

The Board of Commissioners of Fayette County, Georgia met in a Special Called Budget Workshop on Wednesday, March 1, 2006, at 8:30 a.m. in the Commissioners' Conference Room, Suite 100, at the Fayette County Administrative Complex, 140 Stonewall Avenue, Fayetteville, Georgia.

COMMISSIONERS PRESENT: Greg Dunn, Chairman  
Linda Wells, Vice Chair  
Herb Frady  
Peter Pfeifer

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

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**DISCUSSION OF THE BUDGET FOR FISCAL YEAR 2007:**

Chairman Dunn remarked that staff as well as the Board felt it would be easier this year if the Board discussed personnel requests with departments prior to the budget discussions in May since these requests would affect so many other items in the budget.

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**E-911 COMMUNICATIONS**

Director of Communications Cheryl Rogers, Chief Jack Krakeel and Peggy Glaze appeared to discuss this budget.

Director of Communications Cheryl Rogers remarked that this department was requesting six additional communication operators. She said she would also like to make three promotions from within the department. She said after doing some research and checking with several public safety agencies, staff felt that there was a potential to have 147 first responders in the field at any given eight hour shift. She said they were running just five operators on the day shift and the evening shift. She said this would leave the County with a huge liability as far as being able to handle that much radio traffic.

Chairman Dunn asked Ms. Rogers what was a normal day.

Ms. Rogers replied probably 85. She said she would also like to discuss the cost factors. She said this had been broken down based on cost allocation for the county portion and the other municipalities' portions. She said for the six new positions and the three promotions, \$228,946 was the figure that Human Resources had given her. She said there was in the Intergovernmental Agreement a formula that was used for the allocation of costs associated with the M & O budget. She said using that formula it was based on population. She noted that the County's portion for this would be \$106,700.20. She said there was an overage of \$203.20 that they could make up for in the M & O portion of the budget. She reviewed last year's allocation just for a comparison. She said in 1998 was the first time

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she had included this particular information with her budget. She said she understood that this personnel request would increase this budget.

Ms. Rogers discussed how this additional personnel would be used to better the organization. She remarked that the radio operator was the eyes and ears for all of the first responders. She presented the Board with a list of standard questions that must be ask in order to get things started with the first responders. She said they did have standards that must be met for the first responders on the fire and EMS side. She said there was a sixty second response time and on the law enforcement side it was two minutes. She said basically on the law enforcement side the two minutes was because there were so many more questions that needed to be asked. She said it was evident from the annual reports that this department met these goals for the agencies. She said the additional head count would assist the department with increased traffic and calls. She said it would eliminate the problem of who had to wait. She said the radio operators not only answer the phones but they dispatch the calls. She remarked that there were more and more times where they were handling calls in the field whether it was a chase or someone not breathing, or a structure fire and then they have to answer a telephone. She said then there was the liability of who would have to wait. She said the radio operator must ascertain what agencies were responding and who would have the immanent danger, who would have the most potential to get hurt, who was the closest, and what type of equipment needed to be sent.

Ms. Rogers said the additional head count would give the operators the time to listen and to anticipate the needs of responding units. She said this would also give them the time needed for them to be calming and sympathetic on the phone. She noted that in the newspaper recently there had been several suicides. She pointed out that the ones discussed in the newspapers were not the only suicides that had occurred. She said there had been at least six attempts that she was aware of. She said the radio operators had stayed on the phones with these distraught parents until EMT's could arrive on the scene. She said the operators also give instruction on the phone for CPR, instructions for birthing a baby and also to be the eyes and ears of a first responder. She said the first responders need to know how to get to a call and what was going on at the scene before they arrive.

Ms. Rogers said there was a ninety day training window because that was the probationary period. She said the training did continue past the ninety day period. She said if there was no additional help, this would have a negative affect. She said there would be an increased potential for liability that something would be missed. She said there were standards of service that the County had come to expect and her department. She felt there would be a compromised standard of training. She said the radio operators have several certifications that they must meet and successfully recertify in. She noted that there was also increased stress and employee burnout. She said this resulted in absenteeism. She noted that her department's absenteeism rate was very high as well as employee turnover.

