



# City Commission Priorities

October 1, 2021 Update



## City Commission Priorities

The City Commission Priorities reflects the 12 highest priorities of the Board of Commissioners for calendar year 2021. This is the third quarterly update of calendar year 2021. An annual report for the 12 priority action items will be provided to the Board by January 15, 2022.

City Commission Priorities				
Action Item	Objective	Key Team Members	Expectation	Update
911 Radio/Tower Upgrades and Operational Funding	Clearly established partnership agreement with the County to create a sustainable revenue source to cover both operational funding and requisite infrastructure improvements	Chief Laird, Jon Perkins, Chief Kyle and CMO	<ul style="list-style-type: none"> <li>- Educate the community and elected officials</li> <li>- Update Federal Engineering study on project cost</li> <li>- Negotiate interlocal agreement with County</li> <li>- Create a sustainable revenue source</li> <li>- Consider utilization of a portion of existing bond proceeds</li> </ul>	<ul style="list-style-type: none"> <li>- Established a Memorandum of Understanding (MOU) between the City and McCracken County for a partnership to upgrade the 911 Communication Services System and establish the Paducah/McCracken County Community 911 Communications Services System. The City and County agree to establish a joint oversight committee to make formal recommendations regarding the needed system upgrades, funding options, and governing structure with a completion date by February 1, 2022, to identify the funding method. The City and County agree to be equal partners in the capital expenditures.</li> <li>- Received the draft Federal Engineering report updating the capital needs, costs and options. The Motorola/Kentucky State Police proposal has been received and is under review by Federal Engineering.</li> <li>- Police department received a \$314,450 grant for hand held radio equipment, which will reduce the project cost.</li> </ul>
Minority Inclusion	Intentional minority inclusion in City employment, Committees and Board	Mayor Bray, Commissioner Henderson and Stefanie Suazo	<ul style="list-style-type: none"> <li>- Team Paducah (departments, Leadership Team, Boards and Commissions) are representative of the community's demographics through attrition and inclusion-based hiring tactics</li> <li>- Identify and adopt city-wide and departmental inclusion hiring strategies</li> </ul>	<ul style="list-style-type: none"> <li>- Budgeted \$20,000 in FY2022 for Diversity, Equity and Inclusion Training. Due to Covid precautions, this training is rescheduled for the spring.</li> <li>- Created an internal employee demographics dashboard.</li> <li>- Focusing on inclusive recruitment processes by posting positions on national minority professional associations and holding testing locally at no cost to the participants.</li> </ul>

			<ul style="list-style-type: none"> <li>- Citywide inclusion training for all departments, Boards and Commissions</li> <li>- Implementation of a Multidepartment Inclusion Team (MIT) with team members from all levels of the organization</li> <li>- Encourage and support a community Diversity and Inclusion Council</li> <li>- Create a diversity and inclusion statement</li> </ul>	<ul style="list-style-type: none"> <li>- City Manager recruitment included a community DEI panel.</li> <li>- Worked with citizens to establish the structure, purpose and bylaws of the Paducah Diversity Advisory Board. The PDAB was established and began meeting monthly in May.</li> <li>- Mayor Bray is actively involved with the organization and promotion of minority business initiatives and serves as a founding member of the Minority Entrepreneur/Small Business RoundTable.</li> </ul>
Downtown	Concentrated effort to support, enhance, celebrate and improve our thriving downtown community	Planning Director & Katie Axt	<ul style="list-style-type: none"> <li>- Design and construction of City Block</li> <li>- Full TIF implementation</li> <li>- Development and implementation of Entertainment Destination Center</li> <li>- Net gain of 10 business downtown on an annual basis</li> <li>- Celebrate business openings and highlight downtown businesses</li> <li>- Obtain and maintain full Main Street Accreditation</li> <li>- Survey downtown merchants &amp; businesses to determine additional ways to help</li> <li>- Continue to promote the downtown opportunity zone</li> </ul>	<ul style="list-style-type: none"> <li>- City Block Final Concept Plans complete. City committed \$3 million to Public Facilities (Town Square).</li> <li>- TIF approved March 25. Implementation underway with collecting business questionnaires to establish baseline.</li> <li>- Entertainment Destination Center (EDC) licensure and implementation complete. Started First Friday Downtown Happy Hours to promote EDC.</li> <li>- Extended Street Beats music at the Gazebo.</li> <li>- Dining at Market House Square returned for the summer and fall. City passed local ordinance to support outdoor dining and expansion of sidewalk café area. Upgraded signage.</li> <li>- 11 new businesses in 2021. 2 businesses permanently closed. Net 9.</li> <li>- Main Street Board, committees, and merchant association continue to meet monthly to satisfy accreditation requirements. FY22 Work Plan adopted.</li> <li>- Business Feedback survey complete.</li> </ul>
Stormwater	Further investigate the implementation of a stormwater master plan	Rick Murphy, Jon Perkins, CMO	<ul style="list-style-type: none"> <li>- Educate Board of Commissioners on current Stormwater Master Plan and Stormwater Utility. Reassess and consider the timeline assumptions. Consider adoption of the Plan.</li> <li>- Consider utilization of a portion of existing bond proceeds for identified projects within the plan</li> </ul>	<ul style="list-style-type: none"> <li>- Board of Commissioners allocated \$4 million of the City's ARPA funds for stormwater projects.</li> <li>- Amended the contract with Strand Associates to include modeling and cost estimation of 4 possible stormwater projects from the Comprehensive Stormwater Master Plan.</li> </ul>

