

Mayor & City Council: Under the Council-Manager form of government (City Charter, HB 636), the City Council is the governing body of the City of Brookhaven. Its membership includes the Mayor, elected at large, and four Council Members elected in districts with staggered four-year terms. The Mayor serves as the presiding officer at City Council meetings. As stewards of the public trust, their responsibilities include exercising leadership in developing consensus on issues of community interest. Through public service, integrity, teamwork, innovation, and excellence, the Mayor and City Council are committed to preserving and enhancing the quality of life within Brookhaven. Regular City Council meetings are held on the second and fourth Tuesdays of each month.

Budget and Staffing

Mayor & City Council	2015 Actual	2016 Actual	2017 Revised	2018 Proposed	\$ Variance	% Variance
Personnel Services	\$125,370	\$113,692	\$123,071	\$143,074	\$20,003	16.3%
Non-Personnel Services	95,871	182,312	95,191	194,150	98,959	104.0%
Total	\$221,241	\$296,004	\$218,262	\$337,224	\$118,962	40.2%
Staffing	5 Full-time	5 Full-time	5 Full-time	5 Full-time	N/A	N/A

Please see the Revenue & Expense Detail tab of this budget document for revenue and expense detail.

2016 Recap

Mayor John Ernst was sworn in on January 4, 2016 and City Council held their second annual retreat in March to define City initiatives for the year. Major accomplishments in 2016 included hiring a City Manager; approving a balanced budget for 2017 without a property tax increase; adopting the Peachtree Creek Greenway Plan and the Nancy Creek Watershed Improvement Plan; and conducting a city-wide assessment of streets and developing a process and policy for a pavement management program. The Mayor and City Council were also presented with a clean financial audit report for fiscal year 2015.

2017 Initiatives

The Mayor and City Council held their annual retreat in February to define City priorities for the year. Major themes in the retreat included capital financing for the various master plans approved since the City’s incorporation in December 2012, legislative priorities for the 2017 General Assembly Session, and a focus on customer service and communications.

In March, the City expanded its communications function to include a Communications Director and Community Engagement Specialist to improve City information sharing within the community and encourage higher levels of citizen engagement in the policy setting process.

In April, the City Council approved the acquisition from DeKalb County of the ~33 acre PDK greenspace property. The purchase qualified for low-interest financing via the Georgia Environmental Financing Authority that included a \$500,000 grant for loan forgiveness, bringing the real cost of the property below the appraised value. This effort increased the City greenspace by over 10% toward the City's goal of eight acres per 1,000 residents.

In June, the City Council approved the Ashford Dunwoody Corridor (ADC) study that was called for in the City's Comprehensive Transportation Plan. This study, described in more detail in the Planning Processes tab of this budget document, includes short, medium, and long-term recommended projects to improve traffic flow and provides multi-modal transportation recommendations for this important corridor. Design and engineering work has already begun on several short-term recommendations. The 2018 Proposed Budget includes implementation funding transferred from the HOST Fund to the Capital Projects Fund for additional ADC related projects.

During 2017, the City Council approved the Mayor's recommended appointments to the Charter Review Committee to conduct the required five-year review of the charter. The City Council also approved consulting contracts for a rewrite of the City's zoning code as well as the Peachtree Road overlay. These two land use documents, adopted from DeKalb County at incorporation, require substantial updating to reflect current community desires and expectations.

Additionally, the City Council approved an increase in the Hotel / Motel Tax from 5% to 8% to provide a funding mechanism for Phase I of the Peachtree Creek Greenway. Phase I includes the segment between Briarwood Road and North Druid Hills Road. During June, the City Council approved appointments to the Peachtree Creek Greenway Steering Committee to provide oversight for project implementation.

In July, the City Council received the recommendations of the Affordable Housing Task Force. The recommendations and report are available on the City website. It is anticipated that elements of the task force's recommendations will be incorporated into the zoning rewrite. These recommendations will also help inform economic development incentive policies within the Brookhaven Development Authority.

The Mayor and City Council continue to represent the City and advance the City's interests with the DeKalb Municipal Association, Georgia Municipal Association, and the Peachtree Gateway Partnership. In May, the City Council approved the City's first submission to the Atlanta Regional Commission (ARC) for major transportation and multi-modal funding to make progress on the City's Comprehensive Transportation Plan; Bicycle, Pedestrian & Trail Plan; and the Peachtree Creek Greenway project. Additional details on these three plans can be found in the Planning Processes tab of this 2018 Proposed Budget document.

Additional details on the activities and actions of the City Council can be found via the official records of the City Clerk. Please see the City website at www.BrookhavenGA.gov.

2018 Budget Adjustments & Initiatives

The 2018 Proposed Budget for the Mayor-Council represents an increase of \$118,962 (54.5%), from the 2017 revised budget. A majority of the increase is within non-personnel services. Specifically, professional services increases by \$62,000 for advocacy services with the General Assembly and federal government. In addition, dues and fees for DeKalb County Municipal Association, Georgia Municipal Association, and other entities are being accounted for completely in this departmental budget.

Note: Personnel services are set in the City Charter with the annual compensation for the Mayor set at \$16,000 and annual compensation for each City Council Member set at \$12,000.

Contact Information: Mayor John A. Ernst, Jr., (404) 637-0710

District 1 Councilmember Linley Jones, (404) 637-0712

District 2 Councilmember John Park, (404) 822-7059

District 3 Councilmember Bates Mattison, (404) 637-0716

District 4 Councilmember Joe Gebbia, (404) 637-0718

mayorandcouncil@brookhavenga.gov

City Manager’s Office: The City Manager’s Office provides management oversight of all City departments for mission effectiveness, ensures customer service, implements the policies of the Mayor and City Council, and prepares and monitors the annual operating and capital budgets. For the 2018 budget, the Human Resources and Economic Development functions have been segregated into separate departments. The City Manager’s Office will still reflect the fund development function (i.e., grants administration and external funding development), Emergency Management, and executive support for the Mayor and City Council.

Budget and Staffing

City Manager’s Office	2015 Actual	2016 Actual	2017 Revised	2018 Adopted	\$ Variance	% Variance
Personnel Services	\$546,582	\$838,389	\$1,097,895	\$699,813	(\$398,082)	(36.3%)
Non-Personnel Services	133,269	151,078	69,532	123,800	54,268	78.0%
Total	\$679,851	\$989,467	\$1,167,427	\$823,613	(\$343,814)	(29.5%)
Staffing	4 Full-time	5 Full-time	8 Full-time 2 Part-time	4 Full-time 2 Part-time	N/A	N/A

Please see the Revenue & Expense Detail tab of this budget document for revenue and expense detail.

2016 Recap

Consistent with the March 2016 City Council retreat, a Grants Administrator and Economic Development Director were added to the City Manager’s Office. The Grants Administrator was hired in July 2016 and the Economic Development Director was hired in early 2017. The Finance Department completed the 2015 annual financial audit with a clean audit opinion by the City’s independent auditors. The City received an award for Excellence in Financial Reporting from the Government Finance Officers Association. In the fall of 2016, a Deputy Public Works Director was hired through the City’s Public Works vendor to plan and execute capital and infrastructure projects; especially paving and sidewalk projects.

2017 Initiatives

During 2017, the City is implementing its largest street paving program to date with 12.2 miles paved or reconstructed. Several major planning efforts are underway with the City-wide zoning rewrite and the Peachtree Overlay rewrite. Additionally, the City’s first Economic Development Director was hired in the first quarter. Since then, a draft economic development strategic plan has been developed and is being reviewed by the Brookhaven Development Authority. Based on the results of the City Council retreat in February, the Communications Department was enhanced with the addition of a Communications Director (which had been vacant for nearly 2 years) and a Public Engagement Specialist. Additionally, a focus on customer service was elevated with required training for all staff.

During 2017, the City began a website redesign project to improve the dissemination of information, communications with residents, and offering more online services. Similarly, during 2017, the Community Development Department will begin accepting electronic building plans and Clerk's Office has implemented an improved system to allow citizens to make public records requests. The City received a clean audit opinion from its independent auditors for the 2016 fiscal year.

Within public safety, the Police Department implemented a Traffic Enforcement Unit approved by the City Council in the 2017 budget and began a project to install cameras and license plate readers at the City's major gateways. Additional information on each City department can be found in the individual departmental budget chapters of this document and the monthly departmental reports on the City website.

<http://www.brookhavenga.gov/city-departments/monthly-departmental-reports>

2018 Budget Adjustments & Initiatives

The 2018 Adopted Budget for the City Manager's Office represents a decrease of \$343,814, or 29.5%, from the 2017 revised budget. This decrease is primarily attributable to the Economic Development and Human Resources functions becoming separate departments to better reflect the costs and activities of these functions (see the separate budget chapters for these departments in this budget document).

Within non-personnel services, the 2018 Proposed Budget represents an increase of \$54,268, or 78.0%, from the 2017 revised budget. Non-personnel services include expenses such as memberships, subscriptions and dues, administrative support supplies, meeting expenses, and training expenses. Please see the Revenue & Expense Detail tab of this budget document for revenue and expense detail.

