

**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***

<b>Mayor &amp; City Council</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Adopted</b>	<b>\$ Variance</b>	<b>% Variance</b>
Personnel Services	\$113,692	\$134,821	\$441,774	\$141,550	-3,224	(2.2%)
Non-Personnel Services	181,678	92,991	293,750	285,150	-8,600	(2.9%)
Total	\$295,370	\$227,812	\$438,524	\$426,700	-11,824	(2.7%)
Staffing	5 Full-time	5 Full-time	5 Full-time	5 Full-time	0.0	N/A

Please see the appendices of this budget document for revenue and expense detail.

***2017 Recap***

The Mayor and City Council held their annual advance 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 approximately 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’s 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 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.

The Charter Review Committee was convened, and recommendations were provided to the Mayor and City Council. 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 City's incorporation, require substantial updating to reflect the current community vision.

Additionally, the City Council approved an increase in the Hotel / Motel Tax from 5% to 8% to provide a funding mechanism for the initial phase of the Peachtree Creek Greenway. The first phase 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 strategic direction 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 currently underway. These recommendations will also help inform economic development incentive policies within the Brookhaven Development Authority.

In November, the City Council approved a balanced 2018 operating and capital budget. Also, in November, the Police Department went live on its license plate reader program at the City's major gateways. This program has been highly successful in solving crimes and recovering property.

2017 ended with a net positive operating balance and an unqualified financial audit opinion from the City independent auditors. The link that follows is to the City's first ever annual report.

<https://www.brookhavenga.gov/communications/page/2017-annual-report>

### ***2018 Initiatives***

The year began with the swearing in of Council Members John Park (District 2) and Joe Gebbia (District 4) who won re-election in November 2017. The Mayor and City Council held its annual advance in February with a focus on the 2018-2023 Capital Improvement Plan (CIP); the creation of a Brookhaven Convention & Visitors Bureau; and human capital management (including compensation, development, retention and attraction, etc.).

After considerable public discussion during 2017 and City Council deliberation in early 2018, the Peachtree Overlay District rewrite was approved and a process for design review was established.

In April, the revised Alcohol Ordinance went into effect, and in September it was revised based on a federal court ruling after a legal challenge.

The City Council maintained the current millage rate in June, resulting in an increase in the General Fund transfer to the Capital Fund by \$805,000.

The location for the new Public Safety building was secured and design began after the closing on the 19-acre parcel on Briarwood Road associated with the Peachtree Creek Greenway project.

In July, the City Council approved for ballot consideration in November 2018 a \$40 million Park Bond Referendum. The referendum size and project list were influenced by the considerable input from the Park and Recreation Advisory Commission. Information on the Park Bond Referendum can be found at:

<https://www.brookhavenga.gov/parks-bond-ref>

The City received its first ever bond rating from Moody's Investors Service and Standard & Poors at the highest possible rating, AAA. The rating was for the Hotel / Motel Bonds to construct the first phase of the Peachtree Creek Greenway. The actual bond issuance was delayed due to a bond validation challenge. The City prevailed in the bond validation challenge, but the delay resulted in an additional interest cost to the project of \$150,000.

In August, the fence line for the Brookhaven Dog Park was approved and the fence installed in late September. The City's sidewalk map and policy were updated to provide clear guidance to property owners, the Community Development Department, and the development community. The annual paving program was completed prior to the 2018 / 2019 school year. Also, in August the ground breaking for improvements at Blackburn Park occurred, with completion scheduled in early 2019.

In September, the City Council empaneled the Brookhaven Arts Committee to provide guidance for art and cultural events in the City. The City Council received the first draft of a Dockless Mobility Ordinance to address scooters and other mobility devices impacting the City's right of way. Also, in September, there were ribbon cuttings for the new Skyland Park and County Corner open space in Murphey Candler Park.

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](http://www.BrookhavenGA.gov).

### ***2019 Budget Adjustments & Initiatives***

The 2019 Adopted Budget for the Mayor & City Council totals \$426,700 and represents a decrease of \$11,824, or 2.7%, from the 2018 revised budget. Major expense items in the Mayor & City Council budget include memberships to organizations such as the Brookhaven Chamber of Commerce, Georgia Municipal Association (GMA), the DeKalb Municipal Association (DMA), and the U.S. Conference of Mayors. Expenses also include advocacy services to advance the City's interests in the General Assembly and the federal government.

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.

While the Mayor & City Council will hold their annual advance in February 2019, major efforts for 2019 include: significant construction progress on the Public Safety building and the first phase of the Peachtree Creek Greenway. If the Park Bond Referendum on the November 2018 ballot is approved by the voters, the \$40 million effort will be initiated in earnest.

Several major transportation improvement projects will get underway including intersection improvements at Peachtree Road and Ashford Dunwoody Road as well as Windsor Parkway and Osborne Road. During 2019, the Brookhaven Convention & Visitors Bureau will develop its strategic plan and City marketing approach. Please see the Capital Fund tab as well as the individual budget sections for each department in this budget document for more detail on initiatives planned for the 2019.

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District 1 Councilmember Linley Jones, (404) 637-0712  
District 2 Councilmember John Park, (404) 637-0714  
District 3 Councilmember Bates Mattison, (404) 637-0716  
District 4 Councilmember Joe Gebbia, (404) 637-0718  
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**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. In addition to the City Manager and Assistant City Manager, the City Manager’s Office budget includes an Assistant to the City Manager (supporting the Mayor and City Council as well), the Grants & Fund Development Director, and a part-time Emergency Management Coordinator.

***Budget and Staffing***

City Manager’s Office	2016 Actual	2017 Actual	2018 Revised	2019 Adopted	\$ Variance	% Variance
Personnel Services	\$838,389	\$1,000,796	\$711,548	\$692,700	(\$18,848)	(2.7%)
Non-Personnel Services	151,078	187,694	123,800	148,400	24,600	19.9%
Total	\$989,467	\$1,188,490	\$835,348	\$841,100	\$5,752	0.7%
Staffing	5 Full-time	8 Full-time 2 Part-time	4 Full-time 2 Part-time	4 Full-time 1 Part-time	-1 Part-time	N/A

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

***2017 Recap***

During 2017, the Administration put in place the mechanisms to bring management structure to the City’s evolving capital improvement program. A capital improvements fund was developed and 39 specific projects for 2017 and prior budget years were established in the financial management information system. This ensures the funding remains in place through the life of the project. Additionally, from a financial management perspective, the 2017 fiscal year ended with a clean audit and a General Fund unassigned fund balance exceeding the City Council policy goal of 25% of subsequent year’s expenditures.

The City Manager’s Office ensures progress on projects and policy initiatives across the entire organization. Major efforts begun and / or completed through City Council approval include, but are not limited to:

- Provided a tree canopy update indicating an improvement from the last assessment in 2015
- Suspended the Brookhaven MARTA TOD project due to design weakness and incentive structure
- Acquired the 31.4-acre former PDK property via a \$500,000 grant and low-cost financing through the Georgia Environmental Financing Agency (GEFA)
- Completed hires for the Communications Director and Economic Development Director
- Empaneled and supported the Affordable Housing Task Force
- Submitted 10 projects to the Atlanta Regional Commission (ARC) for transportation grant funding

- Implemented license plate readers (LPRs) at the City's major gateways
- Developed a 10-year Storm Water Fund financial projection
- Completed the siting of the region's first Comfort Woman memorial
- Assisted the Charter Review Committee
- Developed a Community Investment Agreement for the Children's Health Care of Atlanta annexation and master plan
- Began the update of the City's website
- Developed a project list for the Special Purpose Local Option Sales Tax (SPLOST) ballot issue, which was approved by the voters in November 2017
- Activated the City's emergency operation center at City Hall for Hurricane Irma, with City Hall without power for just over 48 hours

Current and prior year monthly operational reports can be found on the City's website.

