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2 **A RESOLUTION TO ESTABLISH SUPPLEMENTAL FUNDING FOR OVERTIME PAY**
3 **AND OTHER INCENTIVES INTENDED TO PROMOTE INCREASED STAFFING AND**
4 **RETENTION OF DETENTION OFFICERS AND SHERIFF'S DEPUTIES PROVIDING**
5 **DETENTION SERVICES IN FULTON COUNTY JAIL FACILITIES; AND FOR OTHER**
6 **PURPOSES.**

7
8 **WHEREAS**, the Fulton County Board of Commissioners ("BOC") recognizes the
9 existence of staffing issues at Fulton County jail facilities ("jail facilities"), and that overtime
10 pay can be a necessary tool to stabilize operations from time to time; and

11 **WHEREAS**, continued heavy use of overtime is not an effective means of
12 providing a soundly staffed organization in the long-term, nor a highly effective means of
13 increasing hiring or long-term retention of employees, as illustrated by recent overtime
14 spending history in the Sheriff's Office of \$3.98 million in 2021, \$5.579 million in 2022,
15 \$12.2 million in 2023, and \$7.4 million in 2024; and

16 **WHEREAS**, while certain levels of overtime may be necessary to stabilize
17 operations from time to time, increased staffing, and prioritization and dedication of
18 staffing resources to detention services are much more critical; and

19 **WHEREAS**, despite a 52.5% increase in annual funding resources, representing
20 \$67,119,304 on an annual basis for the Sherriff's Office over the period from 2021 to 2024
21 (source data: Fulton County Finance Department)—including funding of substantive
22 employee raises, sign-on and relocation bonuses, reduction in minimum qualifications
23 and increases in minimum salaries—employee hiring and retention within the Sherriff's
24 Office have been inadequate over the past four years, especially with employees whose
25 principal role is the provision of detention services; and

26 **WHEREAS**, as of March 25, 2025, there were 144 vacant positions in the Sheriff's
27 Office, with the largest numbers of vacancies in the roles which provide detention services

28 (source data: Fulton County Department of Human Resources Management); and

29 **WHEREAS**, given the challenges in hiring and retention and various operational
30 and supervisory issues noted in the Department of Justice (“DOJ”) investigative report,
31 including staffing deficiencies and observations of Sherriff’s personnel involved in traffic
32 enforcement and other traditional law enforcement activities that could be handled by
33 municipal police departments or the Georgia State Patrol, the BOC has concern that
34 Sheriff’s Office personnel resources are not being appropriately focused and
35 concentrated in the provision of detention services, thereby unnecessarily creating safety
36 and security issues; and

37 **WHEREAS**, the total number of filled positions in the Sheriff’s Office was 906 in
38 2020, and 875 in 2024; and

39 **WHEREAS**, during this time period, the Sheriff’s Office has created and staffed
40 multiple specialized units, such as motorcycle and traffic units, thus further diluting staffing
41 for detention services at jail facilities; and

42 **WHEREAS**, multiple news reports have revealed that a disturbingly large number
43 of Sheriff’s Office employees providing detention services, as well as vendors providing
44 contract detention related services, have been arrested or fired for violating the law in the
45 conduct of their duties since January 2023, most prominently for providing contraband to
46 inmates in Fulton County jail facilities (see list of 28 employee arrests, “Attachment A” to
47 this Resolution); and

48 **WHEREAS**, given the inmate violence noted in the DOJ report, the vandalism of
49 jail facilities and other reports of violence perpetrated by inmates using contraband, the
50 BOC has concerns with the deficiency of training and basic security and screening

51 measures in place at the jail facilities as well as pre-employment screening; and

52 **WHEREAS**, the Board of Commissioners has authority, pursuant to the
53 Constitution of the State of Georgia, Article 9, Sec. 2, ¶ 1(a), to adopt and amend
54 reasonable ordinances, resolutions, or regulations relating to its affairs for which no
55 provision has been made by general law and which is not inconsistent with the Georgia
56 Constitution or any local law applicable thereto.

