

Sustainable Brookhaven:



The City of Brookhaven's Strategy for Sustainability

SUSTAINABLE BROOKHAVEN

A way of governing and managing in pursuit of lasting economic, social, and environmental development that seeks to avoid and prevent the depletion or permanent damage of Brookhaven's resources, which include the environment, built infrastructure, and civic capital that is the DNA of the City.

CITY OF BROOKHAVEN VISION

Brookhaven will be nationally recognized as a beautiful community where multiple generations can live in safety, flourish in business, and succeed in a historic, **sustainable** environment with exceptional education and transportation options.

CITY OF BROOKHAVEN MISSION

In support of the Brookhaven vision the City government shall: encourage and maintain a beautiful community, meet public safety needs, develop an environment for business success, promote **sustainable** projects and activities, identify and preserve historic and neighborhood resources, facilitate educational opportunities, improve transportation conditions, connectivity, and options while listening to and communicating with the public.

Policies set and actions taken by the City affect Brookhaven's legacy for current and future residents. The strategy framework for Sustainable Brookhaven will provide guidance so that the City may act consistently and in alignment with the City Charter and various approved master plans as policies are developed and limited resources are prioritized. The Sustainable Brookhaven strategy framework focuses on five elements:

Natural Environment · Built Environment · Financial · Organizational · Civic Governance

Each of these five elements reflects parts of Brookhaven's whole that are impacted by actions, decisions, and policies. The elements are defined and explained in further detail on the following pages.

Sustainable Brookhaven Strategy Framework

The Sustainable Brookhaven Strategy Framework consists of five elements, outlined below. The City should strive to touch each element in all that it does. The common feature of each element is that policies and activities performed by the City contribute to, or at least not hinder, the progress toward a Sustainable Brookhaven. Activities performed within the Sustainable Brookhaven strategy framework of these elements can all be continuously assessed and improved with a methodical approach to demonstrate the City's commitment to benefiting the community now and in the future.



NATURAL ENVIRONMENT

A Sustainable Brookhaven is committed to protecting our natural resources and promoting their efficient use so multiple generations can live in a beautiful and safe community.



BUILT ENVIRONMENT

A Sustainable Brookhaven strives to improve and uphold building standards, enhance transportation effectiveness, ensure reliable public utilities, and increase accessibility to structures and infrastructure in the community.



FINANCIAL

A Sustainable Brookhaven seeks to secure lasting and productive funding sources, make sound investments in capital projects, build and maintain robust cash balances and prudent debt ratios, and cultivate diverse economic growth.



ORGANIZATIONAL

A Sustainable Brookhaven fosters an organizational culture with transparency that seeks to develop talent, connect with the community, and formulate long-term succession planning to serve residents and businesses in the growing and changing landscape of the City.



CIVIC GOVERNANCE

A Sustainable Brookhaven prioritizes civic engagement, ethical standards, social equity, inclusiveness, and proactive community leadership development.

A Sustainable Brookhaven supports existing state, national, and global sustainability efforts.

INTERNAL

The City of Brookhaven Comprehensive Plan 2034 describes long-term stakeholder goals and a vision that articulates a demand for sustainability. It includes community goals such as Sustainability, Land Use + Transportation Coordination, Diversity, and Economic Prosperity. Its vision statement calls for policy and decision making compatible with walkability, preservation of natural assets, and diversity.

STATE OF GEORGIA

In 2008, Governor Sonny Perdue signed an executive order requiring state government agencies and departments to reduce energy use. This executive order created the Governor’s Energy Challenge 2020 as part of “Conserve Georgia.” State agencies and departments must reduce energy consumption 15 percent by 2020, using 2007 energy use as a baseline. Reductions in energy use must come from energy efficiency measures and can also come from renewable energy development.¹

NATIONAL

Executive Order (EO) 13834: Efficient Federal Operations, signed on May 17, 2018, states “It is the policy of the United States that agencies shall meet such statutory requirements in a manner that increases efficiency, optimizes performance, eliminates unnecessary use of resources, and protects the environment.” Additionally, LEED building and STAR city standards, recycling efforts, and sustainability agencies are being put into place at growing rates.

