

Transition Report

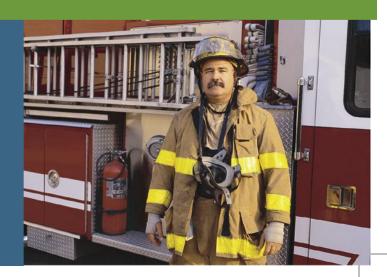
Presented to CEO-Elect Burrell Ellis

DeKalb County, Georgia

December 19, 2008



"BUILDING A NEW CONSENSUS FOR A BETTER DEKALB"



"BUILDING A NEW CONSENSUS FOR A BETTER DEKALB"

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DEKALB COUNTY GOVERNMENT TRANSITION OFFICE CEO-ELECT W. BURRELL ELLIS, JR



c/o R. L. Brown & Associates 250 E. Ponce de Leon Avenue, 8th Floor P.O. Box 126 Decatur, Georgia 30030-0126

CEO-ELECT W. BURRELL ELLIS, JR

December 19, 2008

TELEPHONE: (404) 929-1229 FACSIMILE: (404) 377-5833 EMAIL: info@ellistransition.com

Dear CEO-Elect Burrell Ellis,

No human institution is perfect, and no time period is static. From these truths, it follows that organizational improvement is always available and necessary. As the Transition Committee for CEO-Elect Burrell Ellis, we have searched for means to improve DeKalb County government. Within the context of a historically challenging and difficult economy, the Transition Committee has been studious in seeking out greater county organizational effectiveness and efficiency.

As a committee, we note that under the stewardship of the Chief Executive Officer and the Board of Commissioners over the past eight years, there has been noteworthy investment in DeKalb's physical infrastructure, including the senior citizen center named in honor of late DeKalb Commissioner Lou Walker and the Performing Arts Center named in honor of late DeKalb Commissioner Porter Sanford. However, in formulating these findings and recommendations, we have been forward, not backwards, looking. We are confident that your administration will build upon the past eight years to achieve an even greater quality of life for DeKalb citizens.

As a general proposition, the Transition Committee found DeKalb's departmental leadership to be comprised of capable, dedicated and hardworking individuals. We expect these leaders will find our suggestions to be constructive advice intended to improve county government and will receive these suggestions with open minds and thoughtful reflection.

Executive transition in large organizations is of serious importance. Large businesses invest years of planning in executive succession to facilitate the transition of executive authority and responsibility. In government, such processes are not possible as the changeover of executive positions is determined by the will of the voters. We commend you and the DeKalb County Board of Commissioners for taking a substantive approach to DeKalb's Chief Executive Officer transition process, and we thank you for entrusting us with the leadership of this committee.

The findings and recommendations of this report represent the Transition Committee's best thinking for DeKalb's improvement. We have been realistic in our assessment of the depth of our review, given the short time frame inherent in governmental transition. In numerous areas, we conclude that further study and review are necessary to ascertain the extent of improvement needed and the best manner to achieve the betterment of county government.

Our work has been performed ultimately on behalf of our fellow citizens. On behalf of the forty individuals who volunteered their time and efforts to this transition, we issue this report to you.

We trust this report will fulfill your charge to us to assist you in achieving "an efficient, thoughtful and seamless transition" into the DeKalb CEO's office.

We are excited about your leadership and our committee members stand ready to assist you in any way that we can.

Yours for a better DeKalb!

Robert & Brown

President

R. L. Brown & Associates

Dr. Anthony Tricoli

President

Georgia Perimeter College

Reverend Dr. Cynthia Hale

G h. 16l

Founding Pastor

Ray of Hope Christian Church

Gale Walldorff

Former Commissioner, District 2

DeKalb County

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December 19, 2008

Dear CEO-Elect Ellis,

We have been honored to serve as Subcommittee chairpersons for your 2008 Transition Committee. During this process, we have been the beneficiaries of extraordinary dedication and commitment from our fellow committee members. We have been impressed with their engagement, intelligence and commitment. They have demonstrated specific knowledge of DeKalb County government, general knowledge of local government, and most importantly, an abiding desire for good government.

You ran for office on a theme of "Building a New Consensus for a Better DeKalb." With that theme, you adopted the goal of building a United DeKalb. In our view, the Transition Committee exemplified what a United DeKalb can and should be. Our committee consisted of ministerial leaders; leaders of institutions of higher education; current elected DeKalb officials; former elected officials of DeKalb, one of its municipalities and of the State of Georgia; bank presidents; current and former business executives; business owners; leaders of nonprofit and civic associations active in DeKalb; attorneys, including a former United States Attorney for the Northern District of Georgia; law enforcement officials; current and former high ranking State of Georgia and DeKalb appointed officials; a representative of organized labor; and citizens active in both North and South DeKalb. These persons were of diverse racial, gender, ethnic, and sexual orientation backgrounds.

Embodied in the concept of a United DeKalb is the inclusion of all stakeholders in the discussion and debate on the challenges facing our county and the solutions to meet those challenges. The discussions and deliberations of our committee were enhanced by the diversity of views and perspectives found amongst our members. We encourage you to continue calling upon the depth and breadth of the many communities that comprise DeKalb to assist and guide you in your executive leadership.

The persons appointed to the Transition Committee are active individuals, with multiple commitments and demands on their time and attention. Notwithstanding this, the participation level of the committees was extremely high. One example, among many, was the participation in the final meetings of the Subcommittees when findings and recommendations were formulated. In those final four meetings, there was 90% attendance and meaningful participation by all involved.

We salute and commend you our fellow committee members. Alexis de Tocqueville, the noted 19th century observer of American democracy said, "The health of a democratic society may be measured by the quality of functions performed by private citizens." Based upon this standard and the civic volunteerism of the forty members of this Transition Committee, the future health of DeKalb shall be strong indeed.

Yours for a Better Dekalb!

Kent Alexander

Senior Vice President and General Counsel

Emory University

Thomas Brown

Sheriff

DeKalb County

Dr. Sandra Ford Acting Director

Georgia Division of Public Health

Honey Van De Kreke

Vice President

Tucker Business Association

TRANSITION SUBCOMMITTEE ROSTER

Public Safety Subcommittee

Sheriff Tom Brown, Chair

Rev. Jerry Black Bobby Burgess Geraldine Champion Dr. Tom Coleman Jean Douglas Steen Miles Dr. Anthony Tricoli Jon Weintraub Rocio Woody

Administrative Departments Subcommittee

Kent Alexander, Chair

Richard Conley Brenda Foye Cornelius Davis Fox Andy Owen Bobbie Sanford Judy Turner Gale Walldorff Michael Wright Jim Young

Operating Departments Subcommittee

Dr. Sandra Ford, Chair

Isaac Blythers Carrie Briscoe Bettye Davis Rev. Cynthia Hale Kelly Jordan Cassandra Littlejohn Theodros Hailegiorgis Dr. Josephine Tan Verdaillia Turner

External Agencies Subcommittee

Honey van de Kreke, Chair

Robert L. Brown Haywood Curry Sara Fountain Marcia Glenn Hunter Rev. Larry D. Jones Jack Sartain Kyle Williams Judy Yates Yvonne Williams

Executive Committee

Kent Alexander Robert L. Brown Sheriff Tom Brown Dr. Sandra Ford Rev. Cynthia Hale Honey Van De Kreke Dr. Anthony Tricoli Gale Walldorff

TRANSITION PROCESS OVERVIEW

On September 30, 2008, CEO-Elect Burrell Ellis announced the formation of his Transition Committee. The forty member Transition Committee was divided into four Subcommittees, Administrative Departments, External Agencies, Operating Departments, and Public Safety Subcommittees. The four co-chairs of the Transition Committee and the four Subcommittee chairs also served as the Executive Committee.

The work of the Transition Committee was divided into three phases. The first was the organizational phase. The second was the briefing phase. The third was the deliberations phase.

I. THE ORGANIZATIONAL PHASE

The Transition Committee held its organizational meeting on October 7, 2008. The Executive Committee held its organizational meeting (via conference call) on October 15, 2008.

II. THE BRIEFING PHASE

The briefing phase began with a request to DeKalb's department heads and agency leaders to prepare briefing books setting forth certain categories of information. After the briefing books were received, the department heads and agency leaders made in-person briefings before the Subcommittees and presented strength/weaknesses/opportunities/threats (SWOT) analyses. When these briefings were concluded, the Subcommittee requested the provision of additional information from some departments. Also, the Subcommittees formulated lists of questions to be propounded to the department heads/agency leaders by KPMG in follow-up in-person interviews.

A. Administrative Departments Subcommittee

The Administrative Departments Subcommittee held its first briefing meeting on October 29, 2008 and received presentations from the following departments:

- 1. Human Resources
- 2. Purchasing
- 3. Information Systems
- 4. GIS
- 5. Voter Registration

The Administrative Departments Subcommittee held its second briefing meeting on November 3, 2008 and received presentations from the following departments:

- 1. Human Resources (continued)
- 2. Facilities Management
- 3. Property Appraisal
- 4. Chief of Staff
- 5. Law
- 6. Finance

B. External Agencies Subcommittee

The External Agencies Subcommittee held its first briefing meeting on October 29, 2008 and received presentations from the following departments/agencies:

- 1. Child Advocacy Center
- 2. Office of Economic Development
- 3. Cooperative Extension

The External Agencies Subcommittee held its second briefing meeting on November 5, 2008 and received presentations from the following authorities:

- 1. Development Authority of DeKalb County/Residential Care Facility for the Elderly Authority/DeKalb Private Hospital Authority
- 2. Housing Authority of DeKalb

The External Agencies Subcommittee held its third briefing meeting on November 20, 2008 and received presentations from the following departments:

- 1. Grady Hospital
- 2. Metropolitan Atlanta Rapid Transit Authority (MARTA)

C. Operating Departments Subcommittee Meeting

The Operating Departments Subcommittee held its first briefing meeting on October 27, 2008 and received presentations from the following departments:

- 1. Community Development
- 2. Human Development
- 3. Workforce Development
- 4. Library
- 5. Parks

The Operating Departments Subcommittee held its second briefing on October 30, 2008 and received presentations from the following departments:

- 1. Citizens Help Center (311)
- 2. Peachtree DeKalb Airport
- 3. Planning and Development
- 4. Public Works
- 5. Watershed Management

D. Public Safety Subcommittee

The Public Safety Departments Subcommittee held its first briefing meeting on October 28, 2008 and received presentations from the following departments:

- 1. Fire Rescue
- 2. Medical Examiner

The Public Safety Subcommittee held its second briefing meeting on November 5, 2008 and received presentations from the following department:

1. Police

After the in-person briefings were held, the Subcommittees formulated follow-up questions to be asked of the department heads and agency leaders by KPMG. Three of the Subcommittees formulated these questions by having the Subcommittee members, on an individual basis, submit their proposed questions to the transition staff. The Operating Departments Subcommittee formulated its questions in a conference call that was held on November 6, 2008.

After the follow up questions were recorded and organized, KMPG conducted a series of follow-up interviews with the following departments to clarify and/or expand on information received from the departments' briefing books and during initial departmental briefings:

November 18, 2008	Human Development and Workforce Development
November 19, 2008	311 Call Center and Parks and Recreation
November 20, 2008	Community Development and Geographic Information Systems (GIS)
November 24, 2008	Facilities Management, Finance and Planning and Development
November 25, 2008	Information Systems and Public Works
December 1, 2008	Human Resources, Library, and Property Appraisal
December 3, 2008	Law and PDK Airport
December 4, 2008	Child Advocacy, Medical Examiner, Process Improvement, Watershed
	Management, and Fire and Rescue
December 5, 2008	Economic Development and Purchasing and Contracting
December 8, 2008	Cooperative Extension and Housing Authority
December 10, 2008	Police

E. The Deliberations Phase

In the deliberations phase, each Subcommittee met and developed its findings and recommendations based upon the information presented.

The Administrative Departments Subcommittee met on December 2, 2008 and formulated its findings and recommendations as to the following departments:

- 1. Facilities Management
- 2. Finance
- 3. GIS
- 4. Information Systems

The Administrative Departments Subcommittee met on December 10, 2008. In addition to a special presentation by DeKalb Commissioner Jeff Rader, the Subcommittee formulated its findings and recommendations as to the following departments:

- 1. Human Resources
- 2. Purchasing
- 3. Law
- 4. Property Appraisal
- 5. Voter Registration

The External Agencies Subcommittee met on December 9, 2008 and formulated its findings and recommendations as to the following departments/agencies/authorities:

- 1. Child Advocacy Center
- 2. Office of Economic Development and related authorities (Development Authority of DeKalb County, Residential Care Facilities for the Elderly Authority, and DeKalb Private Hospital Authority)
- 3. Cooperative Extension
- 4. Housing Authority of DeKalb
- 5. Grady Hospital
- 6. MARTA

The Operating Departments Subcommittee met on Wednesday, December 3, 2008 and formulated its findings and recommendations as to the following departments:

- 1. 311
- 2. Community Development
- 3. Human Development
- 4. Planning and Development
- 5. Workforce Development

The Operating Departments Subcommittee met on December 9, 2008 and formulated its findings and recommendations as to the following departments:

- 1. Library
- 2. Parks Department
- 3. Peachtree DeKalb Airport
- 4. Public Works
- 5. Watershed Management

The Public Safety Subcommittee met on December 8, 2008 and formulated its findings and recommendations as to the following departments:

- 1. Fire Rescue
- 2. Medical Examiner
- 3. Police

After the formulation of Subcommittee findings and recommendations, the entire Transition Committee met on December 12, 2008. At this meeting, each Subcommittee reported its proposed findings and recommendations to the other Subcommittees.

In addition to the work of the Subcommittees, the Executive Committee met with CEO-Elect Ellis to discuss special topics of interest to the Transition. The Executive Committee met on November 11, 2008 and December 17, 2008.

There was one additional meeting of the full Transition Committee. On November 17, 2008 the full Transition Committee met with CEO-Elect Ellis and attended a press conference to reaffirm the work of the Transition Committee and its importance to DeKalb County.

CONCLUSION

Based upon the foregoing process, the Transition Committee prepared the final report of its findings and recommendations and presented its report to CEO-Elect Burrell Ellis on December 19, 2008.

General Findings and Recommendations



TRANSITION COMMITTEE GENERAL FINDINGS AND RECOMMENDATIONS

- 1. **Challenging Economic Times.** Our country and our county are facing hard economic times. Our national economy is in a recession. Home foreclosures are at historically high levels. Unemployment is increasing. The country's financial markets are in turmoil. Our federal government faces an enormous deficit. One of our country's bedrock institutions, the auto industry, is struggling to survive. Based upon these conditions, government, at all levels, will be under increased pressure to provide service to its citizens and to do so with tightening financial resources. These challenges produce a special need for excellent management in public administration. There must be an emphasis at all levels of government in greater efficiency and improved organizational effectiveness.
- 2. **County Budget Challenges.** DeKalb County is confronting more than a \$40 million revenue shortfall for fiscal year 2009. This revenue shortfall is a result of several factors. The State of Georgia withheld reimbursement to DeKalb of the Homeowners Tax Relief Grant, which has a \$16 million impact to the budget. The Dunwoody incorporation is projected to have a \$15 million budget impact. Also, the County's Finance Department projects \$5 million in reduced HOST revenues and a \$5 million impact resulting from a freeze on homesteads in the County. The Transition Committee has included numerous cost cutting and efficiency suggestions throughout their recommendations and has identified numerous areas that the Committee believes, if studied and reviewed in depth, will make apparent to the Administration other areas where greater fiscal and operational efficiency can be gained.
- 3. **Organizational Structure.** The Transition Committee finds that the present organizational structure of DeKalb County places a disproportionate management burden on the position of Executive Assistant. The organizational chart reflects that thirty departments report directly to the Executive Assistant. With due respect for the accomplishments, experience and skills of the current Executive Assistant, the Transition Committee finds that reorganization of the CEO's office is appropriate. Such reorganization should involve several direct reports to the CEO, the judicious use of Deputies under the Executive Assistant and the Chief of Staff, and the grouping of related departments and functions under the supervision of Deputies reporting to the Executive Assistant and Chief of Staff.
- 4. **Interdepartmental Communication and Coordination.** The Transition Committee believes that such reorganization of the CEO's office will alleviate the most commonly mentioned issues raised by the County's department heads in their Subcommittee briefings: communication and coordination. Numerous department heads, in their individual briefings, used the term "silos" to describe the functioning of their individual departments and other departments. They expressed the view that DeKalb County government would function on a higher organizational level if Departments worked closer together on common problems and issues and if barriers were removed and replaced by

more cross-departmental work and planning interaction. In the preceding paragraph, the Transition Committee has commented that there may be logical groupings of Departments for management oversight purposes. There are also governmental issues and problems that may require the involvement of various Departments throughout county government that have very different missions and functions. The Transition Committee embraces the concept of cross-functional teams to identify, analyze and address issues and problems of county government, which by their nature, cannot be addressed by the expertise and resources of a single Department. Throughout this Transition Report, the Transition Committee recommends the establishment of a number of cross-functional teams.

