



JACKSON

STRATEGIC PLAN 2020-2022



Kentucky
League
of Cities

Created by the residents of Jackson, Kentucky,
with assistance from the Kentucky League of Cities

“

Citizen-based planning
will help the city set the
direction for operations,
projects, and programs
that matter the most to
our citizens.

- Mayor Laura Thomas

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Introduction

Planning for the future of a city could not come at a better time than during a worldwide pandemic. The Jackson mayor and city council determined the need for a comprehensive review of the city and wanted to engage their citizens in the creation of strategies to lead them forward as they implement the plan. The goal of the planning process was to bring the community together so that they could agree on a few common areas for community improvement. They asked the Kentucky League of Cities Community and Economic Development staff to guide them through the process and develop a plan that is tailored for Jackson.

The planning process took nearly a full year. Because of the pandemic, restrictions were in place to reduce contagion, so public meetings were limited to small gatherings. Several in-person, socially distanced meetings were held. Additional input was provided via a questionnaire provided to numerous organizations, churches, and agencies within the city. A special effort was made to engage high school students in the process. Residents were also provided with the opportunity to share their thoughts via virtual meetings on the Zoom app.



Historic Overview

1839

Local landowner Simon Cockrell Sr., donated 10 acres near the north fork of the Kentucky River to serve as the county seat.

1843

The community was first known as Breathitt Town, but once incorporated, it was renamed Jackson to honor former president Andrew Jackson who died that year.

1870s

After the assassination of U.S. Commissioner James B. Marcum on the courthouse steps, state troops were sent twice to Jackson to bring peace to the area.

1887

Lees College was established as a Presbyterian Institute of Education in Jackson.

1891

The Kentucky Union Railroad reached the city, and Jackson boomed as the railroad terminus made the city a major shipping point for the upper Kentucky region.

1913

A fire on Halloween started on the second floor of the Thompson Hotel, and it burned down the Frog Pond section of town. Raging out of control, it took out nearly one-third of Jackson, including the post office, the hotel, and two churches.

1960s

Highway 15 was built, which is the main artery into the city. The 2 3/4-miles Pan Bowl Lake was created to provide flood control and a recreational facility.

1980s

The downturn of the coal mining industry meant hard times for the community and was a major economic loss in jobs and tax revenue for the City of Jackson.

2020s

In 2020, an entire building on Broadway Street collapsed.

During the fall of 2021, a devastating fire destroyed an entire city block in downtown Jackson.

Both in 2021 and 2022, catastrophic floods struck the city, causing widespread damage and forcing many residents to evacuate their homes and businesses.

In 2021, the city launched an initiative, Rejuvenate Jackson, a multi-phased project to repair or replace aging infrastructure and beautify the city with murals and other public art.



Core Community Values



Caring, Close-Knit, and Friendly

Residents feel they can rely on their neighbors in times of need. People are welcoming to outsiders and care about one another.

Safe

While citizens realize they are somewhat isolated, they find their small hometown a haven; safe and secure – a good place to raise children.

Natural Beauty

Locals greatly value their natural habitat.

Statements such as “the mountains hug you,” and “comfort of the mountains – it’s home,” were common phrases used during the interviews.

SWOT

■ Strengths

- Mountains and scenic beauty
- Natural resources
- Lower cost of living
- Parks, sports, outdoor recreation
- Highway 15 expansion
- Elk View
- Good educational base to train for jobs
- Honey Festival
- Affordable place to live
- Great schools – two public, two colleges, and Christian schools

■ Weaknesses

- Unemployment – lack of job opportunities
- Drug and alcohol problems
- Retention of professionals
- Broadband access/availability
- Need to clean up properties, especially coming in on Highway 15
- South Jackson feels unsafe
- Water system needs upgrades and capacity enhancement
- Pool and youth center are gone, no indoor recreation facility
- Shortage of teachers
- City's zoning ordinance is confusing
- Lack of commercial space without tearing something down
- Downtown buildings in poor condition

■ Opportunities

- Jobs in a variety of areas
- Local talent – writing, music, storytelling, content creation
- Healthcare and technology
- Connect to existing industry/business – recording studio
- Pan Bowl Lake and Elk View – tourism

