

**CITY OF BROOKHAVEN**

**COMMUNICATIONS DEPARTMENT**



# **STRATEGIC PLAN & HANDBOOK**



The following City of Brookhaven Vision & Mission Statements were established upon City incorporation in 2012.

**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.



**communications staff**

Burke Brennan, Communications Director  
Ann Marie Quill, Communications Manager  
Marcela Cortes, Community Engagement Specialist

**city administration**

Christian Sigman, City Manager  
Steve Chapman, Deputy City Manager  
Patrice Ruffin, Assistant City Manager

**elected leadership**

John Ernst, Mayor  
Linley Jones, District 1 Councilmember  
John Park, District 2 Councilmember  
Madeleine Simmons, District 3 Councilmember  
John Funny, District 4 Councilmember

introduction **4**

communications operations **5**

communications resources **6**

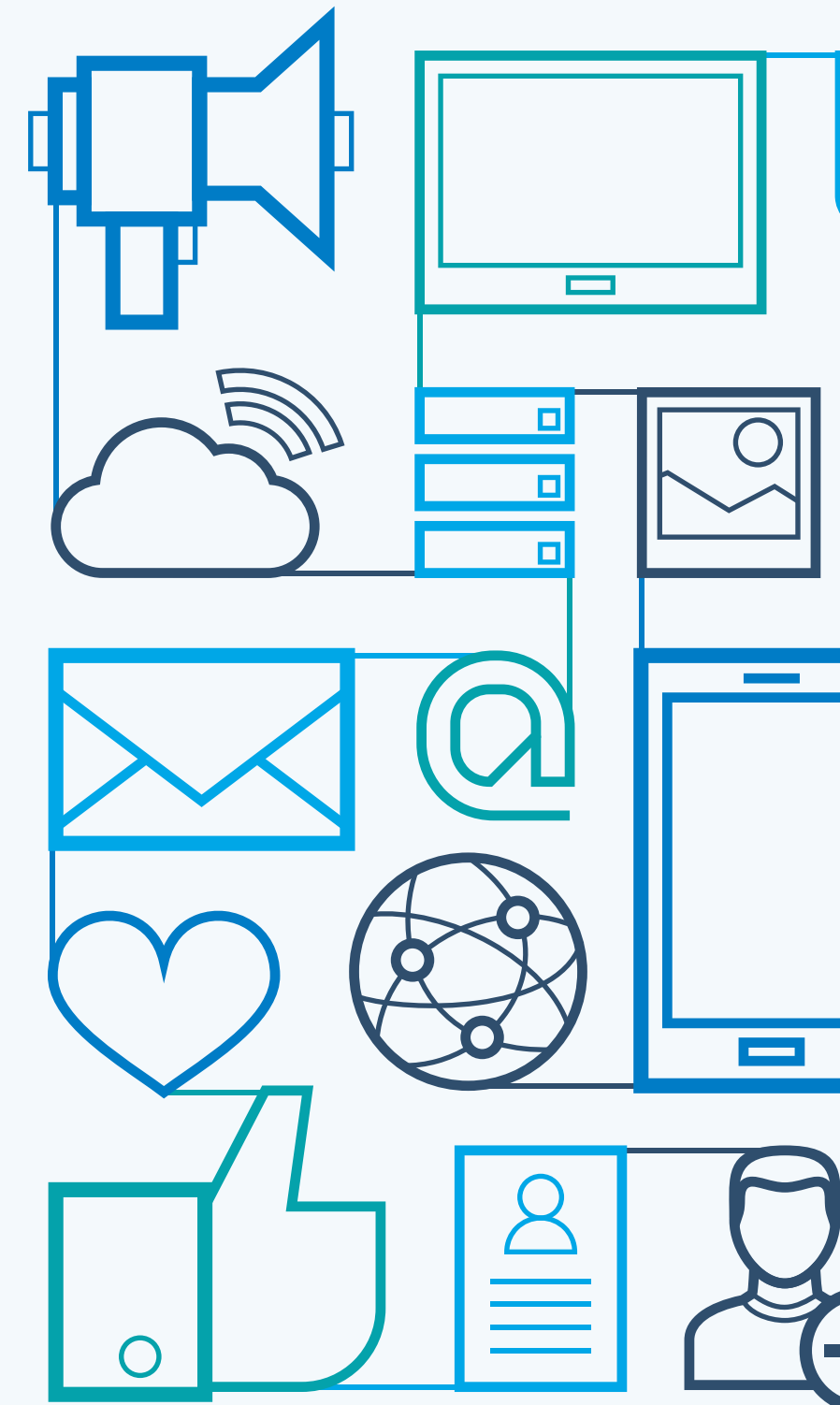
working with communications **7**

external communications **8**

goals & strategies **9-13**

appendix a **14**

appendix b **73**



## introduction

The purpose of the City of Brookhaven Department of Communications Strategic Plan & Handbook is to serve as a guiding resource for the Communications department. This plan was developed as part of Texas Christian University's Certified Communicator Program, which Brookhaven's Communications Manager graduated from in 2021.

The program included practical deliverables including this document, the City's first social media policy (included in the appendix), and informal departmental audits. The program also included insightful coursework and lectures covering an array of topics such as communications best practices, engagement and listening, communications theories, current trends, and leadership. The program is endorsed by 3CMA, the national City-County Communications & Marketing Association.

The planning portion of this document includes general year-over-year goals and strategies, with an emphasis on paying attention to ever-changing best practices and new technologies. This plan is intended to remain flexible, with a section in the back reserved for future inclusion of additional resources, updates, and adjustments to plans and goals.

This document is also intended to serve as a resource for the Communications Department. A robust appendix (Appendix A) contains the aforementioned social media policy, a crisis communications plan submitted by Oglethorpe University as part of a communications class project, official City style guide (logos, fonts, and colors), and an internal memo style guide. Appendix B is reserved for future updates.

The Communications Strategic Plan & Handbook was written and compiled in 2020 and 2021, during the onset of the COVID-19 pandemic and national social unrest against racism and inequity. The pandemic has emphasized the need for communications departments to remain flexible and nimble with solid foundations as starting points. Social unrest and reckoning have placed a spotlight on the need to not only deliver information, but to ensure that the information reaches all audiences in the community and to strive for better engagement and listening.

- Ann Marie Quill  
Communications Manager  
January 2022

## function

The City of Brookhaven Communications Department operates with a primary function of disseminating information to external and internal audiences. Its guiding principles are transparency, efficiency and honesty. Future goals are aimed at bringing engagement and listening to the same level as delivering information.

## responsibilities

The department's responsibilities include but are not limited to managing the City's brand and reputation, serves as the voice of the City, and is the public liaison between the City and the public. Other responsibilities include press releases, social media, website updates, photos, videos, graphic design, print publications (annual report, quarterly newsletters, activity guides, postcards, fliers, letters, door hangers, etc.), and some meeting and event administration and coordination.

## strategy

The basic strategy of the Communications department when disseminating information is to issue a press release, post the press release on the City website, social media channels and the weekly eblast, and then schedule a social media campaign if the information is publicizing an event, PSA, or any information that needs to be broadcast in an ongoing manner for the appropriate amount of time. This strategy serves the Communications department well on both a day-to-day basis and in times of crisis and emergencies as it has become second nature and can be implemented quickly and efficiently. This strategy is also flexible, as it leaves room to scale both larger and smaller, depending on the need. Pages 9-13 offer additional short- and longterm and year-over-year strategies for ensuring that the Communications Department continues to meet the needs of both internal and external stakeholders. New goals each year will be placed into Appendix B.





The City of Brookhaven Communications Department uses a number of tools in its external communications and marketing efforts.

### media relations

The Communications department strives to maintain a positive relationship with the press by being responsive, honest and transparent. All media requests regarding City matters should be routed through the Communications Department. Members of the Department serve as official spokespeople for the City, and work to identify other spokespeople, usually an elected official or department director. Media inquiries are tracked and reported on a weekly basis, with trends reported in the Communications Annual Report.

### social media

The Communications department currently uses Facebook (English and Spanish), Twitter, Instagram (English and Spanish), and Nextdoor to promote City news and engage with residents. The Department continues to explore and implement best practices and industry standards. The City's Social Media policy can be found in the appendix of this document.

### eblast

The Department releases a weekly email newsletter The Brookhaven Blast, every Friday at 5 p.m. The email includes City news and upcoming events, news from City partners (generally non-profit groups), and City resources. The service is opt-in, with generally high engagement numbers.

### print materials

The Communications Department produces a variety of print materials, including an Annual Report, quarterly Newsletter, Parks & Recreation Activity Guide, postcards, door hangers and letters.

### website

The Communications Department maintains the City website, and is responsible for training City departments in maintaining their department pages. The Department conducts yearly refresher training to website administrators in the City.

While the Communications Department's primary function has historically been to disseminate information, an increasing emphasis should be placed on listening and community engagement. With a social media policy in place, the Department is better poised to appropriately respond to inquiries from residents, stakeholders, and mainstream media. The Department has enacted several measures to increase engagement, including the hiring of a bilingual Public Engagement Specialist for outreach to the underserved Hispanic community, which comprises 25 percent of the population. The Department has also created Spanish Facebook and Instagram channels. While the City of Brookhaven has made significant process in resident engagement, there is work to do in reaching and engaging a wider audience. The Communications Department will continue to research and experiment to leverage future opportunities to reach more stakeholders.

### objective

Develop an engagement and listening plan that strives to include all residents of Brookhaven.

### goal

The ability to consider feedback from a cross-section of Brookhaven residents from every neighborhood, community, ethnic group, age group, class, etc.

### strategies

Enact tactics from an engagement plan being prepared by Assistant City Manager. This plan will outline steps to take for each major City project.

Enact recommendations from the City's Social Justice, Race, and Equity Commission.

Continue outreach into the Hispanic community.

Create interactive webpages for major projects to engage community and gather feedback.

Strategic mailing of print materials to reach appropriate audiences.

The Communications Department regularly photographs, videos and streams events for the City.

A challenge the department has faced is producing high-quality video while simultaneously streaming an event. The Department is currently researching equipment upgrades as well as staffing events with more department members.

The Department also regularly photographs City events. Another challenge the department has faced is archiving photos to make them more readily available for staff use. The Department has begun the process of researching intuitive archiving software.

**objective**

Produce high-quality photos, video and video streams.

**goal**

Raise the City's profile with high-quality photo and video.

**strategies**

Upgrade photo equipment.

Upgrade video and streaming equipment.

Institute searchable photo and video archive.



**objective**

Develop communications and engagement campaigns for high profile programs and events in 2022 such as Brookhaven 10-year Anniversary, Special Tax District, City Centre, PCG Phase II, Parks Bond projects, Tree Ordinance, Connally Development and others as needed.

**goal**

The successful execution of communications campaigns for the aforementioned programs and events and others as needed.

**strategies**

Determine the desired outcome of the specific event, how success will be measured, and who the affected stakeholders are.

Develop messaging applicable to each stakeholder group in order to meet the objective. Solicit feedback from each stakeholder group as needed.

Refine and adapt the messaging to address issues, questions and/or concerns.

Promote the campaign and messaging via the City website, social media, mainstream media and events tailored to support the messaging of the campaign. Create interactive and engagement websites when appropriate.



**objective**

Complete strategic City communications plan, including a clear social media policy.

**goal**

Successful adoption of the City Communications plan and social media policy by the City Administration and/or elected leadership by the end of 2022.

**strategies**

Brookhaven Communications manager to complete coursework and training on the Comprehensive Communications Plan.

Communications manager leverages partnerships with journalism students from Oglethorpe University on the development of the Crisis Communications Plan, a subset of the Comprehensive Communications Plan

Familiarize the Administration, management and communications staff with the existence and contents of the plan.

**objective**

Increase viewership and use of the City’s website to increase resident awareness of City issues, programs and events

**goal**

Increase the usage of the website by 15% annually. These are calculated by measuring the number of visitors of over the course of the year and comparing it to the number of visitors in the previous year.

**strategies**

Cross promoting the website on social media platforms, by linking content shared on social media to hosted material on the website.

Creating fresh, accurate and relevant content often as possible regarding City issues, programs and events..

Purchasing paid media placements (ads, boosted posts) to promote the Brookhaven website.

**objective**

Increase subscribership in social media platforms to increase resident awareness of City issues, programs and events

**goal**

Increase the following of the social media platforms annually by these percentages listed below. These are calculated by measuring the followers/subscribers at the end of the year and comparing it to the followers at the beginning of the year.

Facebook (Eng	+15%
Brookhaven Blast	+15%
Twitter	+15%
Brookhaven Connect	+15%
Instagram (Eng)	+50% (until 3,000 followers are reached)
Instagram (Sp)	+100% (until 2,000 followers are reached)
Facebook (Sp)	+200% (until 1,000 followers are reached)

**strategies**

Creating fresh, accurate and relevant content on a frequent and consistent basis (daily) on all social media platforms, and tagging partners who are likely to have use for, or appreciate the value of, the Brookhaven content.

Cross promoting social media platforms on other social media platforms, i.e. Twitter on Facebook, Facebook on Twitter, etc.

Sharing material on other social media platforms that have a wider audience and/or share a similar mission of the City of Brookhaven.

Purchasing paid media placements (ads, boosted posts) to promote Brookhaven social media awareness.



**appendix a:**social media policy **15**fonts and colors **16**official logo and seal **17**pcg logo standards **18**other logos **19**internal style guide **20**crisis communications plan **24****appendix b 73:**

(reserved for updates)

## City of Brookhaven Social Media Policy

### Introduction

The City of Brookhaven Communications Department uses a variety of tools, including social media channels, to disseminate information to its stakeholders. Social media is an effective means of reaching our constituents where they are. Brookhaven's social media channels include, but are not limited to, Facebook, Twitter, Instagram and Nextdoor.

### Usage

The City of Brookhaven's Communications Department manages the City's main administrative social media pages. Usage is restricted to Communications staff and their designees. These pages are utilized to extend the permeation of news releases, make announcements that did not originate in press releases, post photos and coverage of City events, share information from our partners (Chamber of Commerce, Explore Brookhaven, etc.), share critical information in emergencies, and disseminate any other information in the public interest.

Both the Police Department and Parks & Recreation manage their own Facebook, Twitter and Nextdoor pages and have their respective administrators. The Communications Department regularly "shares" information from these sites and has administrative access to assist in emergencies and/or as needed.

Any other departments or employees are prohibited from creating social media pages with City branding or on behalf of the City without prior authorization from the Communications Department.

### Monitoring content

The City of Brookhaven welcomes discussion and questions on its social media posts and seeks to maintain appropriate and civil discourse. The City reserves the right to permanently remove user content that:

- Is off-subject based on the original post's scope and topic.
- Advocates illegal activity.
- Promotes services, products or political content.
- Infringes on copyrights or trademarks.
- Contains profane, obscene, vulgar or inappropriate language, pictures or other materials.
- Contains personal attacks or promotes discrimination of any kind.
- Contains any pictures, materials or hyperlinks to any of the prohibited material mentioned above.
- Originates from fake, commercial or political accounts that are selling a product or advancing an agenda.

While the City of Brookhaven Communications Department strives to monitor content and answer questions posted on its social media channels, the sites are not monitored 24/7.

Any user content that is deleted will be preserved via screenshot on the City's server in a designated Communications folder along with a note explaining reason for deletion.

### Archiving

Social media posts and user comments are not records of the City, and as such are not generally an apparatus for official public comment on matters requiring public comment. The City of Brookhaven does not own or archive social media content, rather that is the bailiwick of the specific social media companies. However, most original content exists in a document form (for example, press releases, photos, graphics, etc.) and is retained on the City server.

### Social media stats

The Communications Department documents and monitors social media stats and trends yearly as part of a Communications Annual Report.

### Policy available to public

A link to the policy will be posted on the City's social media pages, website and intranet.



## fonts

To retain consistency throughout City of Brookhaven publications produced by the Communications Department, the Arial font family is used in press releases, and in the headlines, captions and info boxes of the City's quarterly newsletter and activity guides. The Minion Pro family is used in the body copy of these publications. For creative purposes, other fonts can be used in special graphics and the Annual Report, with careful consideration. An internal style guide can be found on pages 20-23

## colors

The official City of Brookhaven colors are below, and are the only colors used in the official City logo and seal (next page.) These colors should serve as a starting point for other logos and graphic design produced for the City.

### Pantone 576 C

This color is to be used in every possible situation.



CMYK Values: C 49, M 0, Y 100, K 39  
Screen Colors: R 92, G 135, B 39

### Pantone 576 C at 50%

This color is to be used in every possible situation.



CMYK Values: C 37, M 13, Y 57, K 0  
Screen Colors: R 167, G 189, B 135

### Pantone 308 C

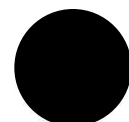
This color is to be used in every possible situation.



CMYK Values: C 100, M 40, Y 23, K 7  
Screen Colors: R 0, G 116, B 156

### Pantone Process Black

This color is to be used in every possible situation.



CMYK Values: C 0, M 0, Y, K 100  
Screen Colors: R 0, G 0, B 0

This PMS color is to be used in every possible situation. When a PMS color is not possible, CMYK or RGB can be substituted.

## official logo and seal

Below are the official logo and seal of the City of Brookhaven. The logo should appear on all marketing material, while the seal is used for official City documents. The logo and seal use the colors on the previous pages, and are also available in black and/or white or grayscale upon request. Jpg versions of the logo and seal can be downloaded on the Bnet communications page, but if a high-res or vector format is needed, contact the Communications department at News@BrookhavenGA.gov.



## pcg logo

A logo for the Brookhaven portion of the Peachtree Creek Greenway was developed by the Communications department in 2019 for the City's biggest project to date. It was developed for marketing materials and signage on the Greenway, and was created with the flexibility for other cities to use on their portion of the multi-use path if they wish. The logo plays off the City logo, with an added mosaic signifying diversity and equality with subtle nods to stakeholders and users.

### Peachtree Creek Greenway - Brookhaven, GA Logo Standard

#### 1. Horizontal Logo

##### 1.1 over white background



##### 1.2 over dark background



#### 2. Stacked Logo

##### 2.1 over white background



##### 2.2 over dark background



#### 3. Color Standard

Name	CMYK
 orange	0,80,95,0
 dark blue	100,5,0,47
 light blue	70,15,0,0
 dark green	49,0,100,30
 light green	50,0,100,04
 slate	n/a

## other logos

The City has developed and commissioned a number of other logos for special projects, initiatives, events and departments. New logos must have approval of the Communications Department or City Manager's office. Some of these logos are project-based and temporary.



## City of Brookhaven Style Guide for Internal Documents

Documents, emails and memos produced by City of Brookhaven employees are often read by a variety of internal audiences. To establish a high standard of quality and perpetuate continuity, it is important that the City’s business documents utilize “house rules” to retain a style that is consistent in terms of typography, grammar, or punctuation.