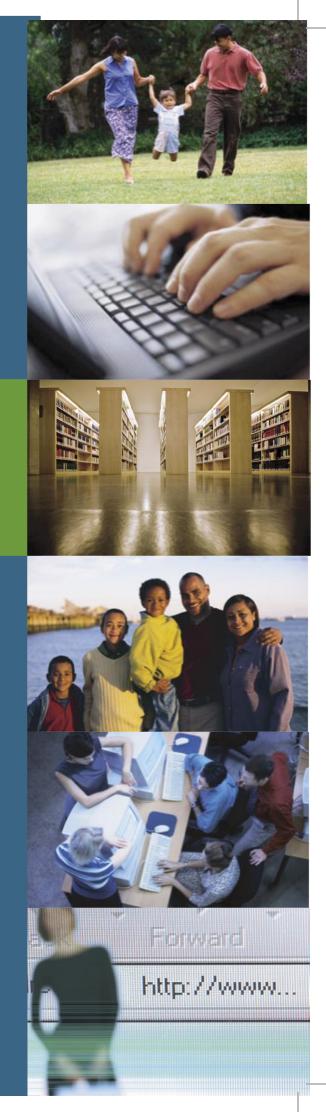
- 5. Stable Departmental Leadership. Numerous departments have been led for lengthy periods of time by Interim Directors. The Transition Committee believes that the new Administration should seek to identify promptly the permanent leadership for these Departments. In making this recommendation, the Committee is not expressing any opinion regarding any current Interim Director. Instead, the Committee is expressing its view that it is more conducive to sound departmental leadership for permanent Directors to be appointed, rather than relying upon interim leadership for long periods of time.
- 6. Technology Improvements. The Transition Committee has noted throughout the report substantial instances of technology problems in the County. DeKalb has made substantial investments in technology, yet in many areas, the County is not receiving the benefits it should and potentially large amounts of the County's technological investments have been wasted. It must be a top priority of the new CEO to address technology shortcomings, including hardware and software updates, computer compatibility issues, and training.
- 7. **Civility.** The Transition Committee believes that matters of public policy can and should be initiated, debated and resolved in a civil manner that is mutually respectful of the office of the CEO, the DeKalb Board of Commissioners, the employees of DeKalb County, and the public. This is particularly important in light of Senate Bill 52 which changes the governance responsibilities between the CEO's Office and the Board of Commissioners.
- 8. **Customer Service Orientation.** The Transition Committee believes that, in serving on this committee at the request of CEO-Elect Ellis, it has been working ultimately on behalf of the citizens of DeKalb County. The Transition Committee affirms, consistent with the campaign platform of CEO-Elect Ellis that requiring the highest standards of customer service to the citizens of DeKalb and to all others who interact with County government is an organizational imperative. The civility and respect attendant to the debate and discourse between the CEO and the Board of Commissioners should also characterize the manner in which County government interacts interdepartmentally and with the public.

- 9. **Regional Coordination.** The Transition Committee finds that DeKalb County is a major stakeholder in metropolitan Atlanta and that many of the difficult problems facing metropolitan Atlanta can only be addressed by regional approaches and the coordination and cooperation between and among the various County and Municipal governments in the region. In this regard, the Transition Committee finds that it is imperative that the executive leadership of DeKalb County be directly and substantially engaged in the region and that DeKalb actively engage its neighboring jurisdictions in confronting problems that go beyond any one jurisdiction's territorial or resource limitations. The CEO should actively participate in the Atlanta Regional Commission (ARC), and should regularly attend ARC meetings. The County should assertively pursue funding and training opportunities available through ARC and should pursue regional alliances to address problems that exist on a regional basis.
- 10. **Coordination with DeKalb Municipalities.** The Transition Committee finds that the future health and welfare of DeKalb County is inextricably linked to the health and welfare of the municipalities located in whole or in part inside of the County. The Transition Committee encourages the incoming CEO to engage DeKalb's municipalities in a constructive and continuous manner. The Administration should have an ongoing commitment to provide any appropriate assistance and cooperation necessary to strengthen and enhance DeKalb municipalities for the benefit of the citizens jointly served by those municipalities and county government.
- 11. **Review of Best Practices Elsewhere.** The Transition Committee finds that public administration, like many other areas of management, can be enhanced through the study and analysis of practices and policies employed by other public entities that have proven successful and effective in addressing public issues and problems. Throughout this Transition Report, the Transition Committee urges the new administration to be intense students of best governmental practices around the country and to be open to reform and innovation based upon reasoned and careful analysis as to whether such best practices can be implemented in DeKalb. The Transition Committee notes the CEO-Elect leadership role in the National Association of Counties and his active involvement in the Association of the County Commissioners of Georgia and encourages the continuation of such involvement.
- 12. **United DeKalb.** The Transition Committee embraces CEO-Elect Burrell Ellis's philosophy of inclusion, "Building a New Consensus for a Better DeKalb". The Transition Committee concurs that an integral part of building a better DeKalb is a united DeKalb. Accordingly, the Transition Committee finds that the inclusion of viewpoints from the diverse communities and constituencies of the County is wise and will encourage active engagement from all sectors of DeKalb.
- 13. **Special Tax Districts.** Commissioner Jeff Rader presented to one of the Subcommittees his thoughts on the proposed creation of special tax districts for high priority governmental needs. The Subcommittee noted the transparency of financing inherent

in the topic raised by Commissioner Rader. The Subcommittee finds the matter to be out of the Subcommittee's scope of review. It also finds that the idea merits further exploration by the CEO and the Board of Commissioners.

14. **Update on Progress.** The Operating Departments Subcommittee recommended, and the entire Transition Committee agreed, that the CEO should provide his Transition Committee with a six month progress report in July, 2009 and should convene a meeting with the committee in December, 2009 to provide an update on the status of the Administration's response to the Transition Committee report.

Administrative Departments Subcommittee Findings And Recommendations



ADMINISTRATIVE DEPARTMENTS SUBCOMMITTEE FINDINGS AND RECOMMENDATIONS

FACILITIES MANAGEMENT

Findings

- Like most large governments, DeKalb conducts its governmental operations throughout
 a large number of facilities. The Facilities Management Department is charged with
 the responsibility of coordinating and managing the maintenance and repair of County
 facilities. Presently shorthanded, the Department is operating with a large number of
 vacancies.
- 2. The County faces a critical problem of deferred maintenance and capital repair of the facilities within the purview of the Department. This deferred maintenance and repair problem is primarily a budgetary issue, in that insufficient funds have been budgeted to maintain and support all of the maintenance and repair needs that the Facilities Management Department has identified.
- 3. The Subcommittee is concerned that deferred maintenance and repair problem pose numerous risks to the County. Some who appeared before the Subcommittee expressed concerns about the workplace and environmental conditions of some facilities. Obviously, the Subcommittee was not in a position to evaluate or validate these concerns. However, the Subcommittee feels that their concerns merit further review.
- 4. As a result of its budgetary limitations, Facilities Management is in a reactive mode as to the County's deferred maintenance and repair problems. The Department acknowledges that it is not always able to prioritize the capital repair needs of county facilities within its purview. In this regard, the Subcommittee was unclear as to whether the Department is working from a current maintenance and repair plan.
- 5. The Department has expressed interest in pursuing performance contracting as an approach to address the deferred maintenance and repair backlog.
- 6. Of particular concern is the Memorial Drive building (4380 Memorial Drive). The County is in the fourth year of a 20 year lease, and the facility poses clear financial risk to the County for the remainder of its lease term.
- 7. In its findings pertaining to the IS Department, the Subcommittee has expressed concerns about the suitability of the Callaway Building as the location for housing of the County's main servers.
- 8. The Department estimates that it will cost \$25 million to bring current the deferred maintenance and repair needs of the County facilities within the purview of the Department. An additional \$4 million a year will be required thereafter to maintain a current maintenance and repair schedule.

- 1. Within the first 100 days of the Administration, the Facilities Management Department should present to the CEO a maintenance and capital repair plan which contains a complete inventory of all buildings and facilities in need of maintenance and repair and which sets forth the Department's analysis of the maintenance and repair priorities of such items.
- 2. The condition with respect to the lease of the property located on 4380 Memorial Drive is unacceptable. The Facilities Management Department, in conjunction with the Law and Finance Departments, should evaluate the County's legal and business options under the lease and make recommendations as to the best course of action available to the County.
- 3. The CEO should consider directing his Executive Assistant, Facilities Management and Finance (along with any other appropriate Departments) with the task of formulating a plan on how the County can eliminate maintenance and repair backlog by County fiscal year 2013 and maintain a current maintenance and repair schedule thereafter. Performance contracting, reducing annual payments of bond indebtedness through refinancing, and utilizing possible new sources of revenue (such as uncollected Recorder's Court fees or business license revenues) should be explored as means to provide resources for the reduction of this backlog. This plan should be completed within the first three quarters of the 2009, so that the CEO can incorporate measures into the County's 2010 fiscal year budget to begin the reduction in the maintenance and repair backlog.
- 4. The CEO should direct Facilities Management, in conjunction with the Law Department, to investigate and evaluate concerns expressed about the workplace and environmental conditions of County facilities. Together, they should present findings on the risks associated with these facilities.
- 5. As part of the maintenance and repair plan to be completed within the first 100 days of the administration, the Facilities Management Department should complete an independent assessment as to the Callaway Building and its suitability as the location for the county's main servers. This assessment should be a joint effort of the Facilities Management and Information Systems Departments. Recommendations should be made to the CEO as to an appropriate course of action, the logistics and the projected expenses associated with the recommended course of action.

FINANCE

Findings

- 1. As noted in the Transition Committee's General Findings and Recommendations, the County faces economic challenges in the short term. Given the difficult economic times, there is a compelling need to identify new revenues sources available to the County and cost savings across all departments.
- 2. Take home car and auto allowance policies can serve legitimate human resource and governmental operational policies. However, such policies have to be clearly defined and observed, and they have to be formulated with a sound analysis of the fiscal implications of such policies. The Subcommittee finds that the take home car and auto allowance policies for the County are unclear, both in terms of definition (what the actual policies are?) and application (how the policies are administered?).
- 3. There exist within the County a substantial number of funded, but unfilled, positions. The salaries associated with these positions provide the means for Departments to make material budget adjustments throughout the course of the year. The Subcommittee suspects that there may not be an intention to fill vacant positions within a budget year, but instead to use the funds appropriated for the salaries of these unfilled positions as a contingency fund. The Subcommittee believes that having Departmental budgets reflect the actual staffing levels is a better management practice and more conducive to fiscal responsibility.
- 4. The Subcommittee finds that the County's practice has been to review Departmental budgets on a bottom line basis (i.e., did the Department stay within or overspent its budget), rather than on a line item basis (i.e., comparing how close the Department's expenditures were at the end of the year (line by line) to the department projections as to what its expenditures would be (line by line) at the beginning of the budget year). The Subcommittee is concerned there may be inadequate management review of annual departmental operations against the actual departmental budgets adopted by the County. The Subcommittee questions whether there is strong oversight over how Departments administer their budgets and whether there is accountability as to those departments that overspend their budgets.
- 5. The County's internal audit function is housed within the Finance Department. Governmental internal audit functions should have a broad capacity to conduct audits throughout the County, as the circumstances may warrant. Housing internal audit as a division within a department is likely to erode the desired degree of independence of this function.
- 6. In fiscal year 2010, the County, which pays its employees every two weeks, will have 27 pay periods. The County's practice of paying its employees every two weeks interjects uncertainty as to what the County's financial condition will be in those years when a 27th pay period occurs.

7. It is not clear how much lost revenue the County is experiencing from its current problems in Recorders Court. There is also uncertainty as to whether the County is experiencing a substantial loss in revenue from businesses that have not obtained a business license and have not paid annual business license fees. Consultants engaged by the County opine that tens of millions of dollars are not being collected; the current administration contests these estimates.

- 1. The County should consider removing the Internal Audit function from Finance and re-establish it as an independent office within County government. The CEO should, working with the Board of Commissioners, study best practices for the establishment of a Internal Audit Office.
- 2. The County needs to strengthen its budget management and analysis function. Within the first year of the administration's term, the County should consider removing the budget functions from the Finance Department and should re-establish the budget team as a Budget and Management Department which reports directly to the CEO. This office would be assigned the responsibility of assisting Departments in formulating their budgets, in evaluating their compliance with their budget on a line item basis, and in evaluating their programmatic and operational performance. All remaining functions (except internal audit) would remain in the Finance Department.
- 3. Within the first 100 days of the administration, the County should consider retaining an independent consultant to evaluate the status of uncollected revenues in Recorder's Court and county business licenses. Such consultant should complete this evaluation within six months after appointment. Such consultant should be ineligible to compete for any subsequent contracts relative to the collection of such revenues.
- 4. During his four year term, the CEO should require the Finance Department to undertake the necessary steps to change the County payroll system to twice a month payrolls and eliminate the uncertainty associated with the County's economic status in years when the 27th pay period occurs. The Subcommittee recognizes that the 2009 budget pressures are such that this project is not likely to be a 2009 priority.
- 5. The Administration should review all take home and auto allowance policies and issue new policies which are fair, clear and designed to serve well reasoned and defined human resources objectives. In addition, the Administration should undertake a specific analysis of the costs associated with the take home and auto allowance policies and should make such recommendations that will promote cost savings.
- 6. The CEO should charge his Executive Assistant, Chief of Staff, and the Director of Finance to prepare a list of potential new County revenue sources and their potential magnitude.

- 7. The CEO should eliminate the County budgetary practice of Departments having large numbers of funded, but unfilled, positions and using the funds associated with the salaries of the positions to make discretionary budget adjustments. Departments should be required to make assessments of actual staffing patterns necessary to meet their operational duties and requirements.
- 8. The Subcommittee finds that the magnitude of these potentially uncollected revenue, particularly in light of current economic challenges and specific County fiscal problems, such as the deferred maintenance and repair of County facilities mandate that the County engage in a vigorous examination of the Recorders Court and business license issues.

INFORMATION SYSTEMS (IS)

Findings

- 1. DeKalb has been forward looking and has made substantial investments in technology designed to improve the efficiency of governmental operations. The County is not receiving full return on these investments for three primary reasons. First, technology procurement throughout the County needs to be better coordinated. Second, in numerous instances, incompatible technological systems have been purchased. Third, there has not been a sufficient or consistent level of employee training in the use of acquired technology. The Subcommittee was not presented with sufficient information such that it can make an estimate of the precise amount of cost inefficiency and operational ineffectiveness resulting from these factors. The Subcommittee does believe that these factors are material and result in substantial inefficiencies.
- 2. No county department has clear, county-wide responsibility for technology training. At present, technology training does not occur on a consistent basis. The Subcommittee finds that there is a pressing need for a more defined and regimented approach to employee technology training.
- 3. The Department role in the County's procurement of technology, the County's implementation and deployment of technology and the training of County employees in the use and application of technology needs to be strengthened and better defined.
- 4. The County's IS functions are decentralized and there is a lack of standardization with respect to information systems technology owned by the county.
- 5. Various departments exercise independent procurement authority in terms of the purchase of information systems technology. Decisions are often made and funds are expended without sufficient analysis or evaluation as to how such information system technology purchases fit within the County's larger technology enterprise.
- 6. Various departments have their own servers separate and apart from the County's main server. The IS department does not have sufficient involvement with these external servers and is not in a position to ensure that, if those servers went down, the operations of the related departments would continue and important files would be protected and readily restored.
- 7. There is inherent operational and financial inefficiency in the way that the County presently manages its IS functions.
- 8. There is substantial concern about the suitability of the Callaway building as the location for the County's main servers.

- 9. The Department engages in a disproportionate use of outside consultants.
- 10. The IS department has challenges in attracting and retaining qualified employees.

