



City of Brookhaven Memorandum

To: Mayor Park and City Council
From: Christian Sigman, City Manager
CC: Steve Chapman, Deputy City Manager
Patrice Ruffin, Assistant City Manager
Tywana Minor, Chair, Social Justice, Race and Equity Commission
Date: April 16, 2024
Re: Social Justice, Race and Equity Commission Implementation Plan 2023 Update

This memo provides the Administration's 2023 annual update for activities of the City Council's approved Social Justice, Race and Equity Commission Implementation Plan. (Attachment A)

Background: The City Council formed the Social Justice, Race and Equity Commission (SJREC) on September 22, 2020 (Res 2020-09-01) and appointed the SJREC Members on October 27, 2020 (Res 2020-10-04) and November 10, 2020 (Res 2020-11-02).

The charge to the SJREC was detailed within the associated resolution:

- 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

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>



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.”

Implementation Plan (April 2022): 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 of staff and elected officials, will include exposure to the City’s commitment to social justice, racial equity, and inclusion.

April 2024 Update: Due to relatively little to report on a quarterly basis, there will only be an annual report. This update serves as the 2023 annual update. The 2022 annual update was presented to the Mayor and City Council at the 2023 City Council Advance on January 28, 2023 and can be found on the City website at:

<https://www.brookhavenga.gov/sjrec/page/sjrec-implementation-plan>

“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.”

Implementation Plan (April 2022): This recommendation is organization-wide and essentially involves organizational culture. The Administration will make progress 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.

April 2024 Update: During 2023, the Administration developed an on-boarding video to highlight the City’s commitment to various enterprise-wide efforts including social justice, race, and equity; sustainability; and customer service.

<https://www.brookhavenga.gov/hr/page/brookhaven-and-you>

Also during 2023, the Administration identified a DEI internal assessment tool. The assessment tool (survey) was sent to 206 employees, with 137 (66.5%) responding. The results were positive, in that 95.6% of respondents indicated they have “a satisfactory understanding or better of what Diversity, Equity, Inclusions, and Belonging mean in the workplace.” The entire survey results are provided in Attachment B.

“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.”

Implementation Plan (April 2022):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.”¹

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

- “Create healthy, opportunity-rich neighborhoods for all.”² 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.”³ Key strategies include “effectively engage diverse communities in planning and participatory budgeting processes, and 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.”⁴
- “Implement Principles of Participatory Planning.”⁵ Key strategies ensure “that the full community participates.”

April 2024 Update: At the March 28, 2023 City Council meeting, the City Council approved amendments to the City Charter section 2.14(a) to ensure community diversity and inclusion is part of the City’s advisory boards and commissions:

“The Appointing Authority shall endeavor to the extent possible to appoint or designate members of Committees, Boards, or Authorities that reflect the diversity of the community in terms of age, length of residency in the City, race, ethnicity, gender, gender expression, or otherwise. Members of the Planning Commission, the Zoning Board of Appeals, and the Brookhaven Facilities Authority must be residents of the City of Brookhaven.”

The City Council approved the City-wide community engagement plan on November 8, 2022 (Attachment C). In Brookhaven Police Department presented their community engagement plan to the Mayor and City Council on January 24, 2023 (Attachment D)

On January 23, 2024, the City Council received a briefing on the 2023 Annual Community Engagement Plan (Attachment E). The 2023 engagement report included all City functions, including the Police Department. During 2023, the Multimodal Study development and Comprehensive Plan Update continued with extensive community engagement. The Multimodal Study project schedule was extended until July 2024 and the City Council approved an additional \$42,808 for enhance the community engagement beyond the original scope.

At a project level, enhanced community engagement occurred for the Ashford Dunwoody Road / Windsor Parkway intersection project with a community meeting on November 2, 2023 that was beyond the GDOT community engagement requirements.

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

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

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

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

“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.”

Implementation Plan (April 2022): 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 verity 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.

April 2024 Update: The community-wide DEI survey was formulated in late 2023 and mailed to a statistically representative sample in March 2024. It is anticipated that the results will be provided to the Mayor and City Council in early third quarter 2024. Attachment F provides the survey instrument.

It was determined the community DEI survey will not be annual as the City also has an annual “satisfaction survey.” To avoid inundating our residents with surveys, the satisfaction survey and DEI survey will occur in alternating years to ensure there is only one survey per year.

