

“OUR FIRST 100 DAYS”



An Overview by

W. BURRELL ELLIS, JR.

**CHIEF EXECUTIVE OFFICER
DEKALB COUNTY**

May 2009

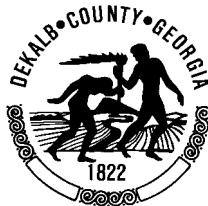


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May 15, 2009

Dear DeKalb County Citizens and Stakeholders:

Our administration is dedicated to one overarching vision: Building a New Consensus for a Better DeKalb. The initial 100 days have been the first steps in this journey, and we have made tremendous progress to date. It is an exciting time to be in public service.

Our administration has addressed challenging, crucial, and difficult issues on behalf of the citizens and stakeholders of DeKalb County during our first 100 days. I am pleased to issue this report detailing the activities and accomplishments for this period of time.

Teamwork, both inside and outside of county government, has been a guiding principle in our approach to governance. We are bringing about a greater level of coordination and cooperation between various county departments, as well as our County agencies, our municipalities, and neighboring governments. I have recruited a dedicated executive team of professionals to assist me in leading this charge. Our administration is working hard to establish high standards of competency, integrity and effectiveness.

While we expect all employees to meet these high standards, we are looking for special leadership and performance from all of our department heads and senior county management. We will accept nothing less than excellence in the service we provide to our citizens. We will not rest until that goal is achieved.

In our first 100 days, we have confronted great challenges. We faced a serious budget shortfall, yet we were able to balance our budget without overburdening taxpayers and without reducing essential county services. We have given public safety the highest priority, as we are determined to make DeKalb a safer place to live, work, and play. We are pursuing initiatives to make our county government more efficient, to improve the quality of life in our neighborhoods, and to improve our county infrastructure.

Our enthusiasm and dedication to serving the citizens of DeKalb remains unlimited. We have much work to do. As your CEO, I remain committed to making your priorities the priority of our county government. As always, I welcome your thoughts and ideas to help us achieve that goal.

Sincerely,

Burrell Ellis



I. TAKING OFFICE

In January 2009, Burrell Ellis began his service as DeKalb County's fourth Chief Executive Officer. Strongly committed to a united DeKalb, CEO Ellis organized DeKalb County's first "Unity Swearing In" ceremony, during which he, the Board of Commissioners, Constitutional Officers, Judges, and School Board Members took their oaths of office during a joint event.

In his inaugural address, CEO Ellis said, "A brighter future is on the horizon for DeKalb County. We are going to improve the lives of our citizens and we are going to move DeKalb forward."



CEO Burrell Ellis at Saint Phillip A.M.E. Church after being sworn into office.

CEO Ellis also spoke of the compelling need for unity in DeKalb. "Unity is the presence of a common resolve to address the problems that face our county. As the County's Executive, I will always respect different opinions, I will always bring civility to our public debate, and I will always search for areas of common ground. We can be united in our aspiration in Building a New Consensus for a Better DeKalb."

Shortly before taking office, CEO Ellis was presented a detailed report prepared by a 40 member, citizen-driven transition committee. The Ellis Transition Committee reviewed and studied DeKalb's Public Safety, Operating, and Administrative Departments, along with its external agencies. The report set forth more than 300 findings and recommendations for CEO Ellis' consideration.

The transition report has been a contributing factor in the direction of the administration's first 100 days, as numerous findings and recommendations have been considered and implemented by CEO Ellis. In addition to consideration of the Transition Committee's work, the administration has confronted a \$60 million budget shortfall and the usual array of governmental challenges, both anticipated and unforeseen.

With firm resolve, an unwavering commitment to county unity, and an eye towards bringing about demonstrable progress in DeKalb County, the Ellis Administration, in its first 100 days, has met its initial challenges head-on; has worked tirelessly on behalf of the County; and has produced positive results and achievements for its citizens and stakeholders.

II. THE 100 DAY REPORT

A. REFORMING COUNTY GOVERNMENT

From day one, CEO Ellis has worked assertively and purposefully to bring DeKalb a more efficient county government, where there are clear lines of management responsibility and accountability, ongoing collaboration among county departments, and improvements in the overall services provided to citizens and stakeholders. Towards this end, CEO Ellis has:

- Reorganized the Office of the CEO to provide a management structure that is more conducive to bringing about cross-departmental and cross-functional coordination.
- Organized a six member cabinet.



