

COMMUNITY ENGAGEMENT PLAN

FOR THE DESIGN PHASE OF BROOKHAVEN CITY HALL

FEBRUARY 2023

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INTRODUCTION

The City of Brookhaven is seeking input from residents and community members on the look of its future iconic City Hall. The vision for this building is to create an award-winning, design. The Project Team will focus on best practices that include sustainability, art integration, social justice, race and equity with our community engagement process.



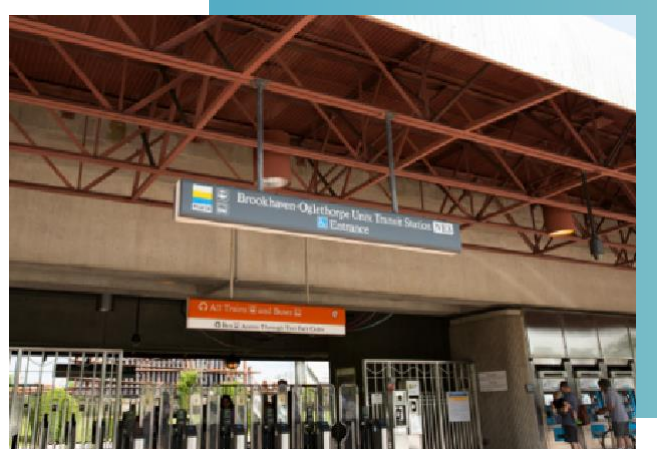
Engaging the public is an essential aspect of the design and construction planning process because it provides a platform and opportunity to convene community stakeholders to provide their input for the success of the project. Furthermore, upholding full transparency throughout the course of this project promotes building trust and sets the stage for open and honest dialogue while incorporating diverse interests and perspectives, attracting a variety of new ideas, gaining buy-in, and providing community members with a sense of ownership in the overall process.

The City of Brookhaven is in the northeastern suburbs of Atlanta and is in western DeKalb County, Georgia. The city is directly northeast of the City of Atlanta with a population of approximately 55,366 as of 2021, and it is the

second largest city in DeKalb County. On July 31, 2012, a referendum was approved allowing for the designation of Brookhaven as a city, making it DeKalb County's 11th local government. Incorporation officially took place on December 17, 2012, on which date the City of Brookhaven's municipal operations commenced. The city has since commissioned this project which currently includes a conceptual design phase to set the directions and build consensus around the public vision for the new City Hall.

On June 14, 2022, the City of Brookhaven approved the terms of an agreement for the new iconic City Hall location to be built on the MARTA-owned property. MARTA previously adopted the terms of the agreement at its meeting on June 9, 2022.

The importance of the Community Engagement Plan (CEP) is to involve stakeholders and community members in planning decisions. The CEP is intended to be a “living document” that guides engagement activities through the life of the project and can be refined as engagement opportunities and challenges present themselves. It will outline strategies and a variety of methods of community engagement techniques to reach a large and diverse public that will ensure input is gathered and information is disseminated.



Project Overview

The City of Brookhaven's vision states "Brookhaven will be nationally recognized as a beautiful community where multiple generations can live in safety, flourish in businesses and success in a historic, sustainable environment with exceptional education and transportation options." Furthermore, the mission of the City of Brookhaven states, "the City government shall encourage and maintain a beautiful community, meet public safety needs, develop an environment for business success, promote sustainable projects and activities, identify and preserve historic and neighborhood resources, facilitate educational opportunities, and improve transportation conditions, connectivity, and options while listening to and communicating with the public."

The Project Team is aware that the City Manager's Office was reorganized with a key goal of focusing on enterprise-wise initiatives and values, one of which is community engagement. Additionally, in 2021, the Brookhaven Social Justice, Race, & Equity Commission (SJREC) submitted its recommendations that the city should "incorporate and commit to deliberate, strategic inclusion of Brookhaven's diverse racial and ethnic groups in all Brookhaven planning processes, boards, commissions, and other efforts. Prioritize increased engagement of Hispanic and immigrant communities."

The project team will work in alignment with the Administration's April 2022 SJREC Recommendations Implementation Plan to outline the following tasks:

- Ensure meaningful community participation, leadership, and ownership
- Create healthy, opportunity-rich neighborhoods for all
- Effectively engage diverse communities in planning and participatory budgeting processes, and integrate their arts and culture throughout government activities
- Institute Principles of Effective Community Engagement and
- Use Targeted Community-Specific Strategies Implement Principles of Participatory Planning to ensure that the full community participates

The Community Engagement Plan (CEP) includes the overall strategic planning and initial work on the project. The five points above outline the initial project framework that provides the foundation for the successful implementation of the plan. The plan structure remains fluid so that critical input from the City of Brookhaven's City Manager and Executive Staff, and the Project Team can be duly incorporated.

