



Executive Director's Report

April 27, 2022

The April meeting will feature the election of Board Members for Posts 1 and 4. These positions are currently held by Diann Baker and Warren Auld. Mr. Lynn Rainey will preside over the election process. As is customary, after the election of the two posts, Mr. Rainey will swear in the two selectees for each position. Mr. Rainey will then call the caucus of electors, closed.

Once the two selectees are seated, Mr. Rainey will continue to conduct the election of the Board of Directors officers for the next year. Once the officers are selected the Chairman will open the regularly scheduled April Board Meeting.

While the election takes place quickly, the behind-the-scenes work is significant. Each ballot has been checked against the tax digest of Gwinnett County. Errors and omissions are corrected to ensure everyone who votes is authorized to do so. We all thank Alex for extraordinary effort to see this task is completed. Tammie Martin continues to work to identify properties, as identified as CID parcels are actually commercial properties located in the CID. Her efforts have been extremely beneficial to, not only the election process, but as a verification of parcels contributing to the CID.

The annual audit of the financial activities will be presented at the April meeting. Consistent with the financial policy of the CID, the audit must be presented to the Board within 120 days of 1 January. The efforts of Lois Love and the auditor, David McCoy, could not have been any smoother. Our special thanks to each of them for their expertise, experience and commitment to ensuring the audit was thoroughly conducted and delivered "on time".

On March 28th, the US-78 resurfacing began. The initial phase of the project which is the patching of the areas of uneven or deterioration of the pavement. This of phase of the project and all other phases of the project will see lane closures from 19:00-06:00. While this schedule does and will continue to impact traffic on US-78, those time accommodate the rush hours in the corridor. Mr. Harold Mull, GDOT, continues to monitor the progress of the project. Mr. Mull has been instrumental in seeing this project is advanced through GDOT's priority setting process. The total project is anticipated to take six (6) months. The traveling community should expect some delays. These delays should be minimum with lane closures occurring outside of the rush hours (06:00-19:00 seven days per week). The extensive work of resurfacing will take place at night. Alex is actively keeping our social media platforms up to date with the latest lane closures and other changes that occur during the process.

The vacant Cub Foods will be no more! (If the BOC approves the recommendations of the Planning Commission). The trade school for electrical, welding and HVAC was approved with conditions. This school will be a beacon of trades education in southern Gwinnett. Currently, the school is anticipating starting with one hundred students.

We couldn't have done it without you! The Evermore CID Board of Directors met with the Chairman of the CID for a one-on-one Listening Sessions requested by the Chairman. The decision was made by the Chairman to not use a traditional format of a retreat, but, instead, to have the one-on-one meetings.

The results of these meeting, essentially, are a resulting comprehensive Strategic Plan. Over the course of the next several meetings, the plan will be presented and discussed to seek the Board's direction and validation of the Goals and Strategies, as identified in the **Draft** Strategic Plan. The plan is attachment to this report for your review and comment. In future meetings we will take a "deep dive" into the details of each Goal and Strategy as well as the tasks which have been identified to accomplish successful completion of the strategy.

(See Attachment A)

On April 21st, the five Gwinnett CIDs joined together to highlight development opportunities within each CID. This event was held at Eagle Rock Distributing Company in the Eagle Rock facility. The title of the event was "Select and Develop Gwinnett." This is the first event where all CIDs within a county has joined together for the purpose of meeting developers, brokers, and bankers in one place at one time.

Collector Road Phase III Evermore North Blvd. (Hewatt-Parkwood-Britt):

As this project gets closer to the June let date, the status of the project continues to advance. On April 14th the working group met to discuss the status of all aspects of the project. Below you will note the areas that the group or individuals are continuing to bring to closure.