GLOBAL

The United Nations 2030 Agenda for Sustainable Development includes 17 goals recognized by nations, private entities, and other stakeholders worldwide as a framework for shared action “for people, planet, and prosperity”. The goals are seen as necessary to reverse trends of resource depletion, inequities, and health and social issues that are exacerbated by urbanization.

¹Source: www.Energy.gov

Sustainable Brookhaven: Implementation

A focus on these elements for a Sustainable Brookhaven could seamlessly be implemented into City activities and planning. By taking a closer look at what the City does through a sustainability lens, management and staff can find opportunities for more impactful investments, perform activities with greater efficiency, and demonstrate to the public a commitment to a Sustainable Brookhaven.

Sustainability is central to all the activities performed at the City of Brookhaven, yet remains unrecognized as a critical interdisciplinary objective of department management. Currently, the City as a whole and each of its departments undertake initiatives and regular operations that could be considered sustainable, despite not having been intended as such. It is important that the City identify what activities it has done and is presently doing that are in alignment with the Brookhaven Vision and Mission in terms of sustainability. Once those items have been examined, there will exist a benchmark to measure against for determining how well the City is performing.

Examples of what the City has done and is currently doing are listed below.

Sustainable Brookhaven: Activities



NATURAL ENVIRONMENT

A Sustainable Brookhaven is committed to protecting our natural resources and promoting their efficient use so multiple generations can live in a beautiful and safe community.

PRIOR YEARS – WHAT WE HAVE DONE

- Installed electric vehicle (EV) chargers at City Hall and Skyland Park for a total of two ports
- Added solar canopies at Skyland Park
- Completed watershed studies and stormwater facility inventory and assessment
- Created an environmentally-focused Purchasing Policy
- Converted to use of ceramic mugs in place of Styrofoam at City Hall
- Recycled outdated equipment (phones and computers)
- Purchased 31 acres of undeveloped land to establish the Ashford Forest Preserve as permanent protected greenspace for educational and watershed protection purposes
- Transferred 30 Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program properties from DeKalb County to maintain as greenspace to reduce community-wide flood hazards

- Converted to paperless plan review and applications for development services

2019 ACTIVITIES – WHAT WE ARE DOING

- Installing additional EV chargers in several parks and City Hall for a total of 13 ports
- Testing EV for Police fleet and assessing conversion to more electric fleet vehicles
- Including geothermal heating and cooling system in new Public Safety Building
- Finalizing project planning to dredge Murphey Candler Lake
- Removing invasive species in parks
- Recycling toner cartridges (for staff)
- Restoring streambank in Murphey Candler Lake (with US EPA Grant)
- Identifying and applying for timely and viable funding opportunities that support City sustainability initiatives
- Restoring, building, and stabilizing nature trails along Briarwood Park streambank via Georgia DNR Recreational Trails Program
- Investing in lower maintenance costs (i.e. LED lighting)



BUILT ENVIRONMENT

A Sustainable Brookhaven strives to improve and uphold building standards, enhance transportation effectiveness, ensure reliable public utilities, and increase accessibility to structures and infrastructure in the community.

PRIOR YEARS – WHAT WE HAVE DONE

- Increased walkability and connectivity in master plans
- Rewrote zoning code, reducing parking requirements, increasing parking lot landscape requirements, creating short- and long-term bicycle parking, facilitating pedestrian circulation, and allowing design flexibility to protect natural resources
- Established Overlay Districts: Peachtree Road, Buford Highway, Airport Environs
- Adopted streetscape standards, creating safe and convenient connections that encourage walking

- Maintained a protectionist Tree Preservation Policy, 50+ percent tree canopy coverage citywide
- Established inspection and maintenance stormwater requirements
- Applied for and received feedback on Walk Friendly Community status, Bike-Friendly City designation, and ARC Green Communities status