The conceptual design approach includes:

- A vision session with the Mayor and City Council members to build a consensus on the design
- Tour for the Mayor and City Council members of international and local iconic buildings to act as case studies
- Development of a 3D “fly through” rendering and schematic pricing set
- Upon final approval commence the design and development phase

The CEP for the Project Team will provide a comprehensive plan inclusive of tactics and strategies for the project. The team’s process for the CEP includes the following six elements:

1 Project Research

The research phase of the CEP, which has already commenced, includes a review of all project documents and information, project building plans, reports from the City of Brookhaven, the City’s Community Engagement and Equity Plan, information from the City Manager and the Public Information Officer, and other material as appropriate. This research includes the guiding principles included in the City’s Community Engagement plan and other adopted City policies regarding community engagement and outreach. In addition, detailed research will be conducted to incorporate the diversity of the community and identify valuable human and historical resources that will be part of the CEP.

2 Plan Development

The CEP Project Team, with input from the Sizemore Team, will commence writing the plan. The plan development component includes the critical writing of documents, design elements, graphics, public engagement input to include survey results, and other feedback that will continue to inform the CEP.

3 Internal Plan Review with The Sizemore Team

The CEP must include accurate and timely information regarding the design status, project changes, and relevant elements of the project. The CEP will provide specific information, examples, and valuable data and information which will allow for the CEP to educate, inform, and engage the citizens of the City of Brookhaven, as well as its stakeholders and partners. Involving the Sizemore Development Team in this process will allow for immediate inclusion of the design schedule and timely engagement activities.

4 Submission of the Initial CEP Plan

The Draft CEP will be presented to the city by mid-October for review and feedback.

5 Incorporation of City Manager and Executive Staff Input into the CEP

Subsequent revisions will be made contingent on feedback from the City Manager and his Executive Team.

6 Presentation of CEP to Mayor and City Council

After the CEP has been finalized for submission, a presentation of the plan will be given to Mayor and City Council.

Community Engagement Approach

The Project Team will develop and implement a comprehensive strategic CEP to achieve successful outcomes for the City of Brookhaven's City Hall Design and Construction Project. The team will engage with the community and stakeholders using methods that are most familiar and convenient, while seamlessly representing the City of Brookhaven by providing engagement that is accessible and equitable. The Project Team will focus on the following four major components while structuring and implementing the community engagement efforts: Sustainability, Social Justice, Race and Equity, and Arts and Culture. The Project Team will approach our engagement using the following methods.

A. STRATEGIC PILLARS

The CEP will be built on a foundation comprised of the following strategic pillars: Educate, Engage, and Inform. The team will utilize traditional media and digital platforms that broaden the audience, build community capacity, and support engagement efforts with elected officials, businesses, stakeholders, community leaders, and residents in the project area.

- **EDUCATE** Educating stakeholders and community members about the City of Brookhaven's City Hall Project is an important part of the process. Education and outreach activities give the Project Team direct interaction with the community and provide an opportunity to garner support for the project.
- **ENGAGE** Stakeholder engagement is an essential component of the outreach process as it helps translate stakeholders' needs into project goals. Establishing consensus among project stakeholders fosters shared motivation that helps different stakeholder groups arrive at decisions that can result in desirable outcomes for all involved. The Project Team's strong relationships and influence within the host communities are an asset and will be useful throughout the engagement process.
- **INFORM** Maintaining ongoing communication with stakeholders minimizes the potential for misunderstandings and dissemination of inaccurate information about the project. The Project Team will ensure stakeholders and citizens are informed throughout the process, updated on project milestones and outcomes, and shown how their participation contributed to the project.

The implementation process is extremely important as it brings the CEP to life and transforms the tactics into action. The Community Engagement Toolkit, as shown in Table 1 below, is equipped with a variety of tactics that align with the three strategic pillars. Activation of designated initiatives will be based on this specific project's goals and objectives.

