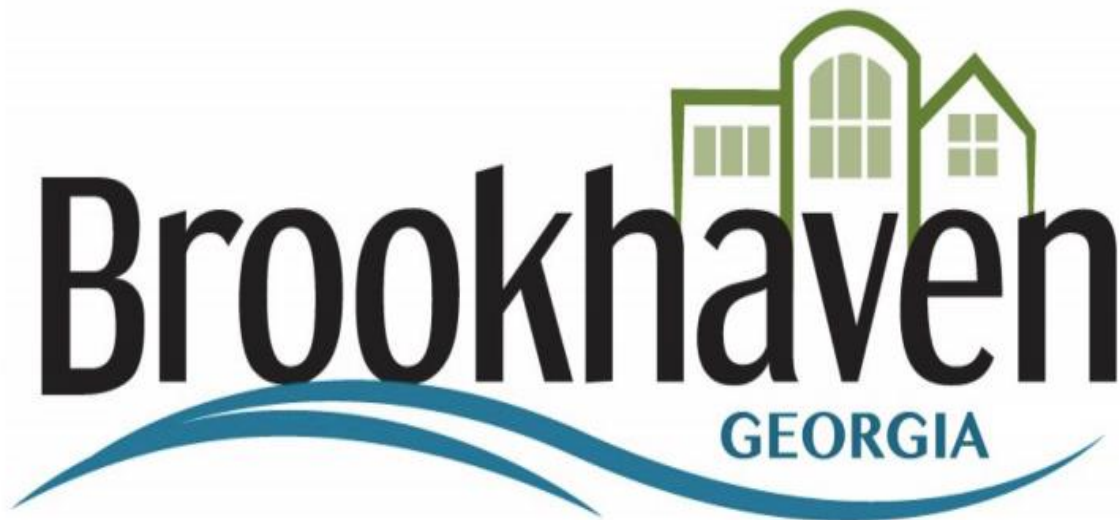


Master Continuity of Operations Plan



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City of Brookhaven, GA
Emergency Management Program
December 2020

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PROMULGATION STATEMENT

The City of Brookhaven must ensure its operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing the Brookhaven, Continuity Plan (COOP) and programs to ensure the organization is capable of conducting its essential missions and functions under all threats and conditions.

Key City personnel who are relocated under this plan are collectively known as the Emergency Relocation Group (ERG). Upon plan activation, these members will deploy to their designated COOP site. Upon arrival, designated COOP personnel will establish an operational capability and perform essential functions within 24 hours from the time of the activation of the Continuity Plan for up to a 30-day period or until normal operations can be resumed.

Protecting the safety and security of Brookhaven is a responsibility we, the undersigned, take very seriously, and can only be fulfilled through collaboration. We are committed to joining with our staff, residents, and visitors in our efforts to meet that shared responsibility.

Implementation

This plan is developed in accordance with guidance in the National Continuity Policy Implementation Plan; Continuity Guidance Circular 1 (CGC 1), Continuity Guidance for Non-Federal Governments (States, Territories, Tribes, and Local Government Jurisdictions), dated July 2013; Continuity Guidance Circular 2 (CGC 2), Continuity Guidance for Non-Federal Governments, dated October 2013.

Approval and Promulgation

This COOP is hereby approved and is effective immediately. This document will be maintained, reviewed, and updated as defined within this document. Authority is delegated to the Brookhaven Emergency Management Coordinator or their successor to maintain this plan as necessary, to address operational or organizational changes, comply with municipal policy, or address mandates from the State of Georgia or Federal government. All City Departments are hereby directed to follow this plan, its supporting plans, annexes, policies, and procedures.

Christian Sigman, _____ Date _____
City Manager

Steve Chapman, _____ Date _____
Assistant City Manager

Matthew Murray, _____ Date _____
BPD Emergency Management Team

Gary Yandura, _____ Date _____
Chief of Police

COOP Roles Defined

The table below defines the City’s COOP roles and responsibilities.

<p>COOP Management Team</p>	<p>The COOP Management Team includes the following personnel:</p> <ul style="list-style-type: none"> • City Manager; • Emergency Management (EM) Coordinator; and • Department Directors.
<p>COOP Coordinators</p>	<p>Assigned departmental personnel responsible for maintaining departmental COOP annexes and coordinating departmental COOP procedures.</p>
<p>Emergency Relocation Group (ERG)</p>	<p>The ERG is comprised of COOP Personnel that are tasked with the initial deployment to the Emergency Relocation Site (ERS). These individuals ensure the ERS is setup (i.e., Infrastructure, Systems, Equipment, Resources, etc.) for the resumption of the City’s essential functions and services.</p>
<p>Emergency Relocation Site (ERS)</p>	<p>The pre-identified emergency City Hall relocation site (Lynwood Park Facility) for the resumption of essential functions and services.</p>
<p>Mission Essential Personnel</p>	<p>Personnel that are deemed to be mission essential due to the knowledge they possess and the tasks they are assigned.</p>
<p>Reconstitution Team</p>	<p>The Reconstitution Team is made up of members from the ERG. They are tasked with ensuring that City Hall is capable of normal operations, making recommendations to remain at the ERS, or finding a different (more permanent) ERS location.</p>

TABLE OF CONTENTS

Promulgation Statement	3
Implementation.....	3
Approval and Promulgation	4
Record of Changes	5
Record of Distribution.....	6
COOP Roles Defined	7
Table of Contents	8
Forward	10
Introduction.....	11
Executive Summary	11
Purpose.....	12
Scope.....	12
Situation	12
Planning Assumptions.....	13
Authority and Reference.....	14
Concept of Operations	15
Phase I: Resilience and Preparedness	16
Organization Resilience and Preparedness.....	16
Staff Readiness and Preparedness	16
Phase II: Activation and Relocation.....	16
Decision Process	16
Disruption Matrix	17
Alert and Notification Procedures.....	20
Relocation Process	21
Phase III: Continuity Operations.....	23
Phase IV: Reconstitution Operations.....	24
COOP Planning and Responsibilities	28
Reconstitution	31
Direction, Control, and Coordination.....	32
Communications and IT Systems	33
Training, Testing, and exercises	35
Plan Development and Maintenance.....	36

Appendices 37

- Appendix I: City of Brookhaven COOP Team Members 37
- Appendix II: Essential Functions by Department 39
- Appendix III: Orders of Succession 41
- Appendix IV(a): Identified Critical Systems (Applications) 42
- Appendix IV(b): Critical System Priority and Recovery Time 43
- Appendix V: Departmental Continuity Guides 44

Attachment 1: Proposed Change to the Continuity of Operations Plan Form 68

FORWARD

The City of Brookhaven finalized this Master Continuity of Operations Plan (COOP) in March 2020 prior to novel corona virus pandemic. The disease has been named “novel coronavirus disease 2019” (abbreviated “COVID-19”). COVID-19 was first detected in Wuhan China and has impacted over 100 locations internationally, including the United States. The President, on March 13, 2020, issued a proclamation declaring a State of Emergency concerning the COVID-19 pandemic.

The first two known COVID-19 cases in Georgia were announced by state officials on March 2nd, 2020 in Fulton County. A man in his 50's and his teenage son tested positive following their return from a trip to Milan, Italy on February 22nd, 2020. On March 14th, 2020 Governor Kemp, issued a State of Georgia Executive Order by the Governor: Declaration of Public Health State of Emergency. The first confirmed case of COVID-19 in Dekalb County occurred on February 10th, 2020.

This Master COOP has been modified and updated to incorporate additional continuity information that was obtained during the City's COVID-19 Response and Recovery operations. Additional data utilized for the COOP update was obtained through the following methods.

- Departmental COVID-19 Questionnaires
- Departmental Interviews
- Post COVID-19 Analysis of Operations, Hot wash, and Improvement Plan (IP)

During the update, all department processes were re-identified, modified, or confirmed. The Departmental processes include (but are not limited to): mission essential functions (MEFs); lines of succession; recovery time objectives (RTOs); communication methods; and mail/package continuity. The modifications and updates (if applicable) have been confirmed by the Departments and reflected throughout this document.

INTRODUCTION

Executive Summary

Today's ever-changing threat environment, including the potential for attack from a foreign adversary or terrorist, and recent disasters including acts of nature, accidents, and technological emergencies, have underscored the need to plan for continuity of operations across all mission-essential departments.

Continuity of operations planning (COOP) refers to the internal efforts the City has taken to ensure that essential government services and functions continue to be provided in response to a broad spectrum of emergencies, disasters, or other operational interruptions. COOP is an ongoing process that is driven in part by growth and change in information systems, personnel, and mission-critical needs.

Operational interruptions may include:

- Routine business renovation or maintenance;
- Mechanical failure of heating, cooling, or other building systems;
- Fire, inclement weather, flooding, or other acts of nature;
- Major accidents (i.e., chemical spills);
- Major power loss interruptions;
- Public health epidemics; and
- A range of threatened or actual cyber and/or terrorist attacks.

All emergency management plans, including the City's continuity plans, are developed with a goal of ensuring alignment with the organization's mission, vision, and values.

It is the City's policy to ensure the ability to perform essential functions and deliver essential services under all circumstances. To meet these objectives, the City has established this Continuity of Operations Plan (COOP), which sets forth a concept of operations, identifies essential functions, and outlines four potential phases of operation:

1. Readiness and Preparedness;
2. Activation;
3. Continuity Operations; and
4. Reconstitution.

This plan also identifies the roles and responsibilities of City Departments and organizations in support of COOP planning and implementation.

