

Agenda Action Form

Paducah City Commission

Meeting Date: February 12, 2019

Short Title: City of Paducah Strategic Plan Action Steps Update - **M SMOLEN**

Category: Municipal Order

Staff Work By: Michelle Smolen

Presentation By: Michelle Smolen

Background Information: The Board of Commissioners and City Manager's Office participated in a retreat on January 5, 2019. During the retreat, the Commission reviewed all elements of the Strategic Plan. The Commission revised the City's Vision Statement, as well as the Key Performance Indicators, Action Items and Priority Levels. Additionally, the Commissioners identified the highest priorities in each Key Performance Indicator, which are known as WIN (What's Important Now) initiatives. The attached documents highlight the changes made during the retreat.

The City Manager's Office is also proposing to change the reporting requirements. The Key Team Member/Driver will provide monthly updates on the WIN initiatives. Progress to high, medium and low action items will be reported twice a year.

Does this Agenda Action Item align with a Strategic Plan Action Step? Yes

If yes, please list the Action Step Item Codes(s): All

Funds Available: Account Name:

Account Number:

Staff Recommendation: Adopt the revisions to the Vision Statement, as well as the Key Performance Indicators, Action Items and Priority Level of the Strategic Plan.

Attachments:

1. Municipal Order
2. Our Paducah Action Items Jan 2019

MUNICIPAL ORDER NO. _____

**A MUNICIPAL ORDER AMENDING THE VISION AND
KEY PERFORMANCE AREAS OF THE CITY'S
STRATEGIC PLAN AND ADOPTING THE STRATEGIC
PLAN ACTION STEPS FOR THE CITY OF PADUCAH**

WHEREAS, the Board of Commissioners of the City of Paducah adopted Municipal Order No. 2098 on May 8, 2018, entitled, "An Municipal Order Of The City Of Paducah, Kentucky, Approving Two Core Elements Of The City's Strategic Plan (Vision And Key Performance Areas & Objectives); And Directing The City Manager And His Staff To Establish The Mission And Organizational Values For The Strategic Plan And Prepare An Implementation Action Plan For The Final Core Element Of The Strategic Plan"; and

WHEREAS, the Board of Commissioners of the City of Paducah adopted Municipal Order No. 2193 on December 17, 2018, entitled, "A Municipal Order Adopting The Mission Statement And Organizational Values For The City Of Paducah, Kentucky"; and

WHEREAS, the Board of Commissioners met on January 5, 2019, for a Commission retreat to review the elements of the Strategic Plan; and

WHEREAS, the Board of Commissioners now wish to revise the Vision and Key Performance Areas of the Strategic Plan and adopt Strategic Plan Action Steps.

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 hereby amended as follows:

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

SECTION 2. That the Key Performance Areas of the City of Paducah are hereby amended 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~~ Creative Industries
- Empower Upward Economic Mobility for All
- Provide Excellent Recreation Experiences for All Ages and Abilities
- Celebrate a Diverse Community

SECTION 3. That the Board of Commissioners hereby adopts the Strategic Plan Action Steps that are attached hereto as **Exhibit A** and incorporated herein by reference.

SECTION 4. That all ordinances, resolutions, orders or parts thereof in conflict with the provisions of this Municipal Order are, to the extent of such conflict, hereby repealed and the provisions of this Municipal Order shall prevail and be given effect.

SECTION 5. 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:

Lindsay Parish, City Clerk

Adopted by the Board of Commissioners February 12, 2019
Recorded by Lindsay Parish, City Clerk, February 12, 2019
\\mo\Strategic Plan 2019 Amendment

Exhibit A

Strategic Plan Action Steps

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

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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

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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

Recreation			
Item Code	Action	Key Team Member/Driver	Priority Level Alignment
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			
Item Code	Action	Key Team Member/Driver	Priority Level Alignment
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