			<ul style="list-style-type: none"> <li>- Board of Commissioners to consider the feasibility of a stormwater utility fee excluding the floodwall costs</li> <li>- Identify and establish a community wide strategy that is supported by local businesses and churches</li> </ul>	<ul style="list-style-type: none"> <li>- Completed the recruitment and hired the Assistant City Engineer. Assistant City Engineer has been familiarizing himself with the CSMP and attending stormwater trainings.</li> <li>- The Buckner Lane Bridge project design has been expanded through the inclusion of ARPA funding. Project will run from Hansen Road to Pecan Rd.</li> <li>- South 25<sup>th</sup> Street and South 24<sup>th</sup> Street Improvement projects are in design. S. 24<sup>th</sup> St. Project has been expanded through inclusion of ARPA money. Project will include a storm water retention pond.</li> </ul>
Southside Enhancements	Targeted empowerment, engagement and beautification of Southside neighborhoods	Planning Director, Melanie Reason, Rick Murphy & Chief Kyle	<ul style="list-style-type: none"> <li>- Identify a concentrated geographical area</li> <li>- Meet with residents and businesses within the concentrated area to develop a joint vision for community enhancement</li> <li>- Create a neighborhood steering committee</li> <li>- Identify community financial partners</li> <li>- Focus on infrastructure improvements, beautification efforts, demolition of dilapidated buildings, creation of incentive program for businesses and homeowners</li> <li>- Consider utilization of a portion of existing bond proceeds for qualified projects</li> <li>- Help communities start neighborhood watch initiatives</li> </ul>	<ul style="list-style-type: none"> <li>- Held 2 live streamed Southside Town Hall meetings at Soirees Events attended by approximately 180 participants and provided a thank you/email update to participants.</li> <li>- Completed the Southside Rise and Shine neighborhood beautification and celebrations with 104 volunteers providing 788 hours of service, 815 City staff hours, 130 tons of garbage were collected, 60 large dumpsters were emptied and 1032 tires collected.</li> <li>- Data analysis and modeling in progress for 5 areas of development that will determine program areas.</li> <li>- Completed first series of neighborhood engagement to establish baseline data for community vision. Business retention and expansion meetings ongoing.</li> <li>- Process in place to identify Southside community steering committee members.</li> <li>- Conversations initiated with Federal Reserve Bank of St. Louis. Investigating funding programs from KHC.</li> <li>- Concrete work nearly completed on Bridge Street. Paving of Bridge Street from Broad Street to Irvin Cobb Drive and restriping to begin shortly.</li> </ul>

				<ul style="list-style-type: none"> <li>- Design is underway for roadway improvements to South 25<sup>th</sup> and South 24<sup>th</sup> Streets with the addition of a stormwater detention area on South 24<sup>th</sup>.</li> <li>- Paducah Neighbor Week in progress, encouraging neighborhood leadership, community, and safety.</li> </ul>
Sports - Bluegrass Downs and Stuart Nelson Park	Partner with the County and the Sports Commission in the design and construction of the outdoor recreational facilities	Amie Clark, Rick Murphy & CMO	<ul style="list-style-type: none"> <li>- Formalize equal partnerships (financial and participation)</li> <li>- Consider utilization of a portion of existing bond proceeds</li> <li>- Finalize an interlocal agreement</li> <li>- Design and construction</li> <li>- Improvement of Stuart Nelson access roads and Bob Noble city recreational fields</li> <li>- Honor historical heritage of Stuart Nelson Park</li> </ul>	<ul style="list-style-type: none"> <li>- The Board approved a Memorandum of Understanding (MOU) among the City, McCracken County Fiscal Court, and the Sports Tourism Commission regarding the funding of Paducah-McCracken County Athletic Complex. The City and County commit to be equal partners in financing the design, development, construction, operation, and maintenance cost for the facility. The MOU outlines that each government will provide \$12.5 million toward the construction and how the remaining construction costs will be funded using City and County bonds, transient room tax funds, and operating revenue.</li> <li>- City staff is attending the Sports Commission meetings.</li> <li>- Sports Commission selected Sports Facilities Company (SFC) via an RFP process to facilitate the development/design and ongoing management of the complex. Sports Commission and SFC began meeting in September.</li> <li>- Met with PFGW and the Chair of the local disc golf club to walk the disc golf course at Stuart Nelson Park and discuss relocation of a few holes on the course.</li> </ul>