2019 ACTIVITIES – WHAT WE ARE DOING

- Allowing regulated use of dockless mobile devices (scooters)
- Progressing in project planning for two roundabouts to ease traffic conditions
- Installed a road condition sensor station at a high traffic point to determine weather report on road conditions
- Leveraging partnerships with municipalities and Atlanta Regional Commission to promote pedestrian connectivity via sidewalk, bike-friendly roads, and multi-use trails
- Increasing multi-use paths throughout the City, and constructing Phase II of the Peachtree Creek Greenway (PCG)
- Performing a sidewalk assessment to establish a sustainable maintenance program
- Installing a litter trap to protect Murphey Candler Lake
- Installing a stream gauge for rainfall and stream level monitoring on the North Fork of Peachtree Creek
- Amending zoning codes to accommodate and encourage EV charging stations and infrastructure
- Improving 1,870 linear feet of sidewalks identified within the Bicycle, Pedestrian, and Trails Plan
- Striping bicycle lanes to create a more balanced transportation network with increased accessibility



FINANCIAL

A Sustainable Brookhaven seeks to secure lasting and productive funding sources, make sound investments in capital projects, build and maintain robust cash balances and prudent debt ratios, and cultivate diverse economic growth.

PRIOR YEARS – WHAT WE HAVE DONE

- Developed policies and procedures for fund balance, debt, and investing, resulting in a healthy General Fund reserve over 25 percent
- Created a financial portal for public transparency
<http://openbooks.tylertech.com/brookhaven/TransWebPages/Home.aspx>
- Achieved AAA bond ratings and the Government Finance Officers Association (GFOA) Award for Excellence in Financial Reporting
- Developed a 5-year Capital Improvement Plan (CIP)
- Created a Revenue Manual to track multi-year trends for City revenues
- Evaluated the Real Property Tax Digest
- Established an internal service fund for vehicle replacements
- Created division-level financial reporting for better financial tracking and budgeting within departments
- Created an Economic Development Department to facilitate creation of investment from diverse businesses and quality jobs, and to encourage success of small businesses
- Established a Capital Investment Agreement (CIA) with Children’s Healthcare of Atlanta (CHOA) to engage non-taxpaying entities in infrastructure improvements in the community

2019 ACTIVITIES – WHAT WE ARE DOING

- Reviewing and auditing revenue administration
- Reviewing and updating Purchasing Policy
- Establishing monthly investment report
- Undertaking cost-allocation study

- Partnering with state and local agencies to identify funding sources to support leveraging of financial assets
- Partnering with neighboring municipalities and business leaders to identify mutually beneficial operational coordinating investments and economies of scale (ChatComm, Fire Service delivery, ARC joint coordination of projects)



ORGANIZATIONAL

A Sustainable Brookhaven fosters an organizational culture with transparency that seeks to develop talent, connect with the community, and formulate long-term succession planning to serve residents and businesses in the growing and changing landscape of the City.

PRIOR YEARS – WHAT WE HAVE DONE

- Established a Wellness Committee of City staff to promote healthy lifestyles
- Established a Safety Committee of City staff to identify and mitigate safety risks
- Reviewed compensation policy and benefit structure for Police to maintain and attract talent
- Created a structured career track within Planning & Zoning Department for staff development and succession planning
- Provided cross-training among employees to provide consistent coverage of service (i.e. permitting and business license services)
- Emphasized recognition of employees at milestone anniversaries
- Revised Tuition Reimbursement Policy to retain and attract talent
- Developed a focus on customer service, with every department head attending customer service training
- Encouraged staff to participate in the Leadership DeKalb program and other professional leadership opportunities
- Moved paper plan review to electronic, providing increased flexibility for field workers

2019 ACTIVITIES – WHAT WE ARE DOING

- Enhancing communications with public and constantly seeking better ways to connect for community input, for news, and alerts
- Encouraging training, conferences, and thought leadership among directors and staff

- Preparing business continuity plan for essential City Hall operations and services, financial transactions, and economic activities in case of a catastrophic event
- Creating an Intranet platform as an employee resource
- Offering staff time to participate in community volunteer work



CIVIC GOVERNANCE

A Sustainable Brookhaven prioritizes civic engagement, ethical standards, social equity, inclusiveness, and proactive community leadership development.