- Downtown for an arts and restaurant culture
- Hospital
- Take advantage of the digital age
- Tech school and intergenerational center
- Growth is needed for economic development
- Outfitters type business
- A pavilion and a performance venue
- Housing development and senior care options
- Hotels, carwash, hub for wood products – we have the Robinson Wood Center
- Spec building at the industrial park
- Need to put teeth into the zoning ordinance
- Rails to trails and more outdoor recreational options
- Second-chance jobs for people who are recovering from their addictions
- Publishing – supportive services for content creation
- Turn strip mines into solar energy jobs

■ Threats

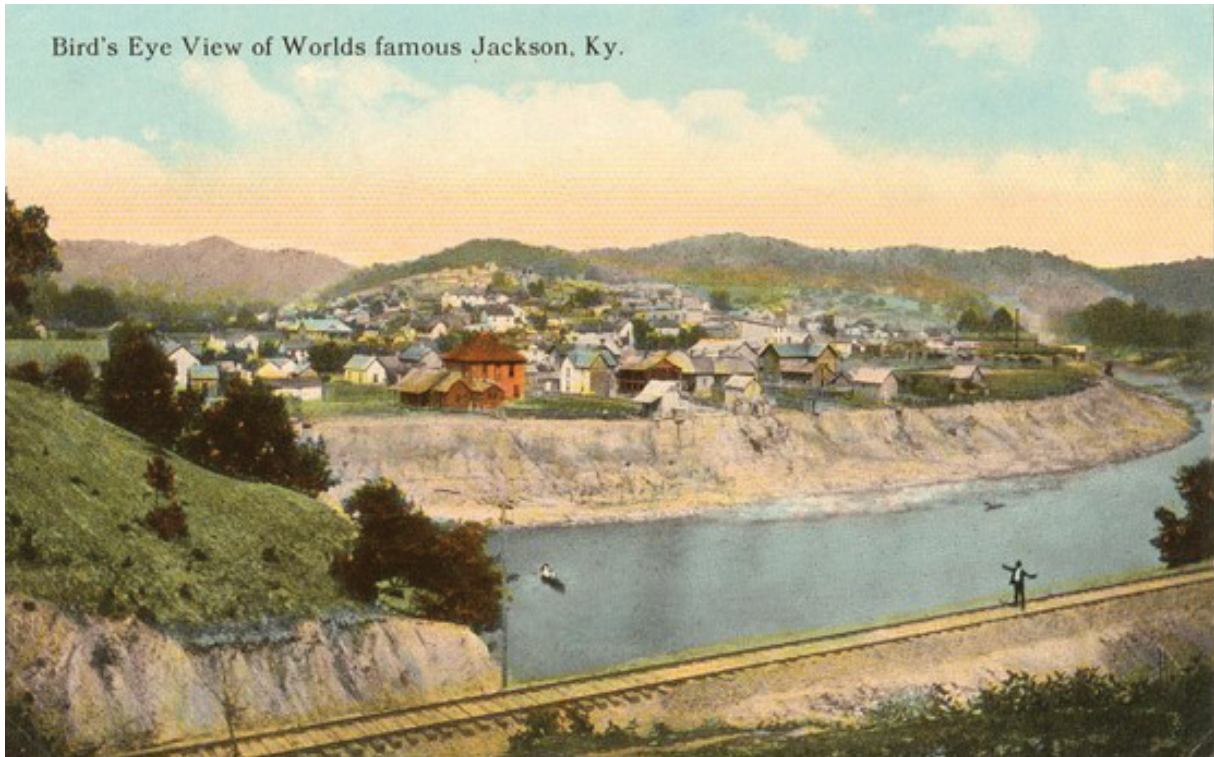
- Aging community, loss of youth
- Persistent drug problems
- Aging infrastructure (water, sewer, storm drains, streets, sidewalks)
- Lack of pride in property
- Lack of investment in infrastructure and properties in general
- Difficulty getting people to work in skilled trades
- Lack of housing availability/options

Students



- It would be great to have a place to watch games on TV and other types of activities.
- Solar energy jobs - strip mines get sun all the time. That would be an alternative industry.
- When you go to other cities, buildings are fixed up. We need to be more than an eyesore.
- My generation wants to make Jackson great like it was once before. We have a lot to be proud of here.
- Elk View area is a gorgeous place and is underused.
- COVID-19 has made us realize that we can do our work from home; it's changing things.