***From left to right:** Philippa Brown, Chief of Staff; Keith Barker, Chief Operating Officer; Burrell Ellis, Chief Executive Officer; Lisa E. Chang, County Attorney; Dr. Michael Bell, Chief Financial Officer; Shelia Trappier Edwards, Chief Communications Officer; William Miller, Public Safety Director (not pictured).*

- Appointed DeKalb's first African American Chief Operating Officer, Keith Barker.
- Appointed DeKalb's first female and Asian American County Attorney, Lisa E. Chang.
- Created the position of Deputy Chief Operating Officer for Infrastructure to provide management oversight and coordination to the county's departments, including Public Works, Watershed Management, Parks and Recreation, Facilities Management, Libraries, and Peachtree DeKalb Airport. CEO Ellis appointed former DeKalb Public Works Director Ted Rhinehart who also serves as the county's Stimulus Funding Implementation Czar to the Obama administration.
- Created the position of COO/Development.



From left to right: Sheriff Thomas Brown, CEO Burrell Ellis, Director William "Wiz" Miller, Police Chief William O'Brien during press conference to announce Miller.

- Re-established the position of Public Safety Director to provide management, oversight and coordination to the County's Police, Fire Rescue, Records Court, and Medical Examiners offices. Appointed Attorney William Miller.
- Issued an Executive Order revising and strengthening the county's purchasing policies regarding extension of county contracts.
- Created the position of Deputy Chief of Staff for Community Relations to provide direct and ongoing engagement between the CEO's office and citizens and stakeholders in the community.
- Changed the reporting relationship of the Child Advocacy Center, a county department consisting of attorneys and related staff responsible for advocacy on behalf of DeKalb's children, from the Executive Assistant to the County Attorney.
- Commenced a study of national best practices with regard to the establishment of an "Inspector General" to better address and deter waste, fraud and abuse in government.



B. BUDGET AND FINANCE

CEO Ellis has pledged to make DeKalb more fiscally accountable. During its first months in office, the Ellis Administration demonstrated this guiding principle of fiscal accountability by (1) making budgeting decisions which accurately reflect county operations; (2) holding over 15 neighborhood gatherings sponsored by neighborhood and civic groups to better engage citizens in the budget process and to make it more “user-friendly”; (3) conducting careful

reviews of new and under-collected revenue sources; and (4) fulfilling a commitment to county government belt tightening before looking to taxpayers for additional funds. With these guiding principles, the Ellis Administration, in its first 100 days has:



CEO Burrell Ellis as he presents a balanced 2009 budget to members of the Board of Commissioners.

- Closed the \$60 million dollar budget revenue shortfall projected for the 2009 county budget without raising property taxes or reducing essential county government services.
- Instituted “truth in budgeting” principles in the county budget process by removing unfilled positions from the budget.
- Held over 15 neighborhood budget gatherings throughout all five districts of the County and personally presented the details on the 2009 county budget directly to more than 2000 DeKalb County citizens and stakeholders.
- Encouraged the DeKalb Tax Assessors office to re-evaluate real property assessments and to comply with provisions of recently enacted state law.
- Initiated an Executive Branch Efficiency Committee charged with making recommendations on revenue enhancements and expense reductions for the 2010 Budget for all county funds.
- Commenced a review of the logistical steps necessary to convert DeKalb’s pay system to a bi-monthly pay period and prevent future fiscal impacts from the occasional 27th pay period system.
- Received a Credit Rating Upgrade from AA to AA+ from Standard & Poor’s credit rating agency for the county’s Watershed Management Department.
- Conducted and completed an internal audit of Recorder’s Court activities for 2007; and issued audit review to chief judge in February 2009.
- Met with the public accounting firm of KPMG regarding Recorder’s Court revenue collection problems to plan strategies for resolution.

- Directed Information Systems Department to perform an assessment of any information systems problems that may be contributing to revenue collection problems in Recorder's Court.
- Consulted with Law Department on designing a "Business License Amnesty Holiday" to allow delinquent business owners to come forward and pay without penalty.
- Issued Executive Order to reform and bring about greater accountability in the county's take-home vehicle policy.
- Charged COO with conducting a review with IS of each department to determine which employee needs a cell phone to perform their work.
- Charged COO and IS with designing a new cell phone policy that incorporates best practices in government.
- Drafting an Executive Order to strengthen the non-smoking policy for the county.
- Instituted, by Executive Order, a more efficient system for flow of information with county government.

C. PUBLIC SAFETY

CEO Ellis has affirmed consistently that public safety is the top priority of his administration. Since taking office, CEO Ellis has brought unwavering commitment to making DeKalb County safer. His administration has:

- Re-established the position of DeKalb Public Safety Director and appointed Attorney William Miller, a 23-year veteran of the DeKalb Police Department and Deputy District Attorney.
- Convened a meeting of public safety officers in DeKalb, including constitutional officers Sheriff Thomas Brown, District Attorney Gwendolyn Keyes Fleming, and Solicitor General Robert James to discuss collaborative efforts to improve public safety in DeKalb.



CEO Burrell Ellis at press conference introducing William Miller as Director of Public Safety.