Major initiatives that the City Manager's Office will undertake in 2018 include:

- Approval and implementation of the draft Economic Development Strategic Plan and ensure it leverages and supports the zoning rewrite and the Peachtree Overlay rewrite.
- Implement the 2018 capital plan; with a special emphasis on communications if the DeKalb County proposed Special Purpose Local Options Sales Tax (SPLOST) is approved by the voters in the November ballot.
- Begin construction on Phase I – Base Trail of the Peachtree Creek Greenway project and complete the requisite financing via Hotel / Motel revenues.

- Transition a portion of the tourism and City promotion function to direct City oversight from Discover DeKalb to better align communications messaging and City promotional activities. (Please see the Hotel / Motel Fund within the Restricted Fund Summaries tab of this budget document for additional information.)

Performance Measures

Performance measures for the City Manager’s Office are primarily the result of the operating departments included in this budget document with the City Manager and Assistant City Manager charged with management oversight of City functions. The following performance objectives are top priorities in 2018:

Public Safety				
Goal	Respond to 9-1-1 emergency calls within 6 minutes of dispatch	Implement a false alarm reduction program	Implement a vehicle accident reduction incentive program	Maintain an officer vacancy rate of less than 15%

Financial Management				
Goal	Maintain a 25% General Fund Balance at 2017 year-end consistent with City Council policy	Obtain an unqualified opinion on the 2017 annual financial audit	Implement an audit process for Hotel / Hotel Tax Revenues	Implement a revenue administration information technology system for business licenses

Infrastructure				
Goal	Complete the 2018 paving program before August 1	Begin construction in 2018 on named CTP, Nancy Creek Watershed Improvement Plan projects	Perform maintenance on 50% of the City’s stormwater inlets	Complete detailed design and construction bid documents for 2018 named sidewalk projects

Contact Information: Christian Sigman, City Manager (404) 637-0513
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City Clerk’s Office: The City Clerk’s Office is responsible for agenda management and recording of the Council’s official actions. The City Clerk’s Office also maintains contracts, Brookhaven Code of Ordinances, resolutions and proclamations, 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 records requests are processed in accordance to the Open Records Act. The City Clerk’s Office provides support to the Mayor and City Council, staff, and citizens of the City of Brookhaven by accurately recording and maintaining the proceedings of the City Council through the use of the City’s information technology systems.

The City Clerk is the filing officer for the Georgia Campaign Contribution Disclosure Report and the Personal Financial Disclosure Statement along with acting as the qualifying officer for the City of Brookhaven candidates for elected office. The City Clerk coordinates all elections with DeKalb County Voter Registration and Elections and ensures that the City abides by the Georgia Election Code and Brookhaven City Charter.

Budget and Staffing

City Clerk’s Office	2015 Actual	2016 Actual	2017 Revised	2018 Adopted	\$ Variance	% Variance
Personnel Services	\$189,656	\$205,034	\$219,660	\$219,942	\$282	0.1%
Non-Personnel Services	102,002	54,658	100,050	52,200	(47,850)	(47.8%)
Total	\$291,658	\$259,692	\$319,710	\$272,142	(\$47,568)	(14.9%)
Staffing	2 Full-time	2 Full-time	2 Full-time	2 Full-time	N/A	N/A

Please see the Revenue & Expense Detail tab of this budget document for revenue and expense detail.

2016 Recap

In 2016, the Just FOIA open records request software was purchased to provide a web-based public portal for open record requests. The City of Brookhaven Code of Ordinances went online through Municipal Code Corporation (Municode). The City Clerk’s Office partnered with the Information Technology Department to implement a more comprehensive and efficient Records Management Program. Training seminars were held for staff to initiate the use of Laserfiche Document Management Software for scanning, records storage, and retention practices.

2017 Initiatives

In 2017, the Just FOIA open records request software was implemented to provide a web-based public portal for open record requests (per the Freedom of Information Act). The software provides a user-friendly process for requests along with a tracking system for the entire life cycle of the open records request.

The City Clerk’s Office partnered with the Information Technology Department and conducted a Records Management Seminar on Open Records and use of the Just FOIA software. The City Clerk’s Office’s projects to complete 356 open record requests in 2017.

The City Clerk’s Office will continue to manage the update of the Brookhaven Code of Ordinances. The City of Brookhaven Code of Ordinances is available online through Municipal Code Corporation (Municode) and can be easily searched and retrieved through the City’s website. The City Clerk’s Office projects to process 35 ordinances and 36 resolutions in 2017.

The City Clerk’s Office coordinated with DeKalb County Voter Registration and Elections for the November 7, 2017 Election for Districts 2 and 4 and acted as Qualifying Officer for the required affidavits and forms from candidates.

Document Produced	Projected 2017	2016	2015	2014	2013
Ordinances approved	35	26	38	63	68
Resolutions approved	36	35	36	31	38
Proclamations composed	6	8	9	4	3
Open records requests	356	346	349	261	140
Meeting Minutes Compiled	68	72	98	86	82

2018 Budget Adjustments

The 2018 Adopted Budget for the City Clerk’s Office represents a decrease of \$47,568, or 14.9% from the 2017 revised budget. The decrease is attributable to 2018 being an off-year for local elections. Expenditures for the printing and website update of the Brookhaven Code of Ordinances will increase due to the Zoning rewrite, Charter review, and ordinance amendments.

Unfunded Department Requests

Due to the unpredictability of open records requests, and the substantial time required to collect and compile records for those requests, the Clerk’s Office often needs assistance for equitable and legal review during preparation. Previously, this time-consuming challenge has been met by use of overtime. In 2018, the Clerk and Deputy Clerk will continue to use overtime to meet the deadlines of the requests. However, if the volume and complexity of these requests continue, the Clerk’s office will need additional personnel.

Contact Information: Susan Hiott, City Clerk (404) 637-0464
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Finance Department: The mission of the 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.

Budget and Staffing

Finance Department	2015 Actual	2016 Actual	2017 Revised	2018 Adopted	\$ Variance	% Variance
Personnel Services	\$261,541	\$467,424	\$604,931	\$652,368	\$47,437	7.8%
Non-Personnel Services	1,403,856	868,532	975,730	1,025,550	49,770	5.1%
Total	\$1,665,397	\$1,335,956	\$1,580,661	\$1,677,918	\$97,257	6.2%
Staffing (Part-time Position is contracted)	4 Full-time	4 Full-time 2 Part-time	7 Full-time 2 Part-time	7 Full-time 1 Part-time	N/A	N/A

Please see the Revenue & Expense Detail tab of this budget document for revenue and expense detail.

2016 Recap

The Department initiated compliance auditing for businesses engaged in the sale of alcoholic beverages. The Department also changed its monthly reporting of City finances by incorporating fund balance changes as well as revenue and expenditure trends. Additionally, the City, for the first time, received certification of its FY 2015 Comprehensive Annual Financial Report (CAFR) by the nationally recognized Governmental Finance Officers Association (GFOA).

2017 Initiatives

During FY 2017, the Department participated in multiple internal audits that identified various areas in which business processes could be improved. As a result, the Department, in cooperation with the Human Resources department, researched and then procured a new payroll and time keeping system for the City. The Department is reviewing and implementing additional control procedures for the collection of hotel/motel taxes. Additionally, a top to bottom review of the current alcohol license ordinance has been completed. The department sent the FY 2016 Comprehensive Annual Financial Report (CAFR) for certification by the nationally recognized Governmental Finance Officers Association (GFOA). The summary tables from the audited 2016 financial statements are included in the appendices of this 2018 budget document.

2018 Budget Adjustments & Initiatives

The 2018 Adopted Budget represents an increase of \$97,257 from the 2017 revised budget. This increase is attributable to; funding of full-time positions with a corresponding elimination of contracted/part-time employees and the increased cost of lease payments, custodial services and repairs and maintenance for City Hall. The Finance Department, with assistance from the Information Technology Department, will be implementing web-based transparency of financial data beginning in early 2018.

Contact Information: Linda Nabers, Finance Director (404) 637-0470

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City Attorney: The City Attorney serves as the chief legal officer for the City. Providing advice to and taking direction from the Mayor, City Council, and City Manager, the City Attorney fulfills the requirement in the Charter that the City obtain and maintain competent legal advice and assistance throughout the operations of the City. The City Attorney is on call to all Department Heads to answer questions and respond to legal issues throughout the City’s functional areas.

Budget and Staffing

City Attorney	2015 Actual	2016 Actual	2017 Revised	2017 Adopted	\$ Variance	% Variance
Legal Services – Retainer	\$589,413	\$389,750	\$450,000	\$375,000	(\$75,000)	(16.7%)
Professional Services	10,604	42,834	20,000	20,000	0	0.0%
Outside Counsel Litigation	0	0	0	125,000	125,000	100.0%
Other Costs	223	9,835				
Total	\$600,240	\$442,419	\$470,000	\$520,000	\$50,000	10.6%
Staffing (contracted)	N/A	N/A	N/A	N/A	N/A	N/A

Please see the Revenue & Expense Detail tab of this budget document for revenue and expense detail.

2016 Recap

Responding to concerns from City Council, the retainer structure changed from 2015 to 2016. By increasing the monthly retainer slightly, and rolling many more tasks into the retainer, the goal was to rationalize the City’s legal expense and provide better control to the City for legal services. The retainer anticipates approximately 121 lawyer hours per month as measured at the contract rate for hourly work for the City. For 2016, the City Attorney’s office averaged 145 lawyer hours per month.