First Things First - Infrastructure



Community appearance is one of the hallmarks of a thriving and growing community. The city of Jackson is implementing several strategies to improve the city's attractiveness. Rejuvenate Jackson has played a key role in this effort. The next phase of these efforts should focus on continuing the progress of improving the appearance the downtown and neighborhoods. Some steps could include:

1. Identifying properties, streets, and sidewalks that need some attention and TLC. Inventory and identify areas where code enforcement is needed. Apply the city's code enforcement fairly and consistently. Consider using incentives – public recognition, featured photos in the newspaper and on social media, celebrating a city block's improvements, or spotlight successful efforts.
2. Clean up and fix up. Document areas where there are weeds in the sidewalk and overgrown areas. Engage volunteers to assist the elderly who need assistance cleaning up their yards or sidewalks or sponsor a citywide clean-up week a couple times a year. Make this a positive experience for everyone and celebrate successes.
3. Cooperate and leverage resources available from nonprofit or volunteer organizations, schools, churches, county government, and the area development district.

First Things First - Infrastructure

A Welcoming and Appealing Jackson

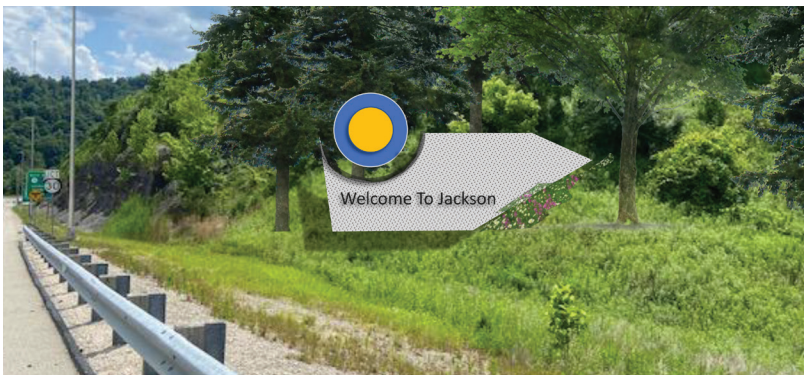
A Welcoming and Appealing Jackson: Recommendation #1



Jackson Gateway: Existing Road Cut (Before)



Jackson Gateway: Restored Road Cut and Entry Sign
Option A: Traditional (After)



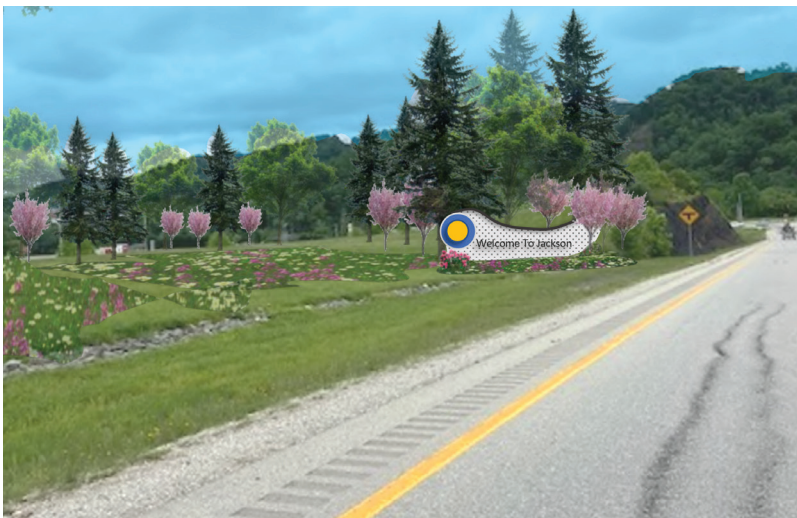
Jackson Gateway: Restored Road Cut and Entry Sign
Option B: Contemporary (After)

First Things First - Infrastructure

A Welcoming and Appealing Jackson: Recommendation #2



Jackson Gateway: Existing Road Cut (Before)



Jackson Gateway: Restored Road Cut and Entry Sign (After)

Gateway Signage with Wildflowers...How To:

1. Select a location.
2. Obtain right-of-way permission from the Kentucky Transportation Cabinet.
3. Hold a design competition utilizing students, community members, or a professional consultant.
4. Seek donated materials to construct and paint the sign.
5. Ask for volunteers to install the sign.
6. Hold a ribbon-cutting ceremony with community members and organizations. Invite the press and publicize it on the city's website and social media.

First Things First - Infrastructure

Infrastructure: The Basics

Water: Make water, stormwater, and sewer infrastructure a priority for the city.

