

# Sustainable Brookhaven:



## The City of Brookhaven’s Strategy for Sustainability

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### Framework and 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 policies, decisions, and actions. 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.



#### **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.

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 determines attainable goals for the future.

The following pages comprise a summary of sustainability accomplishments made in 2021 and 2022, as well as adopted sustainability commitments for 2023. 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.*

### **2021 RECAP**

- 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 the installation of an irrigation well to the municipal nursery so that the City will not need to buy fully grown trees when there are transplant opportunities.
- Completed 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 INITIATIVES**

- Complete a tree canopy study for Murphey Candler Park to determine needs and future programming.
- Continued front yard tree planting program and planted 40 trees in various residential locations throughout the City.
- Established sustainable funding source for tree canopy preservation program by setting aside 1% of the prior year's building permit revenue. The funding was used for the

planting of 55 trees at Blackburn Park, prescriptive care of specimen oak trees located in the right-of-way of Sunland Drive and Caldwell Road, and prescriptive tree care at Blackburn and Skyland Parks.

- The Household Hazardous Waste event was held on June 11 in partnership with the City of Chamblee and Live Thrive at Plaza Fiesta. A total of 251 residents from Brookhaven and Chamblee were served at the recycling event. A total of 29,247 pounds of hazardous waste was diverted from the water system and landfill, including:
  - Styrofoam, 330 pounds
  - Plastic Film, 201 Pounds
  - Electronics, 6,060 Pounds
  - Household Goods/Textiles, 728 Pounds
  - Paint/Chemicals, 21, 928 Pounds

In addition to staff, volunteers from Keep Chamblee Beautiful and Cox Enterprises assisted at the event.

- Six parcels on S. Bamby Lane were purchased through the FEMA buyout program.
- Commenced biochar demonstration project in coordination with the University of Georgia.
- Participated as a \*community stakeholder in Georgia Power and University of Georgia Carl Vinson Institute EV Readiness facilitated strategic planning effort
- Reviewed the possibility of converting streetlights to LED citywide with Georgia Power. Based on the analysis, it was determined that citywide conversion is not cost effective at this time and will be reviewed again at some point in the future in smaller study areas.

## **2023 COMMITMENTS**

### **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 2021 and 2022, the event was widely popular and well-attended. The effort collected tons of electronics, glass, plastics, etc. This funding amount is expected to cover the cost of three events assuming continued partnerships to leverage non-City funding.

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

**Funding Amount: \$1,240,553**

**Responsible Department: Citywide**

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 2023 will purchase 15 hybrid or electric vehicles within the Police Department, 2 hybrid or electric vehicles within the Community Development

Department, 1 electric car within the City Manager’s Office, and 1 electric pick-up truck within the Parks and Recreation Department. Funding will also include upfitting of vehicles with necessary equipment.

**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 subsequent years. 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.

**CONTINUE 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.

**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 Economic Development will continue to work closely with the Community Development Department to consider reduction/waiver of permitting fees and an expedited development review process.

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

**Funding Amount: Included in Facility Services Department Operations**

**Responsible Department: Facility Services Department**

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 include exploring ways to optimize usage and setting reduction goals.

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

**Funding Amount: \$3,000 (partially funded from the wellness program)**

**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 2023 with the initial purchase of two electric bikes.

### **MURPHEY CANDLER LAKE HOUSE GEOTHERMAL and LOAD SHIFTING ANALYSIS**

**Funding Amount: TBD**

**Responsible Department: Parks and Recreation**

In furtherance of promoting efficient use of natural resources, the Parks and Recreation Department will explore the use of geothermal energy, a sustainable and renewable source, at the new Murphey Candler Lake House. In addition, the Department will also research implementation of load shifting, moving utility consumption from one time period to another, to save on energy costs.

### **COMPLETE BIOCHAR DEMONSTRATION PROJECT**

**Prior Funding Amount: \$150,000**

**Responsible Department: Public Works**

The City, in coordination with the University of Georgia, will complete a demonstration project utilizing biochar, charcoal produced from plant matter and stored in the soil as a means of removing carbon dioxide from the atmosphere, in 2023. The City has an interest in establishing a composting operation that will incorporate biochar at its parks to be used as a tool for improvement and conservation of Brookhaven's waterways.

