

2025

# PADUCAH AREA CHAMBER OF COMMERCE

ACCE Chamber of the Year Application

A photograph of a large white sign with red text. The sign reads "PORT OF" at the top, followed by "PADUCAH, KY" in large letters, and "WELCOME" at the bottom. The sign is set against a blue sky with some clouds. In the foreground, there is a field of colorful tulips (red, yellow, orange, pink) in the foreground.

PORT OF  
**PADUCAH, KY**  
**WELCOME**

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# Section 1

## Contact Information



# SECTION 1:

## Contact Information

### CHAMBER INFORMATION

**Chamber Name:** Paducah Area Chamber of Commerce

**Person Submitting Entry:** Sandra Wilson

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### LEADERSHIP INFORMATION

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### BOARD CONTACT

**Board Chair:** Removed for privacy

**Company:**

**Email:**

**Address:**

**STAFF SIZE**  
**6**

**BOARD SIZE**  
**27**



# Section 2

## Organizational Excellence & Resource Alignment



# SECTION 2, PART 1:

## Organizational Excellence & Resource Alignment

1

Does your Chamber comply with annual federal, state and local income tax filing requirements?

YES

2

Is your Chamber audited annually? If so, in what month?

YES  
JUNE

3

Is your Chamber's annual budget approved by your board? If so, in what month?

YES  
JANUARY

4

Does your Chamber have a strategic plan? If so, please include a copy.

YES  
[CLICK HERE](#)

# SECTION 2, PART 2:

Organizational Excellence &

Resource Alignment

 The Chamber's management letter from the most recent financial audit

 The Chamber's 990 tax forms from 2022 and 2023

 The Chamber's current annual budget

 The Chamber's current financial statement

 The Chamber's current member retention plan

 The Chamber's current member recruitment plan

 The Chamber's current marketing plan

 The Chamber's current employee manual or staff handbook

# SECTION 2, PART 3:

## Organizational Excellence & Resource Alignment

### Question 1

#### How does your most recent strategic plan or business plan align with the biggest challenge(s) your community faces?

The Paducah Chamber's strategic plan is focused on the needs of the community while using the resources of the Chamber to achieve the best results. One of our best strengths is knowing when we should be the lead or when we should be the convener to collaborate and assist others. Regardless of our role, the ultimate goal is to always achieve the best results overall. This is our Win/Win strategy.

For our plan, our approach is to annually review the community's needs, identify our strengths, ensure we are aligned with our approach and the resources needed are available. Our plan is divided into categories with a work plan developed for each area and then assigned to Chamber staff and Board leadership.

A major focus has become our Department of Energy site. This has overlapped in multiple areas of our plan with 1) future reindustrialization; 2) advocacy; 3) workforce; 4) and small business focus.

We are looked to as the lead for any DOE related issues because of our knowledge and close working relationship built through the years. In late 2023, we were awarded a \$2 million dollar grant to lead the reindustrialization study of the site. This work became a major focus area.

Additionally, we are recognized for being the lead advocacy organization and our results have brought in millions of dollars to address community needs including a new airport terminal, both Federal and state grants for the downtown riverfront, "plus-up" funding for the cleanup at the DOE site, and funding for infrastructure needs.

Finally, our new branding of The Leadership Center continues to set us apart in the region and state. With the hiring of a full-time Executive Director, additional funds raised and services expanded to be the training resource for our businesses and their employees, it is a key driver for building future leadership and a trained workforce.



**CLICK TO VIEW OUR  
2025 STRATEGIC PLAN!**



# SECTION 2, PART 3:

## Organizational Excellence & Resource Alignment

### Question 2

What is your strategy to ensure your Chamber has an inclusive culture and your leadership and staff make-up is reflective of the business community you serve?

### ***“Who isn’t at the table?” is a question we routinely ask.***

This intentional question helps us move beyond traditional demographic categories and focus on ensuring diverse perspectives, industries, and experiences are represented. We are committed to reflecting diversity of racial, gender, and age. We prioritize including voices from sectors and roles often overlooked—such as small-scale entrepreneurs, emerging industries, and non-profit leaders.