For jobs to materialize in Jackson, the city must have a dependable and adequate water supply, as well as accessible broadband. The City of Jackson will receive funding through the 2021 American Rescue Plan Act. There will also be money available for water, sewer, and broadband initiatives. Work now to have a plan in place for replacing the water and sewer system so the city can apply immediately.

- Continue with plans for current upgrades and apply for additional funds.
- To help the city grow, consider annexation of new houses that have been added in north Jackson.



Broadband/Fiber Optic Cable: Make broadband and fiber optic internet symmetry a priority for the city.

Fiber Optic Cable availability is the 21st century's version of "basic city infrastructure." Jackson is fortunate to have broadband throughout the city through nine internet providers with seven of those providers offering residential service. However, the speed and reliability of broadband is uneven and dependent upon where homes and businesses are located.

According to <https://BroadbandNow.com/Kentucky>, "competition between internet service providers is above-average in the City of Jackson compared to other parts of the state. There are 3.21 providers per census block, on average. Jackson ranks at 144th of 418 Kentucky cities on the "most connected city" charts. (Measured by the number of companies servicing each local address) Only 34.66 percent of the area have fewer than two choices for internet service.

Thacker-Grigsby Internet and AT&T Internet can also provide Internet service in Jackson, with Thacker-Grigsby internet doing marginally better according to speed test analysis. DSL broadband has lots of availability compared with other internet options around Jackson since it uses phone wires to transmit data — the acronym 'DSL' means 'Digital Subscriber Line.' Coverage from ViaSat Internet and HughesNet, in most cases, will overlap."

The issue is that consistent speeds and reliability are sometimes lacking, depending on location and provider. Although broadband coverage is considered at 100%, the real issue is symmetry in upload and download speeds and "last mile" connections from the utility pole into the homes. Jackson needs to upgrade its broadband service to fiber optic cable throughout the city. How can this be achieved?

First Things First - Infrastructure

1. Request complete documentation of the type of service available on a tract-by-tract basis.
2. Identify weaknesses in the infrastructure, deployment, and download/upload speeds.
3. Convene state partners, such as Kentucky Wired, internet providers, state agencies, and statehouse delegations to discuss the services provided and the gaps.
4. Hold providers accountable and insist upon a coordinated plan to upgrade the infrastructure and deployment into businesses and homes.
5. Request that, as part of the upgrade, free Wi-Fi hotspots be made available in key locations such as the downtown, the library, city hall, and schools so that underserved populations can have equitable opportunities to take advantage of the improved services.
6. Require that underserved populations be offered affordable, not free, access to fiber optic services.
7. Require an implementation plan and timeline be established and adhered to.
8. Require at least quarterly reporting to document progress and challenges. Resolve challenges by adjusting the plan as needed.
9. Broadband is one of the major categories for funding under ARPA guidelines. The city should determine how to access this funding to accomplish these steps.

Airport

The Julian Carroll Airport, though not in the city limits of Jackson proper, is an asset that could help bring businesses to the city and open up transportation options that are underutilized. Upgrades would allow for commercial business usage.

- Emergency medical transport
- Natural disaster/fire response
- Drone park
- Model plane clubs
- Space for festivals and markets



Economic Development



As the infrastructure (water, storm water, sewer, and broadband) improvements get underway, work with community partners to focus on job creation and workforce development. Seek regional partnerships, such as the community college, AppHarvest, and others to bring additional expertise and resources to help solve these problems. Engage the Cabinet for Economic Development to provide guidance and resources to the city.

Consider hiring a professional community and economic development person for the city and county. Explore the opportunity to pool financial resources to create the position. Jackson and Breathitt County need a point person to manage, guide, and implement economic and community development strategies.

Job Development

Assess current business mix affiliated with the healthcare industry and determine if there are any niche opportunities. Conduct a business inventory and identify gaps in both the types of businesses needed and the skillsets required of potential employees. Ask: What other types of businesses would complement the existing healthcare sector?

For example:

- What types of supplies, equipment, skills, and other needs are not available locally that the medical facility is going elsewhere for?
- What else do their patients need when they come for appointments?
- Are they being sent out of county for services, equipment, or skills that could be provided in Jackson/Breathitt County?
- Is there enough demand to recruit that need to Jackson?
- Is there enough demand to ask the tech center to begin specialized training?

Work with the county extension office Community and Economic Development Initiative of Kentucky (CEDIK) at UK to survey the community business owners and workforce regarding their needs.

