

# **APPENDIX F:**

## **Mission & Vision**

### **Subcommittee**

Social Justice, Race, & Equity Commission  
**Mission & Vision Sub-Committee Meetings Summary**

Meeting #1

- Date: April 8, 2021
- [Agenda](#)
- [Agenda Packet](#)
- [Meeting Minutes](#)

Meeting #2

- Date: May 6, 2021
- [Agenda](#)

Meeting #3

- Date: July 1, 2021
- [Meeting Minutes](#)

Meeting #4

- Date: August 5, 2021
- [Agenda](#)
- [Meeting Minutes](#)

Meeting #5

- Date: September 2, 2021
- [Agenda](#)
- [Meeting Minutes](#)

Meeting #6

- Date: November 4, 2021
- [Agenda](#)
- Meeting Minutes



### **VISION:**

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

### **MISSION:**

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



### **VISIÓN:**

Brookhaven será reconocida a nivel nacional como una hermosa comunidad donde varias generaciones pueden vivir con seguridad, prosperar en los negocios y tener éxito en un entorno histórico y sostenible con opciones excepcionales de educación y transporte.

### **MISIÓN:**

En apoyo de la visión de Brookhaven, el gobierno de la ciudad deberá: alentar y mantener una hermosa comunidad, satisfacer las necesidades de seguridad pública, desarrollar un entorno para el éxito empresarial, promover proyectos y actividades sostenibles, identificar y preservar los recursos históricos y del vecindario, facilitar oportunidades educativas, y mejorar las condiciones de transporte, la conectividad y las opciones mientras escucha y se comunica con el público.

**RECOMMENDATION #1**  
**Brookhaven Mission and Vision**

<p><b>Subcommittee</b>  <i>Identify which subcommittee is developing this recommendation.</i></p>	<p>Mission &amp; Vision Subcommittee</p>
<p><b>Topic</b>  <i>In a few words, briefly identify the specific issue or topic this recommendation pertains to.</i></p>	<p>Creating new mission and vision statements for the City. The current ones were drafted in 2014 as a new city was emerging.</p> <p>Vision: Brookhaven will be nationally recognized as a beautiful community where multiple generations can live in safety, flourish in business and succeed in a historic, sustainable environment with exceptional education and transportation options.</p> <p>Mission: In support of the Brookhaven vision, the City government shall: encourage and maintain a beautiful community, meet public safety needs, develop an environment for business success, promote sustainable projects and activities, identify and preserve historic and neighborhood resources, facilitate educational opportunities, and improve transportation conditions, connectivity, and options while listening to and communicating with the public.</p>
<p><b>Background</b>  <i>Provide details on why this topic is relevant to the City of Brookhaven. Be specific and include details, such as supporting data from the City and/or information about existing policies, practices, or procedures. (Suggested length: 4-5 sentences)</i></p>	<p>Brookhaven’s mission and vision statements were drafted almost two years after the City was established in 2012. We see the mission and vision statements as foundational, at the core of the City’s identity, its DNA. It’s a statement of timeless values.</p> <p>We saw as our charge to look at the city’s M&amp;V through an equity lens, and to make recommendations to the City Council to ensure that the city at its core stands for equity, diversity, inclusiveness, and social justice. We wanted to gauge if, in 2021, the M&amp;V reflect the values, communities and aspirations of this new city.</p> <p>In our opinion, the current mission and vision statements are pretty generic and could be for any city. These statements don’t reflect the vibrancy, diversity and special qualities of the City, and they don’t reflect principles of equity.</p>

<p><b>Issue, Inequity, and/or Problem</b>  <i>Describe the issue, inequity, and/or problem that this recommendation seeks to address. Explain how it advances equity and social justice. (Suggested length: 4-5 sentences)</i></p>	<p>The City’s mission and vision statements were crafted at a City Council retreat behind closed doors in 2014. There was no input from outside the Council, and no process for community engagement, no open discussions. Moreover, these statements were not adopted by a City Council resolution. We feel that this process was not transparent or inclusive, and we believe that the statements do not reflect what the City stands for.</p> <p>The statements don’t address or celebrate the City’s diversity, or its commitment to equity, inclusion, and social justice. The statements reflect the view of a narrow group of individuals, not of the City’s populace.</p> <p>Brookhaven’s population is very racially and ethnically diverse. Whites account for just half of Brookhaven's population (50.6%), and Hispanics represent 27.2% of its residents, Blacks 11.7%, and Asian 8.1%. The city’s diversity index is 76.5%, higher than for DeKalb (67.1) and for the 11 counties in the metro region (71.9).</p>
<p><b>Rationale</b>  <i>Describe the logical basis behind this recommendation. If you reference any best practices or research, be sure to include citations. Explain what you expect to change. (Suggested length: 2-3 sentences)</i></p>	<p>We looked at the mission and vision statements through an equity lens to see if they had any deficits from an equity perspective.</p> <p>We learned about the City’s history, about the movement for cityhood, about the City’s creation in 2012 and its first City Council, about the history of Lynwood Park, and about the diverse populations of Buford Highway, among other things. We also learned how other cities have created equity initiatives or have mission and vision statements embedded with equity principles.</p> <p>We also looked at some documents created way after cityhood that seem to be a better reflection of the Brookhaven community and its values than its founding M&amp;V statements. In 2020, the City released an arts and culture strategic plan titled <a href="#">“Arts Brookhaven: A Vision for Culture and Creativity in Our Community.”</a> On Sept. 22, 2020, the City Council passed a resolution approving this master plan. This master plan, which reached deeply into the community, celebrated the City’s diversity and elevated the importance of Buford Highway, can be an inspiration for creating new mission and vision statements.</p> <p>We read the book “Images of America: Brookhaven” (authored by Valerie Mathis Biggerstaff and Rebecca Chase Williams), which</p>

