

# Sustainable Brookhaven:



## The City of Brookhaven's Strategy for Sustainability

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### Framework & Implementation

The Sustainable Brookhaven strategy framework consists of five elements, outlined below. Each of these five elements reflects part of Brookhaven's mission and vision that are impacted by actions, decisions, and policies. 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 do not hinder, the progress toward a Sustainable Brookhaven. Activities performed within the Sustainable Brookhaven strategy framework can all be continuously assessed and improved to benefit 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 current and future 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 reserves and prudent debt ratios, and cultivate diverse economic growth.



#### **ORGANIZATIONAL**

A Sustainable Brookhaven fosters an organizational culture with transparency that seeks to develop talent, connects with the community, and formulates long-term 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.

2020 was the first year of the formal Sustainable Brookhaven program, and new initiatives were introduced. Due to the COVID-19 pandemic, some planned commitments were delayed as the City's priorities shifted out of necessity. Nonetheless, several initiatives were accomplished, and sustainability became ubiquitous across department activities.

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

The following pages comprise a summary of sustainability accomplishments made in 2020 and 2021, as well as adopted sustainability commitments for 2022. The commitments, which include interdisciplinary efforts, are segmented according to each of the Sustainable Brookhaven strategy framework elements.

A complete list of the City's Sustainable Brookhaven activities can be found here:

<https://www.brookhavenga.gov/sustainablebrookhaven>.



## **NATURAL ENVIRONMENT**

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

### **2020 RECAP**

- Implemented a special item recycling program, co-hosting collection events in partnership with the City of Chamblee, Keep Chamblee Beautiful, and the Center for Hard to Recycle Materials (CHARM).
- Underwent LED lighting conversion at City Hall and the Blackburn Park tennis center.
- Performed analysis of Tesla pilot and created electric vehicle comparison report.
- Added 15 hybrid SUVs to the Police patrol and administrative fleets.
- Began FEMA Hazard Mitigation Project, partnering with FEMA and GEMA to ultimately acquire properties deemed repetitive loss and turning into permanent greenspace to reduce risk of loss of life and property, while significantly reducing flood risk downstream.

### **2021 INITIATIVES**

- Added 14 hybrid SUVs to the Police patrol and administrative fleets.
- Adopted the tree ordinance rewrite to develop a user-friendly document that works to preserve the City's tree canopy while also recognizing the rights of property owners.
- Began planning installation of an irrigation well to municipal nursery so that the City will not need to buy fully grown trees when there are transplant opportunities.

- Began Dresden Drive streetlight LED conversion pilot project.
- City Council began exploring the potential for installation of a geothermal system at the Murphey Candler Park lake house.
- Completed construction and native plant installation on the Lower North Fork Nancy Creek Stream Restoration project, between the Murphey Candler Lake spillway and Nancy Creek.
- Completed design of the Upper North Fork Nancy Creek Stream Restoration project from I-285 to Murphey Candler Lake. Achieved State and Federal permit approvals.
- The City closed on the sale of three of the 11 FEMA /GEMA residential lots, which have been transformed into green space. Four owners signed offers for the sale of their lots to Brookhaven.

## **2022 COMMITMENTS**

### **CONTINUE ENERGY-EFFICIENT FLEET CONVERSION**

**Funding Amount: \$1,016,092**

**Responsible Department: City Manager’s Office and Various Departments**

The City continues to monitor metrics such as fuel usage, maintenance costs, and vehicle lifespan to assess electric and hybrid models to replace gasoline-powered vehicles. As new EV models become available, and fleet vehicles near retirement, consideration of energy-efficiency will be a top priority in new vehicle selection. Funding in 2022 will purchase 15 hybrid SUVs within the Police Department, 2 hybrid SUVs within the Community Development Department, and 1 pick-up truck within the Parks and Recreation Department. Funding will also include upfitting of vehicles with necessary equipment.