Seek conversations with small businesses such as the local recording studio and print/copy store owners to pursue ideas such as high-speed internet mentioned during the listening sessions.

For example:

- What types of business are they currently offering?
- What is their typical customer profile?
- What type of business are they turning down or sending elsewhere?
- What do they need to do their business more effectively?
- What do they have to go out of the county to find to aid them in their business?
- Is there an opportunity for expanding their business?

Economic Development Through Tourism



- Work with the tourism commission to identify typical visitors and understand their reasons for visiting Jackson – what are the attractions?
- Once the attractions are known, assess what tourism dollars could do to enhance them.
- Consider financial support to grow attractions.



- Develop and constantly update a professional City of Jackson website.
- Establish Jackson as the beginning and ending point of tourist activity in the area.

It is strongly recommended the city develop a web presence for city government as well as for the community at large and pay someone to regularly update it with accurate information. Without a web presence, potential employers and tourists are unable to learn what is available in Jackson and Breathitt County.



Downtown Business District



While the water and sidewalk replacement work are underway, get started on other improvements in the downtown. Organize a property owner downtown investors meeting. Use the Kentucky League of Cities “How to Engage the Public” toolkit for basic instructions on organizing and executing the meeting.

Ask questions such as:

- What do you want the downtown to be?
- Who should be involved?
- What brings you to the downtown?
- What would bring you downtown at night? On the weekend?
- What characteristics do you want to see downtown?
- What resources should the downtown utilize?
- How do we solve our problems with the downtown?
- How do we pay for everything?
- What is your greatest concern about the downtown?

Take the information gathered from this meeting and begin to formulate goals based upon what you’ve learned.

Identify quick fixes and immediately take action on things the city can do.

Invite high school students and/or senior citizens to help the city with a specific project to begin improving the downtown.

For example: Divide the city into blocks or by streets and appoint a team of two or three to walk and take pictures of things that cause the city to look bad. Make note of the street name and property number. For example, look for:

- Dilapidated or out-of-date signs (street signs where the lettering is no longer legible, or a sign for a business that has been closed for years)
- Broken, uneven, or chipped sidewalks or crosswalks
- Fencing or handrails that are broken or in need of paint
- Building facades that have broken windows, peeling paint, or torn awnings
- Parking lots that have weeds growing in the pavement
- Fire hydrants that need painting
- Graffiti and trash

A Community's Vision: Rejuvenate Jackson



Rejuvenate Jackson is a concept born from community discussions that will be a multi-phased project to repair or replace aging infrastructure such as sidewalks, storm drains, lighting, and to develop parking, vacant lots, and abandoned buildings. The appearance and walkability of the town needs to be significantly improved to attract and retain businesses and to encourage visitors to stop and shop in the town. Downtowns play a critical role in creating a sense of community and bringing residents together to shop, socialize, and share the small-town atmosphere residents and tourists want to experience.

Rejuvenate Jackson will also support economic development to grow the physical and social infrastructure by working with the owners of blighted, abandoned, dilapidated, or unsafe buildings or properties to improve their buildings and bring businesses downtown.

Public Art Project: "Honey, I'm Home!"

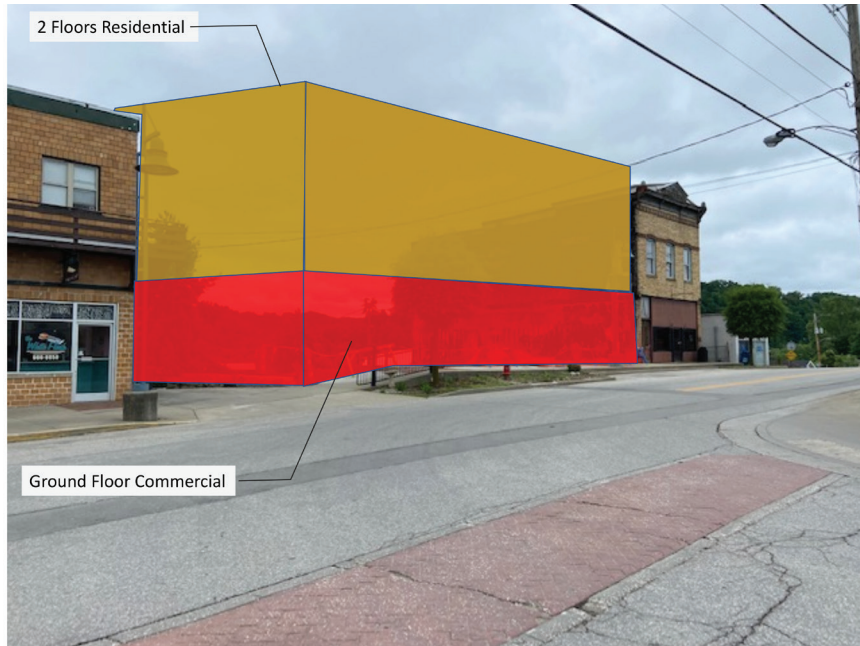
The city is currently working on the first component of the Rejuvenate Jackson project