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Ms. Rogers further remarked they could continue to do the training after the probationary period and begin to cross train the operators. She said they were currently doing this among themselves but they could legitimately cross train the operators on both law enforcement, fire and EMS. She said this would give supervisory personnel who were doing the job of radio operators at this time a little more time to monitor the day to day progress of the operators and begin to do their supervisory jobs. She said it would also give them time to meet those requisite certifications. She said it would also improve the scheduling which would decrease employee turnover which in turn would decrease the absenteeism and stress level. She said it would increase employee morale and give them time to take the time off for vacations and holidays. She noted that when an operator calls out now, it requires a massive schedule change. She said people must be moved around and days off have to be cancelled. She said they were constantly changing the schedule just to meet coverage needs. She said operators were spending more and more time at their station and they had gotten to the point where they were no longer allowed to go into the break room to eat their meals. She said the radio operators did not get a meal break per se. She said they try to give them twenty minutes away from the radio downtime to where they could actually eat a meal. She said lately these operators did not even have time to eat. She said they eat at the radio station and they were required to have non liquid food at their station.

Ms. Rogers said the promotional positions that they were requesting would give the department an increased presence of supervisory personnel. She said she had come across several standards on the fire side and the law enforcement side that required at least one supervisor to be in the center at all times. She said at this time there were three shift supervisors and three senior operators and if anyone got sick or took the day off there was no supervisory coverage. She said sometimes this occurred over several shifts in a twenty-four hour period. She said the three promotions would allow this department to have somebody of supervisory nature in the center at all times. She said this would give the operators someone with experience and someone who could guide them through a call and get the problem solved.

Ms. Rogers remarked that if the department was approved for these positions there would be improved customer service, increased training time, increased quality and quantity of job performance, improved response times, and overtime would be reduced. She noted that absenteeism would also be reduced. She said it would mitigate liabilities and reduce stress. She said this would obviously decrease the call volume for the radio operators. She noted that there were twenty-five contacts per hour in 2005. She said it would improve morale, scheduling and reduce turnover. She pointed out that all of these issues were costs to the County. She said if this was not approved then everything would go in the other direction. She noted that she did not believe that they would be able to maintain this same level of standard of service that they were giving today. She said the care and resources of the County would be compromised. She said working short should not be an option. She said these personnel were needed. She remarked that this was a lifesaving

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service with people making lifesaving decisions every day. She asked for the Board's consideration in approving this request.

Chairman Dunn remarked that the first responders were actually the second responders and Ms. Rogers agreed.

Commissioner Pfeifer questioned the statement that was listed throughout the Board's budget books that was vacant positions. He asked if these were authorized positions. He said in this case there were six positions with monetary impacts and three positions did not.

Mary Holland replied that the six positions were the ones that were being requested and the figure was the salary base cost for those six positions.

Tom Sawyer remarked that this year the Finance Department had done the projections for the new positions and promotions.

Ms. Rogers interjected that as of today there were three open positions. She said the department had been full for most of the year. She remarked that the department's turnover occurred within the first twelve months and it was usually individuals who came into the job and realized that they could not handle the stress and the workload.

Chairman Dunn remarked that there was a lot of subjective data that was presented to the Board i.e. what would happen if the Board did not approve this request for personnel. He said the Board would hope that the result would be less overtime, stress and absenteeism but that would not be guaranteed.

Ms. Rogers said she felt these issues would definitely be addressed with approval of the request.

Chairman Dunn asked Ms. Rogers how the department would use six people and how they would fit into the organization. He asked her if people would be increased on every shift.

Ms. Rogers replied yes. She said there were currently six full time positions in the center. She pointed out that five operators were currently working days and evenings. She said she wanted to put people into the six positions.

Chairman Dunn asked Ms. Rogers if there was the same number of personnel on every shift and Ms. Rogers replied no.

Chairman Dunn said the data was presented in such a way that he did not understand how the employees would fit into the work force.

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Ms. Rogers remarked that the morning shift started at midnight and continued to 8:00 a.m. She said this was the slowest shift. She said currently there were six people assigned to that shift which included one shift supervisor and one senior operator. She said four people were on duty at all times. She noted that the senior operator acts in the capacity of the shift supervisor when the shift supervisor was absent. She remarked that this was six people to cover four positions. She said there were only four on duty each night because people had to have days off.

Ms. Rogers further remarked that the next shift was the day shift. She said that would go from 8:00 a.m. to 4:00 p.m. and there were seven people assigned to that shift. She said there was one shift supervisor, one senior operator and five operators. She said five people were kept on that shift at all times to answer the phones and run the radios. She said she needed seven people to fill five positions because of days off.