- Re-assigned several key functions to the Public Safety Director including Emergency Management, Homeland Security, 911 Communications, Animal Control, and Code Enforcement.
- Directed the Public Safety Director to assume responsibility for the coordination of the County's departmental resources necessary to respond to man-made or natural emergencies.
- Opened new command center, a facility designed to support management of multiple incidents involving multiple jurisdictions.

FIRE RESCUE

- Produced a detailed plan to address the physical infrastructure needs of the Fire Rescue Department.
- Established guidelines to identify the repayment of training costs for new Fire Rescue employees.
- Completed a departmental review of retention issues and forwarded analysis to the Public Safety Director for study.
- Initiated discussions, through Fire Rescue Chief David Foster, to further a collaboration between Georgia Perimeter College and the county to initiate a basic firefighter and EMT "Academy".



Public Safety Director William Miller; Commissioners Jeff Rader and Kathie Gannon; Fire Chief David Foster after press conference.

POLICE

- CEO Ellis appointed William O'Brien as Acting Police Chief.



From left to right: Public Safety Director William Miller, CEO Burrell Ellis and Police Chief William O'Brien during DeKalb Police Memorial.

- Issued an Executive Order protecting public safety department personnel from unjustified demotions and job reassignments.
- Presented legislation to Board of Commissioners to remove merit status from the position of police chief, which will bring this position in line with other police chiefs around the state and country, and will provide flexibility to select police department leadership.
- Held meetings individually with scores of rank and file police officers to learn first hand of their departmental concerns.
- Addressed recruits during two (85th and 86th) police academy graduations.
- Initiated several reorganization steps such as eliminating the assignment of multiple layers of senior level Police Officers to the 911 Center, Police Evidence Room, School Crossing Guard Unit and Animal Control unit; and eliminating the practice of sworn officers reporting to a civilian.
- Implemented revised practices for making county libraries safer, including having a greater number of library patrols (including some patrols by the gang unit), having detectives frequent libraries to monitor possible computer and internet related crimes, and requiring the Interactive Community Policing officers to maintain contact with the libraries in their sectors.

- Implemented revised practices for making county parks safer, increasing the number of personnel assigned to park patrol, and having a greater number of park patrols (including some patrols by the gang unit).
- Initiated high-level interdepartmental review among the Police, Law and Purchasing Departments to discuss legal, contractual, and operational options related to the Computer Aided Dispatch (CAD) system.
- Reviewed and audited the take-home car policy; eliminated the assignment of take-home cars to civilian and non-essential law enforcement personnel.
- Established and hired an Adoption/Rescue Coordinator to work towards significantly increasing pet adoption rates and education for new pet owners.
- Conducted a review of the need and purpose of the county's mobile recreational vehicles and recommended the sale of all five vehicles and the subsequent purchase of two practical and efficient vehicles for use.



CEO Burrell Ellis during press conference with public safety officials and public health officials when the first case of the H1N1 virus was announced in DeKalb County to encourage citizens to take precautions and not panic during this crisis.

- Conducted an internal review of statistical information which revealed various databases housing inconsistent crime information. In response, the department eliminated extra departmental reports and are using only one departmental report for managerial and measuring purposes.
- Assigned a dedicated officer to work directly with the FBI Internet Task Force for Crimes involving the exploitation of children to bolster the County's efforts to combat domestic violence and the sexual exploitation of children,
- Established a joint task force with the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) and other local law enforcement agencies to begin coordinated activities in May 2009.
- Procured a tactical platform (skybox) through grant funds for use in police operations.

D. INTERGOVERNMENTAL

Another central pledge of the Ellis Administration is creating a unified DeKalb. In the administration's vision, a unified DeKalb is a county that works effectively with all levels of government: federal, state and local. The administration envisions a DeKalb that is a leader in the region, that works cooperatively with its municipalities and attracts federal resources for the needs of its citizens. In the arena of intergovernmental relations, CEO Ellis has:

FEDERAL INVOLVEMENT

- Maintained his leadership role as Chairperson of the Large Urban County Caucus (LUCC) of the National Association of Counties (NACo).
- Presided over LUCC's April 2009 meeting on healthcare reform in Sacramento, California; delivered testimony that will be presented to members of Congress.
- Presided over LUCC's annual meeting held at NACo's legislative conference in Washington, D.C.; meeting with several high-ranking officials of the Obama Administration.
- Applied for and obtained federal stimulus money to fund projects in DeKalb County.



CEO Burrell Ellis in Washington, D.C.

Worked closely with the Obama Administration to ensure that DeKalb County receives its share of dollars from the Federal Stimulus Package.

CEO Ellis attended briefings with Vice President Joe Biden on the Federal Stimulus Program to ensure that counties receive their share of stimulus funds.