by identifying 12 locations for murals and other public art throughout the city. The first mural is a great step forward to market and promote the city's plans to Rejuvenate Jackson and pays homage to the annual Breathitt County Honey Festival – Jackson, a place where everyone can say, "Honey, I'm Home!"

Parks and Recreation

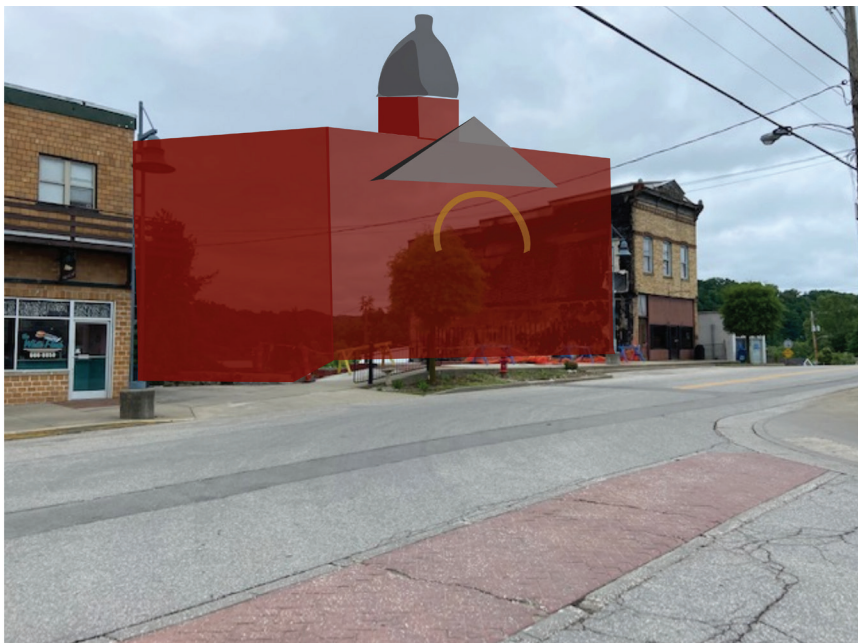
1. Consider building a city swimming pool for both residents and visitors to enjoy.
2. Continue growing and improving the great parks the city already has.
3. Expand the city's trail infrastructure.
4. Capitalize on both the location and access to Pan Bowl Lake. Create ways the city can be a part of the community's tourism and economic development the lake brings to the area. For example, kayak rentals, fishing tournaments, and a gear shop.

Downtown Development - Ideas for Main Street



Main Street Jackson

Option A: Mixed use private development



Main Street Jackson

Option B: Courthouse

Downtown Development - Ideas for Main Street



Main Street Jackson

Option C: Plaza

Downtown Development - How Does the City Fund and Implement the Strategies?

- List all infrastructure projects that need to be completed.
- Prioritize block by block and street by street.
- Secure cost estimates for each section.
- Seek funding in phases through cash, state, and federal funding and foundation grants.
- Write a request for proposals and select a contractor.
- Align funding sources with the construction costs.
- Issue the notice to proceed.

As a member city, Jackson has access to GrantStation, a grant resource aggregator, through KLC's official website which can be found at www.klc.org. Log in to the city's account and look for the link to GrantStation at the bottom of the webpage to search and apply for state, federal, corporate, or foundation grants to fund needed projects.

Create Cool Spaces in Downtown

The City of Jackson has the opportunity to create some cool, innovative places where current empty spaces are within downtown.

- Pocket parks
- Strolling parks
- Mini-park



Housing



Convene stakeholders, including real estate professionals, housing experts, community partners, property owners, and others to identify the housing needs of the city. The 2021 flood destroyed or damaged many homes in the city. Use this disaster as an opportunity to take stock of the types of housing that are available as well as the housing gaps. All types of housing are in short supply. This problem cannot be solved by the city government alone. However, the city government can be a convener of stakeholders and builders to map out a thoughtful approach and a plan to move forward during the recovery phase.