The COOP incorporates the following key elements associated with continuity of operations planning:

- Identification of essential City functions;
- Line of succession for City leadership;
- Delegations of authority to key officials identified in the lines of succession;
- Safeguarding of vital City records and databases; and
- Training, tests, and exercises.

Purpose

The purpose of continuity planning is to ensure the continuity of the essential functions under all conditions. The current changing threat environment and recent emergencies, including acts of nature, accidents, technological emergencies, and military or terrorist attack-related incidents, have increased the need for viable continuity capabilities and plans that enable organizations to continue their essential functions in an all-hazards environment and across a spectrum of emergencies.

Scope

This Continuity Plan applies to functions, operations, and resources necessary to ensure the continuation of the City's essential functions in the event its normal operations at City Hall are disrupted or threatened with disruption. This plan applies to all City personnel; therefore, all City employees should be familiar with continuity policies and procedures and their respective continuity roles and responsibilities.

This document ensures the City staff are capable of conducting their essential functions under all threats and conditions, with or without warning.

Situation

Continuity planning is based on the worst-case assumption that organizations will not receive warning of an impending emergency. As a result, a risk assessment is essential to continuity planning. The City conducted an analysis and determined the top three threats and hazards that may impact operations at City Hall and within the City of Brookhaven. **Table 1** on the following page illustrates the threats and hazards, the likelihood of an occurrence (Highly Likely, Moderate, and Less Likely), the potential severity of the impact (Catastrophic, Major, and Minor), and the ranking of the threats and hazards associated (High, Moderate, and Low).

Hazard	Hazard Likelihood	Potential Impact Severity	Ranking
Wind Events	Highly Likely	Moderate to Catastrophic	High
Flooding Events	Highly Likely	Moderate to Catastrophic	High
Rail-Line (HazMat) Events	Moderate	Moderate to Major	High

Table 1: Analysis of Threats and Hazards Ranking

In addition, relocation from City Hall may be necessary due to fire, explosion, or loss of power or water services. City Hall does have backup power capability (generator), which provides for continuing operations in the event of a power outage. The City continuity facility was selected following an all-hazards risk assessment of facilities for continuity operations use. This risk assessment addresses the following for each continuity facility:

- Identification of all hazards;
- A vulnerability assessment to determine the effects of all hazards;
- A cost-benefit analysis of implementing risk mitigation, prevention, or control measures;
- Sufficient distance between each facility location or threatened area and other facilities or location that are potential sources of disruptions or threats;
- Sufficient levels of physical security required to protect against identified threats; and
- Sufficient levels of information security required to protect against identified cyber- threats.

Planning Assumptions

This Continuity Plan is based on the following assumptions:

- An emergency condition may require the relocation of the City’s Emergency Relocation Group (ERG) or COOP Management Team to a continuity facility (e.g., Lynwood Park facility).
- The Alternate facility (e.g. Lynwood Park facility – 3360 Osborne Rd. Brookhaven, GA 30319 – 404-637-0542) will support the ERG and the continuation of essential functions by having available communications and information systems within 24 hours from the time the Continuity Plan is activated, for potentially up to a 30-day period or until normal operations can be resumed.

- Upon relocation to a continuity site (ERS), the City's administrative functions are unaffected and available to support departmental continuity of operations as directed by the City Manager or a successor. However, in the event that ERG deployment is not feasible due to the loss or absence of personnel, the City Manager will assign available staff as deemed appropriate.

Authority and Reference

The following authority and reference assisted in the development of this COOP Plan:

- Continuity Guidance Circular 1 (CGC 1)

CONCEPT OF OPERATIONS

In the event that City Hall will not be available for an extended period, the City will ensure the continuation for essential functions by establishing a COOP Management Team at an appropriate facility, deploying essential personnel to alternate City facilities and/or having other essential personnel work from home until an Emergency Relocation Site (ERS) is operational. The City will review several options for establishing an ERS to include, but not limited to:

- Use of other City-owned facilities;
- Leased office space within the City;
- Use of other facilities that may be available; and
- Virtual Operations.

The goal of this Plan is to establish a fully staffed ERS within 48-hours of activation of the COOP. The selection and establishment of the ERS will be managed by the COOP Management Team that will initially operate at the City EOC (an alternate safe site). In situations where evacuation of City Hall is required for only a short time (less than seven (7) days), the establishment of an alternate ERS may not be necessary. Essential functions will continue to be performed by essential employees working from home or other City facilities. The City Manager or their designee, will determine the need to establish an ERS based upon the specific circumstances of the incident.

In the event that an ERS is necessary, it will be established to support the full complement of essential personnel identified in **Appendix 1**, excluding essential employees who may relocate to other City facilities, as noted in the Appendix. The ERS will include communication, information technology (IT) support, standard office supplies, materials and mail service. The ERS will be selected and organized to sustain operations for up to 30 days.

The City will organize COOP operations into four distinct phases:

1. Readiness and Preparedness;
2. Activation;
3. Continuity Operations; and
4. Reconstitution Operations.

Phase I: Resilience and Preparedness

The City will participate in the full spectrum of readiness and preparedness activities to ensure personnel can continue essential functions in an all-hazard/threat environment. Brookhaven's resilience and preparedness activities are divided into two key areas:

- Organization resilience and preparedness
- Staff resilience and preparedness

Organization Resilience and Preparedness

Preparedness incorporates hazard mitigation and warning programs, which includes Brookhaven Alerts, RAVE (Multi-System Alerts), the Emergency Alert System (EAS), National Weather Service alerts, Ready.gov, City website, and social media resources and participation in the County's mitigation planning efforts.

Staff Readiness and Preparedness

City personnel will prepare for a continuity event and plan in advance for what to do in an emergency. The Emergency Management Coordinator or their successor will conduct the following continuity readiness and preparedness activities:

- Schedule recurring COOP refresher training;
- Send an annual COOP review and update reminder; and,
- Request updated copies of Department-specific annexes.

Phase II: Activation and Relocation

To ensure the ability to attain operational capability at continuity facilities and with minimal disruption to operations, the City will execute COOP activation as described in the following sections.

Decision Process

The conditions under which the COOP might be activated include the actual or potential lack of access to City Hall (and its systems), from which most departments normally conduct business.

0-24 hours

- If there is warning of an impending incident, review departmental COOPs for emergency actions,
- If there is no warning, assess the need for relocation. If relocation is required, begin to implement COOP procedures once it is safe to do so. If relocation is not necessary, return to normal operations.

0-48 hours

- If City Hall functions have been relocated, continue event monitoring. If the City Hall location is safe to return to, reoccupy City Hall and return to normal operations. If City Hall is not safe to return to, activate the COOP Plan, and implement essential services and functions at the ERS.
- While essential functions and services are continuing from the ERS location, a continuous assessment should be conducted.

48-96 hours

- Once City Hall is able to be reoccupied, implement reconstitution plans and return to normal operations.

Disruption Matrix

Most COOP events endure cascading events that can affect the City’s operations. The Disruption Matrix illustrated below in **Figure 1** provides general guidance and suggested actions for the City based upon possible interruptions and their corresponding timeframes. It is important to recognize that a COOP activation may be prompted depending on the size and severity of the interruption.

Interruption Timeframes	Water Outage	Power Outage	Gas Outage (Heat)	IT Systems/Network Outage (Building Specific)
First Hour	OPEN	OPEN	OPEN	OPEN
2 - 4 Hours	OPEN ¹	OPEN	OPEN ¹	OPEN
4 - 8 Hours	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE	OPEN ²
8 - 12 Hours	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE ³
12 - 24 Hours	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE ³
24 - 48 Hours	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE ³
48 - 72 Hours	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE	RELOCATE/CLOSE ³

1 = Seasonal Contingency (Too Cold/Too Hot)

2 = Time of Day Contingency (Close of Business Deadlines Impacted)

3 = Emergency Relocation Site Contingency

Figure 1. Disruption Matrix

This plan may be activated in situations such as:

- *Known threats and emergencies (with warning)*: Some threats may afford advance warning that will permit the orderly alert, notification, and, if necessary, evacuation of employees. Examples include

a transportation accident with the potential for a hazardous materials (HazMat) release, forecasted severe weather, or the threat of a terrorist act.

- *Unanticipated threats and emergencies during non-duty hours (no warning):* A fire, explosion, HazMat release, or loss of power or water may occur without warning when the majority of the staff is not at work. While operations from the normal place of business may not be possible, the majority of staff will not need to be evacuated and will be provided instructions on relocation or return to normal work location.
- *Unanticipated threats and emergencies during duty hours (no warning):* Incidents also may occur without warning during regular office hours. In this case, implementation of the COOP would be preceded by evacuating employees and visitors out of the building.

The decision to activate the City's Continuity Plan and related actions will be tailored for the situation and based on projected or actual impact and whether or not there is a warning. To support the decision-making process regarding plan activation, key organization personnel will use the COOP Activation Decision Tree, illustrated in **Figure 2**, located on the following page to support that process.