- Met with members of President Obama's Administration including Senior Advisor Valerie Jarrett regarding federal resources available to DeKalb.
- The Ellis Administration has worked closely with Governor Perdue to certify stimulus road projects. DeKalb County is to receive more than \$24 million.
- Will hold stimulus town hall meetings and a tour in DeKalb County during 2009.



CEO Burrell Ellis and Senior Advisor Valerie Jarrett from President Obama's Administration.

REGIONAL INVOLVEMENT

- Made DeKalb County a fully active member of the Atlanta Regional Commission (ARC) again, by regularly attending board meetings, including ARC's Executive Committee retreat.
- Through his involvement with ARC, worked to build and maintain relationships that will ensure that DeKalb County's viewpoint and input is represented in discussions about finding solutions to major regional problems, such as transportation, land use, housing, environmental, local government issues, workforce development, and aging.
- Met with DeKalb state legislators to review pending issues of importance before state government
- Host bi-weekly meeting with DeKalb Board of Commissioners to foster cooperative working relationship between the branches of government.



Commissioners and CEO from left to right: Elaine Boyer, Jeff Rader, Connie Stokes, Larry Johnson, Burrell Ellis, Sharon Barnes-Sutton, Lee May, Kathie Gannon

- Met with metro leaders including Atlanta Mayor Shirley Franklin, Fulton County Commission Chairman John Eaves, Clayton County Commission Chairman Eldrin Bell, Rockdale City CEO Richard Oden, and Cobb County Chairman Sam Olens to discuss issues of common concern with DeKalb and the metropolitan cities and counties.
- Conferred with Fulton County Commission Chairman John Eaves and the Fulton County Board of Commissioners on issues relative to Grady Memorial Hospital and MARTA.
- Formed an Urban Alliance with Fulton County and the City of Atlanta to provide for a more cohesive and collaborative work approach to issues pertaining to the future of MARTA and Grady.

- Worked alongside Fulton County and the City of Atlanta to lobby the General Assembly to remove MARTA’s legislatively mandated cap on how much of its revenue can be devoted to operations.
- Supported MARTA’s request for a one time \$25 million commitment from the ARC.

DEKALB MUNICIPALITIES

- Convened first meeting of the mayors of DeKalb municipalities to discuss city/county collaborations.
- Continued negotiations with City of Dunwoody regarding acquisition of county assets by Dunwoody.



CEO Burrell Ellis pictured with DeKalb city mayors and staff

E. INFRASTRUCTURE

DeKalb County is rich in physical infrastructure and CEO Ellis is ushering in higher levels of stewardship of these assets. CEO Ellis is determined to protect, maintain and enhance the county's infrastructure investment. His administration recognizes that there is a direct relationship between the condition of these assets and the quality of life of our citizens. Based on this recognition, the Ellis Administration in its first 100 days has:

- Promoted investment in the county's library system by including funding for new positions to staff new libraries that were funded by bond referendum funds in the 2009 budget.
- As noted earlier, created the position of Deputy Chief Operating Officer for Infrastructure and appointed Ted Rhinehart to the position.
- Formed, through the Infrastructure Group of Departments, a Sustainability Task Force to foster collaborative efforts among county departments to improve waste reduction and recycling, to reduce fuel usage, pursue alternative energy sources, to improve water quality, and to conserve energy.

TRANSPORTATION

- Received more than \$23 million of federal stimulus funding for transportation projects under the American Recovery and Reinvestment Act of 2009; coordinated with Georgia's Department of Transportation and the ARC to obtain final approval for identified projects.
- Started two major traffic signalization projects, four major sidewalk improvement projects, and four major intersection/improvement projects that consist of adding traffic signals, turn lanes, and road widening projects.

FACILITIES MANAGEMENT

- Drafting a comprehensive building Capital Maintenance Plan that includes a complete inventory of county buildings, identification of capital maintenance needs, and a measurement of the level of criticalness of each need and cost estimates.
- Drafting a Facilities Master Plan to outline departmental space needs and propose alternative solutions for addressing them.
- Completing a grant application for approximately \$6.5 million in block grant funding available to DeKalb County for the implementation of energy conservation projects.

FLEET MAINTENANCE

- Took delivery of more than 70 propane-powered vehicles which significantly increased the County's quantity of clean-burning low emission vehicles.
- Completed vehicle review for one department, which resulted in the reduction of 18 vehicles in the fleet, yielding a total savings of more than \$600,000.

- Initiated a vehicle review for all departments, with the goal of reducing the overall fleet by 10 percent.
- Reduced the overall number of take-home vehicles.

