

City of Norcross

*65 Lawrenceville Street
Norcross, GA 30071*



Meeting Agenda

Monday, April 15, 2024

3:00 PM

2nd Floor Community Room **Special Called Meeting**

*Mayor Craig Newton
Mayor Pro Tem Bruce Gaynor
Councilmember Andrew Hixson
Councilmember Josh Bare
Councilmember Matt Myers
Councilmember Marshall Cheek*

- A. Call to Order by Mayor Craig Newton**
PLEASE TURN OFF ALL CELL PHONES AND ELECTRONIC DEVICES
- B. Comments by Citizens**
- C. Items for Discussion**
 - A. Discussion of Comprehensive Plan, Community Work Program transportation projects – Mayor and Council**

[Community Work Plan](#)
 - B. Discussion of Mayor and Council priorities for the upcoming fiscal year – Mayor and Council**
 - C. City Manager budget priorities – City Manager**
 - D. Department head feedback on questions and issues – City Department Heads**
 - E. City Manager Key Performance Indicators**

[City Manager Performance Evaluation](#)
- D. Signed by _____ Mayor Craig Newton**
- E. Attested by _____ Monique Philip,
City Clerk**

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COMMUNITY WORK PROGRAM



4

COMMUNITY WORK PROGRAM

INTRODUCTION

The purpose of the Community Work Program is to provide Norcross with a blue print for achieving its vision. At its core is a list of projects and recommendations to be implemented over the next five years. Long range projects are also included in the Work Program, but are noted to occur after the five-year implementation horizon. The list also includes years to complete, responsible parties, and all applicable funding sources (local, general fund, state, federal, SPLOST, etc.). Note the descriptions sometimes include project reference numbering from other studies.

The City utilizes a ranking methodology to help city officials in evaluating the relevance of any given project to the community's vision and gives decision makers an objective tool to help in evaluating capital investments. Refer to Technical Addendum Chapter TA-2 Project Evaluation to review this composite scoring system.

In addition to the composite score, City officials also consider relative cost, implementation time frame, and funding availability.



Top Implementation Actions, 2025-2029

1. Improve pedestrian and bicycle safety along Buford Highway and in the Town Center through implementation of the Norcross Town Center LCI Plan and Buford Highway Master Plan.
2. Improve Parking in the Town Center
3. Construct Norcross Greenway
4. Implement Target Industry Study and Strategic Marketing Plan
5. Establish Task Force to Address Homelessness.
6. Maintain our Green Community Platinum Status
7. Identify new opportunities to partner in hosting regular multi-cultural events in the city, both in and outside of downtown
8. Continue to work closely with the Gateway85 CID to expand transportation options and improve the aesthetics of the community

Types of Work Program Items

Actions are accomplished through three different types of work program items:

1. Ongoing activities and policies,
2. Programmed projects, and
3. Aspirational or long range projects.

On the following Tables Ongoing activities indicated in the first column under Timeframe. And the policies can be found back in Chapter 2, which guide day-to-day decision making.

Programmed projects are those that City intends to accomplish over the next five years and are indicated under the Timeframe columns for 2024 through 2027.

Finally, aspirational or long range projects are indicated in the last column under Timeframe. These are projects that the city intends to undertake when and if funding becomes available.

Table 4.1. Community Work Program

Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
LAND USE												
LU.1 Update Town Center LCI Study	Helps to secure funding for needed transportation improvements					■	■		\$40,000	Com Dev	General Fund	
LU.2 Update Norcross Activity Center LCI Study	Helps to secure funding for needed transportation improvements					■	■		\$40,000	Com Dev	General Fund	
LU.3 Seek PlanFirst designation from DCA	Rewards for good planning with economic incentives and assistance	■	■	■	■	■	■		Staff Time	Com Dev	General Fund	
TRANSPORTATION												
Roadway and Intersection Projects												
TR.1 Create repaving strategy and implementation schedule	Ongoing maintenance of roads	■	■	■	■	■	■		\$17,100,000	City Engineer; Public Works, City Manager	SPLOST/ Grants	Estimated cost of \$17.1 million over 10 years, or \$1.7 million per year. Project began in 2024 and will extend past 2029.
TR.2 US 23/ SR 13/Buford Hwy at SR 140/Jimmy Carter Blvd Intersection	Support of Gwinnett County intersection project	■	■	■	■	■	■		\$15,000,000	County DOT/ Public Works/ Com Dev	SPLOST	