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

### ***2018 Initiatives***

There are many initiatives completed and underway in the current fiscal year including, but not limited to:

- Developing a Park Bond Referendum proposal for the November 2018 ballot
- Completing the financing for the first phase of the Peachtree Creek Greenway, including securing the City's initial bond rating of AAA from both Moody's Investors Service and Standard & Poor
- Working through the implementation of the revised Alcohol ordinance approved in the fall of 2017 and revised again in September 2018
- Facilitating with the community and the Planning Commission the zoning rewrite for the entire City and implemented on-line plans review and permitting
- Completed the redesign of the City's website
- Approval of the North Fork Peachtree Creek Watershed Improvement Plan
- Completed and opened Skyland Park as well as major capital improvements at Georgia Hills Park and the County Corner open space at Murphey Candler Park
- Established an official dog park at Brookhaven Park to be compliant with the City's dog ordinance
- Issued the RFP for construction of Phase I of the Peachtree Creek Greenway
- Completed all 2018 funded sidewalk projects
- Working with DeKalb Fire & Rescue and American Medical Response to establish a presence of three ambulances stationed on Buford Highway to improve response times in northern DeKalb County.

Other initiatives still in progress include implementation of an online financial management transparency application, completion of bid documents for the Public Safety Facility to be located at Peachtree Creek Greenway Park, design completion for intersection improvements at Peachtree Road and Ashford Dunwoody Road, and contract award for phase two of the Stratfield Drive Drainage Project. Note: Award of the Stratfield Drive Drainage Project contract is contingent on City Council approval of the 2019 Stormwater Fund budget.

### ***2019 Budget Adjustments & Initiatives***

The 2019 Adopted Budget for the City Manager's Office represents an increase of \$5,752, or less than 1%, from the 2018 revised budget.

Major initiatives that the City Manager's Office will undertake in 2019 include:

- Begin active construction of Phase I of the PCG and the Public Safety Facility
- Begin replacement of the City's enterprise financial management system
- Develop and implement a right-of-way maintenance program for City Council-named traffic corridors (Ashford Dunwoody / Johnson Ferry / North Druid Hills)
- Focus on assisting the Brookhaven Convention & Visitors Bureau in its formation
- Developing a Stormwater Fund funding model to begin implementation of the Nancy Creek Watershed Plan and the North Fork Peachtree Creek Improvement Plan.

If approved by the voters in November 2018, the implementation of the \$40 million Park Bond program will be a top priority. Implementation will include the procurement for a professional services firm to establish a Capital Program Office to ensure the projects are completed within 36-48 months.

### ***Performance Measures***

Performance measures for the City Manager's Office are primarily the result of departmental efforts. The following performance objectives were top priorities in 2018:

Public Safety				
<b>Goal</b>	<p>Original Measure: Respond to 9-1-1 emergency calls within 6 minutes of dispatch</p> <p>Revised Measure: Respond to High Priority calls within 6 minutes 80% of the time.</p> <p><b>Result:</b> Through September 30, 2018, 75.3% of Priority 1 calls were responded to within 6 minutes, with an average response time of 4 minutes, 32 seconds.</p> <p>The data was negatively impacted by a small number of long response time calls and the small sample size. Additional analysis is underway.</p>	<p>Implement a false alarm reduction program</p> <p><b>Result:</b> A revised false alarm ordinance was approved by City Council in November 2017. However, implementation was delayed on August 28, 2018 until December 11, 2018.</p>	<p>Implement a vehicle accident reduction incentive program</p> <p><b>Result:</b> Program was initiated on January 1, 2018. For the period through September 30, 2018, there were 26 auto accidents compared to 29 auto accidents for the same period in 2017. Additionally, the property damage of accidents has decreased.</p>	<p>Maintain an officer vacancy rate of less than 15%</p> <p><b>Result:</b> Through September 30, 2018, the quarterly vacancy rate has averaged 8.6 percent for officer positions.</p> <p>While the City is meeting this goal, the overarching issue is turnover. The tight labor market and stiff competition from other public safety agencies (local, state and federal) are creating a high level of turnover. This will be a focus in 2019.</p>

Financial Management				
<b>Goal</b>	<p>Maintain a 25% General Fund Balance at 2017 year-end consistent with City Council policy</p> <p><b>Result:</b> The audited 2017 financial statements reflect an unassigned General Fund balance of 33% percent.</p>	<p>Obtain an unqualified opinion on the 2017 annual financial audit</p> <p><b>Result:</b> The 2017 annual financial audit opinion was unqualified.</p>	<p>Implement an audit process for Hotel / Motel Tax Revenues</p> <p><b>Result:</b> A contract with Avenu Insights &amp; Analytics was established in September to develop and execute Hotel / Motel revenue audits.</p>	<p>Implement a revenue administration information technology system for business licenses</p> <p><b>Result:</b> This function was outsourced to Avenu Insights &amp; Analytics in the summer of 2018 with the implementation of an on-line renewal process.</p> <p>(In person business license applications and renewals was also outsourced.)</p>

Infrastructure				
<b>Goal</b>	<p>Complete the 2018 paving program before August 1</p> <p><b>Result:</b> A total of 40 streets, totaling 13.79 lane miles were completed by September 9, 2018.</p> <p>(Due to contract savings, an additional street was added and completed in September.)</p>	<p>Begin construction in 2018 on named CTP, Nancy Creek Watershed Improvement Plan projects</p> <p><b>Result:</b> The CTP Windsor and Osborne intersection improvement project completed design and began right-of-way acquisition. Construction funding is including in the 2019 Adopted Budget.</p> <p>The bank restoration project at Murphey Chandler Lake will begin in November.</p>	<p>Perform maintenance on 50% of the City's stormwater inlets</p> <p>Revised Measure: Perform maintenance on "high priority" stormwater structures and conveyances identified in the initial City assessment.</p> <p><b>Result:</b> Of the 176 high priority stormwater structures, 100 (57%) are anticipated to be completed by the end of 2018. Of 98 high priority conveyances, 50 (51%) are anticipated to be completed by the end of 2018.</p>	<p>Complete detailed design and construction bid documents for 2018 named sidewalk projects</p> <p><b>Result:</b> All four named 2018 sidewalk projects have been completed including Fernwood Circle; North Druid Hills Road (Arrington Place to Colonial); Drew Valley Road (Burch Circle to East Drew Valley Road); and Old Johnson Ferry Road (Brooklawn Road to West Nancy Creek Drive).</p> <p>Additionally, all prior year approved sidewalk projects were completed.</p>

Performance measures for 2019 will be developed after approval of the 2019 budget, but will include continuation efforts concerning police response time, accident prevention, and police officer retention. Within Public Works, implementation of a rights-of-way maintenance program will be a priority within the corridors approved by City Council in 2018.

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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 using 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	2016 Actual	2017 Actual	2018 Revised	2019 Adopted	\$ Variance	% Variance
Personnel Services	\$205,033	\$204,846	\$223,842	\$227,350	\$3,508	1.6%
Non-Personnel Services	54,658	83,573	52,200	111,500	59,300	113.6%
Total	\$259,691	\$288,419	\$276,042	\$338,850	\$62,808	22.8%
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.

***2017 Recap***

In late 2017, the Just FOIA open records request software was implemented to provide a web-based public portal for open records requests. 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 continued to oversee the use of Laserfiche Document Management Software for scanning, records storage, and retention practices.

The City Clerk's Office managed and published Supplements 2 and 3 for 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 processed 47 ordinances and 45 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.

During 2017, the City Clerk participated on the committee for requirements analysis, vendor selection, content development, and training for the City’s new website. The new website went live December 2017.

**2018 Initiatives**

In 2018, first year use of the Just FOIA open records request software provided a web-based public portal for open records requests (per the Freedom of Information Act). The software offered 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 will continue to manage the update of the Brookhaven Code of Ordinances. The Zoning rewrite and Charter update were implemented in 2018. 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 50 ordinances and 55 resolutions in 2018.

The City Clerk’s Office, in conjunction with the City Attorney’s Office, coordinated with DeKalb County Voter Registration and Elections during the November 6, 2018 call for the Park Bond Referendum and the Sale of Alcoholic Beverages by the Drink on Sundays “Brunch Bill” Referendum. The City Clerk’s Office continued to act as Qualifying Officer for the required affidavits and forms from elected officials.

Document Produced	Projected 2018	2017	2016	2015	2014
Ordinances approved	50	47	26	38	63
Resolutions approved	55	45	35	36	31
Proclamations composed	10	10	8	9	4
Open records requests	425	408	346	349	261
Meeting Minutes Compiled	82	84	72	98	86

**2019 Budget Adjustments & Initiatives**

The 2019 Adopted Budget for the City Clerk’s Office represents an increase of \$62,808 or 22.8%. This increase is primarily due to a \$40,000 increase in election expenses for the 2019 Mayor, District 1, and District 3 offices.