PARKS AND RECREATION DEPARTMENT

- Hosted National Day of Service clean-up at Dresden Park which involved more than 200 citizens who came together to remove invasive plants and to pick up litter and debris strewn throughout the park. The group also planted over 30 trees and shrubs and installed recycled mulch to conserve water.
- Trained and certified over 20 park services staff in water conservation best practices
- Had several parks participate in the Strategically Tracking & Removing Invasive Plants program, during which these parks received major clean-up of invasive plants (kudzu, English ivy, wisteria and privet). Over 125 staff and community volunteers received training in plant identification, tree care, invasive plant eradication best practices and environmental stewardship. Sites included: Murphy Candler Park, Glen Emerald Park, Briarwood Park, Kittredge Park, Southeast Athletic Complex, Henderson Park, Barker Bryant Memorial Park and Hamilton Park.



Green Commission and National County Government Week press conference.

- Completed various Park Bond Projects including:
 - Renovation of Callanwolde Bathhouse and Gardens
 - Smoke Rise Park
 - Constitution Lakes – Board walk
 - Mason Mill Park Renovation Master Plan
 - Barker Bryant Park at Buena Vista Lake
 - Delano Line Lineal Park Master Plan
 - Athletic Field Renovation - Shoal Creek, Pleasantdale and Rock Chapel Parks



Tree planting ceremony for DeKalb's Green Commission kick-off event.

- Awarded \$55,000 from the Edward Byrne Memorial Justice Assistance Grant to support a summer youth initiative involving young people ages 5 to 18 years of age who will be involved in developmental programs centered on being healthy.

GIS

- Completed a Geographic Information System (GIS) needs study. More than 70 staff members in over 15 departments/divisions were interviewed regarding their use of GIS.
- Assigned each department a GIS coordinator and posted pertinent information on the intranet site.

KEEP DEKALB BEAUTIFUL

- Adopted a policy for the county that all capital construction building projects with an estimated construction cost of \$5 million or greater be designed and constructed to achieve LEED Certification.
- In partnership with the DeKalb County School Board, working on increasing the walk zone from 1 mile to 1.5 miles and expanding the County's "Safe Routes to School Program."
- Creating sustainable solutions that will encourage the adoption of a "green lifestyle" in DeKalb County.

F. DEVELOPMENT

During these challenging economic times, all aspects of development are vital to DeKalb's future. Success in Economic Development is necessary to create new opportunities for DeKalb citizens. Success in Community Development is necessary to rebuild, enhance, and stabilize DeKalb neighborhoods. Success in Workforce Development is necessary to help our citizens move towards reaching their potential.

By focusing on the importance of development in the first 100 days, the Ellis Administration has:



Grand Opening of Cornerstone Bank in Decatur

COMMUNITY DEVELOPMENT

- Received from HUD the Neighborhood Stabilization Program (NSP) grant agreement for \$18.5 million; and began the process of making appropriate staff decisions to launch the initiative.

HUMAN DEVELOPMENT

- Provided 1500 hours of class instruction to seniors at the Lou Walker Senior Center during the first quarter of 2009.
- Implemented several intergenerational programming opportunities involving seniors and youth at the Lou Walker Senior Center.
- Hosted a meeting with U.S. Attorney for the Northern District of Georgia David Nahmias at the Lou Walker Senior Center to discuss the issue of fraud against the elderly.
- Awarded a \$316,000 Nursing Home Diversion grant from the Georgia Department of Human Resources (DHR), Division of Aging Services and the Department of Community Health.



Budget Gathering Meeting at Chamblee Middle School

WORKFORCE DEVELOPMENT

- Awarded \$100,000 by AT&T for Project Destiny to assist with technology and academic needs by DeKalb County Charter School, Destiny Academy of Excellence.
- Hosted a Career and Resource Empowerment Conference at DeKalb Technical College to combat DeKalb's 9.1% unemployment rate.
- Recipient of the Governor's Office of Workforce Development Award which recognized our accomplishments with the Georgia Work Ready Certificate initiative. DeKalb Workforce

Development certified over 3,700 or 98% of the total DeKalb citizens tested through the Work Ready program.

- Recipient of \$4.9 million in federal stimulus funding for the DeKalb Workforce Development Agency as part of the federal government's American Recovery and Reinvestment Act of 2009. Funds will be used to expand youth programs and provide training and retraining services for unemployed and under-employed citizens of DeKalb County.

ECONOMIC DEVELOPMENT

- Actively lobbied for state legislation that facilitated use of tax allocation districts by local governments in Georgia.
- Reviewed and analyzed Brookhaven project under consideration by DeKalb Development Authority.
- Met with Dr. Eugene Walker, Chair of Development Authority of DeKalb to discuss closer collaboration between the county and the authority.
- Created position of Deputy Chief Operating Officer for Development in 2009 county budget.

