

# 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 2022 and 2023, as well as adopted sustainability commitments for 2024. 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.*

### **2022 RECAP**

- 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 properties on S. Bamby Lane totaling 2.7 acres were purchased through the FEMA buyout program and were converted to greenspace.
- Qualified as a Tree City USA recognized city through the Arbor Day Foundation for the seventh year.
- Commenced biochar demonstration project in coordination with the University of Georgia.

## 2023 INITIATIVES

- Held joint household hazardous waste recycling event with the City of Chamblee and the Center for Hard to Recycle Materials (CHaRM) on March 18, 2023. In all, there were 238 residents from Brookhaven and Chamblee that participated, and 52,090 pounds of materials diverted from local landfills and water systems.
- Purchased 5 electric vehicles in furtherance of the City's energy efficient fleet conversion goals.
- Developed bumper sticker for energy-efficient fleet for use on City vehicles and by the general public.



- Continued front yard tree planting program and planted 32 trees in various residential locations throughout the City.
- Completed an update to the City's tree canopy study and presented findings showing a 4% increase in canopy coverage between 2019 and 2021 to 48% to City Council on July 25, 2023.
- Economic Development continued to work closely with the Community Development Department and the Oglethorpe University Sustainability Intern to develop incentives related to energy efficiency such as reduction/waiver of permitting fees and an expedited development review process.
- Facility Services began tracking utility reduction at City facilities including the new public safety building with its geothermal HVAC system.
- Public Works continued coordination with the University of Georgia (UGA) on the biochar demonstration project with installation of biochar equipment in January 2023 and a storm event sampling taking place at Murphey Candler Lake in February 2023. Additionally, the UGA team completed the chemical analysis of biochar, identified and tested a new source for biochar, completed phase I of the greenhouse assessment, and initiated tree vault tests.
- The new Public Safety Building opened in July 2023 with the largest public geothermal system in Georgia.
- Approved design of permanent City Hall, which is the first mass timber city hall in Georgia and held a groundbreaking in October 2023.
- Partnered with the Department of Natural Resources and Oglethorpe University to allow analysis of Murphey Candler Lake on how to sample fish to better understand the health of aquatic ecosystems and introduce students to careers in the field of ecology.



- Qualified as a Tree City USA recognized city through the Arbor Day Foundation for the eighth year.

## **2024 COMMITMENTS**

### **CITY HALL WATER QUALITY ENHANCEMENTS**

**Prior Funding Amount: Included in Project Budget**

**Responsible Department: City Manager**

As part of the design for the permanent City Hall, the City is incorporating several sustainable elements including a Green Roof, water quality facilities, permeable pavers, etc. The Green Roof is approximate 2,700 square feet and collects rainfall directly. The site will include a 10,000-gallon cistern that the roof drains and the runoff collected from the Green Roof will be discharged to. Water collected will be filtered and used for irrigation on-site. The extra water from the cistern will be flowing to a Crystal Stream Water Quality device and then discharged to the underground detention system. Additionally, the storm runoff in the disturbed area in the bus lane will be discharged to the underground detention pond. The runoff under the MARTA tracks will be collected by adopted storm structures and will be discharged to the Crystal Stream and then to the underground detention system in the bus lane. Finally, the plaza will be grassed with engineering soils underneath the grass to make it act as an enhanced swale and porous concrete or permeable pavers will be utilized for some of the sidewalks. With these and other enhancements, the City hopes to achieve LEED Gold Status.

### **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 has become popular and continued in subsequent years. To date, a total of 118 trees have been planted. Based on the update of the Tree Canopy Study in 2023, the Tree Canopy Preservation Division will identify and develop targeted outreach for areas that would benefit from plantings.

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

**Funding Amount: \$1,426,795**

**Responsible Department: Facility Services**

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 2024 will purchase 24 hybrid or electric vehicles, depending on availability. Funding will also include upfitting of vehicles with necessary equipment.

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

**Funding Amount: Included in Department Operations**

**Responsible Department: Facility Services**

The City will update the analysis of its 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.

