

City of Paducah

Strategic Plan Action Steps

August 30, 2018

Open, Smart, and Engaged Government

Enhancing Arts and Culture

Develop Healthy and Sustainable Neighborhoods

Empower Upward Economic Mobility

Celebrate a Diverse Community

Maintain Thoughtful and Modern Infrastructure

Recreation

Public Safety



Strategic Plan Action Steps

Enhancing Arts and Culture									
<u>Item Code</u>	<u>Action</u>	<u>Key Team Member/Driver</u>	<u>Accountability Partner</u>	<u>Priority Level Alignment</u>	<u>Citizen Survey Benchmark</u>	<u>FY19 Budget Priority</u>	<u>Action Timeline (FY)</u>	<u>Desired Outcome</u>	<u>Reporting Frequency</u>
A-1	Installation of public art in every commercial corridor and neighborhood	Tamarra Tracy	Planning, EPW, Local Arts Association, Creative and Culture Council	High	Sense of community 58%	No	FY20 - FY30	At least one piece of art in each major street and neighborhood in the City.	Monthly
A-2	Encourage and track participation in creative and cultural destinations, events, and programs in the City	Arts Planning Position	Planning, PIO, Arts and Cultural Facilities, Main Street Coord.	High	Education & enrichment opportunities 62%	No	FY19 -FY24	10% overall increase in participation for local destinations and events. A 50% increase in local resident participation. Baseline set in FY19.	Monthly
A-3	Assist local arts and culture organizations with grant funding	Melanie Townsend	Creative and Cultural Council, Arts Planning Position, Finance	High	Education & enrichment opportunities 62%	Yes	FY19 -FY21	Obtain a 5% increase in grant funding from a baseline set in FY19.	Monthly
A-4	Create and begin a Local Creative Mornings Chapter	Arts Planning Position	Planning, Creative Mornings Org, CMO, Creatives	Med	Cultural/arts/music activities 75%	Yes	FY19-Fy20	The successful creation of a Creative Mornings Chapter.	Monthly
A-5	Recruit and Create a Creative and Cultural Council	Tamarra Tracy	CMO, Planning	Low	Cultural/arts/music activities 75%	N/A	FY19	An Arts Council is created to enhance current activities and monitor progress with measurable objectives.	Quarterly
A-6	We will promote and encourage Creative Exchanges with other Creative Cities	Mayor Harless	CVB, Arts Planning Position, UNESCO	Low	Education & enrichment opportunities 62%	No	FY19 -FY29	At least 50 of our Paducah Creatives will participate in a Creative Exchange.	Quarterly
A-7	Solicit, promote, and encourage film productions in the City	Jim Arndt	Maiden Alley, Creative and Cultural Council, and Arts Planning Position	Low	Cultural/arts/music activities 75%	No	FY22 - FY26	We host 5 film productions in the City.	Quarterly
A-8	Implement an annual assessment on arts and culture	Creative and Cultural Council	Arts Planning Position and PIO	Low	Cultural/arts/music activities 75%	No	FY21 - Ongoing	Conduct an annual assessment to track progress.	Quarterly

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O-1	Implement performance measures throughout the organization	Michelle Smolen	CMO and Leadership Team	High/Med	Quality services of City of Paducah 66%	No	FY20 - Ongoing	Each department will determine 5 Key Performance Indicators and will have regular reporting schedule. Continual evolution of utilizing data to guide the decision making process to enhance municipal services.	Monthly
O-2	Implement a 24-hour virtual employee through MUNIS (ERP)	Pam Spencer	IT, CMO, Finance, Codes and Permitting	High/Med	N/A	Yes	FY19 - FY20	Fully implemented virtual service request/tracking system for residents available 24-hours a day and 7-days a week. Project to kick off fall of FY19.	Monthly
O-3	Create and sustain a business-friendly culture	Jim Arndt	CMO, Board of Commissioners, Planning Commission, and Leadership Team	High	Quality of Economic Development 42%	Yes	FY19 - Ongoing	Culture will be transformed producing innovation, openness, and improved customer relationships.	Monthly
O-4	Implement a city-wide branding campaign	Jim Arndt	Community Organizations and City Departments	Med	Overall image or reputation of Paducah 62%	No	FY20 - FY21	Various organizations throughout the City will adopt a similar version of a collaborative brand.	Quarterly
O-5	Create an employee awards program to celebrate customer service	Martin Russell	Leadership Team and Board of Commissioners	Low	Overall customer service by Paducah employees (police, receptionists, planners, etc.) 70%	No	FY20 - Ongoing	The creation of employee awards.	Quarterly
O-6	Create a community awards program to celebrate culture, compassion, and arts	Commissioner Holland	CMO, Arts Planning Position, and Board of Commissioners	Low	Education & enrichment opportunities 62%	No	FY21 - Ongoing	The creation of community awards.	Quarterly
O-7	Host high school and college interns on a regular basis	Martin Russell	Leadership Team	Low	Adult educational opportunities 71%	No	FY22 - Ongoing	Host up to 25 interns/job shadows throughout the year from area colleges, universities, and high schools in every department.	Quarterly

