

The Board of Commissioners of Fayette County, Georgia met in a Special Called Budget Meeting on Wednesday, March 14, 2007, at 8:30 a.m. in the Commissioners' Conference Room, at the Fayette County Administrative Complex, Suite 100, 140 Stonewall Avenue, Fayetteville, Georgia.

COMMISSIONERS PRESENT: Jack Smith, Chairman
Herb Frady, Vice Chairman
Robert Horgan
Eric Maxwell
Peter Pfeifer

STAFF MEMBERS PRESENT: Chris Venice, County Administrator
Carol Chandler, Executive Assistant
Karen Morley, Chief Deputy Clerk

DISCUSSION OF THE BUDGET FOR FISCAL YEAR 2008:

FIRE AND EMERGENCY SERVICES

Chief Jack Krakeel remarked that he was present to discuss some additional personnel requests. He said this request represented phase I of a multi year program that was put together in addition to the budget document itself on developing a six year plan to increase staffing for Fire and Emergency Services to bring the department up to standards for a community of this size. He said essentially what this would do would be to start the process of adding one additional firefighter per fire truck to get to a minimum of three firefighters on a fire apparatus. He said this would be considered a minimal level of staffing and then that person becoming dedicated to the operation of the apparatus so that his department was not constantly faced with having very junior staff trying to not only perform all of the multiple tasks that they were performing in their cross trained role as a firefighter and EMT but also responsible for driving and pumping. He said this typically was a function that was reserved for a more senior person with more experience. He remarked currently with two firefighters on a fire truck this just could not be done. He said he had added two Quint fire trucks last year with the concept of adding a designated apparatus operator driver and he wanted to try and pursue that for the engine companies. He felt they had taken a conservative approach to achieving that goal. He remarked that this was a six year plan through 2013 before it would be fully implemented in having three firefighters per fire truck in this County. He said the County was faced with a critical call volume and the size of the structures. He said the structures were not the typical 1,200 square foot three bedroom ranch home. He said the average square footage of a home being built in Fayette County today was approximately 4,500 square feet. He stated that with only two firefighters on a truck responding to a fire and both of them going into a burning structure leaving the fire truck unattended was leaving the County open for a level of risk that was inappropriate for this community.

Chairman Smith asked what standards Chief Krakeel was referring to and he wanted to know what comparable communities of Fayette County's size were doing in this regard.

Chief Krakeel responded that the standards that he was referring to were standards that were published annually by the National Fire Protection Association that deal with the issue of staffing. He said one of those standards was NFPA 1710 and it called for a minimum of four firefighters per apparatus. He said even in the current situation the Fire Department was at 50% below of what the National Standard identified as an

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appropriate staffing compliment for fire apparatus. He said the general staffing model in the metro Atlanta area was to have three firefighters and some have four. He said the larger communities such as Cobb, DeKalb and Gwinnett and Clayton traditionally have more. He said last year when the City of Fairburn opened up its first fire station and hired six of Fayette County's firefighters including one who was their new Assistant Chief. He said Fairburn had initially staffed their department with four firefighters per apparatus. He said he was not familiar with Spalding County's current staffing. He said Henry County was aggressively trying to reach three fire fighters per apparatus. He said he was unsure about Coweta County's staffing model.

Chief Krakeel further remarked that regardless of what those communities did and given the risk profile of Fayette County, he could only recommend to this Board what he felt should be a minimum standard for this community. He said three firefighters per apparatus was a standard that this County should be striving to achieve. He said the County's call volumes were increasing at a rate of approximately 5% per year and within the next five to seven years it would go in excess of 10,000 calls per year. He said his department had taken some intermediate steps to try and relieve this staffing shortage by putting a manpower squad in place. He said typically on any given day there were one or two people on this squad and it was originally designed for five people. He said with vacancies, workers compensation and other types of leave he was simply not able to staff the squad with four to five people per shift. He said it had worked for the department by having an additional one, two and three people to a fire scene over the course of the last six years. He said he firmly believed that the County needed to embark on a program to get the County to where it needed to be in the next six to seven years and that would be a minimum of three firefighters per apparatus. He said the risks and the liability associated with this that the County continued to assume by having fresh recruits coming out of school with less than three months of experience, and then putting them in charge of a piece of equipment that weighs 50,000 pounds and costs in excess of \$400,000 was a level of risk that he did not believe this community should be accepting. He said his department needed to move beyond that and get to a point in staffing that would allow his department staff to fulfill their job functions in a manner that was consistent with industry standards and in a safe manner.

Commissioner Frady asked if a CDL was required to drive one a fire truck and Chief Krakeel replied no it was not and noted that the Fire Service was exempt from the CDL requirements nationwide.

Chief Krakeel noted that all of the department's personnel were put through appropriate training courses. He said the State of Georgia did not even offer an apparatus operator for ariel certification course. He said staff was taken to Alabama last year to get the certification required for Quint operation.

Commissioner Frady asked if these individuals should be CDL certified as well.

Chief Krakeel replied that it was not a bad idea and this was a program that was offered in house through the Marshal's Office.

Deputy Chief Tom Bartlett interjected that experience was the issue. He said the individuals coming into this department now were 18 and 19 years old and they have just graduated high school in June or July, they apply for positions, go through three months of training and once they hit the line they were operating a fire apparatus. He said these individuals have gone from a Toyota pickup truck to a \$300,000 to \$400,000 fire

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truck that was 20 feet long. He said this was the situation that was being created in this department. He said Henry County had a near catastrophic disaster. He said Henry County was in the same situation as Fayette County with the experience level of the driving personnel. He said Henry County had taken a pumper truck and backed it across five lanes of interstate twice in a rain storm with an inexperienced driver who totaled the truck out.

Commissioner Frady asked how many experienced drivers of fire trucks and other large trucks were there in the County.

Chief Krakeel remarked that would vary significantly by shift and by station depending upon the level of seniority in the department. He said more than 50% of his work force had less than five years experience.

Commissioner Frady asked Chief Krakeel how many of the drivers he considered qualified.

Chief Krakeel replied that all of the drivers had gone through the appropriate training.

Commissioner Frady asked Chief Krakeel if he felt safe putting these individuals on the fire trucks.

Chief Krakeel replied yes absolutely. He said when the department gets to a point of hiring additional personnel the new personnel would not be driving the fire trucks. He said the more seasoned personnel would be handling that. He said it was not only the issue of driving experience but also the liability of having two personnel on a truck, responding to a fire and those two people going into the structure and leaving the fire truck unattended. He said having only one person go into a burning structure was just not a level of risk that was appropriate. He said a minimum of two firefighters was needed to go into a burning structure. He said while personnel went into the burning structure the fire truck had to be left unattended while they went into the structure. He said this was not the type of operation that the County needed to pursue.

Commissioner Maxwell asked where the number seven had come from.

Chief Krakeel responded that there were currently 44 people assigned to two of the three shifts and 43 people assigned to the third shift. He said the seventh person would give equal balance across all three shifts and then provide for two additional people per shift. He said this would give the department the capability then to take two of the engine companies and put three people on those engine companies.

Commissioner Maxwell asked which stations were more critical regarding call volume as far as the need for the personnel.

Deputy Chief Bartlett replied the call volume was higher in the northern portion of the County.

Commissioner Maxwell asked if there was a significant difference in the number of calls between the fire station located in the northern portion as opposed to other stations.

Chief Krakeel replied yes absolutely.

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Chairman Smith asked how many stations the seven additional personnel would address.

Chief Krakeel responded it would address two stations and these would be the two busier stations.

Chairman Smith asked if there was much difference in the call volume between those two stations.

Chief Krakeel replied that the Fayetteville facility was the busiest in terms of total call volume and the majority of that was emergency medical services. He said out of the eight stations remaining there were four of those that were the busiest of those facilities. He said the least busiest station was the Brooks Fire Station. He said there was currently new home construction on the Highway 85 Connector the size of those homes were 15,000 to 20,000 square feet homes. He said there would be two firefighters responding on the initial response from that fire station. He said for the first ten minutes those individuals would be at the fire by themselves. He felt over the next six years by implementing this plan it would slowly get the County to where it needed to be and it was an appropriate measure to take.

Chief Krakeel further remarked that when there was a fire in an area where there were not any hydrants, he would also have to have tankers to the scene of a fire. He said this decreases the manpower that much more.

Deputy Chief Bartlett remarked that currently the department would be committing approximately six personnel just for the water supply operation.

