

CITY OF
MADISONVILLE
KENTUCKY

STRATEGIC PLAN

FY 2023-2025

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CITY OF
MADISONVILLE
KENTUCKY



To say that serving as your mayor has been the best part of my professional career is an understatement. I love Madisonville, I love coming up with ideas to elevate us into the future, and I love working with the awesome team of over 300 employees that serve you daily.

We have many hopes and dreams for our community, and we want it to be a great place to live, to work, and to raise your family. Our vision is to provide support that will elevate every business, every home, and every person.

Over the last four years we have established the city's core values. We have worked hard to update our mission and vision statements. As a team, our goal is to continue to elevate Madisonville and stay aligned with these values.

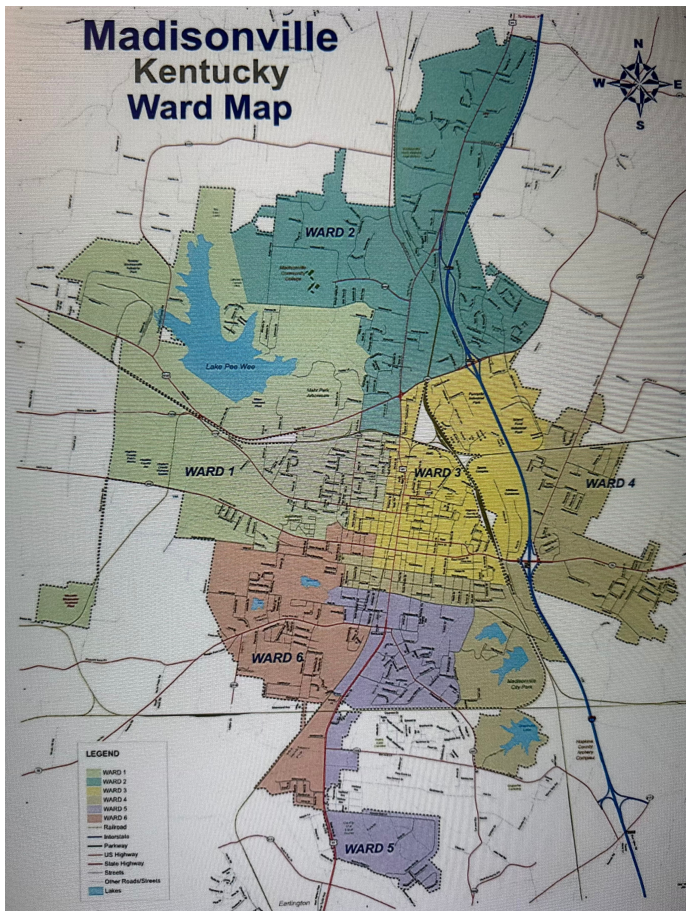
We have succeeded in completing many of our goals and objectives during my first term. With that being said, it's time to pivot! To pivot is a change in strategy without a change in vision. We recognize the opportunity to do so much more, and we are excited for you to join us on this journey. I look forward to serving as your mayor as we work toward infinite possibilities for this community.



Kevin Cotton, Mayor
City of Madisonville

Current State

The City of Madisonville has 6 Wards



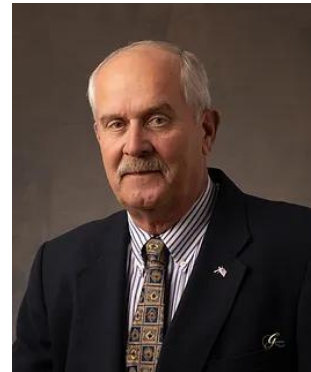
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CITY OF MADISONVILLE

Core Values

Collaboration

working jointly with others or together as a team - listening and evolving together, while helping and supporting each other for the sake of our collective goals

People-Driven

serving our people both internally and externally by striving to provide excellence and professionalism in every decision

Equity

utilizing city influence to identify and overcome barriers that could prevent the city from elevating every person

Innovative Vision

committing to take the city from its present state to a better future through challenging the status quo and absorbing feedback to improve

Integrity

being truthful and honest in all areas- when faced with difficult decisions and hard choices, we will do the right thing, even in the face of adversity

Sustainability

making decisions with an understanding of how those decisions will impact the environment, people, communities, and finances both today and in the future

CITY OF MADISONVILLE

Vision and Mission

The City of Madisonville is a great place to live, work, and raise a family.

Vision

Our vision is to provide support that will elevate every business, every home, and every person.

Mission

To elevate the quality of life through excellent city services.