- 1. The IS department should be substantially revamped. The County should consider making all County information technology personnel employees of the IS department. Even if individuals are physically located within the various departments, they could be placed under the supervision, management, and control of the IS department.
- 2. Within the first month of his term, the CEO should consider establishing an IT Governance Committee. This IT Governance Committee would be charged with creating and establishing standard operating procedures for information technology systems and functions throughout the County and for review and approval of all technology purchases. Within the first 100 days of the Administration, the IT Governance Committee would be charged with making an inventory and assessment of all hardware and software systems in use throughout county government, would identify areas where problems exist because of incompatible technology purchases, and would develop a proposed course of action to eliminate these problems. The IT Governance Committee would study best governmental practices. The IT Governance Committee may include as advisors individuals who are not county employees. Private individuals should not be appointed to serve on the IT Governance Committee if they do business with the County, either directly or on behalf of a business entity. A criterion for appointment to this committee should be established and submitted to the CEO by the Chief Executive, the Chief of Staff and the Director of IS.
- 3. The IS Department should review the Disaster Recovery Plan prepared by IBM and should evaluate whether an update of this plan is necessary. This planning review should include the examination of the various servers hosted by County government and certain Departments, and the determination of the course of action that should be pursued to ensure that the County is able to function in the event of a disaster.
- 4. The IS Department should explore whether there are cost savings to be achieved by master service agreements or integration of systems.
- 5. The IS Department should explore whether long-term savings can be achieved by increasing the departmental staff and reducing reliance upon consultants.
- 6. The current economic condition presents an opportunity to recruit information technology talent to County government. The Human Resources Director should begin recruiting talent for this department.
- 7. Within the first quarter of 2009, the Human Resources Department should perform a workforce study on the salaries within the IS department and determine whether

- adjustments to these salaries need to be made to increase attraction and retention of staff.
- 8. The IS and Human Resources Departments along with the Law Department should be tasked to determine if IS personnel can be offered alternative work arrangements such as four day work weeks and telecommuting options and whether such options will help in the attraction and retention of staff.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Findings

- 1. GIS oversees valuable technological tools and capabilities that provide meaningful assistance to other departments of the County.
- 2. The GIS Department capabilities and applications of its technologies are not sufficiently understood throughout the County. As a result, the Department is underutilized.
- 3. There is a need in the County to create better lines of communications between GIS and other county departments.

- 1. Within the first 100 days of the Administration, GIS should issue a report to the CEO providing its analysis as to which departments should be making greater utilization of GIS, defining the scope of the additional utilization that the departments could make of GIS, and specifying from GIS's perspective what human and financial resources would be necessary to achieve such greater utilization.
- 2. After this report has been submitted to the CEO and reviewed, the CEO should consider establishing a GIS Task Force. This task force could consist of GIS's senior management and a management level person assigned by each department that presently utilizes GIS and by each department that has been identified by GIS in the report submitted to the CEO as being a prospective user. The task force could commence a series of meetings for the purposes of enhancing communications between the departments and GIS and for planning better utilization of GIS by these departments.
- 3. This group of people should be established as a GIS Task Force and should continue to meet periodically until determined by the CEO that such task force is no longer needed.
- 4. Should reorganization occur, the CEO should evaluate whether operational and financial efficiencies could be obtained by consolidating the GIS and the IS Departments into one Department. A report from each meeting should be generated and submitted to the CEO.

HUMAN RESOURCES

Findings

- 1. A performance management system is a vital human resource tool. It is necessary for the proper and timely evaluation of county employees. Properly administered, it will assist the County in evaluating employee performance for compensation and advancement purposes, for proper administration of the Merit System and addressing employees who are not performing at acceptable levels, and for instilling fairness and stability in the County workforce.
- 2. The Subcommittee is concerned about the administration of the County's Performance Management System. The Subcommittee finds that the system is not consistently observed or applied and as a result the Performance Management System is not a fully effective tool in fulfilling the fundamental responsibility of assisting the County in assessing the degree to which employees are satisfactorily discharging assigned job duties.
- 3. Merit System Employee Evaluations are based upon an evaluation period tied to the individual employee's date of hire and anniversary dates of the date of hire. This circumstance contributes to the lack of consistent application of the Performance Management System. Within the first 100 days of the Administration, the Human Resources Department should issue a report to the CEO relative to the feasibility of changing the process to tie the Performance Management System to a calendar year. Employees entering county government during the course of a year should receive a prorated evaluation based on their shortened first year of service and thereafter should be in the system for annual evaluations based upon the calendar year.
- 4. Numerous departments of county government, including police and fire, expressed that there are significant problems and challenges in attracting and retaining qualified personnel in DeKalb County.
- 5. The Subcommittee finds that there are several Human Resources problems that must be addressed. There are problems with extracting Human Resources related information from the county data base. Internal and external equity issues with respect to employee compensation issues should be reviewed. The Human Resources Department generally conducts its business in a reactive mode instead of a proactive mode.
- 6. There appears to be undefined or little understood compensation policies, i.e. auto allowance and take home car compensation.
- 7. The Human Resources Department must become more effective in communicating with other county departments to ensure more consistent observance of the County's Human Resources rules and procedures.

- 8. There exist several "mini" Human Resources Departments throughout county government.
- 9. County government is viewing its technical training requirements too broadly. Training should be targeted at a defined number of users necessary to provide meaningful assistance to their departments in terms of the Oracle system or other system purchased by the county government.

- 1. Because the Human Resources Department is the accountability mechanism for observing the time requirements and evaluation mandates of the Performance Management System, it should be the responsibility of the Human Resources Department to train department managers how to evaluate employees effectively.
- 2. The Performance Management System should contain built in mechanisms (i.e. salary withholding) to ensure that managers complete their review of their employees on a timely basis.
- 3. Instead of conducting employee appraisals on paper, the county should explore numerous web based performance evaluation systems available in the marketplace.
- 4. A comprehensive pay in class study should be commissioned to ensure that county employees are accurately compensated for job duties performed and to insure that the County's compensation structure is externally competitive. Given that numerous departments in DeKalb are experiencing problems with the retention of employees, a pay in class study would assist in evaluating the level of DeKalb salaries across the board. If it is determined to be beneficial, either in terms of cost or schedule, to phase the completion of the pay in class study, priority should be given to the Public Safety Departments. This recommendation is supported by other Subcommittees as to all Departments of county government.
- 5. The CEO should consider charging the Human Resources Department with conducting a study within the first six months of the new administration in assessing various departments in County government that are "top heavy" and have more layers of management than is efficient or necessary for the proper conduct of county government. Two particular departments which should be reviewed include Watershed Management and Public Works.
- 6. All Human Resources functions in County Government should be centralized in the Human Resources Department. Even if personnel are located inside specific departments, they should be employed by the Human Resources Department (and /or clearly subject to centralized policies).

- 7. Compensation policies of the County should be clearly identified and defined. The Human Resources Department should play a more proactive role in communicating with county departments to address concerns before they become problems.
- 8. Consideration should be given to extending the current six month working test period for most county employees to 12 months as a uniform working test period.

PURCHASING

Findings

- 1. The Purchasing Department has been without permanent leadership for more than a year and a half.
- 2. There appears to be a lack of clear understanding among the departments in county government as to who is responsible for the administration of the approval of invoicing and billing of contracts entered into by the county.
- 3. The current mailroom situation is inefficient and needs to be examined.
- 4. During tough economic times, it is especially important that purchasing rules be aggressively enforced.

- 1. The using department should be the responsible department for reviewing invoices and ensuring accuracy and consistency with regards to purchasing and procedures and contract requirements of the County before approval of invoices for payment.
- 2. The CEO should as promptly as possible appoint a permanent director for the Purchasing Department.
- 3. The number of persons to be trained with respect to the Oracle system should be considerably fewer than the 7,000 figure cited by the department. Identifying an appropriate number of authorized users provides more focus, which is necessary to effectively utilize the Oracle system.
- 4. All senior level personnel within a department, including department heads and management staff reporting directly to such department heads, should be required to read and sign the County's Ethics Policy. Each year on the occasion of their Annual Performance Review, they could be required to re-read and sign the County's Ethics Policy.
- 5. The Purchasing Department should examine whether cost savings can be obtained by the County from having mail directly sent to using departments rather than to a central location and then transported throughout the County.
- 6. The Administrative Department Subcommittee agrees with the External Agencies Subcommittee that the Office of Economic Development should be the primary point for assistance, development and nurturing of small businesses. The role of Purchasing with respect to small businesses should be appropriately confined to help small businesses understand bidding procedures and awareness of contracting opportunities.

Beyond this educational function, to be coordinated with the Office of Economic Development, Purchasing should not have involvement in small business development and assistance to avoid potential ethical or bidding problems.

- 7. The Purchasing Department should be required within the first six months of the CEO's administration to search for industry best practices in terms of effective purchasing systems for county governments.
- 8. In addition to review of the take home car and auto allowance policy, a review should be conducted on the policy for blackberry, cell phone and laptop computer assignment.

LAW DEPARTMENT

Findings

- 1. Based upon answers provided, it appears that the Law Department may need to implement a more up-to-date case tracking system.
- 2. In response to a follow up question, the Law Department said that the only liability insurance purchased by the County is automobile insurance. Based upon this response, the Subcommittee is concerned about whether the County's liability risks have been reviewed and whether there is a need for additional insurance to cover risks associated with county government.
- 3. The Subcommittee did not fully understand what the Department's policy was on the engagement of outside counsel.

- 1. The Law Department should explore the acquisition of a case tracking software system.
- 2. The Law Department, in conjunction with the Finance Department, should conduct a review and analysis of whether the county has sufficient risk management policies and adequate insurance for risk attendant to county government.
- 3. Within the first 100 days of the Administration, the Subcommittee recommends that the next County Attorney conduct a review of any longstanding litigation or of any litigation that poses special risks to the County and make an assessment as to whether there are settlement strategies available to resolve such litigation or whether any new approaches are merited.
- 4. Within the first two months of the Administration, the Subcommittee recommends that the CEO direct the County Attorney to review the Law Department's use of outside counsel to determine if there are cost savings available to the County by the restaffing or reassignment of cases presently being handled by outside counsel.

PROPERTY APPRAISAL

Findings

- 1. The Property Appraisal Department is essential to the County's finances. The Department will be facing challenges resulting from the economic conditions of the times. Based upon the substantial number of foreclosures in the County and a general reduction in property values due to market conditions, the Department has expressed concerns about the effect of these factors on the overall digest. Also, the Department anticipates an increase in property tax appeals.
- 2. The Department identified incompatible technology as a substantial challenge to its future operations.
- 3. The position of Chief Appraiser has been vacant for more than two years.

- 1. The CEO should use the influence of his office to persuade the Tax Assessor Board to promptly appoint a Permanent Chief Appraiser. Given the critical challenges confronting the County, it is important that the leadership of this Department be identified and put in place.
- As part of its County-wide technology review recommended by the Subcommittee, the IT Governance Committee should give a high priority to analyzing the technological challenges of the Property Appraisal Department and to recommending to the CEO a proposed course of action to remedy these problems and to protect the proper functioning of the Department.

VOTER REGISTRATION

Findings

- 1. Due to the proximity between the national election and the time that the Voter Registration Department was requested to provide briefing materials and an inperson briefing to the Subcommittee, the Subcommittee understandably received less information on the Department than it did on some other Departments. Nonetheless, based upon general information, the Subcommittee believes that the Department operates effectively and conducted a high quality general election process which involved a long, highly accessible period of early voting.
- 2. The Department did express concern about the possibility of retirements, particularly close to large elections.

- 1. The CEO should undertake a limited review of this Department to ensure that there are strong managers in the Department working under the Director.
- 2. The Voter Registration Department should provide to the CEO a breakout of the number of citizens who participated in early voting and the cost associated with it. The Department should make recommendations as to what the early voting policies, procedures and periods of time should be for future elections.

External Agencies Subcommittee Findings And Recommendations



EXTERNAL AGENCIES SUBCOMMITTEE FINDINGS AND RECOMMENDATIONS

CHILD ADVOCACY CENTER

Findings

- 1. Neglected and abused children are a continuing problem in our society including large jurisdictions like DeKalb County. DeKalb was a party to litigation filed against the State of Georgia, Fulton County, and DeKalb, on behalf of neglected and abused children. The County entered into a settlement which led to the creation of the Child Advocacy Center. The Center is, in effect, a legal department within DeKalb which was created in response to the federal consent decree that memorialized the settlement.
- 2. The Center performs a valuable service in the form of legal representation on behalf of DeKalb County children. The attorneys in the Center carry a high average case load (i.e. 150 cases per Attorney). This is a cause of serious concern by the Subcommittee.
- 3. The Center has been a vehicle for the County to meet successfully the requirements imposed upon it by the federal consent decree, and DeKalb County has been dismissed. The litigation continues against the State of Georgia and Fulton County. Even though DeKalb is no longer a party to the litigation, there are still neglected and abused children in the County, and there is still a need for the Center to prevent the County from being the subject of future litigation.
- 4. Based upon the current economic difficulties confronting the nation and DeKalb County, a substantial increase in the case load of the Center is foreseeable. The Subcommittee finds that it is a wise policy to continue supporting the work of the Center to protect vulnerable children in DeKalb and to minimize the County's exposure to future litigation.
- 5. The Center has substantial identifiable needs for transportation in that the attorneys working for the Center routinely utilize their personal vehicles in calling upon the children that they serve.
- 6. The Center is concerned that the diminishing resources available to the County's Department of Family and Children Services (DFCS), and how this reduction in DFCS resources may adversely affect the children/clients served by the Center.

- 1. The Administration should review the County's take home car policy and make appropriate revisions and modifications to ensure the most effective and fiscally accountable utilization of take home cars by county employees. In revisiting and modifying this policy, the CEO, if feasible, should create out of the County's existing automobile inventory, a fleet of vehicles available as a carpool for use by the Center for its transportation needs.
- 2. The County should immediately increase the vehicle reimbursement gas mileage rate to match the federal rate so that Center and other employees can receive appropriate reimbursement for usage of their personal vehicles in the performance of work related duties.
- 3. Within the first three quarters of 2009, the Center should provide an analysis of current and anticipated problems involving DeKalb DFCS and to ascertain whether there is a need for intergovernmental relations advocacy by appropriate county staff and external consultants to address the situation.
- 4. The Center should remain as a stand alone department, but for organizational purposes, the Center should report to the Law Department for administrative and budgetary functions, instead of the Executive Assistant or the Chief of Staff.
- 5. Notwithstanding the anticipated difficult budget times, the Administration should seek to provide the Center with additional resources, in the form of additional attorneys and/or paralegals, if the need arises, to ensure that the Center continues to maintain compliance with the consent decree.

OFFICE OF ECONOMIC DEVELOPMENT AND RELATED AUTHORITIES

Findings

- 1. The Office of Economic Development plays a critical role for DeKalb in the area of attracting new business and retaining existing business. In addition to serving as the economic development department for the County, it staffs independent authorities (the Development Authority of DeKalb County, the DeKalb Residential Care Facilities for the Elderly Authority, and the DeKalb Private Hospital Authority).
- 2. DeKalb does not have an economic development strategic plan. The formulation and adoption of such a plan is a substantial county need. A strategic economic development plan would give greater focus to the work of the Office, the deployment of County resources in support of economic development activities, and would provide guidance to other stakeholders and constituencies involved in the County's economic development efforts. Indeed, the development of such a strategic plan will provide the administration with a means to involve many constituencies and departments in the economic development process.
- 3. The Office has undertaken its work without a marketing budget.
- 4. Encouraging, nurturing and growing small business is a key part of a sound economic development strategy and should be a priority of DeKalb's economic development effort. The responsibility for small business development and assistance in the County is distributed throughout many agencies. There is no coordinated approach in the County to small business development and assistance.
- 5. The County's economic development function cannot be maximized without a close collaborative relationship between the Economic Development Department and the DeKalb Board of Education.
- 6. The Department expressed its belief to the Subcommittee that DeKalb economic development activity suffers from a perception problem in the region. Specifically, the Department stated that the County's economic development activity is viewed by some potential clients in the region as uncoordinated. The Department believes that other jurisdictions in the region have used this "perception" to DeKalb's competitive disadvantage. The Subcommittee believes that the adoption of a strategic economic plan will help change this perception, remove any negative competitive impact that may result from any such perception, and foster enhanced economic development success.