We recognize the importance of building an inclusive culture and ensuring leadership and staff reflect the broader business community we serve.

#### **Leadership and Governance:**

We assess our board and committees through a broader lens, identifying gaps in industry representation and lived experiences. In 2023, we updated our bylaws to allow for more ex-officio members, ensuring we have representatives from sectors like education, non-profits, and tourism. This approach strengthens our perspective and makes our leadership more reflective of the community we serve.

#### **Inclusive Programming and Outreach:**

We ensure that our events and partnerships go beyond the usual business sectors. By collaborating with emerging sectors, local artisans, and businesses of all sizes, we broaden our reach and foster innovative conversations. Our programming reflects the evolving needs of the business community, making space for underrepresented voices.

#### **Staff and Development:**

Our staff is trained to recognize and address gaps in representation and inclusion. Through learning and regular reflection, we ensure all staff contribute to fostering an inclusive culture. Our staff of six ranges in age from Generation Z to Millennials to Baby Boomers.

#### **Accountability and Impact:**

We measure success by actively seeking feedback and evaluating demographic diversity and the diversity of thought in our leadership and programs.

**By asking, “Who’s missing?” we remain attentive, ensuring we reflect the full spectrum of voices that will shape our future.**

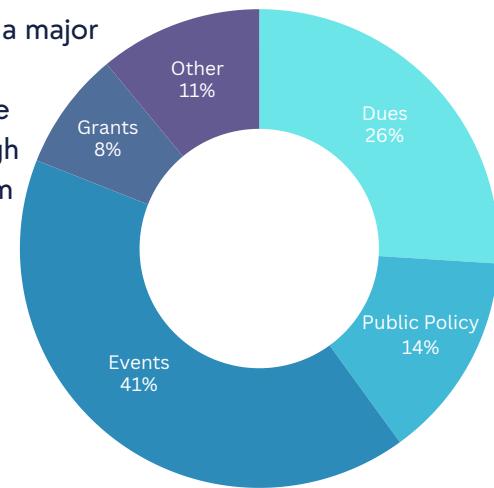
# SECTION 2, PART 3:

## Organizational Excellence & Resource Alignment

### Question 3

Trends show a larger percentage of non-dues and non-traditional revenue streams represented in the overall fiscal health of Chambers. Explain how your Chamber is funded and how you are evolving toward this movement.

The Paducah Chamber has strategically diversified our revenue streams with a strong mix of funding beyond traditional dues. This has been a major focus by the staff and Board to enhance financial sustainability and organizational resilience. Only about **26%** of total revenue comes from dues with the remainder of **74%** generated through programming, grants, services and the largest percentage from events. This is the lowest percentage of dues revenue in our history. This shift reflects a deliberate move towards non-dues revenue sources. In 2024 it was the first full year of our Department of Energy Grant, and the administrative fee represented 8% of budget. This grant has given us the opportunity to be more competitive in these types of large grants in the future.



The Chamber has also expanded services through the management of the West Kentucky Regional Chamber Alliance, Leadership Paducah Foundation, Business Education Partnership and facilitating Leadership West Kentucky. The Chamber also believes strongly in the importance of maintaining adequate savings to ensure at least six months of operating expenses.

Additionally, we identified our Leadership Paducah Foundation (a 501c3) as a pathway to raise funds for current and future programming needs and we established a 501c3 for The Leadership Center. We initially raised \$500,000 to establish The Leadership Center and in 2024 secured another \$100,000 in funds through a partnership with the local Community Foundation. These funds are not part of the Chamber's annual operating budget and are set aside separately.

We purchased our historic building downtown and receive rent from tenants and from rental of our meeting space. We expect revenue generated from rentals to increase as we have multiple meeting spaces, plenty of close-by parking and a central location.

All of our funding is generated by the work of the Chamber. We do not receive funds from tourism or for economic development.