This style guide provides a selection of rules and suggestions for writing style and document presentation for Brookhaven internal documents when several options exist. The specific content in a style guide is not usually a matter of “correct” or “incorrect” grammar, but rather the style decisions management has determined from among the many possibilities for City documents. A style guide can serve several purposes:

- To ensure that documents conform to City image and policy, including legal requirements.
- To improve consistency within and among documents, especially when more than one writer is involved.

For the most part, the basic established rules of grammar and punctuation should always be used, but preferences in terms of capitalization and structure may occasionally differ from the norm. Strive to use language that is clear and simple. Avoid overly complex sentence structure, and avoid unnecessary jargon, technical terminology, or archaic language. Write in the active voice.

Remember, there is a built-in expectation that all documents will be proofed and edited before being submitted to top management staff for approval. A good rule of thumb is to always have more than one person proofread the final draft. Don’t forget to use the spell check function.

<b><i>Punctuation:</i></b>	
<b>Oxford comma</b>	In any series of three or more items, always use a comma before the “and.”
<b>Ampersand</b>	Avoid the use of ampersands, particularly when writing department names, e.g. Parks and Recreation Department, <b>not</b> Parks & Recreation Department.
<b>Ellipsis</b>	An ellipsis (plural: ellipses) is a set of three periods, or you can say it is a punctuation mark consisting of three dots (. . .) which indicates an omission. Insert a space before the first dot and after the third dot, e.g. “I don’t know ... I’m not sure.”
<b>Em dash</b>	Use an em dash to signify a change in a sentence, to introduce further explanation or amplification or to include a parenthetical expression. Insert a space before and after the em dash, e.g. “Three buildings – City Hall, the new Public Safety Building and Lynwood Recreation Center – were nominated for the award.”
<b>En dash</b>	Use an en dash in spans of figures and in expressions of time or distance, e.g. “1987-88; 22-25 Peachtree Industrial; April-June.”

<b>Bullets</b>	Always use the MS Word bullet function to create bullets. Adding spaces or tabs to create bullets can cause editing problems. The sentence preceding a bulleted list should be complete and end with a colon, and always capitalize the first letter of each bullet. Do not use conjunctions (and, or, nor) on the second-to-last bullet. Use capitals at the start and no punctuation at the end.
<b>Hyphens</b>	Don’t hyphenate words such as ‘cooperate,’ ‘email,’ and ‘website.’
	Hyphenate two words when used adjectivally: full-time study, in-depth look
	Don’t hyphenate if the compound adjective contains an adverb ending in ‘ly’: ‘internationally recognized research’ or ‘a highly regarded project.’
	Do hyphenate words such as ‘e-commerce.’
	Use a hyphen when ‘re’ is followed by ‘e’: ‘re-entry’ or ‘re-examine.’
	Don’t use a hyphen when ‘re’ is followed by any other letter than an ‘e’, e.g. ‘rearrange’ or ‘reconsider.’ The exceptions are where confusion with another word could arise e.g. ‘re-form/reform’ or ‘re-sign/resign.’

<b><i>Capitalization:</i></b>	
<b>Department Names</b>	Capitalize department names, e.g. Accounting Department, when referring to a specific department. In following sentences, use just “Accounting” or “Purchasing” without the word “department” for brevity, if necessary. If referring to the department in subsequent sentences, do not capitalize “department,” e.g. “The Accounting Department has moved to the third floor of City Hall. The department was formerly on the first floor.”
<b>Buildings</b>	Capitalize formal building names, e.g. Brookhaven City Hall, Brookhaven Police Headquarters, Lynwood Recreation Center, etc. Later references such as “take your permit application to city hall” or “all events will be held at the recreation center” are not capitalized.
<b>Staff Titles</b>	Capitalize management titles when used with the formal name, e.g. Brookhaven City Manager Christian Sigman, Parks and Recreation Director Brian Borden. If referenced afterward or without a formal name, do not capitalize, e.g. “All questions should be sent to the city manager.”
<b>Council Titles</b>	The same holds true for Mayor and City Council. Titles with formal names (Mayor John Ernst, Council Member John Park) are always capitalized. Do not use capitals with general references: “All questions should be submitted to the mayor for a response.” Those on city council should be referred to as “council members” such as Council Member Linley Jones or Council Member Park. Do not capitalize when no formal name is used, e.g. “the council members all gathered at Brookhaven Park.”
<b>Policies, ordinances, etc.</b>	In city documents, capitalize codes, policies or ordinances such as the Brookhaven Purchasing Policy. Later references are lower case such as “the purchasing policy is in effect for 90 days.”
<b>City/County</b>	When referring to the city of Brookhaven or DeKalb County, without the official title (City of Brookhaven), capitalize the words “City” or “County, e.g. the “City of Brookhaven,” or “the resident will pay taxes to the City and the County.”

<b>Document Composition</b>	
<b>Document Set-up</b>	When creating a City document such as a policy or ordinance, use 1” margins all around, justify the type, use no smaller than 11 pt. type with Times New Roman as the type of choice for the body copy. Put 1.15 spacing between lines. Utilize font size, italics or all caps to set off headlines and subheads. Note all versions as “draft” until completed and then mark the completely finished document, with all corrections made, as “Final.”
<b>Footers</b>	Use for all documents of more than one page. Put: date on the left; page number center; and document title or “City of Brookhaven” on the right
<b>Tabs</b>	Never use spaces instead of tabs when indenting. It is difficult to accurately align text that is indented with spaces.
<b>Abbreviations</b>	Write the word in full the first time used, with the abbreviations in parenthesis, e.g. collateralized loan obligation (CLO). From then on, just use the abbreviation.
<b>Years</b>	No apostrophe is used in expression of time and use the full 4 digits, e.g. “in the 1990s.” Fiscal years should be written “FY2019” with no space between the FY and the year.
<b>Time</b>	Use ‘a.m. or p.m.’ and do not capitalize: 11 a.m. Do not use a period if a.m. or p.m. ends the sentence. In other words, no double periods. Use noon and/or midnight, not capitalized, as appropriate.
<b>Parentheses</b>	The most common form of bracket. Use parentheses to enclose additional information, abbreviations, clarifications, comments and definitions. Use square brackets only if inserting words within quotations, e.g. “Mr. Smith said: “Julia [Smith] has my full support.”
<b>Percentages</b>	Always express percentages in numerals, including numbers from 1-9. Always spell “percent” in text, do not use the % symbol except in charts, spreadsheets, and graphs.
<b>Numbers</b>	For all numbers under 10, spell out the number. For all numbers 10 and over, use the numeral. Do not insert figures as in “Training will last eight (8) hours.” Do not allow a number to open a sentence ... rewrite the sentence.
<b>Acronyms</b>	The full name is used for the first reference, followed by the initials in brackets, e.g. Invitation to Negotiate (ITN), request for proposal (RFP), or Disadvantaged Business Enterprise (DBE) program. After the first reference, just use the letters. Do not use “a,” “an,” or “the” preceding an acronym.
<b>Money</b>	Always use “fund” as a noun, not a verb. The City does not “fund” anything, but may allocate funding or revenue. Do not use the term “dollars.” Use phrasing such as “decrease from” or “increase to” when referring to government monies.” Avoid using cents in currency whenever possible (\$1,232.45); do not add the “.00” ever; and include the appropriate commas with four or more digits (\$3,450).
<b>Right-of-Way</b>	May be written as “right-of-way” or, plural, as “rights-of-way.” It may, after first usage be referred to as simply ROW, e.g. ‘The right-of-way (ROW) had to be taken into consideration. All future ROWs will adhere to the policy.’
<b>Underlined Text</b>	Avoid using underlined text if possible. Emphasis can be added by using italics, boldface and varied point sizes. To add emphasis to headings and subheadings, change the font size or the typeface for visual contrast or put the heading in all caps. Decorative and script fonts should be avoided for official correspondence and documents.

<b>Gender</b>	Use gender-neutral language, for example, chair rather than chairman, sales representative rather than salesman. It is acceptable to use they, them or their as singular pronouns if necessary. Use language that does not draw unnecessary attention to gender, disability or ethnicity.
<b>“Trigger” Words</b>	Avoid using trigger words such as “hostile” or “aggressive” in any document’s body copy.
<b>Full Dept. Names</b>	Always use full department names when they consist of more than one word, e.g. “Parks and Recreation,” not just “Parks.”
<b>Financial Reporting</b>	According to the Georgia Department of Community Affairs, The City of Brookhaven must use a Uniform Chart of Accounts for local governments. Below is the required format to use when reporting Expense Account and Revenue Account information
<b>Expense Account ID structure (000-0000-500000)</b>	The first three digits should designate the Fund; the next four digits denote the Function/Department; finally, there’s the object/expense identifying number that always starts with the digit “5” and followed by five identifying numbers. This ID number should always have 13 digits total.
<b>Revenue Account ID structure (000-300000)</b>	The first three digits identify the Fund. The remaining six digits always begin with the number “3” followed by five digits that identify the type of revenue. This ID number should always have nine digits total.



City of Brookhaven  
 Crisis Management Plan  
 Created: April 20, 2021  
 Last Revised: May 7, 2021

City of Brookhaven Crisis Plan



Table of Contents

<b>Confidentiality Statement</b>	<b>3</b>
<b>Introduction</b>	<b>4</b>
<b>Acknowledgments</b>	<b>5</b>
<b>Rehearsal Dates</b>	<b>6</b>
<b>Purpose and Objectives</b>	<b>7</b>
Key Objectives	7
<b>List of Key Publics</b>	<b>8</b>
External Publics	8
Internal Publics	8
<b>Notifying Key Publics</b>	<b>9</b>
<b>Crisis Management Team (CMT)</b>	<b>10</b>
<b>Media Spokesperson</b>	<b>11</b>
<b>Secondary Contact List</b>	<b>12</b>
List of Emergency Personnel and Local Officials	12
List of Key Media	12
Traditional Media	12
Social Media	13
Spokespersons for Related Organizations	14
<b>Crisis Control Center Designation</b>	<b>15</b>
<b>Incident Report Form</b>	<b>16</b>
<b>CMT Communication Strategy Worksheet</b>	<b>17</b>
Follow Up Response(s):	18
Effectiveness of Message and Response:	18
<b>Stakeholder Contact Worksheet</b>	<b>19</b>
<b>Equipment and Supplies</b>	<b>20</b>
<b>Summary of Pre-Gathered Information</b>	<b>21</b>
Annual Reports	21
<b>Websites &amp; Related Links</b>	<b>22</b>
<b>Key Messages</b>	<b>23</b>
Crisis Emotions and Crisis Copings	23



Sample Press Briefing	24
Web page	24
Intranet	24
<b>Blogs and Social Media</b>	<b>25</b>
<b>Trick Questions</b>	<b>26</b>
<b>Sample Press Briefing</b>	<b>27</b>
<b>Prodromes</b>	<b>28</b>
<b>Evaluation Form</b>	<b>29</b>
<b>Crisis Appendix</b>	<b>30</b>
Supplemental or Background Information:	30
Pre-Gathered Information:	31
Hiring Policies	31
Safety Policies	31
Key Staff Bios	33
History of Organization	35
PR Fact Sheet	35
Annual Reports	35
Staff Rosters	35
Past Crisis Knowledge	36
Press Kit	37
Crisis Risk Assessments	37
Post Crisis Evaluation Forms	37
Templates	38
Internal Announcements	38
News Releases	38
Traditional Releases	38
Social Media Releases	39
Twitter Messages	39



## Confidentiality Statement

I, \_\_\_\_\_, do adhere to the confidentiality of this crisis management plan. As a member that is employed through the City of Brookhaven, I acknowledge that all information is to remain private and within this organization. I recognize that this information is not to be copied, posted, or shared with outside parties. The City of Brookhaven puts these preventive measures in place to protect our employees and members. It is our hope that the following information is used for its intended purpose.

I, \_\_\_\_\_, have thoroughly read through the Confidentiality Statement for the City of Brookhaven and agree to the terms and conditions.

\_\_\_\_\_  
Name (Print)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



## Introduction

Dear Team Members,

We are all well aware of the possible threat of crises that could affect the way that we can communicate to our public on a day to day basis. Therefore, it is important to produce an effective plan to help guide us in the event that we are faced with a crisis. This ensures that no one is taken off guard when faced with adversity. It also ensures that we have the tools in place to handle this adversity. This cannot be without the help of this crisis management team. It's important to have a team that is able to take control of the narrative in threatening situations.

By following this guide, we will be able to control the narrative surrounding any outside issues. It will allow us to take a more skilled approach when dealing with problems without having to panic. This plan will also supply resources that can be useful in protecting our organization as well. This puts less stress on not only the public but this team as well.

I'm forever grateful for your dedication in making this organization the best it can be. In creating this management plan, we hope to make your jobs a little bit easier.

Sincerely,  
Burke Brennan  
Communications Director



## Acknowledgments

Dear Employees,

It's important that you thoroughly read through this plan to understand our plan of action when it comes to addressing possible crises. By signing this form, you recognize your responsibility to use the following information to help you respond appropriately to a pending crisis. This form is to be signed and turned into Burke Brennan, communication director, upon reading the entirety of the plan. Please sign and return by May 25th.

Sincerely,  
Burke Brennan  
Communications Director

I have thoroughly read through the City of Brookhaven's Crisis Management Plan and understand my responsibilities when being faced with a possible crisis.

\_\_\_\_\_  
Name (Print)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



## Rehearsal Dates

In order to effectively prepare for any potential crisis, the crisis management team should regularly rehearse responding to hypothetical incidents before a crisis. This plan proposes that rehearsals take place every third Thursday in June and November.

**2021:**

Thursday, June 17th  
Thursday, November 18th

**2022:**

Thursday, June 16th  
Thursday, November 17th

**2023:**

Thursday, June 15th  
Thursday, November 16th

Date	Communications Director Signature	Communications Manager Signature	Time to Complete the Rehearsal Date



## Purpose and Objectives

### Purpose

The Crisis Management Plan is created to provide support to the City of Brookhaven Crisis Management team in emergencies and situations that pose a threat to the reputation of the City of Brookhaven. The purpose of this plan is to provide guidance for effectively communicating with the media, employees, community partners, and various different stakeholders during a crisis, as well as evaluating crisis management efforts to implement any necessary changes to maintain the integrity of the City.

### Key Objectives

- Provide the City Crisis Management Team with a framework to execute timely and accurate communications during a crisis.
- Ensure that City employees are aware of their potential role in executing the Crisis Communications Plan.
- Provide resources to be used before, during, and after a crisis.
- Protect the image and reputation of the City of Brookhaven.
- Evaluate Crisis efforts post-crisis and revise the CMP as needed.





## List of Key Stakeholders

- City of Brookhaven residents
- Community partners
  - Community Non-Profits
    - Ashford Park PTA
    - Brookhaven Arts Festival
    - Brookhaven Police Foundation
    - Cross Keys Foundation
    - The Latin American Association
    - Los Vecinos de Buford Highway
    - Murphey Candler Baseball
    - The Salvation Army Atlanta Temple Corps
    - Toco Hills Community Alliance
    - We Love BuHi
  - Neighborhood Associations
    - Ashford Park Civic Association
    - Brookhaven Fields Civic Association
    - Brookhaven Heights Community Association
    - Brookhaven-Peachtree Community Alliance
    - Cambridge Park
    - Hampton Hall Civic Association
    - Hillsdale Neighborhood Association
    - Historic Brookhaven Neighborhood Association
    - LaVista Park Civic Association | LaVista Park Homeowners and Residents
    - Nancy Creek Heights Neighborhood Network
  - Park Groups
    - Friends of Blackburn Park
    - Friends of Briarwood Park
    - Murphey Candler Park Conservancy
    - Park Pride
    - Peachtree Creek Greenway Inc.



- Outside Consultants
- Legal representation
- Dekalb County School District
- MARTA Transit
- Brookhaven Library
- Dekalb Fire and Rescue
- Brookhaven Chamber of Commerce
- Mayor and City Council
- Boards and Commissions
- City Clerk
- City Manager
- City Attorney
- Staff of Related Departments
  - Economic Development
  - Community Development
  - Finance
  - Human Resources
  - Information Technology/GIS
  - Municipal Court
  - Parks and Recreation
  - Police
  - Public works
- Brookhaven Businesses



## Notifying Key Publics

### Internal Publics

The internal public is composed of anyone who works for the City that may need to be notified before the crisis is public. Critical personnel should be notified first, followed by other employees that should be made aware of the crisis as they work to ensure that the City continues to operate efficiently. A press release should be sent out to all internal publics providing all known details of the crisis. The Mayor and any other department heads that could be crucial in decision making should receive phone calls.

- Mayor (John Ernst)
- City Council
  - District 1 Council Rep (Linley Jones)
  - District 2 Council Rep (John Park)
  - District 3 Council Rep (Madeleine Simmons)
  - District 4 Council Rep (Pro Tem Joe Gebbia)
- Boards and Commissions (List of Specific Board members can be found on the brookhaven website)
- City Clerk (Susan Hiott)
- City Manager (Christian Sigman)
- City Attorney (Chris Balch)
- Staff of Related Departments

### External Publics

External Publics are the stakeholders outside of the organization that will be affected by a crisis. Due to there being more external publics than internal publics there are a variety of ways in which they can be reached. Examples include the media, press releases, the brookhaven alert system, phone calls, and City meetings. Information may also be continually updated on the website [brookhavenga.gov](http://brookhavenga.gov)

- City of Brookhaven residents
- Community partners
- Parks and Recreation
- Outside Consultants
- Legal representation
- Dekalb County School District
- MARTA Transit
- Brookhaven Library
- Dekalb Fire and Rescue (Fire Marshal: Joseph Cox)
- Brookhaven Chamber of Commerce (President: Alan Goodman)
- Brookhaven Businesses



## Crisis Management Team (CMT)

The Crisis Management Team consists of the Communications Director, Communications Manager, and the Public Engagement Specialist. Based on the crisis, the Chief of Brookhaven Police, Dekalb Fire Chief, or any City employee or elected official, may be asked to join the team if their assistance is helpful. In addition, the department head of the department involved in the crisis may be asked to join the team.

### Communications Director

Burke Brennan

**Phone:** 404-637-0709

**Cell:** 770-500-8095

**Email:** [Burke.Brennan@BrookhavenGA.gov](mailto:Burke.Brennan@BrookhavenGA.gov)

**Area of expertise:** Crisis Communications, Journalism, Corporate Communications, and Policy Analysis.

### Communications Manager

Ann Marie Quill

**Phone:** 404-637-0508

**Cell:** 404-205-3832

**Email:** [AnnMarie.Quill@BrookhavenGA.gov](mailto:AnnMarie.Quill@BrookhavenGA.gov)

**Area of expertise:** Copy editing, Journalism, Editorial

### Public Engagement Specialist

Marcela Cortes

**Phone:** 404-637-0741

**Email:** [Marcela.Cortes@BrookhavenGA.gov](mailto:Marcela.Cortes@BrookhavenGA.gov)

**Area of expertise:** Journalism, Nonprofit Organizations, Social Media Analysis, Spanish Speaker



## Media Spokesperson

Burke Brennan, Communications Director, is identified as the primary public spokesperson for the organization. This spokesperson should therefore be trained to give concise announcements that hold an appearance of a concerned, empathetic, and rational manner. In the case of the communications director deemed not fit to be the spokesperson, Mayor John Arthur Ernst Jr or an upper-level council member will be appointed to give the message to the media. In the case of specific situations, Julissa Cañas or Ann Marie Quill should be appointed as the media spokesperson and will be given a similar guide as to what needs to be stated to the public.