The City Clerk’s Office will coordinate with DeKalb County Voter Registration and Elections for the November 5, 2019 Election for offices of Mayor, and Council Districts 1 and 3. There could be an additional cost for a potential run-off of December 3, 2019. The Clerk’s Office will continue to act as Qualifying Officer for the required affidavits and forms from candidates.

The City Clerk’s Office will partner with the Finance Department to implement a contract administration database. Also, the City Clerk’s Office will add a boards and commissions module

to its Agenda and Meetings Management suite for streamlining the board governance and appointment process.

### **Unfunded Department Requests**

Due to the unpredictability of open records requests, and the substantial time required to collect, compile, and review 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 2019, 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.

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**Finance Department:** The mission of the Finance Department is to provide accounting and financial support to City departments, City management, City-associated boards and commissions, 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 preparing 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, and payroll.

**Budget and Staffing**

Finance Department	2016 Actual	2017 Actual	2018 Revised	2019 Adopted	\$ Variance	% Variance
Personnel Services	\$467,424	\$634,262	\$664,568	\$552,750	(\$111,818)	(16.8%)
Non-Personnel Services	1,080,014	879,139	1,394,575	1,595,553	200,978	14.4%
Total	\$1,547,438	\$1,502,401	\$2,059,143	\$2,148,303	\$89,160	4.3%
Staffing (Part-time Position is contracted)	4 Full-time	4 Full-time 2 Part-time	6 Full-time 2 Part-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.

**2017 Recap**

The Department changed its monthly reporting of City finances by incorporating fund balance changes as well as revenue and expenditure trends. Additionally, the City, for the second time, received certification of its FY 2016 Comprehensive Annual Financial Report (CAFR) by the nationally-recognized Governmental Finance Officers Association (GFOA). The department, in cooperation with the Human Resources department, implemented a new time keeping and payroll system for the City. Project accounting was put into place for the effective organization and financial tracking of Capital Improvement Projects. The City Council fund balance policy was exceeded during 2017 with a strong 39% of subsequent year budgeted expenditures.

**2018 Initiatives**

The City was awarded its first ever bond rating of AAA from Moody’s Investors Service and AAA from Standard and Poor’s. During 2018, the department participated in a life-cycle review of Homestead Optional Sales Tax (HOST) Fund given its elimination as part of the voter approval of the Special Purposed Local Option Sales Tax (SPLOST). HOST proceeds would be sunsetting in early 2018.

In collaboration with the IT department, the 2018 Departmental goals included a web-based transparency project for finances of the City. This system will be implemented prior to the end of the year. The department has outsourced the collection of the business licenses, alcohol excise taxes, and hotel / motel taxes. The department is reviewing and implementing additional audit

measures for the collection of hotel / motel taxes and alcohol excise taxes. The alcohol license ordinance was revised in late 2017 with minor adjustments in September 2018.

The Department sent the FY 2017 Comprehensive Annual Financial Report (CAFR) for certification by the nationally-recognized Governmental Finance Officers Association (GFOA). The City received an unqualified opinion on the financial statements for the outside auditors, Mauldin and Jenkins, and the financial statements were certified by the Georgia Department of Community Affairs. The summary tables from the audited 2017 financial statements are included in the appendices of this 2019 Adopted Budget document.

### ***2019 Budget Adjustments & Initiatives***

The 2019 Adopted Budget represents a decrease of \$89,160, or 4.3 %, from the 2018 revised budget. This decrease is attributable to the elimination of one part-time contract position, outsourcing of the collection of excise taxes and administration of the business license.

During 2019, the department will assist the Public Works Department and Parks & Recreation Department in the close out of completed capital projects from prior years. The department will partner with the City Clerk's Office to implement a contract administration database. The Finance Department, with assistance from the other City departments, will be implementing new processes to improve data collection and electronic transmission of information flow. The dissemination of information will improve reporting and encourage team initiatives for improving workflow processes.

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**City Attorney:** The City Attorney serves as the chief legal officer established by the Charter. Providing advice to and taking direction from the Mayor, 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, including its Boards, Commissions, Authorities, and Committees. The City Attorney is on call to all Department Heads to answer questions and respond to legal issues throughout the City’s functional areas. There is one point of contact for all questions and concerns. In addition, the City Attorney provides representation in all litigated matters, both in Court and in administrative matters, on behalf of the City, either personally or by retaining litigation counsel for the City and then supervising the process.

**Budget and Staffing**

City Attorney	2016 Actual	2017 Actual	2018 Revised	2019 Adopted	\$ Variance	% Variance
Legal Services	\$389,750	\$377,036	\$425,000	\$360,000	(\$65,000)	(15.3%)
Professional Services	52,669	3,048	10,000	0	(\$10,000)	N/A
Outside Counsel		176,840	\$160,000	\$200,000	\$40,000	(25.0%)
Total	\$442,419	\$556,924	\$595,000	\$560,000	(\$35,000)	(5.9%)

Please see the appendices of this budget document for expense details.

**2017 Recap**

The City Attorney initiated a reduction in overall budget allocation for FY 2017. Nonetheless, the hours expended per month (both inside and outside the retainer) increased as the year was filled with opportunities based on Council direction and policy decisions.

The City completed three significant land acquisitions this year, plus the pending use of eminent domain by the City for the first time. The Office has been directly involved in shepherding those acquisitions to conclusion, utilizing outside experts and counsel as needed.

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

The Council made a number of tough choices in 2017 that led to suits being filed and increased legal costs. 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) not being actively handled by the City Attorney (either by 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 State 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 Community Development under Council direction. At the request of the Community Development Director, the office did not retain outside council to oversee this process.

### ***2018 Initiatives***

The 2018 Budget for the City Attorney included a modest increase in legal expense from 2017. The Office presented a new retainer agreement to the Council in January with the swearing in of newly re-elected members.

The City continues to expend effort to strategically and rationally acquire real property for the goals established by the Council. We completed the arms-length acquisition of 19.7 acres in the northeast of the City for the Greenway, which also includes space and dedicated land for the construction of the City's first owned public building.

The Office has successfully defended the City in multiple cases alleging various misdeeds or misfeasance on the part of city boards or commissions.

The City Attorney continued to work with the City's Legislative Delegation to be able to obtain financing for the construction of the Peachtree Creek Greenway by using the increase in Hotel/Motel taxes approved in 2017, and the creation of a Public Facilities Authority in 2018, to establish revenue bonds that will allow the immediate construction of the Greenway beginning later this year and completing in 2019. The City faced its first challenge to a revenue bond as part of that process and the Office successfully defended the City's action resulting in a judgment in favor of the City that was not appealed. That experience reinforces the fact that the confidence the credit rating agencies placed in the City by awarding AAA ratings is merited because this Office was able to successfully refute all of the allegations of misfeasance leveled by the challengers.

In addition to the Zoning Rewrite performed in conjunction with the outside consultant and the Community Development Department, the City Attorney has worked with industry to fashion a small cell ordinance for the City of Brookhaven. Small Cell refers to a technology that boosts signal strength to traditional cell towers and also functions to increase bandwidth to end users by finding a less crowded macro-tower to send the signal to. We have met in person with industry leaders, provided a draft copy of the ordinance, accepted three rounds of comments from industry and responded to those comments. The landscape impacting small cell technology is changing with ongoing FCC rulings and decisions. In addition, a bill was introduced and ultimately abandoned in the State Legislature last year that would have usurped all local control over rights-of-way by cities and counties. This office has been on the forefront of the challenge to that

legislation and fighting for local government to retain their sovereignty over rights of way. All of this work was done under the monthly retainer budget.

There is one contingency that continues to be challenging to account for: litigation. The budget adopted above is designed to account for this contingency. This year, City-initiated litigation took the forefront rather than the merely defensive litigation that had dominated the litigation landscape in prior years. Nonetheless, the City has been largely successful in the battles it has chosen to fight and those it has sought to resolve.

### ***2019 Budget Adjustments & Initiatives***

The 2019 Adopted Budget for the City Attorney's Office represents a decrease of \$35,000 or 5.8%.

