



City Commission Priorities

July 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 second quarterly update of calendar year 2021. The next quarterly update will be provided to the Board of Commissioners on October 1. 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"> - 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"> - The Paducah Board of Commissioners and McCracken County Fiscal Court held a joint meeting and approved a developing memorandum of understanding to split the capital costs of the 911 system, establish a new working committee with elected officials and form a plan to offset declining revenues by January 1, 2022. - Executed the Federal Engineering contract to update the 911 capital needs, costs and options. - Police department received a \$314,450 grant for hand held radio equipment, which will reduce 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 Fiscal Year 2022 for Diversity, Equity and Inclusion Training. This is scheduled for all city employees in September with a professional trainer. - Creating an internal dashboard of the City's employee demographics with a goal of updating quarterly to measure how closely we reflect the City's demographics. - Focusing on inclusive recruitment processes by posting positions on national minority professional associations. - Continued efforts to eliminate barriers for applicants. Held firefighter 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 in May.

Downtown	Concentrated effort to support, enhance, celebrate and improve our thriving downtown community	Planning Director & 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 design review ongoing. City committed \$3 million to Public Facilities (Town Square). - TIF approved March 25. Implementation underway with collecting business questionnaires to establish baseline. - Entertainment Destination Center licensure and city implementation complete. Restaurants working on cups. - Dining at Market House Square returns for the summer and fall. City passed local municipal order to support outdoor dining and expansion of sidewalk café area. - 5 new businesses opened in Q1. 3 new businesses opened in Q2. 0 businesses permanently closed. Net 8. - Main Street Board, committees, and merchant association continue to meet monthly to satisfy accreditation requirements. - Business Feedback survey released.
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"> - Amended the contract with Strand Associates to include modeling and cost estimation of 4 possible stormwater projects from the Comprehensive Stormwater Master Plan. Staff and Strand are finalizing the proposed list of projects to present to the Board of Commissioners. - Completed the recruitment and hired the Assistant City Engineer. - The Buckner Lane Bridge project right of way and easement negotiations are on-going. Design completed. - South 25th Street and South 24th Street Improvement projects are in design. The City is purchasing property along S 24th street to use for stormwater retention.

<p>Southside Enhancements</p>	<p>Targeted empowerment, engagement and beautification of Southside neighborhoods</p>	<p>Planning Director, Melanie Reason, Rick Murphy & Chief Kyle</p>	<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 participants and provided a thank you/email update to participants. - Identified 460 businesses in the Southside Region. Strategic business retention/expansion meetings in progress with Business Development Specialist. - Completed 4 of the 8 Southside Rise and Shine neighborhood beautification and celebrations. Collected 45 tons of solid waste. - Initiated community partnership with CFSB through Rise & Shine to facilitate financial literacy in underserved neighborhoods. - Four visioning sessions completed, narrowing the 11 themes from the townhalls to 5 areas of development. - Neighborhood asset mapping continues.
<p>Sports - Bluegrass Downs and Stuart Nelson Park</p>	<p>Partner with the County and the Sports Commission in the design and construction of the outdoor recreational facilities</p>	<p>Amie Clark, Rick Murphy & CMO</p>	<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"> - Board of Commissioners and County Fiscal Court held a joint meeting and approved a developing memorandum of understanding for the city and county to pay \$12.5 million each and bond the remaining capital costs from the Sports Commission tourism tax and operating revenues. The City's commitment is dependent upon the City/County collaboration on the 911 project. - City staff is attending the Sports Commission meetings. - Sports Commission is working on united marketing strategy for tournaments at the sports complex and Expo. - Presentation by Sports Facilities Companies to provide sports commission with a better understanding of the benefits of hiring a management firm for the different stages of the process, from construction to operations. - Sports Commission will begin speaking at various club meetings to talk about the complex. - 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	Kathryn Byers and Ty Wilson	<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"> - Collected best practices information through case study research and local stakeholder engagement groups. - Presented a recommended program to the Board of Commissioners on June 22. Revised the program based on Commission feedback. Implementation planned for August 1st. - Budgeted \$100,000 for this program in the FY22 budget.
Communications Enhancement	Effectively reach all segments of our community	Pam Spencer and Kathryn Byers	<ul style="list-style-type: none"> - Bring detailed communications enhancement plan within 60 days - Promote what we are doing - 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 Communications Enhancement Plan on March 5th. Shared on the website and with the Leadership Team - Launched an email marketing platform (Constant Contact) and e-news sign-up form, created an online services section of the website, and placed Board of Commissioners and Planning Commission meetings to air live on Facebook in addition to Government 11 and Youtube. - Held 2 quarterly Media Lunches and 1 River Industry lunch - FY22 adopted budget funds the technological needs for the communications enhancement plan. - Placed Commission Priorities and communications plan on Agenda Action Forms. - Created mailing lists for churches, barbers, and salons - Assisted in the communications of several high priority projects including the Tax Increment Financing District, Entertainment Destination Center, Oak Grove Cemetery Enhanced Maintenance, Outdoor Sports and Recreation Complex, 911, and Southside Rise & Shine. - Recorded Your City at Work episode in June with Mayor Bray to discuss priority projects. - Promoted Commission Priorities community survey.

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 drafted an administrative guideline creating and establishing 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, Public Works and Engineering are working on a facilities improvement implementation plan based on the needs identified in the facilities study.
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. - Received proposal from PFGW for a feasibility study to renovate the Civic Center. - Working with the Senior Center Director regarding the potential facilities for their relocation. - 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	Planning Director, 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 Midtown Alliance 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. - Amended zoning ordinance to allow multifamily housing H-2: Lowertown. - Initiated Northside Historic Neighborhood District Survey - Completed 14 (out of 50) neighborhood/housing surveys and 4 are in progress. - City surplus properties/foreclosure properties mapped for future development consideration. - 2 surplus properties transferred: 2028 Clay Street and 617 N. 16th Street. - City provided \$100,000 in roofing assistance for the Dunlap Apartments/Jetton Schoolhouse Redevelopment. - Midtown Alliance currently constructing 3 homes in Fountain Avenue. Continuing work to become a community development corporation.

				<ul style="list-style-type: none"> - Collecting data and reviewing existing programs for homeless shelters and transitional housing. Mayor and staff held preliminary conversations with stakeholders. - Budgeting grant-in-aid to support the Salvation Army's feasibility study for transitional housing.
Annexation	Proactively annex adjacent properties into city corporate boundaries	Planning Director & 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"> - Working with Engineering on annexation strategies. - Identified two (2) sites on Hinkleville Road with seven (7) adjacent properties. - Identified four (4) properties in the area of Olivet Church / Hinkleville Road area with five (5) adjacent properties. - Adopted an ordinance to change the zoning to allow mobile food vehicle courts as an exemption requiring a planning and zoning permit. - Researching annexation incentive programs. - Dedicated annexation funds in the FY22 budget. - Annexed 1 parcel year-to-date at 5540 Cairo Road.