The City Attorney interacts regularly with Department Heads, Boards, Commissions, Committees and Elected Officials. All of those inquiries are handled within the monthly retainer. Only if specifically authorized by the Mayor or the City Manager is a routine, non-litigation matter billed hourly. This signaled a fundamental change in the method of doing business from previous models and the interim retainer agreement approved by Council in June 2015.

Significantly, 2016 saw a change in executive leadership with the hiring of the City Manager and the Assistant City Manager. These professionals have provided needed direction to the trajectory of the City and the complexity of its choices and options. The City Attorney’s Office has been involved in finding creative solutions under Georgia law for the initiatives and priorities of the new Administration.

2017 Initiatives

The City Attorney asked for and received a reduction in overall budget allocation for FY 2017. Nonetheless, the year was filled with opportunities based on Council direction and policy decisions.

The City has initiated three significant land acquisitions in 2017, including the pending use of eminent domain by the City for the first time. The Office has been directly involved in managing those acquisitions to conclusion, by the use of outside experts and counsel as needed.

The Office will complete the Charter Review with recommendations to the City Council in early 2018. These recommendations will follow opportunities for community involvement and comment.

The City Council made a number of tough choices in 2017 that led to suits being filed and increased legal costs. While there has been a setback or two, the City has been largely successful in its prosecution and defense of litigation. The Office continues to actively monitor and supervise all litigation (within the City's retainer) and all litigation not being actively handled by the City Attorney (either insurance counsel or outside direct hire counsel).

The City Attorney's Office also became intimately involved in the City's efforts at working with the Legislative delegation to accomplish long-term strategic goals for the City, including establishing a funding source outside of the general fund for the creation and construction of Peachtree Creek Greenway.

The Office has also been involved in the Zoning Rewrite process initiated by the Community Development Department under City Council direction. At the request of the Community Development Director, the Office did not retain outside council to oversee this process.

2018 Budget Adjustments and Initiatives

The 2018 Adopted Budget for the City Attorney's Office includes no change in the current retainer structure. The Office anticipates presenting a new retainer agreement to the Council in January with the swearing in of newly elected (or re-elected) members.

The \$20,000 professional services budget item is new in 2018 and reflects the outside services that may be necessary related to land acquisitions anticipated for 2018. These fees may include title searches, title insurance, or other non-legal professional fees related to these transactions. It is listed separately to emphasize that these hard costs, while within the legal function, are separate from the professional services provided by the City Attorney.

There is one contingency that cannot be completely accounted for, namely litigation. The 2018 Adopted Budget is designed to account for this contingency; however, given the nature of litigation, a mid-year funding supplement may be necessary if any case exceeds expectations. Accordingly, the City Attorney proposes adding a specific line item for outside counsel and litigation costs associated with those outside services. This line item is intended for litigation

expense or other special projects as approved by the City Council and for which outside counsel is engaged.

Similarly, it is not completely possible to anticipate all the litigation that may occur in each year. Who may sue the City and over what, is simply unknowable. The City Attorney's Office works diligently to avoid litigation and to provide advice that is cautious, conservative, and correct.

Performance Measures

Throughout the City Attorney's Office, every effort is made to respond promptly to queries and requests for assistance or document review. The volume and complexity of those requests increases as the City matures. Nonetheless, the office endeavors to provide prompt, accurate and sensible advice to the City in all legal matters. At the beginning of 2017, the office met with the City Manager to discuss performance management.

The City Attorney's Office utilizes the following areas for internal quality assurance to ensure the services provided to the City meet the high standards expected of the Chief Legal Officer.

- Responsiveness—Respond to initial query within 2 business days; final answer within a week if possible or as requested.
- Customer Service—External communications handled professionally.
- Reporting—Communicate to Elected Officials of progress and developments in high profile cases that affect the City as well as progress and developments in cases in which the City is a party.
- Consistency—Answers to queries are communicated to all interested parties without exception. The goal of the Office is providing the same advice or interpretation to anyone who asks.
- Accuracy—The Office strives for conservative, risk averse, and accurate legal analysis and recommendations to the Mayor, City Council, City Administration, and Boards and Commissions that provides a path to the stated goal, while limiting or eliminating (as far as possible) adverse consequences.

Contact Information: Christopher Balch, City Attorney, (404) 202-5934
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Information Technology (IT): The IT 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.

Budget and Staffing

IT Department	2015 Actual	2016 Actual	2017 Revised*	2018 Adopted	\$ Variance	% Variance
Personnel Services	\$129,417	\$490,377	\$586,292	\$672,584	\$86,292	14.7%
Non-Personnel Services	658,084	718,977	1,120,674	952,735	(167,939)	(15.0%)
Total	\$787,501	\$1,209,354	\$1,706,966	\$1,625,319	(\$81,647)	(4.8%)
Staffing	6 Full-time	6 Full-time	6 Full-time	6 Full-time 1 Part-time	N/A	N/A

Please see the Revenue & Expense Detail tab of this budget document for revenue and expense detail.

*The 2017 Adopted Budget for the IT Department was amended by \$225,938 to carry over funding from 2016 for projects that spanned two fiscal years as well as an increase in project funding to allow for electronic plans review.

2016 Recap

Initiatives undertaken in 2016 included increasing storage for applications and files and establishing a Retention Policy and Retention Committee. Physical changes included moving equipment from the Disaster Recovery site to Police / Municipal Court building, installing a production environment at Police / Municipal Court building, running those department’s applications locally and installing a backup power at the Police / Municipal Court building. The Department also completed the annual technology refresh for laptops, desktops and servers.

2017 Initiatives

The Department began the replacement project for the Meritage permitting system with CityWorks to consolidate on one platform/vendor. The Department is also conducting a Network Security audit and scanning permit plans and documents into the Laserfiche repository. The Department, in collaboration with the Police Department, implemented body cameras and replacement of vehicle cameras. By year end, the Department will complete the annual technology refresh for laptops, desktops, and servers that are on an industry standard replacement schedule.

2018 Adjustments & Initiatives

The 2018 adopted funding level of \$1,625,319 represents a decrease of \$81,647 (4.8%) from the 2017 revised budget. The decrease is primarily attributable to a \$159,390 reduction in technical services partially offset by a \$86,292 increase in personnel services to reflect 2017 merit-based

compensation adjustments, market rate adjustments for key classifications, and the addition of a part-time GIS intern.

During 2018, the Non-Departmental budget includes a transfer of \$100,000 to the Capital Projects Fund to replace the City's phone system which has reached its service life and is no longer supported by the vendor. A new system will be selected and installed beginning in January, 2018. Also during 2018, the Department will complete several IT projects initiated in 2017 including CityWorks Permitting and Onbase Electronic Plans review with a Timmons citizen portal. During 2018, the Department will assist the Municipal Court in the migration of the court's information system to a new software provider. Finally, the Department will continue the City's annual technology refresh for laptops, desktops, and servers.

Contact Information: Robert Mullis, IT Director (404) 637-0640
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Human Resources & Risk Management Department: The 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 & safety; risk management; employee benefits; and employee retirement accounts.

Budget and Staffing

Human Resources & Risk Management	2015 Actual	2016 Actual	2017 Revised	2018 Adopted	\$ Variance	% Variance
Personnel Services	N/A	N/A	N/A	\$236,862	N/A	N/A
Non-Personnel Services	N/A	N/A	N/A	11,300	N/A	N/A
Total	N/A	N/A	N/A	\$248,162	N/A	N/A
Staffing	N/A	N/A	N/A	2 Full-time	N/A	N/A

Please see the Revenue & Expense Detail tab of this budget document for revenue and expense detail.

2016 Recap

The Department interviewed 179 applicants, completed comprehensive background checks, and hired 65 employees. A decision was made to hire lifeguards and operate City pool’s internally rather than outsource to a third party. As a result, the pools experienced a more efficient operation with improved customer service and the best attendance since becoming a City. Evergreen Solutions completed a Classification and Compensation Plan Development study for the City in the last quarter of 2016. The goal was to analyze the City’s compensation system compared to the market, make recommendations to improve the system and its competitiveness and to recommend a new performance evaluation tool for implementation in the next review period.

2017 Initiatives

The Department successfully transitioned the existing HR/Payroll/Timekeeping system to a new vendor. Based on an enterprise-wide focus on customer service, the Department developed a required customer service training program for all employees and established a customer service tip of the week service that is sent to all employees. The Department added random drug testing to its existing policy of pre-employment and post-accident, injury drug testing, for employees working in safety sensitive positions. The Department renewed all health care, life insurance, worker’s compensation, auto and personal liability plans. A safety committee was established and meets monthly to discuss safety concerns within the City. The Department updated the accident review process to include a root cost analysis for each accident to ensure a more consistent administration of discipline as well as positive employee recognition. The Department

also provided customized training to employees who drive City vehicles. With the focus on vehicle safety, the Department completed annual motor vehicle driver certifications (MVDC) and motor vehicle reports (MVR) for employees approved to drive City vehicles to ensure only safe drivers operate a motor vehicle owned and operated by the City. During 2017, there was also a focus on developing a recruitment strategy to identify top candidates for the police academy. As of June 31, the Department interviewed more than 90 applicants for position across all City departments, completed 50 extensive background checks, and hired 41 new employees.