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

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

**Responsible Department: Public Works**

In 2020, the City of Brookhaven partnered with the City of Chamblee, Keep Chamblee Beautiful, and the Center for Hard to Recycle Materials (CHaRM) 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. Since being reinitiated 2022, the event has become widely popular and well-attended. The effort has collected tons of electronics, glass, plastics, etc. In 2023, 52,090 pounds of materials diverted from local landfills and water systems. This funding amount is expected to cover the cost of one event assuming continued partnerships to leverage non-City funding.

### **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 2024. The City also 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. The UGA team has on its task list for completion of the project to do a stream biological assessment, chemical analysis of collected biochar bags, phase 2 of the greenhouse assessment, tree vault assessment, and final report.

## **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.*

### **2022 RECAP**

- The City continued 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 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 Community Development Block Grant (CDBG) award. A contract was awarded to Triscapa, Inc. for repairs along the Buford Highway corridor.
- All 2022 funding 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.
- Continued design process for Phase II and Phase III of the Peachtree Creek Greenway.
- Completed conceptual design efforts around the realignment of the Redding Road/Caldwell Road intersection.

### **2023 INITIATIVES**

- Community Development continued to work closely with the Economic Development Department and the Oglethorpe University Sustainability Intern to develop incentives related to eco-friendly construction such as reduction/waiver of permitting fees and an expedited development review process.
- Continuation of the construction or repair of the citywide Sidewalk ADA compliance and capital maintenance program utilizing partial funding from CDBG.
- Continued the street sweeper program, though a portion of the year's program was paused due to necessary repairs to the sweeper.
- Began the design of nine SSD projects to continue connectivity efforts throughout the City. For additional detail, see the 2024 Built Environment Commitments section below as well as the SSD capital program webpage here:  
<https://www.brookhavenga.gov/publicworks/page/special-service-district-ssd>
- Initiated design of I-85 vehicular bridge project (SSD2022.07) through GDOT with federal funding in the amount of \$700,000.

- Completed design of the Peachtree Creek Greenway Phase II project and continued design for Phase III. Phase II was authorized for right-of-way acquisition in July 2023.
- Continued right-of-way acquisition for completion of the Briarwood Road multiuse path in furtherance of the Special Service District (SSD) connectivity goal.
- Completed Multimodal Study (bike-ped plan rewrite) with city-wide recommendations presented to the public in November 2023.

## **2024 COMMITMENTS**

### **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 continues to dedicate 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 STREET SWEEPER PROGRAM**

**Funding Amount: Continuation Funding**

**Responsible Department: Public Works**

The City acquired a street sweeper in 2023 and in 2024, the Department will work to develop an annual citywide street sweeping program schedule and standards utilizing internal City resources and the City owned / leased street sweeper in 2024. Municipal street sweeping programs provide improved roadway safety, environmental quality, stormwater system protection, and aesthetics.

### **COMPLETE DESIGN OF I-85 VEHICULAR BRIDGE (SSD2022.07)**

**Prior Funding Amount: \$875,000**

**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 initial funding 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 from Brookhaven's southern

limit with the City of Atlanta to its northern limit with the City of Chamblee. Phase I of the Greenway was completed in December 2019, Phase II was authorized for right-of-way acquisition in 2023, and, in 2024, design work will continue on Phase 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 was completed in 2023. 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.

#### **COMPLETE DESIGN OF SPECIAL SERVICE DISTRICT MULTIUSE PATH (MUP) PROJECTS**

**Prior Funding Amount: \$4,064,716**

**Responsible Department: Public Works**

The Special Service District (SSD) is a property tax millage rate dedicated to the specific list of capital improvement projects. The SSD millage rate applies to all commercial and exempt property in the City of Brookhaven and does not apply to properties that have a homestead exemption. A list of 15 initial projects were adopted as part of the SSD in 2022. In 2023, Public Works began the design of nine SSD projects with a goal of commencing construction on at least three of the projects in 2024, depending on funding availability. This includes multiuse path projects on Ashford Dunwoody Road, Dresden Drive, Apple Valley Road, and North Druid Hills Road (Sylvan Circle to Apple Valley Road). Details on these projects can be found on the City website here:

<https://www.brookhavenga.gov/publicworks/page/special-services-district-ssd>

#### **COMPLETE POPLAR CREEK SUBBASIN STUDY**

**Prior Funding Amount: \$98,400**

**Responsible Department: Public Works**

The area around Poplar Creek has been identified for long-term drainage improvements. The Public Works Department will complete a study to determine potential mitigation measures. The study area has been extended to include the subbasin down to the confluence with North Fork Peachtree Creek Tributary A. This project will be phased and funded from the Stormwater Fund.