57 **NOW, THEREFORE, BE IT RESOLVED**, that the Fulton County Board of
58 Commissioners hereby provides for special one-time funding, divided into two special
59 funds as described below, to be used for improving retention and hiring of detention
60 officers and Sherriff's deputies providing detention services in Fulton County jail facilities.

61 **BE IT FURTHER RESOLVED**, that a Detention Services Overtime Fund in the
62 amount of \$1,796,492.00 shall be set aside quarterly in Non-Agency using the County's
63 general fund, for the purpose of overtime pay for Sheriff's Office employees providing
64 detention services in Fulton County jail facilities, with said fund terminating no later than
65 December 31, 2025.

66 **BE IT FURTHER RESOLVED**, that a separate Detention Services Staffing
67 Incentive Fund in the amount of \$1,000,000 shall be set aside as a one-time infusion in
68 Non-Agency using the County's general fund, to be used for activities which foster and
69 drive the hiring and retention of detention officers and deputies whose full-time role will
70 be the provision of detention services in Fulton County jail facilities, with said fund
71 terminating no later than December 31, 2025.

72 **BE IT FURTHER RESOLVED**, that reporting on the use of and effectiveness of
73 both the Detention Services Overtime Fund and Detention Services Staffing Incentive

74 Fund will be required quarterly, including information on how funds were used and specific
75 reporting of the number of employees whose full-time role is the provision of detention
76 services, the number of new employees added as well as the number of employees who
77 terminated employment, training initiatives, supervisory improvements and in-jail security
78 initiatives which have been implemented to improve the safety and working environment
79 for employees providing detention services in Fulton County jail facilities.

80 **BE IT FURTHER RESOLVED**, that both the Detention Services Overtime Fund
81 and Detention Services Staffing Incentive Fund shall be structured, monitored and
82 reviewed by the Fulton County Department of Human Resources Management to ensure
83 that overtime payments from this fund are made to Sheriff's employees providing
84 detention services in Fulton County jail facilities, and used for activities which foster and
85 drive the hiring and retention of detention officers and deputies whose full-time role will
86 be the provision of detention services in Fulton County jail facilities.

87 **BE IT FURTHER RESOLVED**, that both Funds will be evaluated based on
88 quarterly reporting to the BOC to determine if the funding should be continued for each
89 subsequent quarter.

90 **BE IT FURTHER RESOLVED**, that, in order to begin utilizing this funding each
91 quarter, the Sheriff must provide the Board of Commissioners with a complete roster of
92 Sheriff's Office employees that includes specific job titles and an attestation as to whether
93 each employee's full-time role is the provision of detention services in Fulton County jail
94 facilities, indicating the principal facility where each employee works.

95 **BE IT FURTHER RESOLVED**, that the Board of Commissioners strongly urges
96 the Sheriff to immediately limit all non-core services, including law enforcement activities

97 for which state or municipal agencies have concurrent jurisdiction, and to redirect all
98 available Sheriff's Office resources to the staffing of Fulton County jail facilities.

99 **BE IT FINALLY RESOLVED**, that this Resolution shall become effective when
100 passed and adopted, and that all resolutions and parts of resolutions in conflict with this
101 Resolution are hereby repealed to the extent of the conflict.

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103 **SO PASSED AND ADOPTED**, this 7th day of May, 2025.

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**FULTON COUNTY BOARD OF
COMMISSIONERS**

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Sponsored by:

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Bob Ellis
Bob Ellis, Vice Chair (District 2)

ATTEST:

Tonya R. Grier
Tonya R. Grier
Clerk to the Commission



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APPROVED AS TO FORM:

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Y. Soo Jo
Y. Soo Jo
County Attorney

ITEM # 25-0360 FRM 05/07/25
FIRST REGULAR MEETING