2018 Budget Adjustments & Initiatives

The Department will develop a formal years of service recognition award for employees as employees start to achieve 5 years of service with the City. Additionally, the Department plans to implement a revised tuition reimbursement program for all Full-time employees to ensure the most qualified workforce to face the challenges of the 21st century.

The Department plans to move new hire health care enrollment and annual health care enrollments from a stand-alone program to carrier feeds provided by the City's current payroll provider. This will automate the process for hires and terminations, saving time, reducing errors, and eliminating over billing by health care providers. It will also automate the legal requirements for ensuring COBRA notices are sent timely to all qualified employees or dependents.

Performance Measures

In early 2016, the Department developed a comprehensive set of performance measures that provide the framework for strategic measurement and management system for the Human Resources Department. These measurements guide the Department in planning, budgeting, process improvement and staff development.

Human Resources				
Element	Goal	Actual	Measurement	
Customer Service	100%	Percent of Calls returned timely	Divide calls returned timely by calls received	
2017				

Human Resources				
Element	Goal	Actual	Measurement	
New Hire Turnover	10%	Percent of new hires that terminated in 90 days or less	Divide new hire terms by number of new hires	
2017				

Human Resources				
Element	Goal	Actual	Measurement	
Total Turnover	20%	Percent of all terminations	Divide all terminations by total workforce number	
2017				

Human Resources				
Element	Goal	Actual	Measurement	
HRIS Accuracy	99%	Accuracy Percentage	Errors divided by entries	
2017				

Contact Information: Rick Stone, Human Resources Director (404) 637-0478
rick.stone@brookhavenga.gov

Communications: The Communications Department manages the City’s citizen engagement and reputation by fostering open lines of communications with the public and the media. That goal is achieved by efficiently responding to media requests from newspapers, websites, TV stations and radio; guiding staff, Mayor and City Council members during media inquiries; handling emergency communications; managing advertising initiatives; engaging with residents via email and social media and at events; updating and editing website content; special event coordination; photographing and videotaping events; and creating print outreach material, including quarterly newsletters and flyers.

Budget and Staffing

Communications	2015 Actual	2016 Actual	2017 Revised	2018 Adopted	\$ Variance	% Variance
Personnel Services	\$91,953	\$88,515	\$85,533	\$370,602	\$285,069	333.3%
Non-Personnel Services	82,574	62,154	79,223	76,500	(2,723)	(3.4%)
Total	\$174,527	\$150,669	\$164,756	\$447,102	\$282,346	171.4%
Staffing	1 Full-time	1 Full-time	4 Full-time	4 Full-time	N/A	N/A

Please see the Revenue & Expense Detail tab of this budget document for revenue and expense detail.

2016 Recap

In addition to producing weekly eblasts, quarterly newsletters and press releases, the Department focused on increasing its advertising and marketing presence. A targeted advertising and social media campaign via the Atlanta Journal Constitution’s Living Intown magazine was initiated to bring more awareness to City events. The Department also produced economic-development centric ads that ran in the SEC Championship program, the Hawks’ and Braves’ yearbooks, the Atlanta Business Chronicle Book of Lists, the DeKalb Champion’s Newcomers’ Guide, Georgia Trend, and other publications. The ads that were produced in 2016 carried over during scheduled runs in 2017. The Communications Department managed the production of the Brookhaven Market Report in the Atlanta Business Chronicle, a 10-page editorial and advertising insert that spotlights business and community trends, partnerships, projects and opportunities in the City.

2017 Initiatives

The Communications Department was reorganized and expanded in 2017 per the recommendations presented to the City Council in February 2017 with the following additions:

- Communications Director (an existing position in the Office of the City Manager)
- Management Policy Analyst (an existing position in the Office of the City Manager)
- A Public Engagement Specialist (new position)

The allocation of the positions allows the department to operate more strategically and efficiently by supporting more events and initiatives, develop a more robust and systematic email outreach and comprehensively engage residents via social media channels. The bilingual Public Engagement Specialist further provides outreach to the underserved, but significant Hispanic community, as well as the general population in neighborhoods throughout the City. The Management Policy Analyst expands the Communications Department's capacity to leverage internal operational planning and trends, as well as a customer service component through Brookhaven Connect tracking. The department also initiated a City website redesign and rebuild to improve customer service and transparency by making the site easier for citizens to navigate and more mobile device friendly. The site is expected to be complete by late 2017/early 2018. In addition, Communications will also spearhead Brookhaven's first City-wide annual report.

2018 Budget Recommendations & Initiatives

The FY 2018 funding level of \$447,102 represents an increase of \$282,346, or 171.4% from FY 2017. This increase is primarily due to the full year funding of a reorganized department which expanded from one employee at the beginning of 2017 to four employees. In addition to salaries and benefits, this overall total includes related employee expenses, such as training, subscriptions, office equipment, and supplies. These expenses are substantially offset by a reduction of expense in the City Manager's budget.

The first half of year 2018 will focus on maximizing the depth and breadth of the website content, standardizing information between departments and the continued training of internal website administrators. Training for various staff will include areas of leadership, graphic arts, social media management, strategic planning, and public relations best practices. A sustainable branding outreach campaign will be developed to encompass the external identity of the City of Brookhaven which leverages key stakeholder presence of CHOA, the Atlanta Hawks, Emory and other Fortune 500 entities.

Contact Information: Burke Brennan, Communications Director (404) 637-0500
burke.brennan@brookhavenga.org

Municipal Court: The Municipal Court adjudicates cases arising out of violations of traffic laws, local ordinances, and certain State misdemeanors that occur within the City limits. It is the Court's mission to provide efficient, fair resolution of all matters coming before it, and to ensure that all Court users are afforded ready access to the Court. Judicial staffing is two part-time Judges, appointed by the City Council. Prosecutorial services are provided by the City Solicitor, who is appointed by the City Attorney.

Budget and Staffing

Municipal Court	2015 Actual	2016 Actual	2017 Revised	2018 Adopted	\$ Variance	% Variance
Personnel Services	\$256,269	\$255,667	\$302,791	\$315,686	\$12,895	4.3%
Non-Personnel Services	326,535	310,149	326,554	284,200	(42,354)	(13.0%)
Total	\$582,804	\$565,816	\$629,345	\$599,886	(\$29,459)	(4.7%)
Staffing	1 Full-time 7 Part-time	1 Full-time 7 Part-time	1 Full-time 7 Part-time	1 Full-time 7 Part-time	N/A	N/A

Please see the Revenue & Expense Detail tab of this budget document for revenue and expense detail.

2016 Recap

Initiatives undertaken included a review of the Court’s contract Probation Services and an evaluation of processes and services with a goal of standardizing performance. A court setting was added at 7:00 p.m., once a month, to the calendar to allow defendants the option to appear after normal working hours. Improvements were made in the processing of Jury Trial requests and the transfer of cases to the DeKalb County State courts.

2017 Initiatives

Initiatives include the implementation of a new probation services contract, which has resulted in improved performance reflected in the number of revocation hearings scheduled, the enhancement of tracking and scheduling Brookhaven Municipal Court prisoners for pickup, and implementation of improved processes for filing and tracking Bench trial cases.

2018 Budget Adjustments & Initiatives

The 2018 Adopted Budget for the Municipal Court represents a decrease of \$29,459 from the 2017 revised budget. This decrease is primarily attributable to a decrease in professional services for City Solicitor services and the transfer of insurance costs to the Non-Departmental budget. The 2018 Proposed Budget includes funding to migrate the Court’s information technology software to a new system during 2018.

Performance Measures

Customer Service

1. Respond to all emails within one business day of receipt.
2. Reset notices prepared and mailed and email within one business day of requests.

Reporting & Processing

1. Failure to Appear processed within 48 hours of missed Court appearance.
2. Computerized Criminal History Reporting within 30 days of disposition.
3. Georgia Dept. of Drivers Services Reporting within 10 days of disposition.

Workload Measurements

1. Number of Cases Filed.
2. Number of Cases Disposed.
3. Number of Cases Transferred.
4. Number of Warrants Issued.

Contact Information: Shirley Archer, Court Administrator (404) 637-0670
shirley.archer@brookhavenga.gov

Police Department: The Brookhaven Police Department provides services that contribute to the preservation of life, the protection of property, and the safety of the community. These efforts are provided through Pro-Active Community Policing in enhancing the quality of life for those within our community by providing professional, high quality, and effective police services in partnership with the community.

Budget and Staffing

Police Department	2015 Actual	2016 Actual	2017 Revised	2018 Adopted	\$ Variance	% Variance
Personnel Services	\$6,047,628	\$6,619,326	\$6,906,455	\$7,871,084	\$964,629	14.0%
Non-Personnel Services	1,531,111	1,195,735	1,526,889	550,702	(976,187)	(63.9%)
Total	\$7,578,739	\$7,815,061	\$8,433,344	\$8,421,786	(\$11,558)	(0.1%)
Staffing*	65 Sworn 11 Non-sworn 4 Part-time	69 Sworn 11 Non-sworn 4 Part-time	74 Sworn 11 Non-sworn 5 Part-time	74 Sworn 11 Non-sworn 5 Part-time	N/A	N/A

Please see the Revenue & Expense Detail tab of this budget document for revenue and expense detail.