Deputy Chief Allen McCullough said the department had provided the Board with a synopsis of NFPA 1710 which was a very lengthy document. He said in this brochure they had compiled information as to what should be a normal residential response and that figure was approximately 17 people. He said the problem with that figure was that it correlated to a response for a 2,000 square foot home. He noted that in 1995 the average home in Fayette County was 2,716 square feet according to building officials who issued permits. He said in 2005 the average square feet of a home in Fayette County was 4,213. He said currently when an apparatus was sent out in response to a standard residential structure fire, they were sending 12 personnel and NFPA recommended 17 personnel. He said that was for a residential structure half the size that was typically being combated. He further remarked that as the County population increased, there had been an increase in calls. He said it was not unusual when there was a 4,000, 5,000 or 6,000 or greater square foot home to have a second alarm. He said this meant that the department was taking out close to 80% of its assets all at one time and this also included Emergency Services. He said it was not unusual to tie up all of the EMT's and paramedics on fire calls. He said the County had been fortunate thus far regarding response to a major fire, major car crash and a cardiac arrest and all of these events simultaneously. He said the call volumes were such that the odds were not in the County's favor and now the department was striking multiple major events all at the same time. He said one of the issues that also needed to be addressed was the request for battalion commanders because Fayette County's Fire Department was the only fire department in the entire metro Atlanta area that did not have shift supervisors. He said this meant that the headquarters staff who were also officers could go out on a scene and be available.

Chief Jack Krakeel remarked that in addition to the firefighter requests there were several other requests that had been presented to the Board as part of the budget request and that was the issue of promotions.

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Commissioner Pfeifer asked why there was a problem in maintaining the manpower squad.

Chief Krakeel replied that when there was minimal level staffing and employees have called in sick, the department had to pull people from the manpower squad to move personnel to the stations to ride the apparatus. He said the intent behind the manpower squad was to provide a manpower squad to assist with day to day staffing and response. He said currently he had two employees out on workers compensation who have been out for a significant period of time. He said they have to use personnel from the manpower squad in order to fill that slot on the apparatus. He said they have to do the same thing when people call in sick. He said there was only one person on the manpower squad today because the staff for the manpower squad had to be used at some of the fire stations.

Deputy Chief McCullough remarked that the master plan for this department for the next six years will definitely address these staffing issues. He said one of the elements within the master plan addresses relief officers. He said one of the concerns was having a fire station with two personnel who combined have experience of less than a year and a half. He said these two individuals might be the first on the scene of a residential fire of a 10,000 square foot building. He said if there was going to continue to be a great turnaround of employees in this department and have the inexperience issue this would have to be compensated by making sure there was good supervision.

Commissioner Pfeifer asked if there were any vacancies.

Chief Krakeel replied that there was one vacancy but that had just been filled and the individual was scheduled to start work tomorrow morning. He said there was another new employee who was waiting for training at the Fire Academy which would start in April. He said even though an employee would be starting with the department, until they completed the nine week training class at the Academy, they could not operate equipment in the department. He said this would probably occur sometime in July. He said because of all the training requirements and certifications, new employees were not fully productive employees for an extended period of time.

Chairman Smith asked if the Fire Academy was a State program.

Chief Krakeel replied yes it was.

Chairman Smith asked if all of the States had such a program.

Chief Krakeel responded that the majority of States have fire training academies. He noted that the State of Georgia has had one since the early 1970's. He said the facility used to be located at Georgia Tech but was not located in Forsythe. He said the center in Forsythe was a Public Safety Training Center. He said based on the location there was no cost for the training but there was reimbursement for mileage and meals. He said this was predicated on the distance from the Academy and Fayette County was just inside of this radius where there was no compensation for mileage or meals.

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Chairman Smith asked about sending a recruit to a neighboring State to get the training rather than waiting on the Georgia Fire Academy.

Chief Krakeel remarked that the cost to the County would be significantly higher to do that. He said those costs would include all of the meals for the entire day, lodging, and also travel. He said typically the cost to the County for training at the Fire Academy was just for a lunch cost.

Chairman Smith said he would like to have the amount for that difference in the cost for putting an employee in usable service in six to nine months and the cost for an employee being put in place in three to four months.

Chief Krakeel remarked that the facility in Alabama would be the closest to Fayette County to provide the entry level training that was similar to the training in Forsythe. He said if there were at least five or six trainees then it would be more productive for his department to do this training in house. He said the last class that had graduated here was all trained in house with department staff. He said with the training being done in house the turn around time would be much quicker.

Commissioner Frady asked how long the in house training would take for an employee.

Chief Krakeel responded that the in house training would still take a minimum of twelve to fourteen weeks to go through fire training irrespective of the location of the training. He remarked that getting an employee from point A to point B to where they were certified as a firefighter capable of filling a slot on a fire apparatus was generally a three to six month process from entry into the system.

Chairman Smith asked if there were any other questions. Hearing none, he thanked Chief Krakeel and staff for their presentation.

ANIMAL CONTROL

Director of Animal Control Miguel Abi-hassan appeared to discuss this budget. He said this department was a division of Public Safety. He said there were three officers for the field and one supervisor, a management staff of two including himself and one kennel attendant who was part time. He said this department had not requested any new positions for many, many years. He said some positions had been upgraded and allowed for some upward movement. He remarked that within Fayette County, Animal Control operated within all five municipalities and had contracts with each of these five municipalities. He said these contracts allow Animal Control to go into any of the municipalities throughout the entire Fayette County and pick up stray and injured animals 24 hours a day and seven days a week. He said they also would pick up calls relating to vicious and aggressive animals. He said Animal Control also handles all of the ordinance enforcement including the State laws as well as the leash law and any other issues coming under Federal jurisdiction. He said they also provide administration services with the field services. He said these services were divided into two categories which included field services and shelter services.

Mr. Abi-hassan further remarked that the animal control officers usually answer approximately 15 calls per day. He said there were also approximately nine shelter walk-ins per day which can include someone looking to adopt, helping find a lost pet, filing reports and those kinds of issues. He each of these officers also have four

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animal pick ups which did not include going out and picking up the animal or calling in back up to pick up an aggressive animal. He said each officer also had approximately 160 minutes of administration duties which included filing reports for every single animal coming in. He said he was asking for the new position for an animal control officer because of all the work required including the drive time, response time, customer service standards for this department, and continued positive citizen feedback. He remarked that the reason he was looking at the addition of this position was because of the current restraints on the animal control officers were so tight that the department has started to show the strain, injuries have increased, customer service time was down, the amount of people inside of the shelter was down because there was more demand for them in the field. He noted that there was only a part time kennel attendant who worked 20 hours each week to help the animals inside the shelter and also help show the animals.

Mr. Abi-hassan further remarked that other added benefits in having the new position would be to address the high turnover of staff. He said his staff members had to endure a high level of pressure and stress and he was looking to reduce that by reducing the work load on every single officer. He said his department had great customer service and very positive customer service feedback. He said he did not want his officers to feel like they had to rush customer service. He said he would also like to expand the Shelter's Saturday hours. He said they had expanded the Saturday hours and added a part time kennel attendant to work some additional hours. He said the position for the part time kennel attendant was upgraded to an Adoption Counselor approximately two years ago and added four hours to that position. He said it takes two staff members to run the Shelter on Saturdays and by opening the Shelter up for four hours he added four hours to the part time kennel attendant position and the other Animal Control Officer that has to come in on Saturday to open the Shelter. He said he would like to eventually have the Shelter open for eight hours on Saturdays.

Mr. Abi-hassan further remarked that the expansion of hours would allow for appropriation of job duties. He said currently each staff member does a little bit of everything and he would like to make it so the supervisor could focus on the sheltering aspect and possibly even adding a senior officer to work on the field service aspect and actually appropriate their duties and their management duties to those particular fields. He said this would allow the Animal Control Officers to have somebody that they could always reach back to when they were in the field. He said he would be glad to answer any questions that the Board might have.

Chairman Smith asked Mr. Abi-hassan if he was requesting a new position or an upgrade.

Mr. Abi-hassan replied that he was asking for a new Animal Control Officer position. He said there was an adoption counselor position that used to be the part time kennel attendant. He said this individual would come in on Saturdays and Sundays just to clean while the Shelter was closed. He said when the Shelter opened up on Saturday from 11:00 a.m. to 2:00 p.m. the kennel attendant comes in. He said this position was upgraded to actually handle customer service oriented approach. He said this person comes in one time during the week to get to know the animals a little better, do an assessment and full introduction of every single animal and then on Saturday when they come to the Shelter they were more prepared to show the animals to anyone coming into the Shelter looking to adopt.

Commissioner Horgan asked Mr. Abi-hassan if he was keeping the part time person.

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Mr. Abi-hassan replied yes he was keeping the part time person.

Commissioner Horgan asked if any additional support equipment would be required.

Mr. Abi-hassan replied that it would be necessary eventually but right now his department was focusing on opening the Shelter on Saturdays because during the week staff was spending so much time out in the field. He said it takes two people to run the Shelter. He said with only one person in the Shelter that person has to manage phones as well as show animals and this was impossible to do two at the same time.

Commissioner Pfeifer said he just wanted to add that the feedback that he received from the public regarding the Animal Shelter was top notch.