#### **UPGRADE STORMWATER CORRUGATED PIPE**

**Prior Funding Amount: TBD**

**Responsible Department: Public Works**

The Public Works Department has addressed several emergency stormwater pipe repairs in recent years due to a system of aging corrugated pipe. In 2024, the Department will continue efforts to replace existing corrugated metal pipe within City right-of-way with reinforced concrete pipe. It is anticipated that there will be a debt issuance within the Stormwater Utility Fund to begin a multi-year effort to complete this project.



**PAVING PROGRAM IMPLEMENTATION****Prior Funding Amount: \$12,000,000****Responsible Department: Public Works**

In 2023, a paving analysis update and recommended project list was developed. During 2024, the Public Works Department will work to complete year one of a three-year paving program by August 1<sup>st</sup>. The program will be supported with SPLOST II funding through a referendum approved in November 2023. The 2024 pavement management project will issue an RFP for three years of paving (2024-2026) to take advantage of volume pricing and to secure vendors. Details on the list of streets adopted for paving in 2024 can be found in the Capital Improvement Plan (CIP) chapter of this budget document.

## **FINANCIAL**

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### **2022 RECAP**

- 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 Agency to provide for additional financing flexibility for the capital projects 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 Service District to provide funding for needed infrastructure improvements in the identified district in the enabling legislation.
- The City Manager’s Office assisted the City Attorney’s Office in staffing the Charter Review Committee. The effort included reviewing the current freeze exemption on homesteaded properties and amending the charter to ensure future sustainability.
- Completed occupational tax and alcohol license compliance audit.
- The Finance Department, for the seventh consecutive year, won the Excellence in Financial Reporting Award from the Government Finance Officers Association (GFOA) for the 2021 financial report. The award, in part, is given to agencies demonstrating a constructive spirit of full disclosure to clearly communicate its financial story and motivate potential users to read the report.
- Complied with Fund Balance Policy by maintaining general fund balance.

### **2023 INITIATIVES**

- Completed planning for the extension of SPLOST legislation for an additional 6-year term. The SPLOST II legislation was approved in November 2023 with the City funding amount estimated at \$69 million adopted to be used for pavement management, transportation improvements, parks capital asset maintenance, and public safety equipment and fleet.
- Design for the SSD corridor projects continued and initial project prioritization was presented to City Council at its summer Advance. The Council prioritized the Ashford

Dunwoody Multiuse Path – Publix to Windsor Parkway (SSD2022.05) and Buford Highway Streetscape (SSD2022.12) projects.

- Completed an audit of a sampling of revenue sources including the false alarm fine revenue audit. The false alarm fine audit was completed in June 2023 and there were no findings. The internal auditor provided the recommendations such as: 1) establish expected process and designated personnel for the receipt and review of the monthly vendor package; and, 2) establish a process for the review of the monthly vendor package.
- Reviewed the City’s financial transparency portal which is now being reconciled to the financial management system to match the General Ledger on a monthly basis. FAQs are expected to be added to the portal by December 2023.
- Implemented new business/alcohol license software (GovOS).
- The Finance and Information Technology departments reviewed the City’s financial management software and determined that upgrading to the cloud-based version of the existing software program was best. The upgrade was completed in July 2023.
- Purchasing developed a template to monitor and report out public participation and results in competitive bid process in furtherance of SJREC Recommendations Implementation Plan. The Department will provide a report annually in January of the subsequent year.

## **2024 COMMITMENTS**

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

**Funding Amount: TBD**

**Responsible Department: City Attorney**

A new 10-year franchise agreement with Atlanta Gas Light Company (AGL) has been secured; however, the City has had past differences with AGL regarding its measurement and transparency of collecting and remitting the fees to the City. This is primarily related to inflationary increases that the City finds should be paid by AGL during past years. This will possibly be a contentious negotiation and will begin in late 2023.