Growth and Development for the Quality of Life

Obj 1.1 Create a long-term plan to replace old infrastructure and provide revenue streams for new infrastructure that will optimize the city for future growth and sustainability

Strategies:

1. Conduct a line study of water and sewer and storm water to determine priority of current lines for maintenance
2. Establish monthly meetings to explore grant opportunities
3. Manage city owned properties which prioritizes quality and efficiency

Metrics:

1. Study will be reviewed by administration and department heads
2. Schedule regular meeting with necessary agencies
3. Annual inventory of all city owned properties

Obj 1.2 Support development that encourages growth in economic & housing initiatives

Strategies:

1. Identify potential incentive opportunities
2. Recruit new developers and investors
3. Recruit new residents
4. Streamline access to licenses, permits and approval processes for development applications
5. Collaborate with joint planning to review and develop opportunities for flexibility in comprehensive plan
6. Evaluate annexation and property acquisition opportunities

Metrics:

1. Research best practices of comparable cities for growth ideas
2. Identify and network with new developers/investors through best practice visits
3. Annual review of new utility accounts and compare the annual report to previous years
4. Informal surveys of developers and entrepreneurs measuring satisfaction of processes
5. Regular meetings to review plan and opportunities
6. Successful annexation and property acquisitions



Growth and Development for the Quality of Life

Obj 1.3 Grow our Madisonville Parks systems into a destination location by inspiring a shared vision between the city and tourism board

Strategies:

1. Support best practice visits for park system personnel
2. Market and communicate regionally the park amenities
3. Increase revenue of city parks

Metrics:

1. visit destination parks or vendor trade shows
2. Create a summary of social analytics and event attendance
3. Monitor revenues brought in by park monetary streams

Obj 1.4 Envision and implement beautification projects throughout the city

Strategies:

1. Facilitate preservation of city streets and sidewalks
2. Support a variety of special events/activities that highlight arts, music, cultural diversity, and innovation
3. Create opportunities to enhance and promote public spaces

Metrics:

1. Visible improvement of streets and sidewalks
2. Determine by number of events/activities that are permitted by the city annually
3. Growth of public spaces that are utilized



Engage and Connect Community

Obj 2.1 Engage the public by enhancing communication and transparency

Strategies:

1. Utilize social media marketing to effectively communicate with the public
2. Create diverse content and utilize current platforms to expand YouTube and TikTok channels
3. Create opportunities for public feedback
4. Maintain and expand City Ambassador Program

Metrics:

1. Growth in engagement analytics
2. Weekly videos to showcase city amenities, values and events
3. Increased presence in the community
4. Increased participation

Obj 2.2 Include city departments in public events to showcase city services

Strategies:

1. Select and train department employees on effective presentation of city services

Metrics:

1. continued participation from each department in public events



Inspire and Develop Employees

Obj 3.1 Intentional visits by administration

Strategies:

1. Schedule and commit to time for visits

Metric

1. Mayor, City Administrator, and Deputy City Administrator will schedule intentional time to visit departments

Obj 3.2 Create a process that streamlines communication to and from all employees

Strategies

1. Administrative Assistants will report individual situations to Deputy City Administrator upon occurrence
2. Commit to find and establish platforms to effectively communicate to employee base

Metrics:

1. Improved morale and engagement
2. Create multiple communication channels within the city departments



Inspire and Develop Employees

Obj 3.3 Expand a leadership development program for identified talent and utilize past leadership graduates

Strategies:

1. Look at available evaluation resources to identify high performing team members
2. Build leadership development program and determine criteria for selection into the program

Metrics:

1. Utilize evaluations, performance tools and supervisor/peer feedback to create a pool of program attendees
2. Establish yearly participants

Obj 3.4 Expand and increase diversity in the workforce

Strategies:

1. Develop a workplace culture based on city values that embraces diversity and fosters employee collaboration and engagement
2. Implement intentional strategies to ensure equitable recruitment, qualification and hiring that contributes to a diverse workforce

Metrics:

1. Provide yearly diversity, equity and inclusion training
2. Recruit from a diverse, qualified applicant base



PUBLIC SAFETY

Obj 4.1 Provide professional emergency medical, fire, and police services that enhance trust, transparency, accountability, and safety of every business, home, and person

Strategies:

1. Involvement, Engagement, and Transparency in schools, businesses, churches, and civic groups to enhance community relationships and build trust with Emergency services, Fire, and Police Departments

Metrics:

1. Provide training with yearly Fire & Police Citizens Academy to educate, connect & inform citizens
2. Consistent presence in schools, businesses to grow and maintain relationships

Obj 4.2 Enhance collaboration across city departments to provide safety for all

Strategies:

1. To educate and train each department in proper response and participation in both scenario based and hands on training for the purpose of emergency and disaster response.
2. Prepare and provide timely responses to support the community's recovery from emergencies and disasters.

Metrics:

1. Police and Fire include all departments in scenario based and hands on training
2. Consistently monitor response times to ensure departments stay below national average



PUBLIC SAFETY

Obj 4.3 Mitigate, prepare for, and provide timely, equitable and effective responses to support the community's recovery from emergencies and disasters

Strategies:

1. Develop and maintain a culture of competitive community driven future leaders striving to improve the quality of services provided to our community
2. Create a Disaster Plan that provides direction for each department to preserve life and restore services

Metrics:

1. Provide quality, current training beyond minimal requirements
2. Invest and raise awareness for mental health services to promote employee health and well being