



## City of Brookhaven Memorandum

To: Mayor Ernst and City Council  
From: Christian Sigman, City Manager *CMS*  
CC: Steve Chapman, Deputy City Manager  
Patrice Ruffin, Assistant City Manager  
Tywana Minor, Chair, Social Justice, Race and Equity Commission  
Date: April 12, 2022  
Re: Social Justice, Race and Equity Commission Recommendations –  
Implementation Plan

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This memo provides the Administration's implementation plan for the recommendations of the Social Justice, Race and Equity Commission (SJREC).

**Background:** The City Council formed the SJREC on September 1, 2020 and appointed the 37 Commission Members in November 2020. The charge to the SJREC was detailed within the associated resolution (Attachment A):

- Review the City of Brookhaven Vision and Mission statements
- Review and assess the City of Brookhaven's public engagement and communications policies/processes
- Review and assess the Police Department's use of force policy, oversight, and accountability

The Administration engaged Chrysalis Lab and the Kettering Foundation to develop a work program for the SJREC that included significant community engagement, data collection and comparative research. The charge to the SJREC was further refined with the creation of four sub-committees:

- Mission, Vision and Charter
- Hiring & Retention
- Procurement & Contracting
- Police Accountability & Legitimacy

Each sub-committee had two co-chairs and was supported by a City staff liaison. After nearly 12 months of work, the SJREC presented its final report to the Mayor and City Council on December 14, 2021. The report included 18 recommendations:



- Cross-cutting Recommendations (5)
- Mission, Vision and Charter (2)
- Hiring & Retention (3)
- Procurement & Contracting (4)
- Police Accountability & Legitimacy (4)

The final report can be found on the City website at:

<https://www.brookhavenga.gov/sjrec/page/sjrec-final-report>

The City Council accepted the report into the record and directed the Administration to hold public hearings concerning the recommendations. These public hearings were:

- January 20, 2022 at 7:00PM (Virtual)
- January 27, 2022 at 7:00PM (Virtual)
- February 17, 2022 at 6:00PM at the Latin American Association (in-person)

#### **Recommendations:**

##### **Cross-cutting Recommendations**

*“Establish a broad and diverse citizen-led group to provide accountability and sustain robust community engagement to ensure broad and diverse community insight and perspective, implement ongoing opportunities for exposure, dialogue, and training on principles of social justice, racial equity, and inclusion, and monitor implementation of the City of Brookhaven’s equitable policies and practices.”*

The Administration recommends that the community be updated via the annual budget process on the progress on the SJREC implementation plan. This would result in a public briefing in early October each calendar year. Further, the Administration will maintain the SJREC website to provide quarterly updates on the implementation plan. For a similar “accountability” approach, please see the City’s Sustainable Brookhaven website or the Park Bond Capital Improvement Program website.

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

<https://www.brookhavenga.gov/parks-bond-ref>

From an organizational culture perspective, the City’s training programs, as well as on-boarding for new staff and elected officials, will include exposure to the City’s commitment to social justice, racial equity and inclusion.

*“Embed racial equity principles and practices in all City of Brookhaven departments and operations, including providing enterprise-level education and training of City staff, conducting*





*equity analyses of programs, services and communications, and developing strategic goals and metrics to achieve and ensure equity.”*

This recommendation is organization-wide and essentially involves organizational culture. The Administration will make process on this recommendation via the responses and actions associated with the other recommendations of the SJREC. For example, employee on-boarding, training, etc.; information systems review for tracking demographic information and subconscious bias; and enhanced, culturally competent community engagement practices all address this recommendation. A specific example would be leveraging the resources of SHRM (Society Human Resources Management) in establishing DEI initiatives in the workplace.

The Administration will seek a survey / assessment tool for DEI assessments at the organizational level. The following two SJREC recommendations are specific to community efforts (i.e., outside the organization), but may provide opportunities for consistency in approach and nomenclature.