*In 2017, the Police Department was approved to add three positions for a Traffic Unit, one position for the Pedestrian Safety Grant, one Detective position and one Part-time position. The 2018 Adopted Budget includes funding for three over-hire positions to assist with attrition. These positions are not reflected in the overall position authorization number for the department.

2016 Recap

The Brookhaven Police Department was recognized by the Georgia House of Representatives as being the safest city in DeKalb County. The Department successfully met all requirements and received State Accreditation.

The Department also applied for, and received, the Governor’s Office of Highway Safety - Pedestrian Grant which provided one officer for the Traffic Unit, concentrating on pedestrian safety throughout the City. The Department was one of ten nationwide recipients of a Project Safe Neighborhood (PSN) Grant awarded by the Justice Department through the U.S. Attorney’s Office in the Atlanta District. The Department is the primary applicant and administrator of this grant with DeKalb County Police and Chamblee Police being secondary recipients of this \$500,000 grant designated to assist in enforcement of violent crimes associated with gangs and weapons which continue to increase throughout the region. The Community Policing Unit also hosted its first Hispanic Citizens Police Academy.

2017 Initiatives

During 2017, the Police Department implemented a Traffic Enforcement Unit approved by the City Council in the 2017 budget. The Department also entered into an agreement with Georgia Power to install cameras and license plate readers throughout the City.

The City began its replacement cycle for 15 of the highest mileage / high maintenance cost patrol vehicles. The vehicles are part of a 5-year plan that spreads out the cost over time. Other equipment that was replaced or acquired included retiring K9 Grizz and replacing with K9 Thorr, and purchasing a Sign Board Trailer with two mounted LPR (License Plate Reader) cameras. The budgeted command vehicle that is shared with the cities of Sandy Springs, Dunwoody, Johns Creek, and Brookhaven, was purchased and is in operation. The Department also purchased and has implemented the use of body-worn cameras. Continuing a strong dedication to training, a Firearms Training Simulator (FATS) was purchased to further train our officers in “Shoot/Don’t Shoot” scenarios. The Community Policing Unit also initiated the Copsicles program. The Police Department is in the process of implementing a Vehicle Accident Reduction Incentive program.

2018 Budget Adjustments & Initiatives

The 2018 Adopted Budget for the Police Department represents a decrease of \$11,558, or 0.1%, from the 2017 revised budget. This budget decrease is primarily attributable to the reduction of workers’ compensation insurance (\$274,000) and property and casualty insurance (\$336,365) which are now being accounted for in the non-departmental budget of the General Fund budget. If these amounts had been included, the change in the budget would have been an increase of \$621,923, or 7.4%, over the 2017 revised budget.

Major initiatives that the Police Department will undertake in 2018 include:

- Continued replacement of older high mileage / high maintenance cost fleet vehicles.
- Continuation of programs: Explorers, Citizens Police Academy, Hispanic Citizens Police Academy, Citizens on Patrol, Shop with a Badge, Women’s Self-Defense, Copsicles, Coffee with a Cop, School Reading Program, Hot-Pursuit Glow Run 5k, National Night Out, Fill-A-Cop Car Drive (for the Atlanta Food Bank), and Special Olympics participation.
- The department is considering a revision of the Alarm ordinance to assist with the amount of time officers respond to false alarms and are not available for legitimate threats to public safety or other duties. The current ordinance is focused on the alarm user verses the suggested revisions where the focus will shift to the alarm companies.

2018 Unfunded Budget Requests

The Department requested two Criminal Investigators and two civilian employees to assist with the Public Service Representatives, the Records Management System, and Criminal Investigative clerical duties. These positions would greatly impact the Criminal Investigations Division by giving relief to current employees in the unit because of the heavy case load each detective currently possesses and has carried since inception of the department. If these positions were funded, more time will be afforded to investigators who are investigating major felony cases to ensure that cases are fully investigated before turning them over to the DA's office, without being

assigned new cases during this time due to case volume. These positions would help ensure the citizens of Brookhaven are provided high-quality investigations and prosecution preparation. Also, the positions would allow the detective division the time to investigate the increase in property crimes by getting out and generating leads instead of having to put them aside due to high volume of felony cases.

The addition of the civilian employees will also greatly impact the performance of the Police Department by relieving the investigators of certain clerical duties and providing more time for case investigation. With expansion of the records division, the civilian employees can take over the case review duties and the submission of the Uniform Crime Report, which is very time consuming, and is currently being done by the CID Commander. These civilian positions will also provide a coverage when one of the PSR's are absent from work and it will not require the TAC or the Records Manager which are currently covering this area in this situation and unable to complete their normal daily duties.

The Department also sees a need for a change of PTO hours accrued by new Sworn employees. A review of the employee benefit package will be conducted in 2018 to ensure consistent and fair treatment for all department employees.

Performance Measures

Performance measures for the Police Department are primarily to maintain public safety; this includes provision of the following: prompt response for calls, follow-up investigations with successful prosecutions, mandatory Critical Task training for all sworn personnel, follow-up of all complaints received, and implementation of strategic crime-deterrent measures. The following performance objectives are top priorities in 2018:

Uniform Patrol				
Goal	Maintain an average response time to 9-1-1 emergency calls within 6 minutes of dispatch	5% Crime reduction of Part I crimes through pro-active patrol	Ensure every officer attends (1) training class towards their Intermediate or Advanced certifications	Increase of Field Training Officers to (2) per shift to assist in the training of new officers.

Support Services				
Goal	Implement a False Alarm reduction program	Maintain an employee vacancy rate of less than 15%	Implement a vehicle accident reduction incentive program	Ensure that all State Accreditation files are updated and completed with required documentation.

Criminal Investigations Division				
Goal	Assess every assigned report within 5-7 business days of receipt.	Completed case files will be presented to the DA's Office within 30 days of an arrest	Bi-weekly division case reviews on any Major crime or Special Victim case to ensure all tasks are completed and documented correctly.	Ensure that every detective attends a MINIMUM of (1) Specialty Training class to enhance investigative skills.

Ongoing Operations - The Brookhaven Police Department continues to utilize the \$225k for the enforcement of Sexually Oriented Businesses (SOB Ordinance) and criminal activity along the Buford Hwy corridor by the Brookhaven Police NET Team (Neighborhood Enforcement Team), which is comprised of (1) Lieutenant, (1) Officer, (1) K9 Officer and his K9 partner.

The primary focus of the NET Team is Armed Robbery, Prostitution and Narcotics investigations

Contact Information: Gary Yandura, Chief of Police (404) 637-0590
gary.yandura@brookhavenga.org

Public Works: The Public Works Department provides management oversight, maintenance, operation 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. Included under the Public Works Department is management and oversight of the Traffic Calming Special Revenue Fund, Streetlight Special Revenue Fund, and the Stormwater Fund.

Budget and Staffing

Public Works	2015 Actual	2016 Actual	2017 Revised	2018 Adopted	\$ Variance	% Variance
Personnel Services	\$159,040	\$114,532	\$0	\$0	N/A	N/A
Non-Personnel Services	1,674,124	1,225,877	1,521,230	1,513,900	(7,330)	(0.5 %)
Total	\$1,833,164	\$1,340,409	\$1,521,230	\$1,513,900	(\$7,330)	(0.5%)
Staffing (Contracted)	5 Full-time 1 Part-time	5 Full-time 1 Part-time	8 Full-time	9 Full-time	1 Full-time	N/A

Please see the Revenue & Expense Detail tab of this budget document for revenue and expense detail.

The Public Works department also is responsible for the tree conservation division. The FY 2018 adopted budget is \$5,000. This amount is not included in the above table.

2016 Recap

The Public Works Department completed three major planning studies in 2016 including the Nancy Creek Watershed Improvement Plan; the Bicycle, Pedestrian, and Trail Plan; and the Peachtree Greenway Master Plan. The Department also initiated the design of two projects that the City had received grant funding from the Georgia Department of Transportation (GDOT): the Ashford Dunwoody Road/Dresden Drive ITS System Expansion and the Brookhaven-Peachtree LCI SR 141 (Peachtree Road) Pedestrian and Streetscape Improvements. The Department also applied for, received, and completed construction of a \$50,000 Safety Improvement Grant from GDOT.

In addition to the on-going management, maintenance and operations activities, the Public Works Department also completed an updated pavement evaluation of all the City streets, implemented pavement management software and developed a five-year Capital Paving Program. The Public Works Department also provided management and oversight to the Streetlight Special Revenue Fund and the Stormwater Fund.

2017 Accomplishments and Initiatives

The Public Works Department completed, and in April 2017, Council adopted the Ashford Dunwoody Road Corridor Study, one of the major studies called for in the Comprehensive Transportation Plan. The Department began implementation of several short-term projects from the study in April 2017. The Department initiated and managed the largest street paving program of the City's history at \$4.7M for 58 roads of which eleven roads involved full depth reclamation. The Department also established the 2018 and 2019 road paving list based on pavement evaluation reports completed in 2016 as part of five-year Capital Paving Program.

The Public Works Department continued to implement the sidewalk improvement program previously approved by the City Council and updated in September 2017. By midyear, the Department completed construction of six sidewalk segments and continues to work on design and rights-of-way acquisition. The Department also established the 2017 and 2018 Sidewalk improvement program as part of implementing Council adopted Bicycle, Pedestrian & Trail Plan.