- 1. The Administration should appropriate the requested \$150,000 marketing budget requested by the Office of Economic Development.
- 2. The CEO should personally assist the Office of Economic Development in marketing DeKalb and should encourage similar participation by members of the Board of Commissioners.
- 3. The Office should, in conjunction with the Community Development Department, make an assessment as to whether a joint grant writing function should be developed in support of the two departments. The Subcommittee recommended that a grant writer be added to serve both departments in searching for additional funding opportunities.
- 4. The Office should actively seek to increase its marketing to the international business community.
- 5. The Office should conduct a six month study and develop a plan for the assumption of primary responsibility for small business development and assistance. It is the Subcommittee's view that the Office of Economic Development should "own" this functional responsibility, should be identified and marketed as the primary source of small business development and assistance, and should draw upon other County departments that provide small business development and assistance as necessary.
- 6. The CEO should establish a formal collaborative relationship with the Board of Education and should include within such collaboration a close relationship between the Office of Economic Development and the Board of Education.
- 7. Within his first month in office, the CEO should convene a half day Economic Development Session to bring renewed focus to the need to forge a closer working relationship among the various entities and departments responsible for Economic Development in DeKalb County.
- 8. The Subcommittee endorses the addition of the position of a Deputy Executive Assistant for Development and believes that after the foregoing half day Economic Development Session, the Deputy Executive Assistant for Development should be responsible for convening an Economic Development Summit that will involve all pertinent stakeholders in the County's Economic Development, including, but not limited to, the Office of Economic Development, related development authorities, the Community Development Department, the Workforce Development Department, the Human Development Department if it maintains separate status, the Housing Authority of DeKalb County, the DeKalb Chamber of Commerce, the DeKalb Board of Education and all other pertinent stakeholders. The purpose of this Economic Development Summit shall be to produce a plan for the CEO on a coordinated economic development strategy on behalf of DeKalb. The Economic Development Strategy should have short

range, intermediate range and long range goals and objectives. The Subcommittee finds that the need for a unified economic development vision for DeKalb County and a coordinated economic development plan and strategy is of the utmost importance and is a critical need for DeKalb County to maintain its competitiveness in the region. This plan should be completed within the CEO's first year.

COOPERATIVE EXTENSION

Findings

- 1. The origins of the Cooperative Extension trace back to a program designed to bring certain services to rural areas. DeKalb's Cooperative Extension conducts programs related to horticulture and health related issues.
- 2. The Cooperative Extension is funded in part by DeKalb, the State of Georgia and the federal government. The current mission of the Cooperative Extension is not sufficiently clear. Also, there is a lack of clarity as to the breakdown of various sources of funding being provided to the Cooperative Extension.

Recommendations

1. Within the first quarter of 2009, the Deputy Chief of Staff for Community Relations shall conduct a plan and study which addresses and details the breakout of funding for Cooperative Extension, what its current service delivery is to the citizens of DeKalb County, what its mission should be, and whether in its current state, Cooperative Extension is a wise and effective use of County taxpayer dollars. Based upon the results of this study and plan, the Administration should make the appropriate organizational decisions about the Cooperative Extension.

HOUSING AUTHORITY OF DEKALB COUNTY

Findings

- 1. The CEO appoints the Board Members of the Housing Authority of DeKalb County (HADC). Even though it is an independent authority whose operations are funded by the United States Department of Housing and Urban Development, HADC has a vital role to play in the DeKalb community.
- 2. There are substantial housing needs in DeKalb. DeKalb has experienced a high volume of foreclosures. The County has received an \$18.5 million neighborhood stabilization grant which will be administered by the Community Development Department. Both Community Development and HADC claim a mutually beneficial working relationship. HADC has expressed an active interest in participating in the administration of the neighborhood stabilization grant.
- 3. HADC should be a substantial part of the preparation of the County's strategic economic development plan.
- 4. Previously, HADC and the Housing Authority of Decatur were part of the same authority. Several years ago, the two authorities were divested from each other, and each continues to function as separate authorities in DeKalb.
- 5. There is presently a vacancy on the Board of Directors of HADC, and HADC states that it is experiencing quorum problems.

- 1. The CEO should promptly fill the vacant HADC board position.
- 2. The CEO should engage the Board of Commissioners to designate one of its members to serve as a liaison to the HADC.
- 3. The CEO should pursue efforts to create a closer relationship between the HADC and the County government. Fully recognizing that the HADC is an independently created authority, the appointment of its board members and its service to the citizens of DeKalb County call for a closer identification between the HADC and the county government. This closer relationship should be forged prior to any financial participation by the HADC in the Neighborhood Stabilization Grant presently being administered by the Office of Community Development.
- 4. The CEO should assign the Deputy Executive Assistant for Development the task of reviewing the history of HADC and Decatur Housing Authority to determine the reasons which led to the division of the former entity into two separate authorities, and to make recommendations as to whether the two authorities should be reconsolidated.

GRADY HOSPITAL

Findings

- 1. The contract between Grady and DeKalb County will expire in the year 2013.
- 2. Given the substantial financial commitment that DeKalb County has made to Grady and the anticipated future funding, the negotiation of this contract is a matter of the highest priority to DeKalb County.

- 1. The CEO should appoint within his first year a Grady Hospital Contract Negotiating Committee. In developing its approach to the contract negotiations, the Negotiations Committee should research appropriate residency criteria for services delivery by Grady Hospital, what best contracting practices are in agreements around the country between local governments and large public hospitals, whether the EMS functions presently contained in the Police Department should be reassigned to Grady to operate on behalf of the County and whether Grady's improved financial future would provide justification for a reduction in the annual contribution made to Grady by the County.
- 2. The CEO should direct the County's federal and state lobbying teams to assist Grady in the advocacy for its state legislative package, including lobbying for a continuation of IGT funding and seeking solutions to address the lack of contribution to Grady by surrounding counties and the state of Georgia.

MARTA

Findings

- 1. Given the current economic conditions and potentially the reduction in sales tax revenue, upon which MARTA substantially relies, MARTA needs assistance from the State of Georgia in a variety of ways, including having greater flexibility in its financial management.
- 2. MARTA is uniquely positioned to be a key player in addressing regional transportation needs.

- 1. The CEO should promptly fill the board vacancy on the MARTA board so that DeKalb County is fully represented. There should be a formal liaison with MARTA on behalf of DeKalb County for purposes of economic development.
- 2. In his active participation in the Atlanta Regional Commission (ARC), the CEO should focus special interest and priority on regional transportation initiatives.
- 3. The CEO should direct the federal and state lobbying teams of DeKalb County to assist MARTA in lobbying for its legislative package. The CEO should go on record and encourage the Board of Commissioners to go on record in support of preliminary plans by Gwinnett County to build a rail system and enter into a management contract with MARTA for the management and operation of such rail system. Further, the CEO should support MARTA's lobbying to remove the mandated split between capital and operational funds on MARTA.
- 4. The CEO should direct his appropriate manager to study and analyze what additional service is needed from MARTA at Stonecrest Mall, and to engage MARTA and the Stonecrest Mall ownership to determine how such additional services can be implemented.

Operating Departments
Subcommittee Findings And
Recommendations



OPERATING DEPARTMENTS SUBCOMMITTEE FINDINGS AND RECOMMENDATIONS

General Recommendations

- 1. Within the first quarter of 2009, all county operating departments should be required to develop Standard Operating Procedures (SOP's) and policies and to submit those SOP's and policies to the CEO and the Board of Commissioners for review.
- 2. All department heads should be asked to deliver to the CEO by February 1, 2009 a Department Improvement Plan which specifies identifiable cost savings and operational efficiencies which could be realized by the department in the first year of the administration. In assembling these Departmental Improvement Plans, the department heads should be instructed to give such a plan as if they were free from constraint in the decisions necessary to bring about such proposed improvements.
- 3. The Subcommittee recommends that the CEO meet with all department heads, cabinet and sub-cabinet members to articulate his vision for his Administration, to stress to these managers his insistence upon professionalism, excellence and integrity, to encourage these managers to embrace a spirit of thoughtful innovation, and to charge the department heads to work with related departments, when appropriate, to address cross departmental needs of the County in order to provide the best service to the citizens of DeKalb.
- 4. The County has not adopted an indirect cost allocation system and as a result of this failure, the County is not receiving federal funds that otherwise would be available to it. The Executive Assistant, working in conjunction with the Finance Director, should research the steps necessary for the County to adopt an indirect cost allocation system for federal funding purposes.
- 5. The CEO should convene, through his Executive Assistant or an appropriate Deputy, a meeting of the various "development" departments, including Community Development, Human Development (if not yet consolidated within Community Development), Workforce Development and the Office of Economic Development to create an overall vision for the development effort in DeKalb County and to define the role expected by each department, as well as developing any common roles that might emerge. This recommendation should be harmonized with the recommendations of the External Agencies Subcommittee regarding the development of a county economic development strategic plan.
- 6. There needs to be a better collaborative relationship between the county's departments and Human Resources, such that Human Resources understands and is reinforced in its mission to identify qualified and appropriate candidates for departmental consideration, consistent with County Human Resources policies and procedures, and that the departments are responsible for hiring, from qualified applicants, the persons that the department heads find best meets its needs.

7. Though GIS was reviewed by the Administrative Departments Subcommittee. The Operating Departments Subcommittee reviewed several departments that utilize GIS's service. The Subcommittee believes that GIS should assign to each department that is a substantial user of GIS a designated GIS employee to work closely with such department. This recommendation is meant to be harmonious with the Administrative Departments Subcommittee recommendations on GIS.

311 CENTER

Findings

- 1. The development of the 311 Center was a progressive county innovation. The Committee embraces the underlying purposes of the 311 Center, namely to remove non-emergency calls from the 911 Emergency System and to provide a means to impart basic governmental information to the citizenry. However, to have a superior 311 Center, the public must be generally aware of the service and the service must meet the needs of those who call. At this point, despite laudable objectives, DeKalb's 311 Center is not reaching its potential and has yet to become the public asset it was intended to be.
- 2. The 311 Center has not been comprehensively implemented, and there has been inadequate communication to the public about the existence, purposes, and applications of the 311 Center.
- 3. The 311 Center is a communications vehicle. The underlying information and data that is communicated through the 311 Center, as a general matter, must be gathered and organized by the other departments of county government. An absence of departmental standard operating policies and procedures is a general problem throughout the County. The anticipated benefits of the 311 Center are impaired by the lack of standard operating procedures, and correspondingly, by the 311 Center's lack of knowledge about how the county departments operate.
- 4. There is a need for clearer lines of management authority for the supervision and oversight of the 311 Center and for coordination between the 311 Center and the various operating departments.
- 5. The fundamental anticipation of the public is that the 311 Center will be readily accessible when calls are placed and that the information shared will be accurate. Unless the 311 Center is improved, there is a likelihood that the system will not be adequately responsive to the public and there will be ongoing risk to the public of incorrect or incomplete information being provided by the 311 Center.
- 6. The 311 Center is inherently an excellent training area for the County's Workforce Development Department.

Recommendations

1. In 2009, an analysis of the current deficiencies of the 311 Center should be undertaken to determine what measures are necessary to redeploy and comprehensively implement the 311 Center. This analysis should be led by the Executive Assistant (or the appropriate Deputy Executive Assistant) and should involve input from all county departments. This analysis should specifically include a plan to more effectively inform the public about the 311 Center.

- 2. All departments should be required to prepare frequently asked questions (FAQ's) and answers that will be provided to the 311 Center within the first 30 days of the Administration.
- 3. The 311 Center, as an interim improvement measure, should explore implementing an automated system that can be utilized to provide responses to the FAQ's submitted by those departments that are frequent subjects of 311 calls.

COMMUNITY DEVELOPMENT

Findings

- 1. DeKalb's Community Development Department is recognized as a leader among area governments. It has shown a strong track record of programmatic and operational performance. It has demonstrated a strong track record of receiving and administering grants on behalf of the County.
- 2. The Community Development Department has adopted the laudable goal of operating in a DeKalb County community in need of reinvestment. However, the Community Development's office space is not suitable to the Department's function, is not conducive to maximum operational efficiency, and generally is a disadvantage to the Department.
- 3. Investment in the Community Development Department, both in terms of personnel and technology, is warranted both in light of anticipated policies that may emanate from the federal government in terms of urban infrastructure investment and the historical performance of the Department.

- 1. Within the first 100 days of the Administration, the Community Development Department should fill its vacancies.
- 2. Within the first 100 days of the Administration, the Community Development Department should evaluate its current office location and make a recommendation to the CEO as to whether the Department should upgrade or add more space or whether it should relocate to more efficient and effective office space.
- 3. The Community Development Department should evaluate whether it needs to enhance its grants writing capacity. The External Agencies Subcommittee is also recommending that the Office of Economic Development enhance its grant writing potential. The two departments should collaborate and ascertain whether they should pursue a joint grant writer.
- 4. The intergovernmental function of the County should work closely with Community Development to involve the department in federal appropriations work with the county's federal lobbyists. Particular attention should be paid to this area in anticipation of the public works and other urban investments expected by the federal government over the next four years.
- 5. The Community Development Department should provide an assessment to the CEO of whether the proposed Office of Neighborhood Empowerment can be partially funded by the Neighborhood Stabilization Grant.

HUMAN DEVELOPMENT

Finding

1. The Human Development Department is performing various functions that might be better served by other governmental and nongovernmental entities.

- 1. The Human Development Department should be reintegrated into the Community Development Department.
- 2. Once the Human Development Department is reintegrated into the Community Development Department, the Community Development Department should undertake a study as to whether certain functions of the Human Development Department, such as senior services, could be effectively outsourced to community based nonprofit organizations, and whether the parks facilities function presently performed by the Human Development Department could be reassigned to the Parks Department.

WORKFORCE DEVELOPMENT

Findings

- 1. Workforce Development has a key role to play in the County's economic development strategy. The Subcommittee finds that Workforce Development believes that its utilization as a department has not been maximized due to the absence of a clearly defined economic development strategy.
- 2. Given the economic times and rising unemployment, the Subcommittee anticipates that the demand upon the services that Workforce Development provides will increase. Also, Workforce Development may find that more skilled workers are seeking employment retraining.

- 1. Within the first six months of his Administration, the CEO should undertake a study as to whether the Workforce Development office should become a division of the Office of Economic Development.
- 2. Within the first six months of the Administration, Workforce Development should make an assessment of what increased demand it expects for its services, how it plans to meet this demand, and what services it may be able to provide to more skilled unemployed persons.
- 3. The Workforce Development Department should actively utilize 311 as a training ground for its users seeking call center training.

LIBRARIES

Findings

- 1. The citizens of DeKalb County have shown vision in approving the investment of significant additional resources in the county's library system. This investment will provide a stronger library system for the County for years to come.
- 2. The Subcommittee is concerned that the current security arrangement at DeKalb's libraries is inadequate and may be exposing patrons and employees to security risks. The Police Department should be given primary responsibility for working with the Library Department to ensure that a detailed, reasonable and well executed security plan exists with respect to DeKalb's libraries.
- 3. Similar to several other Departments, the Library system has problems in retaining key employees. The pay scale for current library employees is low relative to other jurisdictions in the region and contributes in a material way to the Library's employee retention problems.

- 1. Within the first month of the CEO's administration, the Police should immediately begin patrolling library branches as a normal course of their beat.
- 2. The Police Department should give consideration to creating a special unit to police Libraries and Parks. Alternatively, consideration should be given to tying the Interactive Community Policing initiative into DeKalb County's Libraries and Parks.
- 3. The Police Department should conduct security training for all Library staff on a regular basis as determined between collaboration involving the Library and the Police Department. In the first quarter of 2009, the CEO should request the Director of Public Safety, in conjunction with the Police Department and Library, conduct an evaluation of the security needs of the Libraries and develop a plan utilizing existing county resources to provide greater levels of security to the Library system.
- 4. The Subcommittee recommends that the Administration commission a pay in class study and notes that the Library system salary structure should be included as part of this study.

PARKS AND RECREATION

Findings

- 1. During the past eight years, the citizens of DeKalb County have approved substantial resources in the expansion of existing parks and the development of new parks. These physical assets will benefit DeKalb citizens for generations to come. However, the County has not made corresponding budget decisions relative to the staffing and maintenance of these additional parks. Unless adequate staffing is provided, the citizens of DeKalb will not realize the benefit of their investment in these expanded and new parks facilities, and unless adequate maintenance is performed, the investment in these parks will become eroded and degraded over time.
- 2. There are signs of serious operational problems in the Parks Department. The Department has an unusually high number of vacancies. The Department expressed concern that since the reassignment of its maintenance personnel to Facilities Management, parks maintenance has suffered. The Subcommittee has concerns about the quality of the programs being administered by the Parks Departments.
- 3. The handling of cash at various park facilities poses unacceptable public safety and fiscal risks to the County and should be changed as soon as possible.
- 4. At one point in its history, DeKalb County made liberal and effective use of nonprofits to assist the county in provision of service to citizens. The use of nonprofits has substantially diminished in the past several years.

