



City Commission Priorities

2021 Annual Report



City Commission Priorities

The City Commission Priorities reflects the 12 highest priorities of the Board of Commissioners for calendar year 2021. This is the annual report for the 12 priority action items.

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"> - Educate the community and elected officials - Update Federal Engineering study on project cost - Negotiate interlocal agreement with County - Create a sustainable revenue source - Consider utilization of a portion of existing bond proceeds 	<ul style="list-style-type: none"> - Established a 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 be equal partners in the capital expenditures - Joint oversight committee began meeting in January 2022 with a goal of making formal recommendations regarding the needed system upgrades, funding options, and governing structure. - Received the draft Federal Engineering report updating the capital needs, costs and options. - Police department received a \$314,450 grant for hand held radio equipment, which reduces the project cost.
Minority Inclusion	Intentional minority inclusion in City employment, Committees and Board	Mayor Bray, Commissioner Henderson and Stefanie Suazo	<ul style="list-style-type: none"> - Team Paducah (departments, Leadership Team, Boards and Commissions) are representative of the community's demographics through attrition and inclusion-based hiring tactics - Identify and adopt city-wide and departmental inclusion hiring strategies - Citywide inclusion training for all departments, Boards and Commissions - Implementation of a Multidepartment Inclusion Team (MIT) with team members from all levels of the organization - Encourage and support a community Diversity and Inclusion Council - Create a diversity and inclusion statement 	<ul style="list-style-type: none"> - Budgeted \$20,000 in FY2022 for Diversity, Equity and Inclusion Training. Due to Covid precautions, this training is rescheduled for the spring. - Created an internal employee demographics dashboard. - Focusing on inclusive recruitment processes by posting positions on national minority professional associations and holding testing locally at no cost to the participants. - City Manager recruitment included a community DEI panel. - 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.

Downtown	Concentrated effort to support, enhance, celebrate and improve our thriving downtown community	Nic Hutchinson & Katie Axt	<ul style="list-style-type: none"> - Design and construction of City Block - Full TIF implementation - Development and implementation of Entertainment Destination Center - Net gain of 10 business downtown on an annual basis - Celebrate business openings and highlight downtown businesses - Obtain and maintain full Main Street Accreditation - Survey downtown merchants & businesses to determine additional ways to help - Continue to promote the downtown opportunity zone 	<ul style="list-style-type: none"> - City Block 75% Design Drawing complete. City committed \$3 million to Public Facilities (Town Square). Weyland is within 30 days of financing and moving forward with next steps. - TIF approved March 25. State reviewing baseline analysis. - Entertainment Destination Center (EDC) licensure and implementation complete. Started First Friday Downtown Happy Hours to promote EDC. - 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. - 14 new businesses opened in 2021. 2 businesses permanently closed. Net 12 - Main Street Board, committees, and merchant association continue to meet monthly to satisfy accreditation requirements. FY22 Work Plan adopted. - Business Feedback survey complete. Overall responses were positive and encouraging. Businesses would like to see more beautification projects, improved sanitation, and for Main Street to continue building Downtown audience.
Stormwater	Further investigate the implementation of a stormwater master plan	Rick Murphy, Jon Perkins, CMO	<ul style="list-style-type: none"> - Educate Board of Commissioners on current Stormwater Master Plan and Stormwater Utility. Reassess and consider the timeline assumptions. Consider adoption of the Plan. - Consider utilization of a portion of existing bond proceeds for identified projects within the plan - Board of Commissioners to consider the feasibility of a stormwater utility fee excluding the floodwall costs - Identify and establish a community wide strategy that is supported by local businesses and churches 	<ul style="list-style-type: none"> - Board of Commissioners allocated \$4 million of the City's ARPA funds for stormwater projects - Amended the contract with Strand Associates to include modeling and cost estimation of 4 stormwater projects from the Comprehensive Stormwater Master Plan. - Hired and onboarded the Assistant City Engineer. - Initiated preliminary review of a proposed Drainage Manual, a draft document provided by Strand & Associates in 2019, with a point of emphasis on the design criteria of stormwater management systems. - The Buckner Lane Bridge project design has been expanded through the inclusion of ARPA funding. Project will run from Hansen Road to Pecan Rd. Buckner Lane