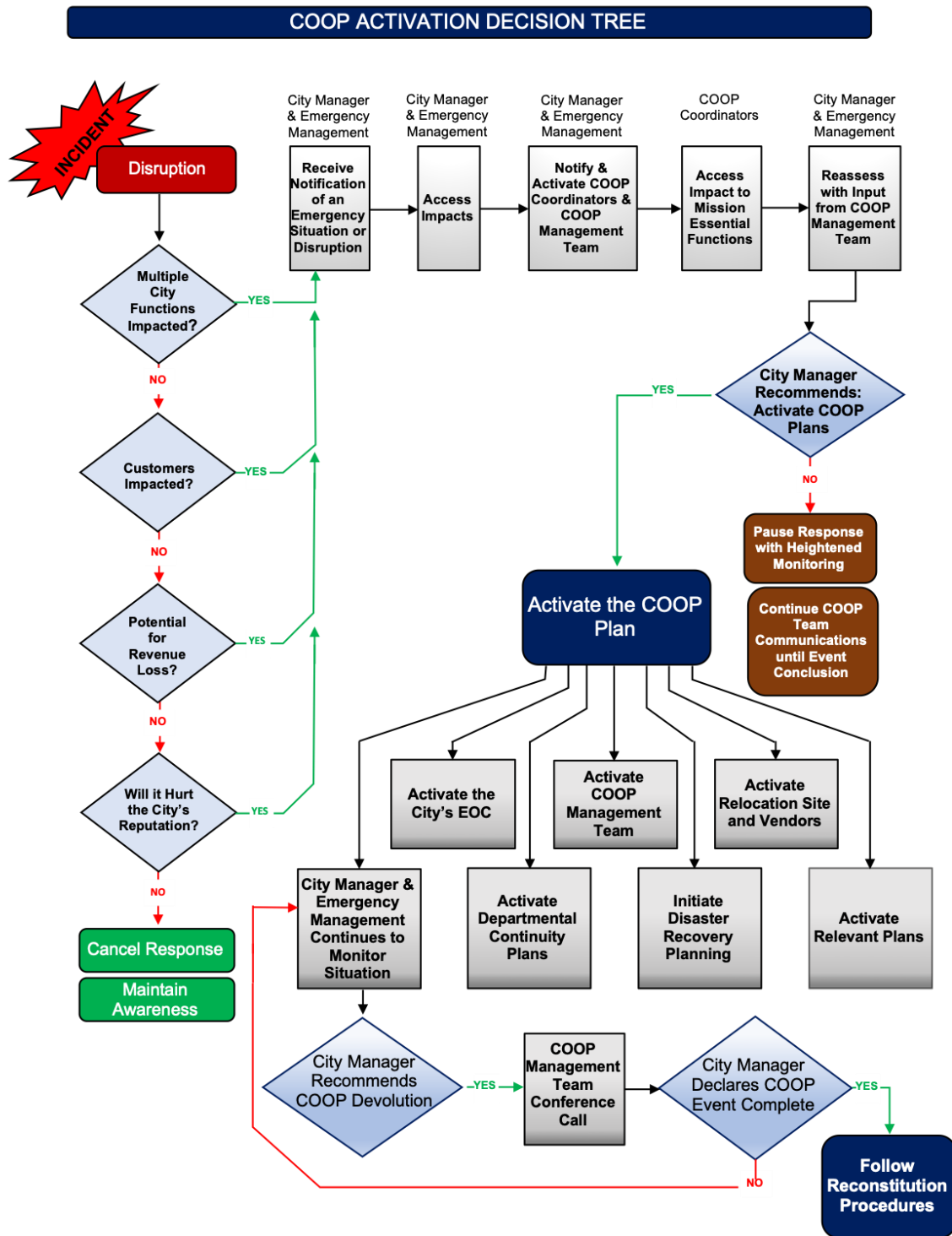


Figure 2. COOP Activation Decision Tree

As the decision-making authority, the City Manager or their designee will be kept informed of the threat environment using all available means, including the City's Emergency Operations Center, Police Department Communications Center (Dispatch), the regional notification systems, local operations, and state and local reporting channels and news media. The City Manager will evaluate all available information relating to:

1. Direction and guidance from higher authorities;
2. The health and safety of personnel;
3. The ability to execute essential functions;
4. Changes in threat advisories;
5. Intelligence reports;
6. The potential or actual effects on communications systems, information systems, office facilities, and other vital equipment; and
7. The expected duration of the emergency situation.

Alert and Notification Procedures

The City maintains plans and procedures for communicating and coordinating activities with personnel before, during, and after a continuity event.

Before an event, personnel in the City will monitor advisory information, including City alerts. In the event normal operations are interrupted or an incident appears to be imminent, the City will take the following steps to communicate the organization's operating status with all staff:

1. The City Manager or their designee will make the determination to activate this plan.
2. The City Manager or their designee will communicate the decision to implement this plan.
3. Each Department Director is responsible for maintaining an internal notification process to ensure timely notification of their employees. Brookhaven Departments will maintain an up-to-date roster and emergency contact list. Each department has confirmed the following preferred methods of communication for emergency alerts and notifications to their departmental personnel.
 - a. Telephone/Cellular Telephone Call
 - b. Text Messaging
 - c. Email

4. The Communications Director or their designee will inform the public of the City’s current operational status and provide updates as applicable to include the development and coordination public signage for all city-owned buildings and facilities (i.e., current status, modified operational hours, relocation sites, etc.).
5. As appropriate, information will be provided to employees through announcements on local radio and television, social media, fixed LED signboards, email, telephone, Brookhaven Alerts, and the City’s website.

Upon the decision to activate the Continuity Plan, a notification will be sent to city employees through Brookhaven Alerts notification system along with RAVE, a multi-system alerts and notification platform which is maintained by Police Department. These platforms will be utilized to notify all City personnel with information regarding continuity activation status, operational and communications status, office closures, work schedules, anticipated duration of relocation, etc.

Additional information pertaining to City alerts and notifications can be located on city webpage banners, email notifications, and social media postings.

Relocation Process

Upon the decision to implement the Continuity Plan, the City Manager (or designee), Department Directors or their designee, and the Emergency Management Coordinator will report to the EOC to serve as the COOP Management Team, illustrated below in **Table 2** for overseeing the relocation of operations from City to an ERS as necessary. Once the Continuity Plan is activated and personnel are notified, the COOP Management Team will relocate with departmental mission essential personnel to the ERS location.

Department	Name	Title	Phone	Email
City Manager’s Office	Christian Sigman	City Manager	404-637-0513	Christian.sigman@brookhavenga.gov
City Clerk	Susan Hiott	City Clerk	404-637-0464	Susan.hiott@brookhavenga.gov
Communications	Burke Brennan	Director	404-637-0709	Burke.brennan@brookhavenga.gov
Community Development	Linda Abaray	Director	404-637-0532	Linda.Abaray@brookhavenga.gov
Economic Development	Shirlynn Fortson	Director	404-851-7947	Shirlynn.Fortson@brookhavenga.gov
Emergency Management	Matthew Murray	EMA Team Lead	404-637-0604	Matthew.Murray@brookhavenga.gov
Finance	Oscar Medina	Director	404-637-0470	Oscar.medina@brookhavenga.gov
Human Resources	Lillian Young	Director	404-637-0478	Lillian.young@brookhavenga.gov

Information Technology	Robert Mullis	Director	404-637-0640	Robert.mullis@brookhavenga.gov
Parks and Recreation	Brian Borden	Director	404-637-0562	Brian.borden@brookhavenga.gov
Police Department	Gary Yandura	Chief	404-637-0590	Gary.yandura@brookhavenga.gov
Public Works	Don Sherill	Director	404-637-0520	Don.sherill@brookhavenga.gov
Strategic Partnerships	Patty Hansen	Director	404-637-0722	Patty.hansen@brookhavenga.gov

Table 2: COOP Management Team

Emergency procedures during work hours with or without warning will be implemented as follows:

In the event that City Hall is expected to be unavailable for a relatively short period (e.g., 2-7 days), essential functions will be managed by the COOP Management Team, which is provided in **Appendix 1**, at the ERS location.

The City Manager or their designee, in consultation with the Human Resource Director, will determine the status of non-essential personnel and ensure that non-essential personnel who regularly work at City Hall are notified of the situation.

The COOP Management Team will review the essential personnel and equipment requirements (listed in the Department-specific annexes) to confirm requirements for space, office furniture, office supplies, and computers, phones, and printers at the ERS.

Upon approval of an ERS by the City Manager or their designee, the Parks and Recreation Department will assist the initial setup of the Lynwood Park facility. Department Directors will also support and deploy staff if possible, to the ERS to make preparations for its use. This will include testing the operation of existing systems or setting up and testing new telephone lines and network connections; checking heating, cooling, plumbing, and electrical systems; and ensuring sufficient workspaces are available to support essential employees.

The IT Director or their designee, will ensure that the ERS has access to the City server and other vital systems identified in **Appendix 4**. IT will also ensure that adequate computers, printers, phones, faxes are procured and set up at the ERS.

City departments will ensure adequate office furniture and standard office supplies are provided for ERS operations and that mail service is established. The Finance Director or their designee, will provide support as needed in purchasing and/or leasing supplies and equipment.

Once City Hall has transitioned essential functions and services to the ERS, all remaining essential personnel will be directed to deploy to the alternate site. Essential employees who were working at home will be directed to report to the ERS to continue performing essential functions. Unless otherwise directed by the City Manager, personnel transportation to the alternate facility will be by normally used vehicles.

Employees who are not required to relocate to the alternate facility will be instructed by their Department Directors, in coordination with the Human Resource Director or their designee, as to what action to take. If their COOP responsibilities are different from their regular duties, employees will be informed of their additional functions during a COOP activation.

The Communications Director or their designee, in coordination with the City Manager will develop messages to inform the public of the need to relocate City services to alternate facilities and which, if any, non-essential services will be suspended during COOP implementation. The City Council and/or Mayor will receive regular status updates.

Operations will continue at the ERS until City Hall becomes available, or a more permanent alternative is identified and established.

Emergency procedures during non-working hours with or without warning will be implemented as follows:

- ERG team members, if applicable, will deploy to the designated continuity facility from their current location using their normally used vehicles.
- Mission essential personnel will depart to the assigned continuity facility from their current location using their normally used vehicles.
- Non-mission essential personnel will remain at their residence or other designated facility to wait for further instructions.