## **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.*

### **2021 RECAP**

- 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 40 tons of sediment and debris and cleaned over 215 lane miles of City streets.
- Bids were received for the Pedestrian Safety Improvement Project under the LMIG Safety Improvement Program to install lighted crosswalk signs, in-pavement lights, and flashers at five targeted crosswalks. Construction began and continued into 2022.

### **2022 INITIATIVES**

- After reviewing the area adjacent to the Public Safety Building it was determined that it would only be large enough to support a maintenance and materials storage facility for the Police Department. This is due to existing topographical and floodplain limitations. Design for the facility is underway and installation will be completed following the opening of the Public Safety Building.
- The Public Safety Building is still under development and is expected to open in late 2022/early 2023. The public-facing fast charger operated by GA Power has been installed. For the police fleet, the conduit and wiring for five, two-port chargers has been installed and the Level II chargers ordered.

The City continues to report in the monthly operations report EV utilization at the City's EV chargers at other facilities and parks. Additionally, on August 9, 2022, the City's 2022

Oglethorpe Sustainability Intern provided a presentation to the Mayor and City Council concerning EV utilization for calendar year 2021. Over the lifetime of City's EV charging station program, 83,343 kg in greenhouse gas emissions were saved – the equivalent of planting 2,137 trees and allowing them to grow for 10 years.

- 2022 ADA Ramp improvements supplemented with a \$109,803 CDBG award. A contract was awarded to Triscapa, Inc. for repairs along the Buford Hwy Corridor.
- All funding 2022 for bicycle, pedestrian, and trail plan infill projects was dedicated to the completion of the multiuse path along Briarwood Road between N. Druid Hills Road and Buford Highway. Multiple sections where additional right-of-way was not required have been completed.
- Awarded the contract for development of a multimodal plan (rewrite of bicycle, pedestrian, and trail plan) in October 2022.
- The City purchased a street sweeper that arrived in August 2022. Training for staff was coordinated with the vendor and the program began in early fall.
- Completed installation of 5 crosswalks that included updated Rectangular Rapid-Flashing Beacons (RRFB) as well as flashing cateyes in the streets under the LMIG Safety Improvement Project awarded in 2021.
- Developed scopes for Special Services District (SSD) projects with a focus on connectivity to City Hall.
- Continued design process for Phase II and Phase III of the Peachtree Creek Greenway.
- Completed design efforts around the realignment of the Redding Road/Caldwell Road intersection.
- Continued right-of-way acquisition and construction on the Briarwood Road multiuse path.

## **2023 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.

### **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.

## **CONTINUE STREET SWEEPER PROGRAM**

**Funding Amount: \$128,043**

**Responsible Department: Public Works**

In past years, the Public Works Department's Stormwater Management Program provided sweeping services for each street in the City at least once a year, but never more than twice a year to collect dirt, pebbles, cigarette butts, leaves, and debris. In 2021, over 40 tons of street debris and material were diverted from the City's creeks and streams from just a single pass along every City-owned curb. In 2022, the City approved a contract for the lease/purchase of a street sweeper, which was delivered in August. The Department will work to develop an annual citywide street sweeping program utilizing internal City resources and the City owned / leased street sweeper in 2023.

## **COORDINATE DESIGN OF I-85 VEHICULAR BRIDGE (SSD PROJECT #7)**

**Prior Funding Amount: \$870,000**

**Responsible Department: Public Works**

This project proposes to construct a vehicular flyover bridge over I-85 to provide an additional / alternative route to North Druid Hills Road in accessing the southern part of the City. It would also provide a second vehicular access point to Emory University's Executive Park Campus. In addition to alleviating traffic congestion on North Druids Hills Road and providing redundancy in the road network, it would improve accessibility for emergency vehicles in the southern part of the City. It is anticipated the vehicular flyover bridge would be integrated with any future transit improvements on Buford Highway. This project is for traffic analysis, design, and engineering.