- 1. The Parks Department working in conjunction with Finance, IS, and any other relevant department should undertake a review of the revenue collecting systems for the Parks Department and make appropriate recommendations as to how revenue collection processes and procedures at parks can be improved and what new policies should be adopted and implemented to eliminate the risk associated with the current cash handling procedures.
- 2. The CEO should require Finance, HR and the Parks Departments to collaborate together to ensure that the Parks Department has sufficient financial staff support within its Department to assist with the administration of its budget and bond funds.
- 3. The CEO should encourage the use of nonprofits to assist the County in the provision of service to citizens where appropriate.
- 4. The CEO should direct the Parks Director to complete a comprehensive review and study of the department within the first two quarters of 2009. The review and study should address subjects including but not necessarily limited to current staffing patterns of

the Parks Department and whether the Department should be reorganized or restaffed; whether the Facility Management personnel transferred to that department from Parks should be reassigned as members of the Parks Department; whether the park facilities related services provided by Human Development should be consolidated into the Parks Department; and whether the Arts, Cultural and Entertainment Division should be reassigned to the Parks Department. Upon the receipt of this review and study, the CEO, Executive Assistant, and Deputy Executive Assistant for Infrastructure shall evaluate the comprehensive review and study and determine if additional external assistance is needed to conduct further study into the restructuring of the Parks Department.

PLANNING AND DEVELOPMENT

Findings

- 1. The Planning Department has a substantial number of vacancies, particularly in its Development Division. It is likely that the large number of departmental vacancies have an adverse impact on the department's operations.
- 2. The Development Division of the Planning and Development Department is established as an enterprise fund, i.e., the revenues generated from the activity of the division is dedicated to funding the budget for the division. The Department noted that, due to a downturn in building and development related activity, the division's budget has steadily declined over the past four years.
- 3. The Department has identified strategic planning as a critical functional need for the Department in the future. It expressed concern that there are only five strategic planners in the Department and concluded that this is an inadequate strategic planning staff for a jurisdiction the size of DeKalb.
- 4. The Department has identified inefficiency in the development division of the Department and has described a cumbersome process for the review of development plans by the various departments of County government required to give input.
- 5. The Subcommittee is concerned that the processes and customer service standards in the Planning and Development Department need to be strengthened.
- 6. There appears to be general consensus that the DeKalb zoning code is in need of modernization and updates. A zoning code update project has been underway. Due to current economic conditions, development activity is down. This presents an opportunity for the Planning and Development Departments to prioritize the completion of important internal projects, such as the zoning code update.
- 7. The Department has expressed a high level of satisfaction with the Hansen technology system which it has deployed during the past few years. However, the Department has expressed significant concern about the level of Information Systems support provided to the Hansen system.

Recommendations

1. Within the first 100 days of the administration, the CEO should instruct the Director of the Planning and Development Department to conduct a comprehensive and thorough review to analyze the staffing patterns in the Department relative to the present and anticipated workload and make recommendations as to whether the Department should be reorganized. This review should include an assessment as to whether the Development Division should continue as an enterprise fund. The Planning and

Development Department should work with the Finance Department, and any other relevant departments, to conduct this analysis. Also, the review should include the Planning and Development Department's recommendations for how the development plan review process can be streamlined and how the activities of the various departments involved in the process can be better coordinated, so as to provide a higher level of customer service to users of the department.

- 2. Within the first thirty days of the administration, the Planning and Development Department should submit to the CEO, for his consideration, a status report on the County's zoning code update. This status report should include a statement as to where the project is as of that time, what the objectives are of the zoning code update, the anticipated timeline for the completion of the zoning code update (including all required public hearings) and when Planning and Development will bring the proposed update forward as proposed legislation. Also, the Planning and Development Department should include within the status report an update on the project to more clearly establish neighborhood boundaries.
- 3. Within the first year of his Administration, the CEO should undertake the study and review necessary to support the establishment of an Office of Neighborhood Empowerment. This study and review should set forth the proposed budget and staffing for the office, its mission and scope of activity, and a one year, three year and five year plan for the operations of the office. This office is intended to perform an ombudsman function for the County neighborhoods. This office is intended to help empower and educate County neighborhoods in how to engage the development process in the County. This office is intended to be separate and apart from the community councils that work in conjunction with the Planning and Development department and to work collaboratively with such community councils. Though it is anticipated that the Office of Neighborhood Empowerment will have active engagement with the Planning and Development department, the Subcommittee concludes that the Office of Neighborhood Empowerment should fall within the community relations function under the Chief of Staff in the CEO's office.

PEACHTREE DEKALB AIRPORT (PDK)

Findings

- 1. The Subcommittee finds that Peachtree DeKalb Airport (PDK), Georgia's second busiest airport, is a sound business operation. As an enterprise fund, PDK is self sufficient. PDK makes contributions to the County's general fund. These contributions are supposed to be related to the PDK's use of the resources of other county departments. PDK expressed concern that its payments to the County's general fund are in excess of its actual utilization of the related departmental services.
- 2. It is obvious that an airport is an intensive land use. PDK exists in the middle of a residential community. While there is an advisory committee, PDK's presentation and information known generally by members of the Subcommittee leads to the conclusion that there is, at best, a poor relationship between PDK and the surrounding neighborhoods. PDK stated that it does not have a community relations plan, and the Subcommittee is concerned that there appears to be an inadequate commitment to find common ground and make progress on issues of mutual concern to PDK and the surrounding neighborhoods. The Subcommittee believes that the preparation of a substantial and well detailed community relations plan is imperative.
- 3. PDK expressed the need for the preparation of an airport overlay district by the Planning and Development Department, in conjunction with PDK, for the adoption and implementation of land use policies and guidelines that harmonize the needs and concerns of PDK and the surrounding neighborhood. However, by its very nature, the preparation of such an overlay district would involve the joint input and dialogue of PDK and the surrounding neighborhoods.

- 1. The CEO should direct his appropriate staff to conduct a review of best practices of airports located in residential communities.
- 2. The CEO should direct PDK, within the first 100 days of his administration, to submit for his review and comment a detailed community relations plan.
- 3. In the first year of his administration, the CEO should commission an independent study to ascertain the economic impact of PDK to DeKalb County, to determine whether the relocation of PDK to another site within the county would be feasible, and to determine whether the redevelopment of PDK would provide greater economic benefit to the County than the present operation.
- 4. The concept of an airport overlay district merits consideration, but until some progress can be made on improved airport/neighborhood relations, this project should be on hold.

PUBLIC WORKS

Findings

- 1. Similar to the Facilities Management Department, there is a substantial problem in Public Works with respect to deferred maintenance and capital repairs of the County's Public Works infrastructure. The Department estimates that there are 300 miles of county roads (out of 2200 miles total) in need of resurfacing and that it would take the County approximately \$100 million to bring current the deferred maintenance and capital repair backlog. Moreover, under current conditions, the Department estimates that given its current pace of annual road resurfacing, the backlog will continue to grow by an additional 50 to 60 miles a year.
- 2. There are obvious funding challenges with addressing this backlog. The County's 20% HOST funds allocation for infrastructure is typically only sufficient to meet the County's matching fund requirements with respect to projects in the Transportation Improvement Program.
- 3. The County also has a substantial need for funding of new sidewalk construction on arterial and collector streets without sidewalks on either side of these streets. The Department estimates that there are about 250 miles of major County roads with "sidewalk gaps", i.e., roads that do not have sidewalks on either side of the street. Based upon current estimates, it would cost approximately \$150 million to install this quantity of sidewalks.
- 4. The magnitude of the deferred maintenance and capital repair of the County's Public Works infrastructure is a substantial financial challenge to the County and is a concern as a possible impediment to economic development in the County.
- 5. The Department of Watershed Management was created, in substantial part, by the reassignment of hundreds of County employees from Public Works.
- 6. Based upon public information, the incoming presidential administration intends to devote substantial federal resources to local government public works infrastructure.

Recommendations

1. Within the first three quarters of 2009, the Public Works Department should present to the CEO a detailed study and plan addressing the issue of deferred maintenance and capital repair of the County roads and make recommendations as to how the backlog of deferred maintenance and capital repair can be reduced by at least fifty (50%) percent during the four year term of the administration. The study and plan should include the Department's analysis of the appropriate and available funding sources to pay for the reduction in the road resurfacing backlog.

- 2. Similarly, the Public Works Department should prepare within the same time period a detailed study and plan as to how the County can address the issue of extensive "sidewalk gaps" on major County roads. The study and plan should identify the extent to which the Department believes that this sidewalk gap backlog can be reduced in the four years of the administration and the ways to fund such reduction.
- 3. The CEO should review the current status of the Public Works department with the objective of determining if the Department is properly organized and staffed to facilitate the County being in the position to take advantage of possible urban investment from the federal government. Specifically, the CEO should ascertain what projects in the Department are "shovel ready" and what funding can be put in place to provide local money to match other sources of infrastructure investment.
- 4. There are more than 1300 employees in Public Works and more than 700 employees in Watershed Management. While the Committee did not reach a definitive recommendation on the issue of whether the two departments should be consolidated back into one department, the Subcommittee does have concerns that the management structure of both departments needs to be closely reviewed and analyzed to determine whether there are areas where cost savings can be achieved by streamlining the management in either or both departments.

WATERSHED MANAGEMENT

Findings

- 1. The Watershed Management Department was created several years ago by reassigning several hundred employees from the Public Works Department. The Department operates as an enterprise fund.
- 2. The Department is in the midst of a major capital improvements program.
- 3. The current drought conditions present substantial revenue problems for the County.
- 4. The Department has a high number of vacancies and finds that employee turnover is a significant problem.
- 5. The Department has challenges in administering the very large projects under its purview.

- 1. There should be a management review as to whether there can be shared human, capital and operating resources between the departments of Public Works and Watershed Management.
- 2. The Watershed Management Department should consider the use of program management services to help it in the delivery of large scale capital projects.
- 3. Within 2009, the CEO should require a study analyzing the reason for the separation of Public Works from Watershed Management and to ascertain whether the anticipated benefits to be received from the separation of the departments have been realized and the purposes for the separation have been validated.

Public Safety Subcommittee
Findings And Recommendations



PUBLIC SAFETY SUBCOMMITTEE FINDINGS AND RECOMMENDATIONS

General Findings

- 1. Crime is on the increase in DeKalb County. Increased public safety was a top priority of the CEO during his campaign. The CEO should reinforce that public safety remains his top priority as he assumes office. In working to reduce crime and to achieve a safer DeKalb, the CEO should adopt a wholistic perspective and approach to public safety. Public safety involves more than the coordination of police services. For example, the Sheriff's Office Field Division has a major role in removing dangerous persons from the streets. Similarly, the District Attorney and Solicitor General's office investigators are law enforcement officers who contribute greatly to high conviction rates in the courts and keeping criminals off the streets. There needs to be better coordination among Police, the Sheriff's Office, the District Attorney's Office, and the Solicitor's Office. Additionally, collaborations should be made with the police forces of DeKalb's municipalities, DeKalb's colleges and DeKalb's public schools.
- 2. There is a need for a cabinet level position with direct reporting responsibility to the Chief Executive Officer (CEO) to supervise and to provide oversight and management responsibilities to the DeKalb Police Department, Fire Rescue Department, Medical Examiners Office and several other offices which the Subcommittee recommends be moved or created in several of its recommendations below; to coordinate the public safety functions of these Departments and other entities/agencies with public safety responsibilities; to assist the Departments in budgetary and other administrative matters; to establish priorities amongst the various Departments as to budgetary and staffing needs; and to study and review best public safety practices in local government.

General Recommendations

- 1. There should be created in DeKalb County Government a Director of Public Safety. This Director should report directly to the CEO and should have supervisory oversight, budget and management responsibility and coordination functions with respect to the Police Department, Fire Rescue Department and the Medical Examiners Office and several other offices which the Subcommittee recommends be created as explained in several of its recommendations.
- 2. Notwithstanding the creation of a Director of Public Safety, the Police and Fire Department should remain separate and distinct entities. The Committee is not recommending the creation of a public safety department.
- 3. Appropriate meetings should be convened involving the Executive Assistant, the Director of Public Safety, the Police Department and selected departments of county government with the goal of improving the interaction between the Police Department and such departments.

FIRE RESCUE

Findings

- 1. The officers of the Fire Rescue Department deserve and need improvements to the infrastructure which supports their work. The Subcommittee finds that there are too few fire stations for the needs of the County, and that a number of the fire stations in use are old, in poor physical condition, difficult to maintain, and inadequate to support DeKalb's Fire Rescue Department. This is a serious County problem, in that the condition of the physical infrastructure of the Fire Rescue Department is a substantial risk factor to the proper functioning of the Department.
- 2. The County provides high quality training to its new Fire Rescue officers and in doing so makes a meaningful financial investment in such training. The County's Fire Rescue officers are attractive to other jurisdictions, due in some measure, to the quality of the training provided by the County. DeKalb's financial investment in the training of these officers is lost, in substantial measure, when recently trained and hired Fire Rescue officers leave the employ of the County to work with fire departments in other jurisdictions.
- 3. The County has a problem retaining Fire Rescue officers and this problem merits full and complete study to ascertain all of the factors which contribute to Fire Rescue officers leaving the County's employ.
- 4. Georgia Perimeter College has a curriculum appropriate for advanced training and education of senior fire rescue managers.

- 1. In the first 100 days of the Administration, the Fire Rescue Chief should be required to present to the CEO a detailed plan for addressing the physical infrastructure needs of the Fire Rescue department. Such plan should include an inventory of all existing fire stations, a schedule of the deferred maintenance and capital repair with respect to each fire station, any recommendations for closure of existing fire stations, any recommendations for the development and construction of new fire stations, and proposed funding sources for maintenance and repair of existing fire stations and for the construction of new fire stations. In preparing this plan, the Fire Rescue Chief should call upon other departments, such as Facilities Management and Finance, for whatever assistance may be required.
- 2. The CEO should direct the County Attorney to revisit the issue of whether fire rescue officers should be required to repay training costs incurred by the County in training such individuals to be Fire Rescue Officers, if such individuals leave the employment of the County prior to the County recouping its investment in training. The CEO should seek to implement a policy imposing such a repayment obligation.

- 3. The CEO should require the Director of Public Safety to undertake a study and to propose a plan on how to improve retention of Fire Rescue Officers in the County. Such study and plan should be completed, in conjunction with a similar study and plan regarding the retention of Police Officers, within the first sixth months of the Administration.
- 4. The County should work with Georgia Perimeter College for further development and implementation of a curriculum designed to provide advanced fire training for middle and upper level management personnel in the Department to foster and promote advancement.

MEDICAL EXAMINER'S OFFICE

Findings

- 1. DeKalb has adopted a medical examiner's model for its investigations of suspicious deaths. The County contracts with a physician for the medical examination of persons whose deaths, by law, are required to be investigated (the "Medical Examiner"). The current "acting" Director of the Medical Examiner's office (the "Director") is a former member of the police department who is responsible for managing the nonmedical examination of persons whose deaths, by law, are required to be investigated.
- 2. DeKalb has developed a state of the art medical examiner facility. This facility is a major asset to the Medical Examiner's office in DeKalb.
- 3. The contract between the Medical Examiner and DeKalb County is dated March 1, 2000. The contract provides for automatic annual renewals, and it is still in force.
- 4. The Medical Examiner, in addition to contracting with DeKalb County, contracts with other counties to provide Medical Examiner services. The services for DeKalb and other counties are provided at the DeKalb facility. In the Subcommittee's view, the County is not receiving sufficient revenue for the facility that it is providing to the Medical Examiner for its use for services rendered to DeKalb and to the other counties with which the Medical Examiner contracts.
- 5. The current reporting structure of the Medical Examiner's office is such that the Medical Examiner and the Director bypass county administration.
- 6. There is a flow of funds within the Medical Examiner's office that is not explained by or provided for within the contract between the County and the Medical Examiner. Also, there are other practices attendant to the Medical Examiner's Office and the County that are not prescribed by the terms of the contract.
- 7. The contract between the County and the Medical Examiner grants the Medical Examiner the authority to hire several county employees. Based upon the information presented to the Subcommittee, the Medical Examiner is not in fact hiring county employees, but instead hires his own private staff to discharge the Medical Examiner's function.
- 8. The Subcommittee did not receive sufficiently detailed information from the Medical Examiner's office to understand its budget and the flow of revenues and expenditures in the office.