Chairman Smith asked if there were any other questions. Hearing none, he thanked Mr. Abi-hassan for his presentation.

ELECTIONS

County Administrator Chris Venice remarked that Mr. Sawyer had originally requested a new position but after some discussion he decided to take an existing position and put that into a Chief Clerk's position. She said the Board of Elections was interested in restructuring the department to have a voter registration section and an elections section. She said Mr. Sawyer was looking at having a clerk in charge of each of those sections. She said last year mid term the Board did approve a new person for Elections so he had received a new person within the last six months.

Elections Supervisor Tom Sawyer and Elections Officer Brenda Mann appeared to discuss this budget.

Mr. Sawyer said the Elections Office was supervised by the Board of Elections. He said Marilyn Watts was the Chairman of the Elections Board. He said also serving on that Board were Al Lamothe and David Studdard. He gave the Board a brief overview of what the Elections Office and Voter Registration actually handle. He said voter registration involved keeping voting records updated. He said they were also responsible for registering voters as well as maintaining the current voter registration which was a system through the Secretary of State's Office. He said his staff works with citizens moving out of the County and the State. He said his office also processes reports from the Secretary of State's Office reporting decreased votes. He said they also process return precinct cards. He noted that street indexing was a major portion of their work. He said with all new subdivisions his staff must identify the location in the precinct. He said his office also handled all of the elections within Fayette County including local, State and National and also by contract with the municipalities. He said another major portion of their work involved absentee balloting. He said the law was recently changed and someone can vote by absentee ballot for absolutely no reason. He said for forty days prior to an election his office was constantly getting requests for absentee voting. He said the week before an election his office would open and was the one polling place in the County where citizens could come and vote. He said during the week prior to the last Presidential election his office processed 12,812 absentee ballots. He said it was his intention for the upcoming Presidential election to open additional advanced voting sites which would include Peachtree City and possibly Tyrone. He remarked that at the last Presidential election his office had an 86.35% turnout which was phenomenal. He said out of the 61,000 registered voters, 52,000

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citizens voted either advanced, absentee or at one of the 36 precinct sites. He said this was a rather involved process.

Mr. Sawyer commented on the personnel comparison chart that he presented to the Board. He said in comparing Fayette County Elections with Bibb and Henry Counties, these have additional voting precincts. He said Fayette County had 37 voting precincts which included the one precinct for advanced voting site here at the complex. He remarked that he was the Elections Supervisor, Brenda Mann was the Elections Officer and there were two clerks and a .6 employee who worked three days per week. He said during the election time there were several other part time people who were called in to help on an as needed basis. He said last Fall the Board of Commissioners had approved an additional clerk's position for the Elections Office. He said he was also approved for some additional space. He also noted that all of the voting machines had to be tested first before they were sent out to the precincts. He said he was hoping to bring that service in house and noted that it was currently contracted out to Diebold Corporation.

Mr. Sawyer further commented that he was proposing to the Board of Commissioners a restructuring of the Elections Office per the request he had received from the Board of Elections and results from doing the personnel comparison with the other counties. He said there would be an Election Division and a Voter Registration Division. He said he would like to create a position for another Elections Officer and use the two clerks as well as the part time clerk. He noted that yesterday he and Ms. Mann attended the State Board of Elections meeting. He said there was a lot of enlightening information coming from those meetings and situations occurring in other counties. He felt the department desperately needed this additional help as well as the clerk's position. He said he was also asking for the Board's consideration to promote Ms. Mann to Senior Election Officer to recognize her time with the County. He said he had not included this because of the ongoing salary study and he had felt this could be addressed at that time. He said his request was three-fold and that was for the request for the Elections Officer position, be allowed to keep the Clerk's position and be able to create the one Elections Officer position as a Senior Elections Officer.

Commissioner Frady asked Mr. Sawyer for the total number of voters.

Mr. Sawyer responded that there were currently 71,413.

Mr. Sawyer further remarked that there was legislation currently being discussed to have all voting equipment equipped with paper validation in them. He said there had been three test sites to see if this might be feasible. He said if this was approved, it was being recommended to go into effect with the Presidential election next year.

Mr. Sawyer said he would be glad to answer any questions that the Board might have.

Hearing none, Chairman Smith thanked Mr. Sawyer for his presentation and the great job he had done in getting this department up to speed.

Chairman Smith called for a two minute recess at this time.

LAW ENFORCEMENT ADMINISTRATION

Major Linda Jones and Olivia Seidel appeared to discuss this budget.

Major Jones said the Administrative Services of the Sheriff's Department was requesting two new positions and one promotion. She said the two positions being requested were based on requests from all divisions in the Sheriff's Department. She said the two positions were a Compliance Officer and an Information Systems Technician who would serve the entire Sheriff's Department and not working specifically for Administrative Services. She said there was a real need for the Compliance Officer because of policy and procedure problems that they were having in keeping the manual up to date and information distributed to employees. She said there was not any one person who had the time to devote to just keeping the policy manual updated and be able to research all of the State, Federal and County laws that they needed to be aware of.

Major Jones further commented on the Information Systems Technician position. She said they did not have anyone who could dedicate the time to work on the website and make sure information was kept up to date and maintained. She said the website had a lot of links for citizens to access such as the G.B.I. Sex Offender database, permits that were required and so forth. She said due to the size of this Department there was a daily need for a computer technician. She said there were many times when the Department's computer needs were not met by the County's IS Department in what they felt was in a timely manner. She said this was a position that the entire Department was requesting. She said the Sheriff's Department computers were operated twenty-four hours every day and seven days per week. She said this applied particularly to the jail and the computers used to log prisoners in and out. She said the Sheriff's Department needed computer personnel on weekends and holidays that staff could rely on to keep the computers up and running.

Chairman Smith asked if the County's IS Department was servicing the Sheriff's Department's computers and Major Jones replied yes.

Major Jones said the Sheriff's Department would turn in work orders through the IS Department but the IS Department was not adequately servicing the Sheriff's Department's computers. She said this was a department wide complaint. She said they needed someone who would also be able to research software programs that would benefit the Sheriff's Department and they did not currently feel this was an option that was available. She said the Sheriff's Department 2005 budget was approved and began July 1, 2005 for an upgrade on their records management system. She said staff had e-mailed Information Systems in June, 2005 letting them know that the budget was approved for the upgrade and asking when this would be started. She said in November, 2005 the IS Department informed them that they did not have a purchase order. She said the purchase order was issued and to date the upgraded records management system that was approved for July 1, 2005 was still not done. She said they have numerous e-mails and phone calls with a paper trail of this work order and this was just one example of problems that the Sheriff's Department was experiencing.

Commissioner Frady asked Major Jones if they had received a reason as to why this had not been done.

Olivia Seidel responded that once the purchase order was approved, the software that was purchased needed to have some modifications done on the entry of traffic citations, warrants and civil documents. She said IS

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worked on the modifications and once that was completed there were technical aspects that needed addressing such as servers.

Ms. Venice interjected that the County normally did not modify software. She said software modifications were not something that the County staff would go in and handle and the original company would have to be contacted to get those modifications made and that sort of thing.

Chairman Smith said he would like to have a report from the IS Department on this situation.

Ms. Seidel remarked that the IS Department was telling her now that this software should be up and running by April 9th. She said there had been a problem with a port server and they were working on this. She said this was an upgrade that they wanted installed and noted that the Sheriff's Department already had the software in place. She said a lot of the times when they would e-mail the IS Department, there was never a response.

Major Jones said she felt the request for a Compliance Officer was their number one priority request even though the Information Systems Technician was also very important. She said the other request was for a promotion in the records office.

Chairman Smith said the Board was not discussing promotions at this time only new positions.

Chairman Smith asked the Board if there were any other questions on this budget. Hearing none, he thanked Major Jones for her presentation.

CRIMINAL INVESTIGATION

Captain Michelle Walker, Captain Mike Hattaway and Captain Mike Pruitt were present for this discussion.

Captain Walker introduced Captain Hattaway as the Acting Director of this department and Captain Pruitt as the Group Supervisor of the Drug Task Force. She said the request for the personnel for the Criminal Investigation Division was being made after much consideration of safety, manpower and overtime costs. She said the Sheriff's Department had 218 personnel working at this time. She said 110 were not certified officers and as such could not be reassigned to the positions they were requesting. She said the positions within the Drug Task Force and the Crime Scene Unit that they were requesting were very specialized units and require a tremendous amount of training. She said this request for six additional personnel with the hope of getting three or four persons. She said they had made this request for the least amount of personnel required to get the job done and with the most cost effective objectives. She said this was an impassioned plea for the continuing quality of life for the citizens of Fayette County and the safety of the officers who serve them. She said the personnel request was for six additional personnel within the Criminal Investigation Division with three being for the Drug Suppression Task Force and three would be for the Crime Scene Unit. She said currently in this division there were 33 Sheriff's personnel with 31 of these being sworn officers and two being civilian

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personnel. She said there was also one person assigned to the Drug Suppression Task Force from the Tyrone Police Department.