PRIOR YEARS – WHAT WE HAVE DONE

- Created new boards and commissions as well as expanded existing ones
- Reviewed the Brookhaven City Charter
- Developed Municipal Identity Standards to boost economic development, tourism, and sense of community
- Created DeKalb Convention and Visitors Bureau (CVB) relationship to promote Brookhaven
- Became an official Welcoming City
- Grown regional presence with conference speakers, the Georgia Municipal Association (GMA) Policy Committee membership, and DeKalb Municipal Authority (DMA) leadership
- Extended opportunities for affordable housing
- Created applications and website communications, such as Brookhaven Connect
- Developed Police Citizen’s Academy program to create responsible, well-informed citizens with potential to influence others in both the English and Spanish-speaking communities about the Brookhaven Police Department’s methods and goals
- Encouraged residents to create Smart911 profiles for more effective emergency response

2019 ACTIVITIES – WHAT WE ARE DOING

- Initiating trademarks and copyright efforts
- Developing transactional and annual customer service surveys to ensure compliance with adopted performance measures

- Updating the Comprehensive Plan
- Increasing involvement with the Latin American Association and the Spanish-speaking community
- Participating in development of DeKalb County Schools Strategic Plan update
- Hosting a Civic Dinner to provide a platform for community members to come together and have conversations
- Creating annual reports in English and Spanish as go-to resources
- Established an online boards and commission portal to track City Council appointments and facilitate volunteer applications

Sustainable Brookhaven 2020 Initiatives

The following pages comprise an outline of sustainability commitments the City of Brookhaven is proposing in FY2020. The commitments are non-departmental (interdisciplinary) and segmented according to each of the Sustainable Brookhaven strategy framework elements.

The focus of Sustainable Brookhaven in 2020 is to improve those sustainability efforts already undertaken by departments and which exist Citywide, to increase awareness of current efforts, to identify opportunities for cross-functional collaboration/more efficient use of Brookhaven's resources, and establishing benchmarks to measure how the City currently allocates its resources and determine attainable goals for the future.



NATURAL ENVIRONMENT

A Sustainable Brookhaven is committed to protecting our natural resources and promoting their efficient use so multiple generations can live in a beautiful and safe community.

IMPLEMENT A SPECIAL ITEM RECYCLING PROGRAM

Funding Amount: TBD

Responsible Department: City Manager's Office

As solid waste services in Brookhaven are handled by DeKalb County, the City does not have control over recycling efforts. It can, however, educate its employees, residents, and businesses on best practices for recycling and encourage positive behavior by providing opportunities for additional recycling. In 2020, Brookhaven plans to establish recycling events for specific materials, such as electronics and hazardous items.

UPDATE OF TREE CANOPY ASSESSMENT & OVERHAUL TREE ORDINANCE

Funding Amount: \$24,000

Responsible Department: Community Development

In 2016, the City performed a tree canopy assessment that concluded Brookhaven's citywide canopy coverage had increased from 49 percent in 2013 to 53.6 percent in 2015. There was an estimated 3,928 acres of tree canopy coverage out of a total of 7,420 acres. In late 2019/early 2020, Brookhaven will complete another aerial to measure coverage and take steps to protect these natural resources. It will also hold a series of public meetings and invite input to identify best practices for tree preservation, which will result in a Tree Ordinance rewrite.

ESTABLISH BASELINE FOR ENERGY AND WATER USAGE IN GOVERNMENT FACILITIES

Funding Amount: TBD

Responsible Department: City Manager's Office

In order for Brookhaven to move the needle on its environmental impact, it must first conduct water and energy audits to identify its current usage. Once audits have been completed, government facilities can implement recommendations for more efficient usage. In 2020, the City will apply sustainability standard indexes to measure its performance and set goals for increasing its energy and water efficiency.

CONVERSION TO LED STREET LIGHTING

Funding Amount: TBD

Responsible Department: Public Works Department

According to the US Department of Energy, widespread use of LED lighting has the greatest potential impact on energy savings in the United States. In its efforts to reduce its carbon footprint and have more efficient energy usage, Brookhaven plans to replace lighting at some City-owned street lights.

Benefits to LED lighting include:

- They contain no mercury,
- They use energy more efficiently than incandescent light bulbs, wasting less heat,
- They last more than 25 times longer than traditional light bulbs,
- They can focus light in a single direction, reducing lighting pollution
- They can cut energy use by 60%
- Lighting improvements are also shown to increase property value and public safety.