The Public Works Department also provided management and oversight to the Streetlight Special Revenue Fund and the Stormwater Fund.

The Department presented a 10-year Stormwater revenue and expenditure projection to the City Council in May 2017, and identified major Stormwater Capital improvement projects for the next 10-years. As part of this presentation, the Department proposed several administrative adjustments to the Stormwater rate structure and Council adopted those adjustments.

The Department initiated the North Fork Peachtree Creek Watershed Improvement Plan (WIP) in April 2017 with an expected completion within twelve months.

The Department is also working on the following initiatives in 2017:

- Implement final traffic enhancement of Donaldson Road DRI
- Adopt a Road Rights-of-Way Maintenance Policy
- Adopt a Traffic Calming Policy
- Adopt a Street Light Program Policy
- Design of a roundabout at Osborne and Windsor intersection

The Department also working the following projects that the City had received grant awards from the Georgia Department of Transportation (GDOT):

- The Ashford Dunwoody Road/Dresden Drive ITS System Expansion
- Brookhaven-Peachtree LCI SR 141 (Peachtree Road) Pedestrian and Streetscape Improvements
- Construction of a \$50,000 Safety Improvement Grant from GDOT - Complete

2018 Budget Adjustments & Initiatives

The FY 2018 Adopted Budget for the department is essentially flat, with only a slight decrease of \$7,330, or less than 1.0%. The initiatives that the department will undertake in FY 2018 include:

- Continued major investment in the street paving program. HOST and potential SPLOST funding will be utilized for the 2018 paving program
- Complete prior year sidewalks and begin design and construction of appropriated FY 2017 and FY 2018 sidewalks
- Implement a water quality improvement project from the Nancy Creek Watershed Improvement Plan
- Aggressively implement design and construction of Ashford Dunwoody Corridor Study short-term and mid-term projects
- Complete North Fork Peachtree Creek Watershed Improvement Study
- Implement a Citywide Street sweeping Program
- Begin the Citywide Drainage Structure Cleaning Program

Performance Measures

The Department continues to improve and modify performance measures based on customer demand and needs. The following will be the Department's performance measures in 2018:

- Complete 2018 Street paving by **August 1, 2018**
- Return **95 %** of the customer phone calls and e-mails within 24 hour of receipt
- Complete construction of **three** major Drainage Capital improvement Projects
- Complete design and bid documents for 2018 named sidewalks (**all sidewalks**)
- Comply with State MS4 program and meet **100%** of the deadlines
- Complete **one** water quality improvement project from Nancy Creek Watershed Improvement Plan

Contact Information: Hari Karikaran, Public Works Director (404) 637-0520
hari.karikaran@brookhavenga.gov

Parks & Recreation Department: The Parks & Recreation Department plays an active and critical role in the community’s quality of life. The staff is responsible for providing a variety of recreational opportunities that will meet the needs of all the citizens. The Parks & Recreation Department is responsible for the day-to-day operations the City’s 14 parks, three swimming pools, two recreation centers, one community building, and 271 acres of park land. A map containing all the City of Brookhaven Parks & Recreation facilities can be found at www.Brookhavenga.gov/City-Departments/Parks-Recreation

Budget and Staffing

Parks & Recreation	2015 Actual	2016 Actual	2017 Revised	2018 Adopted	\$ Variance	% Variance
Personnel Services	\$519,406	\$644,355	\$654,950	\$776,844	\$121,894	18.6%
Non-Personnel Services	1,386,344	1,830,580	1,546,255	1,829,000	282,745	18.3%
Total	\$1,905,750	\$2,474,935	\$2,201,205	\$2,605,844	\$404,639	18.4%
Staffing	6 Full-time 6 Part-time	7 Full-time 6 Part-time	7 Full-time 30 Part-time	7 Full-time 30 Part-time	N/A	N/A

Please see the Revenue & Expense Detail tab of this budget document for revenue and expense detail.

2016 Recap

During 2016, the Department’s initiatives focused on the development and implementation of the City’s Site Specific Park Master Plans. This initiative allowed the department to work alongside the citizens and create specific master plans for each park based on input the department received from residents.

In 2016, the Department completed the Murphey Candler Park Bridge replacement, Briarwood Park Bridge replacement, and the Murphey Candler Lake Bank Restoration project. The Department also completed field surveys on all the parks as well as the installation of new park monument signs (Georgian Hills, Clacks Corner Park, Park Side Park and Murphey Candler Park) and retrofitted several other park signs (Briarwood Park, Blackburn Park, and Ashford Park) with new inserts.

2017 Initiatives

The 2017 initiatives for the Department include the completion of Clacks Corner Park; the replacement of the Valvedere Drive Pedestrian Bridge, beginning of the Skyland Park project, beginning the construction for the Murphey Candler Park Open Space Field, and the construction of Georgian Hills Park Phase 1. These projects should be completed in early 2018.

This fall, the Department will begin construction of the new playground at Murphey Candler Park. The funding for this playground is coming from a grant from Resurgens (\$75,000) and funding from the City (\$250,000).

The 2017 Adopted Budget for Homestead Optional Sales Tax (HOST) Fund within the Parks & Recreation Department totaled \$2,874,870. This provides for \$2.5 million for Parks Master Plan implementation, \$244,870 for recreation facility improvements, \$105,000 for recreation equipment, and \$25,000 to acquire a 15-passenger van.

Recreation facility improvements from HOST funding in 2017 include repairs to the Murphey Candler Park pool that the department completed prior to the pool opening on May 27th, tennis court crack repair was completed in January of 2017 at the Blackburn Park Tennis Center and improvements to Lynwood Park Recreation Center which included the installation of air conditioning in the Lynwood Park Gymnasium.

Recreation equipment expenditures from HOST funding in 2017 included the installation of eight shade structures for Murphey Candler Park Pool and Briarwood Park Pool facilities, installation one netting for athletic fields Murphey Candler Park Baseball Field, one piece of gymnastic equipment, two tennis court backboards, four athletic field goals, four athletic field bleachers, two portable pitching mounds, and a passenger van. The items listed above have been purchased except for the passenger van which will be programmed in FY 2019.

2018 Budget Adjustments & Initiatives

The 2018 Adopted Budget for Parks & Recreation Department increases by \$404,639 from the FY 2017 revised budget. The majority of the increase in the budget is due to increased service level with the maintenance contractor, OPTECH. The service level increase is due to the addition of Blackburn Park II and the PDK Greenspace. OPTECH will be providing the City with additional staff that will allow the Parks & Recreation Department to maintain the City Parks at a quality level which the citizens of Brookhaven have become accustomed. As part of this service level increase by OPTECH, the department will be able to have staff on duty during the weekends to ensure all parks are cleaned throughout the day.

The Parks & Recreation Department has also increased the travel budget by \$2,500. The increase will allow staff to continue to attend professional development and workshops that will educate them on the new trends in the park and recreation industry.

The Parks & Recreation Department will continue to work towards providing the citizens of Brookhaven with great recreational opportunities. In 2018, the Parks & Recreation Department will again be providing great programs beginning with the Annual Martin Luther King Dinner, Daddy-Daughter Dance; The Blossom Festival; Easter Egg Hunt; Lynwood Park Community Day; Movies in the Park; Summer of fun at all of Brookhaven Parks & Recreation Department pools; the annual "It Starts in the Park 5k"; Doggie Dip Day; Paint the Park; Christmas Tree Lighting; the Annual Red & White Ball and the City of Brookhaven Parks & Recreation Program guides. These programs and the continued maintenance of all the parks and recreation centers are funded through the operating budget.

In 2018, the Parks & Recreation Department will continue to work towards completing the Parks & Recreation Master Plan implementation, as well as, completing various other capital projects. The 2018 adopted capital budget includes \$2.5 million from the HOST Fund that will be transferred to the Capital Projects Fund for the following master plan projects:

- Murphey Candler Park II Trail in the sum of \$800,000. This trail will connect the athletic fields at Murphey Candler Park to the sidewalk located next to the Marist School.
- Briarwood Park Treehouse in the sum of \$400,000. The tree house will be built amongst the trees along the trail leading through Briarwood Park.

Additionally, during 2018, the Department will work with the City Council to finalize the master plan for Brookhaven Park. NOTE: When the site specific park plans were developed and approved, the Brookhaven Park master plan concept was tabled until park ownership could be established with DeKalb County.

Capital Improvement Projects outside of the Parks & Recreation Parks Master Plan include:

- PDK Parking Lot in the sum of \$150,000. This project includes the installation of a new gravel parking lot, wooden fence, and park signage.
- Renovation of the Blackburn Park Tennis Center in the sum of \$160,000. This project involves the complete renovation of the exterior and interior areas of the Blackburn Tennis Center building.
- Rebuild six (6) Tennis Courts at Blackburn Park Tennis Center in the sum of \$300,000. This project calls for the complete removal and rebuilding of six of the eighteen tennis courts. This is the first year of a three-year court renovation project.
- Repairs to the Murphey Candler Pool House in the sum of \$150,000. This project includes a replacement water line that services the pool leading from the road. There are also significant plumbing repairs needed to the shower facilities at the pool.
- Murphey Candler Park Athletic Facility Projects in the sum of \$180,000. This will include various improvement projects to the athletic facilities located at Murphey Candler Park. The projects will include new shade structures, new restroom facility, and various other projects. The various leagues using these fields have agreed to partner with the City monetarily on these projects.