## Secondary Contact List

The following list of secondary contacts will need to be included in the persons being informed when a crisis is occurring.

### - List of Emergency Personnel and Local Officials

- Chief of Police: Gary Yandura
  - Main phone: 404-637-0600
  - Email: [policeinfor@brookhavenga.gov](mailto:policeinfor@brookhavenga.gov)
- Fire Chief: Darnell Fullum
  - Phone: 678-406-7731
  - Email: [ddfllum@dekalbcountyga.gov](mailto:ddfllum@dekalbcountyga.gov)
- Chief of Professional Services and Community Risk Reduction: Antonio Burden
  - Phone: 678-406-7737
  - Email: [aburden@dekalbcountyga.gov](mailto:aburden@dekalbcountyga.gov)
- Emergency Management Team Lead: Sgt. Matthew Murray
  - Phone: 404-637-0604
  - Email: [emergency.management@brookhavenga.gov](mailto:emergency.management@brookhavenga.gov)
- Parks and Recreation Director: Brian Borden
  - Phone: 404-637-0542
  - Email: [brian.borden@brookhavenga.gov](mailto:brian.borden@brookhavenga.gov)

### - List of Key Media

#### - Traditional Media

- Website: [www.brookhavenga.gov](http://www.brookhavenga.gov)
- Nextdoor: <https://nextdoor.com/agency-detail/ga/brookhaven/city-of-brookhaven/>
- Television news broadcasting channels as well as newspaper outlets in the Atlanta area.
  - The Atlanta Journal-Constitution: <https://www.ajc.com/>
    - Customer service: 404-522-4141
    - Leadership team contacts
      - Publisher: Donna Hall [Donna.Hall@ajc.com](mailto:Donna.Hall@ajc.com)
      - VP & General Manager: Bala Sundaramoorthy [Bala.Sundaramoorthy@ajc.com](mailto:Bala.Sundaramoorthy@ajc.com)
    - Editor: Kevin Riley
      - Phone: 404-526-2161
      - Email: [kriley@ajc.com](mailto:kriley@ajc.com)
  - WSB-TV Atlanta 2: <https://www.wsbtv.com/>

## City of Brookhaven Crisis Plan



- News tips email: [newstips@wsbtv.com](mailto:newstips@wsbtv.com)
- Main phone: 404-897-7000
- Channel 2 Action News Newsroom: 404-897-6276
- 11 Alive: <https://www.11alive.com/>
  - Text 404-855-7600
  - Call 404-892-1611
  - Fax 404-881-0675
  - Email: <https://www.11alive.com/contact-us>
- Patch <https://patch.com/georgia/brookhaven>
  - Email: [support@patch.com](mailto:support@patch.com)
- CBS46: <https://www.cbs46.com/>
  - Phones:
    - main switchboard 404-325-4646
    - News desk 404-327-3200
  - Fax: 404-327-3004
  - VP/General Manager: Deborah Collura  
[Deborah.collura@cbs46.com](mailto:Deborah.collura@cbs46.com)
- Fox5 Atlanta
  - Phone: 404-875-5555
  - Newsroom: 404-898-0100
  - News tip email: [newstipsatlanta@fox.com](mailto:newstipsatlanta@fox.com)
- **Social Media**
  - The Atlanta Journal-Constitution (AJC)
    - Instagram: @ajcnews
    - Twitter: @ajc
    - Facebook: @ajc
  - WSB-TV Atlanta
    - Instagram: @wsbtv
    - Facebook: @WSB-TV
    - Twitter: @wsbtv
    - YouTube: WSB-TV
  - 11 Alive
    - Facebook: @11Alive
    - Twitter: @11AliveNews
    - YouTube: 11Alive
    - Instagram: @11Alive
  - CBS46:
    - Instagram: @cbs46
    - Facebook: @CBS46
    - Twitter: @cbs46

## City of Brookhaven Crisis Plan



- Fox 5 Atlanta:
  - Instagram: @fox5atlanta
  - Facebook: @FOX5Atlanta
  - Twitter: @FOX5Atlanta
- **Spokespersons for Related Organizations**
  - City of Atlanta
    - (Interim) Communication Director: Elise Durham
      - Mobile: 470-421-0247
      - Email: [Eldurham@atlantaga.gov](mailto:Eldurham@atlantaga.gov)
    - Press Secretary: Michael Smith
      - Office: 404-546.1465
      - Cell: 470-372-8752
      - Email: [mismith@atlantaga.gov](mailto:mismith@atlantaga.gov)
    - Communications Manager: Morgan White
      - Cell: 470-620-8559
      - Email: [Mowhite@Atlantaga.gov](mailto:Mowhite@Atlantaga.gov)
  - Dekalb county
    - Communications Manager: Andrew Cauthen
      - Phone: 404-371-2806
      - Email: [acauthen@dekalbcountyga.gov](mailto:acauthen@dekalbcountyga.gov)
    - Chief Communications Officer
      - Phone: 404-371-2813
      - Email: [wqHUDSON@dekalbcountyga.gov](mailto:wqHUDSON@dekalbcountyga.gov)
  - Gwinnett County
    - Communications Director: Joe Sorenson
      - Office: 770-822-7123
      - Fax: 770-822-7189
      - Email: [Joe.Sorenson@gwinnettcountry.com](mailto:Joe.Sorenson@gwinnettcountry.com)
    - Deputy Communications Director: Heather W. Sawyer
      - Office: 770-822-7035
      - Fax: 770-822-7189
      - Email: [Heather.Sawyer@gwinnettcountry.com](mailto:Heather.Sawyer@gwinnettcountry.com)
  - Fulton County
    - Director of Communications and External Affairs: Gary Leftwich
      - Phone: 470-809-7276
    - Sr. Communications Manager: Jacqueline Howell
      - Phone: 470-322-5222



### Crisis Control Center Designation

If a crisis occurs and the main office located in Brookhaven City Hall is not available, please meet at the location specified by the crisis management team leader. If the Brookhaven City Hall is not available then the first backup location for the crisis control center will be the Brookhaven Police Department. If for some reason the BPD is not available, the Lynwood Recreation Center will be designated as the crisis control center. Please notify the team leader of your estimated arrival time.

- Brookhaven City Hall
  - 4362 Peachtree Road Brookhaven, Ga 30319
  - Main phone: 404-637-0500
- Brookhaven Police Department
  - 2665 Buford Highway Brookhaven GA 30324
- Lynwood Recreation Center
  - 3360 Osborne Road NE Brookhaven, Georgia 30319
  - Main phone: 404-637-0542



### Incident Report Form

Name: \_\_\_\_\_ Date: \_\_\_\_\_

1. When did this incident occur?

\_\_\_\_\_  
\_\_\_\_\_

2. Where did this incident take place?

\_\_\_\_\_  
\_\_\_\_\_

3. When was the first time you contacted anyone about this incident? (if this is the first time, please note that.)

\_\_\_\_\_  
\_\_\_\_\_

4. What steps have been taken to address the incident? Who, if anybody, was involved in addressing the incident?

\_\_\_\_\_  
\_\_\_\_\_

5. Has the incident been resolved? (if the incident has yet to be resolved, please note that.)

\_\_\_\_\_  
\_\_\_\_\_



### CMT Communication Strategy Worksheet

This is a form that will need to be filled out by any individual who is in charge of sending out any messages during the duration of the crisis. It is in the best interest of the crisis management team to have these worksheets readily available during a crisis and then held in filing to be reviewed/ analyzed if needed. In the face of a crisis, having a planned strategy will be the key to working through the situation in a timely and effective manner, and keeping a record of it will help in future crisis situations showing what did or did not work previously.

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Employee Title: \_\_\_\_\_

Audience Members: \_\_\_\_\_

Crisis Type: \_\_\_\_\_

Message goal(s): \_\_\_\_\_

Copy of Message:



Follow Up Response(s):

Effectiveness of Message and Response:



### Stakeholder Contact Worksheet

Stakeholder Contact Procedures:

All media inquiries should be routed to the Communications Director who is the designated spokesperson for the CMT.

The Public Engagement Specialist will be incharge of communication with the following:

- City of Brookhaven residents
- Community partners
- Parks and Recreation
- Community Leaders

The Communications Manager will be in charge of communication with the following:

- City Employees and their families
- Brookhaven Businesses
- MARTA transit
- Bloggers



This worksheet will need to be completed and archived when stakeholders reach out to the City of Brookhaven. Who contacted, the format in which contact was made, the inquiry, the response, and any details of the follow-up should be recorded. This worksheet can then be copied as needed and should be analyzed post-crisis to indicate where resources should be used in the future.

Stakeholder that contacted:

---

Primarily contacted (email, phone, social media, etc.):

---

If applicable, what was the secondary mode of contact (email, phone, social media, etc.):

---

What was the inquiry:

---

---

What was the response:

---

---

Details of the follow-up:

---

---



## Equipment and Supplies

It is recommended that the City of Brookhaven have a set of needed equipment and supplies that are readily available at a moment's notice. This emergency equipment and supplies kit should be stored in a secure location in the main office of the crisis management team. In the event of a crisis, the emergency kit should be brought to the crisis control center designated by the crisis management team,( location may vary).

### Pregathered Material:

- A printed copy of the crisis management plan
- A first-aid kit
- Walkie talkies w/ batteries
- Team laptops & charger
- Critical documents
- Food and water
- Extra batteries (could include a portable phone charger with cord)
- Megaphone
- Microphone and cords
- Extension cords
- Power outlets/ power packs
- Items needed for the specific situation (to be determined by the crisis management team)

### Materials brought by team members:

- Employee identification card
- Printed business cards
- A printed copy of the crisis management plan
- Personal laptops and chargers
- Change of clothes
- Pens, pencils, notebooks/writing pads



## Summary of Pre-Gathered Information

The following information should be pre-gathered to be at the disposal of the crisis response team.

- City demographic reports
- Executive biographies
- Schematics/plans that show where utilities such as water, power, etc are located underground and throughout the city
- Sensitive sites such as nursing homes, group homes, etc.

Closest fire department: Dekalb County, GA Fire Station #2

- 1316 Dresden Drive Atlanta, Georgia 30319

Estimated travel time: 5 minutes

Closest police station: Brookhaven Police Department

- 2665 Buford Highway NE Atlanta, Georgia 30324

Estimated travel time: 10 minutes

Closest hospital: Northside Hospital Atlanta

- 1000 Johnson Ferry Rd NE, Atlanta, GA 30342

Estimated travel time: 10 minutes

Visit the National Weather Service for all necessary weather updates:

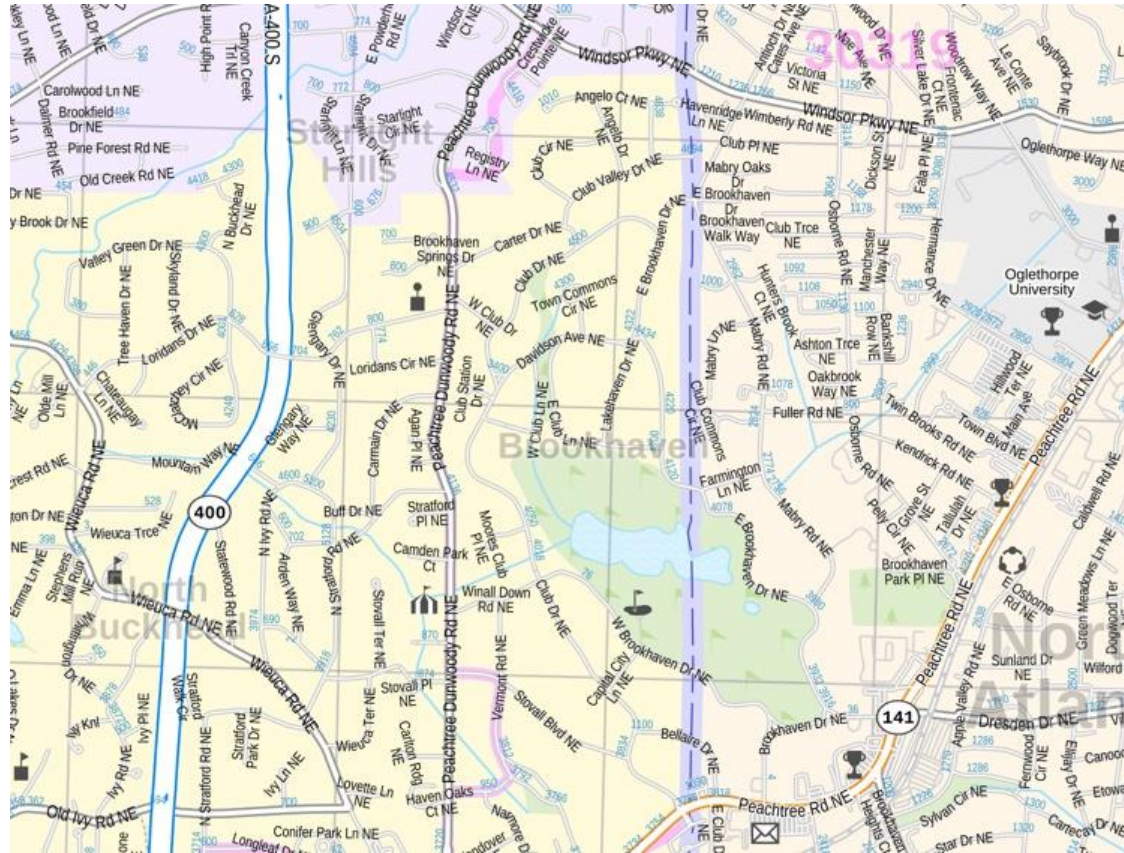
<https://www.weather.gov>

Maps of roads:

<http://www.dot.ga.gov/DS/Maps>

Brookhaven map:





Annual Reports (see appendix)  
[https://www.brookhavenga.gov/sites/default/files/fileattachments/communications/page/25561/final\\_annual\\_report\\_2020\\_web.pdf](https://www.brookhavenga.gov/sites/default/files/fileattachments/communications/page/25561/final_annual_report_2020_web.pdf)



## Websites & Related Links

(Insert individual responsible for website) will be responsible for updating the website with information about the crisis. Contact information for (name individual) is available below.

**Name**

Cell: \_\_\_\_ - \_\_\_\_ - \_\_\_\_

Work: \_\_\_\_ - \_\_\_\_ - \_\_\_\_

E-mail: \_\_\_\_\_

Helpful links

**Home Page**

<https://www.brookhavenga.gov>

**Weather Resources**

<https://www.weather.gov/ffc/>

<https://www.noaa.gov>

**Power & Water**

<https://www.georgiapower.com/community/outages-and-stormcenter.html>

<https://www.colpipe.com>

<https://www.dekalbcountyga.gov/watershed-management/watershed-management>

<https://outagemap.georgiapower.com>

**Health and Wellness**

<https://www.cdc.gov>

**Organizations and Communities**

<http://ashfordparkpta.org/>

<http://brookhavenartsfestival.com/>



<https://www.facebook.com/Brookhaven-Police-Foundation-1216047515120017/>

<http://crosskeysfoundation.org/wordpress/>

[http://thelaa.org/index.php?option=com\\_content&view=frontpage&Itemid=55&lang=en](http://thelaa.org/index.php?option=com_content&view=frontpage&Itemid=55&lang=en)

<http://www.comunidadbuford.org/>

#### Additional Resources

<https://nextdoor.com>

<https://www.nsc.org/home-safety>



## Trick Questions

Situations will arise where the media will do whatever it takes to fill out all the missing parts of a story. Reporters will attempt to spew out trick questions to test the organization's credibility and knowledge on the subject matter. It is imperative that the City of Brookhaven is prepared to handle all questions, including trick questions. Below you will find a list of potential questions the media may ask:

- Could your organization have prevented this crisis in any way?
  - We have taken all preventative measures available to us, including training for our employees, partners, and our volunteers. We have a plan in place to handle situations like this and we are looking for ways to enhance our safety measures and add to our plan.
- Can you tell us who is responsible for the crisis in your organization?
  - Due to confidentiality reasons, we are unable to release that information at this time.
- Why were you all not prepared for something like this to happen?
  - We have a crisis management plan that we rehearse twice a year to ensure that we are prepared when a crisis hits. Along with those rehearsals, we make changes as we see fit to improve our plan.
- Is there any way for the City of Brookhaven to prevent a crisis like this from happening in the future?
  - We are currently in the process of gathering information from many sources to assist in the resolution of this event. We will put this newfound knowledge to use and incorporate it in our crisis management plan in order to relieve us of the possibility of this issue arising again.



## Key Messages

### Crisis Emotions and Crisis Copings

Sticking to these key messaging tactics will ensure an appropriate and consistent response during a crisis. Key messages should be the go-to response in Q&A sessions and during press briefings. These will represent The City of Brookhaven and its intended message. These messages should show respect and empathy to those involved. Tactics include the following:

#### **Bolster- Emphasizing past and current good acts of the organization**

Ex: “The city of Brookhaven strives to serve our diverse community to the best of our ability. In 2018, the City of Brookhaven received the Corporate Champion Award granted by the Latin American Association (LAA) for its support of the Latino community.”

#### **Compensation- Financial offering to those affected**

Ex: “The City of Brookhaven is working to provide compensation for the individuals involved. \$500 is being given to each of the families involved in the bridge collapse as well as covering any medical bills as a result of injuries.”

#### **Corrective Action- Describing the steps towards improvement within the organization**

Ex: “We have begun to actively work with our community partners to assure all involved with the incident are appropriately trained and understand the steps needed to prevent an issue like this in the future.”

#### **Mortification- Admitting fault and extending apology for the incident.**

Ex: “The city of Brookhaven wants to extend its deepest sympathies to those involved and wish to apologize for the occurrence of this case.”



## Sample Press Briefing

These messages are designed to inform the press.

Ex: “The City of Brookhaven is aware of the damaged roads affecting travel on Peachtree Road by Oglethorpe University and we are supporting the efforts working to ease the temporary travel issues.”

## Web page

Communication on the City of Brookhaven website can direct users to information about the crisis with links to social media posts.

Ex: “Check back on our ‘Pertinent Information’ tab to receive updates from The City of Brookhaven”

## Internet

The City of Brookhaven website will be the main location for information and the message we wish to convey will depend on the crisis.