Source: <https://www.energy.gov/energysaver/save-electricity-and-fuel/lighting-choices-save-you-money/led-lighting>

CONVERSION TO LED LIGHTING AT PARK TENNIS COURTS

Funding Amount: \$300,000

Responsible Department: Parks & Recreation Department

In 2020, Brookhaven plans to replace lighting at the Blackburn Park tennis courts. Excessive use of artificial light, or light pollution, affects wildlife and contributes to the disappearance of a night sky with visible stars. Other than the benefits stated above, switching to warm-colored LED lighting reduces light pollution while providing visibility.



BUILT ENVIRONMENT

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DREDGING MURPHEY CANDLER LAKE

Funding Amount: \$1,000,000 (Budgeted from the Park Bond Improvement CIP)

Responsible Department: Public Works Department

Brookhaven has been committed to maintaining the natural flora found in the community. Over time, high levels of sediment have led to shoreline erosion and invasive plants dominating the space. This makes the lake prone to flooding, lessens the volume of water for fish to live in, and eventually turns the area into a swamp. In an effort to preserve the beauty of Murphey Candler Lake and its dynamic ecosystem, Brookhaven will dredge the lake for the health and survival of the plants and animals that call it home.

INCENTIVIZING ECO-FRIENDLY CONSTRUCTION

Funding Amount: TBD

Responsible Department: Community Development Department

Brookhaven seeks to create opportunities for private entities to construct more energy efficient projects that can have less damaging impacts on the environment. In an effort to encourage energy efficiency among residents and developers, the City will offer incentives for green building certifications such as LEED, EarthCraft, and ENERGY STAR. It will assess the potential of reducing/waiving development fees and expediting the planning development review process.

CHANGES TO BUILDING CODE FOR ENERGY EFFICIENCY

Funding Amount: \$0

Responsible Department: Community Development Department

In anticipation of the Georgia Department of Community Affairs implementation of updated versions of the building, fire, and other codes, Brookhaven has amended its codes, which will go into effect January 1, 2020. Adoption of the 2015 International Energy Conservation Code will offer developers more flexibility in achieving energy efficiency. The Energy Rating Index (ERI) provides a scale for measuring a building's overall energy consumption, one that makes understanding efficiency simpler for both builders and owners. Increased commissioning will help to improve compliance by allowing approved third-party inspections. HVAC upgrades, water heaters, and lighting systems will all have upgraded requirements on minimum efficiency.

Source: <http://cbei.psu.edu/2015-iecc-whats-changed-since-2012-2/>

ESTABLISH ANNUAL BUDGET FOR SIDEWALK CAPITAL MAINTENANCE AND ADA COMPLIANCE

Funding Amount: \$50,000

Responsible Department: Public Works Department

Physical accessibility around the City should be ensured for all persons to participate in civic life. The City has performed a sidewalk assessment to identify deficiencies in accessibility, and is

dedicating an annual budget focused on capital maintenance and ADA compliance. This annual capital project is in addition to the sidewalk emergency repair funding in the operating budget.

CONTINUE ANNUAL BUDGET FOR BIKE LANE STRIPING, FACILITIES, AND IMPROVEMENTS

Funding Amount: \$100,000

Responsible Department: Public Works Department

Safety and accessibility are paramount to the City of Brookhaven Comprehensive Transportation Plan. Brookhaven is committed to planning, developing, and managing a multimodal transportation system that is safe for all users. In an effort to provide better opportunities for bicycling as a means of transportation around the City, \$100,000 will be dedicated annually to bicycle facility improvements.

IDENTIFY CONNECTIVITY POINTS (INFILL PROJECTS) FOR BICYCLE, PEDESTRIAN, & TRAIL PLAN

Funding Amount: \$50,000

Responsible Department: Public Works Department

The vision of the Bicycle, Pedestrian, and Trail Plan is to establish a thorough network of sidewalks, paths, and trails for transportation and recreation. In 2019 the City of Brookhaven began construction of a multi-use path and addition to connect the existing sidewalk on the southwest side of Briarwood Road from North Druid Hills Road to Buford Highway. Adopted 2020 funding will begin the process of filling in the gaps in this multi-use path and sidewalks.