### **SSD PROJECT FINANCING PLAN**

**Funding Amount: TBD**

**Responsible Department: City Manager**

The SSD millage rate applies to all commercial and exempt property in the City of Brookhaven but does not apply to properties that have a homestead exemption. The millage rate is dedicated to a list of 15 initial projects adopted as part of the SSD in 2022. These projects were not fully funded through construction. The City Manager’s Office will work in 2024 to develop a long-term financing plan for the projects yet to be funded or completed.

### **ASSET MANAGEMENT**

**Funding Amount: Included in Department Operations**

**Responsible Department: Finance**

The Finance Department will work with all departments in 2024 to improve upon the City’s existing asset management program including completion of an updated asset inventory,

determining values and life-cycle costs, setting levels of service, and presenting a long-term financial plan.

#### **UPDATE REVENUE MANUAL**

**Funding Amount: Included in Department Operations**

**Responsible Department: Finance**

The City's Revenue Manual is a compilation of financial information that details the various sources of revenue for Brookhaven. This tool not only furthers financial transparency in regard to the City's administrative apparatus but also provides educational and reference value to public servants and residents alike. The City's most recent Revenue Manual was released in 2018 and will be updated in 2024.

#### **COMPETITIVE BID ANNUAL REPORT**

**Funding Amount: Included in Department Operations**

**Responsible Department: Finance**

As part of the SJREC Recommendations Implementation Plan adopted in early 2022, the Finance Department committed to reducing technical jargon included in project descriptions, seek periodic review of RFP terminology by external agencies, streamline the contracting process, provide additional transparency on the process, and creating an equitable environment attractive to minority-owned businesses. In 2024 (Q1), the Department will develop an annual report to analyze these performance measures across all competitive bids issued the prior year.

#### **PARK BOND CLOSEOUT & AUDIT**

**Funding Amount: Included in Department Operations**

**Responsible Department: Independent Internal Auditor**

In furtherance of the recommendations of the Comprehensive Parks and Recreation Master Plan, a Park Bond Referendum was passed by Brookhaven voters in 2018. The bond included six park improvement projects: Blackburn Park, Lynwood Park, Murphey Candler Park, Briarwood Park, and Brookhaven Park. Construction on Briarwood and Brookhaven parks began in 2023 and will be completed in 2024. Additionally, the Murphey Candler Park Lake House project is in procurement with construction expected to be completed in 2024. With the closeout of these projects, the Internal Auditor will complete an audit the park bond.

#### **REVIEW STORMWATER FUND FOR RATE SETTING**

**Funding Amount: Included in Department Operations**

**Responsible Department: Public Works**

The City of Brookhaven implemented a stormwater utility in July 2013 and set up utility rates by Resolution RES 2013-06-06. Administrative changes were made to the utility rates in May 2017 and June 2021 by resolutions RES 2017-05-05 RES 2021-06-06. The annual fees are collected with property owners' annual tax bill and deposited into a dedicated and restricted stormwater fund. In 2024, the Public Works Department will review the existing rate structure to ensure fee application is objective and based on a property's true stormwater contribution.



## **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.*

### **2022 RECAP**

- 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 continued into 2023.
- 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.
- Established bi-monthly junior staff attendance at department head staff meetings to develop leadership and awareness of City operations at all employee levels.

### **2023 INITIATIVES**

- Continued the Oglethorpe University Sustainability Intern program with presentations from the intern on the Bandalong Litter Trap System and energy-efficient construction policies and incentives. Additionally, the intern completed knowledge management documents on the following topics: Bridges - Colonial Bridge Maintenance, Dresden-Apple Valley open space, Requests for riprap installation on private property, City Cameras, Tree Rights (Private Property), Historic Resources, Leaf Blowers (Gas-Powered), and various property specific stormwater issues.
- Developed additional knowledge management documents covering the following topics: Firearms in Government Buildings, Open Meetings, and Temporary Signs.
- Completed leadership training within the Police Department with a focus on leadership, cooperation, and trust.
- Continued the development of a pipeline for talent with again offering the Oglethorpe University Sustainability Intern program within the City Manager’s Office and the creation of the HBCU Fellowship in Planning within the Community Development Department. Through the programs, the City hosted three interns in the summer of 2023.
- In conjunction with the Human Resources Department, the Police Department enhanced its recruiting efforts to secure 100% staffing.
- In partnership with Out of Hand Theater, hosted the three-part Equitable Dinners program with two initial events for City staff and a final session for invited community leaders and the general public. The events began with a welcome, followed by the performance of an original 10- minute play designed to illuminate equity issues, engage empathy, and launch the conversation, guided table discussions, and a full group closing.