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Empower Upward Economic Mobility									
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E-1	Continue developing the riverfront from the Carson Center to the Convention Center	Sheryl Chino	Planning, CMO, CVB, Convention Center, Parks, Finance, and EPW	High	Paducah as a place to visit 68%	Yes	FY19 - FY29	Entire stretch of the riverfront will be redeveloped to attract tourists, encourage business investment, and mix use development.	Monthly
E-2	Identify, beautify, and brand all commercial corridors and districts	Tammara Tracy	PED, Chamber of Commerce, Main Street Coord., Planning, EPW	High	Sense of community 58%	No	FY20 - FY25	Each commercial district/corridor will be beautified and branded.	Monthly
E-3	Promote occupancy in all downtown buildings	Katie Axt	PED, Main Street Coord., Planning, Chamber of Commerce, TIF Redeveloper	High	Vibrant downtown area 65%	Yes	FY19 - FY29	At least 90% of the downtown buildings will be occupied. Identify current occupancy in FY19.	Monthly
E-4	Identify population loss trend factors, develop and distribute a policy brief on population loss factors, and implement mitigation strategies	Lindsay Parish	Board of Commissioners, CMO, Planning, US Census Bureau, local schools, local churches	High	Paducah as a place to live 76%	No	FY20 - FY23	To reverse the population loss trend. Gather baseline Census data in 2020.	Monthly
E-5	Encourage and assist local businesses to expand	Jim Arndt	Board of Commissioners, CMO, Chamber of Commerce, Murray State, Main Street Coord., and PED	High - CP	Employment opportunities 34%	Yes	FY19 - FY23	5% of existing businesses will expand their operations, facility footprint, and/or increase jobs.	Monthly
E-6	Recruit and incentivize the creation of new targeted industries (Advanced Manufacturing, Creative Industries, Health/Healthcare, High-Tech, Construction Trades, River Industry)	Jim Arndt	PED, WKCTC, Chamber of Commerce, CMO, Murray State, and Main Street Coord.	High - CP	Overall quality of new development in Paducah 52%	Yes	FY19 - FY29	We will see a 25% increase in these targeted business industries. Baseline will be established in FY19.	Monthly
E-7	Promote, brand, and market ourselves as a hub of entrepreneurship and innovation	Pam Spencer	Chamber of Commerce, Sprocket, WKCTC, Local Schools, Murray State, CMO, and Main Street Coord.	Med	Overall quality of business and service establishments in Paducah 65%	No	FY20 - FY23	We will be known throughout the region as the leader of business innovation and entrepreneurship.	Quarterly
E-8	Implement and sustain a local business retention/expansion program	Jim Arndt	PED, Chamber of Commerce, Planning, Main Street Coord., Arts, WKCTC, Murray State, CMO	Med	Quality of Economic Development 42%	No	FY20 - Ongoing	A progressive city led business retention and expansion program.	Quarterly
E-9	Continually add all available sites and buildings to the Select Kentucky Database	Josh Sommer	PED, CMO, Chamber of Commerce	Med	Quality of Economic Development 42%	N/A	FY20 - Ongoing	All available sites will be added to the Select Kentucky Site.	Quarterly
E-10	Promote apprenticeships, technical skills training, and higher education	Michelle Smolen	WKCTC, Murray State, UK Engineering, 3 Local High Schools, Chamber of Commerce, CMO, Main Street Coord.	Med	Adult educational opportunities 71%	N/A	FY21 - FY31	A 25% increase in education and technical skills over a 10-year period. Baseline 2020 Census.	Quarterly
E-11	Implement new zoning regulations	Tammara Tracy	CMO, Board of Commissioners, Public Works, Planning, PIO	Med	Quality of Land Use, Planning, and Zoning 45%	Yes	FY19 - FY20	Adopt a new Zoning Ordinance.	Monthly
E-12	Recruit and incentivize remote workers to relocate to the City	Mayor Harless	Sprocket, WKCTC, Chamber of Commerce, Planning, Local Entrepreneurs, PED	Low	Employment opportunities 34%	No	FY20 - FY22	Create a relocation entrepreneur communal office space/workplace.	Quarterly
E-13	Assist with the creation, promotion, and participation in the Paducah Works Program	Michelle Smolen	United Way or other Non-profit Org, Planning, CMO, KY ED, and Main Street Coord.	Low	Employment opportunities 34%	No	FY22 - FY26	100 participants in a bonafide work program for the impoverished.	Quarterly
E-14	Implement and operate a new business welcome committee	Michelle Smolen	CMO, Board of Commissioners, Chamber of Commerce	Low	Sense of community 58%	No	FY20 - Ongoing	A welcoming committee will welcome newly located/created businesses to the City.	Quarterly