Ex: “The City of Brookhaven is aware of the stoplight issues occurring at random throughout the community. We are working to resolve these issues with everyone’s safety in mind.”

## Intranet

Messages within the organization can take place via intranet and be used to ensure those involved internally are receiving all the appropriate information.

Ex: “Due to the recent incident occurring at the city park we will be issuing a video training course to improve our emergency response actions. This course is to be completed by all City of Brookhaven constituents.”



## Blogs and Social Media

Blogs and social media platforms are valuable resources during a crisis. Using social media will be one of the most essential ways to communicate with publics in a crisis.

Facebook:

- @BrookhavenGAGov
- <https://www.facebook.com/BrookhavenGAGov>
- Goal: To share news updates happening within the city of Brookhaven.

Example: “Thank you for your concern about the developing issue. The safety and well-being of our citizens is of the utmost concern. Please visit our website to see the most up-to-date information or see the most recent release below.” \*image of release in post\*

Instagram:

- @BrookhavenGAGov
- <https://www.instagram.com/brookhavengagov/?hl=en>
- Goal: To share news updates happening within the city of Brookhaven. Maintain and grow an audience to be present with publics.

Example: “The City of Brookhaven is aware of the stoplight issues occurring at random throughout the community. We are working to resolve these issues with everyone’s safety in mind. Stay up to date on our website by visiting the link in our bio.”

Twitter:

- @BrookhavenGAGov
- <https://twitter.com/brookhavengagov?lang=en>
- General goal: To share news updates happening within the city of Brookhaven. Be a voice of true and reliable information at a rapid pace.

Example: “The City of Brookhaven is aware of your questions and concerns and is working towards answering in a prompt manner. We encourage your questions and appreciate your patience. Please refer to the link below for our page regarding frequently asked questions. <https://www.brookhavenga.gov/faqs>”



## Sample Press Briefing

Good Afternoon and thank you for being here. I am Burke Brennan, the Director of Communications for the City of Brookhaven. This briefing has been put in place to inform you all on the issue of disgruntled citizens in the city hall meeting, who stated false information regarding the workers of our city on April 23rd of 2021. I have called this meeting to clarify some of the statements made during that meeting.

In our City Hall meeting last week, we allowed citizens to share suggestions with the council on ways they believed we could improve things in our city. We received very helpful and useful feedback from many of the people present in the meeting, however, there were a few people stating false information about where our funding goes for the city.

It was stated that the tax dollars put in place to go toward infrastructures for the city have not been allocated correctly and were going towards raises for the mayor and his secretaries. I would like to ensure that the reports made about this subject are false and we have our online funding information open to the public on our city website. This page will show the breakdown of how funding is set and shows an accurate depiction of where your tax dollars go.

I would also like to apologize on behalf of the city for any miscommunication of information there may have been in regard to this incident. The City of Brookhaven wants its citizens to continue to trust us and voice any oppositions you all may have to ensure that all citizens’ needs are being met. With this, we will continue to hold meetings for citizens to voice their concerns and suggestions for the city. I would like to thank you all for coming out today to hear this clarification, and will now be accepting questions.

### Communications Director

Burke Brennan

**Phone:** 404-637-0709

**Cell:** 770-500-8095

**Email:** [Burke.Brennan@BrookhavenGA.gov](mailto:Burke.Brennan@BrookhavenGA.gov)



### Prodromes

Prodromes are actions that should be taken regularly in order to prevent a crisis from disrupting the flow of the City of Brookhaven. These are “red flags” that organizations should constantly be on the lookout for. Preventative steps for the City of Brookhaven include but are not limited to:

- Constantly checking social media to address all issues dealing with the City of Brookhaven. These sites will be monitored through Hootsuite.
- Host regular training with employees of the City of Brookhaven to ensure interactions between city employees and the general public are amicable.
- For events hosted by the city, ensure that the public's suggestions and opinions are being heard and are visibly being put to use.
- The City of Brookhaven will keep all social media updated on issues that affect the wellbeing of the community, and will be open and honest about issues that arise concerning the public.



### Evaluation Form

Below is an evaluation form regarding the clarity and effectiveness of the overall Crisis Management Plan. Please provide your feedback on this form, and it will be sent to the lead of our team to take all comments and suggestions into consideration. Thank you in advance for your input, and please know that the City of Brookhaven values every asset you bring to the table.

**Please rate the following statements on a scale of 1-5, with 1 being unclear in understanding and 5 being very thorough in understanding**

1. I understand my role in this CMP.

1 2 3 4 5

Comments:

2. I understand that the information provided about my team and our role is accurate

1 2 3 4 5

Comments:

3. I understand and agree with the practice dates of this plan.

1 2 3 4 5

Comments:

4. I understand that these steps, and these steps only, are put in place to mitigate any issues that arise with this organization.

1 2 3 4 5

Comment:

5. I believe the plan put in place will effectively serve its purpose of managing a crisis if one were to arise in this organization.

1 2 3 4 5

Comment:



## Crisis Appendix

### Supplemental or Background Information:

Below are the links to the five most recent press releases.

1. City of Brookhaven Parks and Police to Deliver Easter Joy: March 1, 2021
  - a. [City of Brookhaven Parks and Police to deliver Easter joy | Brookhaven Georgia](#)
2. City Council Virtual Meeting on March 16: March 15, 2021
  - a. [City Council virtual meeting on March 16 | Brookhaven Georgia](#)
3. Brookhaven Finance Department wins Excellence in Financial Reporting: March 16, 2021
  - a. [Brookhaven Finance Department wins Excellence in Financial Reporting | Brookhaven Georgia](#)
4. City Council Virtual Meeting on March 30: March 29, 2021
  - a. [City Council virtual meeting on March 30 | Brookhaven Georgia](#)
5. City Council Virtual Meeting on April 13: April 13, 2020
  - a. <https://www.brookhavenga.gov/bc-citycouncil/page/city-council-virtual-meeting-april-13>



## Pre-Gathered Information:

### Hiring Policies

These hiring policies can be found under the Title II- Americans with Disabilities Act as well as on the following link: <https://www.brookhavenga.gov/hr/page/title-ii-americans-disabilities-act>

#### Employment:

- a. The City of Brookhaven does not discriminate on the basis of disability in its hiring or employment practices and complies with the ADA title I employment regulations.

#### Effective Communication:

- a. The City of Brookhaven will, upon request, provide auxiliary aids and services leading to effective communication for people with disabilities, including qualified sign language interpreters, assistive listening devices, and other ways of making communication accessible to people who have speech, hearing, or vision impairments.

#### Modifications to Policies and Procedures:

- a. The City of Brookhaven will make reasonable modifications to policies and procedures to ensure that people with disabilities have an equal opportunity to enjoy programs, services, and activities. For example, people with service animals are welcomed in all Brookhaven facilities and offices, even where pets and other animals are prohibited.

#### Requests:

- a. To request an auxiliary aid or service for effective communication, or a modification of policies or procedures contact ADA coordinator Rick Stone at 404-637-0478 or [rick.stone@brookhavenga.gov](mailto:rick.stone@brookhavenga.gov) as soon as possible, preferably 60 days before the activity or event.

### Safety Policies

The Brookhaven Police Department has fully demonstrated its commitment to law enforcement excellence by meeting all applicable standards as established in the State of Georgia Law Enforcement Certification program. Therefore, upon recommendation of the Joint Review Committee of the State of Georgia Law Enforcement Certification Program, this agency earned its re-accreditation and was hereby recognized as a Certified Law Enforcement Agency for the period of October 1, 2019 – September 30, 2022. Separately, BPD's policies were certified in December 2020 by the United States Department of Justice as following the Presidential Executive Order on Safe Policing for Safe Communities. This certification remains valid for a



period of three years, pending annual reviews. The City of Brookhaven's Safety Policies are found on the following link:

<https://www.brookhavenga.gov/transparency/page/police-transparency>



### Key Staff Bios

#### Communications Director/Media Spokesperson

Burke Brennan

**Phone:** 404-637-0709

**Cell:** 770-500-8095

**Email:** Burke.Brennan@BrookhavenGA.gov

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#### Public Engagement Specialist

Marcela Cortes

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**Email:** Marcela.Cortes@BrookhavenGA.gov

#### Chief of Police

Gary Yandura

**Phone:** 404-637-0600

**Email:** policeinfor@brookhavenga.gov

**Fire Chief**

Darnell Fullum

**Phone:** 678-406-7731**Email:** ddfullum@dekalbcountyga.gov**Chief of Professional Services and Community Risk Reduction**

Antonio Burden

**Phone:** 678-406-7737**Email:** aburden@dekalbcountyga.gov**Emergency Management Team Lead**

Sgt. Matthew Murray

**Phone:** 404-637-0604**Email:** emergency.management@brookhavenga.gov**Parks and Recreation Director**

Brian Borden

**Phone:** 404-637-0542**Email:** brian.borden@brookhavenga.gov**History of Organization**

Brookhaven is a city in DeKalb County, Ga., in the metro Atlanta area. Brookhaven officially became a city in 2012. The city stretches over 12 square miles with a population of about 55,000 people. The City of Brookhaven is a City Manager form of government. The elected council is composed of four members and a mayor with a professional manager who manages the day-to-day operations. The City is divided into four districts with each electing a representative for the City Council every four years. The City Operates Parks & Recreation, Police, Public Works, and Community Development Departments. More information can be found on the following link: <https://www.brookhavenga.gov/community/page/city-brookhaven-ga>

**PR Fact Sheet**

The following link is home to the organization chart for the City of Brookhaven. The City, due to confidentiality, will add its own contacts into this plan upon retrieval.

- a. <https://www.brookhavenga.gov/sjrec/page/city-brookhaven-organizational-chart>

**Annual Reports**

[https://www.brookhavenga.gov/sites/default/files/fileattachments/communications/page/25561/final\\_annual\\_report\\_2020\\_web.pdf](https://www.brookhavenga.gov/sites/default/files/fileattachments/communications/page/25561/final_annual_report_2020_web.pdf)

**Staff Rosters**

The following link is home to the organization chart for the City of Brookhaven. The City, due to confidentiality, will add its own contacts into this plan upon retrieval.

- b. <https://www.brookhavenga.gov/sjrec/page/city-brookhaven-organizational-chart>





### Past Crisis Knowledge

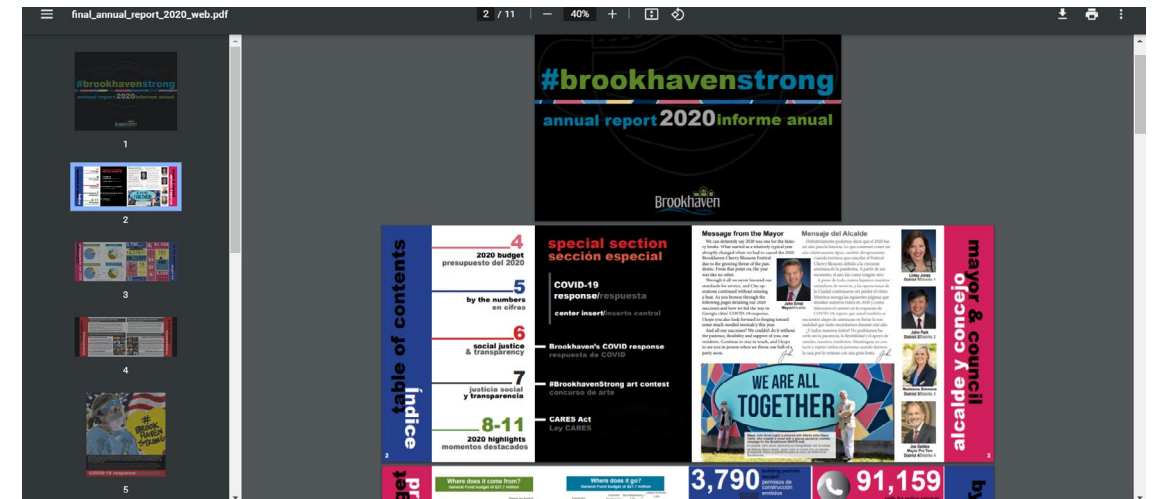
The City of Brookhaven has been responsible for making announcements in the form of press releases to the public when certain crises arise. This includes previous severe weather such as Hurricane Irma back in 2017. It also includes addressing the current state of Covid-19 as it continues to affect the residents of Brookhaven as well. Issues pertaining to crime are issues generally left for Brookhaven Police. If there is a particularly newsworthy story, there might be a press release to address it. This is left up to the discretion of the communications department. For the most part, the City of Brookhaven has been successful in resolving crises when they arise.

\*Any additional important past crises to be added by the communications department.\*

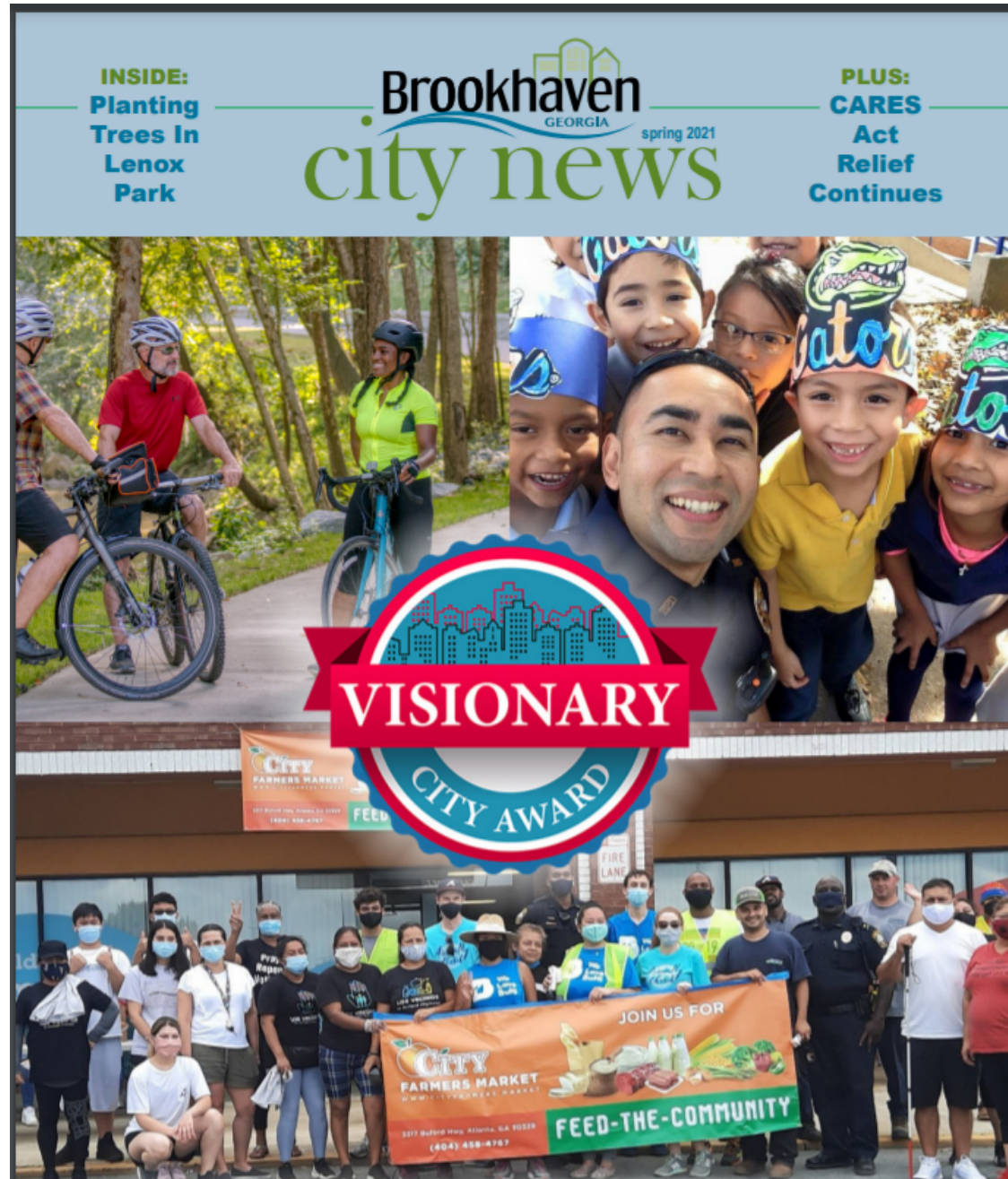


### Press Kit

The City of Brookhaven has a digital press kit easily accessible on the City Of Brookhaven website. The kit contains monthly newsletters, press releases information of the city and when it was founded, images of the City of Brookhaven logo, social media links, contact info, and copies of any newsworthy press coverage or achievements.



Brookhaven approves redistricting map in advance of November elections	
Brookhaven, GA, May 6, 2021 – At its regular business meeting on May 4, the Brookhaven City Council unanimously approved an ordinance to amend the charter of the City of Brookhaven for the purpose of reapportionment. Of the various district maps considered, option #7 was the version approved.	Thu, 05/06/2021
The new district map brings the anticipated population of all four of Brookhaven's council districts within 1.5% of each other.	
City Council wrap-up for the May 4 virtual meeting	
FOR IMMEDIATE RELEASE	Wed, 05/05/2021
Brookhaven, GA, May 5, 2021 – The Brookhaven City Council acted on several items in its May 4 business meeting, held via video conference, with public input offered through email and by online comments on Zoom. The action items are as follows:	
City Council virtual meeting on May 4	
Brookhaven, GA, May 4, 2021 – The Brookhaven City Council will conduct its next regularly scheduled business meeting today, May 4, at 7 p.m. In consideration of social distancing recommendations by the World Health Organization, Centers for Disease Control and Prevention and State Board of Health, the meeting will be held via video conference. In order to ensure transparency and accountability, the public will be able to weigh in during Public Hearings and Public Comment by any of the following options:	Tue, 05/04/2021
Brookhaven approves plans for MCP Lake House and parking	
A rendering of the layout of the parking lot for the future Murphey Candler Park Lake House	Thu, 04/29/2021
Brookhaven, GA, April 29, 2021 – At its regular business meeting on April 27, the Brookhaven City Council approved the Murphey Candler Lake House Concept Plan and Murphey Candler Lake House Parking Lot Expansion Concept Plan after extensive public input.	
City Council wrap-up for the April 27 virtual meeting	
Brookhaven, GA, April 27, 2021 – The Brookhaven City Council acted on several items in its April 27 business meeting, held via video conference, with public input offered through	Tue, 04/27/2021



[Communications | Brookhaven Georgia](#)

(Print these documents just in case of power outages or bad weather)



### Crisis Risk Assessments

Crisis risk assessments should be administered regularly. Are you noticing a trend of negative feedback or complaints from residents of the city on social media platforms? Does the public feel they are being heard in regards to the concerns they voice to the city? Be sure to continuously check the outline for crisis warning signs to ensure our organization is not headed toward a crisis.