Commissioner Wells clarified that there were not seven people physically there every day.

Ms. Rogers agreed and said there were four people on the midnight shift, five people on the 8:00 a.m. to 4:00 p.m. shift and five people on the 4:00 p.m. to midnight shift. She said this was the minimum number of personnel necessary to staff these shifts.

Chairman Dunn asked Ms. Rogers if this was the number she was trying to achieve and Ms. Rogers replied no, this was what each shift currently had.

Commissioner Wells interjected that Ms. Rogers was asking for one more person per shift.

Chairman Dunn questioned leave time being factored in for this request. He said there should be a manpower number for every shift.

Commissioner Wells felt this issue was addressed in the fact that Ms. Rogers had seven people assigned to the midnight shift but there were actually five people working. She noted that two take up the leave, vacation and training. She said this was factored in by having to have those two additional people assigned to that shift.

Chairman Dunn said he was trying to understand what six new people and three new promotions would be responsible for.

Ms. Rogers said the three promotions would allow for two senior operators on every shift.

Chief Krakeel felt it was important for the Board to understand what each position was responsible for during the three shifts.

Ms. Rogers responded there was one position to handle the City of Fayetteville Police Department and the Marshal's Office. She said there was one position that would handle

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the City of Peachtree City Police Department. She said one position would handle Fayette County Fire and Emergency Services and the City of Fayetteville Fire Department. She said one position would handle Peachtree City Fire and Emergency Services. She pointed out that at night because the workload was less, there was only one fire and emergency services operator.

Chairman Dunn asked Ms. Rogers if more calls were received from Peachtree City than the rest of the County.

Ms. Rogers responded that it was pretty even between the City of Peachtree City and the Sheriff's Department. She said this remained pretty even on their workload. She said the reason that Peachtree City did not share a frequency was because Tyrone had traditionally shared the same radio frequency because the County was their back up.

Commissioner Frady questioned the 45 calls per hour.

Ms. Rogers explained that this was 45 contacts per hour. She said these could be as simple as giving an officer direction on a radio up to a twenty or thirty minute chase. She said the contact was counted as one contact but the time frame was much longer. She noted that some chases go into surrounding counties and continued there and an operator would have to call those cities or municipalities and make them aware of the situation. She said wrecker services might also have to be contacted as well as fire and emergency services. She said all of the time that was needed for this chase would still be considered just one contact. She pointed out that the operators were busy the entire sixty minutes while handling these 45 contacts. She said there were other situations going on at the same time a chase might be in progress.

Commissioner Frady questioned the growth during the last several years and how this had impacted the number of calls.

Ms. Rogers responded that there had been approximately 43% growth in traffic over the last five years.

Chairman Dunn felt the E-911 had been relatively stable since 1996. He asked if there was just a small increase every year. He questioned the meaning of an admin call.

Ms. Rogers replied that any call that did not come in on a dedicated E-911 trunk was considered an admin call. She said they had alarm lines that dealt strictly with alarm companies. She said there were seven telephone lines that the public could use to call the center.

Chairman Dunn asked Ms. Rogers how the normal traffic was handled among police officers, fire and things of that nature.

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Ms. Rogers responded that the operators were in constant contact with the officers.

Chairman Dunn asked Ms. Rogers why the Board did not have the data for the entire year of 2005.

Ms. Rogers replied she did not have the complete data when these books were put together for the Board.

Ms. Rogers interjected that there was a formula used for staffing E-911 centers and she had obtained this from the Department of Community Affairs back in 1995 during the consolidation. She said according to that formula there should be 25 radio operators and there were currently 19 operators. She said the supervisor information had not been factored in only the regular radio operators. She said this was where they had come up with the figure for the six positions.

Chairman Dunn asked Ms. Rogers if she knew how often the County did not meet the State dispatch time.

Ms. Rogers replied that it was pretty rare that this time was not met for Fire and Emergency Services. She remarked that it was fairly regular not to meet the State dispatch time on the law enforcement side and commented that they usually went over by three or four seconds.

Chairman Dunn asked Ms. Rogers if the biggest problem was the effect on the work force and she replied yes.

Ms. Rogers said a decision on the level of service would have to be made.

Commissioner Pfeifer asked Ms. Rogers what the average vacancy rate was for the department.