Action Items are in Bold Text / Highlighted Text Represent Other Detailed information Discussed

1. Schedule
 - a. Critical Dates (For June 2022 Let)
 - i. Critical Dates (For June 2022 Let)
 1. PS&E Package - Submitted – Signed March 31, 2022
 2. Environmental Certification –Approved by FHWA by 11/23/2021
 3. ROW - New Date No Later Than April 29, 2022
 4. Utility Certification – Completed April 21, 2021
 - ii. ENV/ROW/UTL Certifications

1. Environmental Certification – EA re-eval approved on 11/23/21
 2. ROW – Pending
 3. Utility Certification – Completed April 21, 2021
2. Environmental
 - a. Reevaluation
 - i. Re-eval letter - Approved by FHWA by 11/23/2021
 - ii. Archaeology – The archaeology short report addendum was submitted to GDOT on November 30, 2020. GDOT approved the addendum on December 9, 2020. SHPO concurrence is not required.
 - iii. Ecology – The ecology memo was submitted to GDOT on December 10, 2020. Review comments were provided on January 8, 2021. The memo was resubmitted on January 20, 2021. GDOT approved the memo and transmitted it to the agencies on February 2, 2021. FHWA determined no effect on February 12, 2021.
 - iv. History – The reevaluation memo was submitted to GDOT on November 30, 2020. GDOT approved the reevaluation memo on December 18, 2020, and SHPO concurred that the original finding of No Adverse Effect remains valid on January 5, 2021. Others have demolished the historic resource at 3291 Sophia Street. On January 15, 2021, GDOT history confirmed that the ESA could be removed from the plans.
 - v. Air and Noise – A noise model update was required. Approved traffic was provided on February 2, 2021. The noise model indicates there are no noise impacts. GDOT Approved the addenda on February 26, 2021 and transmitted it to FHWA on March 11, 2021.
 - b. Traffic
 - i. Received GDOT approval of Updated/Design Traffic Forecast: 2/02/2021
3. Design
 - a. Final Plans Issued March 31, 2022
 - b. **GwDNR Will require additional Special Provisions for the proposed Water and Sewer designs.**
4. Current Tasks Performed by Consultant
 - a. See Action Item
5. Right-of-Way status as of **April 14, 2022**
 - a. 43 Total Parcels; 22 closed, 3 options w/out ROE, 2 eliminated, 1 Condemnation @ GC, 15 Condemnations pending.

- b. Parcels closed: 1,6,8, 10, 11, 12, 13, **15/17**, 18, 20, 21,22, 23, 24, 25, 26, 30, 32, 34, 35/36, 38, 39, 40, 41, 43
 - c. Parcels 9 – **In final stages of closing. Expected closing by 4/29/2022**
 - d. Parcel 14 – In Friendly Condemnation, Attorney has the condemnation package. Request BOC approval to file condemnation.
 - e. 10 Day letters -
 - f. In Appeal -
 - g. Condemnations Filed: 2, 3, 4, 5, 7, 16, 27,28,29,31,33,37, 42, 44
 - h. Condemnation Filing Pending: 14
 - i. Awaiting Relocation information: None
6. **Outstanding Item: (Previous Meetings Action Item)**
- a. Gresham Smith to provide a fee proposal for the Use on Construction revisions to GwDOT.

General Comments:

Butch Sanders, Matt Pepper, Lewis Cooksey and Jim Brooks met to discuss on-going issue with the GA-124/US78-GA-10 intersection. There were a number of ideas floated during the meeting. There will be an in-depth study undertaken to comprehensively determine what action can be taken that will best address the issues on the approaches as well as the intersection.

In a separate meeting, we had an opportunity to discuss a new development outside the CID, but with an area impact. This developer owns property in the Snellville area and has an interest in advancing the project, which will be a multi-use development, anchored by a grocery store.

The CID has been assisting other communities and informing them of the process of creating a CID. While one of the requests could be adjacent to the CID, the other location would be a separate CID. The Board has always allowed the staff to assist other communities with the key elements of creating a CID and its benefits. We continue to work with Commissioners Ku and Watkins in their efforts to improve the southern portion of Gwinnett.

As authorized by the CID's Board of Directors, staff met with Brightview Landscape management team to tour and discuss the special needs and concerns of the CID. The landscape deep pruning began immediately due to the change of the season in order to meet the special needs of the plants, themselves. We have noticed a significant improvement in the quality of the routine maintenance, as well. We are in hopes that is commitment continues.

The CID was invited to participate in a townhall meeting with Congresswoman Bordeaux and staff. This meeting was held at the New Mercies Christian Church. There were approximately 60 attendees. The focus of the meeting was to discuss concerns of the area.