The 2022 SJREC implementation plan indicated that there would be an engagement assessment after each planning effort. Since the Multimodal Study and Comprehensive Plan update had not concluded as of the end of 2023, there is nothing to report on this front. Please see Attachment E for the 2023 Community Engagement Report. A summary of community engagement efforts for the Multimodal Plan and Comprehensive Plan Update will be prepared once those efforts have concluded.

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

Implementation Plan (April 2022): 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.⁶ 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.,

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



programmatic staff to update a registration form, technical staff to update a “forced” field on a data entry platform).”⁷ In furtherance of these efforts, the City will engage research and advisory company, e.g., Gartner, to perform an IT assessment around capturing key equity data across all City systems.

April 2024 Update: In 2022, the Information Technology Department completed an initial review of the City’s software programs for demographic tracking capabilities. During 2023, the Business License System was enhanced to capture demographic information (on a voluntary basis). Also in 2023, the Police Department enhanced its reporting for use of force events. The 2023 Police Department use of the force report was presented to the Mayor and City Council at their March 26, 2024 City Council meeting and is available on the City website at:

<https://www.brookhavenga.gov/transparency/page/annual-data-summary>

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.”

Implementation Plan (April 2022): 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 be realized by including a task specific to the Mission and Vision statements.

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

April 2024 Update: Funding for the Comprehensive Plan Update was approved by the City Council within the 2023 Operating Budget. While the Comprehensive Plan update continues, based on associated community input, the City Council was briefed at the February 27, 2024 Work Session on the draft revised Vision and Mission statements.

REVISED Vision Statement: Brookhaven will be nationally recognized as a diverse, beautiful, and well-managed community where multiple generations can live in safety, flourish in business, and succeed in a historic, sustainable environment with exceptional education and transportation options.

REVISED Mission Statement: In support of the Brookhaven vision the City government shall: encourage and maintain a beautiful-diverse and equitable community; meet public safety needs; exude transparency and fiscal responsibility; develop an environment for business success; promote sustainable projects and activities; identify and preserve historic cultural, environmental, and neighborhood resources; facilitate educational opportunities, and improve transportation conditions, connectivity, and options while listening to and communicating with the public.

At the March 28, 2023 City Council meeting, the City Council approved a “preamble” to the City Charter as recommended by the SJREC.

“We the people of Brookhaven, Georgia, continuously striving to ensure that our City represents our rich cultural diversity, under the constitution and laws of the state of Georgia, in order to secure the benefits of local self-government and to provide for an honest and accountable Council-Manager government have adopted this Charter and conferred upon the City the following powers, subject to the following restrictions, and prescribed by the following procedures and governmental structure. By this action, we secure the benefits of home rule and increased resident participation reflecting a welcoming environment, and to strive for equal opportunity among all those who call the City home by promoting social equity, improving efficiency and effectiveness, and providing for a responsive, responsible, and cooperative government. We also recognize and aspire for a city where each individual shall have an equal opportunity to fully participate in the economic, cultural, and intellectual life of the city. We hold that the city will not discriminate on the basis of race, color, religion, national origin, gender, age, sexual orientation, gender expression, marital status, military status, or physical or mental disability. Therefore, be it resolved that this Charter seeks to further a government that advances justice and equity, inspires confidence, and fosters responsibility.”

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

Implementation Plan (April 2022): The Administration recommends that the Charter Review Committee in the summer of 2022 include a member from the SJREC. 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.

April 2024 Update: The City Council approved the appointments to the City Charter Review Committee on June 14, 2022 and included a representative from the SJREC (Tywana Minor). The committee drew heavily on the findings and expertise of the SJREC; the National Civic League; and the National League of Cities.

As described in preceding recommendation update, SJREC representation on the City Charter Review Committee resulted with two relevant recommendations: Adding to the charter “an inclusive and welcoming Preamble” and in section 2.14 of the City Charter pertaining to Boards, Commissions, and Authorities the addition of language that encourages diverse representation on these bodies to ensure they better reflect the community at large. These recommendations were approved by the City Council on January 10, 2023.

No further action on this recommendation until the next Charter Review Commission in the summer of 2027.

Hiring & Retention

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

Implementation Plan (April 2022): 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 F). 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.