PLANNING

- Implemented online permitting for Trade (Electrical, HVAC & Plumbing) Permitting, which will expedite the process and allow customers to apply and obtain permits without visiting the county.
- Received the ARC Community Choices Award for development of an overlay district for the Greater Hidden Hills Community.
- Completed Greater Hidden Hills Small Area Study.
- Coded 97,000 parcels with updated zoning districts and future land use designations for consultants working on Zoning Code Update.
- Completed gentrification analysis for the Belvedere and Oakhurst communities.
- Completed the South Moreland LCI Study.

G. INFORMATION SYSTEMS (IS)

Technology, properly and intelligently utilized, is a key component of improving organizational efficiency. The county has faced and continues to face technology issues. In the area of technology, the Ellis Administration, in its first 100 days has:

- Drafted recommendations plans on the formation of an IT Governance Committee.
- Implemented Crime View, which is helpful for analyzing crime areas for DeKalb. It allows for capturing of crime statistical information; permits citizens to report crime information; integrates with GIS to track crime mapping information.
- Commenced re-design of DeKalb's Website; anticipated launch of new site scheduled for summer, 2009.
- Commenced implementation of Traffic Engineering Network, a data network that will allow the Transportation Department to repair traffic signals more efficiently.
- Installation of DeKalb County Library System Network to increase the current bandwidth for all library branches to 1GB minimum, to decrease monthly T1 charges and to introduce an annual cost savings to the library.
- Implemented a reorganization plan of the Citizen Help Center (311), including completion of the following activities:
 - Consolidation of operations into the Information Systems Department.
 - Modification of operations, protocols, and procedures.
 - Development and implementation of a reorganization plan for the re-routing of telephone calls to affected departments.
 - Reduced staff from 44 to 9 employees.
 - Reduced budget from \$4,441,748 in fiscal year 2008 to \$566,975 in fiscal year 2009.

H. HUMAN RESOURCES

DeKalb County, like almost any operational entity, relies upon its workforce to execute and fulfill its mission to provide government services to its citizens. The Ellis Administration is keenly aware of the central importance of the county's Human Resources function. Accordingly, the Ellis Administration, in its first 100 days has:

- Planned and successfully implemented a Citizen Call Center – 311 Reduction in Force initiative that resulted in transferring 9 Call Center (311) personnel to the Information Systems department and the placement of 27 other displaced employees into other County departments.
- Abolished 143 County wide vacancies in compliance with the 2009 budget funding requirements.
- Conducted a survey of comparable jurisdictions on the adoption of a Common Anniversary Date for employees.
- Surveyed multiple jurisdictions and drafted a proposal to eliminate compensatory time for merit exempt employees above salary grade 26. Developed and implemented a monthly tracking report for compensatory time usage for exempt employees by name, salary grade, and department.
- Implemented a research project to identify past due performance evaluations by employee name and department; information used to direct department heads to complete all outstanding appraisals that were due both in terms of retroactive and current merit increases to coincide with the 2009 budget funding deadline.
- Initiated a technical project to revise and test the current online employment application that will result in elimination of the present Formatta requirement and replace it with a PDF version that will make it more user-friendly and accessible by multiple email platforms. This will result in a benefit to potential employees that apply for posted vacancies online.
- Revised and changed the entry level probationary period to 12 months for the Development Inspector position to allow for completion of required courses or licenses within the probationary period. This action supports one of the Transition Team's recommendations to move to a 12 month working test period, where applicable.
- Initiated the RFP process for Fire Rescue and Police promotional test April 2009.

I. COMMUNITY OUTREACH

CEO Ellis frequently speaks of having all stakeholders at the table of DeKalb County Government. His administration has engaged in continuous community outreach. The Ellis administration holds the belief that public participation is grounded in public education and the exchange of information between county leaders and the public. In this regard, the Ellis Administration in its first 100 days has:

- As noted earlier, convened meeting with the mayors of DeKalb municipalities.
- Met with leaders of organized labor leaders to discuss constructive and progressive relationship building between the county and unions.
- As noted earlier, held 15 budget briefings for the public throughout all five county commission districts to personally and directly brief more than 2,000 citizens on 2009 county budget.
- Met with Perimeter Community Improvement District to discuss issues pertinent to district.
- Met with DeKalb Chamber of Commerce to discuss pertinent issues of the DeKalb business community.
- Met with the DeKalb Rotary Club and other civic clubs in DeKalb.
- Partnered with DeKalb's 4th District Congressman Hank Johnson on a Town Hall meeting focused on home ownership and foreclosure prevention.
- Met with the 2009 class of Leadership DeKalb during Government Day.
- Launched the Heart of DeKalb initiative, a partnership between DeKalb County Government and DeKalb County School System. As a result of this initiative, Towers High School will become a living-learning classroom for building a sustainable future and developing skills to be actively engaged in the emerging green workforce. Dunaire Elementary School will become the campsite for Play, Learn and Be Healthy Camp.
- Made presentations at several DeKalb public schools.