One of their major concerns was the sanitary sewer issue in their neighborhoods. The Congresswomen spoke of the efforts to fund greater infrastructure needs throughout her district. It is important to note that all of Gwinnett will lie in the 7th District under the new redistricting plan.

Not very often is Mr. Glenn Stephens available for lunch. On March 28th, we did meet for lunch to discuss the areas of interest to the CID. Of major importance is the status of the Tennis Center. There is very little "new" news on the status of the project. However, the Commission was being briefed on the revised plan the following day. Because of the ongoing nature of this project, the Childress-Kline project continues to be put on hold. This issue has created some difficult discussion between the county and the developers.

We had an opportunity to meet, one on one, with Gwinnett County's newest Police Chief. Chief James (JD) McClure has been in office for about 9 months. We had an opportunity to discuss the issues of crime and criminal activity within the district and immediately surrounding the CID. We will continue to meet on a regular basis.

Commissioner Ku visited the CID on March 17th. With the new districts having been drawn, the majority of the CID will fall within District 2 going forward. Commissioner Ku is currently seeking reelection and thus wanted to familiarize himself with the new boundaries of District 2.

On April 7th, there was a follow-up meeting with Commissioners Ku and Watkins, Planning Commissioner Glen Williams, and staff to discuss the long-term planning for south Gwinnett/Centerville/Loganville areas.

On March 24th, we had an opportunity to meet the new Transit Director for Gwinnett County's transit operation. She laid out the plans for transit and related connectivity impacting the corridor. We were most impressed with her knowledge of the area and the transit challenges southern Gwinnett faces.

Commissioner Fosque met with staff to discuss issues impacting the broader Gwinnett County. Commissioner Fosque visits this CID and others as well. Her perspective is, that the more she knows about each area of the county, the more effective she can be in executing her duties as a well-informed commissioner.

Chairwoman of the Gwinnett County Commission has made "Equity" a hallmark of her administration. She has spoken on its importance in several speeches she has given. While there are variety of opinions of exactly what is "Equity," we were able to provide to you one of the best definitions we have seen. We believe the meaning is clear; the execution and interpretation will still be up to individuals and individual circumstances.

"The term "equity" refers to fairness and justice and is distinguished from equality: Whereas equality means providing the same to all, equity means recognizing that we do not all start from the same place and must acknowledge and make

adjustments to imbalances. The process is ongoing, requiring us to identify and overcome intentional and unintentional barriers arising from bias or systemic structures.”

If this is one of the tenets of the Chairwoman, we certainly want to be aware and then, if needed in the decision-making process, to apply these principles in that situation.



Draft

Evermore

Community Improvement District

Strategic Plan

May 01, 2022

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1. Overview

In February 2002, property owners along the Highway 78 corridor in Gwinnett County joined together to form the Highway 78 Corridor Improvement Association. Since that time, the Corridor has been rebranded as the Evermore Community Improvement District. This strategic plan outlines the mission and goals and objectives of the CID and summarizes the proposed activities to achieve them. The Strategic Plan is a dynamic document designed to organize the activities of the CID and to outline the resources required to conduct these activities. As a working document, the strategic plan should be reviewed and extended annually to maintain the long-range vision of the CID.

The Strategic Plan is organized in the Following sections:

- Mission
- Goals
- Objectives

2. Mission

The mission of the Evermore CID is:

To establish a vibrant, upscale destination area; improve business development opportunities; and enhance property values by developing and promoting coordinated transportation and community character improvements to benefit property owners, business owners, and residents along the Highway 78 corridor.

3. Organizational Goals and Objectives

GOAL A – Traffic Concerns: Correct traffic and other issues around GA-124/US-78 and other Traffic issues: Open lines of communications to allow for input into intersection improvements.

Strategic Champion:

Strategy 1: Meet with relevant parties to open dialog about the issues impacting GA-124/US-78 intersection.