Chairman Smith asked Captain Walker to discuss the crime stats and the justification for these new positions right now.

Captain Hattaway remarked that the drug unit was started in 1989. He said there was the same number of five people from the Sheriff's Office from that time to present. He said there had been officers assigned from the Fayetteville Police Department who have since pulled out of the program as well as those from Peachtree City. He said at the same time the crime rate and the amount of drug arrests in Fayette County continue to increase.

Commissioner Horgan asked Captain Hattaway if this was a result of what was happening in Fayette County or was the Drug Squad working outside of the County.

Captain Hattaway replied that the department did a lot of work for the D.E.A. He said the department would receive information about drugs filtering into Fayette County from Gwinnett County, DeKalb County or maybe from other States. He said they work closely with the D.E.A. regarding this information.

Commissioner Horgan asked Captain Hattaway for the percentage of work done within Fayette County versus outside of the County.

Captain Pruitt replied that he could not give the exact percentages. He said the dope was coming into this County and the only way to stop it was to go to the source. He said when the officers handle a dope deal or get a suspect in the County they try to get to the source of the drugs. He said the officers just could not sit here and wait on the dope to come in. He commented on the gang activity currently occurring in the flow of drugs coming in. He said if the officers did not go after the sources, then the situation would just get worse and worse.

Captain Hattaway said the officers would just be closing their eyes if they did not go out to other counties and pursue.

Commissioner Horgan asked if other law enforcement agencies were taking a similar course.

Captain Pruitt said locations in North Georgia including Hall County, Barrow County, and Jackson County have been discovered having grow houses. He said these municipalities were getting the information out to other drug units in the State and everyone was working together. He said the Federal agencies have been brought in to prosecute these cases which allowed a prosecution for conspiracy for everyone in one central location. He said if the Feds did not help with this, his agents would be tied up in court all over North Georgia for probably two years.

Captain Walker remarked that the drug enforcement agencies in the comparable counties have doubled their number of what Fayette County has. She said Clayton County had twenty agents, Coweta County had

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seventeen agents, Spalding County has fifteen agents and Henry County had thirteen agents. She said this did not include the municipalities who have their own drug units in those areas. She said that was just working the drug seizures.

Commissioner Horgan asked for clarification as to the number of agents Fayette County has.

Captain Walker replied that Fayette County had five agents.

Captain Hattaway said the complaints here had really gotten bad. He said the department was receiving so many complaints and reports that it had to prioritize the complaints with the most information. He said the other complaints were just sitting there because no one had the time to get to them.

Chairman Smith asked if drug arrests and things of that nature had increased dramatically in the last two or three years.

Captain Hattaway replied that the drug complaints had increased dramatically in the last five years. He said he was head of the drug force from 1989 to 1992. He said now there were the huge amount of Meth here and almost all of this involved trafficking problems. He said the quantity as well as the level of the drugs that the officers were seeing these days had grown dramatically.

Captain Pruitt interjected that during the last six years there had been 1,268 arrests with the drug unit. He said there had been 1,122 types of investigations, 152 weapons were taken off the streets, 35,839 pounds of Marijuana and 195 Marijuana plants, 4,982 pounds of Cocaine, 822 pounds of Meth and a lot of various other pills had been seized and removed from the streets. He said all of these were not out of Fayette County but the officers investigated these and made arrests with the D.E.A. in surrounding counties.

Captain Walker said she wanted to stress the fact that the five officers in this department had handled all of these seizures. She said if any of the officers had to make an arrest or anything of that nature, they would have to call the Swat Team to help them accomplish that. She said the Swat Team was made up of members from the Field Operations Division and the other divisions in the Sheriff's Department. She said these individuals might have to wait for hours until a drug deal took place. She said the overtime costs were a big issue for the entire Sheriff's Department not just the Criminal Investigation Division. She said these five officers have to use the Swat Team on every take down, search warrant, and every investigation that they handle. She said they were literally begging for this help.

Chairman Smith asked if the new personnel would be considered another squad.

Captain Pruitt replied no. He said the new positions would be added to his current staff. He said he just referred to the people as his squad. He said seven officers were required for an entry on a search warrant. He said that was the minimum number that he could use and do it safely. He said most of the homes in Fayette County were two story homes with 2,800 to 3,200 square feet and some with basements. He said it was hard to clear a house with numerous people in a house and do it safely with four or five agents. He said somebody

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was going to get hurt in the process. He said it was the department's policy that there had to be seven deputies on a call in order for it to be done safely.

Chairman Smith asked if the reduction in overtime costs would pay for the additional agents.

Captain Walker replied that there would be a substantial reduction in the cost of overtime without having to call out the Swat Team. She pointed out that sometimes there were two and three drug deals every day. She said that was keeping those deputies on the clock on overtime. She said the overtime costs for the entire Sheriff's Department would be reduced.

Captain Hattaway interjected that there was no full time Swat Team. He said the Swat Team was made up of officers from several divisions. He said when these officers were pulled out of their division, then that division would be short of personnel for that day.

Captain Pruitt remarked that currently he had to call in officers to be able to make a drug arrests. He said his squad was just not big enough. He said this resulted in more overtime plus it was making the other divisions short of personnel. He said this was an every day occurrence and ongoing situation.

Commissioner Horgan asked if these officers would be dedicated to the Drug Task Force and Captain Pruitt replied yes they would.

Commissioner Frady clarified that they had requested three positions for the Drug Task Force and three positions for the Crime Scene Unit.

Commissioner Maxwell asked how much the County was paying in overtime for the Sheriff's Department.

Ms. Holland replied that overtime for the entire Sheriff's Department was over \$400,000 per year and had been for the last two years. She said for this particular division it was close to \$200,000 per year.

Commissioner Maxwell asked what the average hourly wage rate for overtime was for this department.

Captain Hattaway replied it was approximately \$30.00 an hour for overtime but he was not exactly sure.

Captain Hattaway remarked that there were fourteen Swat Team members with some on night shift and others divided up on day shift. He said most of the time a team of four Swat Team members was the number responding to a call.

Chairman Smith asked for an estimated figure for the reduction in overtime.

Captain Hattaway said he was not exactly sure but felt it might be as much as half of the current overtime.

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Captain Walker said some of the drug squad's overtime was offset from the Federal Government when there were large cases that had gone Federal then those deputies' overtime costs would be reimbursed to the County.

Commissioner Maxwell asked if there were any open positions in this department.

Captain Hattaway said there were no open positions in this department. He said one person was resigning but he felt that position could be filled from within and one person had been transferred.

Captain Walker interjected that this department was always fully staffed.

Captain Walker said they were requesting three personnel within the Crime Scene Unit and there were currently three people in that Unit. She said two of these were deputies until they finish their training and then they would be actual certified Crime Scene Investigators. She said one was the group supervisor and he was the Lieutenant over the Unit. She said currently he was the only certified Crime Scene Investigator that they had. She said that person was the only person who could give expert testimony and was the only one who could test all marijuana seized by the Drug Task Force, Tyrone Police Department, and the Marshal's Office. She said it would take approximately two years training to get these two deputies certified as Crime Scene investigators. She said currently there were only three investigators and they had to respond to every crime committed in this County that needed to have a Crime Scene Technician to go to the scene. She said there were many traffic accidents that they had to handle as well. She said they also had to handle crimes against people and crimes against property. She said fingerprinting for teachers, foster parents, adoptions, firearms and so forth had to be done by these investigators.

Captain Hattaway said these investigators were also responsible for registering sex offenders.

Captain Walker remarked that in addition to the three personnel that they were requesting for the Crime Scene Unit, it would decrease their load to 75 cases per year. She said they had processed 472 crime scenes last year and this was approximately 157 crime scene cases per investigator for 2006. She remarked that the Crime Scene Investigators had to be very meticulous, very detailed oriented and they had to be trained. She said personnel just could not be taken from other departments to handle this type of work.

Commissioner Frady asked if the investigators only worked in Fayette County and Captain Walker replied yes.

Chairman Smith asked if there were any statistics that would indicate how many investigators there should be for a County with this size population.

Captain Walker replied that she knew of no such statistics. She noted that they had more than 500 crime scenes that the investigators worked last year and fingerprinted almost 1,500 people.

Commissioner Horgan asked how many personnel did the City of Fayetteville have for this unit.

Captain Hattaway replied maybe one or two that he was aware of.

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Commissioner Horgan asked if the City of Peachtree City had a Crime Scene Unit.

Captain Hattaway replied that he was not sure but he was sure that they collected evidence at crime scenes. He said neither Fayetteville nor Peachtree City had really called the Fayette County Crime Scene Unit in the past. He noted that the Town of Tyrone depended on the County for crime scene investigation.