Phase III: Continuity Operations

Upon activation of the Continuity Plan, employees will continue to operate if feasible, from City Hall until directed to cease operations by the City Manager or their designee, in consultation with the COOP Management Team. At that time, essential functions will transfer to the designated continuity facility.

The ERG will be the first to arrive at the continuity facility to prepare the site for the arrival of mission essential personnel. Upon arrival at the continuity facility, the ERG will ensure:

- Sufficient space to accommodate essential personnel. The number of essential personnel will vary according to the incident but will generally number up to 45 individuals;
- Adequate infrastructure systems, such as power, heating, ventilation, and air conditioning are functional;
- Kitchen/break area availability;
- Parking lot or public transportation access;
- Sufficient networking (IT) capabilities to support the performance of essential functions;

- Appropriate access to the public;
- Access to City Server;
- Computers, phones, printers, faxes, and mail service;
- Tables and chairs;
- Standard office supplies; and
- Contact Lists.

As mission essential personnel arrive, the Department Directors will oversee the in-processing of personnel to ensure accountability. In-processing procedures are conducted at individual department “office spaces” and will include:

- In the event that the Paycom system and/or manual time clocks are unavailable, daily clock in sheets should be utilized for employee timekeeping.
- Personnel acknowledgment that sufficient supplies and resources are available to conduct business.

In addition, all departments will identify their departmental leadership at the continuity facility. Upon arrival at the continuity facility, mission essential personnel will:

- Report to your departmental location at the ERS for check-in and in-processing as soon as possible;
- Receive all applicable instructions and equipment; and
- Continue or initiate departmental mission essential functions.

During continuity operations, the City Manager or their designee may need to acquire necessary personnel, equipment, and supplies on an emergency basis to sustain operations for up to 30 days or until normal operations can be resumed. The City Manager or their designee, maintains the authority for the emergency acquisition of equipment, supplies and materials and the Human Resource Department can make emergency hires as needed. The ability to telework is at the discretion of the City Manager or their designee and will be communicated to City departments as needed throughout the COOP event.

Mail and Package Continuity

It is essential that the City maintains a mail/package continuity process. Each department has confirmed they will assist with mail/package continuity operations. Incoming mail delivery will be placed on a temporary hold at the Post Office and a representative from the Brookhaven Police Department will ensure collected mail is picked up. City departments will ensure they have personnel available to collect, sort, and distribute

mail/packages to the recipient. These departmental assignments will ensure that time sensitive materials are received and routed appropriately.

Phase IV: Reconstitution Operations

Within 24-hours of an emergency relocation, the following individuals will begin to coordinate operations to salvage, restore, and recover City Hall after receiving approval from the appropriate State and/or local law enforcement and emergency services:

- The City Manager, or their designee, will serve as the Reconstitution Manager for all phases of the reconstitution process.
- Department Directors will serve as reconstitution points-of-contact to work on or with the Reconstitution Team (ERG). They will update their personnel on developments regarding reconstitution and the status of City Hall.

During COOP operations, the City Manager or their designee, in consultation with Emergency Management, should determine the operational status of City Hall. After obtaining City Hall's operational status, the City Manager, or their designee will determine how much time is needed to conduct repairs and/or acquire a new facility. Should the City decide to repair the facility, the Community Development Director, or their designee has the responsibility of overseeing the repair process and should notify the City Manager on all issues to include an inventory of needed repairs, repair cost estimates, project completion timeline, and all other applicable information.

Reconstitution will commence when the City Manager or another authorized person ascertains that the emergency situation has ended and is unlikely to recur. These reconstitution plans are viable regardless of the level of disruption that initially prompted the implementation of the Continuity Plan. Once the City Manager has made this determination in coordination with other State, local and/or other applicable authorities, one or a combination of the following options may be implemented, depending on the situation:

- Continue to operate from the continuity facility;
- Reconstitute City Hall and begin an orderly return to the facility; or,
- Begin to establish a reconstituted City Hall in another facility or at another designated location.

the COOP Coordinator or their designee, will direct City Hall safety, security, and health assessments to determine building reoccupancy suitability. These assessments will be done in partnership with the Fire Marshal, Police Department, and appropriate county authorities. In addition, the Information Technology Director or their designee, will verify that all systems, communications, and other required capabilities are available and operational.

The City Manager or their designee, will work with the Communications Director or their designee, to notify non-essential employees that the emergency has concluded. Department Directors or their designees, will provide information on when to return to normal operations at City Hall or another more permanent location. The Communications Department will provide assistance in notifying the public of the resumption of normal operations.

After the City has resumed normal operations, the City Manager or their designee, will de-activate the COOP. The Emergency Management Coordinator will ensure that COOP After-Action Review is conducted. The review will occur as soon as possible, but no later than 4 weeks after the return to normal operations. The analysis will identify areas for improvement and result in the development of a Remedial Action Plan.

COOP PLANNING AND RESPONSIBILITIES

The following table (**Table 3**) identifies the major responsibilities and positions of key personnel and leadership required to implement the City’s COOP.

Position	Responsibilities
City Manager	Ensures that the Emergency Management Coordinator develops and maintains a COOP for the City.
	Develops options for establishing a fully operational ERS in the specified timeframe as necessary.
	Provides assistance to the Public Works Director in determining the need for and selection of an ERS.
	Participates in COOP training and exercises.
	As necessary, direct the activation of the COOP and ensure notification to the Mayor and City Council.
	Ensures that City employees and residents are provided appropriate information regarding the relocation of City Hall operations.
	In the event of a COOP activation, relocates to the Emergency Operations Center (EOC) to oversee the implementation of the COOP.
	Reviews and approve site selection for ERS.
	Manages City operations at the ERS.
	Approves return of operations to City Hall.
	Ensures that the Emergency Management Coordinator conducts an After-Action Review within 30 days following a COOP operation.
Emergency Management Coordinator	Develops and maintain a COOP for the City.
	Develops and conduct COOP training and exercises.
	Provides technical assistance to City departments and organizations in developing COOP annexes in support of the COOP.
	Provides support and technical assistance to the City Manager in activating and implementing the COOP.
	Develops and maintain a list of potential locations for ERS.

	In the event of a COOP activation, relocates to the alternate EOC to serve as a member of the COOP management team.
	Provides support for establishing the ERS by providing office furniture and non-IT supplies to support operations.
	Facilitates planning among City departments and organizations for return of operations from the ERS to City Hall or other more permanent locations.
	Conducts an After-Action Review following a COOP operation and develop a remedial action plan for approval of the City Manager.
	Monitors the status of the remedial action plan and ensure that the City Manager is informed of open actions and issues.
Parks and Recreation	Provides support for establishing the ERS by providing furniture, facility services, and maintenance.
Information Technology Director	Provides technical assistance to City departments and organizations in developing the Information Technology related components of their supporting plans.
	Distributes technology equipment to City departments and personnel (e.g., laptop computers).
	Provides technical assistance to City departments and organizations in providing essential employees to work at home if needed.
	Develops and maintain a plan for the restoration of City information and telecommunication systems.
	Conducts periodic tests of plans for restoring information systems and capabilities.
	Provides guidance to other City departments and organizations in backing up vital records and files to ensure availability at alternate locations.
	In the event of a COOP activation, the IT Director, or designee will report to the EOC to serve as a member of the COOP Management Team.
	Develops requirements for computers, printers, faxes, phones for the ERS.
	Procures (in collaboration with Finance) and set up, as applicable, computers, phones, faxes, copiers at the ERS.

	Re-establishes the City server and other vital information systems as necessary.
	Participates in the COOP After-Action Review process and identify issues to be addressed.
	In the event of an incident impacting City Hall, provides support to the City Manager in assessing the situation and determining the potential timeframe needed before returning to normal operations.
	In the event of COOP activation, the Public Works Director or designee reports to the EOC to serve on the COOP Management Team.
COOP Coordinators	Activate the COOP Plan for your department if needed.
	Ensure departmental mail/package continuity is established.
	Provide direction, guidance, and control during an incident for the implementation of the COOP plan.
	Consult with and advise appropriate officials during the implementation of the COOP plan.
	Develop, coordinate, and manage all activities required for the department to perform its essential functions during an event or other situation that would disrupt normal operations.
	Remain in constant communication with the City Manager (or designee).
	Conduct the appropriate notifications (e.g., Vendor Contacts and other departments) during the COOP duration.
Mission Essential Personnel	Prepare to deploy and support organization mission essential functions in the event of COOP implementation.
	Provide current contact information to immediate supervisor.
	Be familiar with COOP planning and know individual roles and responsibilities in the event of continuity plan activation.
	Participate in COOP training and exercises as directed.
	Have a telework agreement for this position, if applicable.
	Mission Essential Personnel (if cross-trained) should be prepared to serve in additional roles.

Table 3: COOP Positions and Responsibilities

RECONSTITUTION

When the City Manager determines that the City Hall building can be reoccupied, the COOP Management Team will begin to plan for a return to normal operations. The Department Directors, or their designees, will notify their employees accordingly. The Communications Department will provide assistance in notifying City employees and the public of the resumption of operations at City Hall or other locations as applicable.

After the City has resumed normal operations, the City Manager or their designee, will de-activate the COOP. Emergency Management will ensure that a COOP After-Action Review (AAR) is conducted. The review will occur as soon as possible, but no later than 30 days after the return to normal operations. The analysis will identify areas for improvement and result in the development of a remedial action report.