Ms. Rogers responded that in the past two years there had been one vacancy but historically there had been three or four at any given time.

Ms. Venice interjected that this would require the supervisors to work in order to fill the spaces.

Chairman Dunn clarified if the Board approved this request and additional staff was provided that the cities would have an increase in costs.

Ms. Rogers remarked that in January they had a meeting with the Communications Board and she told them that six personnel were being requested. She said there was an agreement when communications was consolidated that no personnel would be requested

for the first five years. She said after that time they had requested personnel almost every single year and the Board had been very supportive of that. She said this had not been a surprise to the Board but she just needed to let the cities know the amounts.

Chairman Dunn said having the six additional people would allow one more full time employee on the job.

Chief Krakeel interjected that from a historical perspective the contribution of both the County and the cities to the operating portion of budget that was not funded by the land line fees had decreased substantially over time. He remarked that even with the six positions requested this year, the County's contributing cost as well as the municipalities would be less than what it was in 1998.

### **FIRE AND EMERGENCY SERVICES**

Chief Jack Krakeel stated that his request for the Board in terms of staffing consisted of three requests. He said the Board had previously seen two of the requests and one additional request related to the Capital Improvement Plan. He said this was not a new request and remarked that it had been in the C.I.P.

Chairman Dunn questioned the request for promotions.

Chief Krakeel remarked that actually those were lateral appointments. He said this would involve using three existing captains that were currently in the stations and move them into a shift commander position that would require the replacement of those three station captains with three lieutenants and three paramedics promoted to lieutenants. He remarked that there would be a promotional cost associated with the three shift commanders but the three shift commanders would not be promoted. He said this would be a lateral transfer and instead of having station duty responsibilities there would be three dedicated positions involving one for each of the twenty-four hour shifts to be a shift commander.

Commissioner Wells questioned the responsibility of a shift commander and Chief Krakeel said he would discuss that in a few moments.

Chief Krakeel further remarked that the second priority was the emergency management specialist and finally seven firefighter III positions who were classified as fire apparatus operators. He said the duties of the shift commanders would be that they would be available for 24/7 instant command and management responsibilities on a day to day basis around the clock. He said they would have specific responsibilities with shift staffing, daily assignments, moving personnel between stations, and multi-company training. He said they were required to conduct a number of multi-company training exercises every single

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year in order to maintain their ISO certification in compliance with the ISO requirement as well as individual certifications. He said one of the critical areas was that they would serve as a senior paramedic on the scene dealing with such issues such as hospital diversions, medical control communications, and critical care decisions. He pointed out that every single day the increasing issue for his staff during the last year to year and a half that was the most critical was the issue of hospitals going on diversion. He said this included Fayette Piedmont, Southern Regional, Spalding Regional, and Henry General and personnel must make the decision as to where patients will be transported. He said this required command decision making at the field level based on what resources looked like at that particular moment in time. He said this was not a once a day event but a continuous event throughout the day. He pointed out that one of the functions that dispatch provided was that they update everybody in the County on a continuing basis with respect to diversions. He said diversions could last from two hours, four hours or eight hours. He said sometimes these hospitals were on diversion for specific types of cases and all of that required someone to manage that on a day to day basis and try to utilize all of their resources and position these the best way possible. He said it certainly was not becoming in frequent with all of the units being out of the County because it was on diversion.

Chairman Dunn asked who currently handled that.

Chief Krakeel responded that right now this was being managed by personnel at headquarters throughout the day and after hours.

Chairman Dunn asked if there was a decreasing responsibility on the part of headquarters staffing.

Chief Krakeel responded no, there was not a decreasing responsibility given the activities involved. He felt it was the volume of what they were having to handle currently with respect to this issue. He said historically this had never been a critical issue for them but it was becoming more and more of an issue every single day. He said when personnel were sent out on either a medical call, a structure call or whatever type of incident it was they needed someone on the scene that had command and control capability and responsibility. He pointed out that all of the supervisors in the field were working supervisors. He said the captain at the station when responding to a medical call was more than likely going to be the paramedic on the ambulance and would be involved with patient activities. He said the captain could not detach himself or herself from that responsibility to manage the overall incident. He remarked that someone needed to be there on these calls in order to manage these incidents. He said his department was reaching a critical juncture with the work force. He said his department was made up of a very, very inexperienced work force today. He remarked that 64% of the department had less than five years of experience. He said the kinds of events that they were dealing with required seasoned veterans who have the capability to make sound decisions on how these events would be managed. He said it was a twenty minute response time for him to go from his

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house to Tyrone. He said they needed the experienced personnel to make these decisions rather than leave the decision making up to personnel remotely 24/7 or for them to even reach the scene.