## **CONTINUE PEACHTREE CREEK GREENWAY DESIGN**

**Prior Funding Amount: \$2,937,850**

**Responsible Department: Public Works**

The Peachtree Creek Greenway Master Plan coalesces the desires of Brookhaven residents, City and DeKalb County officials, local businesses, and non-profits to realize the development of a multi-purpose linear park along the North Fork of Peachtree Creek. Phase I of the Greenway was completed in December 2019 and, in 2023, design work will continue on Phases II and III.



**COMPLETE CONSTRUCTION OF BRIARWOOD ROAD MULTIUSE PATH (MUP)**

**Prior Funding Amount: \$615,000**

**Responsible Department: Public Works**

This project includes right-of-way acquisition for the addition of multiuse path along Briarwood Road between N. Druid Hills Road and Buford Highway (infill) where additional right-of-way is required. Construction of an intersection improvement project at Buford Highway and Briarwood Road is also included. Additionally, design of the multiuse path at the intersection of N. Druid Hills Road and Briarwood Road along the frontage of the Brookhaven United Methodist Church will be finalized.

## **FINANCIAL**

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### **2021 RECAP**

- Completed business license and alcohol license audits.
- The State Legislature removed the cap on the Hotel/Motel Tax. Initially the tax was capped for a 25-year period.
- The City of Brookhaven was 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 funding 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.
- The City won the Certificate of Excellence for the 2020 Comprehensive Annual Financial Report from the GFOA.

### **2022 INITIATIVES**

- The Office of Strategic Partnerships identified the need to set a Request for Proposals or “Call for Projects” Policy—in line with City purchasing, however addressing the specific Arts Commission mission. This will need to be adopted by the Arts and Culture Commission to qualify for any federal funding. This policy will also strengthen the Commission’s position in applying for private sources, including but not limited to, attracting marketing funding, as well as public and private foundation funding. Additionally, the vast majority of private and federal funding requires the City to partner with a 501c3 organization, with a strong emphasis on arts and/or education. The Office is working with the Arts and Culture Commission to build partnerships with established arts organizations with demonstrated commitment to local art and culture and strong financial management.
- The City Council created an Urban Redevelopment Authority to provide for additional flexibility in the development needs of the City.
- The City conducted a Cost Allocation Study to provide for efficient allocation of expenses across multiple City funds.
- The City Council created a Special Services District to provide funding for needed infrastructure improvements in the identified district in the enabling legislation.

- City Manager’s Office staffed the Charter Review Committee. Issues included the current freeze exemption on homesteaded properties and amending the document to ensure future sustainability.
- Reviewed new systems for financial functions and licensing processes to improve efficiency.
- Reviewed current Finance tasks to implement cross training and reduce staff overtime.
- Reviewed retention and filing processes to further efforts in electronic processes and reporting.
- Completed occupational tax and alcohol license compliance audit.

**2023 COMMITMENTS**

**ATLANTA GAS LIGHT FRANCHISE AGREEMENT EXPIRATION**

**Funding Amount: \$340,000**

**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 (2024 – 2029)**

**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.

**SPECIAL SERVICES DISTRICT (SSD)**

**Funding Amount: Approximately \$100,000,000**

**Responsible Department: City Manager**

The SSD was created to provide funding for 15 City Council identified infrastructure and corridor projects located in the District. During 2023, the opinion of probable costs and financing options will be completed.

**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 2023, 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 2023, the City will review it as a reporting tool, with a goal of adding more detail in a commitment to a culture of transparency.

## **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.



## **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.*

### **2021 RECAP**

- 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 INITIATIVES**

- Developed knowledge management documents covering the following topics: Crosswalk Requests, DeKalb County School District – Real Property Disposition and City's Rights, Schools (public and private), Annexations, and Intergovernmental agreements (IGAs).
- Completed RFP and contract award for 10-year history project to develop a document highlighting the City's accomplishments and challenges since its incorporation in 2012. The project will be completed the first quarter of 2023.
- Began training updates for department heads on FEMA ICS 300 course.
- The Police Department initiated a management development program. The program worked with the Deputy Police Chief and the department Majors throughout the year.
- Began planning for materials and maintenance yard for the Police Department at the Public Safety Building.

## **2023 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 2023 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 2023. 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. Additionally, to further cross-department knowledge, department heads will rotate attendance at the monthly supervisors' meeting within the Police Department.