Attachment: Community Work Plan (4037 : Community Work Plan)

Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
Bicycle/Pedestrian Projects												
TR.3 Develop a city-wide bicycle and pedestrian master plan								■	\$100,000	Public Works, Com Dev.	LCI/ SPLOST	
TR.4 Establish a sidewalk fund	Creation of a annual fund to address sidewalk network gaps		■	■	■	■	■		Staff Time	Public Works/ City Eng.	General Fund	
TR.5 Sidewalk on northwest side of Lawrenceville Street from Academy Street to Hunt Street	1,330' of sidewalk. (Formerly TR-7B)			■	■	■	■		\$100,000	Public Works	LCI/ General Fund	Assumes that additional crosswalks will be added to the intersection
TR.6A Norcross Elementary School Sidewalks - 5' Sidewalks on Beutrell St (NE side)	5-ft sidewalk on Beutell St (NE side) from Lawrenceville St to Wingo St (500')						■	■	\$60,000	Public Works	LCI/ General Fund	Cost is for PE Only, 10% of estimated construction cost of \$600,000.
TR.6B Norcross Elementary School Sidewalks - 5' Sidewalks on Rakestraw St (NE side)	5-ft sidewalk on Rakestraw Street (NE side) from Wingo St to Academy St (700')				■	■	■		\$75,000	Public Works	LCI/ General Fund	Cost is for PE Only, estimated construction cost of \$750,000.

Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
TR.7 Sidewalk on southeast side of W Peachtree St between Holcomb Bridge Rd and Park Dr	940' of sidewalk (Formerly T-8A)			■	■	■	■		\$70,000	Public Works	LCI/ General Fund	The block of W Peachtree Street east has sidewalk on both sides of the road; however, sidewalk currently exists only on the north between Park Dr and Holcomb Bridge Road. The project would provide continuous sidewalk along both sides of W Peachtree Street sidewalk to meet existing crosswalks at the Holcomb Bridge Rd signal and Park Drive all-way stop. Estimated construction cost, \$700,000
TR.8 Sidewalk on southwest side of Lively Ave from Buford Hwy to S Peachtree St	600' of 5' sidewalk (Formerly part of T-19)				■	■	■		\$80,000	Public Works	LCI/ General Fund	Cost is for PE Only, estimated construction cost of \$800,000. No sidewalk exists on Lively today - currently narrow, low-volume, mixed-use roadway without curb and gutter.

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Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
TR.9 Pedestrian crossing improvements at the intersection of Lawrenceville St and Mitchell Rd	Add striped box for “do not block” and ADA upgrades for ramp on NW corner. Add Ped Crossing Signage (Formerly T-4B)				■	■	■		\$60,000	Public Works	LCI/ General Fund	This project previously called for textured surfaces and a splitter island. Changes were made to increase visibility of the midwalk crossing and reduce driver confusion. Concepts might consider relocation of crosswalk and Rectangular Rapid Flashing Beacons to west side of Mitchell.

Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
TR.10 Midblock Crossing of Barton St to Johnson Dean Park	Add short segment of 5' sidewalk within park to parking lot from midblock crossing			■	■	■	■		\$75,000	Public Works	LCI/ General Fund	Sidewalk currently exists on south side of Barton Street. Previously, this project called for sidewalk to be added along north side of Barton Street. In discussions with staff, this was changed to the crossing improvements along the frontage of the preserve area to be more appropriately sized to the current needs and avoid costly impacts.

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Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
TR.11 Lawrenceville Street Multiuse Trail (West)	10' sidewalk with streetscape between Jones St and Rakestraw (2,200')		■	■	■	■	■		\$910,000	Public Works	LCI/ General Fund	Existing 5-ft sidewalk located here. Steering committee categorized project as lower priority where sidewalk already exists on one side of roadway; however, this area was an exception in discussions with staff due to high pedestrian traffic, frequent special events, and increased levels vehicle traffic stress. PE Only, \$91,000

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Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
TR.12 Mixed-use trail (10-ft) on one side of Lawrenceville St from Academy St to Buford Hwy (2,000')	4,000' Multi-use trail		■	■	■	■	■		\$150,000	Public Works	LCI/ General Fund	Cost is for PE Only, 10% of construction estimate of \$1,500,000. Sidewalk currently exists on the south side (full length) and partially on the north side (between Hunt Street and Buford Hwy). This project changed from original bike lane recommendation due to higher volumes of traffic making mixed-traffic riding less comfortable for cyclists, also ties well into adjacent trail recommendations to the west (along Lawrenceville Street) and south (Buford Highway).