# SECTION 2, PART 3:

## Organizational Excellence & Resource Alignment

### Question 4

### How does your Chamber exemplify Chamber of the Year?

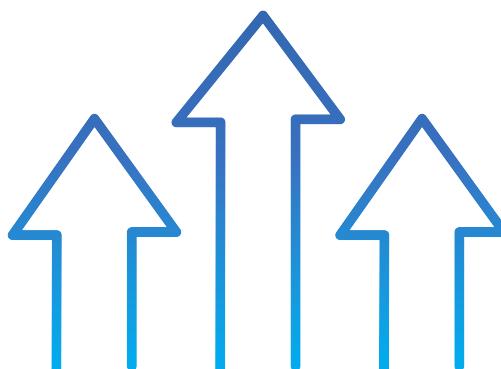
Delivering bold leadership, strategic actions, and a quest for excellence are part of our daily mantra. We have proven ourselves as a vital force.

We were propelled to a national stage with our Department of Energy grant. Initially, our study focused on four pillars: land transfer, future infrastructure needs, workforce and economic development. Since January, the interest for a “new energy renaissance for our country” has moved our site to the forefront at a fast pace. Thanks to the work we had underway, we were able to quickly pivot to the most recent message of ***“We are Open for Business.”*** This would not have happened if we hadn’t taken the steps with securing and conducting the study. This work has us ready for new companies that will be a contributing factor for new economic development as well as our country’s future dependence on new energy sources.

Pivoting is an asset we have that has proven to be invaluable with many initiatives. We also saw it with the establishment of The Leadership Center when we had to move quicker than anticipated with training opportunities. Following the pandemic, our local companies were ready to contract for training services and willing to work with us. We responded quickly and are seeing amazing results.

Other examples include stepping in to raise the funds needed to save our Small Business Development Center; securing state and federal funds for a new \$42 million airport terminal and assisting with the search for a new carrier service; recruiting millions in state and federal funds for the city’s Riverfront development; achieving reaccreditation for a 5-Star Accreditation from the U.S. Chamber; and our President/CEO selected to the U.S. Chamber’s Committee of 100, just to name a few.

We lead, we pivot, we deliver. It’s who we are, and we are proud to do this for our community.



# Section 3

## Program Synopsis 1



# SECTION 3:

## Program Synopsis 1: Innovate West Kentucky

Name:

### Innovate West Kentucky: Powering Innovation for a Thriving Tomorrow

**Part 1**



Impact Area Addressed:

**Part 2**

**Economic Development**

**Response Efforts to Community Challenges**

Program/Initiative Summary:

**Part 3**

The Paducah Chamber received a \$2 million grant in 2023 to lead a multi-year reindustrialization study for the Paducah Department of Energy site that ceased production in 2014 and is currently in a clean up phase expected to continue until about 2060. This reindustrialization study is identifying new opportunities that can happen now at the site to move our community into a new energy renaissance and not be solely focused on clean-up of the site. This has shown our Chamber to be proactive to lead a transformative community project and collaborate with DOE as well as many other local and national businesses and organizations.

#### Horizon Initiative: Catalytic Leader

- ✓ Chambers then view themselves as instigators of change, not merely as a resource to help manage it.
- ✓ Catalytic leaders take proactive steps to shape the future instead of simply responding to the actions of others.
- ✓ Catalytic chamber leadership has transformed many of America's greatest communities. They are vibrant, growing, imagining the next big thing, and going for it!

# SECTION 3:

## Program Synopsis 1: Innovate West Kentucky

### Needs Identification:

### Part 4

***"We are Open for Business!"*** has developed as our theme for the Reindustrialization Study of the Paducah Department of Energy site.

In 2023 the Paducah Area Chamber of Commerce took a bold leadership role by securing a first of its kind in our community \$2 million grant from the Department of Energy to lead a full-scale study of the 3,600-acre site. In 2013 the Paducah DOE site, our largest employer, announced their plans to cease operations of enriching uranium after more than 50 years. This meant our site would transition to Deactivation and Decommission to "cleanup" the site. While some jobs would continue, we knew we needed to expand our footprint of jobs and start taking a look for new opportunities for our site and our community. The Chamber has been leading the way through our study by submitting the first request for government-owned land to be transferred back to our community, determining the future infrastructure needs for new companies, identifying the workforce needs and capabilities for the site for now and for future development and most exciting of all, to begin the process of identifying and recruiting new companies to locate at the site.