DIRECTION, CONTROL, AND COORDINATION

During activation of the Continuity Plan, the City Manager or their designee, maintains responsibility for the control and direction of City operations. Should the City Manager become unavailable or incapacitated, the organization will follow the line of succession provided in the City Manager’s Departmental COOP. The Assistant City Manager will assume the position of Acting City Manager. The contents and procedures laid forth in this Continuity Plan are consistent with the direction found in FEMA Continuity Guidance Circular 1 (CGC 1) and the plan is reviewed and vetted by Brookhaven Emergency Management to ensure vertical integration within the City.

Table 4 below lists all relevant City departments and their planned lines of succession.

Department	Key Personnel	Successor #1	Successor #2
City Manager’s Office	City Manager	Assistant City Manager	Police Chief
City Clerk	City Clerk	Deputy City Clerk	Assistant City Manager
Communications	Director	Communications Manager	Public Information Officer
Community Development	Director	Deputy Director	Fire Marshal
Economic Development	Director	City Manager	Development Authority Board Chairman
Emergency Management	BPD EMA Team Lead	BPD EMA Team Asst. Team Lead	BPD Command Staff
Finance	Director	Comptroller	Sr. Accountant
Human Resources	Director	HR Manager	Finance Dept. Payroll Manager
Information Technology	Director	System Engineer II	GIS Manager
Parks and Recreation	Director	Assistant Director	Athletics Coordinator
Police Department	Chief	Deputy Chief	Division Commander
Public Works	Director	Deputy Director	Capital Projects Manager
Strategic Partnerships	Director	City Manager	Assistant City Manager

Table 4: City Department Lines of Succession

COMMUNICATIONS AND IT SYSTEMS

The City has identified available and redundant critical communications and IT systems that are at departmental primary locations and the continuity facility. Further, the City maintains fully capable continuity communications that support organization needs during all-hazards/threats, to include pandemic and other related emergencies, and give full consideration to supporting social distancing operations including telework and other virtual offices. In addition, the City maintains communications equipment for use by employees with disabilities.

All of the City’s necessary and required communications and IT capabilities will become operational as soon as practicable following a COOP activation. **Table 5** below lists identified critical systems across all City departments.

Department	On-Premise Systems	Cloud-Based Applications
All Departments	<ul style="list-style-type: none"> • Tyler • GIS • Network Storage (H:, P:, S:) • Laserfiche • Genetec 	<ul style="list-style-type: none"> • Office 365 • MinuteTrac • JustFOIA • Paycom • Verizon/ATT • ZenDesk (HELPDESK) • E-Money/Elavon
City Clerk	None	<ul style="list-style-type: none"> • Quicket • Boards and Commissions
Communications	None	<ul style="list-style-type: none"> • RAVE
Community Development	<ul style="list-style-type: none"> • Cityworks/Onbase 	<ul style="list-style-type: none"> • Fleetio • Verizon Connect • City Sourced
Human Resources	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Cigna • One America • GIRMA • Standard • Corvel • Georgia Department of Labor
Information Technology	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • SharePoint • Archiver (Email) • Rapid Scale (Cloud Backups)

Parks and Recreation	None	<ul style="list-style-type: none"> • Fleetio • Verizon Connect • Rec1
Police Department	<ul style="list-style-type: none"> • Records Management System (RMS) • NetMotion • Arbitrator • P2C 	<ul style="list-style-type: none"> • Fleetio • Verizon Connect • Avail Wev • Axon • Freedom • RAVE
Public Works	<ul style="list-style-type: none"> • Cityworks/Onbase • Lucity 	<ul style="list-style-type: none"> • City Sourced

Table 5: Identified Critical Systems

TRAINING, TESTING, AND EXERCISES

COOP success and effectiveness is dependent upon each employee knowing their roles and responsibilities. City personnel should be aware of the need to restore essential functions, services, and systems.

Emergency Management will oversee the training of Brookhaven personnel on the COOP. This should include conducting drills and exercises when personnel will use the COOP in response to a mock incident impacting mission essential functions. Individual departments will also test their plans and backups systems regularly. It is only through such testing that gaps can be identified, and modifications made.

Within four weeks of completion of a training exercise, Emergency Management will ensure an After-Action Report and Improvement Plan (IP) of the exercise is completed. This provides participants with an understanding of what they did well and what can be done to improve their responses to COOP situations.

PLAN DEVELOPMENT AND MAINTENANCE

The COOP will be revised as needed to incorporate issues identified during COOP training and exercises or an actual event. Emergency Management is responsible for maintaining, updating, and distributing the COOP to all departments. Department Directors will conduct at least an annual review of their department's information contained in Appendices I and III and provide written updates to Emergency Management, as necessary to include organizational modifications.

APPENDICES

Appendix I: City of Brookhaven COOP Team Members

Department	Name	Title	Phone	Email
City Manager's Office	Christian Sigman	City Manager	404-637-0513	Christian.sigman@brookhavenga.gov
	Steven Chapman	Assistant City Manager	404-637-0620	Steve.chapman@brookhavenga.gov
City Clerk	Susan Hiott	City Clerk	404-637-0464	Susan.hiott@brookhavenga.gov
	Sandra Bryant	Deputy City Clerk	404-637-0468	Sandra.bryant@brookhavenga.gov
Communications	Burke Brennan	Director	404-637-0709	Burke.brennan@brookhavenga.gov
	Ann Marie Quill	Manager	404-637-0508	AnnMarie.quill@brookhavenga.gov
Community Development	Linda Abaray	Director	404-637-0636	Linda.abaray@brookhavenga.gov
	Arona Smith	Planning and Zoning Manager	404-637-0526	Arona.smith@brookhavenga.gov
Economic Development	Shirlynn Fortson	Director	404-851-7947	Shirlynn.fortson@brookhavenga.gov
	Christian Sigman	City Manager	404-637-0513	Christian.sigman@brookhavenga.gov
Emergency Management	Matthew Murray	Sergeant	404-637-0604	Matthew.murray@brookhavenga.gov
	Corey Van Alen	Sergeant	404-637-0622	Corey.vanalen@brookhavenga.gov
Finance	Oscar Medina	Comptroller	404-637-0479	Oscar.medina@brookhavenga.gov
	Steven Chapman	Assistant City Manager	404-637-0620	Steve.chapman@brookhavenga.gov
Human Resources	Lillian Young	HR Manager	404-637-0478	Lillian.young@brookhavenga.gov
	Helena Kallas	HR Manager	404-637-0466	Helena.kallas@brookhavega.gov
Information Technology	Robert Mullis	Director	404-637-0640	Robert.mullis@brookhavenga.gov

CONTINUITY OF OPERATIONS PLAN

	Ramzi Esmair	System Engineer II	404-637-0506	Ramzi.esmair@brookhavenga.gov
Parks and Recreation	Brian Borden	Director	404-637-0562	Brian.borden@brookhavenga.gov
	Ben Dillard	Assistant Director	404-637-0548	Ben.dillard@brookhavenga.gov
Police Department	Gary Yandura	Chief	404-637-0590	Gary.yandura@brookhavenga.gov
	Brandon Gurley	Deputy Chief	404-637-0610	Brandon.gurley@brookhavenga.gov
	Matthew Murray	Sergeant	404-637-0604	Matthew.murray@brookhavenga.gov
Public Works	Don Sherrill	Deputy Director	404-991-4763	Don.sherrill@brookhavenga.gov
	Tom Roberts	Capital Projects Manager	404-637-0528	Tom.roberts@brookhavenga.gov
Strategic Partnerships	Patty Hansen	Director	404-637-0722	Patty.hansen@brookhavenga.gov
	None	None	None	None

Appendix II: Essential Functions by Department

The table below identifies the mission essential functions of each department.

Department	Function #1	Function #2	Function #3	Function #4	Function #5	Function #6	Function #7	Function #8
City Manager's Office	Communications: Mayor and City Council	Communications: Departmental Leadership	Emergency Procurement	None	None	None	None	None
City Clerk	Posting Council and other Meetings	Record Keeping/FOIA Requests	Filing Officer	City Seal	Banking Services Administration	High Limit Corporate Credit Card	None	None
Communications	Employee Messaging	Public Outreach	None	None	None	None	None	None
Community Development	Customer Service Operations	Inspections	Plan Review and Permitting	Damage Assessments	Tree Canopy Management	Public Meetings and Advertisement	None	None
Economic Development	Incentives Analysis	Regional Partnership Meetings	Bond Financing	None	None	None	None	None
Emergency Management	Emergency Management Operations to include EOC Coordination, Response, and Recovery Operations	City Disaster Preparedness to include emergency preparedness awareness and actions citizens can take prior to an event or emergency	COOP and EOP Plan Maintenance to include necessary or required edits, revisions, modifications (mid-response/recovery) based on the nature of the emergency situation	None	None	None	None	None
Finance	Procurement and Contract Management	Payroll	Accounts Payable	P-Card Coordination	None	None	None	None
Human Resources	Time and Record-Keeping	Benefits and Claim Processing	Employee Support	Staffing	ADA Support	None	None	None
Information Technology	City Servers	Email System	Network Operations	Applications and Databases	None	None	None	None
Parks and Recreation	Reservations and Rentals	Contract Management	Facility Management	None	None	None	None	None
Police Department	Law Enforcement	911 Answer Calls for Service	Response Support	None	None	None	None	None
Public Works	Clearing Roadways for Safe Travel	Response to Chatcomm Alerts	None	None	None	None	None	None

Strategic Partnerships	Establish and Maintain Partnerships	Funding	Compliance	Program Applications	Reporting	Drawdown from Agency	External Partnerships	Federal Deadlines
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Appendix III: Orders of Succession

There may be instances when an individual who is designated as a leader may be unable to fill her/his leadership role. A successor will assume the duties of the leadership role when the usual leader cannot be contacted by usual method (e.g., telephone, cellular phone, direct contact, email, etc.) and will relinquish leadership duties when the general leader is able to resume their duties or when a permanent successor has been named by the City Manager, a Department Director, or another authorized individual.