Develop Healthy and Sustainable Neighborhoods									
<u>Item Code</u>	<u>Action</u>	<u>Key Team Member/Driver</u>	<u>Accountability Partner</u>	<u>Priority Level Alignment</u>	<u>Citizen Survey Benchmark</u>	<u>FY19 Budget Priority</u>	<u>Action Timeline (FY)</u>	<u>Desired Outcome</u>	<u>Reporting Frequency</u>
N-1	Promote, empower, and encourage neighborhood enhancement projects throughout the community	Tammara Tracy	Midtown Alliance, Planning	High	Your neighborhood as a place to live 73%	Yes	FY19 - FY24	At least 50% of the City's neighborhoods will complete and continue enhancement related projects. Baseline in FY19.	Monthly
N-2	Assist with the creation and development of a neighborhood boundary, asset map, vision map, and a plan for redeveloping vacant property	Sheryl Chino	Planning, Neighborhood Volunteers/Leaders, GIS	High	Quality of Land Use, Planning & Zoning 45%	Yes	FY19 - FY24	All neighborhoods will have organized associations overseeing and implementing the plan.	Monthly
N-3	Design and construct sidewalks, pedestrian walkways/bike paths, and/or bike lanes to connect our neighborhoods	Rick Murphy	EPW, Planning, CMO	High	Ease of traveling by bike 45% Ease of walking 57%	Yes	FY19 - FY29	70% of our neighborhoods will be connected by pedestrian pathways. Baseline determined in FY19.	Monthly
N-4	Encourage, incentivize, and/or support more housing options throughout the City	Tammara Tracy	Planning, Fire Prevention, Zoning, Housing Authority, Financial Institutions	High	Variety of housing options 47%	Yes	FY19 - FY29	Create 20% more housing options, including affordable housing, within the City. Baseline in FY19.	Monthly
N-5	Evaluate, plan, partner, and create pedestrian access to parks from residential areas	Amie Clark	Planning, Parks and Recreation, Nonprofit Organizations, County, Private Partners	Med	Health and wellness opportunities 61%	Yes	FY20 - FY30	80% of residents will be within a 10 minute walk to a park. Baseline in FY19.	Quarterly
N-6	Provide and/or incentivize education and training for neighborhood organizations	Tammara Tracy	Private Corporations, Neighborhood Organizations	Med	Your neighborhood as a place to live 73%	No	FY21 - FY22	6 neighborhood organizations will increase their capacity and skillsets for planning and project implementation.	Quarterly
N-7	Encourage and support the planting of diverse tree species within the neighborhood	Tammara Tracy	Tree Board, Arborists, and Nonprofit Organizations	Low	Quality of overall natural environment 71%	No	FY23 - FY28	Increase the tree canopy by 10% within the residential neighborhoods.	Quarterly
N-8	Promote, encourage, and recruit the selling of healthy foods within walking distance of local neighborhoods	Tammara Tracy	Local Restaurants, Local Grocers, Farmer's Market, Food Co-Ops, PED, Planning	Low	Availability of affordable quality food 73%	No	FY23 - FY31	60% more citizens will live within 1/2 mile of access to healthy foods (i.e. community gardens and community orchards) Baseline in FY23.	Quarterly
N-9	Encourage and support the development of a neighborhood community development corporation	Tammara Tracy	Midtown Alliance, Planning, and Neighborhood Planning Position	Low	Availability of affordable quality housing 40%	Yes	FY19 - FY29	The development of at least one Community Development Corporation (CDC).	Quarterly