Chairman Smith said the Administrative Division of the Sheriff's Department had mentioned to the Board that they were having some issues with getting service done on their computers. He asked Captain Walker if this division was also experiencing anything of that nature.

Captain Walker replied that it was difficult to get IS personnel over to the Sheriff's Office to get their computers worked on. She said the Sheriff's Department was lucky in the fact that they had on staff a couple of computer savvy personnel who can handle some of the small problems. She said when they did have to call the IS Department it was hard to get the personnel over to the Sheriff's Department to handle their computer problems. She said she had gone on vacation in February and had turned in a work order that her hard drive was crashing and she would be gone for a little over a week. She felt this would allow the IS personnel to work on her computer during that time frame but when she returned the work still had not been done. She pointed out that her computer had just been fixed yesterday from the February work order.

Chairman Smith asked if the Compliance Officer request would affect this department.

Captain Hattaway replied yes it would affect their department and he would be in total support of that position. He said this position was something that was definitely needed. He said the Compliance Officer would assist in background checks which would be a benefit to this division and he was in total support of the request.

Chairman Smith asked what the major ancillary costs would be associated with these positions. He asked if a new vehicle would be required, a new desk, a new office and so forth.

Captain Hattaway said any vehicles that were required could be purchased out of drug funds as well as any equipment. He said he would propose that the Sheriff's Department would purchase the undercover cars for the three drug agents and that would not come out of County taxpayers' money.

Captain Walker said the Sheriff's Department was willing to do whatever it would take to offset the M & O to get the personnel that they need. She said they would do whatever it took to cut costs in the department's M & O in order to get the personnel. She said the additional personnel were the most important to them.

Chairman Smith remarked on the CID personnel request. He said if the Board added personnel in that division there was a long training process that they had to go through. He asked if they anticipated hiring experienced people or promoting from within and how long would it take to get qualified people for these jobs.

Captain Hattaway replied that he would love to hire someone that was qualified and could be put in the position immediately to start work. He said there were not a lot of people who want to be in crime scene investigations. He said most wanted to be deputies on patrol and things of that nature. He felt there was not that many people

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within the department who would be interested in being a crime scene agent. He felt hiring outside of the department would be a probability.

Captain Walker said this would also apply to the Drug Task Force. She said a lot of people did not want to work the drug squad because of the hours and the lifestyle.

Commissioner Horgan asked Captain Hattaway if these additional personnel would help cut the overtime and Captain Hattaway replied yes most definitely.

Captain Walker said the Department desperately needed these six personnel and whatever they had to do to offset the cost they would do.

Chairman Smith asked if there were any further questions. Hearing none, he thanked Captain Walker, Captain Pruitt and Captain Hattaway for their presentation.

UNIFORM PATROL

Captain Babb, Lori Littlejohn and Tommy Nations appeared to discuss this budget.

Captain Babb remarked that this division was requesting six patrolmen. He said they had four shifts that they would like to have a total of ten positions on each shift. He remarked that there were a few health issues among these departments where people were going to be out with medical issues or possibly leaving the department. He noted that this division was short of staff already and might be even shorter. He remarked that the dispatch calls fluctuated around 16,000 calls annually.

Lieutenant Nations pointed out that one officer has to stay in the watch office 24/7 and this lowers the number of officers in the field.

Captain Babb said this resulted in having five deputies out on the road. He said they were having to deal with health issues, vacation, training and so forth that keep the staffing number low. He remarked that the patrol unit was basically the support group for just about everything else running at the Sheriff's Department.

Chairman Smith asked if the manpower shortage was a result of sick and vacation time.

Captain Babb replied that violence had increased tremendously but sick time and vacation time were contributing to this shortage as well.

Chairman Smith asked if these positions would be filled internally or outside of the organization.

Captain Babb responded that they would always like to take personnel from within the jail staff if possible.

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Commissioner Frady asked how much money was spent in overtime last year for this division.

Lori Littlejohn replied that last year they had requested \$142,000 and it would be about the same for this year.

Captain Babb said they had managed overtime better this year by keeping a close check on it.

Chairman Smith asked how much comp time was being turned in as a result of using up overtime.

Lori Littlejohn replied that some of the SWAT officers might have to work overtime, court appearances, and so forth. She said in the past they had traditionally run out of money around March, therefore in March, April, May and June they would have to be paid in comp time. She said the average officer would probably earn eight to ten hours comp. time in a pay period depending upon SWAT call outs and that type of thing.

Captain Babb remarked that officers were limited to 17.2 hours of overtime per pay period. He said after that amount the officer would receive comp time.

Lori Littlejohn said the overtime was not an everyday occurrence but depended a lot on circumstances such as courtroom testimony and a trial going until 7:00 p.m.

Chairman Smith asked if there were any questions. Hearing none, he thanked the officers for their presentation.

JAIL OPERATIONS

Jail Administrator Robert Glaze and Charles Cowert appeared to discuss this budget. He said he was requesting two record clerks, three detention officers and an additional jail maintenance worker. He remarked that the jail maintenance worker was on the top of his list. He said they currently had a jail maintenance person but he was close to retirement and had already told Captain Glaze that he was going to retire in July. He said this maintenance worker was responsible for the entire jail and this was a lot of work for just one person.

Commissioner Frady asked how many personnel were in this division.

Major Glaze replied there were currently 97 people.

Major Glaze remarked that they were also requesting a records clerk position. He noted that they had received a records clerk position last year but were in need of another one.

Chairman Smith said he was thinking along the lines of a part time records clerk since there was already a full time clerk.

Major Glaze responded the Sheriff's Department did not have any part time positions that he was aware of but this might be something that they could look at.

Commissioner Horgan asked if the County's Building and Grounds Maintenance Department personnel work with the Sheriff's Department when necessary.

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Major Glaze replied if there was a major event that the Sheriff's Department needed help on, then the County's Maintenance Department would never turn them down.

Commissioner Horgan asked how many times last year did they have to call on County Maintenance staff for help.

Major Glaze said the Maintenance Department staff member located at the Judicial Center would come to the jail once every two weeks.

Major Glaze remarked that they were also requesting three detention officers. He said this division was not fully staffed to operate everything that was located at the jail. He noted with the addition of three officers, then at least one more unit could be opened up for operation.

Chairman Smith asked what hours the records clerk would work.

Major Glaze replied that they would work eight hour rotating shifts. He said they were looking at going to 12 hour shifts for the detention officers.

Chairman Smith clarified that if the detention officers were approved, then Major Glaze would require the records clerk as well.

Commissioner Pfeifer asked if there was much turnover in this division.

Major Glaze said the jail was a starting point in a lot of people's careers and there was a high turnover rate. He said the shift work and sometimes money were reasons for the turnover rate.

Chairman Smith asked how much comp time this division was submitting.

Major Glaze replied that it was a lot. He said there were currently eight people in this division maxed out on comp time.

Finance Director Mary Holland interjected that this division runs approximately \$70,000 to \$76,000 per year for overtime.

Chairman Smith asked if all of the overtime in this division would be eliminated if the Board approved everything they were requesting.

Major Glaze replied that it probably would not eliminate all of it but sure would eliminate a lot of it.

Commissioner Horgan asked Major Glaze when the 12 hour shifts would go into effect.

Major Glaze responded that they did not have enough personnel to go to the 12 hour shifts and would need these additional personnel on staff to make that happen.

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Chairman Smith asked if there were any further questions. Hearing none, he thanked Major Glaze for his presentation.

Chairman Smith requested the Board take a short break at this time for lunch.

Chairman Smith reconvened the meeting at this time.

DISCUSSION OF BUDGET CHANGES FROM YESTERDAY'S MEETING:

Finance Director Mary Holland discussed the changes that the Board made at yesterday's budget meeting. She said there was a request from the County Commissioners' Office for a Clerk and this position was actually downgraded. She said now there was a reduction of almost 32% of the County Departments where previously it was 29%. She said there has been no decision on the customer service issue so staff was holding on that item. She said the Tax Commissioner had decided that he would just request a part time employee instead of taking a part time employee to full time so that resulted in a reduction of almost \$7,500. She said the total additional costs came to \$3.8 million and total revenues to be expected from this year's digest was \$1.5 million. She said if the Board decided to do a rollback then that would be reduced down to \$845,000.

Ms. Holland said Commissioner Frady had asked about the 2006 digest as compared to 2007 digest. She said the 2007 digest was showing a growth of approximately 5%. She said last year's actual growth digest was 9.3%. She said the Fire Fund showed a 10.8% growth as compared with the 5.75% for this year.

Ms. Holland said Commissioner Frady had also asked what the stormwater fees were annually to the City of Fayetteville. She said the County was paying \$10,335 annually to Fayetteville for stormwater fees.