### **CONTINUE FEMA ICS 300 and 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 2023, the City will continue to work to get all department heads and immediate successors trained up to ICS 300 and ICS 400 to ensure that new department heads receive the same training to ensure coverage. Both classes will be hosted by the Police Department as well as a prerequisite class in 2023.

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

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

**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.

#### **CONSOLIDATE MAINTENANCE AND MATERIALS STORAGE FACILITIES**

**Funding Amount: TBD**

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

Staff is currently working on securing leases on two parcels of GDOT property just across the Brookhaven city limits in Atlanta on Buford Highway. This area would serve as the maintenance area for both Public Works and Parks and Recreation Department.

 **CIVIC GOVERNANCE**

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

**2021 RECAP**

- 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
Facebook ESP	215	430	347
Instagram ESP	59	172	687

- Began development of a consolidated list of homeowners’ and civic association contacts to ensure connections with organized resident groups throughout the City.
- Received recommendations from the Social Justice, Race, and Equity Commission (SJREC) in December 2021.

**2022 INITIATIVES**

- Explore Brookhaven participated in the Certified Diversity Travel Professional program and developed a Diversity, Equity, and Inclusion plan.
- 5-year Charter Review. As part of the 2022 City Charter Review Committee, the Chair of the SJREC was appointed a voting member. This was a specific recommendation of the SJREC.
- Developed succession planning policy for boards and commissions.
- Developed new elected officials guide.
- Continued development of consolidated homeowners’ and civic association contact list.
- Adopted SJREC implementation plan in April 2022.
- **Social Justice Race and Equity initiatives:**
  - The Administration is working with a community survey firm to assess the City’s overall performance, with specific questions concerning the police department.
  - The Brookhaven Police Department (BPD) 2021 annual use of force report was completed and posted on the City website.



- The BPD reviewed in the second quarter of 2022 the current federal reporting requirements as it relates to race and ethnicity and explore the potential expansion of demographic identifiers. Training will be developed following examination of this review in 2023 to reinforce the federal definitions of race and ethnicity and how to receive demographic information from individuals in a manner that demonstrates cultural competence.
- A review of the BPD's records management system is being conducted in the third quarter of 2022 with respect to data fields that can be implemented to aid in the federal reporting guidelines as well as the potential expansion of demographic identifiers. Multiple stakeholder groups such as the Latin American Association and various homeowner associations (HOAs) will be consulted for these efforts. Results to be updated in 2023.
- The BPD is working with Human Resources through an ongoing equity audit of policies and procedures. This audit is reviewing areas such as promotions, disciplinary procedures, performance reviews, and more to identify any programmatic barriers that directly or indirectly impact employees or community members relative to their race, ethnicity, gender, national origin, color, disability, age, sexual orientation, gender identity, religion, or other socio-culturally significant factor. Results of this audit will be submitted to the City Council upon completion in Q4 2022.
- The BPD presented a program recommendation and was approved by the City Council for staffing of a mental health clinician. This position will help the BPD respond to calls involving individuals with diminished mental capacity or who may be experiencing a mental health crisis.
- The Purchasing Department has implemented the review of a translator. The City translator will review the language in the RFP and RFQ to ensure that all contract verbiage communicates the City's intentions effectively to potential bidders.
- The Purchasing Department includes the vendor contract in the bid package so that the vendor may review and communicate any questions prior to award. Also, a Pre-Bid Conference is offered for all RFPs and RFQs to help streamline communication channels.
- To remain transparent, all RFPs and RFQs are posted on the Georgia Procurement Registry, Bonfire, and the City Website.
- The Human Resources (HR) Department is now collecting applicant demographic data (voluntary only) to discern any biases or barriers to applying for employment with the City of Brookhaven.
- The HR Exit Interview Form has been used to capture relevant employee experiences, recommendations, and feedback related to such areas as; working environment,

leadership, employer culture, compensation, benefits, training, and development opportunities, and several other areas of importance