### **DEVELOP PLAN TO REDUCE UTILITY USAGE IN GOVERNMENT FACILITIES**

**Funding Amount: Included in City Manager’s Office Operations**

**Responsible Department: City Manager’s Office**

As one of the 2020 commitments, the City did an analysis of utility usage to establish a baseline for water, natural gas, and electricity expenditures for government facilities, parks, and streetlights. Now that benchmarks have been identified, next steps for 2022 include exploring ways to optimize usage and setting reduction goals.

### **CONTINUE SPECIAL ITEM RECYCLING PROGRAM**

**Funding Amount: \$15,000**

**Responsible Department: City Manager’s Office**

In 2020, the City of Brookhaven partnered with the City of Chamblee, Keep Chamblee Beautiful, and the Center for Hard to Recycle Materials to produce a pop-up recycling event for the local community. Due to the COVID-19 pandemic, the scheduled April – June 2021 events were cancelled and out of an abundance of caution, plans for such events were halted. When reinitiated in September 2021, the event was widely popular and well-attended. The effort collected tons of electronics, glass, plastics, and donations. This funding amount is expected to cover the cost of three events, and partnerships will be leveraged in anticipation of continuing the program through shared funding. It is anticipated that the events will restart in 2022.

## **DEVELOP PLAN TO REDUCE PAPER USAGE IN GOVERNMENT FACILITIES**

**Funding Amount: Included in all Department Operations**

**Responsible Department: City Manager's Office**

Reducing office waste has immediate and long-term benefits from reducing the City's carbon footprint to eliminating the need for physical storage of documents. The City has already set up a paperless initiative with the scanning and destruction of existing paper documents, utilization of electronic document management systems, and the implementation of electronic permitting, licensing, and plan review systems. In furtherance of these efforts, the City will development a plan to reduce the use of copy and printer paper in 2022.

## **DEVELOP TREE CANOPY STUDIES FOR CITY PARKS**

**Funding Amount: Included in Responsible Department Operations**

**Responsible Department: Community Development, Information Technology/GIS, and Parks and Recreation**

As part of updates to its tree ordinance in 2014, the City undertook a study of its urban tree canopy to highlight changes that had occurred over time. The study showed the canopy coverage for 2010 and 2013 and established a baseline measurement for monitoring Brookhaven's tree canopy into the future. In 2016 and 2019, the City engaged consultants to complete updates to the study, with the results being presented in 2017 and 2020. To continue work on the City's tree policy program, the City will complete individual tree canopy studies on each of the City's parks to determine needs and future programming.

## **CONTINUE FRONT YARD TREE PLANTING PROGRAM**

**Funding Amount: \$15,000**

**Responsible Department: Community Development**

In 2019, the City of Brookhaven partnered with Trees Atlanta to allow residents to apply for a tree to add to their front yard. The program was widely popular and continued in 2020 and 2021. This amount represents triple the investment made in 2019, in alignment with Brookhaven's commitment to maintain or expand its tree canopy. It is anticipated that the City will bring this program in-house with the expansion of the Tree Canopy Preservation Division efforts.

## **ESTABLISH SUSTAINABLE FUNDING SOURCE FOR TREE CANOPY PRESERVATION PROGRAMMING**

**Funding Amount: 1% of Building Permit Revenue**

**Responsible Department: Community Development**

The Department hired a tree canopy preservation program manager in 2020 and is requesting to hire a second arborist in 2022 to foster implementation of the new tree ordinance in 2021. In addition, the City will set aside 1% of all building permit revenue to develop new programming around tree canopy preservation.

## **UPDATE ECONOMIC INCENTIVES POLICY RELATED TO ENERGY EFFICIENCY**

**Funding Amount: Included in Economic Development Operations**

**Responsible Department: Economic Development**

The program guidelines will consider incentives for those with green building certifications (LEED, EarthCraft, and ENERGY STAR), and Econ Development will continue to work closely with the Community Development Department to consider reduction/waiver of permitting fees and an expedited development review process.