*President of the Atlanta-North Georgia Labor Council
Charlie Flemming and CEO Burrell Ellis*

- Recipient of the 2009 Champion for Change Award from the Women’s Resource Center to End Domestic Violence for his support and leadership in combating domestic violence.



***From Left to Right:** Joy White, King & Spalding; Judge Clarence Seeliger, Superior Court Judge; Gwen Seeliger, wife of Judge Seeliger; Jean Douglas, WRC Executive Director; Burrell Ellis, DeKalb County Chief Executive Officer; Philippa Ellis, wife of CEO Ellis; Kevin Ross, WFC Host Committee Chair.*

- Recognized at the State Capital by Lt. Governor Casey Cagle and members of the DeKalb Delegation for his leadership in DeKalb County.



***From Left to Right:** Senator Ron Ramsey (D-43); Senator Steve Henson (D-31); Lieutenant Governor Casey Cagle; CEO Burrell Ellis; Senator Emmanuel Jones (D-10); Senator Kasim Reed (D-35).*

- Convened a meeting of the presidents of DeKalb's Colleges and Universities to begin implementation of campaign pledge to create a Higher Education Advisory Task Force. The CEO and educational leaders discussed building partnerships between the colleges and the county government and how students can become part of local government's mission to build a better DeKalb.



Higher Education Advisory Committee from left to right: Chris Chavez, Metro President of DeVry University; Dr. Jim Wagner, President of Emory University; Charlton Lester, President of Omni Tech Technical Institution; Pat Neri, Director of Compliance of Le Cordon Bleu College of Culinary Arts; Dr. Anthony Tricoli, President of Georgia Perimeter College; Betty Willis, Government Relations Liaison, Emory University; Dr. Richard Swindle, Vice President of Mercer University Atlanta Campus; Dr. Elizabeth Kiss, President of Agnes Scott College.

J. QUALITY OF LIFE

The efforts, initiatives and work of the Ellis Administration point in one direction – to produce a better, higher quality of life for DeKalb’s citizens. Safe streets, well-maintained infrastructure, efficient and fiscally responsible county government, strong economic, community, human and workforce development, and a close relationship between county government and residents all contribute to a community with a great quality of life. To improve DeKalb’s quality of life, the Ellis Administration, in its first 100 days has:

- Implementation of the Neighborhood Stabilization Grant.
- Commissioned a study and analysis related to the creation of the Office of Neighborhood Empowerment (ONE).



CEO Burrell Ellis and Commissioner Kathie Gannon with Green Commission members

- Partnered with Commissioner Kathie Gannon to create and launch DeKalb County Green Commission. These initiatives include programs that will encourage recycling in public schools and county government.
- Pursued initiatives to increase participation in the county's recycling program.
- Re-instituted the DeKalb Arts Task Force.

K. COMMUNICATIONS

Taking government news and information directly to citizens and stakeholders is important to the Ellis Administration. The role of the CEO's Communications Department includes providing information, issuing press releases, facilitating interviews, and publicizing events and programs.

In its effort to ensure that county news reaches the community, CEO Ellis and his communications office have issued 169 press releases and written 57 speeches to keep the public informed on their government. Working through various channels of mass media, the Communications Department also strives to create greater visibility and name recognition for DeKalb County.

DCTV (DeKalb County Television) illustrates the Ellis Administration's promise to remain a transparent government body with reports on various meetings and activities including the CEO's Neighborhood Budget Gatherings, the Board of Commissioners meetings, and other government programs, initiatives and services.

CEO Ellis also has DCTV playing a key role in assisting unemployed residents in DeKalb. DCTV reports ongoing county practices of employment assistance and will begin airing current and update-to-date information from the Labor Department on job opportunities. Additionally, during this tough economic period, the county's source for news also reported on CEO Ellis' two trips to the nation's capitol to ensure DeKalb gets its fair share of federal stimulus dollar funding.



