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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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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


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

**FULTON COUNTY BOARD OF
COMMISSIONERS**

Sponsored by:



Bob Ellis, Vice Chair (District 2)

ATTEST:


Tonya R. Grier
Clerk to the Commission



APPROVED AS TO FORM:


Y. Soo Jo
County Attorney

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