Remote Workers Incentive Program	Create and implement an effective incentive program	Kathryn Byers and Ty Wilson	<ul style="list-style-type: none"> <li>- Research incentive programs by identifying and evaluating effective programs</li> <li>- Gather local input by conducting surveys (e.g. Paducah Young Professionals)</li> <li>- Establish rules and procedures</li> <li>- Establish funding</li> <li>- Present proposals to the Board of Commissioners within 60 days</li> <li>- Implement successful program</li> <li>- Market and promote program</li> <li>- Administer program</li> <li>- Re-evaluate at 12-month mark</li> </ul>	<ul style="list-style-type: none"> <li>- Budgeted \$100,000 for this program in the FY22 budget.</li> <li>- Collected best practices information through case study research and local stakeholder engagement groups.</li> <li>- Board of Commissioner’s adopted the program via ordinance at their August 10<sup>th</sup> meeting.</li> <li>- Approved two award packages for individuals from Nolensville, TN and Atlanta, GA. 10 more are under consideration.</li> <li>- Worked with Pam and Stablemate on the advertisement.</li> <li>- From August 11<sup>th</sup> – 31<sup>st</sup> there have been 594,280 impressions and 2,248 clicks from google. And 75,823 impressions and 324 clicks from LinkedIn.</li> <li>- Highest interest markets: Atlanta, Chicago, and Houston.</li> </ul>
Communications Enhancement	Effectively reach all segments of our community	Pam Spencer and Kathryn Byers	<ul style="list-style-type: none"> <li>- Bring detailed communications enhancement plan within 60 days</li> <li>- Promote what we are doing</li> <li>- Target all areas of our community</li> <li>- Clearly and succinctly communicate our message using easy to understanding language</li> <li>- Incorporate communications into project budgets</li> <li>- Incorporate communications strategy into all projects/program decisions</li> <li>- Invest in technological needs to better meet the needs of our community</li> <li>- Conduct regular media luncheons</li> <li>- Hold industry specific luncheons</li> <li>- Incorporate communication strategy on agenda action form</li> </ul>	<ul style="list-style-type: none"> <li>- Completed Communications Enhancement Plan on March 5<sup>th</sup>. Shared on the website and with the Leadership Team</li> <li>- Launched an email marketing platform (Constant Contact) and e-news sign-up form, created an online services webpage, and Board of Commissioners and Planning Commission meetings air live on Facebook in addition to Government 11 and Youtube.</li> <li>- Held two media luncheons and two industry luncheons with river and construction industries</li> <li>- FY22 adopted budget funds the technological needs for the communications enhancement plan.</li> <li>- Placed Commission Priorities and communications plan on Agenda Action Forms.</li> <li>- Created mailing lists for churches, barbers, and salons</li> <li>- Assisted in the communications of all Commission Priorities and several high priority projects including the hiring of City Manager Daron Jordan, Job Fair, 2020 Census Results, Road Rehabilitation Plan for 2021-2023, City Government Month, Oak Grove Cemetery Enhanced Maintenance and Software Upgrade.</li> <li>- Enhanced City of Paducah LinkedIn social media platform.</li> </ul>