TABLE 1: STRATEGIC PILLARS

Educate	Engage	Inform
<ul style="list-style-type: none"> • Public Information Open House • Educational Workshops • Virtual Town Halls • Webinars • Project Website • Fact Sheets/FAQs • Presentations • Posters/QR Codes 	<ul style="list-style-type: none"> • Social Media • Surveys • Push Polls • Stakeholder Interviews • Visualization • Charrettes/Workshops • Online Focus Groups • Project Video 	<ul style="list-style-type: none"> • News Release/Media Alert • Text Message Marketing • Interactive Voice Response • Newsletter/News Brief • Direct Mail • Project Flyers • Literature drops • Email Marketing

B. MEETING COORDINATION AND SPECIAL EVENTS

The Project Team will manage and facilitate a variety of events including, city council meetings, visioning charrettes, and other activities. The Project Team develops strategic event plans that focus on the 4 P's: Preparation, Promotion, Production, and Post Event Activity. Utilizing this process has proven to be extremely successful as it relates to attendance, publicity, day-of execution, and event close-out. Public meetings are an essential part of the engagement process as they provide a platform to provide critical information and educate the community, as well as bring stakeholders and the community together for a common goal.

The Project Team will facilitate meetings in collaboration with the City of Brookhaven and other vested partners. This coordination ensures local governments and agency partners are informed on all aspects of the Brookhaven City Hall Design and Construction Project; documents all information, issues, and project concerns; and assists with identifying any additional stakeholders. Meetings with partners impacted by the project will allow an opportunity for in-depth discussion of concerns pertinent to the specific stakeholder. Tailored presentations will be developed to the stakeholders' interests to gain information on their goals, needs, and desires. Both individual and group stakeholder meetings will be conducted based on the nature of the organization and the level of input desired.

Engagement is a key component for stakeholders, residents, and businesses. Some of the most important activities for this project include the following:

- Periodic community events that involve the citizens during the project
- Planned and scheduled events that provide on-site display for the project
- Tours/briefings for the City of Brookhaven leadership during the project
- Groundbreaking ceremony and related activities
- Coordination with the City's staff, specifically including the City Manager, his designee for communications, and other entities regarding public facing events
- Planning and management of outside vendors, organizations, and local involvement with the special events



C. PUBLIC ENGAGEMENT TECHNIQUES

The Project Team will incorporate a variety of engagement tools as a part of the public outreach process. We are fully prepared to use engagement techniques that effectively reach the City of Brookhaven's residents and stakeholders to encourage participation in the process and address potential challenges. Listed below are engagement techniques included in our communications tool kit which have netted positive outcomes:

ENGAGEMENT MARKETING

Social Media expands the reach of organizations by providing the ability to capture diverse audiences and influencers that can help to generate buzz about collaborative projects. The PMT will develop a social media calendar and utilize designated social media platforms to facilitate communication. Multimedia content will be used to captivate target audiences and to spur online engagement.

Social Media content is created on an as-needed basis and in a consistent, expository style. To ensure consistency and uniformity, one member of The Project Team will be tasked to liaise with City staff on how to handle social media postings relating to the City Hall project.

LANGUAGE TRANSLATION

The Project Team utilizes an innovative modern cloud-based text-to-speech software available in 14 languages which converts text into a human sounding audio message using groundbreaking machine learning technology while providing a high-quality caller experience.

TRADITIONAL MEDIA

Media relationships are utilized to gain positive coverage of project related news in print and broadcast. Traditional media is an excellent option to reach people without Internet access and individuals who are not technology savvy.

VIRTUAL PLATFORMS

Zoom, Microsoft Teams, GoToMeeting, and WebEx are essential virtual applications used to ensure internal team operations and public outreach efforts are not impacted by COVID-19 and other unforeseeable factors.

QR CODES

The placement of QR Codes on collateral is efficient and effective in driving the public to the project website or other digital destinations to promote various outreach activities.

PROJECT WEBPAGE

The project webpage will be located on The City of Brookhaven's website and contain information regarding the community engagement outreach plan. The project website will include a variety of pertinent information such as informational text, collateral materials, calendar of events, meeting notifications, surveys, and project videos.

LITERATURE DROPS

Distribution of literature in high traffic locations and popular venues, which includes pertinent project-related information such as meeting notifications, surveys, fact sheets, and FAQs expands the reach to those who would not normally participate in outreach activities.

PHONE INFORMATION LINES

Phone Information Lines are a great sharing source of information that allow feedback from the community at large. These lines also provide a personal touch and makes residents and stakeholders feel special when they receive a quick response to their inquiry or comment from a team member.

MULTILINGUAL OUTREACH

The language component is an integral part of the CEP given the large number of Spanish-speaking residents in the community. The Project Team is well-experienced in multi-lingual support, having coordinated and managed translation and interpretation projects involving marketing collateral, surveys, meeting facilitation, events, and phone information lines. The team has ongoing relationships with local and regional cultural organizations, businesses, and language experts with successful engagement in: Spanish, Cantonese, Korean, Mandarin, and Vietnamese.