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Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
TR.13A Sharrows on Lawrenceville St and Buchanan St	Lawrenceville Street from Rakestraw Street to Jones Street (1,100')								\$25,000	Public Works	LCI/ General Fund	Shared lane markings should not be considered a substitute for bike lanes, cycle tracks, or other separation treatments where these types of facilities are otherwise warranted or space permits. Shared lane markings can be used as a standard element in the development of bicycle boulevards to identify streets as bikeways and to provide way-finding along the route. Signage would indicate to vehicles that they are entering a shared street network. Sharrows are not preferred when posted are 35 mph or faster and motor vehicles exceed 3,000 veh/day.

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Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
TR.13B Sharrows on Buchanan St	Buchanan Street from Barton Street to Thrasher Street (820')				■				\$25,000	Public Works	LCI/ General Fund	
TR.14 Buford Hwy - Improved streetscape and wide sidewalk - Phase 1 Lively Ave to Summerour St	10 ft' sidewalk and 5' landscape strip on both sides of Buford Hwy			■	■	■	■	■	\$40,000	Public Works	LCI/ General Fund	Cost is the city match for scoping only. Estimated full scoping cost is, \$200,000. Construction estimate of \$12,000,000.
TR.15 Buford Hwy - Improved streetscape and wide sidewalk - Phase 2 Summerour St to Old Norcross Rd	10 ft' sidewalk and 5' landscape strip on both sides of Buford Hwy			■	■	■	■	■	\$40,000	Public Works	LCI/ General Fund	Cost is the city match for scoping only. Estimated full scoping cost is, \$200,000. Construction estimate of \$12,000,000.
TR.16 Buford Hwy - Improved streetscape and wide sidewalk - Phase 2 Lively Ave to Jimmy Carter Blvd	10 ft' sidewalk and 5' landscape strip on both sides of Buford Hwy			■	■	■	■	■	\$40,000	Public Works	LCI/ General Fund	Cost is the city match for scoping only. Estimated full scoping cost is, \$200,000. Construction estimate of \$12,000,000.

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Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
TR.17 Autry Street and Nesbit Street Road Safety Audit	Audit to identify improvements to enhance the safety of crossings along Autry Street and Nesbit Street. Considerations for improvements will include RRFBs, all-way stop control, and ADA requirements			■	■	■	■		\$100,000	Public Works	LCI/ General Fund	Sidewalk exists on other side of Autry, but only for short segment. The original project description included sidewalk extension; however, it is likely not feasible due to unacceptable impacts to property and large trees. It is therefore recommended that a road safety audit (RSA) explore ways to improve crossing opportunities along Autry Street and Nesbit Street. Considerations for improvements may include RRFBs, all-way stop control, and ADA upgrades.

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Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
Other Projects												
TR.18 Smart parking project in the Town Center	Implemen- tation of a smart parking pilot project							■	TBD	IT	TBD	
TR.19 Buford Highway at N Norcross Tucker Crossing	Enhanced crosswalks on Buford Hwy at N Norcross Tucker Rd			■	■	■	■		\$110,000	Public Works	LCI/ General Fund	Assumes that project will coordinate with GDOT to install decorative crosswalks to improve visibility and act as a place-making feature.
TR.20 Buford Hwy at Holcomb Bridge Rd	Enhanced crosswalks on Buford Hwy at Holcomb Bridge Rd			■	■	■	■		\$110,000	Public Works	LCI/ General Fund	Assumes that project will coordinate with GDOT to install decorative crosswalks to improve visibility and act as a place-making feature.
TR.21 Buford Hwy at Mitchell Road Crossing	Enhanced crosswalks on Buford Hwy at Mitchell Rd			■	■	■	■		\$110,000	Public Works	LCI/ General Fund	Assumes that project will coordinate with GDOT to install decorative crosswalks to improve visibility and act as a place-making feature.