#### **EXPLORE BIKE SHARING PROGRAM FOR EMPLOYEES**

**Funding Amount: \$3,000**

**Responsible Department: Human Resources**

In an effort to promote sustainable practices and to lead by example, the City will provide bicycles, helmets, and training for staff. This will allow members of the organization to commute by bicycle on lunch breaks, to and from MARTA, and around Brookhaven on the City's bike lanes and multiuse trails. This will aid in reducing the City's carbon footprint, while boosting the multimodal transportation vibrancy of the community. Due to the COVID-19 pandemic, the development of this program was put on hold; however, it is anticipated that the program will be established fully in 2022 with the purchase of two electric bikes.

#### **COMPLETE ACQUISITION OF HIGH-RISK FLOOD PROPERTIES**

**Funding Amount: \$3,700,000 (85% funded by grant)**

**Responsible Department: Public Works, Stormwater Division**

As part of the City's long-term flood risk reduction strategy, FEMA and GEMA awarded funds for the acquisition and clearing of 11 repetitive loss properties. The City will also acquire three additional FEMA properties from DeKalb County. All properties will be converted to permanent greenspace, serving as a natural barrier to downstream flooding.

#### **EXECUTE BIOCHAR DEMONSTRATION PROJECT**

**Funding Amount: TBD**

**Responsible Department: Public Works, Stormwater Division**

The City, in coordination with the Georgia Soil and Water Conservation Districts, began discussions around the benefits of biochar, charcoal produced from plant matter and stored in the soil as a means of removing carbon dioxide from the atmosphere, in early 2021. The City has an interest in establishing a composting operation that will incorporate biochar at its parks and use biochar as a tool for improvement and conservation of Brookhaven's waterways. Staff explored and refined the scope of this project in late 2021 and will execute a demonstration project in 2022.

#### **NORTH FORK PEACHTREE CREEK STREAMBANK PROJECT**

**Funding Amount: \$700,000 (50% funded by grant)**

**Responsible Department: Public Works, Stormwater Division**

Brookhaven received an US EPA grant towards improving water quality and habitat conditions on the North Fork of Peachtree Creek starting at Briarwood Road and extending downstream approximately 2,500 linear feet. The project will include small-scale green infrastructure demonstration projects and signage as well as sediment and vegetative stabilization measures along the creek's banks. Scope approval began in 2021. Final scope approval and design will begin in 2022.



## **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.*

### **2020 RECAP**

- Continued to provide EV charging at no cost to residents, which was utilized more than 3,000 hours and equaling more than 12,000 kg of greenhouse gas savings (as of 09/10/2021).
- Completed dredging of Murphey Candler Lake, removing an estimated 13,768 cubic yards of sediment material.
- Adopted the revised International Energy Conservation Code, upgrading requirements on minimum efficiency and helping to improve compliance by allowing third-party inspections.
- Improved connectivity and accessibility for multimodal transportation through sidewalk maintenance, ramp additions for ADA compliance, and bike lane striping.
- Began restoration of the streambank south of Murphey Candler Lake (with US EPA Grant) and designed Murphey Candler north project.

### **2021 INITIATIVES**

- The Economic Development Department made strides towards this element by adopting its first Incentives Policy in 2021. As currently drafted, the Policy focuses on more traditional incentives for development and recruitment projects, as well as provisions for the reduction/waiver of development fees and the expedition of the planning development review process. The Policy will serve as the vehicle through which Economic Development will implement creative incentives to encourage sustainability measures.
- Received an ISO Building Code Effectiveness Grading Schedule (BCEGS) rating of Class 2 for commercial and industrial properties and Class 3 for one- and two-family residential properties, with Class 1 being the highest possible rating.
- In 2021, Public Works repaired 15 ADA ramps and approximately 1,500 LF of sidewalk sections at 27 locations designated as tripping hazards.
- Continued construction of the Briarwood multiuse path connecting North Druid Hills Road and Buford Highway as recommended by the Bicycle, Pedestrian, and Trail Plan.
- In 2021, the Top End Transit Executive Committee (TETEC) commissioned a study to link and build a multiuse trail system connecting adopted Bus Rapid Transit (BRT) stations along the I-285 managed lanes project and population centers in the seven cities and four Community Improvement Districts participating to ensure last mile connectivity.
- The City's Street Sweeping Program collected over 45 tons of sediment and debris and cleaned over 215 miles of City streets.
- Bids were received for the Pedestrian Safety Improvement Project to install lighted crosswalk signs, in-pavement lights, and flashers at five targeted crosswalks. Construction began and will continue into 2022.