The order of succession applies in the event that any person listed as a department head or designated leading official cannot be immediately reached or are otherwise incapacitated or unavailable.

Department	Key Personnel	Successor #1	Successor #2
City Manager's Office	City Manager	Assistant City Manager	Police Chief
City Clerk	City Clerk	Deputy City Clerk	Assistant City Manager
Communications	Director	Communications Manager	Public Information Officer
Community Development	Director	Deputy Director	Fire Marshal
Economic Development	Director	City Manager	Development Authority Board Chairman
Emergency Management	BPD EMA Team Lead	BPD EMA Team Asst. Team Lead	BPD Command Staff
Finance	Director	Comptroller	Sr. Accountant
Human Resources	Director	HR Manager	Finance Dept. Payroll Manager
Information Technology	Director	System Engineer II	GIS Manager
Parks and Recreation	Director	Assistant Director	Athletics Coordinator
Police Department	Chief	Deputy Chief	Division Commander
Public Works	Director	Deputy Director	Capital Projects Manager
Strategic Partnerships	Director	City Manager	Assistant City Manager

Appendix IV(a): Identified Critical Systems (Applications)

The table below lists identified critical systems by department and specifies the on-premise systems and cloud-based applications.

Department	On-Premise Systems	Cloud-Based Applications
All Departments	<ul style="list-style-type: none"> • Tyler • GIS • Network Storage (H:, P:, S;) • Laserfiche • Genetec 	<ul style="list-style-type: none"> • Office 365 • MinuteTrac • JustFOIA • Paycom • Verizon/ATT • ZenDesk (HELPDESK) • E-Money/Elavon • VPN
City Clerk	None	<ul style="list-style-type: none"> • Quicket • Boards and Commissions
Communications	None	<ul style="list-style-type: none"> • RAVE
Community Development	<ul style="list-style-type: none"> • Cityworks/Onbase 	<ul style="list-style-type: none"> • Fleetio • Verizon Connect • City Sourced
Information Technology	None	<ul style="list-style-type: none"> • SharePoint • Archiver (Email) • Rapid Scale (Cloud Backups)
Parks and Recreation	None	<ul style="list-style-type: none"> • Fleetio • Verizon Connect • Rec1
Police Department	<ul style="list-style-type: none"> • Records Management System (RMS) • NetMotion • Arbitrator • P2C • 800 MHz 	<ul style="list-style-type: none"> • Fleetio • Verizon Connect • Avail Wev • Axon • Freedom • RAVE
Public Works	<ul style="list-style-type: none"> • Cityworks/Onbase • Lucy 	<ul style="list-style-type: none"> • City Sourced

Appendix IV(b): Critical System Priority and Recovery Time

The table below lists identifies the on-premise critical systems, their resumption priority (1=highest priority; 3=lowest priority), and the estimated days needed to recover the system.

Department	On-Premise Systems	Resumption Priority	Recovery Time (Days)
All Departments	Tyler	1	2
	GIS	2	4
	Network Storage (H:, P:, S:)	2	4
	Laserfiche	3	7
	Genetec	3	7
Community Development	Cityworks/Onbase	2	4
Police Department	Records Management System (RMS)	1	2
	NetMotion	1	2
	Arbitrator	3	7
	P2C	3	7
Public Works	Cityworks/Onbase	2	4
	Lucity	3	7

Appendix V: Departmental Continuity Guides

City Manager	City Manager: Christian Sigman Email: Christian.sigman@brookhavenga.gov Phone: (404) 637-0513	
Department Description		
The City Manager serves as the chief administrative officer for the City. The City Manager is appointed by the Mayor and confirmed by the City Council. The City Manager is responsible for ensuring that City ordinances and laws are enforced. The City Manager develops policy recommendations for the Mayor and City Council and prepares the annual operating and capital budgets. The City Manager has supervisory and hiring authority for all City employees, except for the Mayor's appointees of the City Clerk, and City Attorney.		
Leadership Line of Succession		
Primary	Title:	City Manager
	Incumbent:	Christian Sigman
Secondary	Title:	Assistant City Manager
	Incumbent:	Steve Chapman
Tertiary	Title:	Chief of Police
	Incumbent:	Gary Yandura
Departmental Dependencies		
<ul style="list-style-type: none"> • IT Department • All City Departments 		
Mission Essential Functions		
Essential Function: 1	Communications: Mayor and City Council	
Essential Function: 2	Communications: Departmental Leadership	
Essential Function: 3	Emergency Procurement	
Essential Function	Essential Personnel (By Role)	Quantity
All Essential Functions	City Manager	1
	Assistant City Manager	1

Essential Function	Essential Equipment	Quantity
All Essential Functions	Laptop Computers	3
	Hardline Phones	3
	Police Portable Radio Chargers	2
	Copier/Scanner/Printer	1
	Locked Master Key Cabinet	1
Essential Function	Essential Technology	
All Essential Functions	Email	
	Internet/Network Access	
	Tyler	
Essential Function	Essential Records	
All Essential Functions	None Reported	

City Clerk	City Clerk:	Susan Hiott
	Email:	Susan.hiott@brookhavenga.gov
	Phone:	(404) 637-0464
Department Description		
<p>The City Clerk is the official record keeper for the City. The clerk is appointed by the Mayor and confirmed by the City Council. The City Clerk's office is responsible for recording the Council's official actions in meeting minutes and distributing meeting agendas. The clerk's office also maintains contracts, ordinances, resolutions, and agreements, and coordinates the records management and retention program for the City of Brookhaven. The City Clerk is the designated open records officer and helps to ensure that all open record requests are processed in accordance with the Open Records Act. Please direct any questions regarding open records requests or city records to the Brookhaven City Clerk.</p>		
Leadership Line of Succession		
Primary	Title:	City Clerk
	Incumbent:	Susan Hiott
Secondary	Title:	Deputy City Clerk
	Incumbent:	Sandra Bryant

Tertiary	Title:	Assistant City Manager	
	Incumbent:	Steve Chapman	
Departmental Dependencies			
<ul style="list-style-type: none"> • IT Department • Strategic Partnership (Records Backup) • Finance Department 			
Mission Essential Functions			
Essential Function: 1	Posting Council and other Meetings		
Essential Function: 2	Record Keeping		
Essential Function: 3	Filing Officer		
Essential Function: 4	City Seal		
Essential Function: 5	Banking Services Administrator		
Essential Function: 6	High Limit Corporate Credit Card		
Essential Function	Essential Personnel (By Role)		Quantity
Posting Council and Other Meetings	City Clerk		1
	Deputy City Clerk		1
Record Keeping	City Clerk		1
	Deputy City Clerk		1
Filing Officer	City Clerk		1
	Deputy City Clerk		1
City Seal	City Clerk		1
	Deputy City Clerk		1
Banking Services	City Clerk		1
	Deputy City Clerk		1
Essential Function	Essential Equipment		Quantity
All Essential Functions	Laptop Computers		2

	Phones	2
	Printer/Scanner/Copier	1
Essential Function	Essential Technology	
All Essential Functions	Minute Trac	
	Laserfiche	
	Email/Internet/Network	
	Just FOIA	
	Boards and Commission Module	
	PayCom	
Essential Function	Essential Records	
All Essential Functions	None Reported	

Communications	Director:	Burke Brennan
	Email:	Burke.brennan@brookhavenga.gov
	Phone:	(404) 637-0709
Department Description		
<p>The Brookhaven Communications Department (BCD) manages the City’s external communications, serves as the voice of the City, and is the liaison between the City and the public. The BCD provides ongoing information to various stakeholder groups, including residents, businesses, media and outreach to special interest groups such as Brookhaven’s Latino and Asian communities. Tasked with handling all media relations and public relations for the City, the BCD played an active role in the recent federal census promotion, recycling and sustainable energy initiatives.</p> <p>The BCD maintains the Brookhaven website and intranet site (Bnet), social media channels (Facebook, Nextdoor, Instagram, Twitter) and community engagement resources such as Brookhaven Alert, Brookhaven Connect, and the weekly Brookhaven Blast e-newsletter. Under the auspices of the BCD are various print collateral including quarterly City newsletters, annual report and quarterly activity guides (all produced in English and Spanish); brochures, City wall calendar, brochures.</p>		
Leadership Line of Succession		
Primary	Title:	Director
	Incumbent:	Burke Brennan
Secondary	Title:	Communications Manager

	Incumbent:	Ann Marie Quill
Tertiary	Title:	N/A
	Incumbent:	N/A
Departmental Dependencies		
<ul style="list-style-type: none"> IT Department 		
Mission Essential Functions		
Essential Function: 1	Employee Messaging	
Essential Function: 2	Public Outreach	
Essential Function	Essential Personnel (By Role)	Quantity
Employee Messaging	Director	1
	Communications Manager	1
	Public Information Officer	1
	Public Engagement Specialist	1
Public Outreach	Director	1
	Communications Manager	1
	Public Information Officer	1
	Public Engagement Specialist	1
Essential Function	Essential Equipment	Quantity
All Essential Functions	Laptop Computers	4
	Cell Phone	4
Essential Function	Essential Technology	
All Essential Functions	Email	
	Internet/Network	
	Cell Coverage	
Essential Function	Essential Records	
All Essential Functions	None Reported	

