



City Commission Priorities

Calendar Year 2021



City Commission Priorities

The City Commission Priorities reflects the 12 highest priorities of the Board of Commissioners for calendar year 2021, as well as 6 potential projects for the use of the \$20 million bond proceeds. A quarterly update on the 12 priority action items will be provided to the Board of Commissioners on April 1, July 1, October 1. An annual report for the 12 priority action items will be provided to the Board by January 15, 2022. A communications plan will be implemented for each priority action item.

City Commission Priorities			
Action Item	Objective	Key Team Members	Expectation
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
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
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

			<p>businesses</p> <ul style="list-style-type: none"> - Obtain and maintain full Main Street Accreditation - Survey downtown merchants & businesses to determine additional ways to help - Continue to promote the downtown opportunity zone
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
Southside Enhancements	Targeted empowerment, engagement and beautification of Southside neighborhoods	Planning Director, 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
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

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 proposal to the Board of Commissioners within 60 days - Implement successful program - Market and promote program - Administer program - Re-evaluate at 12 month mark
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
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

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
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
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

Potential Projects for \$20 million bond proceeds

- Barkley Regional Airport
- 911 Projects
- Outdoor recreation facilities
- Stormwater projects
- City Facilities
- Miscellaneous/Southside Enhancements

Continuous Improvement Goals

The Continuous Improvement goals are ongoing areas of emphasis for the organization. The Key Team Members will work with the City Manager’s Office on the following goals but will not provide a report on each goal.

Item Code	Continuous Improvement Goals	Key Team Member
CI - 1	Continue to support efforts to cultivate local entrepreneurship and innovation with Sprocket and CodeFi	Kathryn Byers
CI - 2	Implement new zoning regulations	Planning Director
CI - 3	Improve and construct internet Wi-Fi at public places	Stephen Chino
CI - 4	Improve street conditions within the City	Rick Murphy
CI - 5	Increase energy efficiency within City-owned and operated facilities and street lights	Rick Murphy
CI - 6	Intensify parks maintenance and cleanliness efforts	Amie Clark
CI - 7	Promote, design and encourage annual athletic tournaments and competition	Amie Clark
CI - 8	Host city sponsored special events partnering with community/business partners	Molly Tomasallo Johnson
CI - 9	Continue enhancement of parks equipment, and signage	Amie Clark
CI - 10	Continue to develop a dynamic, interactive, resource-rich website, online services and social media presence	Leadership Team
CI - 11	Create and sustain a customer centric culture aligned with our organizational values	Lindsay Parish
CI - 12	BUILD Grant - design and construct a steamboat excursion dock, park, and pedestrian connections to downtown	Ty Wilson
CI - 13	Initiate and maintain ongoing effective communications with GPED	CMO
CI - 14	Continue to expand the Greenway Trail Corridor throughout the City	Rick Murphy & Planning Director, Amie Clark
CI - 15	Continue implementation of the USACE/City of Paducah \$32m Local Flood Protection Project (LFPP) Restoration	Rick Murphy
CI - 16	Improve and maintain cyber security and City Hall security	Stephen Chino
CI - 17	Improve the experience of planning community special events for the customers	Michelle Smolen
CI - 18	Design and build a cooperative public safety training facility and grounds	Chief Kyle
CI - 19	Create a culture of Safety in the City of Paducah and decrease the Mod Rate	Stefanie Suazo
CI - 20	Increase the number of recycling customers	Chris Yarber
CI - 21	Increase efficiency in our waste hauling and snow plowing routes (GPS)	Chris Yarber
CI - 22	Expand City and County collaborations and partnerships	CMO
CI - 23	Expand pickle ball activities	Amie Clark
CI - 24	Improve parking lot accessibility and availability for the PD	Chief Laird and Rick Murphy

What's Important Later

The What's Important Later action items are future goals for consideration by the Board.

Item Code	What's Important Later Action Item	Key Team Member
WIL 1	Develop and implement a fire community risk reduction program	April Tinsman
WIL 2	Beautification of commercial corridors through the focus on signage at gateways	Rick Murphy & Chris Yarber
WIL 3	Create a comprehensive bike plan	Planning
WIL 4	Installation of public art in community gateways	Planning