Tasks:

1. Identify issues impacting the operation of the intersection.
2. Set meeting with City of Snellville staff to seek their perspective
3. Determine an approach to establish expectations of future meeting with GDOT/GwDOT
4. Discuss signal timing on all approaches to the intersection
5. Identify impact on businesses laying within the intersection area
6. Determine whether painted directions on roadway would be of value
7. Determine if other signage would be helpful
8. Can embedded lights be added for greater visibility at night.
9. Request crash data from the city of Snellville before and after the construction.
10. Discuss the traffic enforcement with local law enforcement
11. Address the unsightly conditions on the Northwest conditions.
12. Identify design flaws with the intersection and identify corrective actions
13. Eliminate U-turns at the east end of the median before Oak Road
14. Identify additional issues created by Oak Road and Wisteria Drive

GOAL A – Traffic Concerns: Correct traffic and other issues around GA-124/US-78 and other Traffic issues: Open lines of communications to allow for input into intersection improvements.

Strategic Champion:

Strategy 2: Identify other traffic issues throughout the Corridor.

Tasks:

1. Discuss issues identified by local law enforcement agencies
2. Identify issues created by roads outside of the limits of the CID
3. Does the CID have a role in this discussion with roads that lie outside CID limits?
 - a. The Board of Directors for the CID must take a position
4. Determine if the design of intersections or traffic management systems are optimal

GOAL B – Safety in the Corridor: The CID must ensure the community feel safe and secure within the limits of the CID.

Strategic Champion:

Strategy 1: Make Safety a priority.

Tasks:

1. Conduct a survey of patrons within the corridor
2. Design and facilitate a method to receive and analyze received information
3. Based on the results of the survey, develop a shopper's campaign
4. Determine the effectiveness of the current safety efforts
 - a. Evaluate the Flock camera system
 - b. Determine the number of cameras out of service at any one time
5. Continue to identify pedestrian and bike activities
 - a. Identify pedestrian locations where jay walking occurs
 - b. Determine the number of bicycles currently used for transportation or leisure
6. Identify other safety enhancements for the corridor

GOAL B – Safety in the Corridor: The CID must ensure the community feel safe and secure within the limits of the CID.

Strategic Champion:

Strategy 2: Improve communications with County and City law enforcement.

Tasks:

1. Continue efforts to work directly with Gwinnett County PD's South Precinct to engage their participation in the efforts of the CID
2. Continue efforts to work directly with City of Snellville Law enforcement
3. Work with all participating agencies to ensure open communications
4. Provide accurate reporting of crime and criminal activity
5. Develop a plan to address recurring criminal activity
6. Develop a strategy to raise awareness of certain criminal activity and methods of crime prevention
 - a. Develop a campaign to promote methods to property owners, businesses, and patrons of the CID

GOAL C – Property Owners Involvement and Engagement: The CID exists because the Property Owners found a need for the existence of the CID.

Strategic Champion:

Strategy 1: Effort and methodologies for Property Owner involvement is a priority of the CID.

Tasks:

1. Develop a comprehensive list of property owners
2. Determine point of contact for each property
3. Identify absentee property owners
4. Continue current efforts to engage property owners through social media
5. Hold an event for property owners
 - a. Design a format where owners would have a reason to attend

GOAL C – Property Owners Involvement and Engagement: The CID exists because the Property Owners found a need for the existence of the CID.

Strategic Champion:

Strategy 2: Target Property Owners and request involvement in projects located adjacent to their property.

Tasks:

1. Contact property owners around GA-124/US-78 regarding their participation in the improvement of the intersection aesthetics
2. Engage Property Owners surrounding future projects and encourage participation in project-specific community response periods

GOAL D – Create a Destination for target industries: By establishing a destination, significant improvements can result.

Strategic Champion:

Strategy 1: Look for opportunities to identify and promote a sense of place.

Tasks:

1. Create a comprehensive Business Directory accessible to the public
 - a. Discuss the corridor as a “Auto Mall” for sales and service
 - b. Identify all medical services in the corridor
 - c. Create a list of restaurants and their specialties
2. Identify and create a list of vacant buildings in the corridor
 - a. Categorize For Sale or For Rent
 - b. Identify redevelopment opportunities
3. Determine the need for a “big box” store in the corridor
4. Identify additional industries not currently in CID and determine the need
5. Discuss and develop a plan to promote a sense of place that incorporates existing industry and promotes future industry
6. Join the efforts of Gwinnett County to create the “Southern Gateway to Gwinnett”
7. Focus and assist the efforts to redevelop the 1996 Olympic Tennis Center

GOAL D -- Create a Destination for target industries: By establishing a destination, significant improvements can result.