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Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
TR.22 Buford Hwy at Beaver Ruin Road Crossing	Enhanced crosswalks on Buford Hwy at Beaver Ruin Rd			■	■	■	■		\$110,000	Public Works	LCI/ General Fund	Assumes that project will coordinate with GDOT to install decorative crosswalks to improve visibility and act as a place-making feature.
TR.23 Buford Highway at Summerour Street Crossing	Add a protected pedestrian crossing for the intersection of Buford Highway at Summerour Street.			■	■	■	■		\$50,000	Public Works	LCI/ General Fund	Cost is for PE Only, 10% of estimated construction cost of \$500,000. Control on state route must be studied and permitted / approved through GDOT.
TR.24 N Norcross Tucker Rd and S Peachtree St Roundabout	Roundabout at N Norcross Tucker Rd and S Peachtree St			■	■	■	■	■	\$80,000	Public Works	LCI/ General Fund	Cost is for PE Only, 10% of estimated construction cost of \$200,000.

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Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
TR.25 Thrasher Street Parking	Onstreet parallel parking and a 5-ft sidewalk on the southeast side of Thrasher St from Holcomb Bridge Rd to Park Dr (1,500')					■	■	■	\$75,000	Public Works	LCI/ General Fund	Cost is for PE Only, 10% of estimated construction cost of \$750,000. Will require coordination with the Railroad.
TR.26 Sharrows on Academy Street	Academy Street from Rakestraw Street to Born St (600')			■	■	■	■		\$25,000	Public Works	LCI/ General Fund	
TR.27 Sharrows on Wingo Street	Wingo Street from Jones Street to Born Street (1,950')			■	■	■	■		\$25,000	Public Works	LCI/ General Fund	
TR.28 Sharrows on Jones Street / Park Drive	Jones Street / Park Drive from College Street to N Peachtree St (1,100')			■	■	■	■		\$25,000	Public Works	LCI/ General Fund	
TR.29 Sharrows on Born Street	Born Street from Academy Street to Wingo Street (670')			■	■	■	■		\$25,000	Public Works	LCI/ General Fund	

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Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
TR.30 Sharrows on Thrasher Street	Thrasher Street from Buchanan Street to Jones Street (340')					■	■		\$25,000	Public Works	LCI/ General Fund	
TR.31 Sharrows on S Peachtree Street (Downtown)	S Peachtree Street from Jones Street to Carlyle Street (960')					■	■		\$25,000	Public Works	LCI/ General Fund	
TR.32 Sharrows on S Peachtree Street (West of N Norcross Tucker)	S Peachtree Street from N Norcross Tucker Rd to Jimmy Carter Blvd (2,500')					■	■		\$25,000	Public Works	LCI/ General Fund	
TR.33 Sharrows on Britt Ave	Britt Ave from College Street to Buford Hwy (830')					■	■		\$25,000	Public Works	LCI/ General Fund	
TR.34 Sharrows on College Street	College Street from Holcomb Bridge Rd to Britt Ave (730')					■	■		\$25,000	Public Works	LCI/ General Fund	
TR.35 Sharrows on Sunset Drive	Sunset Drive from N Peachtree Street to end of roadway (4,100')					■	■		\$25,000	Public Works	LCI/ General Fund	

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Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
TR.36 Summerour Street Sidewalk	5-ft sidewalk on Summerour Street (SW side) from Lawrenceville St to Buford Hwy (450')						■	■	\$50,000	Public Works	LCI/ General Fund	Cost is for PE Only, 10% of estimated construction cost of \$500,000.
TR.37 Mitchell Road Multiuse Trail	Multiuse trail on northeast side of Mitchell Rd from Lawrenceville Street to Summerour Middle School (2,100')			■	■	■	■		\$20,000	Public Works	LCI/ General Fund	Cost is for PE Only, 10% of estimated construction cost of \$200,000.
TR.38 Gateway on Langford Road	Stone columns with signage on Langford Rd at N Peachtree Street						■		\$20,000	Public Works/ Comm-unications		

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Project	Description	Timeframe						Cost Estimate**	Responsible Party	Funding Source***	Notes	
		Ongoing	2025	2026	2027	2028	2029					Aspirational*
HOUSING												
H.1 Develop a pilot program to provide grant-funded incentives for residents to improve energy efficiency and indoor air quality in their homes, and host property management classes	The purpose of the program to teach owners how to care for investments, improve safety, and improve property values		■	■	■	■	■		TBD	Com Dev	Grants, General Fund, TBD	
H.2. Incorporate Interior Residential Dwelling Inspection program for rentals		■	■	■	■	■	■		Staff Time	Com Dev	General Fund	
H.3. Create Homeless-ness Task Force	The goal is to gain a better understanding of the Homel-essness issue and deter-mine appro-priate actions		■	■	■	■	■		Staff Time	Com Dev	General Fund	