Potential Crisis	Crisis Severity
Disgruntled Citizen	Low Severity depending on actions of citizens and the location. The city can try its best to avoid this by always being truthful about situations involving the city
Terrorism	High Severity: This could lead to multiple people being hurt in an attempt for an individual or a group to make a statement. Communication between departments needs to be quick and effective in order to quickly make the surrounding areas safe again.
Natural Disaster	Moderate to High Severity: Dependant on the severity of the disaster. Ensure that all system alert systems are functioning properly to communicate weather related issues with residents.

### Post Crisis Evaluation Forms

The purpose of these forms is to gather thoughts of effective communication throughout the Crisis Plan. This form will allow creators of this plan to have a better understanding of how effective this plan is in the eyes of the rest of the organization. This is an opportunity for various stakeholders to voice their opinions on the effectiveness of the plan. This information will be taken into consideration upon the updating of the CMP. This is an opportunity for individuals involved in the plan to evaluate performances of themselves and the organization as a unit.



## Templates

### Internal Announcements

In the event of a crisis, The City of Brookhaven is responsible for keeping all staff updated and in the loop of things as they occur. The internal message will be sent in the form of an all-staff email. The following is an example of what can be said in the crisis situation

“The City of Brookhaven is aware of \_\_\_\_\_ (insert crisis at hand). We are working with the designated staff as well as local officials to solve the problem at hand as quickly and efficiently as possible. Please know that the safety of our community is of the utmost important. Please be on the lookout for all email coordinance with the subject line of \_\_\_\_\_ (insert the crisis at hand) as those emails will contain all information, instruction, and direction for moving forward in this climate. If you have any questions, comments, or concerns, feel free to respond directly to this email and we will ensure that you are directed to the appropriate contact.”

### News Releases

The City of Brookhaven is responsible for creating, writing up, and releasing statements in the face of a crisis. The City of Brookhaven has made it known that they have a template for the form in which these messages will be released in. The following is an example of what could be said in a crisis situation:

“The City of Brookhaven is aware of \_\_\_\_\_ (or the crisis at hand) and are working with local officials as well as the state to try and repair the issue at hand. Please know that our team is working tirelessly and will be sending frequent updates on our website and social media channels. If you have questions please feel free to contact us at \_\_\_\_\_, community members’ safety is of the utmost importance to us.”

### Traditional Releases

In the event of a crisis, the City of Brookhaven will have a news release template in which can be modified to specifics of the situation at hand. The release should go as follows: “The City of Brookhaven is aware of the situation at hand and is working very closely with emergency personnel and local officials to resolve as quickly as possible. Please know that the safety of our community members is of the utmost importance, and we appreciate your patience. If you have questions or concerns please contact \* insert phone number or email\*.”



## Social Media Releases

In the event that the City of Brookhaven is dealing with a crisis, this template for social media will serve as a guide for what to post in the face of the situation at hand: “The City of Brookhaven is aware of the *situation at hand* (\*enter the specific event\*) and is working with \_\_\_\_ to solve as quickly as possible. Please know that our community members’ safety is at the top of our list.”

In the event of a state-wide emergency: “The City of Brookhaven is working with state officials and will be keeping our community as informed as possible as we proceed during this time. If you have any questions or concerns please do not hesitate to reach out to \_\_\_\_\_. Thank you.” (it may also be in the interest of the City of Brookhaven to include the release from the state).

## Twitter Messages

In the event of an emergency: “The City of Brookhaven and all essential personnel have been notified of \_\_\_\_\_ (\*enter specific event\*) and will be monitoring the situation very closely. Information will continue to be released to provide as much clarity as possible to the situation at hand. Community members’ safety is of the utmost importance to the City of Brookhaven, and we are working to address the issue.”

In the event that a staggering amount of questions, via social media, are being asked: “The City of Brookhaven is aware of your questions and concerns and is working towards answering in a prompt manner. We encourage your questions and appreciate your patience. Please refer to the link below for our page regarding frequently asked questions. <https://www.brookhavenga.gov/faqs>”

## Facebook Posts

Facebook being of the popular choice for our audience, this will be a focus for the organization. Facebook posts will be regular amidst a crisis and be used to inform and educate the audience. Refer to Facebook account: <https://www.facebook.com/BrookhavenGAGov>

Ex: “Thank you for your concern about the developing issue. The safety and well-being of our citizens is of the utmost concern. Please visit our website to see the most up-to-date information or see the most recent release below.” \*image of release in post\*

## Blog Posts



Blog posts from the City of Brookhaven come in the form of press and news releases regarding city updates. Explore Brookhaven hosts a blog about the city on their site and should be monitored and communicated with during a crisis.

<https://www.explorebrookhaven.com/blog/>

Ex: "If you've been reading this blog you know of the stellar community relationship that the City of Brookhaven strives to maintain and this week is no different. The City of Brookhaven is aware of \_\_\_\_\_ (or the crisis at hand) and are working with local officials as well as the state to try and repair the issue. Please know that our team is working tirelessly and will be sending frequent updates on our website and social media channels. If you have questions please feel free to contact us at \_\_\_\_\_, community members' safety is of the utmost importance to us."

Photos



Brookhaven Mayor John Ernst (right) and Atlanta artist Alison Hamil (left) in front of Hamil's mural along Peachtree Road on a section of the MARTA Gold Line retaining wall.



Photo of the front of City Hall



Logo Colors

**LOGO COLORS**

The color version is the basic style, but black and white may also be used when a limited number of colors are available. The following standards have also been established for maximum clarity. Select colors carefully with respect to the background color.



**Pantone 576 C**  
This color is to be used in every possible situation.  
CMYK Values = C 49, M 0, Y 100, K 39  
Screen Colors = R 92, G 135, B 39

**Pantone 576 C at 50%**  
This color is to be used in every possible situation.  
CMYK Values = C 37, M 13, Y 57, K 0  
Screen Colors = R 167, G 189, B 135

**Pantone 308 C**  
This color is to be used in every possible situation.  
CMYK Values = C 100, M 40, Y 23, K 7  
Screen Colors = R 0, G 116, B 156

**Pantone Process Black**  
This color is to be used in every possible situation.  
CMYK Values = C 0, M 0, Y 0, K 100  
Screen Colors = R 0, G 0, B 0

The PMS color is to be used in every possible situation. When a PMS color is not possible, CMYK or RGB can be substituted.

City of Brookhaven Crisis Plan



Infographics



Updated 1/12/23 with Enterprise-Wide Community Engagement Plan

Message from the Mayor

We can definitely say 2020 was one for the history books. What started as a relatively typical year abruptly changed when we had to cancel the 2020 Brookhaven Cherry Blossom Festival due to the growing threat of the pandemic. From that point on, the year was like no other.

Through it all we never lowered our standards for service, and City operations continued without missing a beat. As you browse through the following pages detailing our 2020 successes and how we led the way in Georgia cities' COVID-19 response, I hope you also look forward to forging toward some much-needed normalcy this year.

And all our successes? We couldn't do it without the patience, flexibility and support of you, our residents. Continue to stay in touch, and I hope to see you in person when we throw one hell of a party soon.



John Ernst  
Mayor/Alcalde

Mensaje del Alcalde

Definitivamente podemos decir que el 2020 fue un año para la historia. Lo que comenzó como un año relativamente típico cambió abruptamente cuando tuvimos que cancelar el Festival Cherry Blossom debido a la creciente amenaza de la pandemia. A partir de ese momento, el año fue como ningún otro.

A pesar de todo, nunca bajamos nuestros estándares de servicio, y las operaciones de la Ciudad continuaron sin perder el ritmo. Mientras navega las siguientes páginas que detallan nuestros éxitos en 2020 y como lideramos el camino en la respuesta de COVID-19, espero que usted también se encuentre alegre de antemano en forjar la normalidad que tanto necesitamos durante este año.

¿Y todos nuestros éxitos? No podríamos hacerlo sin la paciencia, la flexibilidad y el apoyo de ustedes, nuestros residentes. Manténgase en contacto y espero verlos en persona cuando tiremos la casa por la ventana con una gran fiesta.



Linley Jones  
District 1/Distrito 1



John Park  
District 2/Distrito 2



Madeleine Simmons  
District 3/Distrito 3



Joe Gebbia  
Mayor Pro Tem  
District 4/Distrito 4



Mayor John Ernst (right) is pictured with Atlanta artist Alison Hamel, who created a mural with a special pandemic-themed message for the Brookhaven MARTA wall.  
El alcalde John Ernst (derecha) es fotografiado con la artista de Atlanta Alison Hamel, quien creó un mural con un mensaje especial sobre la pandemia para el muro de MARTA de Brookhaven.

city vision & mission\*

The following City of Brookhaven Vision & Mission Statements were established upon City incorporation in 2012.

**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.



**MAYOR & CITY COUNCIL**

- John Ernst, Mayor
- Linley Jones, District 1
- John Park, District 2
- Madeleine Simmons, District 3
- John Funny, District 4

**CITY ADMINISTRATION**

- Christian Sigman, City Manager
- Steve Chapman, Deputy City Manager
- Patrice Ruffin, Assistant City Manager
- Chris Balch, City Attorney

**DEPARTMENT HEADS**

- Renee Areng, Explore Brookhaven
- Linda Abaray, Community Development
- Brian Borden, Parks & Recreation
- Burke Brennan, Communications
- Patty Hansen, Strategic Partnerships
- Susan Hiott, City Clerk
- Michael Johnson, Economic Development
- Greg Klima, Facility Services
- Oscar Medina, Finance
- Robert Mullis, Information Technology
- Don Sherrill, Public Works
- Brandon Gurley, Police
- Lillian Young, Human Resources

*\*At the time of the adoption of this plan, the Charter Review Commission is reviewing the Vision and Mission statements to ensure diversity, equity, inclusion, and belonging are to highlight the City's commitment in this regard. The plan will be updated upon adoption of the new statements.*

table of contents

**4 Executive Summary**  
 Purpose  
 Action Items

**6 Introduction**  
 Overview  
 Process

**9 What is Community Engagem**

**11 Core Principles**

**12 Community Engagement Framework**

**15 Toolkit & Resources**



**Appendix**

- A – Pre- and Post-Engagement Worksheets
- B – Department Survey on Existing/Prior Community Engagement Practices
- C – Nexus Community Partners Community Engagement Assessment Tool
- D – City Council on Existing/Prior Community Engagement Practices

executive summary

The City of Brookhaven offers a variety of opportunities for the community to submit inquiries and participate in its departmental projects, programs, and processes. Past examples of these opportunities include pop-up surveys at festivals and shopping centers for the Character Area Study (2016) and the City Centre Master Plan (2022), project websites for capital improvement program projects (ongoing), and direct feedback email addresses for processes such as the budget (annually) and the Community Development Block Grant program.

Even with these continuing opportunities, a more focused, enterprise-wide approach to community engagement has been identified as a key goal of the City. This Community Engagement Plan outlines that enterprise-wide approach.

**PURPOSE**

With an understanding of the City’s existing community engagement programs and its various guiding policy documents in mind, this Community Engagement Plan will serve as a toolkit for all City departments to encourage wholistic citizen involvement. This plan is intended to be a flexible, working document and will be updated as necessary. The plan has been designed to address the varying needs for city projects, programs, or processes and to:

- Consider a range of approaches to meet the diverse needs of the Brookhaven community;
- Convey to community members and other stakeholders how they can most effectively contribute; and
- Provide opportunities for community involvement at every level of local government.

The purpose of this Community Engagement Plan is to:

1. Define what community engagement means for the City of Brookhaven;
2. Highlight the City’s core community engagement principles;
3. Provide City employees a complete public engagement framework including a full suite of resources, strategies, methods, support, and performance measures;
4. Ensure the City offers the appropriate level of public engagement for every project, process, and program;
5. Identify diverse groups of stakeholders that should be engaged at every stage of a project, process, or program;
6. Incorporate the City’s brand into each engagement opportunity; and,
7. Ensure public engagement is streamlined internally and externally.



**ACTION ITEMS**

The development of this Community Engagement Plan ensures the City's processes reflect its values through the following action items:

1. The City will ensure sufficient **data collection** is completed as part of every engagement type to document key equity information including but not limited to race, ethnicity, gender, age, socioeconomic indicators, etc.
2. The City will work to identify more individuals and organizations that serve as **community leaders** (e.g., community organizers, clergy, social service agencies, current and former commission/board members), especially for groups identified as difficult to engage (e.g., people from culturally and linguistically diverse backgrounds, disadvantaged and homeless people, younger people, older people, those with disabilities) to ensure all neighbors and businesses have a seat at the table
3. The City will maintain a **proactive presence** in the community by attending events held by groups and organizations within all demographic categories to seek input and feedback and to provide departmental/operational information to the wider public
4. For community engagement completed as part of a planning or project process, all departments will be required to complete **pre- and post-engagement worksheets** to outline and frame the engagement effort and to ensure accountability in meeting performance measures
5. The City will complete an **annual analysis** of all engagement efforts to determine if community engagement performance measures have been met to ensure accountability

Consistent focus on the City's community engagement purpose and action items will allow for continuous empowerment of all members of the Brookhaven community to take ownership of the work needed to move the City toward fulfilling its vision and mission.



introduction

**OVERVIEW**

In 2021, the City Manager's Office was reorganized with a key goal of focusing on enterprise-wide initiatives and values, one of which is community engagement. Additionally in 2021, the Brookhaven Social Justice, Race, & Equity Commission (SJREC) submitted its recommendations to City Council. Two of the SJREC cross-cutting recommendations provided that the City should:

"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," and,

"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."

Specifically, as it relates to the Police Department, the SJREC recommended the following:

"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."

In furtherance of this recommendation, the City's January 2022 Communications Strategic Plan & Handbook noted that "social unrest and reckoning have placed a spotlight on the need to not only deliver information, but to ensure that the information reaches all audiences in the community and to strive for better engagement and listening." That document also identified the following ongoing objectives:

- Develop an engagement and listening plan that strives to include all residents of Brookhaven; and
- Develop communications and engagement campaigns for high profile programs and events in 2022 such as Brookhaven 10-year Anniversary, Special Tax District, City Centre, Peachtree Creek Greenway (PCG) Phase II, Parks Bond projects, Tree Ordinance, Solis Parkside on Dresden (Connolly) Development, and others as needed.

Further, the Administration's April 2022 SJREC Recommendations Implementation Plan outlined the following tasks:

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:

1. “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>
2. “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 Community Development Block Grant (CDBG).
3. “Expand democracy and the right to the city.”<sup>3</sup> Key strategies include “[e]ffectively engage diverse communities in planning and participatory budgeting processes, and integrate their arts and culture throughout government activities” and “[i]nclude[ing] immigrants in civic life by providing language access, services...”
4. “Institute Principles of Effective Community Engagement and Use Targeted Community-Specific Strategies.”<sup>4</sup>
5. “Implement Principles of Participatory Planning.”<sup>5</sup> Key strategies ensure “that the full community participates.”

**PROCESS**

In summer 2022, City Council, department heads, and assigned staff representatives were asked to complete two surveys: 1) a department-level survey on existing/prior community engagement efforts; and, 2) the Nexus Community Partners community engagement assessment. The surveys were used to get our team thinking about the ways in which each department interacts with the public and to take a deeper dive into efficacy of these interactions and how they can be improved.

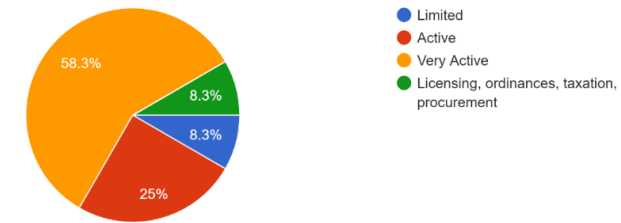
Based on feedback received from staff, it was clear that the departments have very active relationships with members of the Brookhaven community (Figure 1). Staff provided the following overarching comments about the City’s existing community engagement efforts:

- There is opportunity to enhance community engagement efforts and develop new relationships
- The City needs to regularly educate the community on how to get involved
- Community members should be provided better documentation and clearer expectations about projects, programs, and processes
- The City should reevaluate and adjust its approach periodically
- Staff should be trained in and practice cultural competency
- Staff has found that most often the appropriate people are at the table
- There is some involvement of community members with shaping events (e.g., meeting locations, individuals invited) but not in implementation of projects/programs in some departments
- Feedback about community engagement efforts is gathered from the community occasionally

<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)  
<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)

1. What kind of relationship does your department have with members of the Brookhaven community?

12 responses



**Figure 1. Department-Level Survey on Existing/Prior Community Engagement Efforts Responses.**

Further, the Nexus Community Partners Community Engagement Assessment Tool provided the following findings about staff impressions of existing engagement efforts in the City:

- The relationship to community members is limited to a few individuals (outreach) versus expanded to include a broad range of potential leaders (community engagement). Staff felt the City has only begun to talk about community engagement from a wholistic view.
- The City is usually engaging people to accomplish a specific goal (outreach) versus creating spaces for people to be empowered (community engagement). Staff felt the City has been doing primarily outreach.
- Ideas are generated by staff and/or the institution generates solutions (outreach) versus staff or the institution engaging in continual self-reflection based on community feedback (community engagement). Staff felt the City was working toward community engagement.

At the elected-official level, perceptions of the City’s existing community engagement program included the following.

5. How do the city’s organizational policies and structures support engagement?

- The city’s policies and structure allows for community engagement as the council does it work. It welcomes public input at several levels.
- I think this could be improved. For example, if a department head is occupied and a lower level staff person is assigned to respond to a community member, they should be trained on customer service at the same level department heads and other public facing staff members are trained.
- Information to provide for citizen responses is prompt and reliable.

**Figure 2. City Council Survey on Existing/Prior Community Engagement Efforts Responses.**

Complete results of the internal assessments can be found in the Appendix to this document.

what is community engagement?