Strategic Champion:

Strategy 2: The CID should promote the location of high-quality service industries.

Tasks:

1. There is a desire to have high quality restaurants in the corridor
2. Is there enough disposable income to support this type of restaurant?
 - a. The Forks and Tunes restaurant is a prime example of developers not being familiar with all the regulations and requirements for a restaurant

GOAL E – Specific Industry Need: Need for shopping and restaurant options in the Corridor: The shopping public has identified the need for more and different choices.

Strategic Champion:

Strategy 1: The CID should seek opportunities impacting this need.

Tasks:

1. Meet with Partnership Gwinnett to discuss this deficiency
2. Target specific companies and make “cold calls” to those companies
3. Approach property owners currently within the corridor
4. Identify existing locations, currently vacant, and discuss opportunities

GOAL E – Specific Industry Need: Need for shopping and restaurant options in the Corridor: The shopping public has identified the need for more and different choices.

Strategic Champion:

Strategy 2: The CID should promote the location of high-quality service industries.

Tasks:

1. There is a desire to have high quality restaurants in the corridor
2. Is there enough disposable income to support this type of restaurant?
 - a. The Forks and Tunes restaurant is a prime example of developers not being familiar with all the regulations and requirements for a restaurant

GOAL F –Income levels available within proximity to the CID: The CID should be the “beacon” for higher wages to support business.

Strategic Champion:

Strategy 1: The CID should promote good paying jobs.

Tasks:

1. Determine current CID wage levels and how they compare to the County
2. Through the CID’s economic development efforts, a focus on quality, high paying job should be factored into any business locating into the corridor

GOAL G –Issues of perception of South Gwinnett: Develop a marketing strategy to impact the current perception of South Gwinnett.

Strategic Champion:

Strategy 1: Determine approaches and partnerships to develop a clear and consistent message.

Tasks:

1. Survey a broader community to determine what the perception is actually is
2. Meet with area Chambers of Commerce and other community/business associations
3. Open discussing with elected officials representing communities
 - a. This should include Federal, State, and Local officials
4. Discuss the perception issue with a Marketing Firm
 - a. Develop a comprehensive approach to address the issue
5. Develop a marketing strategy to assist in preparing for the growth expected in Gwinnett

GOAL H --Expansion of the CID: There is a need to expand the CID in order to accommodate expected growth in the County.

Strategic Champion:

Strategy 1: Determine whether expansion of the CID is necessary and appropriate.

Tasks:

1. Assess the need to expand the CID
2. If/Then, should apply. IF the decision is to expand, THEN determine the best approach
3. Reach out to area partners to determine whether the CID could or should be expanded into their communities.
4. If the idea is to determine the interest in the expansion, determine all aspects of costs related to the expansion
5. Determine all benefits to an expansion
6. Identify the purpose of the expansion
7. Where some communities have reached out to the CID for assistance, determine what, if any, value is added to the existing CID and its property owners.
8. Identify partners and champions within the areas in which the CID would anticipate the expansion occurring
9. Evaluate all existing property adjacent to the CID for possible expansion with contiguous parcels

GOAL I – Lack of Affordable Housing within the area: The CID should define interest in determining the need for Affordable Housing.

Strategic Champion:

Strategy 1: Affordable Housing is an unmet need within the County.

Tasks:

1. Review the results of the Gwinnett County Housing study to determine if there is an issue immediately outside the corridor
 - a. How can the CID assist the county in their efforts to address affordable housing?
2. Determine whether the CID has a responsibility to engage in the efforts
3. There is perception that permitting projects and other county procedures can serve as a challenge for developers
 - a. Define how CID can assist in simplifying processes
4. Is a mandate for affordable houses likely to be implemented in Gwinnett County?

GOAL J –Homelessness within the CID:

The CID recognizes the need for methods to address homelessness.

Strategic Champion:

Strategy 1: Determine the magnitude and scope of the problem.