- 1. The CEO should charge the Director of Public Safety, in conjunction with the County Attorney, to undertake within the first 100 days of the Administration a review of the Medical Examiner's contracts in comparable jurisdictions to compare the terms of these contracts with the County contract and to identify best contractual practices on behalf of local governments with medical examiners.
- 2. Upon completing this review, the County should give notice to the Medical Examiner of its intention to renegotiate the contract. Such renegotiation should expressly include a determination of what revenue should be paid to the County for the use of its facilities by the Medical Examiner with respect to services provided to other jurisdictions and persons.
- 3. Any new contract should eliminate the authority of the Medical Examiner to hire any county employees, regardless of whether the Medical Examiner has done so in the past.
- 4. The reporting structure of the Medical Examiner's office should be changed so that the Medical Examiner and the Director do not have reporting responsibility to each other, but instead report to the Director of Public Safety.
- 5. The Subcommittee does not mean to suggest or imply any wrongdoing on anyone's part in the Medical Examiner's office. However, as the Subcommittee could not ascertain details regarding the flow of revenues and expenditures in the Medical Examiner's office, or whether such flow of revenues and expenditures were in compliance with contract terms, the Subcommittee recommends that the CEO conduct an appropriate audit of the Medical Examiner's office to assure that the department finances are in order.
- 6. The Director of Public Safety, in conjunction with the Human Resources Department, should review the job descriptions for the Director of the Medical Examiner's Office, for the Assistant Director and for all investigators, and establish appropriate qualifications for such positions to include possessing an undergraduate four year degree.

POLICE DEPARTMENT

Findings

- 1. The Computer Aided Dispatch (CAD) System in the County's 911 Emergency Center is severely inadequate and is not performing a majority of the basic functions specified by the County in the procurement of the system and needed by the citizens of DeKalb County.
- 2. The contract for the procurement of the CAD system has been closed and all money has been paid to the vendor. However, the CAD system is providing DeKalb County with an inferior emergency dispatch system in its 911 Center.
- 3. The CAD system was procured by the Police Department, and the Fire Rescue Department was not afforded any meaningful participation in the procurement of the system.
- 4. Both Police and Fire Rescue have a strong operational interest in the quality of the 911 Center. There is a difference of opinion between the Police and Fire Rescue Departments as to where the 911 Center should be housed. The Police Department feels that 911 should remain under the Police Department and the Fire Rescue Department believes that 911 should be returned to the Fire Rescue Department.
- 5. There are concerns from the Subcommittee that even with the best efforts; the Animal Control Unit is not operating with the best interest of the animals in mind. The conditions of the Animal Control facilities of the County are inadequate and result in unacceptable conditions for animals. The Subcommittee did not receive sufficient information from the Police Department on this problem and feels that further investigation is needed.
- 6. The County does not have enough precincts for a county of its size and population and there exist a need for additional standing (as opposed to mobile) precincts in the county.
- 7. The Subcommittee did not receive sufficient information to determine if the purchase of the mobile precincts was a reasonable, effective and efficient expenditure of taxpayer dollars or that the stated purpose of these mobile precincts is being realized.
- 8. The Subcommittee was informed of the Police Department's request for the purchase of a third helicopter, but the Subcommittee did not receive sufficient information to ascertain whether efficient and effective utilization is being made of the two helicopters presently within the Police Department.
- 9. The Subcommittee was presented with crime statistics reported by DeKalb County to the Georgia Bureau of Investigation which differed from the crime statistics which were reported by the Department within county government. The Police Department

provided further information to the effect that the differences in the crime statistics were that the GBI aggregated crime statistics from DeKalb County, its municipalities, and independent police forces (such as university police departments) and the Police Department statistics were only from unincorporated DeKalb. The Subcommittee did not have sufficient time to examine this explanation and determine if the Department sufficiently explained the discrepancy.

- 10. The Director of Public Safety should conduct a complete review of the organizational chart in the Police Department to determine if it is top heavy and if it is possibly impacting the increase in crime and the filtering of information up and down the chain of command.
- 11. There is a pattern of reassignments in the Police Department that the Subcommittee concluded were not adequately explained as to their management justification. There have been numerous reassignments of high ranking DeKalb police officers to assignments that appear totally unsuited to the rank and experience of these officers. The Subcommittee is seriously concerned that these questionable reassignments create the probability, if not the actuality, of morale problems within the Police Department.
- 12. The CEO should request a review of multiple layers of senior level police Managers assigned to the 911 Center, the Police Evidence Room, the School Crossing Guard Unit, and the Animal Control Unit. In the view of the Subcommittee, the assignment of multiple layers of senior level police officers in these areas does not appear to be an effective and efficient usage of these managers. The Subcommittee is concerned that these decisions leave DeKalb County with fewer officers on the streets dealing with the pressing issues of crime.
- 13. The Police Department organizational chart reflects that sworn police officers in the interactive community policing unit report to a civilian employee. The Department explained that this reporting was administrative in nature. When questioned further about ICP's reporting location on the organization chart, the Subcommittee was informed that ICP reports to the Deputy Chief of the Criminal Investigations Division, which is another division where ICP does not physically work. The Committee finds that it is a more strategic deployment of ICP to distribute its members among the County's precincts, where they are closer to the communities, rather than to assign the unit to the Criminal Investigations Division.
- 14. The Police Department presently has a very liberal practice of assigning take home cars, which appears to be both inefficient and ineffective. The Subcommittee concurs with the findings and recommendations of the Administrative Departments Subcommittee that the County's take home policy needs to be reviewed thoroughly to ensure that such policies are serving legitimate human resource and governmental operational policies, and such policies are being applied in a cost effective and fiscally responsible manner.

- 15. On a recurring basis, the Police Department experiences the problem of police officers beginning their shift and having to wait until a police car is available before they can go into the field. This is an unacceptable condition for the DeKalb Police Department.
- 16. The Police Department is conducting a substantial amount of shadowing activities in Houston, Texas. It appears that such shadowing is being mandated. Even though the Houston Police Department is providing such shadowing without charge, the Committee finds that this practice of police personnel traveling to Houston for shadowing opportunities is causing the County to incur unnecessary travel costs. Moreover, Houston is a municipality that is not similar in size or makeup to DeKalb, and there are adequate training facilities in Georgia.
- 17. The Police Chief, unlike most other Department heads in county government, is merit protected. The Committee finds that the position of Police Chief is of vital importance to county administration and that future CEO's should have the flexibility to select the Police Chief of their choosing.
- 18. Code Enforcement is important to neighborhood stabilization and to public safety. It is a very important function of local government and one that sometimes does not receive adequate focus and attention. Further, proper and consistent code enforcement can improve quality of life in neighborhoods and can be a source of revenue for the County.
- 19. The Subcommittee did not receive sufficient information from the Police Department to ascertain what the Department's current efforts and initiatives are to combat and reduce domestic violence in the County.
- 20. There is a continuing need for the Police Department to increase its cultural diversity throughout the ranks of the Department and to increase its sensitivity to the culturally diverse communities in DeKalb, particularly its Hispanic and Asian communities.
- 21. Various departments of county government have expressed concern that the working relationship with the Police Department has diminished in recent years.

- 1. Within his first month in office, the CEO should receive a detailed briefing from key personnel regarding the current inadequacies of the CAD system and how it affects the proper functioning of the 911 Center.
- 2. The CEO should direct the County Attorney and Purchasing Department to begin making an assessment of legal and contractual remedies available to the County for the inadequacies of the CAD system.
- 3. The 911 Center should be removed from the Police Department and should be established

- as an independent office/department, under the management of appropriately trained professional personnel that report to the Director of Public Safety.
- 4. The Director of Public Safety should be assigned the responsibility and should be directly accountable for the coordination of all of the County's departmental resources necessary to respond to manmade or natural emergencies. The Director of Public Safety should receive upon his appointment the findings and recommendations of this Subcommittee.
- 5. Within his first month in office, the CEO should convene a task force of citizens to research best practices for animal control by local governments and to develop a plan for the development, construction and funding of a new animal control facility in DeKalb.
- 6. The CEO should direct appropriate personnel in county government to conduct an aggressive public education campaign to inform the citizenry of the need to register all pets and to explain the benefits of spaying and neutering pets.
- 7. Animal Control should be removed from the Police Department and established as a separate office/department reporting to the Director of Public Safety.
- 8. Management of Animal Control should be stabilized and further study should be conducted to determine if the facilities is operating in the best interest of the animals.
- 9. The Director of Public Safety should review the usage of multiple layers of senior level Police Officers in the 911 Center, Police Evidence Room, School Crossing Guard Unit and Animal Control unit to determine if this is the best usage of this level of management.
- 10. The Director of Public Safety should conduct a review of the need and purpose of the mobile precincts to determine if the purchase of the mobile precincts were a reasonable use of taxpayers dollars and whether the mobile precincts are being used in accordance with their stated purpose. In the event that the Director of Public Safety should conclude either that the mobile precincts are not a reasonable use of taxpayer's dollars or that the mobile precincts are not being used in accordance with their stated purpose, the Director should formulate recommendations to the CEO about what future use or disposition should be made of the mobile precincts.
- 11. The Director of Public Safety should conduct a review to ascertain if there are discrepancies between the crime statistics reported by the County to the GBI and the crime statistics reported by the Police Department inside of the County.
- 12. The Director of Public Safety should conduct a review to determine if there is a need for a third helicopter in the Police Department and to determine if efficient and effective use is being made of the two existing helicopters in the Department.

- 13. Within the first thirty days of being appointed, the Director of Public Safety should conduct a thorough review of the Police Department take home car policy. This review should be designed to determine exactly what the policy is, what financial and operational impacts are experienced from the policy, and whether the policy is efficient in terms of the use of taxpayer dollars and effective in terms of police operations. The Director of Public Safety should present recommendations to the CEO as to what changes should occur in the take home policies and practices.
- 14. Within the first quarter after appointment, the Director of Public Safety should be required to present to the CEO a detailed plan for addressing the additional precinct needs of the county. Such plan should include the proposed locations of new precincts; an analysis of what staffing pattern changes would need to be made to implement proposed new precincts, the optimal timeline for the development of new precincts, and proposed funding sources for such new precincts.
- 15. The CEO should immediately suspend all travel by police officers to Houston, Texas for shadowing.
- 16. The County Attorney, in conjunction with other appropriate departments of the County, should develop proposed legislation to remove the position of the DeKalb Police Chief from under the merit system.
- 17. The Director of Public Safety, working in conjunction with the Police Department, should conduct a study and review of the Department's current efforts to combat domestic violence in DeKalb County. Such study and review should cover the identification of any special units within the department assigned domestic violence responsibilities, any initiatives underway to combat domestic violence, and any additional resources needed by the Department with respect to its domestic violence program.
- 18. The Department should seek to recruit, hire and retain more ethnically and culturally diverse officers in the police force at all ranks within the Police Department, specifically including Hispanic and Asian officers.
- 19. The Department should make immediate changes in its organizational chart to ensure and reflect that the ICP unit does not report to a civilian employee. Further, as a general policy, sworn police officers should not report to civilian employees.
- 20. The Subcommittee finds that the Majors of the precincts are more in touch with the communities they protect than the ICP unit. Therefore, the ICP Unit officers should report to the Major(s) of the precinct(s) where they report for duty.
- 21. The Public Safety Director should immediately begin a study to determine whether it would be more cost-effective to integrate Community Oriented Policing as the basis for all deployments in police precincts rather than have a separate ICP unit functioning within each precinct.

- 22. Code Enforcement should be removed from the Police Department. The Committee believes that the administration should review the current activities and workload of the Code Enforcement personnel and should determine whether Code Enforcement should be established as an independent office/department reporting to the Director of Public Safety or whether it should be consolidated into another department of county government.
- 23. The Subcommittee agrees that there should be a concerted management effort, led jointly by the Director of Public Safety and the Police Chief, to make sure that more police officers are patrolling the streets of DeKalb and that less police officers are involved in administrative jobs.
- 24. The Subcommittee recommends that the CEO seek out collaboration within the leadership of DeKalb County Schools to work together to reduce truancy and youth crimes in the County.
- 25. The Subcommittee recommends that the CEO seek to increase the County's funding for programs that combat domestic violence and the sexual exploitation of children.
- 26. The Director of Public Safety, working in conjunction with the Human Resources Department, should undertake a study as to what measures the County can take to improve retention of police officers (in addition to Fire Rescue officers).
- 27. The Director of Public Safety should undertake the study of a down payment assistance program for police officers and within six months of his appointment, provide the CEO with an analysis of the steps necessary to commence the program.
- 28. The IT Governance Committee, or a Subcommittee thereof with a special focus on the police department and crime reduction, should identify study and evaluate technological initiatives available to the police to assist in fighting crime.

BIOGRAPHIES OF TRANSITION COMMITTEE MEMBERS

KENT B. ALEXANDER

Mr. Alexander has served as Emory University's Senior Vice President and General Counsel overseeing the legal affairs of Emory University and Emory Healthcare. He is also an adjunct Law School professor, and the past chair of Emory Gives. From 1997 to 2000, Mr. Alexander was a partner in the law firm of King & Spalding, concentrating on civil and criminal litigation as well as technology matters. Prior to that, from 1994 to 1997, Mr. Alexander served as the United States Attorney, Northern District of Georgia of the Department of Justice. Mr. Alexander practiced law with King & Spalding from 1992 to 1994 (elected partner in 1993). Prior to joining King & Spalding, Mr. Alexander was an Assistant U.S. Attorney from 1985 to 1992, prosecuting white collar, drug, computer and general crimes. Mr. Alexander began his legal career with the law firm of McKenna, Long & Aldridge (formerly Long & Aldridge).

REVEREND JERRY D. BLACK

Pastor Jerry D. Black is a spirit-filled man of God who has always had a deep love and sense of compassion for others. In November 1991, the Beulah Church family confirmed God's divine appointment and called Reverend Black as its seventh pastor. Since his arrival at Beulah, Pastor Black has put numerous ministries in place to better serve the church family and surrounding community. Over the years, Pastor Black has become nationally recognized for his preaching, but his heart for serving God's people has not changed. Pastor Black remains focused on service. It is rare to find a preacher of Pastor Black's caliber who remains as humble as he is. He greets each individual member of the congregation with a warm hug and a kind word after every worship service.

ISAAC BLYTHERS

Mr. Blythers retired May 1, 2005 as President of Atlanta Gas Light Company & Chattanooga Gas Company. After retirement he served as Interim Executive Director of The Tubman African American Museum in Macon, Georgia from August 2005 to March 2006. His past and present civic and community involvement includes serving as Campaign Chairman, United Way of Metro Atlanta, Campaign Chairman, United Negro College Fund, Board Member, Metro Atlanta Boys & Girls Club, Board Member, Senior Citizens Services, Vice President & Treasurer, President, Morris Brown College DeKalb Alumni Chapter, Graduate of Leadership Atlanta Class of 1993, Executive Committee, Emory University Board of Visitors, Vice Chairman, Morris Brown College Board of Trustees, Member, Atlanta Rotary Club, President, 100 Black Men of Atlanta, Board Member, (2003), Morris Brown College Alumnus of the Year (1992), Who's Who in Black Atlanta (2003 & 2004) and a host of others.

CARRIE BRISCOE

Mrs. Briscoe is the President of the Inverness Woods Neighborhood Association. Carrie retired from AT&T after 25 years. Ms. Briscoe is a loyal and dedicated worker in her church, Beulah Baptist. Mrs. Briscoe is a lifetime member of the NAACP, having previously served as a DeKalb NAACP Board member and was the recipient of many local, regional and national awards and accolades. She is a graduate of the DeKalb Neighborhood Leadership Institute and currently serves on the board of PRISM (Pride Rings In Stone Mountain). Mrs. Briscoe lives by the creed that no matter where you are in life, you can always help someone.

ROBERT L. BROWN

Mr. Brown is President of R. L. Brown & Associates, one of Georgia's most highly respected architectural firms. Mr. Brown represents the Fourth Congressional District on the Georgia Department of Transportation. He is a former Board Chair of the Fulton-DeKalb Hospital Authority (Grady Memorial Hospital). Mr. Brown was chosen by the Metro Atlanta Chamber of Commerce as the "Small Business Person of the Year". Mr. Brown is deeply committed to elevating the importance of history, education, and the arts, a commitment that is reflected in his involvement on the boards of Agnes Scott College and the Georgia Historical Society. Georgia Trend has recognized him as one of The 100 Most Influential Citizens.