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Celebrate a Diverse Community									
<u>Item Code</u>	<u>Action</u>	<u>Key Team Member/Driver</u>	<u>Accountability Partner</u>	<u>Priority Level Alignment</u>	<u>Citizen Survey Benchmark</u>	<u>FY19 Budget Priority</u>	<u>Action Timeline (FY)</u>	<u>Desired Outcome</u>	<u>Reporting Frequency</u>
D-1	Establish and empower a Diversity Council	Mayor Harless	Mayor and Board of Commissioners, CMO	High	Openness and acceptance of the community toward people of diverse backgrounds 51%	N/A	FY19	Create a Diversity Council.	Monthly
D-2	Research and identify participation gaps in local area programs and projects	Lindsay Parish	Schools, Churches, Non Profit Organizations	High	Opportunities to participate in social events and activities 66%	N/A	FY20 - FY21	25% improvement in diversity and inclusion in community programs, projects, and organizations. Baseline FY20.	Monthly
D-3	Assist with the coordination of events promoting diversity and inclusion	Molly Tomasallo Johnson	Schools, Churches, Parks and Recreation, Non Profit Organizations	Med	Opportunities to participate in social events and activities 66%	N/A	FY20 - FY23	25% improvement in diversity and inclusion in community programs, projects, and organizations. Baseline FY20.	Quarterly
D-4	Host a multicultural event	Molly Tomasallo Johnson	Diversity Council, Planning, Parks and Recreation	Med	Opportunities to attend cultural/arts/music activities 75%	No	FY21	The City will launch a multicultural event.	Quarterly
D-5	Evaluate diversity at community events, programs, and organizations	Lindsay Parish	Schools, Churches, Non Profit Organizations, Planning, Parks and Recreation	Low	Paducah as a place to live 76%	N/A	FY20 - FY23	Develop trend lines to document changes in inclusion.	Quarterly

Maintain Thoughtful and Modern Infrastructure									
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I - 1	Create a 5 year facility asset improvement plan	Rick Murphy	Public Works, Finance, CMO, Facilities Budget Committee	High	Overall "built environment" of Paducah (including overall design, buildings, parks and transportation systems) 57%	N/A	FY20 - Ongoing	The creation and annual update of a 5 year facility improvement plan with funded projects in the annual budget.	Monthly
I - 2	Develop and implement a self sustaining storm water management and infrastructure operation	Eric Hickman	City Engineering, Public Works, Finance, Planning, Board of Commissioners	High	Quality of storm drainage 42%	Yes	FY19 - FY20	The implementation of a designated revenue source to support storm water maintenance and improvement projects.	Monthly
I - 3	Continue the exploration and delivery of municipal broadband throughout the City	Stephen Chino	CMO, Board of Commissioners, Public Works, Paducah Power, Retail Providers	High-CP	The overall quality of life in Paducah 70%	No	FY20 - FY26	25% increase in broadband connectivity within residential neighborhoods. Baseline FY20.	Monthly
I - 4	Increase energy efficiency within City-owned and operated facilities and street lights	Randy Crouch	Public Works-Facilities, CMO, Paducah Power	Med/Low	The value of services for the taxes paid to Paducah 45%	No	FY20 - FY25	Achieve a 30% energy savings across the City in five years (street lights and facilities).	Quarterly
I - 5	Connect main commercial corridors by bike paths and/or bike lanes	Tammara Tracy	City Engineering, Planning, Transportation Cabinet	Med	Ease of traveling by bike 45% Ease of walking 57%	Yes	FY20 - FY30	All commercial districts will be accessible by bicycle.	Quarterly
I - 6	Improve street conditions within the City	Maegan Mansfield	City Engineering, Public Works	Med	Quality of street repair 31%	Yes	FY20 - FY30	Improve the city's baseline pavement condition index by at least 20%. Baseline from initial study results.	Quarterly
I - 7	Construct and/or rehab all sidewalks to ADA standards	Rick Murphy	City Engineering, Planning, Transportation Cabinet	Med	Quality of sidewalk maintenance 34%	Yes	FY19- Ongoing	The continuous improvement of sidewalk accessibility.	Quarterly
I - 8	Promote, educate, and encourage alternative storm water maintenance measures	Pam Spencer	City Planning, City Engineering, Local Schools, Commercial/Residential Developers	Med	Quality of storm drainage 42%	No	FY20 - FY21	The utilization of alternate storm water maintenance techniques by residents, local businesses, and the City.	Quarterly
I - 9	Improve and construct internet Wi-Fi at public places	Stephen Chino	City Planning, Parks and Recreation, City Engineering, Paducah Power.	Med	Public places where people want to spend time 62%	No	FY20 - FY22	Provide a strong and consistent Wi-Fi service at the City parks, riverfront, downtown, brooks stadium, lower town, and City Hall.	Quarterly
I - 10	Downsize the City's ownership in real estate	Jim Arndt	City Planning, Parks and Recreation, Public Works-Facilities, CMO, Facility Budget Committee	Low	The value of services for the taxes paid to Paducah 45%	N/A	FY19 - FY24	Reduce the amount of city owned land and facilities to maximize sustainable budgetary savings.	Quarterly
I - 11	Explore methods to improve and maintain cyber security, community cameras, and City Hall security	Stephen Chino	IT, 911, Police Department	Low	Overall feeling of safety in Paducah 78%	No	FY22 - FY24	Updated security systems throughout the City.	Quarterly