*“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 Administration will incorporate equitable policies such as those recommended in the *All-In Cities Policy Toolkit* from PolicyLink and the *Planning for Equity Policy Guide* from the American Planning Association. Historically, the City of Brookhaven has held targeted community engagement efforts around its planning processes within the Buford Highway Corridor including Spanish-speaking team members, translated survey materials, and pop-up events within the community. Additionally, the City has attempted to diversify its planning and zoning boards across racial, gender, and age cohorts; however, incorporating more targeted equitable policies will enhance these previous efforts. Some of the policy toolkit and policy guide recommendations that can be studied for incorporation into the City’s planning processes and operations include:

- “Ensure meaningful community participation, leadership, and ownership...community ownership and control of land and assets is critical for equitable development without displacement as neighborhoods attract new investment.”<sup>1</sup>
- “Create healthy, opportunity-rich neighborhoods for all.”<sup>2</sup> Key strategies include increasing access to healthy food, building and maintaining high-quality parks and greenspace in low-income areas, and leveraging federal resources such as CDBG.
- “Expand democracy and the right to the city.”<sup>3</sup> Key strategies include “effectively engage diverse communities in planning and participatory budgeting processes, and

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<sup>1</sup> *All-In Cities: Building an Equitable Economy from the Ground Up*, PolicyLink, p. 7 (2016)

<sup>2</sup> *All-In Cities: Building an Equitable Economy from the Ground Up*, PolicyLink, p. 8 (2016)

<sup>3</sup> *All-In Cities: Building an Equitable Economy from the Ground Up*, PolicyLink, p. 8 (2016)



integrate their arts and culture throughout government activities” and “include immigrants in civic life by providing language access, services...”

- “Institute Principles of Effective Community Engagement and Use Targeted Community-Specific Strategies.”<sup>4</sup>
- “Implement Principles of Participatory Planning.”<sup>5</sup> Key strategies ensure “that the full community participates.”

*“Conduct a comprehensive community “equity assessment” to understand Brookhaven residents’ perceptions, understanding and expectations for racial equity, diversity, access, and social justice in the City. Consider aligning this assessment with other City planning processes.”*

There are two opportunities to make progress on this recommendation. The Administration will include an equity assessment at the conclusion of each community engagement / planning effort. Additionally, the Administration will develop a periodic community survey for a variety of topics, including the specific recommendations in this SJREC report. (i.e., concerning police community engagement.) Brookhaven currently does not regularly conduct City-wide surveys. The proposed survey would be conducted annually to garner a longitudinal perspective. The first community survey (which will include the “equity assessment” called for by the SJREC), will occur in Q1 2023.

*“Conduct an enterprise-wide knowledge management and technology assessment to ensure the City’s ability to capture key equity data.”*

The Administration will develop knowledge management documents and a community engagement toolkit for implementation enterprise-wide to ensure all technology systems and operational processes are capturing key equity data. This includes embedding questions of racial equity in planning efforts as well as in data collection, access, analysis, and reporting as recommended by Actionable Intelligence for Social Policy (AISP) at the University of Pennsylvania.<sup>6</sup> Specifically, the AISP *Toolkit for Centering Racial Equity throughout Data Integration* suggests, among other things, “working with staff to support equity-oriented data collection practices (e.g., programmatic staff to update a registration form, technical staff to update a “forced” field on a data entry platform).”<sup>7</sup> In furtherance of these efforts, the City will engage research and advisory company, Gartner, to perform an IT assessment around capturing key equity data across all City systems.

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<sup>4</sup> *Planning for Equity Policy Guide*, American Planning Association, p. 9 (2019)

<sup>5</sup> *Planning for Equity Policy Guide*, American Planning Association, p. 9 (2019)

<sup>6</sup> *Toolkit for Centering Racial Equity throughout Data Integration*, Actionable Intelligence for Social Policy, p. 3 (2020)

<sup>7</sup> *Toolkit for Centering Racial Equity throughout Data Integration*, Actionable Intelligence for Social Policy, p. 19 (2020)





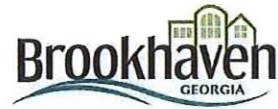
## **Mission, Vision and Charter**

*“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.”*

As part of the Comprehensive Plan rewrite during 2023, the Administration will include a process specific to developing Mission and Vision statements. Normally, a comprehensive plan rewrite would not include a review of the Mission and Vision statements, but since the rewrite is a City-wide effort with considerable community engagement, diverse representation can be more easily realized by including a task specific to the Mission and Vision statements.

*“Conduct an equity review of the City of Brookhaven’s charter every five years, concurrent with the City’s mandated charter review.”*

The Administration recommends that the Charter Review Committee in the summer of 2022 include a member from the Social Justice, Race and Equity Commission. Additionally, the Administration recommends that the member representing the SJREC be provided with specific training on the purpose and organization of the Brookhaven City Charter as well as elements of the “Model City Charter” recently approved by the National Civic League, International City – County Management Association, National League of Cities, and American Society for Public Administration. The Administration further recommends that the Charter Review Committee be provided a SJREC-specific briefing early in the charter review process to ensure the Council’s intent is fully understood by the Charter Review Committee.