[\*\*CLICK HERE TO VIEW SITE INFORMATION\*\*](#)

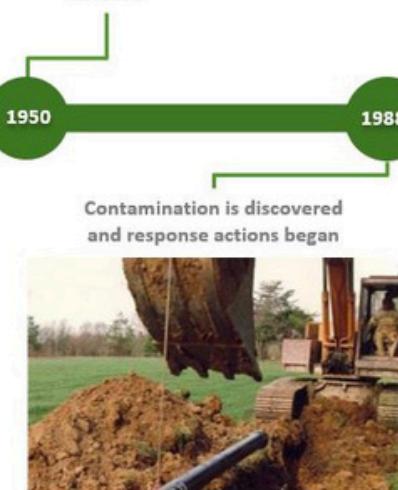


Paducah selected for second of three enrichment plants for defense

Energy Policy Act of 1992 establishes the United States Enrichment Corporation (USEC) to take over plant operations



A new plant is fully operational to convert 46,000 cylinders of depleted uranium into more stable material



Contamination is discovered and response actions began



Uranium enrichment ends

DOE Cleanup mission expands by receiving the Paducah Gaseous Diffusion Plant

# SECTION 3:

## Program Synopsis 1: Innovate West Kentucky

### Program Objectives:

### Part 5

The amount of energy available in our country is shrinking as our country's needs are growing significantly. When the plant ceased production and shifted to clean up, reindustrialization of the site became a priority. Providing new energy opportunities is a priority. Studies have also revealed reindustrialization is what the community wants for the site. Due to our Chamber's strong relationship with DOE, we stepped up to lead the effort. Ultimately, the study intends to position the Paducah site as a viable, competitive location for future industrial and economic activity, contributing to regional revitalization and long-term growth. The goal has also changed in the past few months with an even more aggressive timeline by DOE for locating companies, especially data centers/AI.

The primary study objectives:

- Collaborate with multiple groups.
- Submit the first land transfer request to DOE. While that process takes time, our community has already signed a letter of intent with a company to locate on the land.
- Infrastructure needs have been identified as well as potential costs and funding opportunities.
- Workforce needs were determined and quantified for the continued operation of the clean-up plus for future companies and their education needs.
- Identifying companies that would consider locating at the site has been critical and one of the most exciting areas as this moves forward.
- Sending the message *"We are Open for Business"* for recruitment of new companies.



[Click here to view our project plans](#)



[Click here to view workforce study](#)



# SECTION 3:

## Program Synopsis 1: Innovate West Kentucky

### Methodology:

### Part 6

To execute the reindustrialization plan, the Chamber subcontracted local company Bacon Farmer Workman Engineering & Testing, Inc., in partnership with Geosyntec Consultants. Geosyntec brings experience from similar DOE site projects, such as the reindustrialization of the Oak Ridge, TN site. This strategic approach for the study ensures success – which is defined as the Paducah site will remain a valuable asset for the region's economic future.

Through collaboration with many local organizations, primary study areas were established and working groups set for each objective. Participants in each group represent subject matter experts who would actively participate and provide valuable information. Bi-weekly meetings are held for each area. Detailed study work encompassed site mapping for infrastructure evaluation, timelines for land availability, and future workforce requirements. The team became very active attending nuclear-related conferences to meet companies interested in siting energy-related projects. Each lead was followed up directly by a team member to review the Paducah site and discuss our study and reiterate the theme of "We are Open for Business." Throughout the study, the Chamber committed to regular updates and communications with the local community and stakeholders. This transparency ensures the community remains informed and involved in the planning process.



[Click to view our budget](#)

### Communications:

### Part 7

Initially the communications for this grant revolved around the submission of the official application to DOE. The funding request was included in the Chamber's Federal Priorities that are reviewed each September on our DC Fly-In with DOE and our members of Congress. The Chamber's Federal Priorities are well communicated through Chamber events, website, and media. Our local newspaper and TV station attend the DC Trip with the Chamber and provide coverage of the trip and our priorities.

When the grant was officially awarded, this was communicated through local media and community meetings. The Chamber study team has continued to keep community leaders and stakeholders updated routinely. It should be noted some reports are confidential between the Chamber and DOE and have not been approved for public distribution.