Ms. Holland remarked that the next question she had from the Board was concerning grass cutting. She said there had been a question as to how much the County was outsourcing the grass cutting as well as what the County was paying the grounds keeper salary and to do a comparison. She remarked that the total annual amount that the County was paying to actually outsource to vendors was \$93,920. She said \$24,000 of that amount was for work done at the Judicial Center for 12 months of the year. She said the rest of the money was for the perspective parks and was done eight months throughout the year. She said the outsourcing had occurred during the last couple of years. She said a grounds keeper was paid a little bit less than \$30,000 including benefits. She said in talking with the Director of Building and Grounds Maintenance Greg Ownby, he was calculating that there would be six full time employees to cover this type of work that was currently being outsourced. She said this would amount to \$176,000, but Mr. Ownby did point out that these six employees would be able to do other tasks for three months.

Commissioner Frady said he would like to see the contracts with various vendors that the County currently had and Ms. Holland said she could get that information for the Board.

Ms. Holland stated that Chairman Smith had previously questioned was the County's co-insurance. She said the County's co-insurance was 90%. She discussed the comparison between the current policy premium for fiscal year 2007 and the estimate for 2008. She said the premium increase was a little more than 13% and she had quoted 24%. She said in her calculation she had actually factored in some deductible costs as well. She

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said last year the Board had voted to go from the \$5,000 deductible to the \$25,000 deductible. She said the biggest change in the County's policy this year was the exposure on the property. She said they had completed the valuations on County buildings and it was \$160,000,000 compared to \$115,500,000 that the County was previously insuring. She said this came to a 37% increase for those buildings and did not cover land.

Commissioner Frady asked Ms. Holland for a listing of appraised value for all of the County's properties.

Ms. Holland remarked that the next item that the Board had wanted more information on was the Judge Pro Hac position. She said the actual budgeted amount for this in the State Court budget was \$10,000. She noted \$3,800 was spent in 2006 for Pro Hac services. She said this year it had amounted to \$3,600 to date.

Ms. Holland remarked that Commissioner Frady had questioned the medical insurance costs. She presented a recap to the Board since the County had gone to an outside service. She said the County had stopped being self-insured in 2002. She said the recap showed premiums that had been paid and was broken down by the premiums that were paid by the County and the premiums paid by the employees themselves.

TRAFFIC PATROL/TRAINING

Lieutenant Colonel Wayne Hannah and Bryan Woodie appeared to discuss this budget.

Lieutenant Colonel Wayne Hannah remarked that their request was for two persons to help expand coverage time for traffic enforcement personnel. He said that period of time was between the hours of 11:00 p.m. to 6:00 a.m. He said statistics indicate D.U.I. violations, crashes, fatalities, speeding violations and so forth that were basically going unenforced after 11:00 P.M. He said he was requesting these personnel to help address those concerns and reduce the D.U.I. fatalities during that time frame. He said the uniform patrol division had personnel out in the field during those hours but their primary concern was business checks, calls for service and they would not be able to focus their time on traffic enforcement. He said if he had to move personnel from the day shift to help with the night time hours then the day shift would suffer. He said the best decision that he could make would be to add two personnel to the night shift.

Commissioner Horgan asked how many people they currently had on that shift.

Wayne Hannah replied that currently there were no personnel for traffic enforcement during those hours. He said the field operations division was currently covering the basic law enforcement duties for those hours. He said their last deputy gets off work at 11:00 p.m. He said Monday through Friday he had the 6:00 a.m. calls and the rest of the deputies pick up at 7:00 a.m. and that would result in a shift change at 2:00 p.m. He said then the 3:00 p.m. shift would go to 11:00 p.m.

Chairman Smith asked if these two separate individuals would cover an entire week or possibly overlap another shift.

Wayne Hannah said these deputies would more than likely overlap. He said there were some statistics to show what days of the week that crashes typically occur. He said this was very sporadic and really nothing definite

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but there were D.U.I.'s and crashes. He said one of the deputies might work a Tuesday through Saturday shift and another deputy work a Wednesday through Sunday shift.

Chairman Smith asked what kind of additional equipment would these positions require.

Wayne Hannah responded that each would need a vehicle including radios, camera, radar, laser and so forth and all equipment that each and every deputy carries on them.

Chairman Smith asked for a rough estimate of the cost.

Bryan Woodie replied that historically the track enforcement division person would require approximately \$35,000 in equipment in addition to the salary and benefits. He said the \$35,000 would cover the cost of the patrol car, radios associated and emergency equipment for the car, their uniform allowance, the shotgun, bullet resistant vest and so forth. He said their cars as opposed to a regular uniform car have additional equipment that they use such as speed detection, radar and laser. He said \$23,000 of the \$35,000 would last three to four years before the car would have to be replaced. He noted that the other equipment had to go through several cycles.

Commissioner Horgan asked for the number of cars that were currently equipped.

Bryan Woodie replied that there were thirteen people assigned to traffic enforcement division who were law enforcement officers. He said they had an administrative secretary who had been a tremendous help to the department. He said on a day to day basis in the direct enforcement role they have ten investigators including some supervisors and those ten people were spread between the hours of 6:00 a.m. to 11:00 p.m. seven days per week. He said the two positions that they were currently requesting were to put them on the street between 8:00 p.m. and 4:00 a.m. He said the statistics indicated that this was the time period for the most accidents occurring as a result of impaired drivers. He said their goal with the two new positions was to reduce those impaired driver risks and also speeding issues. He said the statistics from 2006 showed for the entire year that they wrote slightly more than 2,000 traffic citations for speeding violations. He noted that the \$35,000 would be per position because both cars would be out in the field at the same time. He said they were requesting two deputies in order to focus on speed enforcement issues and impaired driving. He said these deputies would have the same priorities. He said they anticipated that during the course of one year these two deputies would make anywhere from 150 to 250 impaired driving arrests.

Chairman Smith asked if there was any statistical data showing the level of activity and any changes for the last two or three years.

Bryan Woodie replied that they had data from 2003.

Chairman Smith said the data indicated that there had been a large increase in activity between 2004 and 2005.

Chairman Smith asked how much overtime this department had been experiencing.

Bryan Woodie replied that this overtime did not occur every night and sometimes go for approximately two weeks without having to be called out. He said at other times deputies could be called out every single night.

Ms. Holland said they had reported \$28,000 in overtime annually.

Bryan Woodie said his department also assisted the other municipalities when they have serious accidents.

Chairman Smith asked if there were any more questions. Hearing none, he thanked staff for their presentation.

BOARD'S OVERVIEW OF BUDGET REQUESTS

Chairman Smith suggested that the Board discuss the proposed positions that had been recommended by staff not including any of the service related issues which would exclude Permits and Inspections and Fire Operations.

Commissioner Frady said he felt the public safety portion of the budget was the most important and a priority over everything else.

Commissioner Maxwell agreed with Commissioner Frady that the public safety portion of the budget was very important but funding would have to be available. He said he did not want to take a vote on any of the requests right now but instead wanted to put a monetary figure on each request in order to look at the entire budget as a whole in order to get an idea of what the bottom line budget might be.

Chairman Smith suggested the Board briefly discuss each budget and do a straw poll on each one based on the merits of that particular position. He said then the Board could start applying the monetary value to these and see what issues the Board might need to revisit. He said he had reviewed past budget recommendations and it did appear that public safety had the emphasis every year. He felt there needed to be a balance in the entire organization to be able to function appropriately. He expressed concern that there was a detriment in the other departments as a result of this over emphasis on public safety over the last several years. He said he was not saying that public safety should not be emphasized but there must be a balance in the organizational structure as a whole. He said the Board could not allow an over emphasis on public safety to be to the detriment of the rest of the organization.

Commissioner Frady said he did not recall any constraints on the Board to be able to fund public safety. He said he was not suggesting that the Board not hire anyone for the other positions neither was he suggesting that the Board approve all of the positions being requested in public safety. He said there were some positions in public safety that he would like to see filled and not overlooked in lieu of something else.

COMMISSIONERS' OFFICE

Chairman Smith said there was a request for a position in the Clerk's Office. He noted the amount of the request was adjusted for a deputy clerk position. He pointed out that there had not been a new position in this office for twenty-five years.

It was the consensus of the Board to leave this request in the budget.

ELECTIONS OFFICE

Chairman Smith said it was the recommendation from staff to do an internal promotion.

There was a consensus of agreement by the Board.

INFORMATION SYSTEMS

Ms. Holland remarked that the request from IS was to add one position to handle the administrative work which would allow the technicians to go into the field and handle technical issues.

PURCHASING DEPARTMENT

Commissioner Frady questioned the request to transfer the Administrative Secretary from the Purchasing Department to Information Systems.

Ms. Holland said the Board had added a Contract Administrator for the Purchasing Department and this recommendation would take the Administrative Secretary and move that position over to IS. She noted that person would still help the Purchasing Department with the payroll processing and things of that nature. Commissioner Frady clarified that this would be at no additional cost.