	<p>arguably provides a very narrow version of the City’s history. The current mission and vision statements seem to be reflections of the Brookhaven portrayed in this book.</p> <p>After months of research, speakers and interviews, we concluded that the City’s current Mission and Vision statements do not reflect the City that exists today.</p>
<p><b>Considerations (optional and to be used only if appropriate!)</b>  <i>Describe any additional context, ideas or factors that seem important to consider alongside the recommendation. For example, this could be costs, strategic opportunities, pitfalls to be wary of, specific actions that should be undertaken as a part of the recommendation, etc.</i></p>	<p>We looked at other cities in Georgia and in the U.S. that have adopted equity initiatives. The efforts are different in each place, but they take years of work, they require cities to fund and staff these efforts, they require setting up programs.</p> <p>These initiatives are deliberate and reflect a level of awareness about existing inequities that need to be addressed.</p>
<p><b>Recommendation</b>  <i>Describe the recommendation for consideration, using the language “The Commission recommends that...”  (Suggested length: 1-2 sentences)</i></p>	<p>The Commission recommends that the City rewrites its mission and vision statements through an open and transparent process that intentionally engages community stakeholders from beginning to end, including City staff, residents, business owners, students, nonprofits, etc. The City must make deliberate efforts to engage hard-to-reach populations and meet them where they are. Community engagement is critical to this process.</p> <p>We recommend that the City Council adopt the new mission and vision statements through a resolution.</p> <p>We recommend that along with mission and vision statements, the City articulates its values.</p> <p>We recommend that this be started immediately.</p> <p>We recommend that the new mission and vision statements, plus the list of values, be shared widely with the community, and displayed in a prominent place on the City’s website (and the websites of its departments).</p>

**RECOMMENDATION #2**  
**Brookhaven City Charter**

<p><b>Subcommittee</b> <i>Identify which subcommittee is developing this recommendation.</i></p>	<p>Mission and Vision Subcommittee</p>
<p><b>Topic</b> <i>In a few words, briefly identify the specific issue or topic this recommendation pertains to.</i></p>	<p>Review of Brookhaven’s charter through an equity lens.</p>
<p><b>Background</b> <i>Provide details on why this topic is relevant to the City of Brookhaven. Be specific and include details, such as supporting data from the City and/or information about existing policies, practices, or procedures. (Suggested length: 4-5 sentences)</i></p>	<p>The charter embodies a city’s foundational principles and laws; it’s the core document that determines the powers and duties of the government. The charter is the foundation of the city’s code. The city charter determines who has power, and who is eligible to access that power. A charter is a proxy for power. Therefore, it should embed principles of equity, social justice, diversity and inclusion. If a city stands for equity, its charter must reflect that.</p> <p>According to the <a href="#">National League of Cities</a>, the “municipal charter is the basic document that defines the organization, powers, functions and essential procedures of the city government. It is comparable to the Constitution of the United States or a state’s constitution. The charter is, therefore, the most important legal document of any city.”</p>
<p><b>Issue, Inequity, and/or Problem</b> <i>Describe the issue, inequity, and/or problem that this recommendation seeks to address. Explain how it advances equity and social justice. (Suggested length: 4-5 sentences)</i></p>	<p>As part of the process of reviewing Brookhaven’s mission and vision statements through the lens of equity, we believe that the <a href="#">charter</a> needs to be carefully reviewed to ensure there are no biases that infringe on equity and no barriers in the access to power. We believe that the city charter needs an “equity review.” The mission and vision statements, as well as the charter, should stand for principles of equity.</p> <p>The city, for instance, has the power to determine “appropriations and expenditures.” A budget reflects a city’s priorities. How, for instance, can we ensure that the city’s budget reflects principles of equity? The city has the power to</p>