ARTS, CULTURE, AND QUALITY OF LIFE

Based on current and prior work in the City of Brookhaven, it has been noted that arts and culture, along with quality of life, are critical elements that must be included with this iconic project. For the last several years, The Project Team has been engaged in the community with other projects that have incorporated and included art and culture specifically related to the City of Brookhaven and its citizens. Brand messaging and bilingual coordination have been critical elements in the city and should be incorporated in the project. In addition, the involvement of the local schools, non-profits organizations, and other groups specifically aligned with the City of Brookhaven, are examples of the inclusionary efforts that we propose to integrate into this project.

ELECTED OFFICIAL AND STAKEHOLDER OUTREACH

This aspect of the CEP preparation will include input from the Mayor and City Council, as well as other internal and external stakeholders. In addition, the CEP may include input from community charrettes and other input received during the outreach process. Bilingual communication will be utilized to fully achieve maximum participation of the diverse communities in the City of Brookhaven.

Table 2: STAKEHOLDERS TO INCLUDE IN PUBLIC OUTREACH

Last Name	First Name	Organization
Riggins	Maggie	Southeast Energy Efficiency Alliance
Woodward	Tom	Social Justice, Race & Equity Commission
Keifer	Lauren	Director of Community Development
Pugh	David	Project Execution
TBD	TBD	MARTA

Additional stakeholders will be determined as the project moves forward.

ADDITIONAL ENGAGEMENT TECHNIQUES

The techniques outlined in this plan are crafted to offer opportunities for agencies, stakeholders, and the community to be involved and engaged in the project. Coordination efforts may include stakeholder interviews, information sharing tools, online engagement, and in-person and virtual meetings. The optional engagement tools listed below are equipped with a variety of tactics that align with the strategic pillars set forth in the Community Engagement Plan, and activation of designated initiatives will be based on project goals and objectives.

Monthly PMT Meetings – Meetings will be held monthly with the Project Team, unless otherwise noted, and are intended for coordination and to provide check-ins prior to major milestones or engagement activities.

Stakeholder Committee Meetings – Stakeholder Committee meetings will be held throughout the process of the project. The Stakeholder Committee will be comprised of key community members and individuals who reside in neighborhoods near the project area. The Stakeholder Meetings will act as a sounding board for reviewing and responding to issues, ideas, or concepts prior to them being taken to the public.

Surveys – A survey will be used to gather public input on opportunities and challenges relative to the project.

Elected Official Briefings – The Project Team will coordinate with City staff to provide updates and briefings to key elected officials at key points in the project. These briefings will also allow the Project Team to receive feedback about ongoing activities and to adjust efforts as needed.

Environmental Justice Communities – The project's public engagement efforts will be tailored to the audience for which it is intended. The demographic constitution of the intended audience will have a large effect on the types of engagement techniques that will be used for the project. It is especially important to consider Environmental Justice (EJ) communities, whose populations are primarily minority and/or low-income individuals. In the interest of equity, fairness, and representation, it is vital to engage EJ communities in the public involvement process so they can have a voice in project development. Engagement techniques used by the Project Team must be comprehensive enough to eliminate any barriers of participation for these communities, which can include a lack of access to the internet, inability to access in-person meetings, or limited English proficiency.

Sustainability and Environmental Conservation – The Project Team will emphasize the integration of sustainability into the project concept through community engagement. This will involve identifying private and public agencies that have an orientation towards environmental protection and sustainability and incorporating their insights into recommendations for the project design.

Social Justice, Race, and Equity – The Project Team will uphold the values of social justice throughout the project. Ample time and resources will be dedicated to ensuring minority, underprivileged, and historically underrepresented groups like people of color have a say in the project. Upon completion, Brookhaven City Hall should be a facility that is welcoming to all people regardless of their identity or creed, which will begin with giving all groups a chance to voice their opinions on the project.

Project Timeline – The project timeline reflects public engagement tasks from October 2022 to March 2023. The public engagement project schedule will serve as a backdrop to determine the Public Involvement Plan timeline. Additionally, the Project Team will be mindful of scheduling outreach activities during competing events and holidays.

The chart below is a 6-month calendar overview of our public engagement meeting coordination.