April 2024 Update: The revised exit interview process has proved successful and is now part of City’s recruitment and retention plan. The process has been able to capture best practices across all departments and identify opportunities for improvement. In calendar year 2023, the City had a total of 43 separations and 56 new hires. The demographic and information captured in the exit interview process by each department includes gender, race, age as well as the top three reasons for leaving, identified trends, recommended feedback, opportunities, etc.

As an example of the data now collected, the demographics for the separations during 2023:

Gender: Male 28 Female 15

Race: W-16, B-23, I-0, A-0, P-0, H-4

Race Codes: White – W, Black or African American – B, American Indian/Alaskan – I, Asian – A, Pacific Islander/Hawaiian – P, Hispanic or Latino – H

Age: Groups 1-0, 2-1, 3-5, 4-8, 5-26, 6-3

Age Group Demographics – 1 = Greatest Generation (1901 – 1924), 2 = Silent Generation (1925 – 1945), 3 = Baby Boomer (1946 – 1964), 4 = Generation X (1965 – 1980), 5 = Generation Y/Millennium (1981- 1996), 6 = Generation Z (1997-2012)

Disability – 0 of 43

Veteran Status – 0 of 43

By Department Separations: Police-14, Facility Services-10, Parks & Recreation-8, Human Resources-3, Community Development-1, Finance-3, Municipal Court-1, City Clerk-1, and Communications-2.

Employees completing the survey – all would recommend COB, 1 said they would not return.

Top 3 reasons: #1 reason was Career Advancement, #2 was Personal Reasons, #3 Compensation/Pay.

Recommended Feedback: “Departmental and cross-training to encourage career advancement”

Opportunities: “Create better departmental communication”



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

Implementation Plan (April 2022): 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.

April 2024 Update: The Human Resources Department continued its periodic review of the compensation plan to ensure proper alignment and placement of all employees and their respective grades. The City continued the annual milestone retention review and identified (8) eight employees down from (14) fourteen in 2022 that met the milestone. Work continues by conducting periodic mini-salary surveys to remain competitive.

The Human Resources Department worked with the various departments in 2023 on continuous quality and improvement opportunities in the area of recruitment and retention. A significant amount of our work included editing a myriad of job descriptions to align with the current and future essential functions and provide for professional growth and development more closely. The Department also expanded upon a job-specific interview question bank to ensure consistency in the initial interviewing and departmental panel interview process. Endless position interviews were conducted with the collective goal of selecting the most qualified and suitable candidate for the job whose values and goals also align with the City's mission and commitments to diversity, equity, inclusion, and belonging.

As the Department continued to focus on diversity initiatives, the department found a challenge in the recruitment of females into Police Officer roles. The City partnered with schools, universities, and community centers, increased its employee referral bonus, and maintained the applicant sign-on bonus to help further this goal. The Department found that the female police officer recruits were less successful in the Physical Assessment Test and as a result, worked one-on-one with them before the assessment and used the same testing location (Cherokee County) for familiarity. The Department is currently working with the City's Parks and Recreation Department to erect a Physical Agility course which could be used for additional preparation and successful passing of the test.

The Human Resources Department continued existing external partnerships in 2023 with various groups, employment agencies, and colleges and universities. In addition, to attending (3) three job fairs designed specifically to attract candidates for all demographics, the Department held (2) two on-site job fairs for Police Officer recruits. The City is currently working with an Air Force base to plan an on-site City of Brookhaven information session for recruiting. The City partnered with Express Employment Professionals to assist with the recruitment and retention efforts in the Facility Services Department.

“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.”

Implementation Plan (April 2022): The Administration continues the required EEO-1 Report concerning employee demographics. 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.

April 2024 Update: The 2023 EEO-1 Report for workforce demographics is provided in Attachment [G](#).

Additionally, the Administration tracks demographics for leadership positions (elected, appointed, and department management level). Please Attachment [H](#).

Procurement & Contracting

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

Implementation Plan (April 2022): 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).

April 2024 Update: The City is fortunate enough to have multiple Spanish-speaking staff members, including the Finance Director that manages the Purchasing Division. RFPs are reviewed before they are posted, and the department have found that vendors with a second language have a better understanding of the scope of work being requested due to these “clarity” reviews. Also, the contract template language has been updated and approved by the City Attorney's Office to reflect the services being solicited. The department continues to monitor the process to ensure that all vendors have equal opportunity and a clear understanding of the services and/or materials being procured.