Tasks:

1. Assess the issue of homelessness in the corridor
2. Determine resources available to the CID
 - a. Identify shelters and other resources within the county aimed at impacting the issue
3. Determine the total number of extended stay hotels and the number of rooms used as full-time residential occupancy
 - a. Recognition of the existence of extended stay hotels represents the potential for the next person or family to become homeless
4. Request information related to whether the County can provide grants to assist in first month's rent, deposit, and utilities for qualified families
5. Review the results of the housing study currently underway at Gwinnett County's Commissions Office

GOAL K –SPLOST: The CID will offer a request for SPLOST projects.

Strategic Champion:

Strategy 1: Provide a list of potential SPLOST projects.

Tasks:

1. Create a list of potential SPLOST projects along with an agreed upon priority list
2. Projects to be considered are:
 - a. Continuation of the parallel road projects
 - b. Pocket Parks
 - c. Sharp's Trail
 - d. Seek funding for Ross Road to Hewatt Road
3. Consider other potential projects not currently under consideration.

GOAL L-- Communications: Effective Communications is critical to the long-term mission and goals of the CID.

Strategic Champion:

Strategy 1: Provide effective communications in all aspects of the CID.

Tasks:

1. Maintain constant internal communication between Board Members and Staff
2. Encourage Board members to become more engage in disseminating the messages of the CID.
3. Establish open communications with staff of the city of Snellville and Gwinnett County
4. Maintain communications with Gwinnett County staff and Commissioners
5. Use innovative communications tools and techniques to keep everyone informed
6. Develop clear messaging for the CID
7. Develop innovative means of delivering the messages of the CID
8. Encourage the Board to take on certain responsibilities in the purview of the CID
9. Consider a marketing firm to assist the efforts of staff and Board members of the CID
10. Maximize the use of all aspects of social media
 - a. Encourage Board Member participation in social media efforts
11. Provide a recap of the most successful communications effort

GOAL M –Address equity concerns: The CID should measure all its efforts against a how the decisions will impact equity in the broader community. Equity is not well understood, but the lack of it, makes a difference in people’s lives.

Strategic Champion:

Strategy 1: Develop a system whereby Equity and its implementations are considered and assessed.

Tasks:

1. Share an understanding of the meaning of Equity
2. Assess equity concerns in the CID and determined methods of addressing it
3. Consider equity concerns in key decisions in the CID
4. Determine whether the County has any mandate in its development model requiring a consideration of equity
5. Determine if there are vehicles by which developers can be compensated for their efforts of inclusiveness and inclusion.

GOAL N– General: This Goal is intended to bring focus to those issues facing the CID that do not fit into any of the other goals.

Strategic Champion:

Strategy 1: Review current project methods to ensure progress and maintain open communication.

Tasks:

1. Review all CID projects to ensure that as much progress can be made in support of the completed project
2. Identify and review projects that are outside the scope of the CID, but impact CID
 - a. Contribute to the progress by assisting other agencies
3. Provide updates to the Board on particular projects as necessary and in a timely manner
4. Strive to keep property owners, businesses, and public informed on the status of projects

GOAL N– General: This Goal is intended to bring focus to those issues facing the CID that do not fit into any of the other goals.

Strategic Champion:

Strategy 2: Review all functions of the CID to ensure that every opportunity to benefit the property owners are maximized.

Tasks:

1. Determine the impact the redistricting plan has on the CID property owners and communities surrounding the CID
2. Work to continue to improve relationships with the city of Snellville, Gwinnett County and other communities impacted by the CID.
3. Encourage members of the Board to support the CID when engage in conversations with elected officials
4. Continue to engage Board members in the strategic planning process
5. Hold quarterly updates of the status of the strategic plan

4. Conclusion

The Evermore Community Improvement District has implemented a Strategic Plan (2022) with the intent to focus its efforts, address both current and future concerns of the CID, and establish a vision which meets the mission and goals the CID was created to uphold and adhere to. Once adopted, this plan will serve as a flexible framework for priorities and functions of the CID, which will be reviewed regularly by the Board of Directors and Staff. Staff will identify means of measurable successes to advance the progress of the Strategic Plan. Strategies, initiatives, and actions outlined within this plan will be evaluated annually, where revisions to this plan may be made as necessary, to ensure a focused advancement of the progress of the Evermore Community Improvement District.