## Hiring & Retention

*“Establish a consistent policy of conducting written and in-person exit interviews with all departing City of Brookhaven employees.”*

Prior to the SJREC, the exit interview process was informal and not standardized in process or data collection. The Human Resources Department has created an exit interview form (Attachment B). In-person exit interviews using this form were initiated in January 2022 and allow the departing employee to meet one on one with a member of the Human Resources Department to discuss the details of their submission and to further explore shared recommendations and suggestions for identified improvement opportunities. This enhanced process ensures the Administration, based on periodic review with the Human Resources Department, has the necessary information to identify trends and analyze the data in addition to day-to-day employee interactions, attendance at departmental staff meetings, pulse survey feedback, and feedback obtained from varying focus groups.

*“Develop and enforce equitable recruitment, hiring, onboarding, and retention policies and practices.”*

The Human Resources Department will review recruitment, on-boarding, and employee development processes and documents for unconscious bias. The department will also continue the practice of a City-wide compensation review every 2 to 3 years to ensure the City attracts and retains a quality workforce.

Using the most recent salary survey, along with citywide compensation, market trends, and local government data to name a few, the City has successfully put in place a Comprehensive Compensation Plan that applies to all positions within the City of Brookhaven. This approach was approved by the City Council for Police Officers and the entire City staff in October 2021. The plan is designed to ensure equity in hiring as well as in the management of compensation changes for existing employees. The plan is exclusively used in hiring and retention activity which ensures consistency, equity, and transparency. The Human Resources Department will continue to work with each department director to ensure a robust onboarding and training program that supports retention.

In 2023, the City’s employee performance evaluation process and forms will be overhauled to incorporate DEI and value-based competencies and standards. Also, in 2023, each of the City’s 70+ position and job descriptions will be reviewed for unconscious bias. Human Resources will work with each department for organizational design and development to ensure job descriptions are accurate and up to date for the onboarding of employees and to promote internal professional growth opportunities.



*“Develop and implement policies and procedures to capture relevant equity and other personnel data for analysis to address trends and issues related to staff hiring and retention.”*

The Administration continue the required EEOC reporting concerning employee demographics. Attachment C includes the 2021 EEOC report submitted to the state for certification. This effort will be incorporated into the City’s enterprise systems (Paycom) for consistency and accuracy. This data collect effort will be expanded to applicants, though this information will be voluntary and cannot be mandated.

The Administration will include within the annual budget document a demographic summary of the City’s workforce. While this will be a snapshot in time, the systems will be in place to provide more frequent summaries. While the Administration recognizes the need and value for a diverse workforce that strives to be representative of the community, the Administration does not recommend hard demographic targets for City staff.





## **Procurement & Contracting**

*“Ensure that Requests for Proposals (RFPs) are written in plain language and minimize the use of technical jargon when appropriate.”*

Beginning immediately, the Purchasing Division will ensure that the initial project description in any Request for Proposal/Quote (RFP/RFQ) is written without technical jargon. This will enable any potential bidders to identify if their firm is interested in the project quickly. The goal is to write all RFPs/RFQs for each bidder to understand the nature of the business and the goals to achieve with the project. The Purchasing Division will also send RFPs/RFQs to its internal Spanish language translator and to outside organizations (such as the Latin American Association) to proofread with the focus on reaching vendors that may have English as a second language. In addition, a review of the legal and scope templates for RFPs/RFQs will be conducted and inspected for technical jargon.

Additionally, the Purchasing Division will seek out opportunities for the periodic review of RFP terminology from entities such as GHCA (Georgia Hispanic Construction Association) and AGC (Association General Contractors of America).

*“Implement a simplified, easily understood, accessible, and streamlined contract process and communication channel for all vendors.”*

The Purchasing Division is currently taking steps to streamline the contracting phase. The division's goal over the next three quarters is to have executed contract(s) from potential vendor(s) prior to approval by the City Council. To make contracting simplified and streamlined, the Purchasing Division will review its various requirements for insurance, performance bonding, payment bonding, number and size of references, etc. The concept underlying this review will be to make the burden of contracting process less costly and more competitive for disadvantaged business entities.

