



CITY OF
MADISONVILLE
KENTUCKY

STRATEGIC PLAN

FY 2022-2025



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CITY OF
MADISONVILLE
KENTUCKY

Hey Madisonville!

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. We have accomplished so much despite a global pandemic!

Even before I stepped foot into this office, I knew that having a plan that could guide us as we make critical decisions would be a priority. We spent quite a bit of time working on this map and it included several key players from inside and outside of the city hall. We started the planning process by establishing the city's core values. I want to always align with these values as I continue to lead and serve. As a team, we want every decision that we make to align with these values.

Next, we realized we needed a new mission statement. We agreed upon a small statement that incorporates our values and our vision. Our mission is to elevate the quality of life through excellent city services.

We then created some priorities and strategic objectives that we hope to accomplish within the next three years. I know we have great things ahead and I cannot wait to see how we elevate Madisonville together!



Thank you for being a great community. You make a difference and I see it everyday!

Kevin Cotton, Mayor
City of Madisonville

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 a unified system of 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 an outside line study of water and sewer to determine the priority of current lines for maintenance or replacement
2. Work with PADD and federal agencies to determine grant options
3. Have department heads research and report to city administration new grant options available for their area of expertise
4. Add appropriate people to the grants.com portal
5. Create a master plan of city owned properties that prioritizes quality and efficiency to be re-evaluated bi-annually

Metrics:

1. Finalized report from an outside agency to be reviewed by administration and department heads
2. Increase grant revenue by 20% over three years
3. Utilize progress report by adding updates for grant research at a minimum of one grant per quarter
4. Each department will report to administration one person to be added to the grants.com portal
5. Completion of the master plan by 2025

Obj 1.2 Support housing development that encourages new residents and developers to build or rent within the city

Strategies:

1. Identify potential incentive opportunities
2. Recruit new housing developers
3. Recruiting new residents
4. Streamline access to licences, permits and approval processes for development applications

Metrics:

1. Research 3-5 cities to identify incentives for housing growth
2. Reach out and meet with new housing developers and recruit a minimum of one annually
3. Track new utility accounts and monitor realtor data of new families from outside the 42431 zip code.
Metric will be met with any positive increase
4. Decrease the development process timeline by 10% annually



Growth and Development for the Quality of Life

Obj 1.3 Collaborate with the Chamber and Economic Development to find opportunities to partner and support growth

Strategies:

1. Schedule monthly meetings with directors and city administration
2. Invite directors for a joint meeting and an opporupdate the city council quarterly
3. Mayor will attend at minimum 6 meetings per year per organization

Metrics:

1. Confirmation and Documentation of Attendance
2. Agenda of City council and delivery of quarterly report
3. Minutes filed with documentation of attendance by mayor and calendar commitments

Obj 1.4 Grow our Madisonville Park Systems into a destination to attract regional participation

Strategies:

1. Plan strategic best practice visits for park systems
2. Increase events to include all park systems
3. Have park directors submit projects and prioritize them based on budgets and scale
4. Market and communicate regionally the park opportunities
5. Increase revenue of city parks

Metrics:

1. Visit two destination parks or vendor trade shows annually and include park directors
2. Increase by one event per park and expand current events within the park systems
3. Submit plan ideas by February of each year to be evaluated for budget recommendations and re-evaluate every 6 months
4. Create a market plan to grow regional participation by social analytics and event attendance
5. Monitor revenues brought in by park monetary streams and increase them by 5% annually



Engage and Connect Community

Obj 2.1 Enhance communication with the public

Strategies:

1. Create a social media marketing plan
2. Create diverse content and utilize current platforms and expand YouTube and TikTok channels
3. Create pop-up listening tours
4. Establish a diverse ambassador program

Metrics:

1. Present plan to administration quarterly include metrics and follow-up ideas
2. Create weekly videos to showcase city amenities, values, and events. Increase subscribers to 10% of population annually
3. Schedule four pop-ups per year that are strategically placed within the city
4. Create program by looking at best cities ambassador programs and enroll 10 citizens per year through a vetted application process

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
2. Create expectations of professionalism and provide resources for departments to showcase value

Metrics:

1. Identify a minimum of two presenters from every department
2. Employees will know where to go to get packaged professional presentation materials



Inspire and Develop Employees

Obj 3.1 Intentional visits by administration

Strategies:

1. Schedule and commit to time for visits
2. Random job site visits (one per week)

Metric

1. Mayor, City Administrator, and Deputy City Administrator will schedule intentional time to visit departments throughout the city once a week
2. Engage with random job sites and create a shared spreadsheet that documents visits for accountability

Obj 3.2 Create a communication process that allows administration to be aware of individual employee situations (family, sickness...)

Strategies

1. Administrative Assistants will report individual situations to Deputy City Administrator upon occurrence
2. City administration will follow-up to show empathy and support

Metrics:

1. Build rapport with administrative assistants to increase communication
2. Send out cards or follow up with employees at minimum

Obj 3.3 Explore options to streamline communication to employees

Strategies:

1. Commit to find and establish one platform to effectively communicate to employee base
2. Create policy and procedures for employees to utilize the chosen platform

Metrics:

1. Investigate and determine the best platform to utilize within the next three months and have IT examine initial setup for employees
2. Create and communicate within one month of implementation



Inspire and Develop Employees

Obj 3.4 Creating a leadership development program for identified talent

Strategies:

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

Metrics:

1. Utilize evaluations, performance tools, and supervisor/peer feedback to create a pool of program attendees
2. Have program outlined and criteria finalized by March 2022
3. Launch first program class by Summer 2022 and evaluate need for future program dates

Obj 3.5 Intentional with praise and recognition for employees and departments

Strategies:

1. Recognize employees based on years of service
2. Find and recognize employees that go above and beyond their job description to contribute to the community by creating a process to receive praise and recognition
3. Monthly department spotlight to showcase contributions

Metrics:

1. Create an awards celebration annually
2. Praise report on website and social media platforms and have call outs at city council meetings (minimum of one per quarter)
3. Each month the city administrator will nominate a department for the showcase and have mayoral approval