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Recreation									
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R - 1	Promote, develop and encourage annual athletic tournaments and competitions	Amie Clark	Parks and Recreation, Chamber of Commerce, CVB, Paducah Schools	High	Recreational opportunities 59%	No	FY20 - FY23	Host 5 new competitive athletic tournaments. Baseline FY19.	Monthly
R - 2	Create and promote new shoreline and river based recreation activities/competitions	Katie Axt	Planning, Parks and Recreation, Public Works, Chamber of Commerce, CVB, PRDA	High	Public places where people want to spend time 62%	No	FY20 - FY23	5 new river based activities/competitions. Baseline FY19.	Monthly
R - 3	Research, plan, design and construct an indoor parks & rec aquatic facility	Mark Thompson	Parks Recreation, Commission, Planning, CMO, Finance, Schools, Swim Club, Nonprofit orgs	High	Recreation centers or facilities 69%	Yes	FY19 - FY25	Construction of facility to host after school activities, indoor swimming, indoor recreation and Parks and Recreation office.	Monthly
R - 4	Create Friends of the Park organization	Mayor Harless	Parks and Recreation, Board of Commissioners	Medium	Opportunities to participate in community matters 63%	N/A	FY20	Friends of the park raising money to help with maintenance and new citizen led projects.	Quarterly
R - 5	Seek input from all ages and abilities related to future park planning and infrastructure needs	Amie Clark	Parks & Rec, Friends of the Park, Senior Center	Medium	Quality of recreation programs or classes 71%	N/A	FY20 - Ongoing	Future park plans will include input from all ages and abilities.	Quarterly
R - 6	Continue to increase farmers market participation levels	Molly Tomasallo Johnson	Parks and Recreation	Medium	Availability of affordable quality food 73%	Yes	FY20 - FY25	Increase participation and business development by 5% annually. Baseline FY19.	Quarterly
R - 7	Continue to support and encourage community festivals, parades and events	Molly Tomasallo Johnson	Parks and Recreation, Planning, Main Street Coord., EPW, PD, FD, CMO, Board of Commissioners	Medium	The overall quality of life in Paducah 70%	Yes	FY20 - Ongoing	Increase attendance and participation by 10% annually. Baseline FY20.	Quarterly
R - 8	Encourage citizen engagement in park cleanliness and maintenance activities	Mark Thompson	Parks and Recreation, Friends of the Park, Planning,	Medium	Cleanliness of Paducah 61%	No	FY21 - FY23	Actively involved parks maintenance volunteer group. Improve Citizens Survey measure by 10%. 2018 Citizen Survey Baseline.	Quarterly
R - 9	Host city sponsored special events partnering with community/business partners	Molly Tomasallo Johnson	Parks and Recreation, Planning, Main Street Coord., EPW, PD, FD, CMO, Board of Commissioners, Community Organizations, Business Partners	Medium	City-sponsored special events 61%	Yes	FY20 - Ongoing	Increase attendance and participation by 10% annually. Baseline FY20.	Quarterly
R - 10	Pursue national recreation and parks association departmental accreditation	Mark Thompson	Parks and Recreation, Parks Board, Finance, EPW, IT, HR	Low	Quality of City parks 79%	Yes	FY19 - FY22	Receive national accreditation to insure professional parks and recreational service standards are administered.	Quarterly
R - 11	Plan, design and construct recreational trails near residential neighborhoods	Tammara Tracy	Parks and Recreation, Planning, EPW, Neighborhood Coordinator	Low	Fitness opportunities (including exercise classes and paths or trails, etc.) 66%	No	FY25 - FY30	Residential neighborhoods will have a trail within a half mile. Baseline in FY25.	Quarterly
R - 12	Continue enhancement of neighborhood engagement strategies, parks equipment, and signage	Amie Clark	Parks and Recreation, Planning, EPW, Finance, Neighborhood Coordinator, Friends of the Park, PIO	Low	Quality of City parks 79%	No	FY25 - FY30	80% of parks will be upgraded with new signage and equipment based upon community engagement.	Quarterly