DOE is very familiar with us. Sandra Wilson routinely speaks about the study at local and national conferences. She is now in a position of being one of the go-to persons for the industry. This type of leadership has the full support of our Board for her to spend time on this important community issue. Not only is she expected and required to take the lead with the grant, she has fully embraced it.



[Click to view our communications](#)

# SECTION 3:

## Program Synopsis 1: Innovate West Kentucky

### Evaluation:

### Part 8

Securing the DOE grant was the first and critical step in the process for reindustrialization of an important economic development site. Moving forward with the future of this site needed a "Road Map" of where it should go and how to get there. We believe in a John Maxwell quote that reads, "Everything rises and falls on leadership," and when the opportunity presented itself to take the lead, the Chamber embraced it. We are traditionally action people, and this required outlining the steps needed, partners to be involved, community support, and most of all how every penny would be spent. The outcome of being awarded the grant is by far one of our most exciting accomplishments and further solidified our Chamber's leadership capabilities and our community's desire to move forward with reindustrialization. The Chamber is not the DOE-related Community Reuse Organization or the local Economic Development group, but we have worked hand in hand with them on this study.

Since the awarding of the grant, many other positive outcomes have happened including the state establishing a Nuclear Energy Working Group and establishing incentives for recruiting nuclear companies. The Chamber, City of Paducah, McCracken County Fiscal Court, and Greater Paducah Economic Development enacted resolutions declaring Paducah and McCracken County a Nuclear Energy-Ready Community. Global Laser Enrichment (GLE) has announced their tentative plans to locate a new plant adjacent to the DOE site. Our University of Kentucky College of Engineering - Paducah campus received \$2 million from the state to start a laser and photonics program related to the potential location of GLE.

This initiative has set the Chamber at a new level on a local, state and national level. We took a bold step to lead where no one else was willing to do so. This has shown how a mid-sized Chamber can shape a national model for economic development and community empowerment.



**Left: Small group delegation organized by the Paducah Chamber in front of a wall display portraying the history and impact of the Paducah Site located in DOE's Forrestal Building in Washington, DC.**



**Right: Sandra Wilson, Paducah Chamber President / CEO, speaks on a panel about the progress of the Paducah DOE Site Reindustrialization at the New Nuclear Conference.**

# Section 3

## Program Synopsis 2



# SECTION 3:

## Program Synopsis 2: The Leadership Center

Program Name: **TURNING TODAY'S WORKFORCE  
INTO TOMORROW'S LEADERS  
THROUGH THE LEADERSHIP CENTER**

**Part 1**



Impact Area Addressed:

**Part 2**

### **Building a Better Equipped Workforce in West Kentucky**

Program/Initiative Summary:

**Part 3**

The Leadership Center (TLC) is uniquely positioned to deliver training and workforce development initiatives designed to transform today's West Kentucky workforce into tomorrow's leaders. As highlighted in the Horizon 2035 report, "ensuring a resilient and capable labor force" is essential to both organizational success and long-term community sustainability. TLC took a bold step in 2024 by hiring a full-time Executive Director who could directly address this need by providing world-class professional development opportunities tailored to the unique challenges and opportunities of the region. The Center aims to build the leaders our community needs for the 21<sup>st</sup> century and beyond, turning West Kentucky into a competitive global force.

#### **Horizon Initiative: Talent Development at the Speed of Business**

- ✓ ...other factors drive the need for rapid talent development, including adaptive training and industry-aligned skills.
- ✓ Relevant training should be made readily available to upskill and reskill talent where needed to align skills development with industry needs.
- ✓ Employees can adapt and thrive in new roles by gaining the right skills...
- ✓ Ultimately, a workforce that evolves with business needs drives individual success and strengthens the region's financial foundation.

**Talent development is the key to long-term growth.**



# SECTION 3:

## Program Synopsis 2: The Leadership Center

### Part 4

#### Needs Identification:

The need for the expansion into professional training by The Leadership Center became apparent following the initial needs first identified in a study by a professor at Western Kentucky University, titled "Retooling Small Cities for 21<sup>st</sup> Century Competitiveness." That study emphasized the role of leadership and community development in determining whether small communities thrive or face decline. Our community was included in the study's analysis.