Once City Council approves a contract, final signatures are handled through the Purchasing Division. Vendors can view the "Notice of Award" on the City's website. The vendor may begin the project once the contract is delivered with a notice to proceed or purchase order.

*“Initiate more frequent reviews/assessments of the City’s procurement and contracting processes.”*

The Purchasing Manager maintains a Certification from NIGP (National Institute of Governmental Purchasing: Institute of Public Procurement) to ensure compliance and consistency with current procurement regulations and standards. As of the date of this report, due to the City’s strong internal controls and policies related to procurement, there have been no procurement challenges brought to the City Council. This high level of competency has been accomplished through a continuous review of the purchasing policy, enhanced with an understanding and implementation of the appropriate best practices identified by the NIGP.





Additionally, the Purchasing Division will devise a process in the fourth quarter of 2022 to implement an ongoing performance survey of both vendors that have been awarded contracts and those that have bid and were not awarded. This will give the division additional feedback on its performance and possible areas for future improvement.

The Purchasing Division, in consultation with the Communications Department, will develop an online webinar for general information on doing business with the City of Brookhaven.

*“Commit to awarding 33.3% of all funds spent by the City on procurement and contracting to businesses identified as minority-owned, with the aim to increase this percentage by at least 5% per year, each subsequent year.”*

The Administration does not recommend setting a minimum spend percentage for minority-owned firms due to the possible lack of financial benefit for the residents of the City of Brookhaven. However, the Purchasing Division will create an environment in which equitable outreach and consideration will be implemented in RFPs/RFQs for DBEs. In order to accomplish this task, the Purchasing Division will include DBE based trade organizations leveraging Federal, State, City of Atlanta, and other pre-certification lists during the posting of new RFPs/RFQs. Additionally, the Purchasing Division will reach out to the DBE community through the Brookhaven Economic Development Department and the Brookhaven Chamber of Commerce by presenting ways in which DBEs can do business with the City.

The Purchasing Division is ultimately tasked with providing value for money (VFM) when considering contracts. The City Council has the authority to select a possibly higher-cost contract if it determines that contracting with that firm helps to meet other Citywide goals, such as diversity, inclusion, and equity. The Purchasing Division will begin work in the second quarter of 2022 on a process to capture demographic information on a voluntary basis from the City’s vendors. This data will be one additional tool in the analysis of the Purchasing Division’s outreach efforts to the DBE community.

In 2022, the Economic Development Department will partner with the DeKalb Division of the Small Business Development Center on its first Small Business Summit in Brookhaven. The full day Summit will include a series of workshops covering core areas of running a successful small business, including:

- Strategic Planning
- Marketing
- Operational Excellence
- HR Management
- Financial Reporting
- Real Estate and Lease Negotiations

Each workshop session will also be presented in Spanish.



## **Police Accountability & Legitimacy**

*“Uniformly capture and report policing data to provide an accurate representation of Brookhaven Police Department (BPD) interactions with people who identify as Hispanic as compared to other races.”*

The Department will review 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 this review 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 Department’s records management system will be 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, Los Vecinos, etc. will be consulted for these efforts.

*“Increase BPD’s cultural awareness and competency by implementing a number of tools and programs, including an intercultural competency assessment, equity audit, intercultural council, and certification program.”*

The Department is collaborating with the Human Resources Department to identify learning opportunities that complement the current annual training requirements around cultural awareness. Current annual training requirements aim to help officers explore how their own background and experience influences how they relate to others, with the goal of increasing trust and respect between the public and the law enforcement community. The training includes videos, reading assignments, and a series of activities including an intercultural competence assessment.

The BPD will continue to integrate employees into the various community programs that represent the diversity of Brookhaven. Community groups will include various neighborhood association events, places of worship, Cross Keys Student and Family Engagement Center, Latin America Association, Familias Azules, Shop with a Badge, and more. Involvement with the community at-large will reinforce the intercultural lessons learned by staff and allow them to put into practice the competencies developed via training.

The Department is currently working with Human Resources through an ongoing equity review of policies and procedures. This review concerns 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 review will be submitted to the City Council upon completion in 2022.





The Department is working with the Human Resources Department by exploring opportunities to form an intercultural council or committee that is dedicated to creating cultural awareness and inclusivity among staff and throughout the city. The Human Resources Department will be the lead agency on this process and will have a preliminary analysis in the first quarter of 2023.