				<p>Bridge project is in final design and Right of Way and Easement negotiations.</p> <ul style="list-style-type: none"> - S. 24th St. Project has been expanded through inclusion of ARPA money. The South 24th & 25th Street project is in design with the roadway improvement design substantially complete and the detention area in preliminary design.
Southside Enhancements	Targeted empowerment, engagement and beautification of Southside neighborhoods	Nic Hutchinson, Melanie Reason, Rick Murphy & Chief Kyle	<ul style="list-style-type: none"> - Identify a concentrated geographical area - Meet with residents and businesses within the concentrated area to develop a joint vision for community enhancement - Create a neighborhood steering committee - Identify community financial partners - Focus on infrastructure improvements, beautification efforts, demolition of dilapidated buildings, creation of incentive program for businesses and homeowners - Consider utilization of a portion of existing bond proceeds for qualified projects - Help communities start neighborhood watch initiatives 	<ul style="list-style-type: none"> - Held 2 live streamed Southside Town Hall meetings at Soirees Events attended by approximately 180 people. - 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 1,032 tires collected. - Steering committee identified; first meeting planned for February 2022. The role of this committee will be to facilitate community engagement and to inform policy and programming decisions. - Various Southside initiatives ongoing, such as the Southside Neighborhoods Initiative communication strategy, informational meetings with banks, and a potential public art project to create a gateway sign. - City applied for grant to cover environmental assessment of brownfields to inform future development and to help gain access to additional EPA grant funds. - Completed paving, striping, sidewalks with handicap ramps, curbs and gutters on Bridge St. - Extended the tree boulevard on Walter Jetton Blvd. at Leake St. and added handicap ramps at Leake St - Working on South 9th St. from Husbands St. to the south of Fisher St. replacing and adding curb, gutter, and sidewalk with handicap ramps as needed - The South 24th & 25th St. roadway improvement design substantially complete.

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"> - Formalize equal partnerships (financial and participation) - Consider utilization of a portion of existing bond proceeds - Finalize an interlocal agreement - Design and construction - Improvement of Stuart Nelson access roads and Bob Noble city recreational fields - Honor historical heritage of Stuart Nelson Park 	<ul style="list-style-type: none"> - The Board approved a 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. 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. - City staff attending the Sports Commission meetings. - Sports Commission contracted with Sports Facilities Company (SFC) via an RFP process to facilitate the development/design and management of the complex. - Sports Tourism Commission hosted an open house for the public to view schematic design. - 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.
Remote Workers Incentive Program	Create and implement an effective incentive program	Nic Hutchinson	<ul style="list-style-type: none"> - Research incentive programs by identifying and evaluating effective programs - Gather local input by conducting surveys (e.g. Paducah Young Professionals) - Establish rules and procedures - Establish funding - Present proposals to the Board of Commissioners within 60 days - Implement successful program - Market and promote program - Administer program - Re-evaluate at 12-month mark 	<ul style="list-style-type: none"> - Enrolled 8 applicants into the program and awarded 1 remote worker with their incentive package. - Worked with Communications Manager and Stablemate on the advertisement campaign for the program. - Markets with the highest interest are: Atlanta, Chicago, and Houston. The interest in Austin, Charlotte, and Louisville are areas with lower interest. - Budgeted \$100,000 for this program in the FY22 budget. - Board of Commissioner's adopted the program via ordinance at their August 10th meeting. - Collected best practices information through case study research and local stakeholder engagement groups.
Communications Enhancement	Effectively reach all segments of our community	Pam Spencer	<ul style="list-style-type: none"> - Bring detailed communications enhancement plan within 60 days - Promote what we are doing 	<ul style="list-style-type: none"> - Completed Communications Enhancement Plan and shared on the website and with the Leadership Team