Community Engagement can be defined in many ways depending on the agency, project, level of need, etc. The following are varying examples of definitions of community engagement:

Community engagement is “to involve, commit to, interact, or work actively with, and/or give attention to...a group of people with a set of common characteristics, interests, or history, and/or people living together in a particular area.”<sup>6</sup>

Community engagement is “the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people. It is a powerful vehicle for bringing about environmental and behavioral changes that will improve the health of the community and its members. It often involves partnerships and coalitions that help mobilize resources and influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices.”<sup>7</sup>

“Community engagement describes collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. The purpose of community engagement is the partnership of college and university knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.”<sup>8</sup>

The International Association for Public Participation (IAP2) Federation defines community engagement as “any process that involves the community in problem-solving or decision-making and uses community input to make better decisions.”<sup>9</sup>

For the City of Brookhaven, additional elements to be incorporated in the definition of community engagement include:

1. Cultural Humility – “the idea that although we can never achieve a complete understanding of a person or community’s experiences, we can humble ourselves and constantly try.”<sup>10</sup>
2. Community Empowerment – “the process by which people gain control over the factors and decisions that shape their lives. It is the process by which they increase their assets and

<sup>6</sup> University of Michigan – Ann Arbor (U-M), Community Engagement: Collaborating for Change, <https://learning.edx.org/course/course-v1:MichiganX+CommunityX+2T2021/home>

<sup>7</sup> Centers for Disease Control and Prevention and the Agency for Toxic Substances and Disease Registry, Principles of Community Engagement, 2nd Edition, NIH Publication No. 11-7782. June 2011. Xv. [https://www.atsdr.cdc.gov/communityengagement/pdf/PCE\\_Report\\_508\\_FINAL.pdf](https://www.atsdr.cdc.gov/communityengagement/pdf/PCE_Report_508_FINAL.pdf)

<sup>8</sup> Swearer Center. "Community Engagement: Defining Community Engagement." Brown University Swearer Center: Carnegie Classification for Community Engagement. <https://www.brown.edu/swearer/carnegie/about> (March 21, 2018)

<sup>9</sup> The International Association for Public Participation, <https://iap2usa.org/>

<sup>10</sup> Fisher-Borne, M., Cain, J. M., & Martin, S. L. (2015; 2014). From Mastery to Accountability: Cultural Humility as an Alternative to Cultural Competence. *Social Work Education*, 34(2), 165.

attributes and build capacities to gain access, partners, networks and/or a voice, in order to gain control.”<sup>11</sup>

Broadly, the types of community engagement and various methods that can be utilized by the City include:

Types <sup>12</sup>			
<b>Exploration</b> <i>To encourage people and groups to learn more about themselves, their community, or an issue, and possibly discover innovative solutions</i>	<b>Conflict Transformation</b> <i>To resolve conflicts, to foster personal healing and growth, and to improve relations among groups</i>	<b>Decision Making</b> <i>To influence public decisions and public policy and improve public knowledge</i>	<b>Collaborative Action</b> <i>To empower people and groups to solve complicated problems and take responsibility for the solution</i>

Methods			
TO SHARE INFORMATION	TO BRING PEOPLE TOGETHER	TO COLLECT & COMPILE INPUT	OTHER
- Print (mailers, newsletters, activity guide, fact sheets, brochures) - E-newsletter - Press releases - Videos - Information kiosks - Websites - Social Media - Radio - Variable message boards - Open houses	- Charrettes - Forums - Focus groups - Public Meetings - Community Events - Task Forces - Steering Committees - Open houses - Workshops - Online platforms - Policy roundtable - Consensus-building events	- Pop-ups - Comment forms - Online platforms - Stakeholder interviews - Surveys and questionnaires - Resident panel - Networking - Focus groups	- Meeting in a Box - Community coalitions - Citizen committees - Neighborhood associations



<sup>11</sup> World Health Organization, <https://www.who.int/teams/health-promotion/enhanced-wellbeing/seventh-global-conference/community-empowerment#:~:text=Community%20empowerment%20refers%20to%20the,common%20interests%2C%20concerns%20or%20identities.>

<sup>12</sup> The Engagement Streams Framework (2005) was developed by Sandy Heierbacher and members of the National Coalition for Dialogue & Deliberation (NCDD). Visit [www.ncdd.org/streams](http://www.ncdd.org/streams) for various downloadable formats of this resource, and see NCDD’s website, at [www.ncdd.org](http://www.ncdd.org), for many more resources and tips.

core principles

As an enterprise-wide initiative, the City has identified the following core principles as it relates to community engagement<sup>13</sup>:

1. Community engagement should align with the City’s mission and vision statements.
2. Engagement efforts should always focus on the best interests of the community.
3. Engagement should be open, honest, and meaningful. This means participants are provided with the information they need to fully participate, decision-making is transparent throughout all phases of the planning/project process, and the public’s contribution will influence outcomes.
4. Approaches to engagement are inclusive of those who are affected by a decision, giving them the opportunity to be involved in designing how they participate to ensure an understanding of all community perspectives.
5. Information shared should be timely and relevant.
6. Information shared should be accurate, easy to understand and accessible to sustain an informed public and strengthen community understanding of planning/project terms and processes.
7. Cultural humility should be at the forefront of every engagement to tap into the collective intelligence of the community.
8. City staff will be equipped to engage with the community effectively every time.
9. City departments will collaborate and communicate about community engagement efforts to ensure cohesiveness within and between City departments.
10. Each community engagement effort will communicate to participants how their input affected the decision.

**DESIGNING WITH A COMMUNITY INSTEAD OF FOR A COMMUNITY**

<sup>13</sup> Developed from International Association for Public Participation, iap2.org.

community engagement framework

**ACTION ITEMS**

The development of this Community Engagement Plan **ensures the City’s processes reflect its values** through the following action items:

1. The City will ensure sufficient **data collection** is completed as part of every engagement type to document key equity information including but not limited to race, ethnicity, gender, age, socioeconomic indicators, etc.
  - a. Routine surveys and feedback mechanisms from the community are critical to ensure accountability. It is also critical for the city staff to hear and act on that feedback.
2. The City will work to identify more individuals and organizations that serve as **community leaders** (e.g., community organizers, clergy, social service agencies, current and former commission/board members), especially for groups identified as difficult to engage (e.g., people from culturally and linguistically diverse backgrounds, disadvantaged and homeless people, younger people, older people, those with disabilities) to ensure all neighbors and businesses have a seat at the table
3. The City will maintain a **proactive presence** in the community by attending events held by groups and organizations within all demographic categories to seek input and feedback and to provide departmental/operational information to the wider public
  - a. Go where people are, not expect them to come to us (e.g., pop-ups, homeowners/civic association meetings)
  - b. The plan also needs to clarify reaching out to community members in impactful ways...where they are; and when they are in places where they can be effectively communicated with. Being sensitive about the “messengers” used to provide information and receive feedback will be critical as well.
  - c. Incorporate opportunities for everyone to provide feedback on projects and processes
  - d. Rotate topics important within city (e.g., planning, police, paving, parks)
4. For community engagement completed as part of a planning or project process, all departments will be required to complete **pre- and post-engagement worksheets** to outline and frame the engagement effort and to ensure accountability in meeting performance measures
  - a. Determine the desired outcome of the specific engagement, how success will be measured, and who impacted stakeholders are
  - b. Establish minimum engagement standards but also identify specific engagement techniques and communication tools based on impacted neighborhoods, type of project, etc.
5. The City will complete an **annual analysis** of all engagement efforts to determine if community engagement performance measures have been met to ensure accountability
  - a. Cultural sensitivity training for staff and volunteers during 2023 to encourage incorporation of these action items into the culture of City staff

Every department should review this framework periodically in regard to daily departmental operations and as the pre- and post-engagement worksheets are being completed for planning- and project-specific engagements.

**BEFORE**

Ask

1. What is the purpose of the engagement?
  - What input/feedback are we looking for?
  - How will the input/feedback be used?
  - How will we identify success?
  - International City/County Management Association (ICMA) – the Art of Community Engagement (May 2021)<sup>14</sup>:
    - Be clear about the goal (what it is and what it isn't)
    - Create a “personality” around the content of your engagement
    - Take risks and try something new
    - Showcase people in the government and in the community; instead of talking about the work, show the work
2. Is the engagement in alignment with mission and vision statement?
3. Who is being engaged (stakeholder mapping)?
  - Difficult to engage groups
  - Impacted
  - Need to know
  - Experts (from within and outside community)
  - Outside sources
  - Older people
  - Younger people
  - People with disabilities
  - People from culturally and linguistically diverse backgrounds
  - Disadvantaged and homeless people
4. How does the community want to be engaged?
  - Have we ensured the approach is utilizing cultural humility?
5. What engagement tools are appropriate?
  - Notification methods
  - Outreach methods
6. What barriers are there to a successful engagement?
  - The capacity and ability of different stakeholders to participate
  - ‘Hard to reach groups’ such as young people, older people, minority groups or socially excluded groups
  - Levels of community infrastructure
  - Contested or divided communities
  - Gaps in information
  - Literacy and numeracy levels and dominance of oral culture
7. What are the benefits to the City and the participants?
8. Will the engagement build organizational capacity?

**DURING**

Do

- Outline Project & Timeline
  - Define the Scope

<sup>14</sup> Grant, J., et al., *The Art of Community Engagement*, PM Magazine, International City/County Management Association, <https://icma.org/articles/pm-magazine/art-community-engagement>.

- State the Objective
- Develop Goals
- Create a Timeline
- List of Things to Consider
- Determine Level of Engagement
  - Determine Methods of Engagement (PPP)
  - Develop a Promotional Strategy
  - Ensure community-specific strategies utilized
- Identify and utilize resources
  - Identify “Community leaders”
  - Identify project/issue champions
  - Asset mapping
- Identify and Notify Stakeholders
  - Identify Stakeholders (PPP)
  - Stakeholder mapping
  - Ensure community members have ownership of project
- Provide Background Information
  - Explain why engagement is being undertaken
  - Be clear about what the project is and is not
- Engage the Community
  - Go to the community
  - Engage community how it wants to be engaged
- Require documentation of public engagement as part of procurement process

Don't

- Underestimate public interest
- Set unrealistic expectations
- Use technical jargon unnecessarily
- Overuse social media

**AFTER**

- Evaluate Feedback & Process
  - What worked?
  - What didn't work?
  - What could've been done differently?
  - What went better than expected?
  - Revise process as needed
- Follow through with the Public
  - Create a Post-Engagement Plan
  - Summarize the rationale for decisions in light of all of the facts, including public opinion. Document the rationale and make it available to the public. If possible, provide rationale for why one alternative was chosen over others and why decisions were made to move forward in light of opposition, if there was any.



toolkit & resources

- Pre-engagement form (see Appendix A)
- Post-engagement form (see Appendix A)
- Stakeholder Mapping
  - What is a Stakeholder Map?, PlaybookUX, <https://www.youtube.com/watch?v=HP2MZscvF18>
  - Complete Stakeholder Mapping Guide, Miro, <https://miro.com/blog/stakeholder-mapping/>
  - Stakeholder Mapping 101: A Quick Guide to Stakeholder Maps, Project Manager, <https://www.projectmanager.com/blog/stakeholder-mapping-guide>
- Asset Mapping
  - Asset-Based Community Development: PAS QuickNotes 97, American Planning Association, <https://www.planning.org/pas/quicknotes/97/asset-based-community-development/>
  - Sharing knowledge and donuts - Community asset mapping | Liz Hannum | TEDxBrookings, <https://www.youtube.com/watch?v=wYPOU9Tj1Y8>
  - *Blueprints for Successful Communities*: Quitman, Georgia Asset Mapping, Georgia Conservancy, <https://www.georgiaconservancy.org/blueprints/quitman>
  - Intro to Asset-Mapping, DePaul University, <https://resources.depaul.edu/abcd-institute/resources/Documents/IntroAssetMapping.pdf>
  - An Introduction to Community Asset Mapping, Greater East Grand Region Economic Council, [https://www.eastgrandregion.org/wp-content/uploads/2020/09/Intro\\_to\\_Community\\_Asset\\_Mapping-1.pdf](https://www.eastgrandregion.org/wp-content/uploads/2020/09/Intro_to_Community_Asset_Mapping-1.pdf)
- ICMA – How to Facilitate Inclusive Community Outreach & Engagement (May 2021)<sup>15</sup>
  - 7 steps
  - Set rules...bottom of page 29, first column
  - How to ask inclusive questions...bottom of page 29, second column
- ICMA – Stimulus Funding for Maximum Impact (May 2021)<sup>16</sup>
  - 3 ways community engagement can help with spending funds: 1) incorporate community input into allocation decisions, 2) get residents and council on board with funding strategies, 3) measure impact of funding decisions with good performance management
- Language Translation Services
  - We Love Buford Highway
  - Latin American Association
  - Center for Pan Asian Community Services
  - Other partners
- Links
  - Atlanta Regional Commission (ARC) Regional Transportation Community Engagement Plan <https://cdn.atlantaregional.org/wp-content/uploads/arc-cep-engagement-procedures-purple-final.pdf>
  - Result in the Center: Theory of Aligned Contributions [http://ceelo.org/wp-content/uploads/2016/11/Handout\\_RBL\\_PP\\_RBLinvitational.pdf](http://ceelo.org/wp-content/uploads/2016/11/Handout_RBL_PP_RBLinvitational.pdf)

<sup>15</sup> <https://icma.org/articles/pm-magazine/how-facilitate-inclusive-community-outreach-and-engagement>

<sup>16</sup> <https://icma.org/articles/pm-magazine/stimulus-funding-maximum-community-impact>

appendix

- A – Pre- and Post-Engagement Worksheets
- B – Department Survey on Existing/Prior Community Engagement Practices
- C – Nexus Community Partners Community Engagement Assessment Tool
- D – City Council on Existing/Prior Community Engagement Practices

# Appendix A

## Pre- and Post-Engagement Worksheets

City of Brookhaven  
Pre-Engagement Worksheet

This worksheet is intended to assist each department outline and frame its approach to community engagement as part of various planning and project efforts. Departments should complete all relevant sections in the worksheet prior to commencing an engagement. Some of the worksheet sections are adapted from the International Association for Public Participation.

Project Name: \_\_\_\_\_

Project Begin Date: \_\_\_\_\_ Expected End Date: \_\_\_\_\_

Project Description: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Lead Department: \_\_\_\_\_ Staff Lead: \_\_\_\_\_

1. What is the purpose of the engagement? What input/feedback are we looking for? How will the input/feedback be used? How will we identify success?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. Is the engagement in alignment with mission and vision statement?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3. Who is being engaged? Who are the ultimate decision-makers? Who are the community leaders and experts?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

4. How does the community want to be engaged? Have we ensured the approach is utilizing cultural humility?

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5. What engagement tools are appropriate (notification methods, outreach methods, etc.)?

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6. What outside resources with special expertise will be important in the process, such as independent technical experts?

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7. What barriers are there to a successful engagement?

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8. What are the benefits to the City and the participants?

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9. Will the engagement build organizational capacity?

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City of Brookhaven  
Post-Engagement Worksheet

This worksheet is intended to assist each department document the outcomes of each community engagement effort and ensure accountability in meeting adopted performance measures.

Project Name: \_\_\_\_\_

Lead Department: \_\_\_\_\_ Staff Lead: \_\_\_\_\_

1. Did the process address the core community engagement principles?

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2. What engagement techniques were used?

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3. How was data collected and used?

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4. What worked?

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5. What didn't work?

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6. What could've been done differently?

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7. What went better than expected?

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8. How did staff make sure that the engagement process was open, honest, and meaningful?

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9. How did staff reach out to, and encourage, all sectors of the community to become engaged?

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10. Was the engagement process appropriate for the community and the circumstances of the project?

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11. Was the community informed early in the process?

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12. Was the engagement process flexible, offering various ways for the community participate and adjusted if needed?

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13. Was the decision-making process transparent?

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14. How did staff follow through with the public following the engagement?

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15. What were the internal and external barriers and challenges that emerged as staff delivered the engagement process?

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16. Has staff captured and shared these learnings so that they can be applied to the next community engagement process?

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**Appendix B**  
 Department Survey on Existing/Prior Community Engagement Practices

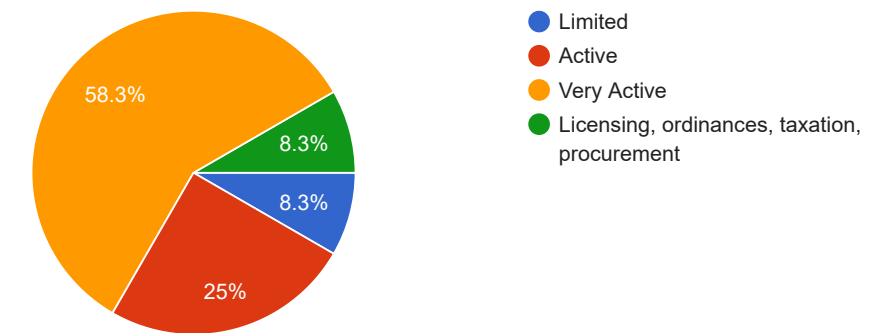
## Department Survey on Existing/Prior Community Engagement Efforts

12 responses

[Publish analytics](#)

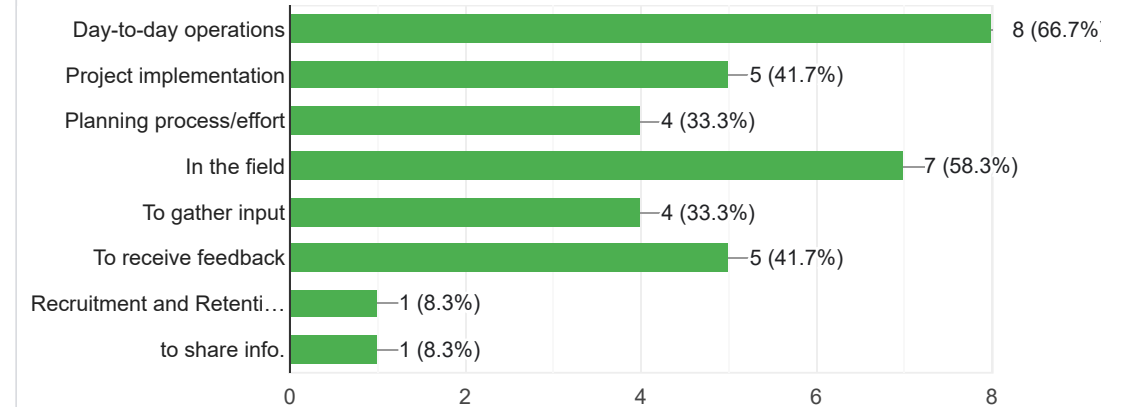
1. What kind of relationship does your department have with members of the Brookhaven community? [Copy](#)

12 responses



2. Why does your department typically engage with the community? (check all that apply) [Copy](#)

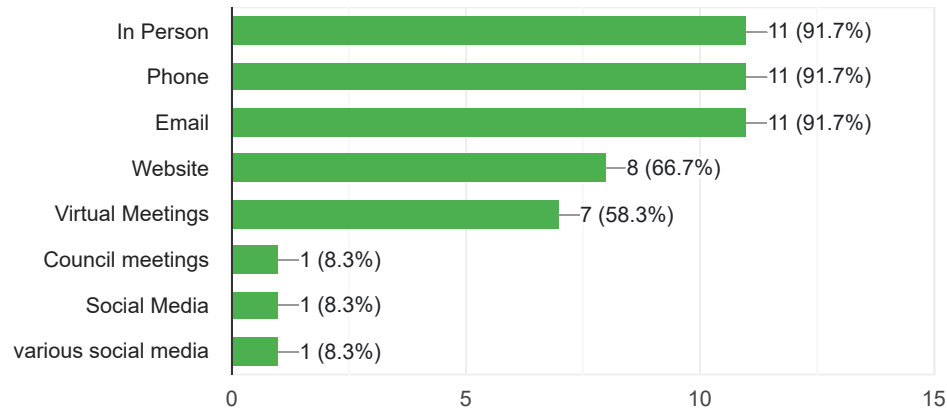
12 responses



3. How does your department interact with the community? (check all that apply)



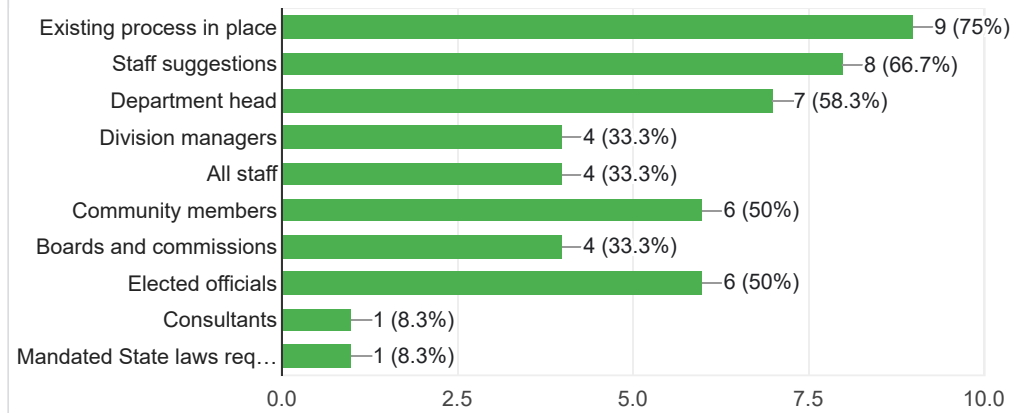
12 responses



4. How do ideas about your department's community engagement approach get generated? (check all that apply)



12 responses



5. How do your department's organizational policies and structures support engagement?

11 responses

Set organizational policies and structures support engagement by offering feedback from community

We are organized to encourage engagement

We work with community with their open records requests, and providing information about posting of meetings and agendas, all mandated under State Law. We participate in GMA, Georgia Municipal Clerks Association, Georgia Records Association, for training, obtaining mentoring, support, staying abreast of state law changes, etc.