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Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
ECONOMIC DEVELOPMENT												
ED.1 Support the small business mentoring program assistance as described in the 2011 Community Choices report	The City will continue to support and help to promote local business resources and mentoring programs like ACE, UGA, SBDC, and Prospera.	■	■	■	■	■	■		Staff Time	Ec. Dev, Com Dev	General Fund	
ED.2 Support Gateway85 CID efforts in Jimmy Carter Boulevard "International Street" Branding and Improvements		■	■	■	■	■	■		Staff Time	Ec. Dev, Com Dev	General Fund	
ED.3 Regularly survey town center parking needs		■	■	■	■	■	■		Staff Time	Ec. Dev, Com Dev	General Fund	

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		Ongoing	2025	2026	2027	2028	2029				
ED.4 Support internship opportunities that link Norcross students with local businesses	Continue to support local initiatives in this space, such as the Norcross Development Authority Internship Program that features students at Norcross High School and Paul Duke STEM High School.	■	■	■	■	■	■	Staff Time	Ec. Dev	N/A	

Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
ED.5 Participate in and promote a mentorship program for underrepresented community members to increase access to small business certifications		■	■	■	■	■	■		Staff Time	Ec. Dev; Sustainable Norcross; Atlanta Electrical Contractors Association; Work-Source Atlanta, Metro Atlanta Chamber, Minority Supply Development Council, Gwinnett Tech, and local nonprofit organizations	N/A	
ED.6 Utilize Target Industry Study Update to inform and focus business retention and expansion efforts		■	■	■	■	■	■		Staff Time	Ec. Dev	General Fund	

Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
SUSTAINABILITY & QUALITY OF LIFE												
SQ.1 Construct gateway (stone columns and signage); Possible use of digital readers for City events and news.	Location: Langford Road						■		LED is estimated to cost \$25,000 each; stone columns and foundations, \$40,000 each	Com Dev/ Public Works	General Fund	
SQ.2 LCI Greenway Segment 1: Downtown Norcross to Beaver Ruin Road/Pinnacle Way (Priority 1 segment)	The central spine of the greenway; 3.39 miles of greenway from Downtown Norcross to Beaver Ruin Road/ Pinnacle Way	■	■	■	■	■	■		\$11,000,000	Public Works	SPLOST, ARC, TBD	
SQ.3 LCI Greenway Segment 2: Price Place from Mitchell Road to Beaver Ruin Road (Priority 1 Segment)	0.38 mi of sidepath the connects Summerour MS from Mitchell Road and from the Beaver Ruin Road Multi-Use trail.			■					\$1,000,000	Public Works	SPLOST, ARC, TBD	
SQ.4 LCI Greenway Best Management Practices (BMPS)	From Concept Plan, BMPs WP-1, DP-1, WL-1					■			\$72,000	Public Works	SPLOST, ARC, TBD	

Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
SQ.5 Beaver Ruin Creek Stream Restoration	Part of Greenway Project						■	■	\$8,785,000	Public Works	TBD	
SQ.6 Southeast Utility Trail Corridor	Greenway trail along utility corridor east of Buford Highway, connecting N Norcross Tucker Rd to Beaver Ruin Rd						■	■	\$1,300,000	County/ Com Dev/ Public Works	General Fund	
SQ.7 Conduct Citizen's Police Academy programming		■	■	■	■	■	■		Staff Time	Police	General Fund	
SQ.8 Conduct annual energy, water and waste audits for City buildings and implement retrofits		■	■	■	■	■	■		Staff Time (TBD)	Com Dev, Public Works, Sustainable Norcross	General Fund	
SQ.9 Regularly update the Green Infrastructure Assessment		■	■	■	■	■	■		Staff Time	Public Works, Com Dev	General Fund	

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Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
SQ.10 Study needs and opportunities to increase recycling, such as recycling events and additional drop-off options in multifamily developments and for hard-to-recycle materials		■	■	■	■	■	■		Staff Time	Public Works/ Com Dev	General Fund	
SQ.11 Regularly update Technology Plan	Three-year plan	■	■	■	■	■			Staff Time	IT	General Fund	
SQ.12 Update Parks Master Plan to include one or more linear parks to downtown	Include Fickling Parcel as a part of the update	■	■						\$125,000	Public Works	General Fund	
SQ.13 Maintain City's LEED and Green Communities Designation	Up for renewal every 3 yrs	■	■	■	■	■	■		Staff Time	City Manager, Com Dev	General Fund	