Kentucky River Community Care and the Housing Development Alliance lead the housing efforts in Jackson. Work with these organizations, KRADD, and other community partners who regularly deal with residential properties in the community.

Assess the current housing stock in Jackson. Walk each street and identify the condition of each home and make note of what properties need repairs and which ones should be removed.

Seek assistance from state and federal housing programs to provide incentives or actual assistance.

Leverage state and federal resources from both the flood recovery funds and the American Rescue Plan Act to get the community back on its feet. This will create construction jobs, reestablish the housing stock, and tactically

address all areas of need within the housing sector.

Once housing codes are updated, enforce them. Work with property owners to bring their properties into code compliance.

The city should use all the resources that are at its disposal, including incentives and code enforcement.

Market-rate housing is in short supply. Take advantage of the opportunity to convene community partners, property owners, builders, and realtors as the city seeks to recover from the pandemic and flood to also address the lack of affordable market-rate housing. Assessing the potential demand will be difficult. However, the experts who are in the city to solve the disaster issues will also know how to accurately gauge the supply and demand for market-rate housing.



Disaster Mitigation and Long-term Recovery



In the wake of recent flooding, fire, and downtown building collapses, the City of Jackson should proactively strategize and plan for disaster mitigation, prevention, response, and recovery.

Preparedness

The City of Jackson should develop a set of comprehensive measures so that city government, emergency agencies, community partners, and citizens know what to do in the event of a disaster or emergency. The Federal Emergency Management Agency (FEMA) has an inclusive list of more than 100 specific checklists on everything from basic operations and response, transportation, people with disabilities, donations and volunteer management, domestic animals/livestock, and more. [Developing and Maintaining Emergency Operations Plans Comprehensive Preparedness Guide \(fema.gov\)](#)

Specifically, prior to any emergency or disaster, the city should:

- Communicate the city's intention to be prepared and work cooperatively to develop meaningful partnerships and action steps before the next disaster occurs.
- Have a Declaration of Emergency template prepared for the mayor to finalize and sign prior to a disaster occurrence.
- Have signed interlocal agreements and mutual aid agreements prior to an event authorizing the city, county, regional, state, and federal partners to work together in responding to the emergency.
- Identify pre-staging areas with multiple backup sites for responding agencies, staging areas for response teams, emergency shelters for those impacted, food and supply drop off points and distribution centers, and continuity of government operations centers.

Disaster Mitigation and Long-term Recovery

- Prepare hard copies of names, titles, phone numbers, and physical addresses stored in binders and placed in all city-owned vehicles and at home in the event phone service and internet service are disrupted. The binders should be checked and updated on a monthly basis.

Mitigation and Proactive Planning

The federal government will be updating the region's floodplain maps as a result of the 2022 flooding events. All future growth for the city should be focused on areas outside the floodplain. These are some steps the city should consider:

- Regularly meet with the community in public forums and one-on-one meetings to discuss ways to address the issues and collaboratively develop strategies to prevent and respond to the ongoing

challenges. Good communication and transparency are the keys to building community support and buy-in.

- Identify areas that are not in the federal floodplain and use those sites for building back.
- Over time, re-locate as many structures as possible out of the floodplain.
- Use all mitigation strategies available to the city, including a potential flood wall in some areas, and adopt building standards capable of withstanding a flooding event.
- Schedule multiple listening sessions for people to share their vision of the future of the city and to talk about their experiences as the disaster unfolded.
- Organize a long-term economic recovery team to cast a broad vision for economic and community recovery.



Disaster Mitigation and Long-term Recovery

- Carefully plan for the future with the realization that decisions made at the beginning of the process will impact the city for the next 50 to 100 years.
- Reimagine how floodplain properties that are bought out might be utilized, for example, greenspace, parks, dog parks, and playgrounds.

Long-Term Disaster Recovery

Recovering from a major disaster, whether it is flooding, fire, a pandemic, or other event, will be an ongoing process over a period of several years. After the immediate needs are met and the media attention disappears, the community is sometimes left with a sense of despair. People begin to get over the immediate shock of the event and start to deal with the physical, mental, and emotional scars that come with the realization that there are no easy answers to long-term recovery.