Despite the modest overall budget increase for 2018, the retainer for 2018 remained the same as it has been since 2016. Over the last two years, the time spent on matters for the City has continued to grow. As the Administration fulfills the Council mandate to "get things done," the need for legal oversight, review, and updates to the City's Code grows. Most of the work on those topics, and a host of others, are performed under the umbrella of the retainer budget. The budget submitted for the retainer anticipates about 120 lawyer hours per month calculated at \$165 per hour (which is discounted from the base hourly rate for work outside the retainer). On average, the firm is providing 180 to 195 hours of retainer covered legal work (meetings for the City, calls with department heads, administrators, and elected officials, ordinance reviews, contract review, contract negotiation, and the like) per month. The requested increase in retainer amount is on the lower end of the range of actual hours spent on Brookhaven matters within the retainer amount and accounts for the actual volume of work being performed.

Also, the budget for prior years had sought to account for all litigation and other legal support performed by this office outside of the retainer in the Legal Services line item. The "Outside Legal Services" literally referred to legal services associated with work done by outside counsel, either as a consultant or litigation counsel. The change this year will account for the retainer only in the Legal Services line item and all other hourly work, no matter who the firm is that performs the work, will be accounted for in the Outside Legal Services line.

Finally, the City Attorney is recommending the elimination of the Professional Services line item as that category has not been utilized the last two years.

### ***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 and the operational tempo of the City increases. We have recently upgraded the experience and knowledge of the lawyers in the office to provide timely responses to City queries for information or opinions. The City Attorney regularly meets with Senior Staff of

the City, and the Administration and City Attorney continue to work on providing responsive, accurate, and clear counsel to the City.

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 City's Chief Legal Officer:

- Responsiveness—Response to initial query within two business days; final answer within a week if possible or as requested.
- Customer Service—External communications handled professionally.
- Reporting—Communication to elected officials of developments in high profile cases that affect the City, 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 to provide the same advice or interpretation to anyone who asks.
- Accuracy—The City Attorney's office strives for conservative, risk-averse, and accurate legal analysis and recommendations to Council that provide a path to the stated goal, while limiting adverse consequences.

Contact Information: Chris Balch, City Attorney (404) 202-5934  
[chris@balchlawgroup.com](mailto:chris@balchlawgroup.com)

**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	2016 Actual	2017 Actual	2018 Revised	2019 Adopted	\$ Variance	% Variance
Personnel Services	\$490,377	\$645,310	\$685,284	\$710,285	\$25,001	3.7%
Non-Personnel Services	718,977	973,638	1,090,930	1,008,150	(82,780)	(7.6%)
Total	\$1,209,354	\$1,618,948	\$1,776,214	\$1,718,435	(\$57,779)	(3.3%)
Staffing	6 Full-time	6 Full-time	6 Full-time 1 Part-time	6 Full-time 1 Part-time		

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

**2017 Recap**

Initiatives undertaken in 2017 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.

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 Initiatives**

The Department completed the implementation of CityWorks PLL, Timmons Portal and Onbase Plan Review. Also completed was a replacement phone system, upgrade/increase in the internet bandwidth, and firewall upgrades. A project was begun to create a backup location at Lynwood park for City Hall staff including backup generator, network infrastructure and redundant phone/internet. An RFP and vendor selection for a new Court system will be completed by budget time to be included in the 2019 budget. Finally, the Department will continue the City’s annual

technology refresh for laptops, desktops, and servers. We also began selling surplus equipment, which will be a yearly effort going forward. The Police Department decided to transition to a new body camera/car camera system, so this has begun in 2018 and will continue into 2019.

***2019 Initiatives***

The 2019 Adopted Budget represents a decrease of \$57,779, or 3.3 %, from the 2018 revised budget.

Plans are to continue security upgrades to the network and web presence, contract with a vendor for real time network monitoring, begin planning for the new Police/Court building and yearly technology refresh.

Contact Information: Robert Mullis, IT Director (404) 637-0640  
[robert.mullis@brookhavenga.gov](mailto:robert.mullis@brookhavenga.gov)

**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	2016 Actual	2017 Actual	2018 Revised	2019 Adopted	\$ Variance	% Variance
Personnel Services	N/A	N/A	\$241,762	\$251,550	\$9,788	4.1%
Non-Personnel Services	N/A	N/A	11,300	35,600	24,300	215.0%
Total	N/A	N/A	\$253,062	\$287,150	\$34,088	13.5%
Staffing	N/A	N/A	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. Prior to 2018, Human Resources was reflected within the City Manager’s Office budget.

***2017 Recap***

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 vehicle 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.

***2018 Initiatives***

The department developed a City-wide Wellness Program, 15 employees volunteered to serve as wellness champions for 2018. The Wellness committee meets the third Thursday of each month to establish quarterly wellness initiatives. The committee hosted eight Lunch and Learn

meetings, a health assessment campaign, and a wellness program branding competition. The committee held a Head SMART challenge, water hydration challenge as well as asking employees to participate in the 2<sup>nd</sup> annual Hot Pursuit 5K Glow Run. The department implemented a formal years-of-service recognition award for employees who reach five years of service with the City. Additionally, the department implemented a revised tuition reimbursement program for all full-time employees to maintain a qualified workforce to face the challenges of the 21<sup>st</sup> century.

The department moved 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 automated the process for hires and separations, 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.

**2019 Budget Adjustments & Initiatives**

The 2019 Adopted Budget represents an increase of \$34,088, or 13.5%, from the 2018 revised budget. The department will develop a formal employee satisfaction survey and automate its new hire follow up and exit interview process. The department will contract with a vendor to conduct a salary and benefits survey for all City positions.

**Performance Measures**

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

Element	2017 Goal	2017 Actual	2018 Goal	2019 Goal
New Hire Turnover: Percent of new hires leaving within 90 days of start date	<10%	2.4%  42 hires with one separation within 90 days of start date	<5%	<5%
Total Turnover: Percent of full-time positions vacated during the fiscal year	<20%	17.0%  23 of 135 full-time positions	<20%	<20%
HIRS Data Entry Accuracy: Includes onboarding, open enrollment for benefits, annual compensation changes, etc.	100%	99.2%  (Sample size) 5 errors in 630 entries across 42 onboardings	100%	100%
Provide the Weekly Customer Tip	100%	100%  (Partial year implementation)	100%	100%

Contact Information: Rick Stone, Human Resources Director (404) 637-0478

[rick.stone@brookhavenga.gov](mailto: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**

Community Development	2016 Actual	2017 Actual	2018 Revised	2019 Adopted	\$ Variance	% Variance
Personnel Services	\$88,515	\$289,050	\$377,552	\$252,700	(\$124,852)	(33.1%)
Non-Personnel Services	\$62,154	\$103,230	\$86,500	\$309,685	\$233,185	258.0%
Total	\$150,669	\$392,280	\$464,052	\$562,385	\$98,333	21.2%
Staffing	1 Full-time	1 Full-time	4 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.

**2017 Recap**

In addition to producing weekly eblasts, quarterly newsletters, press releases, the Department focused on increasing its advertising and marketing presence.

The Communications Department was reorganized and expanded in 2017 per the recommendations presented at the City Council advance in February 2017 including:

- 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 allowed 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 provided outreach to the underserved but significant Hispanic community, as well as the general population in neighborhoods throughout the City. The Management Policy Analyst expanded 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.

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 2017 carried over during scheduled runs in 2018. 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, and *Brookhaven at 5*, a five-year anniversary retrospective.

### ***2018 Initiatives***

The first half of year 2018 focused on maximizing the depth and breadth of the website content, standardizing information between departments and the continued training of internal website administrators. Subsites for the office(s) of Economic Development and Peachtree Creek Greenway and microsites for the Cherry Blossom festival, SPLOST, and Parks Bond Referendum were also developed. In addition, Communications developed and published Brookhaven's first City-wide annual report.

In mid-2018, the public relations firm of CSI Crane conducted an analysis of the Communications function and determined that the City of Brookhaven could benefit from an agency partner/vendor relationship to augment existing staff.

The department was very busy in 2018 with multiple park openings, major community engagement efforts within the Community Development Department, and various awards and events for the City.

### ***2019 Budget Adjustments & Initiatives***

The 2019 Adopted Budget represents an increase of \$98,333, or 21.2%, from the 2018 revised budget.

The 2019 funding includes an agency relationship for Hispanic outreach through the Latin American Association. Funding is also included for a sustainable branding outreach campaign via a local public relations firm 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. The cost of these initiatives will be partially offset by the salary savings of eliminated positions that became vacant in mid-2018.