- Concept designs / elevations were received and reviewed for the consolidation of the Public Works, Parks and Recreation, and Public Safety Maintenance and Storage Yard.

## **2022 COMMITMENTS**

### **INCENTIVIZE ECO-FRIENDLY CONSTRUCTION**

**Funding Amount:** Included in Responsible Department Operations

**Responsible Department:** Community Development and Economic Development

Brookhaven seeks to create opportunities for private entities to construct more energy efficient projects that can have fewer 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.

### **INSTALL ELECTRIC VEHICLE (EV) FAST CHARGERS**

**Funding Amount:** TBD

**Responsible Department:** City Manager's Office

The Public Safety Building (PSB) currently under construction is scheduled to open in June 2022. This project includes a VE fast charger accessible to the public (one charger with two ports). This EV fast charger will be funded and operated by GA Power via an agreement with the City of Brookhaven. Additionally, the PSB project includes four EV fast chargers (eight ports) in the secure area for police EV vehicles. Currently, the City owns one EV, but will acquire three additional EV vehicles in early 2022. Additionally, the City will continue to operate CT4021 Level 2 EV chargers (9 chargers, with 17 ports) within the City's parks and at City Hall.

### **CONTINUE ANNUAL BUDGET FOR SIDEWALK ADA COMPLIANCE AND CAPITAL MAINTENANCE**

**Funding Amount:** \$50,000

**Responsible Department:** Public Works

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

### **CONTINUE ANNUAL BUDGET FOR BIKE AND PEDESTRIAN SAFETY IMPROVEMENTS**

**Funding Amount:** \$50,000

**Responsible Department:** Public Works

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, \$50,000 will be dedicated annually to bicycle improvements.

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

**Funding Amount: \$50,000**

**Responsible Department: Public Works**

The vision of the Bicycle, Pedestrian, and Trail Plan is to establish a thorough network of sidewalks, paths, and trails for transportation and recreation. Adopted 2021 funding would continue the process of filling in the gaps in multiuse paths and sidewalks with a focus on Briarwood Road that connects North Druid Hills Road and Buford Highway.

**BICYCLE, PEDESTRIAN, & TRAIL PLAN REWRITE**

**Funding Amount: \$180,000**

**Responsible Department: Public Works**

In 2022, Public Works will complete a rewrite of the Bicycle, Pedestrian, and Trail Plan originally adopted in 2016. The goal of this plan was to develop a list of implementable policies and transportation projects aimed at accommodating all active transportation users through a combination of technical analysis, best practices in planning, and engagement with the community. The plan examined existing conditions in the City and identified locations where improvements for bicyclists and pedestrians were most needed or could serve the largest demand. The rewrite will build upon Brookhaven’s existing network and work already completed to the system to establish a thorough network of trails, lanes, and paths for transportation and recreation.

**INTERNAL STREET SWEEPING PROGRAM**

**Funding Amount: \$66,000\***

**Responsible Department: Public Works**

Regular street sweeping is a highly effective practice to improve water quality by diverting sediment, debris, and the other pollutant contained in that sediment and debris. These containments are normally carried to local creeks and streams in runoff. In 2020, the City diverted over 45 tons of sediment and debris from entering creeks and streams through the Street Sweeping Program. The Program currently sub-contracts this work and completes a single pass over each side of every street once per year. Internalizing this activity will increase that frequency and provide flexibility to quickly respond to specific needs throughout the City.

\*Labor cost for operator not included.

**CONSOLIDATE MAINTENANCE AND MATERIALS STORAGE FACILITIES**

**Funding Amount: TBD**

**Responsible Department: Shared between Parks and Recreation, Public Safety, and Public Works**

Construction of the Public Safety Building has increased accessibility to the existing Public Works storage yard. Parks and Recreation and Public Works seek to consolidate redundant areas and functions and reduce the built footprint and opportunities generating additional water polluting waste. Design for a new shared maintenance facility is planned for 2022.