An annual report will be developed for 2022 concerning the outreach / training / certification that the Department has conducted.

*“Increase the availability of mental health professionals dedicated to the City of Brookhaven such that they can be called on at night and on weekends to assist and/or intervene in appropriate situations with the BPD.”*

The Department is working with the Administration to draft a program for City Council’s consideration addressing the need for staffing of a mental health clinician to better serve this population. The Department will present a program recommendation to the City Council in April once completing an assessment of call data for police responses involving individuals with diminished mental capacity or who may be experiencing a mental health crisis.

Currently, Behavioral Health Link provides a clinician (or rotation of clinicians) to work 40 hours weekly. However, due to their other staffing needs, coverage to the BPD has been reduced to 8 – 24 hours weekly. The clinician is stationed at police headquarters and upon request of an officer in the field they respond to an incident location. Upon arrival they receive a briefing from personnel on the scene and if allowed they conduct an on-site assessment of the individual. Based on that assessment the clinician works with the patient to seek voluntary mental health services or if circumstances warrant the clinician will authorize an involuntary transport for a mental health evaluation at a local emergency receiving facility. Upon request, the clinicians also assist in training personnel in areas related to stress management and assist in facilitating Critical Incident Debriefings.

With General Assembly approval of HB1013, the Department will review processes to exercise the new authority to commit someone for psychiatric evaluation.

*“Foster greater community trust by 1) annually surveying the Brookhaven community on their perceptions of BPD, 2) redesigning BPD’s community engagement approach to be program and goals oriented, 3) regularly training officers on principles of community policing, and 4) contracting an external auditor to review complaint data.”*

The Department will task the Communications Department to identify opportunities to regularly survey or solicit feedback on our community engagement efforts and perceptions of the BPD. This objective will likely be accomplished utilizing a web-based questionnaire and promoted through several channels, including social media, mailers, website links and the Brookhaven BLAST. Additionally, a simple process of a patrol officer handing a



business card with survey link information may be adopted in order to reach out to those in direct contact with the BPD. This will be developed during fiscal 2022 and implemented in fiscal 2023 based on budget availability.

The Department will define standards to evaluate the quality of current community engagement efforts in addition to measuring the quantity of the engagements. Staff will be assigned the task to evaluate a program's effectiveness with respect to the available crime data. Additionally, staff will explore current crime trends and identify community programs that can be implemented to address the issue. Data will be tracked to measure the effectiveness of the program and the impact it had on the crime trend identified. The first action plan will be to review current crime trends involving juvenile offenders. Outreach programs involving Brookhaven youth and their parents will be identified to better work together to keep neighborhoods safe. Tips will be shared for how to help the youth be successful in school. In March 2022, the Department partnered with the Student and Family Engagement Center at Cross Keys High School to conduct a parent meeting along with the Doraville and Chamblee Police Departments. The BPD will report to the City Council on an annual basis the results of these activities.

Staff will continue building on annual training requirements and standards set for community engagement. These include Georgia Police Officer Standards and Training Council (P.O.S.T.) approved training courses such as Building Positive Police-Community Relations, Fostering Positive Community Relations, and Police Legitimacy and Procedural Justice for Community Relations. The Department will explore other opportunities for additional staffing, training, and the possibility of creating a division within the BPD to address community policing. This will be reviewed during the fiscal 2023 budget process.

The BPD certification manager will ensure that the department maintains State certification which includes an annual internal audit of our citizen complaint policies and reports, biased-based policing report, and Use of Force data that is submitted to the Georgia Association of Chiefs of Police. An external audit will be conducted by a certified State assessor every three years as required to maintain certification (example attached). This will be reported to the City Council on an annual basis.

**Next Steps:** The Administration recommends that this implementation plan be entered into the record by the City Clerk. Implementation efforts will continue and will be incorporated into annual department works plans. The first quarterly update to the SJREC website will be compiled by July 14, 2022.