				<ul style="list-style-type: none"> <li>- Recorded Your City at Work episode in June with Mayor Bray to discuss priority projects. Recorded City Profile episodes with elected officials in August.</li> <li>- Launched Solid Waste Truck marketing initiative with curbside recycling promoted on knuckle boom truck.</li> <li>- Met with WKCTC/PJC Foundation to discuss how to utilize the government channel and You Tube broadcasts to enhance communication with the Paducah citizen base.</li> </ul>
City Facilities	Implement action items identified in the facilities maintenance plan	Chris Yarber, Rick Murphy and Jon Perkins	<ul style="list-style-type: none"> <li>- Budget for projects identified within the facilities maintenance plan on an annual basis</li> <li>- Establish a city facilities improvement plan similar to fleet</li> <li>- Consider utilization of a portion of existing bond proceeds for identified projects within the plan</li> </ul>	<ul style="list-style-type: none"> <li>- The City Manager’s Office and Finance established administrative guideline creating the procedures for a new facilities improvement trust fund.</li> <li>- \$200,000 is budgeted for facilities improved in Fiscal Year 2022, which will seed the fund.</li> <li>- City Manager’s Office, Public Works and Engineering are prioritizing the 269 improvement items identified in the facilities study by safety, functional and aesthetic projects.</li> </ul>
Develop a plan for Parks Building and Fire Station 4	Identify a replacement/relocation plan for Fire Station 4 and Parks and Recreation Facility	CMO, Amie Clark, Rick Murphy, Chief Kyle	<ul style="list-style-type: none"> <li>- Solicit design and construction estimates for the facilities</li> <li>- Identify community needs</li> <li>- Complete site selection process</li> <li>- Seek community input and stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>- Met with a developer to discuss future development opportunities of the existing parks building.</li> <li>- PFGW completed a feasibility study to renovate the Civic Center.</li> <li>- Commission authorized City Manager to enter into negotiations with design firm to renovate the Robert Cherry civic center.</li> <li>- Met with PADD office to discuss CDBG grant opportunities and application process for the Senior Center, renovation, or relocation project.</li> <li>- Met with Senior Center staff and board to discuss options for renovation of the current facility on HC Mathis, or the relocation to another facility, as well as the City’s support of a CDBG grant application for funds for the project.</li> <li>- Reviewing options, site requirements and potential property acquisition for a future Fire Station 4 replacement.</li> </ul>

Housing	Continued investment in the improvement of our housing stock	Planning Director, Melanie Reason	<ul style="list-style-type: none"> <li>- Investigate residential housing development incentives</li> <li>- Investigate financial institution partnerships</li> <li>- Evaluate and explore new neighborhood revitalization strategies</li> <li>- Identify developers to partner with the City on new housing developments</li> <li>- Continue supporting Midtown Alliance in becoming a Community Development Corporation</li> <li>- Support community efforts in finding solutions for a temporary homeless shelter and transitional housing</li> </ul>	<ul style="list-style-type: none"> <li>- Undertaking housing incentive case study research.</li> <li>- Amended zoning ordinance to allow multifamily housing H-2: Lowertown.</li> <li>- Initiated Northside Historic Neighborhood District Survey</li> <li>- Completed 18 (out of 50) neighborhood/housing surveys.</li> <li>- Provided land to Habitat for Humanity and Midtown Alliance of Neighbors for housing.</li> <li>- Worked with IT to map out all city owned properties, that can be used to share potential development sites.</li> <li>- 3 surplus properties transferred: 1039 Madison Street, 1011 Broadway, and 1243 N. 13<sup>th</sup> Street.</li> <li>- City provided \$100,000 in roofing assistance for the Dunlap Apartments/Jetton Schoolhouse Redevelopment.</li> <li>- Midtown Alliance currently constructing 3 homes in Fountain Avenue. Continuing work to become a community development corporation.</li> <li>- Collecting data and reviewing existing programs for homeless shelters and transitional housing. Mayor and staff held preliminary conversations with stakeholders.</li> <li>- Provided grant-in-aid to support the Salvation Army's feasibility study for transitional housing.</li> <li>- Participated in discussions with developers interested in providing housing stock for Southside neighborhoods.</li> </ul>
Annexation	Proactively annex adjacent properties into city corporate boundaries	Planning Director & Josh Sommers	<ul style="list-style-type: none"> <li>- Primary focus should be on commercial, multifamily residential and industrial properties</li> <li>- Investigate and implement annexation incentive program</li> <li>- Annually budget for cost of annexations</li> <li>- Annex a minimum of 6 parcels of property into the city on an annual basis</li> </ul>	<ul style="list-style-type: none"> <li>- In the process of developing an annexation strategy and incentives for consideration by the Board of Commissioners.</li> <li>- Adopted an ordinance to change the zoning to allow mobile food vehicle courts as an exemption requiring a planning and zoning permit.</li> <li>- Dedicated annexation funds in the FY22 budget.</li> <li>- Annexed 1 parcel year-to-date at 5540 Cairo Road.</li> </ul>