## **LMIG SAFETY IMPROVEMENT PROJECT**

**Funding Amount: TBD**

**Responsible Department: Public Works**

Pedestrian safety and accessibility are paramount in providing essential City services to the residents of Brookhaven. The LMIG Safety Improvement Project, initiated in 2021, will provide additional enhanced pedestrian safety and accessibility functions at five of the City's activated pedestrian crossing locations. These measures include edge-lit pedestrian signs and in-pavement flashers. The project will be completed in 2022.

## **FINANCIAL**

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

### **2020 RECAP**

- Amplified promotion of financial transparency portal to the public.
- Reviewed new systems for financial functions and licensing processes to improve efficiency.
- Restructured the Finance Department, adding positions to further efforts in creating more efficient licensing processes and fund management following a clean audit in 2019.
- Reviewed electric and natural gas utility accounts for cost savings opportunities by optimizing rates.

### **2021 INITIATIVES**

- Completed business license and alcohol license audits.
- The City of Brookhaven is a direct recipient of American Rescue Plan funding. The City Council has chosen to use this funding in two specific ways. First is to pay for the costs of the public safety department in its effort to enforce the State of Georgia mandated rules during the emergency declaration of the Governor. Second, any remaining funds will be applied to 2020 – 2024 loss of revenue in accordance with the requirements of the Act.
- The City's Internal Auditor had been with the City since its inception. The Government Finance Officers Association (GFOA) has a best practice that external audit firms have a 5-year contract limitation (with some exceptions). The City decided to apply this standard also to its contracted internal auditor and in the third quarter was able to bring on a new firm.

## **2022 COMMITMENTS**

### **HOTEL-MOTEL SUNSET**

**Funding Amount: Amount at issue – Approximately \$1,125,000 annually**

**Responsible Department: Finance**

During 2017, the City was granted through, State Legislation, the ability to increase the tax rate to 8 percent, raising the rate to eight cents on every dollar expended on lodging. The rate increase took place in October of 2017. By state law, 50 percent (1.5 cents of the 3-cent increase) must be used to promote tourism. The remaining 50 percent can be used to develop facilities or attractions that further City promotion and tourism. By resolution, the City Council has dedicated this portion of the rate increase to the construction of the Peachtree Creek Greenway.

The legislation for the additional 3 cents is scheduled to sunset in 25 years or approximately fiscal year 2042. The City has additional needs for this funding and will be presenting legislation to remove this sunset provision and extend it to complete the Peachtree Creek Greenway.

### **ATLANTA GAS LIGHT FRANCHISE AGREEMENT EXPIRATION**

**Funding Amount: \$335,000**

**Responsible Department: City Attorney**

Within the next three years the City's franchise agreement with Atlanta Gas Light Company (AGL) will expire. The City has had past differences with AGL regarding its measurement and transparency of collecting and remitting the fees to the City. This will possibly be a contentious negotiation and will begin in late 2022.

### **SPLOST II PLANNING**

**Funding Amount: Approximately \$60,000,000**

**Responsible Department: City Manager**

The current SPLOST will expire on March 31, 2024. There is the possibility of a referendum in 2023 to extend the legislation (SPLOST II) for an additional 6-year term. Planning for this potential legislation will begin in late 2022 so that the City will be prepared for the 2023 State of Georgia legislative session.

### **PLAN FOR FINANCIAL MANAGEMENT SYSTEM REPLACEMENT**

**Funding Amount: TBD**

**Responsible Department: Finance in conjunction with IT**

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 evaluated benefits to different systems with the goal of automating certain functions and ultimately implementing improved accounting management tools in 2022. In addition, the City will continue evaluating accounting management tools.

### **AUDIT REVENUE SOURCES**

**Funding Amount: Included as part of Finance Department Operations**

**Responsible Department: Finance**

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. In 2022, the City will continue revenue source audits to identify where the City may have limited resources and to create strategies for building reserves to cover costs.

