



DEKALB COUNTY

W. Burrell Ellis, Jr.
Chief Executive Officer

June 1, 2010

Subject: Reference Letter for David Foster

To Whom It May Concern:

I am writing this letter of reference on behalf of David Foster, who served as Fire Chief for DeKalb County, Georgia ("DeKalb County") from 2003 to 2010. My interaction with Chief Foster was as a DeKalb County Commissioner from 2003 to 2008, and as DeKalb County's Chief Executive Officer ("CEO") beginning in 2009.

DeKalb County operates the tenth largest fire and rescue department in the nation, as measured by the number of calls in need of emergency response (approximately 200,000 annually). The department has an approximately \$70 million dollar annual budget, 900 employees and 26 stations. Chief Foster was recruited and hired by my predecessor CEO, Vernon Jones, during challenging times for DeKalb County's fire and rescue operations. Litigation involving emergency response workers' overtime pay claims had been pending for some time.

Under Chief Foster's watch, the overtime litigation was resolved and DeKalb County realized a substantial reduction in overtime costs. He worked to implement a merger of the county's fire and rescue operations to form a unified and cross-trained Fire Rescue Services Department.

While under Chief Foster's leadership, it is my understanding that DeKalb County's Fire Rescue Services Department received positive recognition and awards. Chief Foster received DeKalb County Fire Rescue Service's highest decoration, the Medal of Honor. I also am told he was very active within the profession, serving on a number of task forces and professional organizations that strive to improve fire services. I believe Chief Foster has substantial knowledge to offer in the fire and emergency response fields, and I wish him well in his future endeavors.

Very truly yours,

W. Burrell Ellis, Jr.