CEO Burrell Ellis press conference after Swearing In Ceremony

III. CEO'S CABINET



Keith Barker
Chief Operating Officer



Philippa Brown
Chief of Staff



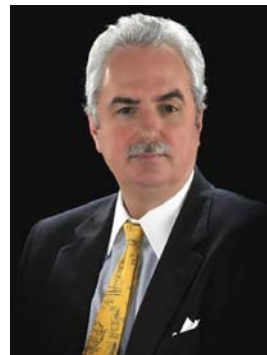
Shelia Trappier Edwards
Chief Communications Officer



Lisa E. Chang
County Attorney



William "Wiz" Miller
Public Safety Director



Dr. Michael Bell
Chief Financial Officer

LISTING OF CABINET AND STAFF

1. KEITH BARKER	CHIEF OPERATING OFFICER
2. PHILIPPA BROWN	CHIEF OF STAFF
3. SHELIA TRAPPIER EDWARDS	CHIEF COMMUNICATIONS OFFICER
4. LISA E. CHANG	COUNTY ATTORNEY
5. DR. MICHAEL BELL	CHIEF FINANCIAL OFFICER
6. WILLIAM MILLER	PUBLIC SAFETY DIRECTOR
7. TED RHINEHART	DEPUTY COO FOR INFRASTRUCTURE
8. BETTYE DAVIS	DEPUTY CHIEF OF STAFF
9. KAREN WILLIAMS	SCHEDULER FOR THE CEO
10. NINA HALL	SPECIAL ASSISTANT TO THE CEO
11. KRISTIE SWINK	DIRECTOR OF COMMUNICATIONS
12. DIAMOND M. LEWIS	DIRECTOR OF DCTV
13. ANN ROSENTHAL	DIRECTOR OF LEGISLATIVE AFFAIRS
14. ANGELA WALTON	COMMUNICATIONS MANAGER
15. HENRY ROSENTHAL	PROJECT MANAGER, COO OFFICE
16. APRIL ATKINS	PROJECT MANAGER, COO OFFICE
17. STEVEN HAYNES	PROJECT MANAGER, CHIEF OF STAFF OFFICE
18. LASHANDRA TRICE	COMMUNICATIONS ASSISTANT
19. MYRA HAGLEY	EXECUTIVE ASSISTANT TO COO
20. MONICA HAYES	EXECUTIVE ASSISTANT TO THE CHIEF OF STAFF
21. ERMA DAY	EXECUTIVE OFFICE ASSISTANT
22. ROBIN GILES	ADMINISTRATIVE COORDINATOR
23. DEBBIE RIVERA	RECEPTIONIST

IV. THE VIEW FORWARD

One hundred days in the life of a large county government is a brief amount of time. It is truly not enough time to achieve monumental change. Our administration is proud of its start, but it is only a start. There is much more to be done and we look forward to the work ahead. We are faced with many challenges which we must still overcome.

We plan to meet those challenges head-on, and will look to our employees, citizens and stakeholders to be our partners in this endeavor.

There is excitement in DeKalb about the reinstatement of a Public Safety Director. We need the involvement of our entire community to fight crime, and this administration will provide the necessary resources and support to our law enforcement community to help them fulfill their duties. We will bring coordinated leadership from our Director of Public Safety, our Police Chief, our Fire Chief, and other DeKalb law enforcement officials to pursue and achieve the goal of a safer DeKalb.

We will continue to reorganize and reengineer DeKalb County government to create greater efficiencies and fiscal accountability. We will establish a Board of Transparency and Accountability to provide appropriate oversight over public funds and resources of the county.

Cooperative intergovernmental relationships are vital to our success and it is important that we build upon what we have established and that we keep them strong.

We have established the foundation for a better, more involved relationship with our municipalities and our neighboring counties and we are working collaboratively with them to address regional problems which are beyond the capacity of any one local government to address.

We are attracting more resources from our federal government's commitment to invest in local government and we will be faithful stewards of these funds.

We shall place critical focus on our infrastructure, ensuring that we make intelligent decisions about future infrastructure investments and the maintenance of our existing infrastructure. We are looking forward to developing and implementing plans to maximize the value of our public infrastructure and to addressing our serious problem of deferred maintenance.

During these difficult economic times, we are mindful of the need for successful community, human, workforce, and economic development. We must look for ways to be a catalyst for positive development and the creation of greater economic opportunity for our citizens. We are looking forward to developing a countywide development strategy and plan that positions DeKalb to compete effectively in this area.

"Quality of life improvements" are central to our administration. Our governance priorities include strengthening and stabilizing neighborhoods, increasing green space, operating great parks and recreation facilities for our citizens, making important transportation and traffic improvements, and undertaking green initiatives for the benefit and sustainability of the environment we share. We are looking forward to developing an office of neighborhood empowerment that will be assigned a major role in overseeing quality of life initiatives.

Finally, we must put the "unity back in community." In our first 100 days we have expanded the table of community partnerships by meeting with citizens and stakeholders. We must continue that outreach if we are to be successful in our efforts. We are looking forward to your close review of this 100 day

report. We ask you to follow our continued progress and to share your feedback on how we can continue to serve you better. I'll be listening!

Working to make your priorities DeKalb County's priorities.



CEO Burrell Ellis and Allgood faculty and students during Career Day



CEO Burrell Ellis and 2009 winners of the Watershed Management Arts Calendar Contest