Recovery comes in stages, and it is a series of processes. The key to moving past the event and moving forward takes a great deal of commitment and determination. The following steps can be used to move forward.

1. Identify areas that are not in the federal floodplain and use those sites for building back.
2. Over time, relocate as many structures as possible out of the floodplain.
3. Use all mitigation strategies available to the city, including a potential flood wall in some areas, and adopt building standards capable of withstanding a flooding event.
4. Provide mental health services (both in-person and virtual) so that people may deal with the trauma of a disaster experience.
5. Review the city's weather warning system and protocols.
6. Create an app for residents that provides information, alerts, and updates.
7. It is important to continue to engage with people – citizens and partners – after the immediate response.
8. Schedule multiple listening sessions for people to share their vision of the future of the city and to talk about their experiences as the disaster unfolded.
9. Organize a long-term economic recovery team to cast a broad vision for economic and community recovery. Carefully plan for the future with the realization that decisions made at the beginning of the process will impact the city for the next 50 to 100 years.
10. Carefully allocate time and resources to balance the short-term and long-term recovery efforts.
 - a. Action on projects that can have an immediate impact will give hope and encouragement to the people impacted by the disaster.



Disaster Mitigation and Long-term Recovery

- b. Simultaneously, apply resources to areas such as housing, small businesses, and infrastructure that will set the city on a path toward long-term prosperity and opportunity.
 - c. Identify who the future residents of the city are going to be. Will everyone who is displaced move back to the city? Will the city be able to attract new residents and new businesses that had never previously considered moving to the community?
11. Answer these questions by engaging the community: What will the city look like in the future? What will change from the way the city was previously?
12. Create an implementation plan that includes checklists, assigns responsibilities to a specific individual, and a report-back system to track progress.
3. Empower people to do things. Recovery must move beyond words and evolve into a series of action steps and checklists. Accomplishing even simple tasks and checking them off the list give people a sense of progress and hope for the future.
4. Distill the values of the community. Whatever the vision of the future city may be, the recovery is dependent on remaining true to the values, culture, and heritage of the people. Build every action upon the values of the community and people.
5. Implement the plan. Describe the action steps in detail and create a timeline. Adjust as necessary. Celebrate every success and every moment of the community working together.
6. Begin the process again. Don't give up. Back up and start again if necessary.

The people of Jackson have experienced multiple disasters over the past two years. Despite the struggles and challenges, they have persevered to survive, recover, and thrive. If the city can remain focused on the big picture even as they take tiny steps forward, the future for Jackson is bright.

Disaster Recovery Conclusion

Whenever disaster occurs and however long it takes to recover, successful long-term recovery is dependent on repeating these steps again and again for however long it takes.

1. Engage the citizens and business owners to gather their thoughts. Your people need an outlet for their pent-up thoughts, emotions, ideas, and fears. They want to be involved and are waiting to be asked.
2. Envision where the community wants to be at some point in the future. Ask the leaders and the citizens to describe what the future city looks like. Let them utilize words, pictures, and drawings. The city will gain not only good ideas that might otherwise be missed, but the process is also cathartic and critical for helping the community move forward.



Conclusion

The City of Jackson has some big challenges. These challenges also bring big opportunities to turn negatives into positives. While the city has many needs across the board, this plan seeks to strategically address the challenges that can make the biggest impact on the city, including tourism, the downtown, basic infrastructure, and housing.

The city has a lot of initiatives in motion or underway. The most important key is leveraging the financial and human resources to get the most effective results. Many of the funding opportunities resulting from the pandemic and the flood will be “one-time money.” There may never be another opportunity like this for generations. The city and its residents possess the talents and abilities to make an impact that will resonate for generations to come.

“

When folks
come together
... no feat is too
humongous to
accomplish.

- Caleb Bates (young
community member)

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While we might lack some of the variety of a large city, we have many recreational opportunities for people at any age level.

- Jason Hall, city council and zoning board member

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Acknowledgements

■ City Officials

Laura Thomas, Mayor
Rich Buntin, Councilmember
Harold Deaton, Councilmember
Jason Hall, Councilmember
Mildred Lee-Roberts, Councilmember
Steven McIntosh, Councilmember
Kelsey Sebastian, Councilmember

■ Planning and Zoning Commission

Arch Sebastian, Chairman
Chase Deaton
Doug Fraley
Jason Hall
Barbara Deaton
Pam Robinson

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