Additional research confirms that workforce development and educational programs are essential to the sustainability of rural areas. Several trends are amplifying this need in our community.

#### Aging Leadership

A large percentage of civic and organizational leaders are expected to retire in the next 10 years. Preparing emerging leaders is essential to ensuring long-term community viability.

#### Postsecondary Education Gaps

A 2022 NCES study shows a 10-point gap in bachelor's degree attainment between rural and suburban communities. West Kentucky reflects this trend, highlighting the importance of programs like The Leadership Center.

#### Rural Brain Drain

Many rural communities, including ours, experience the loss of homegrown talent to urban areas. Building leadership pathways for local residents increases the likelihood they will build careers—and lives—at home.

### Part 5

#### Program Objectives:

The new branding to include the Chamber's leadership and development programs under the Center, provided the reputation of successful programs already in place and the confidence the Chamber and Center could move our workforce to the next level with new training opportunities.



# SECTION 3:

## Program Synopsis 2: The Leadership Center

### Part 5 Cont.



### **Build a Leadership-Ready Workforce**

As the global business landscape becomes increasingly competitive, companies with highly skilled teams will have the advantage. TLC provides targeted training and many other professional development programs that help existing area employers upskill their team, enhance performance, and create a competitive edge.

### **Retaining Local Talent**

Retaining homegrown talent is essential for sustainable regional growth especially in rural communities. TLC provides local citizens at all levels of employment with the tools to ascend in their careers and achieve their long-term goals while staying in the community.

### **Support Employer Recruitment**

Attracting new employers requires a workforce that stands out. By offering training opportunities that upskill our community's workforce, TLC supports economic development efforts by cultivating a uniquely skilled and marketable talent pool, helping position West Kentucky as a destination for business growth.



**LEADERSHIP CENTER  
WORKSHOPS**



**CLICK TO VIEW OUR 2025 STRATEGIC PLAN!**

# SECTION 3:

## Program Synopsis 2: The Leadership Center

### Methodology:

### Part 6

Following a comprehensive needs assessment and the TLC initial development, it became apparent the Center needed to expand its services to include workforce development training.

Seeing the need for highly skilled full-time leadership, in 2024, an experienced and well-respected leadership author, trainer and business consultant, Frank Bennett, was hired as Executive Director.

To add to the initial \$500,000 raised, an additional \$100,000 was awarded by the Community Foundation of West Kentucky to allow for more regional growth. The TLC funds are in a separate account from the Chamber.

New signage was added at the Commerce Center for TLC and a ribbon cutting was held with all donors.

Driven by our commitment to bring world-class professional development resources to West Kentucky, TLC formed strategic partnerships with West Kentucky Community and Technical College (WKCTC), Murray State University, West Kentucky SHRM, among others.

Over the past 12 months, the training programs have grown quickly. TLC offers public and customized onsite educational programming to civic, for profit, and non-profit organizations throughout West Kentucky. In the last year, over 1,000 area professionals have participated in TLC programming. As we grow, we expect to play a key role in helping for-profit businesses, and non-profit organizations become stronger and more resilient.



# SECTION 3:

## Program Synopsis 2: The Leadership Center

### Communications:

### Part 7

Our communications strategy is designed to reach a wide audience of West Kentucky organizations across all industries and sizes. For example, in a most recent public workshop, 42 participants represented 15 companies across 13 industries—demonstrating the broad reach of our audience.

We use a mix of digital, print, and community engagement tools to promote programs offered through The Leadership Center.

Digital outreach: includes weekly e-newsletters and email campaigns reaching thousands of professionals, targeted Google PPC ads, and active promotion on social media. Dedicated website landing pages on the Chamber's website provide workshop details.

Print materials: branded program brochures are regularly distributed at events and through mail campaigns. A new brochure specific to just the Center was produced.

Cross-promotion: TLC promotional materials and programming are integrated into signature Chamber events including the Power in Partnership breakfast, Leadership Paducah, and the Small Business Seminar Series, helping us engage our core audience.