Public Safety									
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P - 1	Purchase and implement a county-wide radio system for use by all local public safety and non-public safety agencies	Ed McManus	911, Fire, PD, County, JSA, IT, EPW, Parks and Recreation, County Fire	High	Overall feeling of safety in Paducah 78%	No	FY21 - FY22	Own and operate stable telecommunications platform. Next gen compliant.	Monthly
P - 2	Adopt and implement alternative 911 revenue source through a partnership with the County	Ed McManus	Revenue Budget Committee, Board of Commissioners, County, FD & PD	High	The value of services for the taxes paid to Paducah 45%	No	FY20	Stable and sustainable revenue source to support emergency telecommunications.	Monthly
P - 3	Expand prescription drug abuse community education, awareness and enforcement efforts	Chief Laird	JSA, PD, County Sheriff, Commonwealth Attorney	High	Overall feeling of safety in Paducah 78%	Yes	FY19 - FY22	10% annual decrease in overdoses and 10% increase drug arrests. Baseline FY19.	Monthly
P - 4	Improve diversity and frequency of public safety community engagement initiatives	Chief Barnhill	911, FD, PD, PIO, CMO, Planning	Medium	Sense of community 58%	No	FY20 - FY25	Effectively engaged community.	Quarterly
P - 5	Improve multi-agency critical incident response strategy	Chief Tinsley	911, FD, PD, County EMA,	Medium	Quality of Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) 61%	No	FY20 - Ongoing	Improve multi-agency response efforts to mitigate severity.	Quarterly
P - 6	Increase collaboration of public safety agencies to support economic development	Jim Arndt	FD, PD, PED, Planning, Chamber, 911, County, CVB	Medium	Paducah as a place to live 76%	No	FY19 - Ongoing	Public safety agencies effectively support service demands generated by new business development.	Quarterly
P - 7	Implement new youth oriented community policing programs and projects	Chief Copeland	PD, Schools, Oscar Cross, Parks and Recreation, Churches	Medium	Quality of Police Services 78%	Yes	FY20 - FY23	Effective youth programming.	Quarterly
P - 8	Research and plan for a cooperative public safety training facility and grounds	Chief Kyle	PD, FD, Board of Commissioners, CMO	Medium	Quality services of City of Paducah 66%	No	FY22	Develop plan for cooperative training facility and grounds.	Quarterly
P - 9	Pursue National Fire Accreditation	Chief Tinsley	FD, Board of Commissioners, 911, Finance, HR, IT	Low	Quality of Fire Services 90%	No	FY22	National Accreditation to insure professional public safety service standards are practiced.	Quarterly
P - 10	Develop and implement a fire community risk reduction program	April Tinsman	FD, Planning, PD	Low	Quality of Fire prevention and education 74%	No	FY22	Identify and prioritize to reduce local risks.	Quarterly
P - 11	Develop and employ tactical 911 operations	Brent Stringer	911, FD, PD, County EMA	Low	Overall feeling of safety in Paducah 78%	No	FY22	Effectively provide on scene 911 communications services during a multiagency critical incident response.	Quarterly