In all, approximately 100 City employees participated in the training, which was implemented as part of the SJREC Recommendations Implementation Plan.

- Presented the results of the 2022 Resident Satisfaction Survey, which compiled resident feedback on a variety of City services and programs, utilizing a representative statistical sampling of Brookhaven’s population. The aspects of quality of life in the City of Brookhaven that had the highest levels of satisfaction, based upon the combined percentage of “excellent” and “good” responses among residents who had an opinion, were:
  - As a place to live/raise a family: 93%
  - Overall quality of life: 88%
  - As a place to work: 86%
  - Overall image of the City: 83%
  - Overall appearance of the City: 80%

Full results of the survey can be found here:

<https://www.brookhavenga.gov/citymanager/page/resident-satisfaction-survey-results>.

- Continued to use the Laserfiche document management software to maintain City records in accordance with City policy and State records retention requirements.
- Established periodic inter-departmental collaborative meetings and shadowing program focused on sharing in more detail current and pipeline projects, as well as ideas of potential initiatives that each has an interest in pursuing.

## **2024 COMMITMENTS**

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

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

**Responsible Department:** City Manager

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 annually and to date a total of 27 knowledge management document have been created. This effort will be documented as part of each department head’s annual performance evaluation.

### **CREATE PERFORMANCE MANAGEMENT DASHBOARD**

**Funding Amount:** Included in Department Operations

**Responsible Department:** City Manager & Information Technology

The City is developing a formalized performance management framework across all departments to be able to present the information as a dashboard available to the public on the City’s website. According to ICMA (International City-County Management Association), *“Performance management includes identifying, collecting, analyzing, and reporting on indicators that show how well the organization performs, both internally and in the delivery of services to the public,*

*and how that performance compares with its targets or with peer organizations. More importantly, as a management tool, performance data is intended not as an end result, but rather as a means to more informed decision making and a more engaged community.”* The Oglethorpe Sustainability Intern will also work the staff on gathering a comprehensive list of the metrics currently tracked within each department.

#### **DEVELOP NEW EMPLOYEE ONBOARDING VIDEO**

**Funding Amount:** Included in Department Operations

**Responsible Department:** Communications & Human Resources

In 2024, the Communications and Human Resources departments will continue collaborating on the development of a new employee onboarding video which will provide new hires insight into the City’s structure, culture, mission, vision, and values along with essential information about employee roles and responsibilities. The video will also include an introduction to the City’s history and information about relevant policies and procedures.

#### **CONTINUE SUPERVISOR TRAINING PROGRAM**

**Funding Amount:** Included in Department Operations

**Responsible Department:** Human Resources

Supervisory training courses equip those in leadership and management positions with the skills and knowledge necessary to oversee and guide their teams. In 2023, the Human Resources began its Supervisor Training Program covering such topics as team-building, effective communication, hosting productive meetings, diversity, equity, inclusion, and belonging, time management, emotional intelligence, discipline, etc.

#### **CONTINUE ANNUAL POSITION DESCRIPTION REVIEW**

**Funding Amount:** Included in Department Operations

**Responsible Department:** Human Resources

It is necessary to continually revisit position descriptions to ensure they are up-to-date and reflect the duties and tasks assigned to each staff position. In 2024, Human Resources will include position description review as part of the annual performance evaluation process and, upon completion, make sure that any substantial changes that need to be made are incorporated.

#### **EXPLORE ORGANIZATIONAL IMPACT OF NEW WORK SITES**

**Funding Amount:** Included in Department Operations

**Responsible Department:** City Council and City Manager

With the opening of the new Public Safety Building in 2023, the reconstruction of the former municipal court and police building into the Development Services Center in 2024, and the completion of the new City Hall building in Q2 2025, the City will have added to its work sites. Additional work sites exist at the Lynwood and Briarwood recreation centers as well as the City’s various parks. In 2024, the Administration will need to examine operational expectations and capabilities including teleconferencing options, requiring more deliberate use of calendar programs, supervision of off-site employees, and employee morale. This effort will also include a robust community engagement component to ensure residents have input on how they want to be engaged by their elected officials.