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

Implementation Plan (April 2022): 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.

April 2024 Update: [The Purchasing Division requires all contracts to be reviewed and signed by the vendor within the timeframe documented in the RFP. Through the implementation of this process, all approved contracts have been executed promptly.](#)

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

Implementation Plan (April 2022): 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.

April 2024 Update: During 2023, the Economic Development Department, in partnership with the cities of Doraville and Chamblee hosted three small business summits concerning accessing state and federal grants; doing business with the City of Brookhaven; and small business start-up.

The Purchasing Manager is currently working towards the NIGP Certified Procurement Professional designation. She will be taking Module A in May of 2024 and will complete Module B subsequently. In addition, the Purchasing Manager will be applying for the GCPM designation through State of Georgia purchasing organization.

As a goal for 2024 and in conjunction with the expanded focus on communication and financial transparency, the Purchasing Division will be working with the Communications Department to develop a Brookhaven specific FAQ to be posted on the website on how to do business.

Vendor surveys will begin 6 months after implementation of the online FAQs. This survey will include winning bidders as well as bidders that were not selected for the award.

“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.”

Implementation Plan (April 2022): 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.

April 2024 Update: Per City Council direction on November 8, 2022, the Administration developed a Local Small Business Enterprise (LSBE) procurement program “Brookhaven First” for City Council consideration. The draft LSBE procurement policy was presented at the 2023 City Council Advance. The draft policy was not advanced by the City Council.

2023 was the full year of collecting demographic information during the competitive bid procurement process using the nationally recognized Bonfire procurement system. Bonfire actively recruits vendors for its database and provides for DBE designation.

<https://gobonfire.com/learn/support-vendor-diversity-at-your-agency-with-bonfire/>

For 2024, the Purchasing Division will verify that contractors listed in the Dekalb County and State of Georgia DBE programs are registered in Bonfire.

During 2023, the total value of competitive bid procurements was \$28,932,199.

The following are the average statistics of the competitive bid procurements in 2023;

Discrete Vendors Notified: 2,055

Discrete Minority Businesses Notified: 515

Proposals Received Per Procurement: 4

While the procurement division does not award contracts based on LSBE status, a review of the most recently available Dekalb County Certified LSBE List confirms that approximately ten percent (10%) of the 2023 competitive bid procurements were awarded to certified LSBEs. The Division understands that this list may not capture all of the vendors and is considering additional demographic information to be supplied during the procurement process through BONFIRE.

The Procurement Division will continue its outreach and make continual improvements to ensure that the process is fair and inclusive for all interested bidders.



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.”

Implementation Plan (April 2022): 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.

April 2024 Update: The Department’s Crime Analyst adopted a new software system known as Power Business Intelligence (PBI) that is designed to enhance the recognition capabilities of officers during service calls. PBI employs sophisticated analytical methods to provide more precise reporting on race and ethnicity. The previous system for reporting was predicated on federal guidelines, which unfortunately do not align with Brookhaven’s nuanced understanding of race and ethnicity. Under the federal mandates, individuals of Hispanic origin are classified in a manner that may not accurately reflect their identity, being categorized simply as "white male" without acknowledgment of their Hispanic heritage. The PBI program is designed to introduce a more sophisticated and effective approach to the reporting of race and ethnicity, ensuring a more accurate and representative data collection process.

Additionally, the department has introduced a software solution, PowerEngage, which dispatches surveys to individuals who have engaged with the Police Department. This platform offers respondents the opportunity to self-identify their ethnicity, thereby furnishing another valuable data source to enhance our understanding of departmental interactions across various demographic groups.

The department has also cultivated relationships with Center for Pan Asian Community Services (CPACS) and continued its relationships with Los Vecinos, Latin American Association, etc. The department’s focus is to cultivate relationships with organizations that can provide services to every demographic represented in the City of Brookhaven.

Staff will continue to provide training to all police department members in 2024 to reinforce why accurately reporting race and ethnicity data is important.



“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.”

Implementation Plan (April 2022): 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.