Our responsibility of providing safety to the community involves heavy interactin with the community through many various programs

Establishes chain of command or order in which engagement occurs, establishes time line in which engagement should occur, provides standard responses where needed.

We have set goals for communication with the community

The retention, training, and employee services components applicable to our community engagement are in place. However, there is opportunity to enhance.

Customer service remains a priority: returning of calls and emails within 48 hours, attending events/meetings where the public will be present and have opps to network with me, hosting events sharing updates on operations, website updates with policies and projects.

The Parks & Recreation Department provides various recreational events and activities for the community to participate in throughout the year.

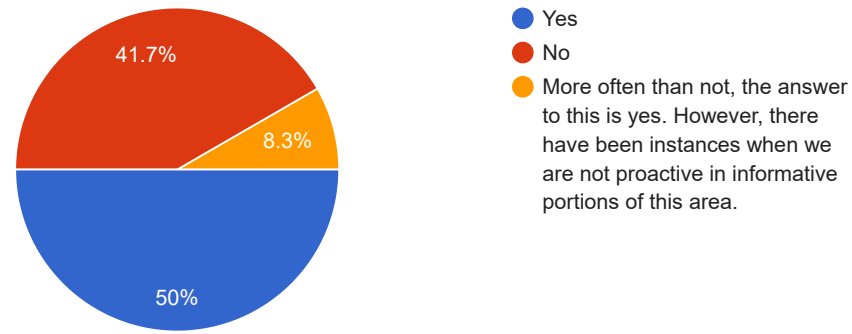
Our policies emphasize importance of high quality interactions and the process is reinforced via recognition of those who are more engaging.

Not sure they do...except IT systems.

6. Are community members provided education about the community engagement process, evaluation, or research methods being used ahead of time?



12 responses



7. What kind of learning has occurred, for both the community and the department, as a result of community engagement efforts?

12 responses

Communication methods provide feedback for both sides.

Ongoing presentations and communications

Most people only get involved when it effects them. There is a need to regularly educate the community on how to get involved

We have instructions on the website and information about State laws for Brookhaven residents. We received extensive training from GMA and GMCA and GRA. We have friends and mentors all over Georgia who can help us if needed.

Crime prevention, self defense, school safety and church safety.

Better documentation, clearer expectations

Seasonal and disaster-related preparations.

Unable to answer without statistical data - Opportunity exists

Clarity surrounding economic development efforts, completed projects, and plans/policies.

As a department we have expanded our community engagement to include a Spanish version of the Parks & Recreation Departments quarterly activity guide. Staff host various events and activities at the City's various parks located around the City.

We have received feedback from stakeholders on the effectiveness of our programs. This leads to re-evaluation and adjustment where necessary.

Cultural competency

8. In the past, has your department found that the appropriate community members at the table?

12 responses

Yes

No

Yes and ever evolving

Yes, I believe we usually have the correct community members at the table.

This question is vague. I would say appropriate community members are at table. Residents have a right to get records and information from the City. Clerks strive to give super customer service and be accessible to the public for their requests. We have an outstanding pool of clerks in our organizations and GMA staff to help us engage and learn more.

Yes, numerous groups from Citizen Police Academies to volunteers, etc.

no always

Yes.

Yes. During the last several years the City has held many master planning sessions related to improving the parks here in Brookhaven. Each meeting there has been representatives from these that come to the meetings and provided valuable feedback and input on what they would like to see incorporated into the park master plans.

Yes, we do a good job in ensuring that we include appropriate parties routinely.

9. Does the process and structure of meetings allow for all voices to be heard and equally valued? For example, where do meetings take place, at what time of day or night, and who leads the meetings?

12 responses

Yes

Council meeting for ordinances. Website communication for operations. Policy for procurement

Yes, meetings are typically held in the evenings and occasionally at lunch as well. meetings can be attended in person or virtually. meetings are held by staff, consultants or board members.

We provide information out to the public about the upcoming City meetings. I think the City provides excellent information, i.e. videos, streaming, minutes, agendas, press releases, etc. GMA offers countless ways to be involved in governance. GMCA and GRA provides many meetings and conferences.

Everyone is equal and we are available whenever the public requests our participation.

Meeting locations vary depending on need. Type of meeting and time vary depending on need. Could be led by Community, Consultants, Department or Council

We typically do not hold meetings.

Yes. Meetings take place during normal business hours and I share departmental updates during City Council meetings.

Yes. Our meetings related to the City's Park Bond projects were done in a public format setting with the meetings being led by the engineers and designers for the various projects. The majority of the meetings took place at either the Lynwood Park Recreation Center or the Briarwood Recreation center. Several of the meetings did take place at City Hall. All of the meetings were held in the evening to allow for the largest participation from the community.

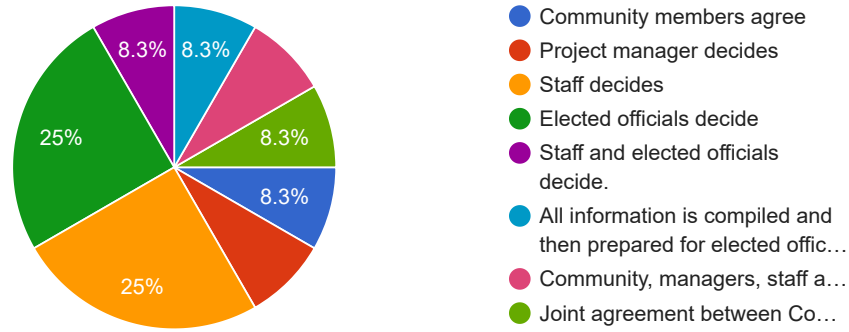
Yes, the majority of our meetings occur on a planned, small-group setting during business hours when that is convenient to the affected public. We also engage in after-hours meetings that are open to the community so that all may attend.

Rarely for day-to-day efforts, very good on planning efforts

10. What is the mechanism for decision-making or coming to consensus during community engagement efforts?



12 responses



11. How are conflicts handled?

12 responses

Elected officials, management

Conflict resolution and compromise when appropriate

By setting criteria at the beginning of the meeting to be respectful and then listening to the everyone and their opinions. Facilitator will step in if needed.

Follow the State mandated laws always. Clerks call and discuss with requesters, community any concerns they may have. Discussion of the issues.

By discussions and eventual agreement of whats best for everyone

Additional meetings with Community, City Management, City Council

Through mediation and informing the complainant

The situation of conflicts has not presented itself at this time.

The community is able to reach me via various means (by phone and email) to voice their concerns. Depending on the issue, I either handle it or route the individual to the right Department Head.

Conflicts are handled through compromise between those involved in the discussion.

Providing of open forums where all parties are heard.

Iterations, tweaks to staff recommendations

12. How are community members involved in developing projects and/or community engagement programs? Has the community helped conceptualize projects, establish project goals, and develop or plan projects?

12 responses

n/a

We approach our partners, hotels, restaurants, etc to own the idea prior to implementation

They are engaged through stake holder meetings, public meetings, project websites and board or commission meetings. Yes, they have help conceptualized projects.

We listen to Brookhaven residents, and have developed and purchased software to help make their requests easier. We listen to our peers, professional organizations, and work with others who have projects in common with Brookhaven.

Through our Police Foundation, HOA or business meetings which discuss best practices and results.

Citizen Advisory Groups, Input from Public forums

No

Other than the SJREC, No

Not as applicable to my Department since many of my projects are confidential and do not require interaction with the community until a certain stage.

The community members are involved in community engagement when projects are going through the concept design phase. The community is made aware of these meetings through the multiple press releases that are released in both English and Spanish through the City's Communications Department.

Almost all department-sponsored events are developed with input and assistance of civic organizations with whom we have established relationships. As new relationships are formed with newly identified organizations, they are invited to join in planning of these events.

Yes.

13. How do community members help your department assure that projects and/or community engagement programs are culturally sensitive?

12 responses

website and public comment communication

We insist on inclusion

Having our process reviewed by staff and feed back from the race and social justice committee

They let us know their opinions. We record in our record. Sometimes, I get phone calls complaining that they can't get through to a department or staff member, and I try to help them get their questions answered and find out where the breakdown is. Professional organizations provide information based on laws.

By getting involved in our programming - from ideas to initiation to evaluation.

By assisting with scheduling meetings in locations that would provide proper interaction. Distribution of materials written in languages other than English

no

Initially working with the SJREC is a first step. There is an opportunity to develop new relationships.

I rely on goals that have been shared from the electeds and City leadership to guide this area for me, as well as what has been outlined in the Social Justice, Race, and Equity Commission.

We developing projects, staff works to make sure that the community is involved and that all culturally sensitive aspects of the project are taken into consideration when developing

We ask for input and have them assist in the shaping of the event.

Ad hoc....happenstance

14. How are community members involved in implementing projects and/or community engagement programs?

12 responses

Feedback through various channels such as phone, email, website, council meetings.

We keep them on track

e-mail, website, mailings, yard signs, e-blast, council/board meetings, news paper ads

Brookhaven residents often serve on committees, they write us, attend public hearings, attending other meetings, seeing website, calling City Hall, etc. Our professional organizations have meetings, zoom conferences, in person conferences, newsletters, and much more.

They assist us in whatever Programs we have going at the time. This includes volunteering cooking at programs such as National Night Out to wrapping presents for our Shop with a Badge program

Involvement in Advisory Groups

they are not

Not within HR at this time

For my Department, I look to the City's approved plans to gain clarity on what the Community has expressed it desires. I'm also aware that the City hosts task forces to gather input from the community as they did with the Affordable Housing Task Force.

Community members are not typically involved in implementing projects. Community members are involved in engagement programs by teaching and leading classes that are taught at the recreation center's.

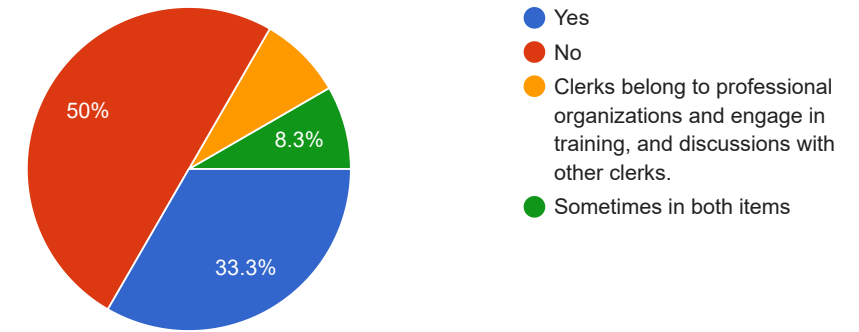
Community members are not only invited but work with our department in partnership during the implementation program. This way, we build and execute a program together and create more ownership in the program.

non-existent



15. Do community members assist with the development of community engagement materials or the implementation of project activities?

12 responses



16. How are community members involved in program evaluation or data analysis?

10 responses

Community member are not involved in data analysis or evaluation.

Explore Brookhaven implements all research and evaluations

personal preference process, feedback cards/website

Clerks have professional organizations; e-serve - discussions to gain knowledge. GMA, also.

They many times are participants provide feedback and / or evaluations which we utilize.

Advisory groups / input at public forums / feedback after meetings

They are not

Oftentimes a committee (typically within my Devt Authority Board) is formed to assist during the drafting process of proposed policies.

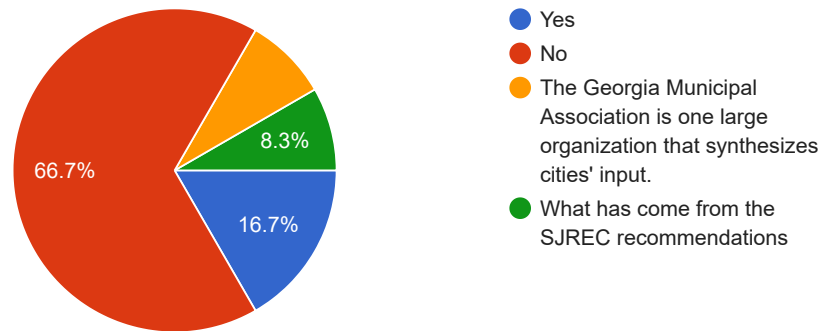
Staff will send out surveys to the program participant's to gather feedback on the program that they have participated in.

If there is an interested person and they are willing to learn the issue, they dig in. But this is rare as most folks rely on rhetoric

17. Do community members help interpret or synthesize conclusions based on input or data gathered during community engagement?



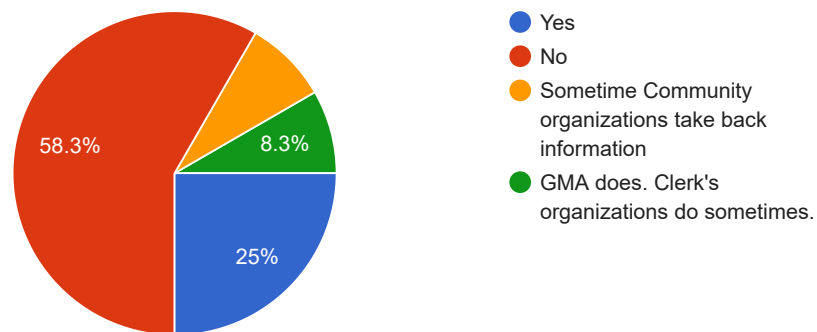
12 responses



18. Do participating community members help develop or disseminate materials to the larger community?



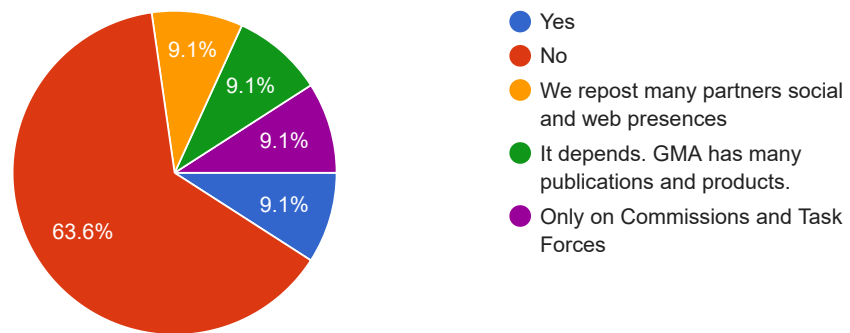
12 responses



19. Are community members coauthors on publication or final products?



11 responses



20. How could you improve your department's community engagement processes?

12 responses

Research other entities for engagement processes improvement. Surveys to community.

It is ever evolving as we meet new industry partners and community leaders

Making it easier for people to participate, providing helpful hints on questions they should be asking.

Having more time to think about it and concentrate on processes, which is hard to do when there is a lot of day to day tasks and state law deadlines to be completed.

We're currently hiring more officers to interact with our community which is essential.

Target different focus groups, utilize other forms of media for advertising, Interpreters as required.

More information sessions with Public, More information on individual disaster mitigation at home.

The HR department has the opportunity to work with the Chamber of Commerce to create new meaningful relationships with community partners as it pertains to employment, training, and employee services. The HR department also has the ability to partner with external community sources in its recruitment & selection process during panel interviews, internship programs, trainings offered to local businesses, and services that can be provided to the COB employees

Increased community input for plan updates and cross-collaboration with other Departments to ensure goals are aligned and to offer my assistance and expertise where it may be beneficial as they go through their comm engagement efforts.

Continue to work with our Communication's Department to continue to publicize the departments programs and activities. Continue to have staff to continue to push out program activities and events through the departments various social media outlets and the quarterly activity guide.

Create less of an emphasis on large, resource consuming projects and instead focus on more frequent engagement that is smaller in scale but more impactful in the long run.

Having a game plan



**Appendix C**  
Nexus Community Partners Community Engagement Assessment Tool

**COMMUNITY ENGAGEMENT ASSESSMENT TOOL**

Q: WHAT KIND OF RELATIONSHIP DO YOU HAVE WITH COMMUNITY MEMBERS?						
OUTREACH	UNSURE WHICH WE ARE DOING	DOING PRIMARILY OUTREACH	BEGINNING TO TALK ABOUT MOVING TO CE	WORKING TOWARD CE	DOING CE	COMMUNITY ENGAGEMENT
• Relationships are primarily <b>TRANSACTIONAL</b> , for the purpose of completing a project.		3	2	1	4	• Relationships are <b>FOUNDATIONAL</b> , continually built between and among people and groups. Staff/institutions continually build the relationships they need to know their community.
• Relationships are often <b>NOT INCLUSIVE</b> of all racial or cultural groups in the community.		2	1	3	3	• Relationships reflect the <b>DIVERSITY</b> within the community.
• Relationships can be <b>LIMITED</b> to a few community members, often giving influence to those with the loudest voices.		1	7	1		• Relationships are built not just with current leaders, but also with people with an interest and/or <b>POTENTIAL TO BE LEADERS</b> .
• Relationships are <b>SHORT-TERM</b> , so staff have to rebuild them as other projects or issues come up.		1	2	3	4	• Relationships are transformational and <b>LONG-TERM</b> , so community leaders/members can engage in projects and issues as they come up.