BUILDING AND GROUNDS MAINTENANCE DEPARTMENT

The Board discussed the personnel request from this department.

The Board agreed to leave this request in the budget for now.

Chairman Smith said there was also a recommendation from staff not to fund the position for the small engine repair mechanic and to continue sending equipment outside for repair.

ENGINEERING DEPARTMENT

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Chairman Smith said there was a request in this budget for a Stormwater Engineer and an Environmental Technician and staff recommended approval for both positions. He felt the decision for these would revolve around the cost of stormwater issues and State mandates.

MARSHALS OFFICE

Chairman Smith said there was a personnel request for two positions with one starting in July 2007 and another to start in January 2008.

The Board agreed to evaluate this request later.

Chairman Smith suggested some monies be put in contingency to cover the positions if necessary.

Ms. Holland remarked that historical funding was to put \$500,000 in contingency and that would be enough to cover these positions as well as other issues.

Commissioner Frady said it was his contention that the \$500,000 would be in contingency and this was where the funding would come from if these positions were necessary and the Board agreed.

ANIMAL CONTROL

Chairman Smith said this department was requesting one additional person so that they could fully staff the shelter and answer telephones.

Commissioner Pfeifer said he was persuaded by the Director's comments regarding the shelter. He also added that there was excellent feedback on the shelter and how it was operated.

Commissioner Frady said he was glad the shelter was open on Saturdays and this was a benefit to the citizens.

Commissioner Maxwell felt the shelter could keep the doors at the shelter open with part time personnel. He said the shelter had one part time person and he felt another part time person would help with the Saturday adoptions and phone calls.

FLEET MAINTENANCE AND SHOP

Chairman Smith said the recommendation was for a part time secretarial position with no benefits.

The Board agreed with the recommendation.

RECREATION

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Chairman Smith said this department was requesting two positions one of which was an Athletic Coordinator and a Program Coordinator.

Ms. Venice interjected that the Director of Recreation had indicated that if only one position was approved she would favor the Athletic Coordinator.

Commissioner Maxwell felt the job description would need to be reviewed and the Board agreed.

LIBRARY

Chairman Smith remarked that the request for new positions included two library assistants and a part time page.

Ms. Holland said there was no recommendation for the part time page.

Ms. Venice interjected that there were currently three part time pages now and each had a different number of hours assigned to them.

It was the consensus of the Board not to fund a part time page position.

Commissioner Frady asked how many personnel were at the library.

Ms. Holland replied that there were 11.5 people.

Ms. Venice interjected that the library was open for the public six days a week from 9:00 a.m. to 9:00 p.m. and there 11.5 people to cover that amount of time involving all aspects of the library including research, desk, programs, learning lab and so forth.

It was the consensus of the Board to discuss this budget further.

PERMITS AND INSPECTIONS

Chairman Smith said this department was requesting one Plans Examiner position. He said it was his understanding of the position that staff had rated this as a customer service issue in order to get a quicker turn around on plan review. He said currently it was taking ten to fourteen days to review one set of plans. He said it was his understanding that one set of plans would pass among four different people to get approval. He expressed concern with employees who were coming in early and staying late to do the plan review and being uncompensated for that work because they were not eligible for overtime. He felt this was a problem and for that reason he was in favor of this position.

Commissioner Frady remarked that permits were going down in number and he felt this could be a management type issue.

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Commissioner Horgan agreed and felt the staffing could be spread out in a manner where things might work better. He also agreed that the number of permits was going down.

Commissioner Frady remarked that this was a request for a \$50,000 job.

Ms. Venice said another issue that this position would address was the walk in permit approvals with all of the renovations, pool permits, and additions. She said this Plans Examiner would be in the office full time and could address those issues and offer a quick turn around on the walk in requests in addition to the full plan reviews.

The Board agreed to leave in this request until they could discuss it further.

FIRE OPERATIONS

Chairman Smith said this request was for personnel on fire trucks going from two to three people. He said this was a safety issue for the firefighters and the citizens as well. He felt the fire millage would have to be adjusted to accommodate these positions. He said the National standard was four firefighters on a fire truck. He said there was the issue of the County's ISO rating with two men responding on a fire truck instead of four. The Board agreed to discuss this further.

TAX COMMISSIONER

Chairman Smith said the Tax Commissioner had originally requested a full time position but had downgraded the request to a part time position.

CLERK OF SUPERIOR COURT

Chairman Smith said the Clerk of Superior Court was requesting a part time position for Court Clerk I.

There was a consensus by the Board to approve this position.

LAW ENFORCEMENT ADMINISTRATION

Chairman Smith said they had requested two positions which included an Information Systems Technician and a Compliance Officer. He felt the Compliance Officer position was the necessary position of the two.

Ms. Venice interjected that this department was requesting a grade 37 position which was comparable to many department head positions salary.

Human Resources Director Connie Boehnke said she would recommend a paygrade 34 for this position at a salary of \$46,000.

After further discussion, there was a consensus that there was a need for this position but there was no decision on the paygrade for the position.

CRIMINAL INVESTIGATION DIVISION

Chairman Smith said the Drug Task Force had requested three positions.

Commissioner Frady said these positions would be the ones on the front lines when officers make a raid.

Commissioner Maxwell said he was concerned with officers' safety when they entered a facility for a raid.

There was a consensus by the Board to approve the three positions.

UNIFORM PATROL DIVISION

Chairman Smith said the request was for six positions.

It was the consensus of the Board to approve the request for six positions.

JAIL MAINTENANCE WORKER - JAIL OPERATIONS

Commissioner Pfeifer said he felt this position was the most justified.

Chairman Smith remarked that this department was using the County's Maintenance Department personnel at the Justice Center to augment their maintenance requests. He said he was not exactly sure how much the County maintenance personnel were being used at the Justice Center but understood it was every couple of weeks. He said if the County maintenance staff was helping with the jail maintenance, then he questioned the request for a full time person. He questioned if there was County maintenance time available to assist this department with their needs.

Ms. Venice replied that she felt the answer was no. She said the County maintenance personnel requests were full every shift with requests from County departments and other Constitutional officer department. She said there was a security issue with the jail for the County maintenance personnel to go inside the facility. She said the Jail preferred to have their own personnel clean the jail and be inside of the facility.

Chairman Smith felt this position would be for a part time person. He asked if there was a security issue, then why was the maintenance worker at the Justice Center being used to help the Jail operations.

Ms. Venice said this person was only helping with the Jail maintenance requests as needed.

Commissioner Frady suggested leaving this request in and for the Board to discuss it further as budget discussions proceed.

JAIL OPERATIONS RECORDS

Chairman Smith said the request was for two positions. He said he recalled the problem with adding these positions was opening up Cell Block F which was a separation of belligerent women detainees from normal detainees. He said this was built into this request. He said if the Board did not think they needed to open up another Cell Block, then he did not favor this request.

Finance Director Mary Holland remarked that the detention officers were currently doing the records clerk job.

Chairman Smith said if Cell Block F was not opened, then a records clerk would not be necessary.

TRAFFIC PATROL

Chairman Smith said the request was for two investigators.

Commissioner Horgan said this would also involve the expense for a vehicle.

Chairman Smith noted that currently each officer had their own car.

Finance Director Mary Holland interjected that the same issue would apply in the Patrol Division and cars would have to be added for those additional personnel as well.

The Board consensus was to discuss this further.

OVERVIEW OF BUDGET DISCUSSION

Finance Director Mary Holland remarked that at this point the Board had reduced the proposed budget by \$350,000. She said the Board had tentatively approved a \$1.3 million budget thus far on personnel.

Chairman Smith asked Ms. Holland for the figure of the items the Board had said to put on hold.

Ms. Holland said the holds were for the library position in the amount of almost \$62,000 and the fire positions in the amount of \$321,000.

Chairman Smith felt the fire positions were a potential personal safety issue for officers as well as structures. He felt the Board would need to address the philosophical issue. He asked Ms. Holland for the rate of the fire tax three years ago, rate for fire tax last year and approximately what would it have to be if the Board approved this.

Ms. Holland interjected that an additional mil would be equivalent to approximately \$233,000.

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Commissioner Horgan said he was in favor of starting off with one new station. He felt this was a safety issue. He recalled Chief Krakeel saying that the majority of the responding personnel had less than five years experience who were driving these huge trucks.

Commissioner Frady asked if there was a carry over balance in the fire fund.

Ms. Holland replied yes there was \$1.8 million of undesignated funds in the fire fund.

Ms. Holland remarked that there was \$300,000 for impact fees leaving \$800,000 that could be used for other purposes and was not designated for anything. She said the money would be used to build fire stations.

Chairman Smith questioned if the Board approved to build one fire station what would the short fall in revenue be that would be covered by fund balance.

Commissioner Horgan said he would favor a full staff of seven individuals.

Chairman Smith said this would mean a full seven people with funding coming from the fund balance.