SHERIFF THOMAS E. BROWN

Thomas Brown is the 48th Sheriff of DeKalb County, having served as Sheriff since January 2001. His public service career began in 1972 as a firefighter for the City of Atlanta. In successive years, he served in various positions of leadership, advancing to deputy fire chief of operations at Atlanta's Hartsfield International Airport. In 1985, at age 31, he was chosen as the fifth fire chief in the history of DeKalb County, making him at the time the youngest fire chief of a major county or city in the nation. After holding that position for four years, DeKalb CEO Manuel Maloof appointed Thomas Brown as the county's public safety director, placing him in charge of all public safety functions of a growing DeKalb County. His responsibilities included management of the county's Police, Fire, Emergency Medical Services and Animal Control departments, the 911 Communications Center, and Emergency Management.

ROBERT "BOBBY" T. BURGESS

Chief Bobby Burgess began his career with the DeKalb County Police Department in March 1957. Rising through the ranks, he was appointed Chief in 1979. During his 40-year career, he received numerous awards and commendations from local governments, the state government and other organizations. Chief Burgess is a student of DeKalb history and is recognized by the Historical Society as a source of information from his family's background to his knowledge of the DeKalb County Police department. Retired in 2002, Chief Burgess remains the longest serving Police Chief in DeKalb's history. The Burgess family were settlers when DeKalb County was formed and he is recognized as a student of DeKalb County History.

GERALDINE A. CHAMPION

Ms. Champion is a twice retired law enforcement professional with profound civilian and military investigative background and problem resolution skills. Ms. Champion came out of retirement in 2007 and joined the Riverdale, Georgia Police Department as an Internal Affairs Background Investigator, responsible for investigating complaints filed against police officers by citizens. Prior to that, Ms Champion served for 16 years as a homicide detective for the City of Atlanta. Ms. Champion was responsible for the investigations of known or suspected criminals or facts of particular cases to detect planned criminal activity or clues. For seventeen years prior to joining the Atlanta Police Department, Ms. Champion served in the United States Army, Atlanta, Georgia, as Chief Interrogator Officer. Her responsibilities included interrogating, translating, and interpreting as defined by applicable regulations and agreements.

DR. THOMAS L. COLEMAN

Dr. Coleman is a recently retired Executive Administrator with the Georgia Department of Juvenile Justice. In this agency, he served as Deputy Commissioner of Programs and Secure Campuses. In that capacity he provided leadership and was responsible for managing the daily operations of programmatic services. His experience includes twenty years of executive service as Deputy Commissioner, Chief Deputy Commissioner, Agency Director, College Professor and College Administrator. Dr. Coleman has over 25 years of military service.

RICHARD E. CONLEY

Mr. Conley possesses over 30 years of executive level Human Resource (HR) Management experience in both the public and private sectors. During his career with DeKalb County, which began in the early 70's, Mr. Conley advanced through the ranks and held progressively responsible positions until his appointment as Director, Merit System/Human Resources in 1983, a position he held for 17 years until retirement. Prior to his career with the county, Mr. Conley served as Senior Personnel Representative for Eastern Airlines, Inc. for the company's southwest region. During his professional career, Mr. Conley was responsible for developing and administering HR policies and procedures in areas including but not limited to recruitment/selection, compensation and classification, employee benefits, risk management, records management, and training.

BRENDA FOYE CORNELIUS

Ms. Cornelius, President and Chief Executive Officer of The Cornelius Group, Inc., a bilingual community relations and public affairs consulting firm that focuses on creating and cultivating strategic alliances and brokering valuable relationships. A former Commissioner of Human Relations for the State of Georgia, Ms. Cornelius has established herself as not only a friend to communities, but also as a leader and respected consensus builder by diligently working to ensure access and inclusion in the political process for all Georgia citizens. Under her quidance as the first Commissioner of Human Relations for the state, she served as the liaison

and chief advisor on community affairs to Governor Roy Barnes. After four years as the chief advisor on community affairs to Governor Barnes, Ms. Cornelius retired from public service with the State of Georgia. In 2002 The Cornelius Group was formed; bringing together over 30 years of hands-on experience in the challenges and triumphs of community and human relations matters, and over a decade of active engagement and participation in local, state, and national politics.

HAYWOOD CURRY

Mr. Curry is the President of Engineering Design Technologies, Inc. He has more than 30 years experience in the construction industry ranging from coordinating and facilitating marketing efforts to overseeing project cost, general accounting and auditing projects. Mr. Curry's performance in contract administration has resulted in a broad base of knowledge with regard to contractual requirements, construction laws, negotiation, project documentation, project accounting, claims avoidance and the compliance requirements of various government funded projects. Mr. Curry is active in civic affairs and currently serves on the board of the Decatur Housing Authority and the National Association of Housing and Redevelopment Officials (NAHRO).

BETTYE DAVIS

Ms. Davis is the President of Davis Community Solutions, LLC. She is a former Executive Director of the DeKalb and Fulton Housing Authorities. Ms. Davis has a passion for creating affordable communities for families and seniors which grew out of her upbringing in Birmingham, Alabama, where she resided in public housing. Ms. Davis made the transition from public housing resident to compassionate public housing executive. In 2006, the DeKalb County Commission honored her for the key role she played in helping families displaced by Hurricane Katrina. The YWCA of Greater Atlanta named her one of 10 Women of Achievement in 1990 in honor of her many contributions to Metro Atlanta. Ms. Davis has been an "engine for change" in the public housing industry and in the community at large. Ms. Davis is a Sunday school teacher at Beulah Missionary Baptist Church in Decatur, GA. She also serves on the DeKalb County Habitat for Humanity Board of Directors and frequently participates in Marathons for a Cause, including the Susan G. Komen 3-Day Walk for Cancer, Relay for Life, and others.

JEAN DOUGLAS

Ms. Douglas has served as the Women's Resource Center's Executive Director for almost 12 years. During that time she has become known as a leader in Atlanta in the subjects of domestic violence and women's issues. She has served on the Board of Directors of the Georgia Coalition Against Domestic Violence and Georgia's WIN List, and as member of the DeKalb County Domestic Violence Task Force. Ms. Douglas' areas of expertise include responses to acts of violence; effects of legislative changes on domestic violence survivors, ending violence against women, domestic violence and the workplace, domestic violence as it connects to other women's issues and stereotypes about domestic violence.

DR. SANDRA ELIZABETH FORD

Dr. Sandra Elizabeth Ford is Acting Director of the Division of Public Health, State Health Officer. As State Health Officer, Dr. Ford is responsible for leading the development of policy and legislation pertaining to public health and enforcing related laws and regulations. She leads efforts in preparedness, outbreak investigation, and monitoring of the status of health at the state and county levels. She is responsible for the work of 18 District Health Directors who report to county boards of health to provide essential public health services at the local level. Dr. Ford previously served as the District Health Director of the DeKalb County Board of Health. Dr. Ford, a board-certified pediatrician, received a Bachelor's Degree in Psychology from Stanford University, a Medical Degree from Howard University College of Medicine and a Master's Degree in Business Administration with a focus in Health Services Administration from Howard University Graduate School of Business. She oversees clinical and populationbased services for an area with 685,000 residents and where more than 130 languages are spoken. Dr. Ford speaks Spanish, French and Italian. Her focus areas include bioterrorism, health disparities, infant mortality, asthma, obesity, and nutrition. Dr. Ford was named by the Atlanta Tribune as one of the 2007 Superwomen and recognized as Who's Who Among Black Atlantans. She has also received numerous awards, including a Commonwealth Fund Fellowship, Robinson/Dickens Award, and National Medical Fellow.

SARA A. FOUNTAIN

Ms. Fountain has served as the Executive Director of Leadership DeKalb Inc., a community leadership program that offers leadership training to adults and high school students since Ms. Fountain has been involved with community advocacy and quality of life issues for over three decades. Her primary personal interests are in sustainable and environmentally responsible growth, environmental health issues, and education. Fountain presently serves on the Clifton Community Partnership. She is a member of the national Advisory Board of the College of Liberal Arts and Social Sciences at her alma mater, Georgia Southern University, and a founding board member of the DeKalb Literacy Council. She is a member of the DeKalb Homeless Advisory Council and an Advisory Board member of BreakThru House, a treatment facility in Decatur for women with addictions. She serves on the Public Safety and Municipal Authority of DeKalb County and she recently ended a six-vear term on the DeKalb Community Relations Commission. She is a graduate of the 1992 class of Leadership DeKalb and a 2004 graduate of the Regional Leadership Institute. Ms. Fountain maintains active memberships in the Community Leadership Association, an international organization that provides leadership programming; the Regional Atlanta Civic League; the Atlanta Press Club (recipient of Distinguished Service Award), Decatur Rotary, Sierra Club, Georgia Conservancy, Georgia Organics, Southface Energy Institute, and the Briarcliff Woods Civic Association (Board of Directors since 1995). She is a member of St. Luke's Episcopal Church in downtown Atlanta.

DAVIS FOX

Mr. Fox is an innovative public policy strategist with private sector experience in management, real estate development, marketing, economic development and non-profit experience in community organizing, urban planning and regional planning. He serves on the Board of Directors of the Atlanta Regional Commission. Mr. Fox is knowledgeable of regional issues and solutions concerning transportation, land use, water supply and aging population. Prior to working with ARC, Mr. Fox was a Senior Public Policy Analyst for Research Atlanta. He is also knowledgeable in public policy analysis, research methodology, fact finding, testing options and developing integrated recommendations involving public, private and non-profit sectors.

THEODROS HAILEGIORGIS

Mr. Hailegiorgis, is the owner of the Nile Group, LLC. He was born in Ethiopia, East Africa, migrated to the US in 1973 and moved to Atlanta in 1984. Previously he owned and operated Addis Ethiopian Restaurant in Little Five Points in DeKalb County. His establishment served an ambassadorial function by introducing his native cuisine and culture to the Atlanta Community. Because of his involvement in the business community and The Refugee Resettlement Program, he was appointed by The Christian Council Metro Atlanta to serve on The Refugee Advisory Board. He served from 1989 through 1991 addressing issues and inventing ways to improve the resettlement program and help newcomers adjust to their life in the new culture. In January 1996, he opened his own Allstate insurance agency in Clarkston, Georgia. He is responsible for business development, marketing and outstanding customer service. Mr. Hailegiorgis has enjoyed working with the citizens of Clarkston, the Clarkston City Government and the Community Center. In 2007, in a bid to diversify his business, Mr. Hailegiorgis and his wife, Worknesh Kassa, opened The Nile Group, LLC, in Clarkston, Georgia. The primary focus of the company is parking and property management services. He is the Director of Operations responsible for the oversight of activities and initiatives involving new business development and marketing. Mr. Hailegiorgis is a member of Clarkston Business Association, currently serving as vice chairman of the association. Beginning in 1988, he has been an active member of Ethiopian Community Association in Atlanta where he served as a member of the Board of Directors from 1990-1992 and 1997-1999.

REVEREND DR. CYNTHIA L. HALE

Rev. Dr. Cynthia L. Hale is the founding and Senior Pastor of the Ray of Hope Christian Church in Decatur, Georgia. Ray of Hope has an active membership of 5,000 and an average of 1,500 in worship each Sunday morning. The Ray was also recognized in the book, Excellent Protestant Congregations: The Guide to Best Places and Practice, as one of 300 excellent Protestant congregations in the United States. Dr. Hale was inducted into the African American Biographies Hall of Fame and the Martin Luther King's Board of Preachers, Atlanta, Georgia. On February 10, 2007, Dr Hale received the 2007 Pinnacle Leadership Award presented by

the Fortitude Educational and Cultural Development Foundation, Inc. and the East Point College Alumnae Chapter of Delta Sigma Theta Sorority, Inc. On September 28, 2007, Dr. Hale received the Ambassador of Christian Excellence Award presented by Yolanda Adams Radio Morning Show in Atlanta, Georgia.

In 2008, Dr. Hale was selected by Senator Barack Obama and the Democratic Party to give the opening invocation at the Democratic National Convention. Dr. Hale also serves as the Co-Chair for "Women In Ministry for Obama." Dr. Hale serves as Secretary of the Board of Beulah Heights Bible College, Chairperson of City of Hope Ministries Inc. Board of Directors, Co-Chair of the Samuel DeWitt Proctor Conference and Chair of the 21st Century Vision Team Christian Church (Disciples of Christ). Dr. Hale was also awarded the Trombone Award presented by the Rainbow Push Coalition, and the Religious Excellence Award presented by Alpha Phi Alpha Fraternity, Inc. Dr. Hale is honored to be an active member of Alpha Kappa Alpha Sorority, Inc. Dr. Hale has been in ministry for 29 years. Her ministerial gift has drawn thousands, young and old. She has traveled abroad preaching the Gospel of Jesus Christ, sharing the "Good News" in Africa, Australia, Europe, the Caribbean, and South America. Dr. Hale is a woman on a mission to impact and transform this present world into the Kingdom of God.

MARCIA GLENN HUNTER

Ms. Hunter is a former Mayor of the City of Lithonia. She recently retired after 40 years of Federal Service. Marcia is well known and respected for her public service as former Mayor of the City of Lithonia, Georgia. She has served as the First Vice President of the National Conference of Black Mayors (NCBM), an organization of more than 500 Mayors in 28 states and the District of Columbia, representing more than 20 million Americans. She is the recipient of the EPA Donald J. Guinyard Pioneer Achievement Award. Ms. Marcia Glen Hunter is also a forceful and dynamic speaker and has served as the keynote speaker at Black History Month, Martin Luther King Jr. Birthday Celebrations and other numerous events nationwide. Ms. Hunter is a graduate of the DeKalb Leadership Institute, the Regional Leadership Institute, and the Leadership Institute for Mayors. She has served as a Board Member of the DeKalb County Board of Health; Parliamentarian for the Atlanta Regional Commission; and a Board Member of Trinity Ministries. She is a member of Lambda Epsilon Omega Chapter of Alpha Kappa Alpha. She holds lifetime memberships with the National Counsel of Negro Women and Blacks in Government. She is a member of First Saint Paul A.M.E. Church in Lithonia where she has served in many leadership positions including the Steward Board. Ms. Hunter has been honored by numerous organizations for her commitment to public service: Outstanding Community Service Award, Outstanding Women in Politics, 100 List of Georgia's Most Powerful and Influential Women, Outstanding Community Volunteer, and nominated by Georgia Attorney General as Outstanding Women in Government - Good Housekeeping Magazine.

REVEREND LARRY JONES

Reverend Jones is an Assistant Pastor of St. Philips AME Church. Blessed with the gift of oratory, Rev. Jones has delivered many heartwarming spirit filled sermons. Rev. Jones has an extensive business and legal background including labor relations, and human development in addition to his religious knowledge and experience. Rev Jones has served on the boards of the Boys Clubs of America, Epilepsy Foundation, and United Healthcare. Previously he has been active in consumer affairs and legal aid for the underserved. He has a passion for helping others, especially those less fortunate and unable to find assistance through other channels.

KELLY JORDAN

Mr. Jordan is a Real Estate Developer and President of the Point Center Corporation, a community redevelopment company he started in 1977. Point Center Corporation worked closely with the City of Atlanta implementing the Revitalization Plan for the Little Five Points commercial area. His work there received an Atlanta Urban Design Commission Award of Excellence, an award from The Georgia Chapter of The American Planning Association, two Certificates of National Recognition from the U.S. Department of Housing and Urban Development and a Citation of Excellence from The Georgia Trust for Historic Preservation. In 1998, Mr. Jordan co-founded the Arabia Mountain Heritage Area Alliance which, with the help of many public and private partners, has so far protected thousands of acres of green space and historic areas in south DeKalb and Rockdale counties. The entire project area was designated by the U.S. Congress in 2006 as a National Heritage Area. He serves on the boards of The Georgia Conservancy, Wonderland Gardens, DeKalb Council for the Arts, AWARE Wild Animal Rescue, Historic Oakland Cemetery and Flat Rock Archive. He completed six years on the board of Park Pride and is a graduate of the Institute for Georgia Environmental Leadership (IGEL) class of 2006. For his environmental work he has received the DeKalb County Soil and Water Conservation District's 1997 Conservation Service Award, the DeKalb CEO's 2000 award for "Preservation of Natural Treasures," the 2002 Excellence in Conservation Award from DeKalb County Soil and Water, Leadership DeKalb's 2002 Leadership Award, The Conservation Fund's 2004 Award for Outstanding Leadership, the CrossRoads News 2005 Community Champion award, and a 2005 South DeKalb Neighborhood Association Community Service Award.