#### **REVIEW FINANCIAL TRANSPARENCY PORTAL**

**Funding Amount: Included as part of Finance Department Operations**

**Responsible Department: Finance**

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 amplified its promotion to the public. In 2022, the City will review it as a reporting tool, with a goal of adding more detail in a commitment to a culture of transparency.

#### **IDENTIFY FUNDING SOURCES FOR ARTS & CULTURE MASTER PLAN WORK PROGRAM IMPLEMENTATION**

**Funding Amount: 3% of Building Permit Revenue**

**Responsible Department: Strategic Partnerships**

The City Council established the Arts & Culture Commission on January 26, 2021, to further the efforts outlined in the Arts & Culture Master Plan adopted in September 2020. The primary function of the Commission is to:

- Advise City Council on arts projects.
- Establish the advancement of Arts Brookhaven, following vision and principles of the strategic plan.
- Establish a system for solicitation, selection of and delivery of art projects.
- Make recommendations and actively participate in government and foundation grants and partnerships.
- Advise, seek community input, and make recommendations to Council on public arts.
- Report to Council a minimum of two times annually, with a minimum of one report including funding recommendations.

To further these efforts, the master plan contemplated the need to seek grants and other funding sources in support of the arts. Strategic Partnerships will lead the work to identify these sources and set the Commission policies around distribution of any funding awarded to the City.



## **ORGANIZATIONAL**

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

### **2020 RECAP**

- Created consolidated list of recurring issues and associated documentation for knowledge management.
- Incorporated intranet usage among staff.
- Completed continuity of operations plan and performed a debriefing “hot wash” for the City’s COVID-19 response.
- Established backup operations facility for City staff at Lynwood Recreation Center.

### **2021 INITIATIVES**

- The City of Brookhaven in order to compete for the best talent, must occasionally research and measure its compensation plan. In September of 2021, the City Council approved an updated employee compensation plan that addressed a number of issues the City was currently facing with respect to compensation. These issues included, merit increase payout date, creation of a milestone adjustment based on years of service, complete review of pay grades and ranges, increasing the housing allowance for police officers, and analyzing and adjusting specific position requirements to provide stipends for the higher demands these positions require.
- Reorganization of the City Manager’s Office with the creation of a Deputy City Manager position to allow for targeted focus on enterprise-wide initiatives including business continuity, knowledge management, performance management, safety and wellness, community engagement, and customer service.
- Implemented program for the creation of a template for the development of knowledge management documents on various topics important to elected officials, staff, and the public.
- Supported DeKalb County in its Hazard Mitigation Plan (HMP) update covering all municipalities located in the county and assessing all man-made and natural hazard threats and risks to the County and included recommended actions to reduce or eliminate these risks.
- Continued to add resources to the City’s intranet such as providing employee training, standard operating procedures, and other key documents accessible to all employees and departments.
- Installed new generator at Briarwood Park.

### **2022 COMMITMENTS**

#### **CONTINUE STEPS TO IMPROVE KNOWLEDGE MANAGEMENT**

**Funding Amount: Included in all Department Operations**

**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 consolidated essential information in 2020, making it accessible to employees through the intranet platform. In 2021, the City took steps to improve knowledge management, such as providing employee training for different tools and practices and adding SOPs and other key documents to the consolidated knowledge base. This effort will continue in 2022 and will be ongoing.

#### **ESTABLISH PERIODIC INTER-DEPARTMENTAL COLLABORATIVE MEETINGS AND SHADOWING**

**Funding Amount: Included as part of Departmental Operations**

**Responsible Department: City Manager's Office**

Due to the COVID-19 pandemic, the development of this effort was put on hold; however, it is anticipated that the initiative will be established fully in 2022. Part of building strength within an organization is creating synergies. Currently, department leaders meet on a biweekly basis and provide updates on what is going on within their respective units. 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 are 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. This initiative will be ongoing.