Training for various staff will include areas of leadership, graphic arts, social media management, strategic planning and public relations best practices. The 2019 budget recommendations also include additional funding for the implementation of the aforementioned initiatives and targeted marketing campaigns for 3-4 marquee events, including a Citywide mailing of the 2018 Annual Report to all residents in 2019.

Contact Information: Burke Brennan, Communications Director (404) 637-0709  
[Burke.Brennan@BrookhavenGA.gov](mailto:Burke.Brennan@BrookhavenGA.gov)

**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***

<b>Municipal Court</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Adopted</b>	<b>\$ Variance</b>	<b>% Variance</b>
Personnel Services	\$255,667	\$271,347	\$317,436	\$333,700	\$16,264	5.1%
Non-Personnel Services	310,148	305,014	284,200	533,200	249,000	87.6%
Total	\$565,815	\$576,361	\$601,636	\$866,900	\$265,264	44.1%
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.

***2017 Recap***

Initiatives undertaken included implementation of procedural changes as result of statutory requirements of processing DDS reporting when defendants fail to appear. In the summer of 2017 the City let a request for proposals and selected a new probation services provider. Performance will be monitored by the Court Clerk to ensure compliance with State and Local laws and procedures.

For the reporting year of 7/1/2016 to 6/30/2017, the Court had the following activity;

**Probation:**

Active Reporting Cases      138  
 Pay Only Cases                128  
 Non-Reporting Cases         70

**Terminations:**

Successfully Closed            590  
 Unsuccessfully Closed        172

**2018 Initiatives**

Initiatives undertaken included participation in the design and planning for the new Public Safety Building, the appointment of new solicitors and a review of the requirements for a new Court software system. The review includes selection of a new provider in 2018 with implementation in late 2018 or early 2019.

For the reporting year of 7/1/2017 to 6/30/2018, the Court had the following activity;

Probation:

Active Reporting Cases	124	14 case decrease from 2017
Pay Only Cases	201	73 case increase from 2017
Non-Reporting Cases	37	33 case decrease from 2017

Terminations:

Successfully Closed	143	447 case decrease from 2017
Unsuccessfully Closed	16	156 case decrease from 2017

**2019 Budget Initiatives**

The 2019 Adopted Budget represents an increase of \$265,264, or 44.1%, from the 2018 revised budget. This is due to a change in accounting. Going forward in 2019, fines that are collected but remitted to outside agencies will be accounted for as an expense item. There is also an offsetting revenue item for these amounts. Without this accounting change, the department’s 2019 budget increase would be \$16,264 or 2.7%.

Plans are to continue participation in the design and plans for the new building; develop a transition plan to the new building for the seamless operation of court activities, and the implementation of the new court software.

Contact Information: Shirley Archer, Court Administrator (404) 637-0670  
[shirley.archer@brookhavenga.gov](mailto: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	2016 Actual	2017 Actual	2018 Revised	2019 Adopted	\$ Variance	% Variance
Personnel Services	\$6,619,326	\$7,005,479	\$7,871,084	\$8,255,900	\$384,816	4.9%
Non-Personnel Services	1,791,153	1,289,247	550,702	729,685	178,983	32.5%
Total	\$8,410,479	\$8,294,726	\$8,421,786	\$8,985,585	\$563,799	6.7%
Staffing	69 Sworn 11 Non-sworn 4 Part-time	74 Sworn 11 Non-sworn 5 Part-time	74 Sworn 11 Non-sworn 5 Part-time	74 Sworn 11 Non-sworn 8 Part-time	+3 Part-time	N/A

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

***2017 Recap***

In 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 (LPRs) throughout the City. The LPRs have been a huge success in solving crimes and recovering stolen property.

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 (jointly funded and 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 officers in “Shoot/Don’t Shoot” scenarios. The Community Policing Unit initiated the Copsicles program. The Police Department implemented a Vehicle Accident Reduction Incentive program.

## ***2018 Initiatives***

The Police Department continued with the following 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 event/fundraising participation.

The Police Department also replaced older high mileage / high maintenance cost fleet vehicles. The department began the implementation of the revised 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. (Full implementation of this effort has been delayed via City Council directive until December 2018.)

The department will purchase StarChase Pursuit Management Technology to tag and track fleeing suspect vehicles. This technology will aid in the apprehension of felony suspects while mitigating the risks associated with vehicle pursuits. The estimated cost is \$50,000 and will be funded out of the Confiscated Assets Fund.

## ***2019 Budget Adjustments & Initiatives***

The 2019 Adopted Budget for the Police Department represents an increase of \$563,799, or 6.7% from the 2018 Revised Budget. This budget increase is primarily attributable to the LPR equipment lease payment (\$250,000) and departmental budgeting for workers compensation expenses (\$305,900) formally budgeted centrally in the Non-Department Budget. The 2019 Adopted Budget also includes full year funding of three part-time support positions approved by City Council 2018.

Major initiatives that the Police Department will undertake in 2019 include:

- Continued replacement of older high mileage / high maintenance cost fleet vehicles
- Continuation of the community programs noted above
- Proactive patrols to increase police visibility to deter criminal activity, such as entering autos
- Review the patrol beat structure to maintain proper coverage and visibility
- Increase the Police K9 unit by an additional canine to provide support 7 days a week

**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 2019:

<b>Uniform Patrol</b>				
<b>Goal</b>	Respond to Priority "P" calls in under 6 minutes at least 80% of the time	5% Crime Reduction of Part 1 crimes through pro-active patrol	Ensure every officer attends (1) specialized training class in their area of assignment	Increase of Field Training Officers to (2) per shift to assist in the training of new officers.

<b>Support Services</b>				
<b>Goal</b>	Decrease business and residential false alarm calls by 5%	Maintain an employee vacancy rate of less than 15%	Decrease avoidable accidents by 5%	Convert all State Accreditation hard copies to electronic files

<b>Criminal Investigations Division</b>				
<b>Goal</b>	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.

Contact Information: Gary Yandura, Chief of Police (404) 637-0590

[gary.yandura@brookhavenga.org](mailto: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 Streetlight Special Revenue Fund and the Stormwater Fund.

***Budget and Staffing***

Public Works	2016 Actual	2017 Actual	2018 Revised	2019 Adopted	\$ Variance	% Variance
Personnel Services	\$114,532	\$0	\$0	\$0	N/A	N/A
Non-Personnel Services	1,288,566	1,593,750	1,706,150	1,565,900	(\$140,250)	(8.2%)
Total	\$1,403,098	\$1,593,750	\$1,706,150	\$1,565,900	(\$140,250)	(8.2%)
Staffing (Contracted)	5 Full-time 1 Part-time	5 Full-time 1 Part-time	9 Full-time	9 Full-time	–	N/A

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

The Public Works department is also responsible for the tree conservation division. The FY 2019 adopted budget is \$5,000. This amount is not included in the above table.

***2017 Recap***

The Public Works Department completed Ashford Dunwoody Corridor Study, a major planning study in 2017. During 2017, the department also implemented two (ST-01, ST-03) of the ten short-term project recommendations in the corridor study and initiated implementation of several short term and mid-term projects in the corridor study. The Department also implemented final traffic enhancement of Donaldson Road DRI.

In addition, the City implemented the initial year of the five-year (2017-2021) street paving program. 2017 was the largest street paving effort in the history of the City in the amount of \$4.7M.

The department also presented a 10-year Stormwater revenue and expenditure projection and the City Council adopted several administrative adjustments to the Stormwater rate structure.

The department presented the following City-wide Policies and the City Council adopted the Rights-Of-Way Maintenance Policy, Traffic Calming Policy, and Street Light Program Policy.

## **2018 Initiatives**

The Public Works Department completed, and in August 2018, Council adopted the North Fork Peachtree Creek Watershed Improvement Plan, the second and final Watershed Improvement Plan for the City. The department completed implementation of four (ST-04, ST-05, ST-06 & ST-07) Ashford Dunwoody Corridor Study short term project.

The department initiated and managed the 2018 street paving program in two phases. The first phase was completed in March 2018 totaling 4.42 lane miles. The second phase of the 2018 paving program was completed in August 2018 totaling 9.29 lane miles, which includes a major portion of Clairmont Road and mostly full depth reclamation roads. By this two-phase approach, the department made significant progress on the five-year (2017-2021) paving program and was able to complete all but three roads that were slated to be paved in 2019.