CASSANDRA LITTLEJOHN

Ms. Cassandra Littlejohn is a member and former Chair of the DeKalb County Board of Education. Ms. Littlejohn has been a dedicated advocate for youth and involved in public service for over 12 years. She played a lead role in developing youth and parent initiatives, such as "Tag Team Parents", an innovative model for understanding the changing dynamics of child rearing. She strongly believes that leadership is not self serving, but rather selfless serving. This philosophy is demonstrated in her present and former work on the American Heart Association, Emory Board of Visitors, and CASA boards to name a few. In 2004, she was elected At-Large District 8 Representative, joining the nine member DeKalb Board of Education, assuming the role of board chair two consecutive years. Ms. Littlejohn has helped

shape the direction and focus for the Nations 7th largest school district and one of Metro Atlanta's largest and most diverse. Her fiduciary responsibility includes the oversight for nearly 100,000 students, over 20,000 employees, a \$500 million dollar Capital Improvement and a \$1 billion dollar budget. The courage to vote her conviction, wisdom to choose her battles and her defiance against injustice is what both supporters and critics have agreed are Ms. Littlejohn's leadership strengths. She believes that strong policies and concerns for "all" is the key to real equality.

STEEN MILES

The Honorable Steen Miles is the former Senator for Georgia's 43rd District, which includes East DeKalb and Rockdale Counties. She is a veteran broadcast journalist and current host of Faith and the City Forum, an award-winning weekly cable TV show that explores current events and public policy from diverse faith perspectives. Senator Miles is the former Georgia Broadcast Editor for United Press International in Atlanta and is considered a pioneer among African American broadcast journalists. For three years Senator Miles was Chief Media Relations Officer for MARTA, serving as the agency's primary spokesperson. She is best known as a three-time Emmy award-winning reporter/anchor for WXIA-TV 11Alive in Atlanta from which she retired in 1999 after 15 years.

H. ANDREW OWEN

Mr. Owen is a founding partner of Owen, Gleaton, Egan, Jones & Sweeney, LLP and has been litigating cases all over the State of Georgia for more than 35 years. The primary focus of his practice in recent years has been the defense of healthcare professionals in medical malpractice cases and the defense of aviation and product liability cases. He also provides resolution of coverage, agency and reinsurance disputes, and legislative consultation. His peers have recognized Mr. Owen for several years, having been designated as one of Georgia's "Super Lawyers". Mr. Owen is an active member of the Georgia Lawyers Foundation, The Defense Research Institute, the Lawyer-Pilots Bar Association, and the Old War Horse Lawyers Club.

BOBBIE KENNEDY SANFORD

While in college, she met her husband of 41 years, the late Porter Sanford, III. She is a long-standing resident of DeKalb County. In 1965 Porter Sanford, III founded Sanford Realty, DeKalb County's first minority-owned real estate company. Bobbie later joined him in the business and the couple grew their small company. They have been credited with helping to shape DeKalb County as one of the richest African-American Communities in America. Bobbie is currently the broker of Coldwell Banker Sanford Realty Company, Inc. and has a long-standing history of civic-mindedness and dedication to community service. She has been granted numerous awards and has received recognition from a variety of business and civic organizations. Bobbie is a charter member of Leadership DeKalb and a Founding member of 100 Black Women of DeKalb.

JACK SARTAIN

Mr. Sartain is the President of First Quality Consulting. Previously Mr. Sartain has worked with the Georgia Department of Public Health, and the health departments of DeKalb, Fulton, and Henry County. Mr. Sartain has extensive experience in planning and producing a variety of large events which are intended to draw crowds, motivate, inspire or raise funds. His honors include Omicron Delta Kappa; Alpha Kappa Psi; Phi Sigma; Pi Epsilon Rho; Life Honorary Member - United Methodist Women; Life Honorary Member- PTA; DeKalb Citizen of the Year; Mary Clark Community Service Award; Layman of the Year - United Methodist Church. Mr. Sartain has been the Music Director in several large Atlanta United Methodist Churches. He was selected Layman of the Year in 2004 by the North Georgia Conference, Atlanta Emory District. He is a member of several choral groups; operatic, recital and musical theatre tenor; professional trumpet player; producer of many programs and festivals; and a founder of the DeKalb Council for the Arts, Inc. Mr. Sartain has served or presently serves on many proprietary and not-for-profit boards of directors such as the Initiative for Affordable Housing; American Cancer Society; Callanwolde Foundation; Regional Mental Health, Mental Retardation and Substance Abuse Board (State of Georgia); Amerifab Products; Tucker Business Association President, Biomass Derivatives, Inc., Tennessee Automation, Inc., Sun Coast School of Osteopathic Medicine, Decatur and Stone Mountain Rotary Club and others. Mr. Sartain is a Charter Board member of First Security National Bank, and a former candidate for the Georgia House of Representatives.

DR. JOSEPHINE TAN

Dr. Tan is responsible for Georgia Power's Community Development in the Metro East Region of Atlanta. She supports the local communities through leadership development, strategic planning, existing industry retention and expansions, and with new companies considering an expansion or relocation to the area. Her duties also include working with the statewide Asian-American community. In 2003, Dr. Tan was appointed by Governor Sonny Perdue as chair of the Asian American Commission for a New Georgia, which enables state-wide Asian American voices, consults on state policy making and helps economic development projects. She serves on many non-profit boards including the Asian American Chamber of Commerce, the Korea Southeast United States Chamber of Commerce and the Chinese Community Center. She has also served on the boards of Leadership Atlanta, Northwest Georgia Girl Scout Council, and The League of Women Voters of Georgia, and chaired the International Village Cultural and Community Center initiative. She is a graduate of Leadership Atlanta and a frequent speaker on economic, energy, community and diversity issues. Her many accomplishments include: being the founding president of the Asian American Chamber of Commerce of Georgia, creating the first unified effort in the Asian American business community; being a business partner for the Census 2000 project; initiating the first Asian American Summit in Atlanta, which became a role model for entire nation. Dr. Tan has been cited for work as chairwoman of the Chinese Community Center, which spearheaded the first effective cooperation between various Chinese groups in Atlanta. Because of her community leadership and services, she has received numerous honors and awards, including ATLANTA WOMAN magazine's 2007 "25 Power Women," Women Looking Ahead magazine's "100s List of Most Powerful Women," Atlanta Magazine's Twenty Women Making a Mark, U. S. Census Bureau's Leadership in Partnership Award, Asian American Chamber of Commerce's Exemplary Leadership Award, Asian American Journalist Association's Honoree, and the Southern Style Excellence Award of Georgia Power.

DR. ANTHONY S. TRICOLI

Assuming office on October 1, 2006, Dr. Anthony S. Tricoli became the sixth president of Georgia Perimeter College, the third largest institution in the University System of Georgia. Dr. Tricoli brings to the college a leadership style characterized by energy, creativity and solid experience. He led GPC's new "Voices, Values and Vision" strategic planning process in which college faculty, staff, students, administrators and college stakeholders collaborated in the creation of a new mission and vision statement and a list of new college goals. These new statements link the college's strategic agenda to that of the University System of Georgia.

JUDY B. TURNER

A native of Decatur, Ms. Turner has been in banking the Atlanta metro area for 40 years. She began her career in 1965 with the Citizens and Southern National Bank (now Bank of America). In 1993, she went to work for Bank South (now Bank of America). In 1996, after Bank South was acquired, she formed a group of local business leaders that raised \$9.4 million in stock to start a bank for their community. She currently serves as President and CEO and is a member of the Board of Directors of this \$200 million bank. Ms. Turner has worked in the City of Decatur in banking for 20 years. She has always been very active in the community.

VERDAILLIA TURNER

Ms. Turner is President of the Georgia Federation of Teachers, a role she has held since 2000. Verdaillia is a former Atlanta Public schoolteacher and is experienced in Mediation, Secondary Education, Education Leadership and Administration. Ms. Turner has been given the role of improving the lives of Georgia members and their families and to give voice to their legitimate professional, economic and social aspirations. Additionally her role is to promote democracy, human rights, and freedom within the Federation and the nation.

HONEY VAN DE KREKE

Ms. Van De Kreke is the Vice President of Tucker Business Association and founder and comanager of the Main Street Tucker Alliance, a nonprofit organization active in the revitalization of Tucker's Main Street. Her professional activities include having served as the first president of The Edge Distributor Group. This national group includes 14 members serving the electronics industry. Her current activities include serving Co-General Manager and Board Member of Main Street Tucker Alliance; chairing the Committee for Holiday Festival on Tucker Main Street (annual event); chairing the Committee for Tucker Day (annual event); serving as the representative for District 1 on the DeKalb Park Bond Citizens Advisory Board. (Appointed by Commissioner Elaine Boyer); served as Project Manager for Main Street revitalization;

served as Vice President/Media for Tucker Business Association. Her past activities have included serving as the President of Tucker Civic Association 1997-1998; served on Tucker Civic Association Board 1999; served as a core team member for the LCI Study in Tucker, completed 2005; served as Board member for Northlake Medical 2006; and chaired committee for ARC Community choices grant for Tucker 2007. Honey is a member of the Tucker Civic Association and the Smoke Rise Community Association.

GALE WALLDORFF

Ms. Walldorff officially began public service in July 1992 when she was elected to the DeKalb County Board of Commissioners following a special election for the District 2 seat. Commissioner Walldorff has been an experienced voice in DeKalb County community affairs for over 25 years. In 1994 and in 1998, Commissioner Walldorff ran for the District 2 seat. She completed her third and last four-year term in 2006. In January of 2001, Commissioner Walldorff was elected Presiding Officer of the Board of Commissioners for the second consecutive year. Commissioner Walldorff also served as Presiding Officer in 1995. She has a special interest in county finance, serving eight years on the Budget Review Committee and acting as chair of the committee in 1995 and 1996. She worked diligently to improve the efficiency of county government through the budgetary process. Gale also served as Chairman of the Audit Committee and as of January 2006, finished her last year as a member of the Budget Review Committee.

JONATHAN WEINTRAUB

Mr. Weintraub practices law in Decatur, specializing in litigation and municipal law. He represents developers, governments and individuals, and is the general counsel to the Etowah Water & Sewer Authority. Mr. Weintraub was formerly a partner in the firm Freed & Berman, P.C., where he was responsible for business development and litigation involving small businesses, real estate offices and entrepreneurs. Prior to that, Mr. Weintraub was the DeKalb County Attorney, responsible for all legal services for the elected Chief Executive Officer and seven member Board of Commissioners, all county departments and over 7000 employees, Constitutional Officers (Clerk of Court, Sheriff, Probate Judge, Tax Commissioner), State Court Judges, State Court Clerk, Marshall, Administrative Office of the Superior Court, County Board of Health, County Board of Tax Assessors. Mr. Weintraub also served previously as the Gwinnett County Attorney.

R. KYLE WILLIAMS

Mr. Williams is Counsel with The Bloom Law Firm and focuses his practice on zoning, land use and general litigation matters. Mr. Williams created and maintains www.GeorgiaZoningBlog.com http://www.georgiazoningblog.com/ blogging Georgia land use and zoning decisions, law, and politics. In 2006, 2007 and 2008, he was named a Georgia "Rising Star" in Litigation, Land Use and Zoning by Georgia "Super Lawyer" and Atlanta Magazine. Mr. Williams is serving his second term on the Decatur Zoning Board of Appeals. He also serves on the Dean's Circle

Alumni Advisory Board for The University of Tennessee College of Law and on the Board of Directors for the Atlanta Gay and Lesbian Chamber of Commerce. He regularly volunteers with area nonprofits and has been recognized as a Foundation Friend by the Decatur Education Foundation.

YVONNE WILLIAMS

Ms. Williams is the President of the Perimeter Community Improvement District. She has an exceptional record of successes in building public/private partnerships to expand financial resources and implement projects that have produced positive changes for communities. A visionary with extensive knowledgeable about Georgia and economic development, she has a particular talent for grasping a project or issue and finding solutions. During the past 25 years, as a chief executive, Ms. Williams has helped mold downtown revitalization, industrial development and comprehensive economic development strategy and advocacy in various capacities with the Cobb Chamber of Commerce, Athens Area Chamber of Commerce, the Madison-Morgan County Chamber of Commerce, the Americus-Sumter County Chamber of Commerce, the Bristol Tennessee/Virginia Economic Development Partnership and the Georgia Chamber of Commerce. Her appointments include the Governor's Commission on the City of Dunwoody; Governor Perdue's Congestion Mitigation Task Force; Regional Atlanta Civic League; Northside Hospital Foundation; Board member Georgia Chamber of Commerce; Board member, Georgians for Better Transportation; founding Board Member of the DeKalb Police Alliance; Governor Perdue's Sandy Springs Interim Government Commission; Congressman Tom Price's Advisory Council Task Force for Transportation and Local Issues; Sandy Springs Comprehensive Planning Commission; and the Governor's Commission on City of Sandy Springs. Her awards include the "Georgia Chamber of Commerce Certified Executive Award" from the Georgia Chamber of Commerce Executives Association (while she was the Cobb Chamber of Commerce President and CEO); a nominee for the Atlanta Woman Magazine Woman of the Year Award for 2006; woman of the year in 2005 by the Women in Transportation Seminar Atlanta chapter; Who's Who in American Business Executives and International Executives; and selected for Harvard Business School's Strategic Perspectives - 2006.

ROCIO DEL MILAGRO WOODY

Ms. Woody is a Licensed Psychotherapist and a National Certified Addictions Counselor. She is the Founder and President of The Road to Recovery, Inc., in Atlanta, Georgia. Ms. Woody's primary area of interest is the impact of culturally sensitive care in the treatment needs of patients who have a psychiatric disorder in combination with alcohol and other drug use disorders. In 1995, Ms. Woody founded The Road to Recovery, Inc. as the first fully multilingual and multicultural professional counseling clinical practice specialized in Forensic Psychology and Forensic Social Work. Ms. Woody is a recognized national and international presenter and trainer on issues related to cultural sensitivity, substance abuse, sexual harassment and violence in free work-place. Ms. Woody is a regular guest speaker for a number of radio talk shows and local media.

MICHAEL WRIGHT

Mr. Wright was formerly employed by AT&T and Lucent Technologies as a manager in Finance, Customer Service, and Engineering. Currently employed by Delta Community Credit Union, Mr. Wright is the Manager of eCommerce for the largest credit union in Georgia with assets of \$2.7 Billion serving 175,000 members. His community service activities have included: CFO of the Kapsi Foundation of Decatur. Mr. Wright served as Treasurer of the following organizations: Ray of Hope Christian Church, 1st Tee of Atlanta Youth Golf Program Parents Club, and Assistant Treasurer Community Achievement Center, Inc.

JUDY YATES

Ms. Yates served as a DeKalb County Commissioner for three terms. Commissioner Yates has five years of business and local government experience in diverse work environments, municipal operations and real estate. She has a thorough understanding of land acquisition, zoning and land use, budgets, code enforcement, community development and public works. Commissioner Yates is detail oriented with strong financial management, planning, and budgeting skills. Her selected accomplishments include being a residential mortgage loan officer for five years, serving on the Planning and Zoning Commission for six years, serving as chair of a 501(c) (3) volunteer services organization and serving as a small construction project designer and manager for 4 years. She is a member of the Regional Atlanta Civic League (formerly Regional Leadership Foundation), DeKalb Medical Center Community Advisory Board, Druid Hills Civic Association, Advisor to the Board, DeKalb Historical Society and Georgia Real Estate Investors Association of Atlanta.

JAMES E. YOUNG

Mr. Young joined Citizens Trust Bank of Atlanta on February 2, 1998 as President & Chief Executive Officer as a result of the merger of the institution and DeKalb County's First Southern Bank, where he had been President and CEO since 1993. During his First Southern Bank tenure, he guided the bank's expansion by opening two new branch locations, the establishment of a holding company and the acquisition of a mortgage company. Under his leadership, First Southern Bank grew from \$22 million in assets to \$58 million at the time of the merger. The merger of the two institutions created a financial services company with \$184 million in assets and 11 Metropolitan Atlanta banking locations, one of the top five African-American owned commercial banks in the country.

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- 13. Grady Memorial Hospital Board
- 14. MARTA Executives
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