#### **CITY 10-YEAR HISTORY PROJECT**

**Funding Amount: \$40,000**

**Responsible Department: Community Development**

In 2022, the City of Brookhaven will turn 10-years old. To recognize this milestone, the City will hire a historian to develop a document highlighting its accomplishments and challenges since 2012. This effort will build upon the historic resources survey completed by the Community Development Department and Geographic Information Systems Manager in 2021.

#### **FEMA ICS 400 TRAINING UPDATES FOR DEPARTMENT HEADS**

**Funding Amount: Included in Department Operations**

**Responsible Department: City Manager's Office**

In 2019, the City required that that department heads receive NIMS (National Incident Management System) Training through FEMA in furtherance of its emergency management planning efforts. In 2022, the City will ensure that new department heads receive the same training to ensure coverage.

## **INVESTMENT IN LEADERSHIP DEVELOPMENT IN POLICE DEPARTMENT**

**Funding Amount: TBD**

**Responsible Department: City Manager's Office**

Over the last 9 years, the Brookhaven Police Department has risen to a high level of professionalism and service quality. To ensure the continued growth of the Police Department as an organization within the City, ongoing investment in its leadership team is paramount. The training will include developing personnel with a focus on leadership, cooperation, and trust. This message will resonate across all Police divisions and include the larger City of Brookhaven organization and community.

### **CIVIC GOVERNANCE**

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

#### **2020 RECAP**

- Established the Brookhaven Complete Count Committee to engage citizens in 2020 Census.
- Increased engagement efforts in the Latino community through social media and partnerships, raising the numbers of followers by roughly 200% (as of July 31, 2020).
- Strengthened partnerships with the Atlanta Regional Commission, and ATL Link attending and presenting at regional affordable housing, arts and culture planning, transportation, and trails workshops.
- Established the Social Justice, Race, and Equity Commission to review the City's Vision and Mission Statement and Charter, policies and procedures, public engagement and communication outreach, and the Brookhaven Police Department's use of force policy, oversight and accountability to identify, evaluate and report potential recommendations to City Council.
- Launched Transparency website to better relay information about government operations, spending, and decisions across all departments:

<https://www.brookhavenga.gov/transparency>

#### **2021 INITIATIVES**

- Established Civic Dinners program with a theme designed to encourage civic discourse and build bridges among community members as part of the efforts of the Social Justice, Race, and Equity Commission (SJREC).
- Adoption of Rules of Decorum by City Council.
- Continued trademarks and copyright efforts to preserve the City's right to own and use certain intellectual properties such as graphics, branding and other written and visual collateral.

- Increased engagement efforts in the Latino community through social media and partnerships in addition to continuing partnerships with the Latin American Association and Los Vecinos.

Platform	2019	2020	2021 (est)
Facebook ESP	215	430	998
Instagram ESP	59	172	516

- Began development of a consolidated list of homeowners’ and civic association contacts to ensure connections with organized resident groups throughout the City.

**2022 COMMITMENTS**

**COMPLETE CITY CHARTER REVIEW**

**Funding Amount: Included in City Attorney Operations**

**Responsible Department: City Attorney**

Pursuant to Section 6.02 of the City Charter, “there shall be a Charter commission which shall periodically review the provisions of the City’s Charter and the actual experience and operation of the City government and suggest and recommend to the mayor and council and to the General Assembly any changes to the Charter. Such suggestions and recommendations shall be contained in a written report to the mayor and council and to the legislative delegation representing the City.” The review of the charter is required every five years beginning July 1, 2017. As such, members of the next Charter Review Committee must be appointed by June 1, 2022, and the review report must be submitted by December 31, 2022.

**DEVELOP SUCCESSION PLANNING POLICY FOR CITY BOARDS AND COMMISSIONS**

**Funding Amount: Included in City Clerk’s Office Operations**

**Responsible Department: City Clerk**

Following incorporation in 2012 and the initial establishment of the City boards and commissions, the City has not developed a robust strategy to pass on leadership roles to new individuals. Doing so will ensure that the City continues to run smoothly after elected officials and volunteer leaders move on to new opportunities. In 2022, the City will develop a formal succession planning policy and program for its boards and commissions.