THE PROJECT TEAM: PUBLIC ENGAGEMENT EVENTS CALENDAR

TASKS	October	November	December	January	February	March
PROJECT TEAM MEETING						
STAKEHOLDER INTERVIEWS						
COMMUNITY EVENTS						
CHARRETTES						
FOCUS GROUPS						
VISUAL PREFERENCE SURVEY						

Outreach Schedule

Outreach Schedule	Date
Plan Outline: <ul style="list-style-type: none"> ○ Preparation for CEP ○ Stakeholder Identification ○ Project Team Meeting ○ Review City of Brookhaven communication activities ○ Project Research 	October 2022
External Stakeholder Coordination: <p>During October-November, community stakeholders will receive briefings on community engagement plans and outreach techniques. The briefings are intended for stakeholders to provide feedback and help tailor messaging for the public. Briefings to key stakeholders and city council will be provided and scheduled at key milestones in the project to ensure they are engaged and informed consistently.</p> <p>All project materials will be vetted through the QA/QC process and approved by Assistant City Manager prior to dissemination.</p> <p>At least one member from the Project Team will participate in these briefings.</p>	October/November 2022
INFORMATION SHARING TOOLS & SURVEYS <p>Information sharing tools will be designed to inform and educate stakeholders and community members about the project and include signage, displays, websites, public announcements, and other project-related items.</p> <p>Surveys will be conducted to gain feedback from stakeholders, residents and, community members on design preferences. Offering incentives (ex: being entered into prize drawings) to survey respondents could increase the response rate. The anticipation is that more surveys will be completed on mobile devices or tablets than on laptop or desktop computers.</p> <ul style="list-style-type: none"> ○ The surveys will be conducted online via Survey Monkey. The Project Team will engage the public and stakeholders through the City of Brookhaven's resources (e.g., website, social media sites, digital announcements boards, etc.), the media, community organizations, faith based and educational institutions and other sources to disseminate the survey. Social media boosting practices and mobile marketing options may also be deployed to increase survey response rates. ○ The information sharing tools would include engaging visuals, project information, and simple surveys that invite the public to provide input or feedback. 	November 2022- February 2023

<p>Community Partner Outreach:</p> <p>Below are organizations that identified as partners during our engagement efforts.</p> <ul style="list-style-type: none"> ○ Explore Brookhaven ○ Oglethorpe University ○ School Outreach (Marist HS, Cross Keys HS, St. Martin's Episcopal) ○ Mt. Zion Church ○ Latin American Association ○ We Love BuHi ○ Children's Healthcare of Atlanta/ Emory ○ St. Martin's Episcopal School ○ Homeowner Associations <p>Strategies to increase awareness of the project and public survey include:</p> <ul style="list-style-type: none"> ● The City of Brookhaven's website ● Social media marketing ● Stakeholders (promote through elected officials, community partners organizations and entities) ● Email Marketing (Brookhaven Blast) ● Literature drops to local businesses, libraries, senior centers, churches, and apartment buildings. ● Traditional Media ● QR Codes on collateral ● Digital Announcement boards ● Bulletin Boards 	<p>November/December 2022</p> <p>(ongoing)</p>
<p>Events/Meeting</p> <ul style="list-style-type: none"> ○ Meeting with Mayor and City Council (ongoing) ○ Charette Participation (Community Engagement Display) (10/15) ○ Paint in the Park (survey distribution) (10/16) ○ Light Up Brookhaven (public engagement- survey distribution) (12/12) ○ MLK Day Dinner & Celebration (pop-up) (1/16) ○ Stakeholder Committee Meetings ○ Virtual community events 	<p>October 2022/February 2023</p> <p>(ongoing)</p>
<p>CEP FINAL PLAN REVIEW:</p> <ul style="list-style-type: none"> ○ Submit DRAFT Plan ○ Completion of CEP final recommendations ○ Present to Mayor and City Council 	<p>March 2023</p>

COVID-19

Guiding Principles

COVID-19 has changed our industry, particularly as it relates to traditional public workshops and stakeholder meetings, where input and decision-making has typically taken place face-to-face. The PMT will utilize technologies such as Zoom, Microsoft Teams, and Facebook Live to educate and gather feedback. These platforms provide a variety of innovative tools for the team to interact virtually, engage with various stakeholders, and solicit public opinion.

Due to the COVID-19 pandemic, the Project Team will adhere to the following principles in addition to the guiding principles described above:



- All activities presented in this plan will be conducted in adherence to the current public health directives issued by local health authorities, specifically pertaining to social distancing, limited interaction environment.
- In-person outreach activities will be conducted in compliance with the COVID-19 guidelines outlined by federal, state, and local executive orders, laws, ordinances, and public health regulations.
- The Project Team, in consultation with the client, will adjust activities in the Public Involvement Plan based on COVID-19 requirements at the time of any given outreach activity.
- The Project Team will view this altered environment as an opportunity to engage community members in new and different ways while striving to connect with the greatest number of people.