Commissioner Pfeifer remarked that a shift commander was a countywide position who would respond.

Deputy Chief Tom Bartlett remarked that a shift commander would be based out of a fire station. He said they would have a vehicle that they would provide for the shift commander.

Chief Krakeel said that person would respond to all of the critical calls and any call where there was an absolute need to have an incident commander on the scene to make these decisions.

Deputy Chief Bartlett remarked that they had lost 40 years of experience just last week to the City of Fairburn Fire Department. He said as the department replaces these employees and noted that there were fifteen people in training now and seven open positions. He said this person would be the on scene commander who would decide based on his experience whether or not to go into a burning building and to decide in the event of a cardiac arrest to provide the additional experience should the new paramedic encounter a problem. He said this person could be on the scene in a very short period of time to assist with this. He commented that the average square footage of a home in 1995 was 2,700 square feet. He noted that currently there were houses being 4,200 square feet. He said the two and three year veteran firefighters just have not experienced this and would not have that experience to make the decision as to whether or not they should go into the burning structure.

Commissioner Pfeifer asked what the benchmark was for someone like this.

Deputy Chief Bartlett replied that the national standard was eight minutes.

Chief Krakeel said this time was unrealistic and not cost effective.

Chairman Dunn said the key was that the incident commander was communicating long before he would arrive at a scene.

Chief Krakeel remarked that if there was a cardiac arrest and the medical unit responded chances were that the station officer was going to be on the medical unit as a paramedic. He said this person would be hands on patient care but they would not have instant command. He remarked that instant command fails to whomever was left that was capable of doing it and it might be a firefighter with six months experience. He said when the resources were sent out, the vast majority of the resources were engaged in dealing with

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the situation. He said there were a lot of other parallel issues that were having to be addressed.

Deputy Chief Bartlett remarked that three years ago the Board approved three new positions for this process. He said the promotions were not approved to go along with this process. He stated that this was the third year that they had asked for the promotions. He said they had the three firefighters but did not have the people moved into those positions. He said the promotions had not been approved.

Chief Krakeel remarked that this would consist of three lieutenants and three captains promotions.

Chairman Dunn remarked there were no people only promotions.

Chief Krakeel said it would be a total of six people. He said there would be three lieutenants and three captains for a total of six people. He said once the three captains were moved over there would need to be three lieutenants to captains and then promotions for firefighter/paramedic to lieutenant. He briefly discussed the levels of management within this department. He said this was a comparison with counties in terms of going from firefighter to fire chief and the number of rank structures in the organization for the counties throughout the metro Atlanta area including those in proximity to Fayette County. He remarked that Fayette County had the most compressed organizational study of any County organization in terms of level of rank. He said this begins at the basic firefighter level all the way to the rank of fire chief.

Commissioner Frady asked Chief Krakeel for the total number of people in his department.

Chief Krakeel replied 125 and 13 at headquarters. He said there had also been a comparison with the cities as well. He pointed out the only entity that has a more compressed rank structure than Fayette County was the City of Griffin. He noted that the City of Griffin had one less level of rank structure. He said it was the same for Peachtree City. He remarked that the City of Fayetteville actually had two more layers of organizational levels. He said his rationale for bringing this information to the Board was because of the concerns this Board has had in the past about creating too much of a bureaucratic level of span of control. He said he just wanted to show the Board that this department had a very compressed and very flat organizational structure.

Chief Krakeel remarked on the emergency management specialist. He said this would be someone who would assist the department in the emergency management division with all of the duties and responsibilities being placed on this department.

Commissioner Wells said the Board had known for the last year or two that this was inevitable.