Community Development	Director: Linda Abaray	
	Email: Linda.abaray@brookhavenga.gov	
	Phone: (404) 637-0536	
Department Description		
<p>The Brookhaven Community Development Department performs six essential services for the City: planning and zoning; building inspections; land development; code enforcement; and fire marshal. The Planning Commission, Zoning Board of Appeals and Arts and Cultural Commission operate under the purview of and with staff support from the department. Primary functions related to land use petition analysis, code enforcement, development permit processing/review, and building/life safety inspections of residential and commercial structures are administered by the department.</p>		
Leadership Line of Succession		
Primary	Title:	Director
	Incumbent:	Linda Abaray
Secondary	Title:	Planning and Zoning Mannager
	Incumbent:	Arona Smith
Tertiary	Title:	Fire Marshal
	Incumbent:	Joe Burge
Departmental Dependencies		
<ul style="list-style-type: none"> IT Department 		
Mission Essential Functions		
Essential Function: 1	Customer Service Operations	
Essential Function: 2	Inspections	
Essential Function: 3	Public Meetings/Advertisement (Rezoning, Variance)	
Essential Function: 4	Plan Review and Permitting	
Essential Function: 5	Damage Assessments	
Essential Function: 6	Tree Canopy Management	
Essential Function	Essential Personnel (By Role)	Quantity

Customer Service Operations	Director	1
	Zonong and Planning Manager	1
	Permit Technicians	4
Inspections	Director	1
	Deputy Director	1
	Fire Marshal	1
	Building Official	1
	Building Inspector	3
Public Meetings/Advertisement (Rezoning, Variance)	Director	1
	Deputy Director	1
	Building Inspector	1
	Land Development Inspector	2
Plan Review and Permitting	Director	1
	Deputy Director	1
	Fire Marshal	1
	City Engineer	1
	Building Official	1
	Permit Technician	3
Damage Assessments	Director	1
	Deputy Director	1
	Fire Marshal	1
	City Engineer	1
	City Arborist	1
	Building Inspector	3
Essential Function	Essential Equipment	Quantity
All Essential Functions	Plotter	1
	Credit Card Payment System	All
	Phones	7

	Laptop Computers	26
	Printer/Scanner/Copier	1
Essential Function	Essential Technology	
All Essential Functions	Email/Internet/Network Access	
	City Works	
	On Base	
	Laserfiche	
Essential Function	Essential Records	
All Essential Functions	None Reported	

Economic Development	Director:	Shirlynn Fortson
	Email:	Shirlynn.fortson@brookhavenga.gov
	Phone:	(404) 851-7947
Department Description		
<p>The Brookhaven Department of Economic Development has an extensive arsenal of tools that it employs to further its mission of establishing effective business recruitment efforts, supporting and encouraging the expansion and retention of the City’s existing employers, and cultivating an environment that encourages and supports the success of small business.</p>		
Leadership Line of Succession		
Primary	Title:	Director
	Incumbent:	Shirlynn Fortson
Secondary	Title:	City Manager
	Incumbent:	Christian Sigman
Tertiary	Title:	Development Authority Board Chairman
	Incumbent:	Luke Anderson
Departmental Dependencies		
<ul style="list-style-type: none"> • IT Department • Strategic Partnerships 		

Mission Essential Functions		
Essential Function: 1	Incentives Analysis	
Essential Function: 2	Regional Partnership Meetings	
Essential Function: 3	Bond Financing	
Essential Function	Essential Personnel (By Role)	Quantity
All Essential Functions	Director	1
Essential Function	Essential Equipment	Quantity
All Essential Functions	Laptop Computer	1
	Desk Phone	1
	Cell Phone & Charger	1
	All-in-One Printer, Scanner, Fax	1
Essential Function	Essential Technology	
All Essential Functions	Email	
	Internet	
	Network Access	
Essential Function	Essential Records	
All Essential Function	None Reported	

Explore Brookhaven	Director:	Rene Arneg
	Email:	Rene@explorebrookhaven.com
	Phone:	(678) 879-4575
Department Description		
<p>Explore Brookhaven serves as the point of contact between the private sector and the city of Brookhaven. Explore Brookhaven will mobilize local businesses and coordinate Business Donations during an adverse advent. Explore Brookhaven is also a point of contact for the billboard communication systems in Brookhaven.</p>		
Leadership Line of Succession		

Primary	Title:	Director
	Incumbent:	Rene Arneg
Secondary	Title:	Deputy Director
	Incumbent:	Jehan Williams
Tertiary	Title:	
	Incumbent:	Lizbeth Rangel
Departmental Dependencies		
<ul style="list-style-type: none"> • IT Department • Communications 		
Mission Essential Functions		
Essential Function: 1	Hotel and Lodging Contact	
Essential Function: 2	Outdoor Message Board Contact	
Essential Function: 3	Business and Non Profit Liasion	
Essential Function	Essential Personnel (By Role)	Quantity
All Essential Functions	Director	1
Essential Function	Essential Equipment	Quantity
All Essential Functions	Laptop Computer	1
	Desk Phone	1
	Cell Phone & Charger	1
	All-in-One Printer, Scanner, Fax	1
Essential Function	Essential Technology	
All Essential Functions	Email	
	Internet	
	Network Access	
Essential Function	Essential Records	

All Essential Function	None Reported
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Emergency Management	Coordinator:	Matthew Murray
	Email:	Matthew.murray@brookhavenga.gov
	Phone:	(404) 637-0604
Department Description		
<p>Brookhaven Emergency Management works endeavors to build a more resilient Whole Community and reduce the vulnerability of the City’s stakeholders (i.e., businesses, residents, travelers, employees, families, etc.) to prepare, mitigate, respond, and recovery from all threats and hazards to the City of Brookhaven utilizing an all-hazards approach to emergency management.</p>		
Leadership Line of Succession		
Primary	Title:	EMA Team Lead
	Incumbent:	Matthew Murray
Secondary	Title:	EMA Assistant Team Lead
	Incumbent:	Corey Van Alen
Departmental Dependencies		
<ul style="list-style-type: none"> • IT Department • City Administration • Police Department • Public Works Department 		
Mission Essential Functions		
Essential Function: 1	Emergency Management Operations to include EOC Coordaintion, Response, and Recovery Operations.	
Essential Function: 2	City Disaster Preparedness to include emergency preparedness awareness and actions citizens can take prior to an event or emergency.	

Essential Function: 3	COOP and EOP Plan Maintenance to include necessary or required edits, revisions, modifications (mid-response/recovery) based on the nature of the emergency situation.	
Essential Function	Essential Personnel (By Role)	Quantity
All Essential Functions	Coordinator	1
Essential Function	Essential Equipment	Quantity
All Essential Functions	Laptop Computer	1
	Desk Phone	1
	Cell Phone & Charger	1
Essential Function	Essential Technology	
All Essential Functions	Email	
	Internet	
	Network Access	
Essential Function	Essential Records	
All Essential Function	Emergency Plans and Annexes (COOP and EOP)	

Finance	Director:	Oscar Medina
	Email:	Oscar.Medina@brookhavenga.gov
	Phone:	(404) 637-0470
Department Description		
<p>The mission of the Brookhaven Finance Department is to provide accounting and financial support to City departments, City management, and the Mayor and City Council to optimize their efficiency and effectiveness in carrying out the overall goals and objectives of the City. Safeguarding the City's assets include preparation and administering the annual and capital budgets, service any outstanding City debt, procuring services, supplies and equipment for City departments, revenue collection, accounting, financial reporting, accounts payable, payroll and debt administration.</p>		
Leadership Line of Succession		
Primary	Title:	Finance Director
	Incumbent:	Oscar Medina
Secondary	Title:	Comptroller

	Incumbent:	Not Listed
Tertiary	Title:	Asst. City Manager
	Incumbent:	Steve Chapman
Departmental Dependencies		
<ul style="list-style-type: none"> • IT Department • Strategic Partnerships 		
Mission Essential Functions		
Essential Function: 1	Procurement and Contract Management	
Essential Function: 2	Payroll	
Essential Function: 3	Accounts Payable	
Essential Function: 4	P-Card Coordination	
Essential Function	Essential Personnel (By Role)	Quantity
Procurement and Contract Management	Purchasing Manager	1
	Sr. Accountant	1
	Finance Director	1
Payroll	Payroll Manager	1
	Comptroller	1
	Finance Director	1
Accounts Payable	Accounts Payable Specialist	1
	Sr. Accountant	1
	Finance Director	1
P-Card Coordination	Purchasing Manager	1
	Sr. Accountant	1
	Finance Director	1
Essential Function	Essential Equipment	Quantity
All Essential Functions	Laptop Computers	7

	All-in-One Printer, Scanner, Copier	1
	Phones	4
Essential Function	Essential Technology	
All Essential Functions	Tyler	
	Office 365	
	Internet	
	Zoom	
	Laserfiche	
	Network Access (H: Drive)	
Essential Function	Essential Records	
All Essential Functions	None Reported	

Human Resources		Director:	Lillian Young
		Email:	Lillian.young@brookhavenga.gov
		Phone:	(404) 637-0478
Department Description			
The Brookhaven Human Resources Department provides seven essential services for the effective operation and management of the City government, including recruiting and staffing; human resource information systems; employee relations; health and safety; risk management, employee benefits; and employee retirement accounts.			
Leadership Line of Succession			
Primary	Title:	Director	
	Incumbent:	Lillian Young	
Secondary	Title:	HR Manager	
	Incumbent:	Helena Kallas	
Departmental Dependencies			
<ul style="list-style-type: none"> IT Department 			
Mission Essential Functions			
Essential Function: 1	Time and Record Keeping		
Essential Function: 2	Benefits and Claim Processing		
Essential Function: 3	Employee Support		
Essential Function: 4	Staffing		
Essential Function: 5	ADA Support		
Essential Function	Essential Personnel (By Role)	Quantity	
All Essential Functions	Director	1	
	HR Generalist	1	
Essential Function	Essential Equipment	Quantity	
All Essential Functions	Laptop Computers	2	
	Cell Phones & Chargers	2	
	Printer/ Scanner/ Copier	1	

Essential Function	Essential Technology
All Essential Functions	Internet/Network Access (H: Drive)
	Email
Essential Function	Essential Records
Time and Record Keeping	Personnel Files
	Payroll Records
Benefits and Claim Processing	Personnel Files
	Auto/Injury Reports
Employee Support	Personnel Files
Staffing	Personnel Files

Information Technology	Director: Robert Mullis
	Email: Robert.mullis@brookhavenga.gov
	Phone: (404) 637-0640

Department Description

The City of Brookhaven Information Technology Department oversees all computer hardware, software, network and mobile devices for the City. The department maintains all applications used internally and provides the technology infrastructure for departments to be effective. The department also sets standards for computer use and consults with departments to determine the most cost-effective technology. The department manages all major systems except 911.