April 2024 Update: The Police Department will continue to collaborate with Human Resources on any additional training opportunities that will complement the ongoing annual training required by the State of Georgia. In 2023, all police officers completed the following required training courses:

- Building Positive Police-Community Relations
- Cultural Awareness
- Fostering Positive Community Relations
- Mental and Emotional Wellness
- Police Legitimacy
- Procedural Justice for Community Relations

The department will continue to work with the Human Resources Department to review policies and procedures as it relates to concerned 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. In 2023, roughly 40% of our officers attended training on equity topics provided through the City of Brookhaven (above and beyond the required training noted above).

The department will also continue to integrate employees into the various community programs that represent the diversity of Brookhaven. Community groups will include various neighborhood associations events, houses of worship, K-12 schools, senior citizen centers, and other non-profit organizations that assist with the unhoused and multiple demographics represented in Brookhaven.

In 2024, the department will join the Governor’s initiative and incorporate Human Trafficking and Gang Awareness training for all officers. The department will also increase Community Policing training hours to better serve various demographics.

“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.”

Implementation Plan (April 2022): 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.

April 2024 Update: Following a comprehensive review of the past year’s data concerning mental-health related calls, analysis identified certain data gaps for time of day and the nature of the call. In response, the department is initiating measures to address these gaps, aiming to enhance the accuracy of our assessments in this area to enable targeted resources to these individuals and to develop specialized training programs. These programs are designed to further educate and support officers in the field, ensuring they are better equipped to respond to mental health-related incidents effectively.

Additionally, department leadership is reviewing a schedule for our clinician’s availability to align more effectively with patrol division requirements. Furthermore, the clinician will contribute to ongoing professional development efforts by leading mental and emotional wellness classes. These sessions are recognized and accredited as part of our officers’ continuous training and development program.

In 2023, the mental health clinician was given the opportunity to accompany officers on patrol, an initiative aimed at fostering trust between the clinician and law enforcement personnel. This collaboration not only facilitated an immediate response to mental health issues encountered in the field but also enhanced communication between officers and the clinician, leading to a deeper understanding of interactions with individuals experiencing mental health challenges. As a result of the strengthened trust, officers increasingly sought the clinician’s assistance, contributing to a noticeable reduction in incarcerations.

“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.”

Implementation Plan (April 2022): 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.

April 2024 Update: In January 2023, the Department briefed the City Council on the Department's community engagement plan (Attachment D)

The Department is in the infancy stages of implementing PowerEngage; an online documentation system to determine community outreach efforts when compared to crime rate demographics. This tool would also allow for ongoing surveys from community members to determine if the Police Department is tracking set goals during engagement events. Additionally, the tool will allow community members the opportunity to provide feedback on every officer interaction. QR codes will be on officers' business cards which link to an online survey.

The department maintains a state certification that requires an annual review and external audit every three years by the Georgia Association of Chiefs of Police.

In 2023, the department conducted three iterations of the Citizen Police Academy, offering two courses in English and one in Spanish. These sessions included daily and comprehensive surveys distributed to attendees. The curriculum covered a broad range of topics, including Constitutional Law, Police Patrol Operations, Use of Force, Criminal Investigations, Community-Oriented Policing Services, Emergency Services, and Communications/911. Participants were invited to evaluate the instructors and Communications/911. Participants were invited to evaluate the instructors and share their overall experience.

Feedback from these surveys indicated a significant enhancement in participants' comprehension of the various services provided by the police department, the day-to-day experiences of officers, the technological tools utilized by the department, and the extent of community engagement through various events. Attendees reported an increased awareness of the rationale behind police actions and the diverse strategies officers employ to achieve success in their roles. There was a noted growth in respect for law enforcement, accompanied by a deeper understanding that the officers' primary aim is not to incarcerate but to offer resources to the community.

Furthermore, the feedback revealed a strong appreciation for the information presented, with suggestions for extending the duration of the classes or increasing frequency to manage the breadth of information more effectively, as some participants experienced an overload of information.

Attachments:

- A. SJREC Implementation Plan (April 12, 2022)
- B. 2023 Internal DEI Assessment Survey Results
- C. Enterprise-wide Community Engagement Plan (December 2022)
- D. Brookhaven Police Department Community Engagement Action Plan (January 24, 2023)
- E. 2023 Community Engagement Report
- F. 2023 Community DEI Survey Instrument
- G. 2023 EEO Report
- H. City of Brookhaven Leadership / Management Demographics