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Chief Krakeel said his department had been working very aggressively to try to bring additional funding into Fayette County. He remarked that two years ago the Board authorized a grant request for the Department of Fire and Emergency Services and more specifically Communications. He said this was to develop ITEC frequencies. He said his department had applied for a grant in the amount of \$653,000 and if it was awarded would grant the installation of the ITEC frequencies which would have been completed in the amount of \$400,000. He said the balance of that funding would normally go back to the Federal government. He said the department had turned around and resubmitted an amended request for the grant program. He said the department had just been informed in the last week that Fayette County Department of Fire and Emergency Services had been authorized the balance of the grant funding for the acquisition of portable radios. He said historically they had tried to budget for portable radios for two or three radios each year. He said these radios would be distributed to the Board as well as to other entities in the event of a critical need to communicate. He said this approval that had been received would now give this department the capability to purchase those radios. He said this would give the department 35 additional portable radios that could be purchased with this grant. He said this would not show up on this department's budget request and his department would be able to assist several other agencies with some of their requests as well.

Commissioner Wells said she saw Homeland Security requirements that were being placed on Fayette County as one of those things that somebody must be there to address. She said this was what this person would do.

Chief Krakeel remarked that this person would have responsibilities for the National Incident Management System and integrating that into the entire County-wide structure, the National Response Plan, and provide instant command training and education to literally everyone who was involved in the response. He said this would go to Public Works as well as Water System employees, and administrative personnel. He said this was a tremendous amount of work that the Presidential directives have placed on local governments with very limited funding in terms of the annual allocation received from F.E.M.A. He said this year that allocation was \$32,000 and this was managed through the State to help offset personnel expenditures.

Chairman Dunn asked if this new position would be responsible for grant writing.

Chief Krakeel replied no. He said this person would assist with all of the requirements that had been placed on local government as a result of the National Response Plan and National Incident Management System, tract all of the training requirements and also assist with all of the current activities that must be complied with in connection with the performance partnership agreement with G.E.M.A.

Chairman Dunn asked Chief Krakeel who this person would work for.

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Chief Krakeel replied that this person would be assigned to the Emergency Management Program and they would work for Pete Nelms. He remarked that Pete reported to Chief McCullough.

Commissioner Wells said the Board was aware of this position for the last two years. She said she was glad that a decision had been put off until now because the credentials and the requirements of this individual were much more clarified now than what was anticipated two years ago.

Chief Krakeel said last year in the capital budget there was an aerial apparatus with a cost of \$675,000. He said he had asked the Finance Department last year to move that to the 2006 budget. He said his department was in the middle of a study that was now completed with respect to the aerial apparatus. He said he asked that funding be moved from FY 2005 to FY 2006. He said this item was currently in this year's capital improvement program budget. He said what he was asking from the Board this year was to look at this program. He remarked that over the course of the last year to year and a half they had looked at the utility of a dedicated aerial platform. He said his department could not effectively recommend to the Board a dedicated aerial platform at this time, however that did not negate the need for aerial capability. He remarked that in this coming fiscal year there were two fire apparatus that would be up for replacement and had met the threshold levels for replacement. He said the acquisition cost of replacing those two engines was \$550,000. He said those funds would come from the County's existing vehicle replacement fund. He said the funding source for the \$675,000 for the aerial apparatus would be solely from impact fees. He stated that he was recommending the purchase of a Quint that would replace the two engines that were up for replacement. He said the Quint had a 75 foot reach ladder on the top of it and it would serve the dual capacity of function both as a engine performing fire suppression functions and at the same time had the capability to have an overhead master screen and a rescue capability with a 75 foot reach ladder. He said the Quint would serve as a dual purpose unit. He said in the C.I.P. there were also nine positions identified with the aerial platform. He said he was recommending a reduction to seven positions for the operation and staffing of these Quint apparatus.

Chief Krakeel further remarked on the advantages and disadvantages of the Quint apparatus. He said this would eliminate the purchase of an aerial platform. He said it would also eliminate the replacement of the two engines and replace the engines and the aerial platform with two Quint apparatuses – one for the North end of the County and one for the South end of the County giving the County both effective aerial and rescue capability for structure fires. He said it would also reduce staff requirements by two positions. He stated that there would be a savings of \$350,000 in capital expense alone between purchasing two replacement engines and purchasing an aerial versus the recommendation before the Board. He said there was a direct cost savings of \$350,000 plus in capital expenditures. He said there would be a direct savings to the vehicle replacement fund of \$550,000 and reduce the annual commitment currently to the vehicle replacement fund

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from the fire fund. He remarked that the cost of acquisition of the Quints would completely be funded by impact fees. He said for the last three and one half years they had been very fortunate and were rapidly approaching a complete payoff of all of the fire stations with impact fee funding. He said slightly over \$1,000,000 had been collected and based on what was accruing on an annual basis they expected the balance of the fire station construction costs to be paid off in the next two to three years with impact fees. He said these projects were twenty year projects and were eligible for funding up to twenty years in terms of recouping the costs of those stations. He said this would be completed within the next two to three years.