	<p>determine and proclaim emergencies... But how do we ensure that lower-income residents, or those who don't speak English well, are informed and protected during an emergency? The charter needs to have embedded in it principles of equity.</p>
<p><b>Rationale</b>  <i>Describe the logical basis behind this recommendation. If you reference any best practices or research, be sure to include citations. Explain what you expect to change.  (Suggested length: 2-3 sentences)</i></p>	<p>The charter is the city's constitution; it shapes the city's functions, and how citizens interact with the government. As such, the charter is the statement of identity and decides who holds the levers of power.</p> <p>Every five years the charter must be reviewed by an appointed commission, per the city's charter (section 6.02, "Charter Review"). The next review will occur after July 1, 2022, just after the SJREC's work is done. If the charter holds the key to power, and the power resides in the people, then people should be represented in the seat of government.</p> <p>From now forward, equity should be included as a consideration in this charter review process. An equity review should be part of the process that occurs every five years.</p>
<p><b>Considerations (optional and to be used only if appropriate!)</b>  <i>Describe any additional context, ideas or factors that seem important to consider alongside the recommendation. For example, this could be costs, strategic opportunities, pitfalls to be wary of, specific actions that should be undertaken as a part of the recommendation, etc.</i></p>	<p>This equity review should be incorporated in the mandated process that occurs every five years. Though the review, per the charter, is done by a commission of appointed residents, perhaps an external firm can be hired to do the equity review. Perhaps an external firm can do the work, with significant and deliberate community input.</p>
<p><b>Recommendation</b></p>	<p>The Mission and Vision Subcommittee hereby recommends that the City of Brookhaven include an equity review of its charter every five years, at the same time that the city charter is reviewed. The equity review should be incorporated into the 2022 charter review process, and an outside firm should be hired to do this work. The charter commission should be</p>

	<p>diverse in its racial composition. Getting community input on the content of the charter is critical.</p> <p><a href="#">Guidance from the National League of Cities</a> and the United States Conference of Mayors should be considered.</p>
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**RECOMMENDATION #3**  
**Community Engagement and Accountability**

<b>Subcommittee</b> <i>Identify which subcommittee is developing this recommendation.</i>	Mission and Vision Subcommittee
<b>Topic</b> <i>In a few words, briefly identify the specific issue or topic this recommendation pertains to.</i>	Intentional community engagement and accountability
<b>Background</b> <i>Provide details on why this topic is relevant to the City of Brookhaven. Be specific and include details, such as supporting data from the City and/or information about existing policies, practices, or procedures. (Suggested length: 4-5 sentences)</i>	<p>It's hard for a city to stand for equity, social justice and inclusion if the community is not engaged in various city processes, such as the comprehensive plan or the SJREC.</p> <p>Community engagement should be a principle that guides the decisions the City Council makes, especially the big decisions. Therefore, having an enterprise-wide rule for community engagement is critical if the City wants to live by equity principles.</p> <p>Think about where this can live within the city to ensure that this work moves forward</p> <p>Think about processes that we heard and learn to ensure equity and engagement – ensure that staff is heard.</p> <p>GARE offers <a href="#">tools and resources</a> for cities doing equity work.</p>
<b>Issue, Inequity, and/or Problem</b> <i>Describe the issue, inequity, and/or problem that this recommendation seeks to address. Explain how it advances equity and social justice. (Suggested length: 4-5 sentences)</i>	<p>You cannot have equity in a city if you don't have community engagement. An elected government must engage with its various stakeholders in order to craft wise policies.</p> <p>Community engagement is a critical process that can address equity issues.</p>
<b>Rationale</b> <i>Describe the logical basis</i>	As we've seen over the past 10 months in the SJREC,

<p><i>behind this recommendation. If you reference any best practices or research, be sure to include citations. Explain what you expect to change.</i> (Suggested length: 2-3 sentences)</p>	<p>engaging the community in city matters can be a tough sell. It is hard. We focused a few months in this work doing community engagement through pop-ups, district meetings, civic dinners, etc. It informed our work.</p> <p>Community engagement is critical for enacting ordinances and crafting policy. Intentional, strategic and meaningful community engagement promotes equity. Meeting the various community groups where they are is key, and addressing their barriers to engagement (ie, transportation, not speaking English, low literacy, is work that must be done.</p>
<p><b>Considerations (optional and to be used only if appropriate!)</b> <i>Describe any additional context, ideas or factors that seem important to consider alongside the recommendation. For example, this could be costs, strategic opportunities, pitfalls to be wary of, specific actions that should be undertaken as a part of the recommendation, etc.</i></p>	<p>Like the idea of collaboration with county and school board; employee group; Affinity groups/networks like Asheville and their support of BIPOC owned businesses</p>
<p><b>Recommendation</b> <i>Describe the recommendation for consideration, using the language “The Commission recommends that...”</i> (Suggested length: 1-2 sentences)</p>	<p>The Mission and Vision Subcommittee hereby calls the City to adopt a strategy for community engagement when working on policies and programs. These principles should be embedded in the work the City does, across all departments.</p> <p>Every year, the City Council should be held accountable for using best practices for community engagement.</p>