- HR compiled and submitted the EEO-1 report which identified employee demographics to include; race, gender, salary, and position classification. HR is able to detect if there were any notable trends in compensation or position placement of which there were none. The report was accepted, and certification confirmation was received on 1/28/2022.
- HR completed and participated in the 2022 GOMI wage and salary survey which helps employers identify compensation equity.
- HR participated in the mini county survey for Bulloch City Board of Commissioners, initiated a benchmark salary discussion with seven surrounding municipalities, participated in Braselton's Police Department salary survey to gauge competitors along with partnering with 18 separate municipalities on wage and salary comparables and the market study findings.
- HR created several new business partnerships (Robert Half and Talantage, LLC WMBE) to further support diversity, equity, and inclusion goals with regard to equitable recruitment. HR was successful in securing a Controller, Accountant, and Events Planner of diverse backgrounds.
- To further enhance the City's recruitment and retention, HR created a police recruit job fair process to attract and retain talent throughout. HR held a police officer recruitment session on April 21, 2022, with another scheduled for October 2022.
- The recently approved Compensation Plan includes a retention component which enabled HR to identify 33 eligible employees; to date, HR has processed 10 employee salary milestones. This program reinforces equity in retention.

### **2023 COMMITMENTS**

#### **COMPLETE DESIGN AND BEGIN CONSTRUCTION OF CITY HALL**

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

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

In furtherance of prioritizing inclusiveness, the City will design and begin construction on an approximately 55,000 square foot building including event and exhibit space to create sense of community and belonging for neighbors and the business and development communities. City Hall, which will be located at the Brookhaven-Oglethorpe University MARTA station, will anchor the area identified in the City Centre Master Plan.

## **CONTINUE SOCIAL JUSTICE, RACE, and EQUITY COMMISSION (SJREC) IMPLEMENTATION PLAN 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 presented its recommendations in December 2021 for City Council consideration and the Administration presented an implementation plan in April 2022. In 2023, staff will continue to carry out the initiatives identified in the plan.

The Brookhaven Police Department (BPD) is working with the Human Resources Department (HR) by exploring opportunities to form an intercultural council or committee who is dedicated to creating cultural awareness and inclusivity among staff and throughout the City. The Human Resources Department will be the lead agency on this process and will have a preliminary analysis in the first quarter of 2023. BPD will continue to monitor the progress of the Mental Health Clinician program.

An annual report will be made to the City Council of the outreach/training/certification that the BPD has conducted for the prior period.

Beginning in 2023, the Purchasing Manager will attend quarterly training through the National Institute of Governmental Procurement (NIGP). This will ensure that professional development and current procurement processes are being assessed and reviewed according to National and State guidelines.

HR is also working on building out the HRIS to accurately capture demographic data of the City applicant population which is scheduled to be in place by the Q3 2023. This will provide valuable data on the City's applicant pool and placement results. Further, in 2023, the City Manager's Office, Communications Department, and Police Department will complete a citywide Community Engagement Framework, citywide Customer Satisfaction Survey, and department-level Community Engagement Plan, respectively.

The Community Development Department, as part of the 10-year Comprehensive Plan update that will begin in 2023, will also include a review and update to the City's Vision and Mission statements as part of the project.

The City Manager's Office will coordinate enterprise-level education and training of City staff to embed equity principles and practices in all Brookhaven departments and operations in furtherance of the SJREC recommendations around community engagement and in support of the action items established in the City's Enterprise-Wide Community Engagement Plan adopted in late 2022.

### **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, the Administration has encouraged staff and community leaders to attend leadership development training. For example, the Chair of the Arts and Culture Commission is attending Leadership Dekalb in 2022. This effort will be reviewed in 2023.

### **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 2023.

### **DEVELOP A NEW RESIDENT AND BUSINESS GUIDES**

**Funding Amount: TBD**

**Responsible Department: 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 2023.

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

**Funding Amount: TBD**

**Responsible Department: Economic Development**

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, the Administration will work with the Brookhaven Chamber of Commerce to collaborate on pushing out sustainability ideas for restaurants and office buildings. These entities can easily be identified via the City's licensing and permitting data. The initiative will be revisited fully in 2023.

A complete list of Sustainable Brookhaven activities can be found on the City website at: <https://www.brookhavenga.gov/sustainablebrookhaven>.

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