The Public Works Department continued to implement the sidewalk improvement program previously approved by the City Council and updated in September 2017. By end of August 2018, the department completed construction of all prior year approved sidewalks except Curtis Drive and Briarwood Road. The department also completed the sidewalks approved and funded in FY 2018 by end of August 2018. In total, the department constructed 12,440 LF of sidewalk and made 2018 a record Sidewalk construction year for the City. In this process, the City constructed the first major multi-use path along Caldwell Road called for in the Bicycle, Pedestrian & Trail Plan.

The Department is also working on the following initiatives in 2018

- Osborn Road/Windsor Parkway Roundabout Design and rights-of-way acquisition
- North Druid Hills Corridor Study
- Ashford Preserve Demolition and parking area enhancement
- Five City Gateway Monuments
- Relocation of Municipal Maintenance Yard
- Ashford Dunwoody/Montgomery Elementary Improvement Design (MT-02)
- Ashford Dunwoody/Peachtree Road Intersection Design (MT-01)
- Ashford Dunwoody/West Nancy Creek Intersection Design & Construction (ST-10)
- Ashford Dunwoody Pedestrian Crossings (ST-07)
- Ashford Dunwoody/Johnson Ferry Intersection Design (ST-09)

The Public Works Department is working on the following grant projects from the Atlanta Regional Commission (ARC) or Georgia Department of Transportation (GDOT):

- Peachtree Road LCI Pedestrian and Streetscape Improvements
- The Ashford Dunwoody Road/Dresden Drive ITS System Expansion
- Ashford Dunwoody/Windsor Parkway Intersection Design (ST-08)

### ***2019 Budget Adjustments & Initiatives***

The FY 2019 Adopted Budget of \$1,565,900 represents a decrease of \$140,000, or 8.2% from the 2018 revised budget.

The initiatives that the department will undertake in FY 2019 include:

- Continued major investment in the street paving program. SPLOST funding will be utilized for the 2019 paving program
- Bicycle, Pedestrian & Trail Plan will be reviewed to implement any bike lanes / corridors as part of the 2019 paving program
- Coordinate with the Parks & Recreation Department to develop a rights-of-ways maintenance program for the major corridors designated by the City Council
- Complete two prior year sidewalks and begin design and construction of FY 2019 appropriated sidewalks
- Implement a water quality improvement project from the Nancy Creek Watershed Improvement Plan and North Fork Peachtree Creek
- Continue to aggressively implement design and construction of Ashford Dunwoody Corridor Study short-term and mid-term projects
- Continue Citywide Street sweeping Program
- Continue Citywide Drainage Structure Cleaning Program
- Bicycle, Pedestrian & Trail Plan will be reviewed to implement any bike lanes / corridors as part of the 2019 paving program
- Adopt Drainage Maintenance Policy

### ***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 9, 2019**
- Return **95 %** of the customer phone calls and e-mails within 24 hours of receipt
- Complete construction of **three** major Drainage Capital improvement Projects
- Complete construction of 2019 named sidewalks (**all sidewalks**)
- Comply with State MS4 program and meet **100%** of the deadlines
- Complete **one** water quality improvement project from North Fork Peachtree Creek Watershed Improvement Plan

Contact Information: Hari Karikaran, Public Works Director (404) 637-0520

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**Parks & Recreation Department:** The Parks & Recreation Department plays an active and critical role in the community’s quality of life. City staff and contractors are 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 operation of the City’s 15 parks, three swimming pools, two recreation centers, one community building, and 332 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](http://www.Brookhavenga.gov/City-Departments/Parks-Recreation)

***Budget and Staffing***

<b>Parks &amp; Recreation</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Adopted</b>	<b>\$ Variance</b>	<b>% Variance</b>
Personnel Services	\$644,355	\$720,399	\$787,644	\$823,250	\$35,606	4.5%
Non-Personnel Services	1,830,580	1,757,366	2,591,417	2,377,877	(213,540)	(8.2%)
Total	\$2,474,935	\$2,477,765	\$3,379,061	\$3,201,127	(\$177,934)	(5.3%)
Staffing	7 Full-time 6 Part-time	7 Full-time 30 Part-time	7 Full-time 16 Part-time	7 Full-time 16 Part-time	N/A	N/A

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

***2017 Recap***

During 2017, the department’s initiatives focused on the continued development and implementation of the City’s Park Master Plan, capital maintenance, and providing quality recreational programming.

During 2017, the Clack’s Corner master plan project was completed, and master plan projects were initiated at Skyland Park, Murphey Candler Park - Open Space Field (“County Corner”), and Georgian Hills Park - Phase 1.

Capital maintenance included the replacement of the Valvedere Drive Pedestrian Bridge, which was completed in May. The Department also completed capital improvements to the City’s recreation facilities including repairs to the Murphey Candler Park pool, tennis court crack repair at the Blackburn Park Tennis Center, and improvements to Lynwood Park Recreation Center which included the installation of air conditioning in the Lynwood gym.

Recreation equipment expenditures from the HOST Fund included the installation of eight shade structures for Murphey Candler Park Pool and Briarwood Park Pool facilities, installation netting for the athletic fields Murphey Candler Park Baseball Field, one piece of gymnastic equipment, two tennis court backboards, four athletic field goals, four athletic field bleachers, and two portable pitching mounds.

## **2018 Initiatives**

The Parks & Recreation Department completed the Skyland Park, Georgian Hills Park - Phase 1, and Murphey Candler “County Corner” projects. In 2018, the department continued many popular programs including, but not limited to:

- 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 pools the end of season Doggie Dip Day
- “It Starts in the Park 5k”
- Paint the Park

In 2018, the department assisted the Public Works Department in right-of-way maintenance for City Council named corridors (Ashford Dunwoody / Johnson Ferry / North Druid Hills. This activity is incorporated into the department’s 2019 adopted budget. The 2018 Christmas tree lighting, “Light Up Brookhaven” will be expanded with additional programming.

In 2018, the Parks & Recreation Department continued to work towards completing the Parks & Recreation Master Plan implementation. The 2018 capital budget includes \$1.2 million transferred from the HOST Fund for the following master plan projects:

- Murphey Candler Park II Trail (\$800,000). This trail will connect the athletic fields at Murphey Candler Park to the sidewalk located next to the Marist School.
- Briarwood Park Adventure Play Area (\$400,000). This project includes a tree house built amongst the trees along the trail leading through Briarwood Park.

Additionally, the department continued to work to finalize the master plan for Brookhaven Park. NOTE: When the site-specific park plans were developed and approved in early 2016, the Brookhaven Park master plan concept was tabled until park ownership could be established with DeKalb County.

Capital maintenance projects in 2018, separate from the Parks & Recreation Parks Master Plan, include:

- Renovating the Blackburn Park Tennis Center (\$160,000). The 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 (\$300,000). This project includes the complete removal and rebuilding of six of the eighteen tennis courts. 2018 is the first year of a three-year court renovation project.
- Repairs to the Murphey Candler Pool House (\$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 (\$180,000). These projects include various improvements to the existing athletic facilities located at Murphey Candler Park. The projects will include repairs the field house to include new restroom fixtures, ceiling tile, new doors and new paint. There was also a new roof installed on the field house along with new steps to the building and the extension of the sidewalk leading from the concession stand to the International Field. On the softball side of the complex, City staff is repairing and replacing the safety netting on fields #3, #4, and #5.
- Murphey Candler Lake Bank Restoration (\$300,000). This project will complete the bank restoration along the east side of the lake that has already been completed and will continue to the pedestrian bridge that was installed in 2016.
- Ashford Forest Preserve Parking Lot (\$150,000). This project includes the installation of a new gravel parking lot, wooden fence, park signage, and removal of invasive plants.
- An amount of \$60,000 is included for unanticipated capital maintenance projects.
- The installation of a dog park fence, associated walking trail, and new pavilion at Brookhaven Park. This project was previously funded in the capital budget.

### ***2019 Initiatives***

The 2019 Adopted Budget represents a decrease of \$177,934 or 5.3%, from the 2018 revised budget. This budget decrease is primarily attributable to a reduction in Park Master Plan design costs (\$300,000) and project management services (\$239,540) for projects completed in 2018 as well as design and cost estimates for the \$40 million Park Bond referendum. The department has included additional funding (\$150,000) for right-of-way maintenance in collaboration with the Public Works Department as well as support (\$20,000) of the Brookhaven Arts Committee.