Ms. Holland said the Board could delay voting on this issue until she could provide more information. She said staff could get more information and bring this to the Board when the Maintenance and Operating Budget was discussed. She said the total personnel requests in the general fund was \$1 million and when the additional cost for the C.O.L.A. and other things listed it would come to \$2.4 million to cover. She said she understood the Board was interested in doing a roll back and this would be \$658,000 in additional tax to cover the \$2.4 million and this leaves \$1.8 short at this point.

Chairman Smith asked if there was enough money in capital improvements that was not non-recurring from last year to cover this.

Ms. Holland responded that the recurring cost in the capital projects would be for the Parks including Kelly Park and Kenwood Park specifically. She said those were probably close to \$1.5 million which would leave \$2.5 million. She said there was \$70,000 for flood plain mapping and engineering and was related to the State mandate. She said there was the issue of purchasing the land for fire station 12 in the amount of \$125,000 and Chief Krakeel said that station could be pushed out. She remarked that every year the Board has funded \$90,000 for the early warning sirens and this could also be delayed. She commented on the telephone upgrade and recalled the Board had approved for the upgrade in this year's budget.

Ms. Venice replied that there was approval from the Board to move forward on this but there was not an amount until the bid came in.

Ms. Holland said last year the figure was a little bit less than \$200,000.

Ms. Holland remarked that Brooks Park was budgeted for \$115,000, Gingercake Park for \$157,900, Kelly Park for \$100,000, Kenwood Park for \$500,000, Kiwanis Park for \$218,000, Lake Horton for \$75,000, Lake Kedron

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for \$28,000, McCurry Park for \$305,000. She said this was a lot of money for recreation but noted that this was actually lower than previous years funding. She said these amounts were what was scheduled for consideration this year.

Ms. Holland remarked there was the funding for the pole barn for \$100,000 and was in relation to the stormwater issue.

Chairman Smith felt the Board needed to discuss the Cost of Living Adjustment, promotion compensation and pay for performance. He asked how short the General Fund would be after everything was taken into consideration. He said he was referring to the C.O.L.A. and Pay for Performance as they were currently and include the new personnel positions that the Board approved and asked what the budget numbers would be.

Ms. Holland replied with a rollback the figure would be \$1.8 million and without the rollback it would be \$1.3 million.

Chairman Smith asked Ms. Holland for the figure as to exactly how much the County was running in excess.

Ms. Holland responded that she did not have the exact figure right now but agreed that the County was running in excess. She noted that last year the Board had budgeted from cash over \$1 million and there was actually a surplus in the range of \$2 million. She said she could have preliminary figures for the Board tomorrow. She remarked that there was \$2 million in the contingency fund and a fund that was undesignated in the amount of \$2.4 million.

Ms. Holland remarked that this year staff had requested each department to submit their personnel requests for the next two years so the Board could have an idea of what might be coming in. She said in fiscal year 2009 there was a tentative request for 24 additional people and fiscal year 2010 there was 21 additional people.

Chairman Smith asked if the Board was comfortable with the figure that had been discussed and there was a consensus to go with a 5% merit increases.

Commissioner Frady briefly discussed the pay for performance issue and felt this needed to be better defined.

Chairman Smith asked Ms. Venice for the parameters of the pay for performance program.

Ms. Venice responded that the parameters were based on the training that the supervisors were given when the pay for performance program was incorporated. She said ideally the best workers should be rewarded. She said the industry says that there was a top 20% who were actually performing beyond the scope of their duties. She said the middle was in the 60% range and these were the individuals who show up for work and do the job that they were paid for and go home. She said there was the lower 20% range who do not perform at all. She said they had encouraged the supervisors to reward the top 20% of their staff. She said it was hard for some staff to pick and choose but they had gotten better each year since the inception three years ago. She remarked that each department was allotted a lump sum of money based on the percent awarded by the

Board for eligible people. She said then the department head or division director would allocate the money.

Ms. Boehnke said they had also taken into account their annual evaluation and any extenuating circumstance that might have occurred from that time and the time that the performance pay was distributed.

Chairman Smith noted that part time personnel and personnel who have reached the end of the pay scale would not be eligible for the pay for performance.

Ms. Venice interjected that this was the reason the C.O.L.A. was so important.

Ms. Holland remarked that the first year the program was in place the figure was 3% and the second year it was 2%.

Chairman Smith noted that this would be considered permanent growth in the salary portion of the budget. He said once an employee received this pay, they would receive it every year from then on.

Commissioner Frady interjected that the salary portion of the budget was increasing 50% every ten years.

Ms. Boehnke said one concern was for the employees who had reached the end of the pay scale. She said because they were at the end of the scale and not eligible for this, this discussion had come up in the past as to whether or not this figure should be a lump sum or should it be added into the employee's salary.

Chairman Smith asked for a recap on the personnel requests that the Board had just discussed.

COUNTY CLERK

There was a consensus of the Board to approve the Clerk's position. Ms. Holland confirmed that this had been reduced by \$17,000.

ELECTIONS

Ms. Holland said the position for elections was tentatively approved.

INFORMATION SYSTEMS

Ms. Holland remarked that the Administrative Secretary was included.

BUILDING AND GROUNDS MAINTENANCE

Ms. Holland stated the groundskeeper was left in at \$27,000.

Commissioner Pfeifer remarked this was designated for the opening of the new park.

STORMWATER

Ms. Holland remarked that the two positions were left in the budget.

MARSHALS OFFICE

Ms. Holland said the Board had not approved any deputy marshals for this department and this had been removed from the budget.

ANIMAL CONTROL

Ms. Holland said the Board had agreed to a part time position for this department.

FLEET MAINTENANCE

Ms. Holland said the Board did not approve the mechanic position.

PUBLIC WORKS

Ms. Holland remarked that the Board had tentatively approved a part time secretary for this department for 29 hours a week.

RECREATION

Ms. Holland said the Board had agreed to an athletic coordinator for this department.

LIBRARY

Ms. Holland asked what the Board would like to do regarding the request for two positions for this department.

The Board agreed to one new position for the library.

PERMITS AND INSPECTIONS

Ms. Holland said the Board had tentatively agreed to the plans examiner position for this department.

FIRE

Ms. Holland said the Board had tentatively approved the request for all seven positions.

TAX COMMISSIONER

Ms. Holland said the Board had agreed to one part time position.

SUPERIOR COURT

Ms. Holland said the Board had agreed on one position.

SHERIFF'S OFFICE

Ms. Holland said the Board had agreed with the request was for Compliance Officer at a grade S-13. She said this pay grade had reduced this request by \$14,000.

SHERIFF'S OFFICE

Ms. Holland said the Board did not agree to the IS technician for this department and their request was reduced by \$49,000

CRIMINAL INVESTIGATION DEPARTMENT

Ms. Holland said the Board agreed to the three positions requested.

SHERIFF'S OFFICE

Ms. Holland said the Board agreed to two of the six positions requested.

JAIL

Ms. Holland said the Board had agreed to the maintenance worker position.

Ms. Holland said the Board did not agree to the records clerk with the detention officers.

TRAFFIC DIVISION

Ms. Holland said the Board did agree with the two investigators for the Traffic Division of the Sheriff's Office.

Ms. Holland interjected that the total figure for personnel now was \$1.2 million.

Chairman Smith said he would like to comment on the organizational chart. He said the only position that was requested by U.G.A. was the Chief Information Officer position. He remarked that three departments including Information Systems, Communications and the Library would move under this Chief Information Officer. He said these three departments were previously under the Finance Department. He said this would require the Board to add one new position at a grade level 42.

Chairman Smith said there were two changes to the existing organizational chart and this was one of them. He said in addition to that position, three departments would move under that new position. He said the second change was under the Marshal's Office. He noted that Animal Control had moved from Public Safety.

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Ms. Holland interjected that the IS Director was a grade level 41 and this was the reason for the grade level 42 being applied to the new Chief Information Officer position.

Commissioner Frady felt the title should be Chief Communications Officer.

Chairman Smith remarked that this new position would add approximately \$110,000 to the personnel budget. He felt this position was sorely needed and he recommended that it be put in the budget.

Chairman Smith interjected that there was one other position that was recommended and that was a Constituent Officer. He said the Board had already tentatively agreed that they did not feel like this position was needed at this time.

Chairman Smith thanked staff for all of their hard work in this process. He remarked that the Board had only tentatively agreed on positions and would wait until the Maintenance and Operation portion of the budget was discussed before making a final decision.

There being no further business to come before the Board, Chairman Smith adjourned the meeting at 5:10 p.m.

Karen Morley, Chief Deputy Clerk

Jack R. Smith, Chairman

The foregoing minutes were duly approved at an official meeting of the Board of Commissioners of Fayette County, Georgia, held on the 23rd day of August, 2007.

Karen Morley, Chief Deputy Clerk