- Murphey Candler Lake Bank Restoration in the sum of \$300,000. This project will continue to the bank restoration that has already been started along the east bank of the lake to continue down to the pedestrian bridge that was installed in 2016.
- An amount of \$60,000 is included for unanticipated capital maintenance projects.

Contact Information: Brian Borden, Parks & Recreation Director (404) 637-0562
brian.borden@brookhavenga.gov

Community Development Department: Community Development performs five essential services for the City: Planning & Zoning, Building Inspections, Land Development, Code Enforcement, and Fire Marshal. The Planning Commission, Zoning Board of Appeals and Construction Board of Appeals 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.

Budget and Staffing

Community Development	2015 Actual	2016 Actual	2017 Revised	2018 Adopted	\$ Variance	% Variance
Personnel Services	\$809,992	\$932,527	\$1,100,949	\$1,066,249	(\$34,700)	(3.2%)
Non-Personnel Services	1,642,399	1,760,014	2,089,387	1,717,160	(372,227)	(17.8%)
Total	\$2,452,561	\$2,692,541	\$3,190,336	\$2,783,409	(\$406,927)	(12.8%)
Staffing*	11 Full-time 1 Part-time	12 Full-time 2 Part-time	12 Full-time 2 Part-time	11 Full-time 2 Part-time	(1 Full-time)	(8.3%)

Please see the Revenue & Expense Detail tab of this budget document for revenue and expense detail.

*Building & code enforcement services are provided by a contract vendor (12 employees) and not included in staffing number.

2016 Recap

The Department completed the latest amendment to the 2034 Comprehensive Plan, which updated the Peachtree Corridor Overlay boundary to match the boundary identified in the City’s Zoning Map for the Brookhaven-Peachtree Overlay. The Character Area Study was initiated to engage the public to better define ways to preserve the Character Areas identified in the Comprehensive Plan. A part-time Permit Coordinator was hired to assist with coordination of the building permit review process and to improve customer response time and service. The 2016 budget also included the intended comprehensive Zoning Ordinance Rewrite for the City, which was put on hold for completion of the Character Area Study. The Zoning Ordinance rewrite is slated to be completed in 2018 and the budget appropriation for the project was carried over to the 2017 budget.

2017 Initiatives

During 2017, the Department is focused on the Zoning Ordinance Rewrite project, implementation of a new permitting software, and electronic plan review. Additionally, the Department was tasked with the Peachtree Overlay District Rewrite, which was an outcome of the Character Area Study. The Overlay District Rewrite is a 6-month project while the Zoning Ordinance Rewrite will take at least a year. It is anticipated that the permitting software and electronic plan review will be in place before the end of 2017. To ensure completion of these projects, an additional Permit Technician was added to the team through the Charles Abbott Associates (CAA) building services contract. In addition to this amendment, the CAA contract was

reworked to include defined performance measures in 2017. The performance measures, as adopted, will allow implementation of the Department's work program on a continuous basis with documented feedback needed to guide planning efforts, budgeting, and process improvements. The performance measures will also add accountability based on real data to the CAA services contract.

The Department completed a review of the fee schedule in 2017. This review consisted of including a resubmittal fee for building permits, land disturbance permits and plat reviews that have been resubmitted three or more times for review, to allow the City to recover costs for projects that consistently fail to address applicable City Codes.

2018 Budget Adjustments & Initiatives

The 2018 Adopted Budget of \$2,783,409 represents a decrease of \$406,927, or 12.8%, from the 2017 revised budget. This decrease is primarily due to a \$401,828 decrease in professional services related to various studies that were funded in 2017 including the Character Area Study and Peachtree Overlay.

Initiatives that the Department will undertake in 2018 include:

- Completion of zoning ordinance rewrite
- Development code amendments
- Customer service survey
- Apartment sweeps program
- Records management, GIS, and general process improvements
- Sign registration program

Unfunded Requests

A program modification request for a full-time Planning Technician (\$72,749) has been submitted by the Department for the 2018 Adopted Budget. This unfunded request was also included in the 2017 Proposed Budget, but was not funded due to budget constraints and the pending information systems upgrades. The proposed position has been requested again to provide a dedicated point of contact to efficiently and accurately respond to zoning and land use related questions from customers over the phone and in person.

As the Department receives larger development permit projects, additional plan review, inspection, and administrative staff may be needed to ensure that customer service and responsiveness needs are met. The increased workload would warrant adding a land development inspector, a building plan reviewer, a building inspector, and potentially an administrative assistant.

Performance Measures

In early 2017, the Department established performance measures across all divisions to ensure effectiveness in the implementation of the Department work program on a continuous basis with documented feedback. This feedback is needed to guide planning efforts, budgeting, process improvements, and staff development. The core performance measures established include:

- Responsiveness
- Customer Service
- Records Management
- Reporting
- Consistency
- Accuracy
- Plan Review

The above performance measures have been incorporated into the Charles Abbott Associates, Inc. (CAA) building and code enforcement services contracts, which ensures accountability based on real data. In addition to the core performance measures, the Department has established the following focused measures for CAA:

- ISO Building Code Effectiveness Grading Schedule (BCEGS) Rating
- Patrol Area

The Department's current permitting software does not allow for tracking of the performance measures across all divisions and goals; however, with the implementation of new permitting software and electronic plan review during the fourth quarter of 2017, the Department will be able to monitor the adopted performance measures beginning in 2018. Some highlights of the Department's general performance during 2017 as compared to prior years are highlighted in the following table:

Application Type	Year				
	2013	2014	2015	2016	2017*
Rezoning/Major Modifications	8	30	10	13	3
Special Land Use Permits	2	6	12	3	3
Variances	54	79	74	68	40
Administrative Variances (general)	36	28	20	26	13
Administrative Variances (stream buffer)	0	2	1	3	1
Minor Modifications	0	2	1	2	2
Zoning Certification Letters	5	35	55	42	17
Text Amendments	4	4	8	0	4
Building Plan Reviews	N/A	938	1,032	1,121	716
Building Permits Issued	2,605	4,609	3,568	4,403	2,465
Building Inspections	N/A	15,697	8,905	9,254	4,848
Land Disturbance Permit Reviews	N/A	39	63	106	45
Land Disturbance Permits Issued	5	9	20	28	16
Land Development Inspections	N/A	2,653	2,511	4,084	1,911
Plat Reviews	N/A	31	58	66	37
Plats Approved	N/A	15	19	21	13
Tree Removal Permits	N/A	115	265	378	212
Code Enforcement Inspections	N/A	8,905	7,751	6,620	3,044
Total	---	33,197	24,373	26,238	13,390

*through June

N/A – not available

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Economic Development Department: The City of Brookhaven’s Department of Economic Development serves as the liaison between the City, the business community, and State and County leaders to facilitate the creation of investment within Brookhaven City limits through the creation of quality jobs and the development of high priority sites. This is done through business recruitment efforts, supporting and encouraging the expansion and retention of existing businesses, creating an environment that encourages the success of small businesses, and attracting new quality development.

Budget and Staffing

Economic Development	2015 Actual	2016 Actual	2017 Revised	2018 Adopted	\$ Variance	% Variance
Personnel Services	N/A	N/A	N/A	\$104,957	N/A	N/A
Non-Personnel Services	N/A	N/A	N/A	46,400	N/A	N/A
Total	N/A	N/A	N/A	\$151,357	N/A	N/A
Staffing*	N/A	N/A	1 Full-time	1 Full-time	N/A	N/A

Please see the Revenue & Expense Detail tab of this budget document for revenue and expense detail.

* The City’s first Economic Development Director was hired during 2017.

2016 Recap

N/A

2017 Initiatives

The 2017 initiatives for the Department of Economic Development are as follows:

- Hire an Economic Development Director
- Draft a strategic plan
- Draft an incentives policy
- Establish a website presence
- Host FAM tour for statewide project managers in conjunction with neighboring cities
- Joint Atlanta Business Chronicle feature for the Perimeter region
- Regional trade show trip to Money2020, a financial technology forum, led by Metro Atlanta Chamber

2018 Budget Adjustments & Initiatives

The 2017 initiatives for the Department of Economic Development were centered around creating the department and laying the foundation to get it up and running. The first order of business was to hire a director of the Economic Development Department. This position also

serves as the executive director of the Brookhaven Development Authority (BDA). Now that a Director has been hired, 2018 will be the Department's initial year operating independently from the Office of the City Manager, hence an increase in the Personnel Services line item to \$104,957.

The Director will be responsible for drafting a Strategic Plan to be used as the blueprint for the Department's policies and initiatives. To be a viable contender in the world of economic development, the department will establish a toolbox from which to compete from. An incentives policy, to be leveraged by the Brookhaven Development Authority, will need to be established using the expertise of the City's legal team: City Attorney, BDA Bond Council, and the City's financial advisor.