The Parks & Recreation Department will continue to work toward providing the citizens of Brookhaven with great recreational opportunities including the programs previously noted. These programs and the continued maintenance of all the parks and recreation centers are funded through the operating budget.

In 2019, the Parks and Recreation Department will be overseeing the implementation of the Brookhaven Arts Committee.

In 2019, there is no funding for the Parks & Recreation Master Plan implementation due to the elimination of the Homestead Optional Sales Tax (HOST) revenue with voter approval of the Special Purpose Local Option Sales Tax (SPLOST). SPLOST legislation prohibits the use of SPLOST revenue for new or renovation park projects. Capital maintenance of existing recreational facilities is permitted.

Capital maintenance projects for 2019 include:

- Renovations to the Lynwood Park Recreation Center (\$500,000). This would include the installation of a new roof on the building, new gym floor and gym floor cover, and new windows in the facility.
- Rebuild six tennis courts at Blackburn Park Tennis Center (\$300,000). This project calls for the complete removal and rebuilding of six of the eighteen tennis courts. This is the second year of a three-year tennis court renovation project.
- Repairs to the Murphey Candler Pool, Lynwood Park Pool, and Briarwood Park Pool in the sum of \$150,000. These projects include repairs to the pump system at Murphey Candler Park Pool to allow all three of the water features to run simultaneously, new lifeguard stands at all pools, new lane ropes with roller and cover for Murphey Candler and Briarwood Park Pools, new roof on the pool house at Lynwood Park along with concrete repairs to the pool deck at Briarwood Park Pool.
- Murphey Candler Park Athletic Facility Projects (\$100,000). This will include various improvement projects to the athletic facilities located at Murphey Candler Park. The projects will include new shade structures at football, restroom facility improvements, and various other projects. The various leagues using these fields have agreed to partner with the City monetarily on these projects.
- An amount of \$50,000 is included for unanticipated capital maintenance projects.

The City Council approved on July 23, 2018 a Park Bond Referendum in the amount of \$40 million dedicated to the Parks & Recreation Master Plan. Information on the projects included in the Park Bond Referendum can be found on the City website at:

<https://www.brookhavenga.gov/parks-bond-ref>

### ***Performance Measures***

The Parks & Recreation Department continues to improve and modify performance measures based on customer demand and needs. The following reflects community survey results comparing 2014 through early 2018.

- The percentage of respondents indicating that the condition of the City parks was a barrier to parks usage dropped from 57% in 2014 to 24% in 2018.
- The percentage of respondents indicating a concern about their personal safety was a barrier to park usage dropped from 30% in 2014 to 20% in 2018.
- The percentage of respondents indicating a rating of “Good” for overall performance of the City’s park system increased from 14% to 61%.

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**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***

<b>Community Development</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Revised</b>	<b>2019 Adopted</b>	<b>\$ Variance</b>	<b>% Variance</b>
Personnel Services	\$932,527	\$943,278	\$1,086,249	\$1,111,750	\$25,501	2.4%
Non-Personnel Services	1,760,014	2,046,981	2,150,056	2,275,560	125,504	5.8%
Total	\$2,692,541	\$2,990,259	\$3,236,305	\$3,387,310	\$151,005	4.7%
Staffing*	11 Full-time 2 Part-time	11 Full-time 2 Part-time	11 Full-time 2 Part-time	11 Full-time 2 Part-time	N/A	N/A

\*Building & code enforcement services are provided by a contract vendor (13 employees) and not included in staffing number. Please see the appendices of this budget document for revenue and expense detail.

***2017 Recap***

In 2017, the department completed the Character Area Study and began the Peachtree Overlay District Rewrite and City-wide Zoning Ordinance Rewrite project. The Overlay District Rewrite was a six-month project approved in early 2018, while the Zoning Ordinance Rewrite was expected to take at least a year. The Department began planning for new permitting software and electronic plan review.

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. The performance measures, as adopted, allowed 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 also added accountability based on real data to the CAA services contract.

The department completed a review of the fee schedule in 2017. The review consisted of the addition of 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 Initiatives***

During 2018, the department is focused on completion of the Zoning Ordinance Rewrite project. The project was called for in the 2034 Comprehensive Plan that was approved in 2014. The purpose of the rewrite is to provide regulations to implement the land use policies identified in the Comprehensive Plan, Character Area Study, and other planning and policy documents. Once approved, the document will be the result of months-long work by the rewrite steering committee that was comprised of community residents and business owners appointed by the Mayor and City Council. In addition to the steering committee, the department worked with the consultant team to host a series of public meetings to obtain input from citizens and the development community. It is anticipated that the project will be completed in the fall of 2018.

The department successfully completed the go-live of a new permitting and electronic plan review software. An initial survey of the most frequent users of the system and a set of random users was completed in August 2018. The survey asked users about ease of use of the system and for both positive feedback and recommendations on improvements that could be made.

Other initiatives undertaken by the department in 2018:

- Development code amendments
  - During this reporting period, the Department developed recommendations for code amendments adopted by City Council related to walls and fences, soil erosion and sedimentation control, floodplain management, and sidewalks.
- Apartment sweeps program
  - The Department began conducting monthly comprehensive code enforcement and fire marshal exterior inspections of all apartment complexes throughout the city. The program is designed to improve the quality of life for city residents by improving property maintenance.
- Sign registration program
  - The Department closed out this project early in the year. The goal was to document non-conforming signs in the City by notifying property owners, requiring registration, and documenting existing conditions with photographs for future reference.

## ***2019 Budget Adjustments & Initiatives***

The 2019 Adopted Budget for the Community Development Department represented an increase of \$151,005 (4.7%) from the 2018 revised budget. This increase is primary reflected in the professional services with CAA.

There were several amendments to the CAA building and code enforcement services contract during 2018 to address work load and the implementation of the online development service portal and electronic plans review. An additional amendment will be made in 2019 to accommodate a Permit and Business License Technician position for coverage of the City's business license function.

Additionally, the department has added a property maintenance contract to cover the cost of cleaning up properties in violation of City code that cannot be addressed via the normal Code Enforcement process and have the approval of the Municipal Court.

2019 initiatives anticipated by the Department include:

- Update to 2034 Comprehensive Plan as required by state local planning rules; required every five years
- Planning Commission work program as adopted at its first annual retreat in 2017; includes development of special area plans for identified nodes and corridors
- Implementation of the Georgia Municipal Association (GMA) "Best Practices for Streamlining the Permitting Process" including a user guide to local permitting process, external/review agency contact list, concurrent applications, combined public hearings, and pre-permitting for selected sites
- Creation of a "One Stop Shop" meeting and/or procedure to further the best practices for streamlining the permitting process
- Host another Apartment Inspections Workshop and make it an annual program
- Refine abatement process related to property maintenance
- Continue the annual customer service survey

## ***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 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

With the implementation of new permitting software and electronic plan review during 2018, the department has been able to monitor the adopted performance measures beginning in June 2018. Some highlights of the department's general performance during 2018 as compared to prior years are highlighted in the following table:

Application Type	Year					
	2013	2014	2015	2016	2017	2018*
Rezoning/Major Modifications	8	30	10	13	7	8
Special Land Use Permits	2	6	12	3	6	6
Variances	54	79	74	68	72	52
Administrative VariANCES (general)	36	28	20	26	26	16
Administrative VariANCES (stream buffer)	0	2	1	3	3	1
Minor Modifications	0	2	1	2	5	0
Zoning Certification Letters	5	35	55	42	36	24
Text Amendments	4	4	8	0	24	14
Building Plan Reviews	N/A	938	1,032	1,121	1,285	875
Building Permits Issued	2,605	4,609	3,568	4,403	4,591	2,685
Building Inspections	N/A	15,697	8,905	9,254	10,490	8,260
Fire Marshal Plan Reviews	N/A	N/A	N/A	N/A	N/A	402
Fire Marshal Inspections	N/A	N/A	N/A	N/A	N/A	462
Land Disturbance Permit Reviews	N/A	39	63	106	93	83
Land Disturbance Permits Issued	5	9	20	28	36	35
Land Development Inspections	N/A	2,653	2,511	4,084	4,150	2,308
Plat Reviews	N/A	31	58	66	56	47
Plats Approved	N/A	15	19	21	26	9
Tree Removal Permits	N/A	115	265	378	419	402
Code Enforcement Inspections	N/A	8,905	7,751	6,620	6,271	3,552
<b>Total</b>	<b>---</b>	<b>33,197</b>	<b>24,373</b>	<b>26,238</b>	<b>27,596</b>	<b>19,241</b>

N/A - Not Available

\*Through September

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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***

<b>Economic Development</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Adopted</b>	<b>\$ Variance</b>	<b>% Variance</b>
Personnel Services	N/A	N/A	\$107,107	\$107,950	\$843	0.8%
Non-Personnel Services	N/A	N/A	46,400	51,900	\$5,500	11.9%
Total	N/A	N/A	\$153,507	\$159,850	\$6,343	4.1%
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.

