXXX, 50% of neighborhoods in Paducah will be taking on enhancement projects							
Empowerment	By XXXX, 1 neighborhood or district will develop a community development corporation							
Empowerment	By XXXX, 6 neighborhood organizations will increase their capacity/skillset for planning and project implementation							
Sustainability	By XXXX, increase Paducah's tree canopy by 10%							
Sustainability	By XXXX, all neighborhoods will develop an asset map, vision board, and establish a plan for vacant properties and redevelopment							
Sustainability	By XXXX, 70% of Paducah's neighborhoods will be connected via sidewalks and/or bike lanes							
Healthy	By XXXX, 60% more citizens will live within 1/2 mile of access to healthy foods Per Board of Commissioners, staff develop the appropriate metric and objective around healthy foods.							
Healthy	By XXXX, 80% of residents will be within a 10 minute walk to a park							
Housing	By XXXX, 20% more housing options in the City							

Maintain Thoughtful and Modern Infrastructure

Vision

The City of Paducah will be energy efficient and accessible via multiple modes of transportation

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Category	Objectives	Measure Type	Performance Measure	Current Performance	Target	Year	Service Areas	Key Tasks & Next Steps
City Buildings & Energy Efficiency	By XXXX, the City of Paducah will establish a funded asset management plan							
City Buildings & Energy Efficiency	By XXXX, the City of Paducah will downsize its ownership in real estate by X%							
City Buildings & Energy Efficiency	By XXXX, the City of Paducah will achieve energy savings of X% within 2 - 3 years							
City Buildings & Energy Efficiency	By XXXX, the City of Paducah will see a return on investment of energy efficient improvements in city owned building within 5 - 7 years of implementation							
Complete Streets	By XXXX, the main commercial corridors will be connected for commuting by bike							
Complete Streets	By XXXX, x% of Paducah's street lights will be converted to LED							
Complete Streets	By XXXX, Paducah's PCI rating will improve by 20%							
Complete Streets	By XXXX, 70% of Paducah's neighborhoods will be connected via sidewalks and/or bike lanes							
Complete Streets	By XXXX, 100% of Paducah's sidewalks will be ADA compliant							
Technology	TBD. Per Board of Commissioners, explore objectives related to cyber security, cameras and City Hall security							
Underway	Create a self-sustaining storm water management and infrastructure operation							

Provide Open, Smart and Engaged Government

Vision

The City of Paducah will always be improving services and access for citizens

Long Term Goal

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Category	Objectives	Measure Type	Performance Measure	Current Performance	Target	Year	Service Areas	Key Tasks & Next Steps
Outstanding Services	By XXXX, city services and programs will have defined outcomes measures, data collection plans, and regular reporting strategies							
Outstanding Services	By XXXX, a clearly defined path through Munis for providing and tracking service requests will support continuous improvement of services							
Outstanding Services	By XXXX, Paducah will be known as a "business friendly" city							
Outstanding Services	By XXXX, Paducah's IT department will help train and facilitate city staff to improve utilization of data/evaluation planning, collection, analysis, and visualization for communicating to the public							
Community Engagement	By XXXX, citizens will be able to crowd source information to the city about potholes, broken sidewalks, etc.							
Community Engagement	By XXXX, citizens will be able to access service information via online portal							
Community Engagement	By XXXX, develop creative, compassionate and cultural awards program to celebrate with community members and employees who are working towards those goals							
Community Engagement	By XXXX, launch the City's Creative Action Challenge to fund 10 new programs/projects that work towards the initiative goals.							
Community Engagement	By XXXX, City branding will be consistent across all departments and with the CVB, PED, and Chamber (Forward Paducah)							
Community Engagement	By XXXX, host 25 high school/college interns yearly across departments							

Enhance Arts & Culture

Vision

All of Paducah's citizens and visitors will be exposed to creativity and the region's unique heritage and cultural stories