Regional partnerships with the West Kentucky Regional Chamber Alliance (WKRCA) and local government and civic leaders enable us to co-promote events throughout the region. We also conduct presentations at local clubs (e.g., SHRM, Lions Club) and engage the media through press releases, earned media coverage, and podcast interviews—including a recent appearance on LeaderWorks with Patrick Howell.

**CLICK TO VIEW  
OUR WEBSITE**



**CLICK TO VIEW OUR BROCHURE**



**CLICK TO VIEW OUR  
TLC PRESENTATION**



**CLICK TO VIEW OTHER MATERIALS**



# SECTION 3:

## Program Synopsis 2: The Leadership Center

### Part 8

#### Evaluation:

Over the past two years, The Leadership Center (TLC) has grown to be a vibrant, high-impact program addressing a critical need in West Kentucky: accessible professional development. As noted in the Horizon 2035 report, "Employees can adapt and thrive in new roles by gaining the right skills to enhance job growth and bridge the skills gap that often hinders economic progress." TLC is meeting this challenge head-on through new training programs and enhancement of current programs.

Although still relatively new, TLC has generated strong interest from both employers seeking to strengthen their teams and individuals aiming to grow their careers. Our early success has centered on three key outcomes:

- 1. Raising Awareness and Interest:** We've promoted TLC through brochures, speaking engagements, press coverage, email outreach, and active social media. This has resulted in over 1,000 unique website views and growing interest in both public and onsite workshops.
- 2. Growing Participation:** TLC has served over 1,000 professionals across nonprofit, for-profit, and civic organizations in our first full year. Notable participants include employees from Four Rivers Nuclear Partnership, the Paducah Convention and Visitors Bureau, Baptist Health Paducah, and Paducah Public Schools—demonstrating strong regional demand.
- 3. Program Strength:** Our greatest growth driver has been word-of-mouth. Participants consistently give positive feedback and request additional programming. This repeat interest affirms the value of our programs and signals long-term impact for the region.

"The Leadership Center has facilitated a couple of workshops for FRNP. Frank facilitated a supervisory skills session for our senior staff, offering thought-provoking insights that helped reframe our perceptions on the topic. He also delivered leadership workshop for over 200 team members, providing practical tools and meaningful insights. The sessions were engaging, relevant, and well-received—and we look forward to partnering with The Leadership Center again in the future."

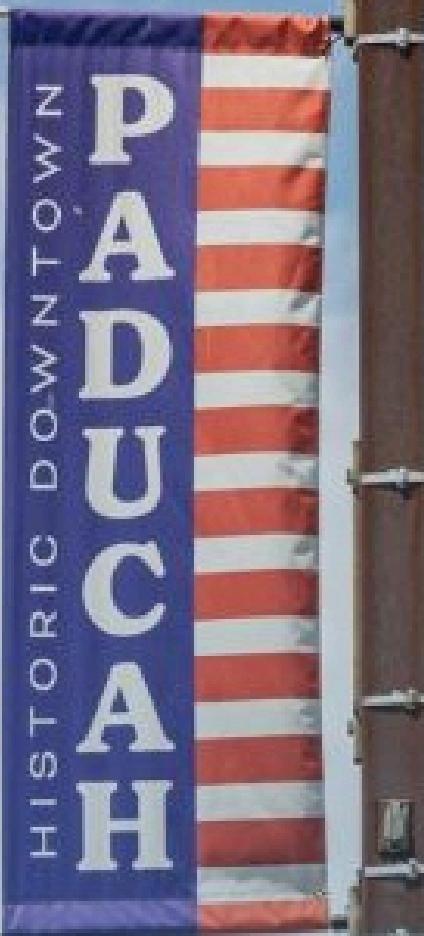
-Cory Hicks, Chief Strategy and Business Officer  
Four Rivers Nuclear Partnership



"The Leadership Center workshop on communication fundamentals was incredibly valuable. It helped me better understand the different communication styles on my team, and I've already begun applying what I learned to improve collaboration and clarity in our organization."

-Ines Rivas-Hutchins, President  
Intec Group, LLC





— THANK YOU —



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