## DEI Employee Feedback FINAL

<b>Question 1</b>	Please check only one box that best describes your role:			
<b>Question Type</b>	Check box			
<b>Statistics</b>	Assigned: 0	Answered: 137	Ignored: 0	Unanswered: 67
<b>Responses</b>	<p>Civilian (non-PD) Administrative, Support, or Exempt - <b>20   14.6%</b></p> <p>Supervisors and Managers (non-PD) - <b>14   10.2%</b></p> <p>Field Operations (Facilities, Parks, Community Development) - <b>18   13.1%</b></p> <p>Professional Salary Exempt (non-management) - <b>7   5.1%</b></p> <p>Sworn Officer - <b>39   28.5%</b></p> <p>Sworn Supervisor and Above - <b>13   9.5%</b></p> <p>Police Department - Administrative, Support, or Professional Exempt - <b>10   7.3%</b></p> <p>Department Heads, Assistant Directors, and Above - <b>19   13.9%</b></p>			

<b>Question 2</b>	Do you believe you have a satisfactory understanding or better of what Diversity, Equity, Inclusion, and Belonging mean in the workplace?			
<b>Question Type</b>	Yes/No			
<b>Statistics</b>	Assigned: 0	Answered: 137	Ignored: 0	Unanswered: 67
<b>Responses</b>	<p>Yes - <b>131   95.6%</b></p> <p>No - <b>6   4.4%</b></p>			

<b>Question 3</b>	Do you believe the City of Brookhaven fosters and supports a work environment that is open and accepting of diverse backgrounds, cultures, and beliefs?			
<b>Question Type</b>	Yes/No			
<b>Statistics</b>	Assigned: 0	Answered: 137	Ignored: 0	Unanswered: 67
<b>Responses</b>	<p>Yes - <b>127   92.7%</b></p> <p>No - <b>10   7.3%</b></p>			

## DEI Employee Feedback FINAL

<b>Question 4</b>	Do you believe you are able to bring your authentic self to the workplace free of bias, exclusion, or judgment on a regular basis?			
<b>Question Type</b>	Yes/No			
<b>Statistics</b>	Assigned: 0	Answered: 137	Ignored: 0	Unanswered: 67
<b>Responses</b>	Yes - 114   83.2% No - 23   16.8%			

<b>Question 5</b>	Do you believe City of Brookhaven employees interact with our residents and business owners from all walks of life in a courteous, respectful, and open mind on a regular basis?			
<b>Question Type</b>	Yes/No			
<b>Statistics</b>	Assigned: 0	Answered: 137	Ignored: 0	Unanswered: 67
<b>Responses</b>	Yes - 134   97.8% No - 3   2.2%			

<b>Question 6</b>	Are you open to increasing your understanding and professional growth through training and access to resources in the area of Diversity, Equity, Inclusion, and Belonging?			
<b>Question Type</b>	Yes/No			
<b>Statistics</b>	Assigned: 0	Answered: 137	Ignored: 0	Unanswered: 67
<b>Responses</b>	Yes - 126   92.0% No - 11   8.0%			



## DEI Employee Feedback FINAL

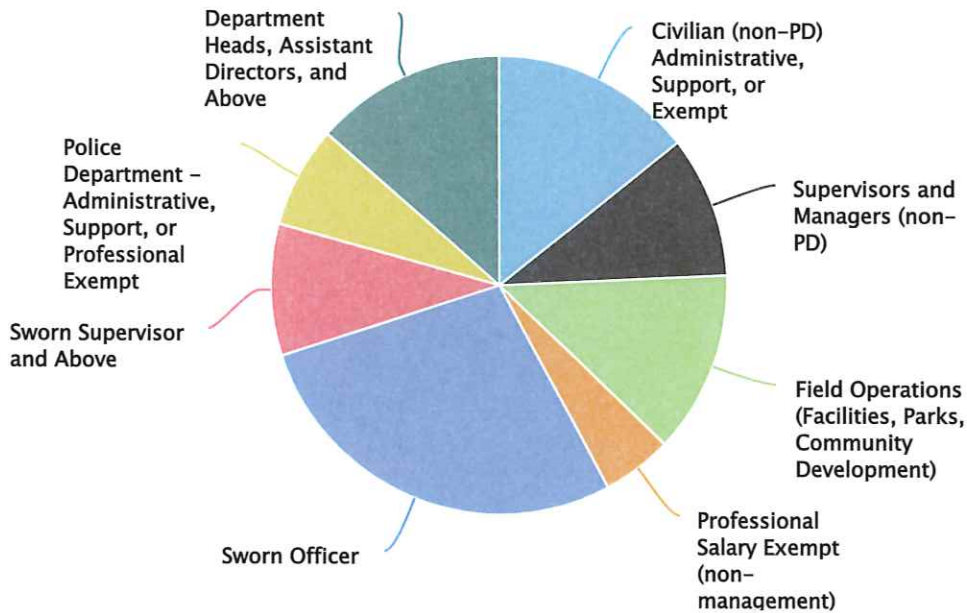
<b>Question 7</b>	Do you feel that you work in a harmonious and forward-thinking enterprise?			
<b>Question Type</b>	Yes/No			
<b>Statistics</b>	Assigned: 0	Answered: 137	Ignored: 0	Unanswered: 67
<b>Responses</b>	Yes - 119   86.9% No - 18   13.1%			