FINANCIAL

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AUDIT REVENUE SOURCES

Funding Amount: Included as part of Finance Department Operations

Responsible Department: Finance Department

An essential part of building a Sustainable Brookhaven is ensuring a diversified range of funding sources for the long-term operations and capital projects the City intends to provide. Auditing is the first step in financial sustainability, and once complete key targets can be made for strategic income generation and access to capital to achieve future financial continuity. The City of Brookhaven has planned a schedule for revenue source audits to identify where the City may have limited future resources and to create a strategy for building reserves to cover core costs.

The following revenue sources will be audited in 2020:

- Motor Vehicle Tax
- Georgia Power Franchise Fees
- Insurance License Fees
- Insurance License Premium Tax

REVIEW FINANCIAL TRANSPARENCY PORTAL

Funding Amount: Included as part of Finance Department Operations

Responsible Department: Finance Department

The City of Brookhaven has policies in place with rules and guidelines for responsible use of public funds. Financial transparency allows for greater public understanding of revenues and expenses, contributing to accurate reporting and compliance. In 2018 the City established an online financial transparency portal, and in 2020 will do a thorough review of it as a reporting tool.

PLAN FOR FINANCIAL MANAGEMENT SYSTEM REPLACEMENT

Funding Amount: TBD

Responsible Department: Finance Department in conjunction with IT Department

Information systems and processes are essential to financial sustainability, and improving the tools used to identify current resources and assess potential risks easily will contribute to maintenance of healthy reserves and sustained financial growth. In 2020, the City of Brookhaven will evaluate benefits to different systems and implement improved accounting management tools.

ESTABLISH MORE DETAILED EXPENSE ANALYSIS

Funding Amount: Included as part of Finance Department Operations

Responsible Department: Finance Department

Currently at the City of Brookhaven, departments have budget line items that are reviewed regularly, and activities in each are analyzed to forecast future budgetary needs and opportunities. By implementing more detailed expense tracking at the department level, budget managers can better understand expenses, strategically manage and finance costs, and develop spending policies and careful review of net outflow. In 2020, best practices for enhancing accountability at the department level will be implemented in order to facilitate cash flow understanding, bulk purchasing, and cross-departmental procurement and management.



ORGANIZATIONAL

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ESTABLISH PERIODIC INTER-DEPARTMENTAL COLLABORATIVE MEETINGS AND SHADOWING

Funding Amount: Included as part of Departmental Operations

Responsible Department: City Manager's Office

Part of building resiliency within an organization is creating synergies. Currently, departments meet on a biweekly basis and provide updates to what is going on within their respective units. In 2020, the City of Brookhaven will establish quarterly inter-departmental meetings that will focus on sharing in more detail current and pipeline projects, as well as ideas of potential initiatives that each has an interest in pursuing. The goals of these deep-dive meetings is to identify areas where departments could partner or provide support to activities or programs that

may fall under a more interdisciplinary purview of responsibilities, and to provide a sounding board for opportunities that may not seem feasible within the segmented structure of departmental scope. In conjunction with inter-departmental collaborative meetings and training for continuity of business operations for emergencies, department heads will be assigned to shadow counterparts to develop a deeper, experiential understanding of what daily performance entails.

CREATE CONSOLIDATED LIST OF KNOWLEDGE MANAGEMENT SYSTEM

Funding Amount: TBD

Responsible Department: City Manager's Office

Information is a precious resource that organizations should endeavor to preserve. Since Brookhaven was incorporated in 2012, founding leaders within the organization have changed, leaving historical knowledge gaps where employee turnover has taken place. In an effort to reduce time and resources spent on onboarding employees and researching legacy issues, the City will consolidate all essential information into an onboarding manuals and reference guides for easy access. These documents and their indexing will be department-specific and include contacts, internal documents, and key resources that future department heads and other stakeholders can use to quickly get up to speed on legacy issues.

INCORPORATE INTRANET USAGE AMONG CITY STAFF

Funding Amount: Included as part of Communications Department Operations

Responsible Department: Communications Department

Ensuring that personnel are resourced to perform effectively in their jobs leads to enhanced organizational sustainability. In 2019, the City of Brookhaven Communications team began building department profiles in an Intranet system, and in 2020 the department plans to utilize the platform to better connect employees. Providing knowledge to all City staff about internal resources, information on the scope of work performed in other departments, and updates on activities happening across the organization will allow employees to perform in their roles and deliver services more efficiently. The goal of utilizing an Intranet system is to provide current and future employees the ability to respond to demands and be flexible in their roles, leading to increased productivity and resilience.