**CONTINUE SOCIAL JUSTICE, RACE, & EQUITY COMMISSION (SJREC) COMMUNITY ENGAGEMENT EFFORTS**

**Funding Amount: \$20,000**

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

The SJREC was created in 2020 to review the City’s Vision and Mission Statement and Charter, procurement and hiring practices and policies, public engagement and communication outreach, and the Brookhaven Police Department’s use of force policy, oversight and accountability. The SJREC’s four subcommittees – Vision and Mission, Hiring and Retention, Procurement and Contracting, Policing Use of Force – have taken a deep dive into these areas in 2021. The Commission will present recommendations in December 2021 for City Council consideration.

## **COMMENCE GENERAL LEADERSHIP ACADEMY COURSE**

**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 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. Due to the COVID-19 pandemic, the development of this effort was put on hold; however, it is anticipated that the initiative will be established fully in 2022.

## **PARTNER WITH LOCAL BUSINESSES TO PROMOTE SUSTAINABLE PRACTICES AND INITIATIVES**

**Funding Amount: TBD**

**Responsible Department: City Manager's Office in conjunction with Explore Brookhaven**

There are a variety of ways businesses within Brookhaven exercise sustainable practices. These businesses minimize negative impact, or potentially create positive effects on the local community or environment through waste and energy reduction, labor policies, responsible sourcing, and other initiatives. The City will highlight and strive to incentivize enterprises which consider the impacts of their operations or products and make extra effort to contribute to a Sustainable Brookhaven. Due to the COVID-19 pandemic, the development of this effort was put on hold; however, it is anticipated that the initiative will be established fully in 2022.

## **DEVELOP A NEW RESIDENT GUIDE**

**Funding Amount: TBD**

**Responsible Department: City Manager's Office, Communications, and Explore Brookhaven**

In line with the City's knowledge management efforts, this initiative is intended to quickly give new Brookhaven residents accurate and comprehensive information that will provide them with situational awareness. Information about pertinent ordinances, whom to connect with regarding different topics, opportunities for engagement with boards, commissions, and local groups, as well as direction on how to sign up for notifications from a variety of City-sponsored platforms or participate in public meetings are examples of key resources that would provide newcomers to the City with everything they need to know when settling in. Due to the COVID-19 pandemic, the development of this effort was put on hold; however, it is anticipated that the initiative will be established fully in 2022.

## **DEVELOP NEW ELECTED OFFICIALS GUIDE**

**Funding Amount: Included in City Manager's Office Operations**

**Responsible Department: City Manager's Office**

In furtherance of the knowledge management efforts of the City, a guide for newly elected officials will be developed to ensure that councilmembers are familiar with City administration, legislative and policymaking processes, public hearing and open meetings requirements, budgeting, procurement, planning and land use, ethical standards, and other operational items



that keep local government running. This guide will allow this information to be combined into a central document readily available for reference by new and existing elected officials.

**CONTINUE DEVELOPMENT OF A CONSOLIDATED HOMEOWNERS’ AND CIVIC ASSOCIATION CONTACT LIST**

**Funding Amount:** Included in City Manager’s Office Operations

**Responsible Department:** City Manager’s Office

Maintaining strong connections with community representatives is important to both elected officials and City staff. In addition, maintaining these connections fosters succession planning efforts for City boards, commissions, and the Council as part of a Sustainable Brookhaven. In 2021, the City began developing a consolidated list of homeowners’ and civic association to ensure connections with organized resident groups throughout the City. This effort will continue into 2022.

**CONTINUE EFFORTS TO INCREASE ENGAGEMENT IN THE LATINO COMMUNITY**

**Funding Amount:** Included as part of Communications Department Operations

**Responsible Department:** Communications

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 and utilizing Spanish-language Facebook and Instagram account. This effort is ongoing and will continue in 2022.

A complete list of Sustainable Brookhaven activities can be found on the City website at:

<https://www.brookhavenga.gov/sustainablebrookhaven>.

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