			<ul style="list-style-type: none"> - Target all areas of our community - Clearly and succinctly communicate our message using easy to understanding language - Incorporate communications into project budgets - Incorporate communications strategy into all projects/program decisions - Invest in technological needs to better meet the needs of our community - Conduct regular media luncheons - Hold industry specific luncheons - Incorporate communication strategy on agenda action form 	<ul style="list-style-type: none"> - Completed several tactics in the Enhancement Plan including the launch an email marketing platform (Constant Contact) and e-news sign-up form, creation of an online services section of the website, and placement of Board of Commissioners and Planning Commission meetings live on Facebook in addition to Government 11 and Youtube. - Held three Media Lunches and two Industry Luncheons. - Placed Commission Priorities and communications plan on Agenda Action Forms - Created mailing lists for churches, barbers, and salons. - Promoted Commission Priorities community survey - Led the communications of several City initiatives and high priority projects. - Enhanced City of Paducah LinkedIn social media platform and preparing regular posts. - Recorded Your City at Work episode in June with Mayor Bray to discuss priority projects. Recorded City Profile episodes with elected officials in August. - Curbside recycling promoted on sides of a knuckleboom and a solid waste collection truck. - Initiated City website (paducahky.gov) rebuild.
City Facilities	Implement action items identified in the facilities maintenance plan	Chris Yarber, Rick Murphy and Jon Perkins	<ul style="list-style-type: none"> - Budget for projects identified within the facilities maintenance plan on an annual basis - Establish a city facilities improvement plan similar to fleet - Consider utilization of a portion of existing bond proceeds for identified projects within the plan 	<ul style="list-style-type: none"> - The City Manager’s Office and Finance established administrative guideline creating the procedures for a new facilities improvement trust fund. - \$200,000 is budgeted for facilities improved in Fiscal Year 2022, which will seed the fund. The City Manager’s Office is also exploring other funding opportunities. - The City Manager’s Office, Public Works and Engineering worked with department to prioritize the 269 improvement items identified in the facilities study by safety, functional and aesthetic projects in preparation for the FY23 budget process.

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"> - Solicit design and construction estimates for the facilities - Identify community needs - Complete site selection process - Seek community input and stakeholder engagement 	<ul style="list-style-type: none"> - Met with a developer to discuss future development opportunities of the existing parks building. - Working with PFGW on schematic design of the Civic Center to include banquet space, catering space, and offices for Parks and Recreation staff. - Developing a list of stakeholders to provide community needs input for the design of the banquet space. Plan to hold stakeholder meetings in January. - Met with PADD office to discuss CDBG grant opportunities and application process for the Senior Center, renovation, or relocation project. - 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. - Reviewing options, site requirements and potential property acquisition for a future Fire Station 4 replacement.
Housing	Continued investment in the improvement of our housing stock	Nic Hutchinson, Melanie Reason	<ul style="list-style-type: none"> - Investigate residential housing development incentives - Investigate financial institution partnerships - Evaluate and explore new neighborhood revitalization strategies - Identify developers to partner with the City on new housing developments - Continue supporting Paducah Alliance of Neighbors in becoming a Community Development Corporation - Support community efforts in finding solutions for a temporary homeless shelter and transitional housing 	<ul style="list-style-type: none"> - Undertaking housing incentive case study research - Initiated conversation with several developers looking for infill housing development opportunities. - Amended zoning ordinance to provide regulation for short term rentals and cottage homes. - Northside Historic Neighborhood District Survey ongoing - Completed 18 (out of 50) neighborhood/housing surveys. - Provided land to Habitat for Humanity and Paducah Alliance of Neighbors for housing. - City surplus properties/foreclosure properties mapped future development consideration. - 4 surplus properties transferred and working on strategy development for surplus property - Dunlap Apartments/Jetton Schoolhouse Redevelopment project groundbreaking. City providing financial assistance for roof stabilization.

				<ul style="list-style-type: none"> - Paducah Alliance of Neighbors completed 3 homes in Fountain Avenue. Ongoing work to become a Community Development Corporation - Collecting data and reviewing existing programs for homeless shelters and transitional housing. Mayor and staff held preliminary conversations with stakeholders - Provided grant-in-aid to support the Salvation Army's feasibility study for transitional housing.
Annexation	Proactively annex adjacent properties into city corporate boundaries	Nic Hutchinson & Josh Sommers	<ul style="list-style-type: none"> - Primary focus should be on commercial, multifamily residential and industrial properties - Investigate and implement annexation incentive program - Annually budget for cost of annexations - Annex a minimum of 6 parcels of property into the city on an annual basis 	<ul style="list-style-type: none"> - In the process of working with the City Manager to develop an annexation strategy. - Annexation incentives ordinance presented to City Commission. - Worked with Chris Kuntz at District One Highways to determine where new roadways are to be located and how this would affect future annexations. - Held annexation tours with the Board of Commissioners. - Adopted an ordinance to change the zoning to allow mobile food vehicle courts as an exemption requiring a planning and zoning permit. - Annexed 1 parcel year-to-date at 5540 Cairo Road and engaging with multiple property owners regarding consensual annexation.