Chief Krakeel further remarked that the aerial platform was \$675,000 and the two engine replacements were \$550,000 for a total cost of \$1,225,000. He said it was anticipated that the cost of the two Quints would be approximately \$850,000 giving a net savings of \$375,000 plus the entire \$850,000 would be eligibly funded by impact fees.

Chairman Dunn questioned the staffing requirements. He said if the two engines were replaced there would be no additional people.

Chief Krakeel agreed and stated that there would be no additional people.

Chairman Dunn asked why there would be additional people with the replacement of engines with the Quints.

Commissioner Frady interjected that it would take more people to man the Quints.

Chief Krakeel remarked that dedicated positions would be necessary for the operation of this type of apparatus. He said the request for positions were identified with the aerial platform. He said there were nine positions in the operating portion of the C.I.P. that had been recommended for the one aerial platform.

Commissioner Wells asked for clarification that nine people were needed for one aerial platform and Chief Krakeel replied yes that was correct.

Chief Krakeel said the nine people would cover three shifts. He said there were already the two people for each engine and this would just require three additional people to cover the three shifts. He said it would mean that one additional person was needed for each shift.

Deputy Chief Bartlett remarked that the Quints would be replacements for the engines that were up for replacement.

Chairman Dunn clarified that the two engines being discussed would not be in the budget and would be replaced. He noted that the two Quints would replace those two engines.

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He clarified that it would require more people to operate a Quint than it would to operate a regular engine.

Deputy Chief Bartlett replied yes. He said the reason for this was because of the aerial capability.

Commissioner Wells asked how many people could drive a Quint at one time.

Chief Krakeel replied one person.

Commissioner Wells questioned why three operators were necessary.

Chief Krakeel remarked that this was a \$425,000 piece of equipment that would be operated with an aerial. He said there needed to be people who were trained and capable of operating the aerial platform. He said currently the engines have two people on them. He said it was not unusual for them to have a six month employee driving the fire truck.

Commissioner Wells clarified that the two people for each engine would not go on the Quints.

Chief Krakeel said he was requesting to add a third person to that unit and it would take seven people to accomplish that. He said there was sick leave and vacation that needed to be taken.

Commissioner Frady asked for the time frame.

Chief Krakeel remarked that the impact fees were approximately \$300,000 per year. He felt by 2011 this should be paid for. He said there were projects listed in the Capital Improvement Plan that were eligible for funding with impact fees. He said there was approximately two years left to finish paying for the fire stations. He remarked that all of the fire station construction costs would go away. He said it was his recommendation that this begin in the next budget year.

Mary Holland remarked on the impact fees. She said these started in fiscal year 2002 and at that point there were certain money amounts collected. She said this was now up to \$300,000 per year. She said each year the amount that was collected was applied to the project that was approved to be paid for with impact fees. She said what it had been doing from 2002 through 2005 was paying for the fire stations.

Commissioner Wells asked how many of the Quints were anticipated for the County's needs.

Chief Krakeel remarked that this would fit the needs of the County for the next five to ten years based on the current land use compliance. He said if the County's position on building heights changed and allowed ten story office/condominium complexes, the Quint would have an effective rescue reach of approximately 65 feet. He said it had an effective overhead suppression reach of approximately 60 feet. He said the County's current capability was a 35 foot ground ladder that takes six people to carry and had an effective rescue reach of 25 feet.

Chief Krakeel said the Quint would give the County the rescue and suppression capability that it currently lacked. He said the two Quints would be sufficient to handle the North end of the County and the South end of the County.

Chief Krakeel remarked that the City of Fayetteville had a platform and the City of Peachtree City had a platform and a Quint.

Chairman Dunn asked how many positions Chief Krakeel was asking for and Chief Krakeel replied seven positions. He said the Board would consider his request and thanked him for his presentation.