Leadership Line of Succession

Primary	Title:	Director
	Incumbent:	Robert Mullis
Secondary	Title:	Senior System Engineer
	Incumbent:	Ramzi Esmair
Tertiary	Title:	GIS Manager
	Incumbent:	Leo Ladefian

Departmental Dependencies

- All departments to ensure service and support is provided as needed and/or as requested.

Mission Essential Functions		
Essential Function: 1	Information Technology	
Essential Function: 2	IT Equipment Distribution	
Essential Function	Essential Personnel (By Role)	Quantity
All Essential Functions	Director	1
	Systems Engineer	1
	GIS Manager	1
	Network Engineers	3
	Helpdesk	5
Essential Function	Essential Equipment	Quantity
All Essential Functions	Computers	11
	Phones	11
	Printers	2
Essential Function	Essential Technology	
All Essential Functions	Email	
	Internet/Network Access	
	IT Applications	
	IT Databases	
Essential Function	Essential Records	
All Essential Functions	None Reported	

Parks and Recreation	Director: Brian Borden	
	Email: Brian.borden@brookhavenga.gov	
	Phone: (404) 637-0562	
Department Description		
The mission of the Brookhaven Parks & Recreation Department is to provide ERS location assistance to include furniture, facility services, and maintenance.		
Leadership Line of Succession		
Primary	Title:	Director
	Incumbent:	Brian Borden
Secondary	Title:	Assistant Director
	Incumbent:	Ben Dillard
Tertiary	Title:	Park Maintenance Manager
	Incumbent:	Alan Hadley
Departmental Dependencies		
<ul style="list-style-type: none"> IT Department 		
Mission Essential Functions		
Essential Function: 1	Reservations/Rentals	
Essential Function: 2	Contract Management	
Essential Function: 3	Facility Management	
Essential Function	Essential Personnel (By Role)	Quantity
All Essential Functions	Director	1
	Assistant Director	1
	Park Maintenance/ operations	4
Essential Function	Essential Equipment	Quantity
All Essential Functions	Laptop Computers	6
	Phones	6

	Locking Filing Cabinet	1
Essential Function	Essential Technology	
All Essential Functions	Email	
	Internet/Network Access (H: Drive)	
Essential Function	Essential Records	
All Essential Functions	None Reported	

Police Department	Chief of Police: Gary Yandura	
	Email:	Gary.yandura@brookhavenga.gov
	Phone:	(404) 637-0590
Department Description		
<p>The Brookhaven Police Department is tasked with serving and protecting the City. The department strives to partner with the community in maintaining safety and order in the city. This includes creating partnerships with residents, businesses, community organizations, schools and other groups. It is the responsibility of every member of the Brookhaven Police Department to strengthen the affinity between the residents of Brookhaven and the police service. The department's role is to enforce the law in a fair and impartial manner, recognizing both the statutory and judicial limitations of police authority and the constitutional rights of all persons.</p>		
Leadership Line of Succession		
Primary	Title:	Chief
	Incumbent:	Gary Yandura
Secondary	Title:	Deputy Chief
	Incumbent:	Brandon Gurley
Tertiary	Title:	Division Commander
	Incumbent:	Not Listed
Departmental Dependencies		
<ul style="list-style-type: none"> IT Department 		

Mission Essential Functions		
Essential Function: 1	Law Enforcement	
Essential Function: 2	911 Answer calls for Service	
Essential Function: 3	Response Support	
Essential Function: 4	GCIC Operations	
Essential Function	Essential Personnel (By Role)	Quantity
All Essential Functions	Chief	1
	Deputy Chief	1
	Division Commander	1
	All Sworn Officers	All Sworn Officers
Essential Function	Essential Equipment	Quantity
All Essential Functions	Radios & Chargers	All
	Computers	1/Officer
	Locking Filing Cabinet	1
	Safe (Cash and Bonds)	1
	Printer/Scanner/Copier	1
	Safe (K9 Training Aides)	1
Essential Function	Essential Technology	
All Essential Functions	Email	
	Internet/Network Access (P: Drive)	
	GCIC Operation	
	Records Management Systems (RMS)	
	Rave (Multi-System Alert)	
Essential Function	Essential Records	
All Essential Functions	Warrants	
	Investigative Case Files	
	Statements	
	Just FOIA	

	Personnel records, Training Records, Accreditation Files
	Permit Applications

Public Works	Director: Don Sherill
	Email: Don.sherill@brookhavenga.gov
	Phone: (404) 637-0682

Department Description

The Brookhaven Public Works Department provides management oversight, maintenance, operations and capital improvements to the City's streets, sidewalks, stormwater systems, traffic signals, roadway signs and rights-of-way. Activities within the department include roadway and sidewalk repair, roadway landscape maintenance and tree removal, street paving, sidewalk construction, traffic calming coordination and implementation, transportation and stormwater development plan review, snow and ice removal, and emergency downed tree and debris removal.

Leadership Line of Succession

Primary	Title: Director
	Incumbent: Don Sherrill
Secondary	Title: Deputy Director
	Incumbent: Tom Roberts
Tertiary	Title: Capital Projects Manager
	Incumbent: Andy Kennedy

Departmental Dependencies

- IT Department

Mission Essential Functions

Essential Function: 1	Clearing Roadways for Safe Travel	
Essential Function: 2	Response to Chatcom Alerts	
Essential Function	Essential Personnel (By Role)	Quantity
All Essential Functions	Director	1
	Deputy Director	1

	Stormwater Manager	0
	Capital Projects Manager	1
	Civil Engineer	1
	Administrator	1
Essential Function	Essential Equipment	Quantity
All Essential Functions	Computers	7
	Phones	3
Essential Function	Essential Technology	
All Essential Functions	Email	
	Internet/Network Access	
	City GIS Map	
Essential Function	Essential Records	
All Essential Functions	None Reported	

Strategic Partnerships	Director:	Patty Hansen
	Email:	Patty.hansen@brookhavenga.gov
	Phone:	(404) 637-0722
Department Description		
<p>Strategic Partnerships establishes and maintains partnerships critical to moving forward with city initiatives. The Director researches and applies for federal, state, county, and private funding that will move the City initiatives forward. Trains staff on proper requirements for expending funds outside the regular funding streams. Reports to agencies as required on projects funded outside regular funding streams and draw down funds as appropriate. Partners with finance and the City Clerk on polices for expenditure, claiming and record-keeping on funds outside the regular funding stream.</p>		
Leadership Line of Succession		
Primary	Title:	Director
	Incumbent:	Patty Hansen
Secondary	Title:	City Manager
	Incumbent:	Christian Sigman
Tertiary	Title:	Chief Financial Officer

	Incumbent:	Steve Chapman
Departmental Dependencies		
<ul style="list-style-type: none"> IT Department Finance Department and Economic Development City Clerk's Office 		
Mission Essential Functions		
Essential Function: 1	Establish and Maintain Partnerships	
Essential Function: 2	Funding	
Essential Function: 3	Compliance	
Essential Function: 4	Program Applications	
Essential Function: 5	Reporting	
Essential Function: 6	Drawdown from Agency	
Essential Function: 7	External Partnerships	
Essential Function: 8	Federal Deadlines	
Essential Function	Essential Personnel (By Role)	Quantity
All Essential Functions	Director	1
Essential Function	Essential Equipment	Quantity
All Essential Functions	Laptop Computer	1
	Cell Phone & Charger	1
	Printer/ Copier/ Scanner	1
Essential Function	Essential Technology	
All Essential Functions	Email	
	Internet/Network Access (H: Drive)	
Essential Function	Essential Records	
All Essential Functions	Contracts	
	Financials	

	Federal System Registrations
	Document Backups

ATTACHMENT 1: PROPOSED CHANGE TO THE CONTINUITY OF OPERATIONS PLAN FORM

Instructions: This form is used for a change to the Continuity of Operations Plan. Please email the completed form with the top portion completed to Paul.White@brookhavega.gov.

CONTINUITY OF OPERATIONS PLAN CHANGE FORM		Date:	
Name:		Department:	
Phone:		Email:	
CHANGE REQUESTED			
Plan Page(s)	Reason for Change:		
	Proposed Change Language:		
BROOKHAVEN EMERGENCY MANAGEMENT USE			
Reviewed by:		Change Approved? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Approved Change Language:			
<input type="checkbox"/> Recorded in Record of Changes		Date:	<input type="checkbox"/> Updated Plan Sent to Plan Holders