***2017 Recap***

- Hired an Economic Development Director / Development Authority Executive Director
- Established a web presence
- Attended regional financial technology trade show to market the region and sell the City’s assets to the industry
- Completed first round of strategic plan draft

***2018 Initiatives***

The 2018 initiatives for the Department of Economic Development include:

- Complete the Economic Development Strategic Plan & website
- Work with the Community Development Department on the Buford Highway portion of the Zoning Ordinance rewrite
- Updated the Brookhaven Development Authority bylaws
- Establish an Economic Development toolkit
- Complete incentives policy / application
- Market the City’s assets in various targeted publications, including but not limited to the Atlanta Business Chronicle, Georgia Trend Magazine, and The Atlanta Hawks guide
- Attend industry-specific events, meetings, and trade shows

- Host county-wide Economic Development Departments in the City of Brookhaven
- Establish cost-sharing and budget policy between the General Fund budget and Brookhaven Development Authority

### ***2019 Budget Adjustments & Initiatives***

The 2019 Adopted Budget represents an increase of \$6,343 or 4.1%, from the 2018 revised budget. This budget accounts for a transfer in from the Brookhaven Development Authority of \$172,000 to reimburse the General Fund. The reimbursement will be \$47,000 towards salary and \$125,000 for economic development activities.

In 2019, the department will proactively implement the initiatives established in the adopted Economic Development Strategic Plan. These initiatives will act as the catalyst that shapes the Department's marketing, branding, and recruitment efforts. An increase in these efforts is reflected in the no change in this year's non-personnel services budget of \$46,400. The Department will also be heavily focused on increasing commercial property value throughout the City's various nodes and showing an interest in partnering with local developers to spur development of previously established high-priority sites. Lastly, the department will continue to market the City as a viable location to do business for organizations of all sizes through attending industry specific trade shows, partnering with the local and regional chamber, sponsoring events, and participating in regional economic development initiatives.

Other 2019 initiatives anticipated by the department include:

- Refining and expanding the Department's economic development toolkit
- Adopting new Brookhaven Development Authority Bylaws
- Finalizing a cost-sharing policy between the City and Development Authority for Economic Development efforts
- Upon adoption of the Economic Development Strategic plan, develop programming and event to market the plan and other Brookhaven assets to the real estate and development community as well as regional partners
- Continue fostering relationships with all City's major employers
- Partnering with Decide DeKalb, Georgia Power, Brookhaven Chamber of Commerce, and Metro Atlanta Chamber on existing industry visits
- Advertise the City and its Economic Development efforts in targeted publications such as the Atlanta Business Chronicle and Georgia Trend Magazine
- Conduct surveys

### ***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:

- Value ratio of commercial vs. residential product
- Value per acre increases for commercial redevelopment properties
- Created or retained 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 as “production” costs are not eligible uses for Hotel/Motel Fund revenues. The Hotel/Motel Fund includes 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 only.

***Budget and Staffing***

<b>Tourism</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Revised</b>	<b>2019 Adopted</b>	<b>\$ Variance</b>	<b>% Variance</b>
Personnel Services	\$0	\$0	\$0	\$0	\$0	0.0%
Non-Personnel Services	136,995	251,067	460,000	290,000	(170,000)	(37.0%)
Total	\$136,995	\$251,067	\$460,000	\$290,000	(\$170,000)	(37.0%)
Staffing	0.0	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.

***2017 Recap***

The City held its third annual Cherry Blossom Festival in 2017. The estimated attendance for the two-day event was 15,000. It included a 5k and 1-mile fun run with 223 runners, 43 Arts & Crafts vendors; a Classic Car Show with 35 entries, a children’s area and a pet area with various activities.

Prior to 2016, the City of Brookhaven maintained its own tourism promotion function, but this activity was transitioned to Discover DeKalb for 2017 to take advantage of regional coordination, expertise and scale.

In 2017, 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.

### ***2018 Initiatives***

The City held the fourth Annual Brookhaven Cherry Blossom Festival this past March at Blackburn Park. This year’s event drew an estimated crowd of 25,000 to the two-day festival.

The event got started on Saturday morning with the annual Cherry Blossom 5k that was both a Peachtree Road Race Qualifier and a fundraiser for Children’s Healthcare of Atlanta . In response to the popularity of the artist’s market, the City partnered with Splash Festivals to curate and engage 100 artisans. The event continued to host the Saturday Classic Car Show, the very popular Pet World, and a more robust “Kidz Zone” that proved to be a major family attraction. Finally, Brookhaven partnered with the internationally-known entertainment company, Live Nation to bring in nationally-known and up-and-coming recording artists for a two-day concert event.

### ***2019 Budget Adjustments and Initiatives***

Preliminary funding for the 2019 Festival was budgeted via a \$170,000 adjustment in 2018 as management recognized the need for earlier event planning. The 2019 adopted funding amount of \$290,000 will support both the 2019 and the 2020 festival.

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**Non-Departmental:** Established for accounting and budgeting purposes only, the Non-Departmental is a general government support cost center for 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, the Non-Departmental budget includes funding for City debt service requirements (none in 2019) and other inter-fund transfers planned for during the fiscal year. For budgetary and accounting purposes, any contingency (not expended) for the year is reflected in the Non-Departmental budget.

***Budget and Staffing***

Non-Departmental	2016 Actual	2017 Actual	2018 Revised	2019 Adopted	\$ Variance	% Variance
Reserve for Fund Balance	\$0	\$0	\$238,376	\$1,678,953	\$1,440,577	604.3%
Professional Services	0	0	0	50,000	50,000	100.0%
Transfers	1,405,500	2,375,951	933,421	60,000	(873,421)	(93.6%)
Contingency	\$0	\$0	\$1,434,879	\$557,000	(\$777,879)	(54.2%)
Total	\$1,405,500	\$2,375,951	\$2,606,676	\$2,345,953	(\$260,723)	(10.0%)

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

***2017 Recap***

The FY 2017 Revised Budget for the Non-Departmental budget totaled \$2,375,951 including:

- Transfer to Capital Fund \$1,283,953
- Transfer to the Debt Service Fund \$496,998
- Contingency Comp/Benefit Adjustments \$255,000
- Transfer to Vehicle Replacement Fund \$340,000

***2018 Initiatives***

The FY 2018 Revised Budget for the Non-Departmental budget totals \$2,606,676 including:

- Contingency to the General Fund Balance (17' amount) \* \$933,953
- Contingency Comp/Benefit Adjustments \$500,000
- Transfer to the Debt Service Fund \$297,421
- Transfer to Vehicle Replacement Fund \$250,000
- Budget Contingency \$926
- Transfer to the Capital Fund (new phone system) \$386,000
- Appropriation to General Fund Reserve \$238,376

### **2019 Budget Adjustments & Initiatives**

The 2019 Adopted Budget for the Non-Departmental account totals \$2,345,953 and reflects a decrease of \$260,723, or 10.0% from the FY 2018 Revised Budget. This decrease is primarily attributable to the reallocation of casualty insurance expenses (\$466,222) into the Finance Department budget and worker's compensation expenses into the individual department accounts (\$366,490). These reallocations were recommended by the City's external auditors. The 2019 Adopted Budget does not include any debt service requirements from the General Fund, a reduction of \$297,421 from the FY 2018 Revised Budget. These decreases are partially offset by a \$805,000 increase in the General Fund reserve to the fund balance as a result of the City Council's continued policy to direct any property digest growth above budget to the Capital Fund.

The FY 2019 Adopted Budget for the Non-Departmental budget totals \$2,345,953 including:

- Transfer to Capital Project Fund \$60,000
- Budget Contingency \$250,000
- Reserve for 2019 Digest Savings \$1,678,953
- Contingency Comp/ Benefit Adjustments \$307,000
- Emergency Management Planning Studies \$50,000

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