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Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
SQ.14 Evaluate potential update and maintenance of the City's entry gateways				■	■	■			Staff Time	Communications, Public Works	General Fund	
SQ.15 Create and Implement a Utilities Resiliency Plan		■	■						TBD	Public Works / City Manager	General Fund	
SQ.16 Plan and construct a new Cultural Arts Center							■		TBD	City Manager	CDBG	
SQ.17 Host City Signature Event: Annual Food & Music/Block Party Festival that will draw in large crowds from around metro Atlanta		■	■	■	■	■	■		\$100,000	Events Manager, Communications	Sponsorships; Hotel/Motel Funds; Grants	
SQ.18 Implement Phase I: Buford Highway (Portions of Character Areas 6, 7, and 8) Redevelopment		■	■	■	■	■	■		\$500 Million	Com Dev; Ec. Dev; DDA	Private funding, Creative Public Financing, Tax Allocation District, Federal Grants	

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		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
SQ.19 Implement I-85 Activity Center (Character Area 13) Transit-Oriented Development and Gateway Improvement							■	■	TBD	Com Dev; Ec. Dev; Norcross Development Authority, Gateway-85 CID	SPLOST; State Redev. Fund; General Fund	
SQ.20 Continue ongoing redevelopment of Historic Downtown		■	■	■	■	■	■		TBD	Ec. Dev; DDA; HPC	Federal, State, and Local Grants, General Fund	
SQ.21 Conduct a Comprehensive Smart City Study			■	■					\$50,000	IT	General Fund	
SQ.22 Promote workforce program(s) to connect local residents with local employers in conjunction with state and local organizations.		■	■	■	■	■	■		Staff Time	Ec. Dev/ PR	General Fund	
SQ.23 Kiosk installation in each park, 2-sided digital		■	■	■	■	■	■		TBD	IT/PR/ Public Works	Parks SPLOST	

Project	Description	Timeframe							Cost Estimate**	Responsible Party	Funding Source***	Notes
		Ongoing	2025	2026	2027	2028	2029	Aspirational*				
SQ.24 Construct new Public Safety Building			■	■					\$26,000,000	City Manager	SPLOST, Fines, and Bonds	
SQ.25 Upgrade Information Kiosks downtown: 3 new and update 3 existing		■					■		TBD	IT/PR/ Public Works	General Fund	
SQ.26 Upgrade Lions Park Reader Board - making digital							■		\$30,000	PR/IT	General Fund	
SQ.27 Work with Gwinnett County to develop a plan to open additional sewer capacity on Mitchell Road		■	■	■					Staff Time	Com Dev./ Ec. Dev./ Public Works	County; Grants	
SQ.28 Utilize grant funding to identify potential solutions for limited sewer capacity along Jimmy Carter Boulevard.			■	■	■	■	■		Staff Time	Com Dev./ Ec. Dev./ Public Works	General Fund, Grants	

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* Aspirational projects - are mid to long range projects in-line with the community's long range vision and may be implemented earlier if a funding source becomes available.

** The cost estimates listed reflect the city portion of costs, not the full construction costs. These estimates are based on an opinion of probable total construction costs (OPCC), as the project is still in the planning stages. This cost model is not contractual but a guide for the Project Team in gauging the project in relation to an allowable budget. Any cost estimates provided are on a basis of experience and judgment. These estimates are not warranted and are susceptible to change with market conditions.

*** If LCI funding is received, it requires a minimum 20% city match.



PREPARED BY

Jacobs



City Manager Performance Evaluation

A. The Mayor and Council shall confer with the Employee on at least an annual basis regarding job performance and compensation. The first review will take place twelve (12) months after the time of employment, and annually thereafter in October of each effective year. The Mayor and Council shall provide the Employee with a written job evaluation at the time of his review and shall determine whether any adjustment of the compensation and benefits provided for the City Manager should be made. Annually, at a strategic planning session, the Mayor and Council and Employee shall define such goals and performance objectives that they determine necessary for the proper operation of the City of Norcross and in the attainment of the Mayor and Council's policy objectives and shall further establish a relative priority among those various goals and objectives, and goals and objectives to be reduced to writing.

B. All goals and objectives shall generally be attainable within the time limitations as specified and the annual operating and capital budgets and appropriations provided. Should the goals, objectives, or their relative priority be unclear to the Employee, it is his obligation to inform the Mayor and Council in writing of any specific area(s) that necessitate clarification.