Part of establishing a Department of Economic Development will consist of marketing the department, the City, and the Department's tool, to the region, which is reflected in the budget as \$46,400 dedicated to Non-Personnel Services. Hosting Statewide project managers for familiarization tours, attending industry specific trade shows with partnering organizations, strategic memberships to professional organizations, and making sure Brookhaven Development Authority is well known in the real estate and site-selector community will be important efforts to take on. Establishing a web presence, taking out ads in key publications such as the Atlanta Business Chronicle, and establishing marketing tools and collateral will also be important initiatives that the department will spearhead as part of its branding efforts in 2018.

Initiatives that the Department will undertake in 2018 include:

- Completion and approval of department's strategic plan
- Completion and approval of incentives policy
- Establish standard marketing materials including: Economic development brochure/1-pager, standard presentation, and branded giveaways
- Go on 1-2 marketing trips/trade show with regional partners
- Join professional organizations: NAIOP, Corenet
- Host program introducing the real estate, site selector, and development communities to Brookhaven

A special focus for the City's Economic Development Department in 2018 will be efforts to implement the Buford Highway Improvement Plan and Economic Development Strategy. These efforts will include collaborating with the implementation of the Peachtree Creek Greenway and transportation improvements in the Buford Highway corridor. Efforts to establish a rapport with the owners of under-developed properties will be a priority. Finally, the department will be working closely with the Community Development Department as part of the Zoning Ordinance rewrite to ensure the corridor has the requisite zoning for redevelopment.

Performance Measures

In 2017, the Department established draft performance metrics to measure progress and track goals. These metrics serve to ensure that the Department's strategic plan is being implemented and is effective. These metrics are needed to guide planning efforts, budgeting, process improvements, and staff development. The draft performance metrics established include:

- Balanced value ratio of commercial vs. residential product
- Value per acre increases for commercial redevelopment properties
- 500 newly created jobs
- Effective marketing strategy
- Accuracy
- Plan Review

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Tourism: Strengthen the positive awareness of the City as a tourism destination and stimulate economic development and growth for the community. This includes driving demand for Brookhaven area product(s) in the cultural, recreation, entertainment and travel marketplaces to create jobs; stimulate fresh revenue streams for locally owned businesses, and help fuel increases in tax revenues which are invested back into improving our neighborhoods, parks, city infrastructure and programs for our children.

NOTE: The funding included in the General Fund Tourism Department is generally restricted to the production of the Cherry Blossom festival. “Production” costs are not eligible uses for Hotel/Motel Fund revenues. The Hotel/Motel Fund includes the purely promotion and awareness activities for the City’s attractions, events, hotels, restaurants, etc.

The City has adopted as of October 1, 2017, a tax rate of 8% or eight-cents on every dollar expended on lodging at the hotels and motels in the City of Brookhaven. State law provides that three cents of the eight cents, may be transferred to the City’s General Fund for “unrestricted” purposes. From the remaining five cents, three and one-half cents must be expended on the promotion of events or marketing of activities to bring visitors (i.e., uses of lodging) into the City. The final one and one-half cent is to be used to build infrastructure that will promote tourism, specifically the funding will go toward the City’s Peachtree Creek Greenway project. Please see the Hotel/Motel Restricted Fund summary for a description of expenditures for the promotion of events or marketing of activities.

Budget and Staffing

Tourism	2015 Actual	2016 Actual	2017 Revised	2018 Adopted	\$ Variance	% Variance
Personnel Services	\$82,607	\$0	\$0	\$0	\$0	0.0%
Non-Personnel Services	348,403	142,712	150,000	290,000	140,000	93.3%
Total	\$431,010	\$142,712	\$150,000	\$290,000	\$140,000	93.3%
Staffing	1 Full-time	0.0	0.0	0.0	0.0	N/A

Please see the Revenue & Expense Detail tab of this budget document for revenue and expense detail.

2016 Recap

The City held its second annual Cherry Blossom Festival in 2016. The estimated attendance for the two-day event was 20,000. This event was not included in the 2016 adopted budget, but was added to the mid-year budget review. Prior to 2016, the City of Brookhaven maintained its own tourism promotion function, but this activity was transitioned to Discover DeKalb to take advantage of regional coordination, expertise and scale.

Also during 2016, the City Council directed the Administration to draft a special events policy to help guide City support for the events that use City facilities, streets and parks. During the drafting of the policy, the Brookhaven Cherry Blossom Festival was designated as a marquee event with direct City support.

2017 Initiatives

The City held the 3rd Annual Brookhaven Cherry Blossom Festival this past March at Blackburn Park. This year's event drew an estimated crowd of 15,000 to the two-day festival.

The event got started on Saturday morning with the annual Cherry Blossom 5k and 1 mile Fun Run. A total of 223 runners that came out that morning and participated in the event. The event also included a record number of record number of Arts & Crafts Vendors (43); a Classic Car Show with 35 entries, a children's area filled with games and inflatables and area for pet owners to bring their dogs and participate in various activities.

In addition to the great food and activities that the 2017 Cherry Blossom offered, eleven (11) musical acts performed during the festival highlighted by the performance from Ed Roland & The Sweet Tea Project.

As part of management of the festival, the City issued a request for quotes (RFP) for a promotion company to manage the event. The current contract had been renewed for the first three years of the festival and was up for a new competitive bidding process.

2018 Budget Adjustments and Initiatives

The 2018 adopted funding level of \$290,000 (an increase of \$140,000) is targeted for the enhancement of the music offerings and other activities of the 2018 Cherry Blossom festival scheduled for March 24th-25th, 2018. The City has been working through the music promotion firm, Live Nation, to secure the performers.

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Non-Departmental: Established for accounting and budgeting purposes only, the Non-Departmental is a general government support cost center housing charges and appropriations that are not assigned or chargeable to a specific department or function. This cost center reflects the budget for annual salary adjustments for the coming year (subsequently appropriated to various departments at the direction of management). Additionally, it includes funding of City debt service requirements and other inter-fund transfers planned for during the fiscal year. For budgetary and accounting purposes, any contingency (not expended) for the year is budgeted in Non-Departmental.

Budget and Staffing

Non-Departmental	2015 Actual	2016 Actual	2017 Revised	2018 Adopted	\$ Variance	% Variance
Expenses	\$0	\$0	\$420,326	\$1,502,712	\$1,082,386	257.5%
Transfers	1,144,184	2,274,889	1,962,192	647,421	(1,314,771)	(67.0%)
Contingency	0	0	1,128,953	1,493,953	365,000	32.3%
Total	\$1,144,184	\$2,274,889	\$3,511,471	\$3,644,086	\$132,615	3.8%

Please see the Revenue & Expense Detail tab of this budget document for revenue and expense detail.

2016 Recap

Annually, the City strives to budget at least 1% of its General Fund budget for contingencies and unforeseen challenges for the fiscal year. The revised budget included \$1.1 million as a transfer to establish the Vehicle Replacement Fund. Additionally, the Streetlight Fund was established with the amount of \$368,189 of restricted funds being transferred from the General Fund.

2017 Initiatives

The FY 2017 Revised Budget for the Non-Departmental funding level of \$3,511,471 includes:

- Contingency to the General Fund Balance (17' amount) * \$933,953
- Transfer to the Capital Improvement Fund (16' amount) ** \$933,953
- Transfer to the Debt Service Fund \$523,239
- Contingency Comp/Benefit Adjustments \$340,326
- Professional Services (misc. studies) \$80,000
- Transfer to Enhanced 911 Fund \$255,000
- Transfer to Vehicle Replacement Fund \$250,000
- Budget Contingency \$195,000

* The \$933,953 Contingency to the General Fund Balance (17' amount) will be transferred to the Capital Projects Fund in 2018 once the 2017 fiscal year-end books close.

** This \$933,953 transfer to the Capital Fund was added mid-year 2017 once the 2016 annual financial audit was completed in June.

2018 Budget and Adjustments

The 2018 Adopted Budget for the Non-Departmental budget reflects an increase of \$132,615, or 3.8%, from the FY 2017 revised budget. Changes in funding from the prior year include, the consolidation of property and casualty insurance expenses (\$466,222) and worker's compensation expenses into the non-departmental account (\$366,490). The budgeted contingency increases \$126,624 from \$195,000 to \$321,624 to account for uncertain economic trends. The Reserve to Appropriate General Fund Unassigned Balance of \$238,376 maintains General Fund Unassigned Fund Balance at the 25% level. There is a \$100,000 transfer to the Capital Fund to replace the City's phone system, \$170,000 for miscellaneous professional services including an All Hazards Mitigation Plan, and the estimated amount for a 3 percent merit-based compensation adjustment for City employees increases \$79,674.

These increases are partially offset by the eliminating the Contingency to the General Fund Balance (16' amount) of \$933,953, eliminating General Fund support of the E911 Fund (\$255,000) and a reduction in debt service expenses (\$225,818).

The FY 2018 budget itemization for Non-Departmental funding level includes:

• Transfer to Capital Project Fund	\$100,000
• Professional Services (misc. studies)	\$170,000
• Reserve to Appropriate General Fund Unassigned Balance	\$238,376
• Transfer to Vehicle Replacement Fund	\$250,000
• Transfer to the Debt Service Fund	\$297,421
• Budget Contingency	\$321,624
• Worker Compensation Insurance	\$366,490
• Property and Casualty Insurance	\$466,222
• Contingency Comp/ Benefit Adjustments	\$500,000
• Contingency to the General Fund Balance (est. 17' amount)	\$933,953

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