IMPLEMENT A CONTINUITY OF OPERATIONS PLAN (COOP)

Funding Amount: \$28,500

Responsible Department: Emergency Management Department

The City of Brookhaven strives to withstand disruptions in service delivery and seeks to enhance its resilience to natural disasters, accidents, attacks, or any catastrophic event. In order to effectively serve the public in emergency situations, the City is creating a continuity of operations plan. In 2019, the City hired a consultant versed in Federal Emergency Management Agency (FEMA) best practices and guidance to assess the City's mission critical functions. Completion of the continuity of operations plan, and associated exercise, is expected in early 2020.

ESTABLISH EMERGENCY OPERATION CENTER (EOC) AT PUBLIC SAFETY BUILDING

Funding Amount: Included as part of Emergency Management Department Operations

Responsible Department: Emergency Management Department

In conjunction with the COOP plan mentioned above, the new Public Safety Building under construction will serve as the City's emergency operations center (EOC). The Public Safety Building was designed to service as the City EOC during emergencies according to the National Incident Command System framework. During 2019, the City's Emergency Management Coordinator will work with the general contractors to ensure the systems and fixtures will support EOC operations.



CIVIC GOVERNANCE

A Sustainable Brookhaven prioritizes civic engagement, ethical standards, social equity, inclusiveness, and proactive community leadership development.

ESTABLISH CURRICULUM FOR GENERAL LEADERSHIP ACADEMY

Funding Amount: TBD

Responsible Department: City Manager's Office in conjunction with the City Council

In an effort to foster connections among citizens and future leaders of Brookhaven, the City will establish a leadership development program for select individuals interested in participating. Candidates, who will be chosen through an application process, will attend bi-weekly sessions designed to enhance their understanding of the various economic, social, and political factors affecting the community and prepare them for the issues that future leaders will face. With an emphasis on strength in diversity, the course is designed to build the ties between members of all sectors and deepen the relationships and insights across the community.

ENGAGE CITIZENS THROUGH NEW COMMUNICATION CHANNELS WITH 2020 CENSUS

Funding Amount: \$10,000

Responsible Department: Fund Development Department

The City of Brookhaven recognizes that census data benefits residents and businesses, and that all community members need to be recognized to ensure fair representation. Census data helps identify poverty and vulnerabilities so that policies, legislation, and advocacy can have targeted, effective impacts on reducing inequalities and improving public health, welfare, and accessibility. In efforts to create a more sustainable community and social landscape, Brookhaven began a campaign in 2019 to engage the community in awareness about the 2020 Census. This year, the City will extend outreach through social media and local networks to ensure all residents understand the Census and are accurately represented.

CONTINUE EFFORTS TO INCREASE ENGAGEMENT IN THE LATINO COMMUNITY

Funding Amount: Included as part of Communications Department Operations

Responsible Department: Communications Department

Sustainable civic governance seeks to engage all members of society in education, awareness, and participation. The Spanish-speaking community in Brookhaven accounts for approximately

25 percent of the population, and the City has increased efforts to provide information to this demographic. The City leverages its strong relationship with the Latin American Association to connect with the community, and in 2017, the Communications Department created a position for a bilingual public engagement specialist. The department continues to reach out to the Hispanic community via social media and by providing translations of annual and quarterly publications. In 2019, the City of Brookhaven added Spanish-language Facebook and Instagram accounts, and published an annual report, activity guides, and newsletters in Spanish.

HOST CIVIC DINNERS

Funding Amount: TBD

Responsible Department: City Manager's Office in conjunction with the City Council

Civic participation starts when there is an opportunity to engage in dialogue. Civic dinners provide a platform for elected officials, community leaders, business owners, residents, and other stakeholders to come together in a focused setting and discuss their perspectives. In 2019, the City of Brookhaven hosted its first Civic Dinner with the theme of "Belonging". In 2020, the City will establish dinners with a theme designed to encourage civic discourse and build bridges among community members.