Q: WHY ARE YOU ENGAGING PEOPLE?						
OUTREACH	UNSURE WHICH WE ARE DOING	DOING PRIMARILY OUTREACH	BEGINNING TO TALK ABOUT MOVING TO CE	WORKING TOWARD CE	DOING CE	COMMUNITY ENGAGEMENT
• To accomplish a project or a <b>SPECIFIC GOAL</b> defined by the organization.		5	1	3	1	• To create space for people to <b>CONNECT, RAISE CONCERNS, BUILD POWER</b> and <b>ACT IN THEIR OWN INTERESTS</b> .
• To <b>SEEK BUY-IN OR APPROVAL</b> of something the organization has already planned.		2	3	2	2	• To <b>CREATE SPACE</b> for the community's assets to be recognized and utilized.

## COMMUNITY ENGAGEMENT ASSESSMENT TOOL

Q: HOW ARE YOU GETTING PEOPLE INVOLVED? WHEN?						
OUTREACH	UNSURE WHICH WE ARE DOING	DOING PRIMARILY OUTREACH	BEGINNING TO TALK ABOUT MOVING TO CE	WORKING TOWARD CE	DOING CE	COMMUNITY ENGAGEMENT
<ul style="list-style-type: none"> <li>Primary activities with community include FLYERING, SURVEYS, FOCUS GROUPS, WORKSHOPS, etc.</li> </ul>		3	2	2	2	<ul style="list-style-type: none"> <li>Primary activities with community include LISTENING SESSIONS, ONE-TO-ONE MEETINGS, CELEBRATIONS, LEADERSHIP DEVELOPMENT, COMMUNITY-BUILDING PROJECTS, etc.</li> </ul>
<ul style="list-style-type: none"> <li>Information is given or feedback is requested AFTER A PROJECT IS PLANNED.</li> </ul>		3	1	1	4	<ul style="list-style-type: none"> <li>Planning is done WITH THE COMMUNITY from the beginning</li> </ul>

Q: HOW DO IDEAS GET GENERATED?						
OUTREACH	UNSURE WHICH WE ARE DOING	DOING PRIMARILY OUTREACH	BEGINNING TO TALK ABOUT MOVING TO CE	WORKING TOWARD CE	DOING CE	COMMUNITY ENGAGEMENT
<ul style="list-style-type: none"> <li>STAFF/ INSTITUTIONS GENERATE IDEAS they think the community will support.</li> </ul>		4	2	2	1	<ul style="list-style-type: none"> <li>Staff/institutions SUPPORT COMMUNITY MEMBERS in generating their own ideas.</li> </ul>
<ul style="list-style-type: none"> <li>Staff/institutions generate SOLUTIONS TO A PROBLEM they have defined.</li> </ul>		2	1	6	1	<ul style="list-style-type: none"> <li>Staff/institutions engage in CONTINUAL SELF-REFLECTION to respond to and incorporate people's ideas, feedback, talents, and challenges into the work.</li> </ul>

## COMMUNITY ENGAGEMENT ASSESSMENT TOOL

Q: HOW DO YOUR ORGANIZATIONAL POLICIES AND STRUCTURES SUPPORT ENGAGEMENT?						
OUTREACH	UNSURE WHICH WE ARE DOING	DOING PRIMARILY OUTREACH	BEGINNING TO TALK ABOUT MOVING TO CE	WORKING TOWARD CE	DOING CE	COMMUNITY ENGAGEMENT
<ul style="list-style-type: none"> <li>The organizational culture is primarily focused on OBTAINING SPECIFIC OUTCOMES.</li> </ul>		3	2	3	2	<ul style="list-style-type: none"> <li>The organizational culture is focused on learning and it values EMERGENT AND LONG-TERM OUTCOMES.</li> </ul>
<ul style="list-style-type: none"> <li>Board and staff may NOT REPRESENT the community.</li> </ul>		2	1	2	4	<ul style="list-style-type: none"> <li>Board and staff REFLECT the community.</li> </ul>
<ul style="list-style-type: none"> <li>The organization ADHERES TO WAYS OF OPERATING that reflect the DOMINANT CULTURE, such as using Robert's Rules for meetings, prioritizing staff to speak, etc.</li> </ul>	1	4	1	1	2	<ul style="list-style-type: none"> <li>The organization CREATES SPACE FOR DIFFERENT CULTURAL WAYS, such as offering cultural foods and social spaces/ times, giving elders a special role, etc.</li> </ul>
<ul style="list-style-type: none"> <li>Racism and power may not be discussed or may be DEALT WITH SUPERFICIALLY.</li> </ul>		1	3	1	3	<ul style="list-style-type: none"> <li>The organizational culture supports discussions to UNDERSTAND AND DISMANTLE structural racism, to help heal historical trauma and to claim individual and community power.</li> </ul>
<ul style="list-style-type: none"> <li>The organization adheres to ORGANIZATION-DRIVEN policies and structures.</li> </ul>		2	2	2	2	<ul style="list-style-type: none"> <li>The organization demonstrates a willingness to revisit organizational policies and structures to RESPOND TO COMMUNITY NEEDS AND IDEAS.</li> </ul>

**Appendix D**  
City Council on Existing/Prior Community Engagement Practices

### City Council Survey on Existing/Prior Community Engagement Efforts

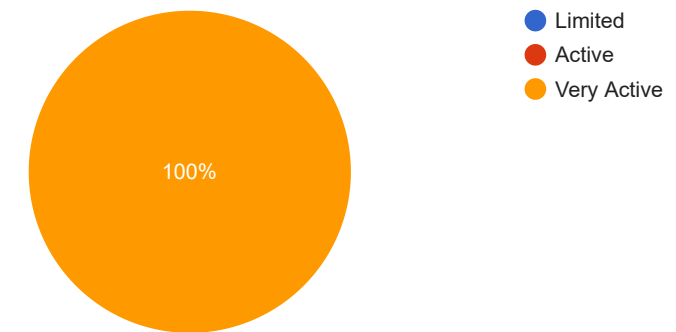
3 responses

[Publish analytics](#)

1. What kind of relationship does your department have with members of the Brookhaven community?

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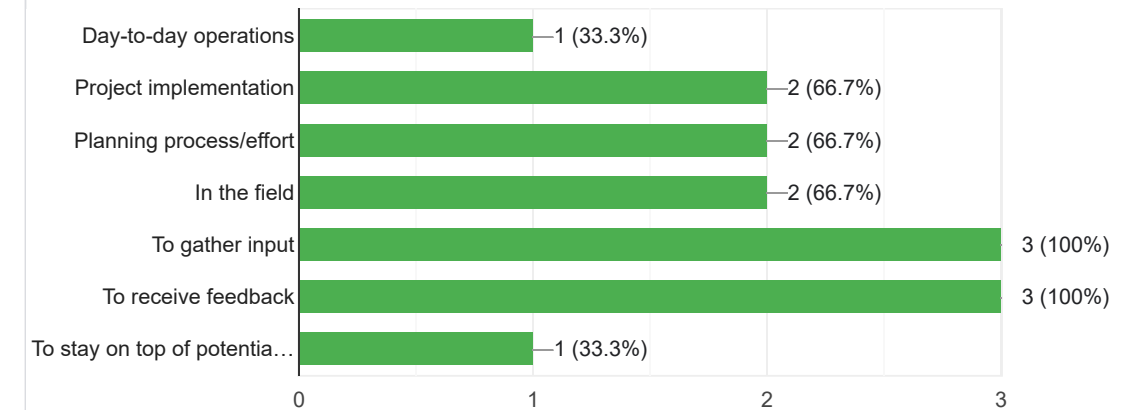
3 responses



2. Why do you typically engage with the community? (check all that apply)

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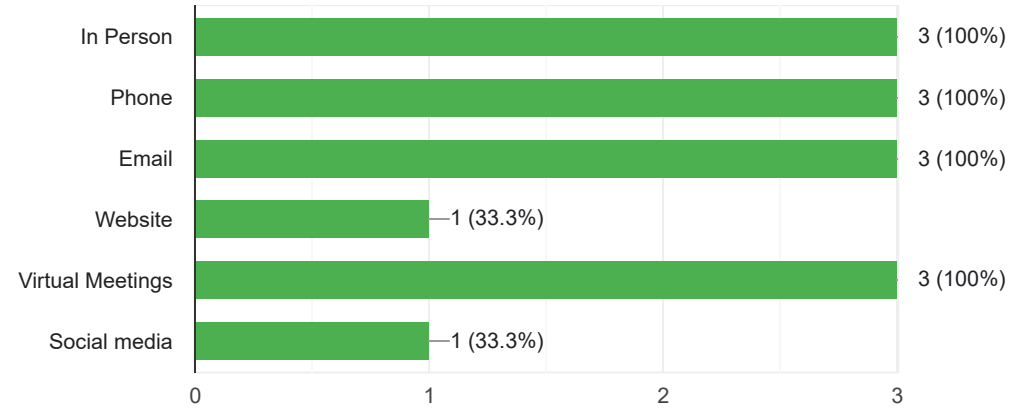
3 responses



3. How do you interact with the community? (check all that apply)



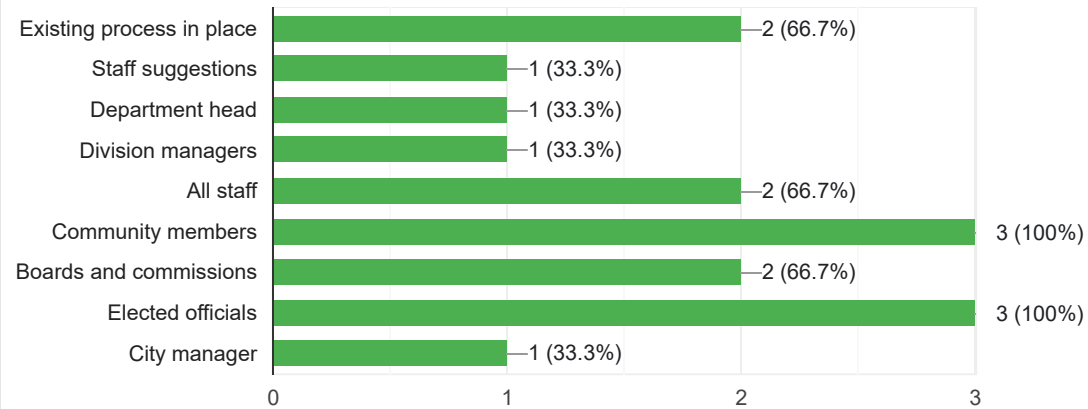
3 responses



4. How do ideas about community engagement approach get generated with your constituents? (check all that apply)



3 responses



5. How do the city's organizational policies and structures support engagement?

3 responses

The city's policies and structure allows for community engagement as the council does it work. It welcomes public input at several levels.

I think this could be improved. For example, if a department head is occupied and a lower level staff person is assigned to respond to a community member, they should be trained on customer service at the same level department heads and other public facing staff members are trained.

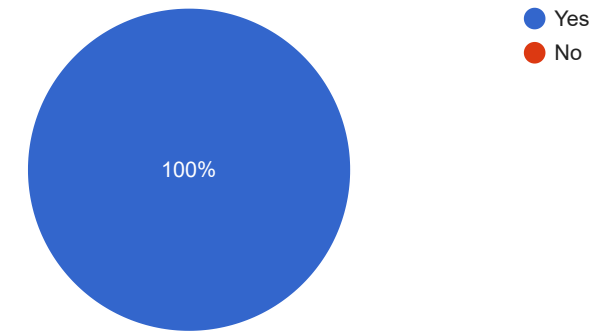
Information to provide for citizen responses is prompt and reliable.



6. Are community members provided education about the community engagement process, evaluation, or research methods being used ahead of time?



3 responses



7. What kind of learning has occurred, for both the community and elected officials, as a result of community engagement efforts?

3 responses

As I've viewed the production of several planning efforts, the city and/or consultants always provide some form of education as it seeks input from the community during the planning process. Additionally, as the policy makers analyze matters that may come before them, there are ample opportunities for the community to be educated about the particular subject matter. And, for instances where the administration is carrying out the day-to-day operations of the city, the administration has been very effective with educating the elected officials about the area(s) where input is needed from the elected officials.

The more communication on the front end, the less issues on the back end.

Community views and concerns

8. In the past, have you found that the appropriate community members at the table?

3 responses

Yes.

If this is in the context of meetings with community groups, yes.

Often they are. Sometimes not.


9. Does the process and structure of meetings allow for all voices to be heard and equally valued? For example, where do meetings take place, at what time of day or night, and who leads the meetings?

3 responses

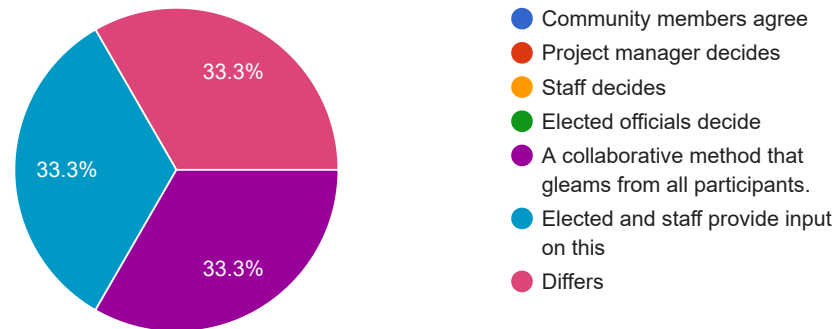
Yes, the process and structure of meetings does allow for all voices to be heard and equally valued. What may assist is, providing an options of days and times to attend the meetings.

Yes, I think evening meetings are the best option. I do think the City could do more pop ups at places like the Brookhaven Farmers Market or Food Truck nights, since those gather large crowds. Get in front of people with information of what is happening in the City.

Yes. Various locations.

10. What is the mechanism for decision-making or coming to consensus during community engagement efforts?  Copy

3 responses



11. How are conflicts handled?

3 responses

Conflicts are best handled by a facilitated discussion to hear all perspectives and collaboratively defining what is success. Then, the facilitated conversations should derive to a solution that takes into consideration all parties input to drive to a result that achieves success as defined by all parties involved.

By a majority

Explanations provided and input acknowledged.

12. How are community members involved in developing projects and/or community engagement programs? Has the community helped conceptualize projects, establish project goals, and develop or plan projects?

3 responses

From my observation, community members are engaged at the onset of projects. Yes, the community has been involved with conceptualizing a project, defining project goals and the development of the projects. As always, there's always room for improvement. New planning tools have invoked methods that will lend to the city advancing its community engagement processes.

Yes, I think we have an engaged community.

Far more frequent before the pandemic but now supplanted in part by social media.

13. How do community members help you assure that projects and/or community engagement programs are culturally sensitive?

3 responses

Culturally sensitivity is only achieve when there's diversity amongst the community members involved with projects. So, involving a diverse community will continue to contribute to be culturally sensitive.

Most of our engaged community members are inherently (or trained) culturally sensitive people.

Providing input.

14. How are community members involved in implementing projects and/or community engagement programs?

3 responses

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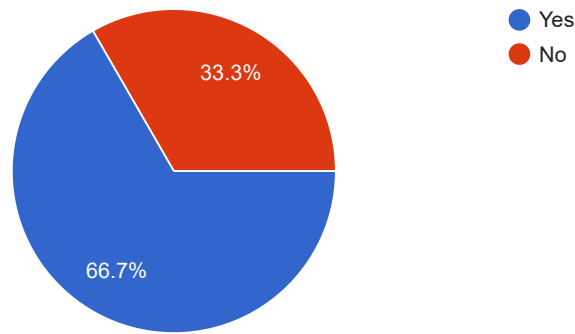
Often they take the initiative.

Committees and neighborhood associations

15. Do community members assist with the development of community engagement materials or the implementation of project activities?



3 responses



16. How are community members involved in program evaluation or data analysis?

3 responses

This is somewhat the administration's role. I don't see that community members should be involved with data analysis. However, I would expect that the professional staff or a consultant would analyze the data and present the results as it contributes to the planning process, or the project.

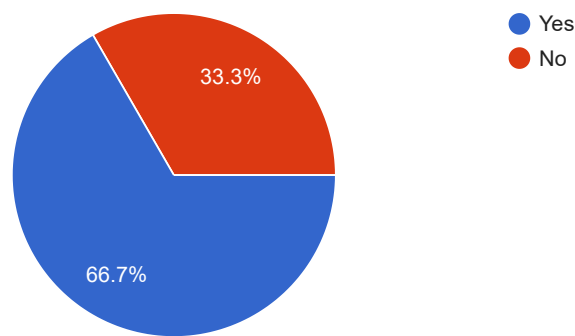
Only if they take the initiative

See above.

17. Do community members help interpret or synthesize conclusions based on input or data gathered during community engagement?



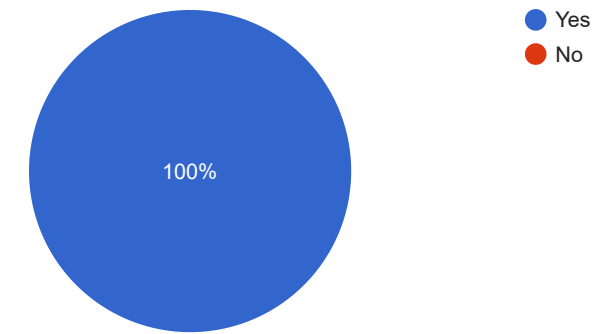
3 responses



18. Do participating community members help develop or disseminate materials to the larger community?



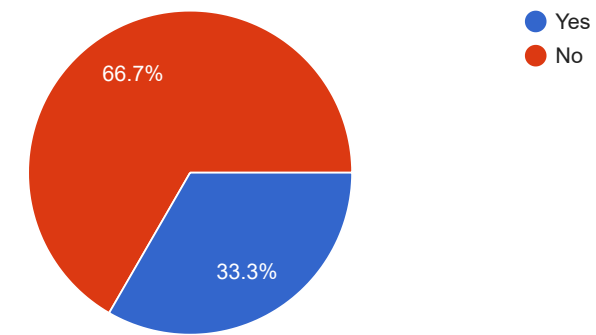
3 responses



19. Are community members coauthors on publication or final products?



3 responses



20. What improvements could be made to the city's community engagement processes?

3 responses

From my observation, community members are engaged at the onset of projects. Yes, the community has been involved with conceptualizing a project, defining project goals and the development of the projects. As always, there's always room for improvement. New planning tools have invoked methods that will lead to the city advancing its community engagement processes.

Better customer service training throughout. Global thinking of how something might conflict with or impact the community (example allowing the city centre draft master plan pass planning commission with city hall in Brookhaven park). Having staff out in the community more rather than communicating only behind city hall doors. :)

Support for regular Councilmember email/newsletters to the district.