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

**Funding Amount:** TBD

**Responsible Department:** Parks & 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.

## **CONTINUE FEMA ICS 300 and ICS 400 TRAINING UPDATES FOR DEPARTMENT HEADS**

**Funding Amount:** Included in Department Operations

**Responsible Department:** Police

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 2024, 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 2024.



## **CIVIC GOVERNANCE**

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

### **2022 RECAP**

- 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 Social Justice, Race, and Equity Commission (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 INITIATIVES**

- The City Council approved the initial space plan for a permanent City Hall in August 2022, and the contract with The Sizemore Group for design and engineering services in September 2022. In December 2022, the City Council approved the Construction Manager at Risk (CMAR) contract. There have been multiple community engagement efforts including a community visual preference survey, pop-up events at several City celebrations, presentations at public meetings, and public charette sessions. On March 28, 2023, the City Council was briefed on the 50% development design. The design for City Hall was completed in June 2023 and the groundbreaking was held October 11, 2023. A project website has been established at:  
<https://www.brookhavenga.gov/publicworks/page/city-hall-project>
- At the 2023 City Council Advance in January, an update of the SJREC Implementation Plan was presented. The SJREC implementation efforts continue in 2023. The update report is available on the City of Brookhaven SJREC website at:  
<https://www.brookhavenga.gov/sjrec/page/sjrec-implementation-plan>

- The Human Resources Department completed a preliminary analysis in the first quarter of 2023 on the formation of an intercultural council or committee dedicated to creating cultural awareness and inclusivity among staff and throughout the City.
- An annual report was made to the City Council of the outreach/training/certification that the Police Department conducted during the year. The report included the fact that approximately 30 team members from the Police Department participated in the Equitable Dinners at Work program offered during the year.
- The Purchasing Manager attended quarterly training through the National Institute of Governmental Procurement (NIGP) ensuring that professional development and current procurement processes are being assessed and reviewed according to National and State guidelines.
- Human Resources updated its Human Resources Information System (HRIS) to accurately capture demographic data of the City applicant population. This provides valuable data on the City's applicant pool and placement results.
- The City Manager's Office, Communications Department, and Police Department completed an Enterprise-Wide Community Engagement Plan, citywide Customer Satisfaction Survey, and department-level Community Engagement Plan, respectively. The Enterprise-Wide Community Engagement Plan requires an annual report that will be presented to City Council each January.
- The Community Development Department, as part of the 10-year Comprehensive Plan update that will begin in 2023, included a review and update to the City's Vision and Mission statements as part of the project.
- The City Manager's Office coordinated 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.
- In April, the City of Brookhaven partnered with the cities of Dunwoody and Sandy Springs to inaugurate Leadership Perimeter. Leadership Perimeter is a rebranding of Leadership Sandy Springs to a more regional focus. Initially, the City of Brookhaven will have five slots for the 2024 Leadership Perimeter cohort. Leadership Perimeter will include the traditional program elements but will include Brookhaven-specific content for each module. Additional information about Leadership Perimeter can be found at: <https://www.leadershipperimeter.org/>
- As part of the City's commitment to promote sustainable practices and initiatives, Economic Development included in its programming for 2023 a series of three Small Business Forums that focused on increasing small business capacity. The department is also committed to hosting a Small Business Summit in collaboration with Community Development and Finance that will walk businesses through the permitting and procurement processes with the City of Brookhaven.
- Received Georgia Municipal Association (GMA) City of Civility designation.

## **2024 COMMITMENTS**

### **INCREASE AWARENESS AND KNOWLEDGE OF ETHICS REQUIREMENTS FOR ELECTED & APPOINTED OFFICIALS**

**Funding Amount:** TBD

**Responsible Department:** City Attorney & City Clerk

In addition to the Ethics Ordinance adopted in the Code of the City of Brookhaven, the City became a City of Ethics in 2013 and in 2018 became recertified as a Certified City of Ethics under the Georgia Municipal Association program. In 2024, the City Attorney and City Clerk will develop an annual acknowledgement of the City's ethics requirements and policies for all elected and appointed officials through the boards and commissions software.