Please check only one box that best describes your role:

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**Question Statistics**

Assigned:	206
Answered:	137
Ignored:	2
Unanswered:	67

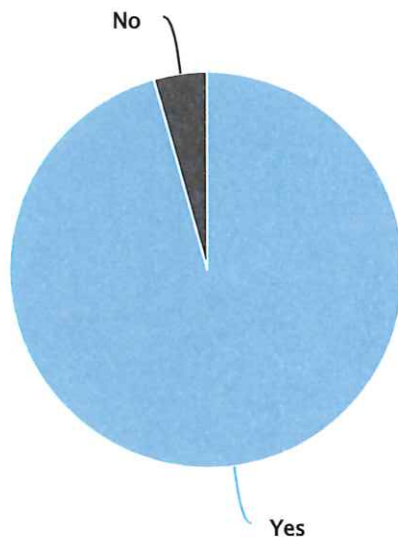


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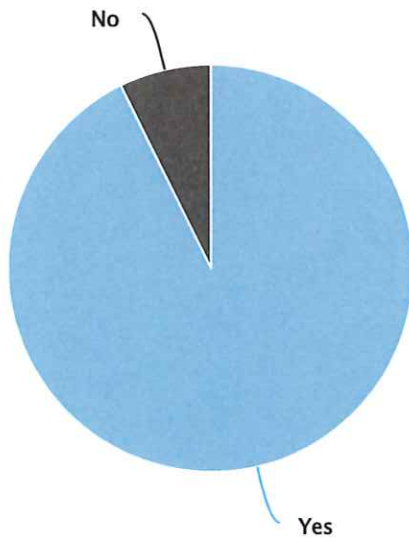
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Unanswered:	67

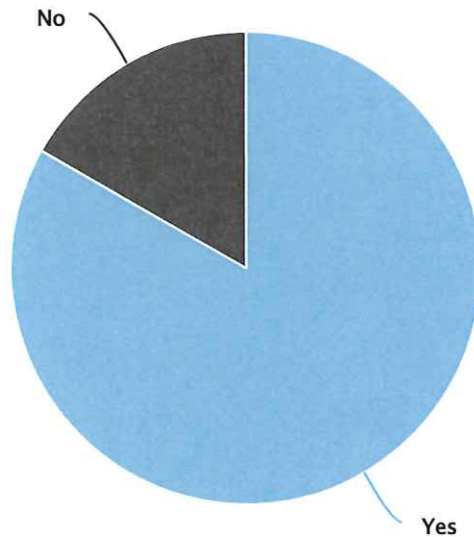


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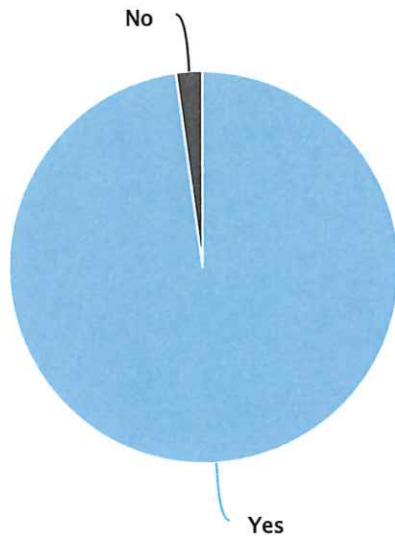


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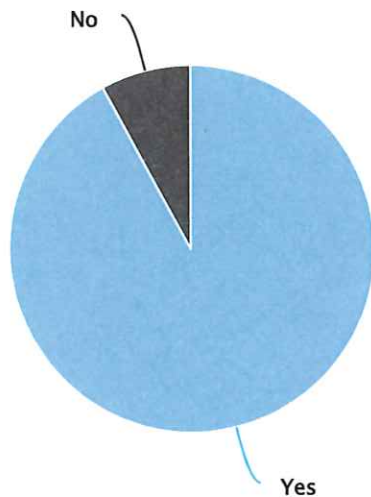


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