Long Term Goal

Develop a strategic plan for the Council

Short Term Goal

Create a 12 month working action plan to work towards these objectives

Category	Objectives	Measure Type	Performance Measure	Current Performance	Target	Year	Service Areas	Key Tasks & Next Steps
Creative & Culture Council	By XXXX, launch a Creative and Culture Council to accomplish the objectives below							
Creative & Culture Council	By XXXX, every commercial corridor and neighborhood will have 1 piece of public art							
Creative & Culture Council	By XXXX, at least 50 of Paducah's creative will experience a creative exchange with another Creative City							
Creative & Culture Council	By XXXX, 50% more of Paducah's citizens will have visited a creative or cultural destination in the city							
Creative & Culture Council	By XXXX, 10% more people will attend arts and culture events, programs, and classes							
Creative & Culture Council	By XXXX, art consortium organizations will experience a 5% increase in funding from grants							
Creative & Culture Council	By XXXX, host 5 films in Paducah							
Creative & Culture Council	By XXXX, perform periodic assessment on the "state of the arts and culture"							

Empower Upward Economic Mobility For All

Vision

All of Paducah's citizens will have opportunities for increasing their income

Long Term Goal

Develop a strategic plan for the Council

Short Term Goal

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Category	Objectives	Measure Type	Performance Measure	Current Performance	Target	Year	Service Areas	Key Tasks & Next Steps
TBD	By XXXX, Paducah's riverfront will be fully developed from the Carson Center to the Convention Center							
TBD	By XXXX, All Commercial Corridors/Districts will be identified, branded, beautified and have a plan for vacant properties							
TBD	By XXXX, launch Entrepreneur/Remote Workers relocation program (Forward Paducah)							
TBD	By XXXX, 90% of downtown buildings will be occupied							
Support Outside Agencies	By XXXX, Paducah will be known for entrepreneurship and innovation							
Support Outside Agencies	By XXXX, x% of existing businesses will expand (Forward Paducah)							
Support Outside Agencies	By XXXX, 25% more new business permits will be submitted in Advanced Manufacturing, Creative Industries, Health/healthcare, Business/IT, construction/trades and River-logistics/transportation (Forward Paducah)							
Support Outside Agencies	By XXXX, 50% more businesses will be enrolled in a business retention and expansion program (Forward Paducah)							
Support Outside Agencies	By XXXX, all available sites and buildings will be inventoried and kept up to date (Forward Paducah and Planning)							
Support Outside Agencies	By XXXX, 100 people will be enrolled in the Paducah Works program (Forward Paducah)							
Support Outside Agencies	Elevation of education levels. Improving education and encouraging community members to take advantage of local opportunities							

Provide Excellent Recreation Experiences for All Ages & Abilities

Vision

All of Paducah's citizens, the region and visitors will experience world-class recreation

Long Term Goal

Complete a Comprehensive Plan

Short Term Goal

Create a 12 month working action plan to work towards these objectives

Category	Objectives	Measure Type	Performance Measure	Current Performance	Target	Year	Service Areas	Key Tasks & Next Steps
TBD	By XXXX, Paducah will host 5 yearly baseball/softball/soccer tournaments							
TBD	By XXXX, Raise $x for a "friends of the parks" fund to help with maintenance and new citizen-led projects							
TBD	By XXXX, Parks and Rec will achieve a National Recreation & Parks Association departmental accreditation							
TBD	By XXXX, Shoreline and river-based recreational opportunities will be available							
TBD	By XXXX, 20% more neighborhoods will have a trail within 1/2 mile of their neighborhood							
TBD	By XXXX, Citizens will have access to improved after-school activities, indoor swimming, indoor recreation, and the Parks and Rec office in one centrally located facility							
TBD	By XXXX, 80% of parks will be upgraded with consistent branding/signage and appropriate equipment for their neighborhood's use							
TBD	By XXXX, all parks plans will include input from senior focus groups to ensure programming and infrastructure is created for all ages							
TBD	By XXXX, 20% more citizens and citizen groups will know how to help and engage in park cleanliness and maintenance							
Underway	Continue thriving farmer's market							
Underway	Events							
Underway	Support community festivals, parades and events							

Celebrate a Diverse Community

Vision

All of Paducah's citizens will experience pride and understanding of one another that will lead to fairness and opportunity

Long Term Goal

Complete a Comprehensive Plan

Short Term Goal

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Category	Objectives	Measure Type	Performance Measure	Current Performance	Target	Year	Service Areas	Key Tasks & Next Steps
TBD	Create Diversity Council							
TBD	Help coordinate current events and activities about diversity and inclusion							
TBD	Identify gaps in necessary programming and projects to improve diversity and inclusion							
TBD	Host a multicultural festival							
TBD	Provide assessment/data tracking on the state of inclusion in Paducah							