### **CONTINUE CONSTRUCTION OF CITY HALL**

**Prior Funding Amount:** \$78,000,000

**Responsible Department:** City Manager

Brookhaven City Centre will serve as the anchor of the City and will include a state-of-the-art City Hall which will reside on an approximately one-acre site. The 58,250 square foot building will be the project's centerpiece with extensive space for public meetings, gatherings, and special events. The City Hall building will include a catering kitchen and rooftop terrace. The City Hall project, which is expected to be completed by mid-2025, is funded via Brookhaven's Special Service District.

### **CITY COUNCIL TRANSITION**

**Funding Amount:** TBD

**Responsible Department:** City Manager, City Clerk, & City Attorney

In 2023, the seats for Mayor, District 1, and District 3 were open for election. Additionally, with the resignation of the district representative to run for Mayor, the District 2 seat was also open. With such significant changes to the elected body, the responsible departments will work to ensure a smooth transition when the new members are sworn in in January 2024.

### **CONTINUE EFFORTS TO ENHANCE COMMUNITY ENGAGEMENT & COMMUNICATIONS**

**Funding Amount:** Included in Department Operations

**Responsible Department:** Communications

Since incorporation in 2012, the City has planned, financed, and implemented major investments in the City's streets, stormwater system, parks, and other facilities. Additionally, the City has developed twelve master plans and included in the annual budget process steady progress on these plans based on available funding. Communicating project schedules and changes has been less than the community demands, especially with the opening of the new Public Safety Building on the Peachtree Creek Greenway and the pending City Hall currently under construction. To ensure communications that meet the community's expectations, the 2024 Adopted Budget includes funding for a Social Media Coordinator and an Administrative Assistant within the Communications Department to bolster the City's communication content, reach, and timeliness. Also included is \$50,000 in professional services for communication collateral material, advertising, and communications consulting.

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

**Funding Amount: TBD**

**Responsible Department: Communications & 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 2024.

## **ADOPTION OF NEW VISION & MISSION STATEMENTS**

**Funding Amount: Included in Project Budget**

**Responsible Department: City Council**

The SJREC recommended that the City "Utilize an open and transparent process that intentionally engages a diverse representation of community stakeholders to rewrite the City of Brookhaven's mission and vision statements. Include City staff, residents, business owners, students, and nonprofits." This review was included as part of the 10-year Comprehensive Plan Update, which was kicked off in 203. In 2024, the Community Development Department and the consultant team will work with the community to develop new vision and mission statements to present to City Council for adoption.

## **CONTINUE SOCIAL JUSTICE, RACE, and EQUITY COMMISSION (SJREC) IMPLEMENTATION PLAN EFFORTS**

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

**Responsible Department: City Council and City Manager**

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 – took 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 2024, staff will continue to carry out the initiatives identified in the plan and also present the first Community Engagement Annual Report beginning in January. Additionally, the City will look to continue its partnership with Out of Hand Theater to present the Equitable Dinners Program to the community at large. The event will feature the performance of an original 10-minute play designed to illuminate equity issues, engage empathy, and launch conversation.

## **CONTINUE GENERAL LEADERSHIP ACADEMY COURSE**

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

**Responsible Department: City Council**

In an effort to foster connections among citizens and future leaders of Brookhaven, the City partnered with the cities of Dunwoody and Sandy Springs to establish a leadership development program for select individuals interested in participating. Leadership Perimeter candidates, were chosen through an application process, attended 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 was designed to build the ties between members of all sectors and deepen the relationships and insights across the community. This effort will continue annually.

## **REVIEW OF CITY COUNCIL WORK SESSION & REGULAR MEETING AGENDA FORMAT, CALENDAR, & TECHNOLOGY**

**Funding Amount: TBD**

**Responsible Department: City Council, City Manager, City Clerk, and City Attorney**

In preparation of relocating to the new City Hall in 2025, the City needs to consider chamber layout, agenda format, and general flow and operations as it relates to City Council meetings. In 2024, the responsible departments will review the work session and regular meeting agenda format, annual calendar, and innovative technology to ensure public meetings are run efficiently and effectively.

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

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

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