#### **MARSHAL'S OFFICE**

Chief Marshal Ed Collins appeared to discuss this budget. He said he considered himself a fiscal conservative and did not feel that money was always the answer. He said when he was hired for this position approximately one year ago he discovered that the present group of deputy marshals solely lacked training especially on local ordinances. He said they also lacked supervision and motivation. He said the major issue that he had discovered was accountability. He said he had immediately brought the marshals into compliance with every policy that he was aware of for this department. He said he also noted that code violators were given too much time to come into compliance. He said a lot of time this was a result of deputies not being sure what to do in these situations and being afraid of doing the wrong thing. He said it would be easy to point fingers but that would not correct the problem today. He pointed out that even though there were still some problems, they were becoming fewer.

Chief Collins remarked that after one year of evaluating what was needed in the office, he was asking for the Board's consideration for six positions plus one promotion. He said the Marshal's Office currently operated on two eight hour shifts seven days a week with the midnight to 8:00 a.m. shift covered with an on call status. He remarked that the six new positions would allow the department greater flexibility for operation. He reviewed two options for accomplishing this. He said this would allow full supervision during all of the shifts and the ability to have special events covered without using overtime with the additional ability to cover new areas as they came on line. He remarked that Kenwood Park might require a full time deputy in the very near future.

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Chairman Dunn asked Chief Collins which option he preferred.

Chief Collins replied that he preferred option B. He said this would allow them more people for special events and also give his department the opportunity to get more people on staff and trained.

Commissioner Wells asked Chief Collins for the swing sergeant's responsibilities.

Chief Collins responded that the swing sergeant would cover the off days of the other superiors. He said they work five days a week and then off two days. He said the swing sergeant would cover those two days. He said it would operate two days every week for either days or evenings. He said this person would not have a set schedule.

Chief Collins remarked on the training officer. He said currently the training for the office was a shared duty between code enforcement, the Lieutenant Investigator and the Chief. He said because of the liability concerns and the need to become more professional he felt there needed to be one dedicated training officer position to ensure that they conform to all applicable laws and policies. He said the training officer would also standardize in house training for marshal personnel and would include accounting and office policies, County ordinances and emergency operations in conjunction with fire and emergency services personnel. He said the training officer would be a certified police academy instructor thus allowing the department to give credit for any in house training without sending personnel to off site facilities to receive training. He said this would save on travel time and could be done while they were working and on shifts thereby eliminating the need for overtime.

Chief Collins said the department would be able to supply legally required training in house and also coordinate and assist other County departments with mandated training such as commercial drivers license and defensive driving. He said this officer would be a liaison with the court system. He said the prosecutor, judge and courts depended on the information from the Marshal's Office for a successful prosecution. He said this officer would also be available to give public service classes through hunter safety, boating safety, child safety, school programs and safe kids program. He said this officer would assist other County governments such as Zoning, Permits and Inspections, the Road Department and numerous civic organizations as community requests come in. He said this officer would be a great public relations tool. He said in addition the training officer would free up an investigator to focus more time on crimes and allow the investigator to be more proactive in the field. He said this would allow the investigator more time for his role as the evidence custodian which would ensure that all evidence was handled, stored and documented properly so no court time was lost. He said it would also allow the investigator to be involved in the new substance abuse program that should be on line shortly. He said the training officer was very important. He said the officer being a corporal would allow the department to have the flexibility of using this person as a fill in supervisor. He commented

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on the two sergeant positions. He said presently they worked two days per week on both shifts where they were short supervisors. He said on the day shift it was Saturday and Sunday where there was no supervisor on the street. He said on Sunday and Monday evenings there was no supervisor. He remarked that the lieutenant, chief and sergeant were available by their phone but they were not present on the scene. He said this left deputy marshals to determine their own patrol needs two days per week on both shifts. He said there was no supervisor on the scene for immediate help and advisement.

Chief Collins remarked that last year the Marshal's Office had 14,869 case numbers issued for calls for service or an average of 1,240 per month or 310 per week. He said that was last year. He said just last week his office had 386 calls for service. He said these calls include everything from an open door to a criminal investigation. He said it was recommended in the standard of manpower allocations which was used by the International Association of Chiefs of Police that there be 12.4 sworn patrol officers for this number of calls. He said this did not include administrative staff.

Chairman Dunn questioned the number of criminal history checks that were done in one week.

Chief Collins replied that the Marshal's Office prepared the criminal histories for not only Human Resources but also for the volunteers of recreation programs. He said there were nine sworn officers in this department and two of these were command staff level. He said there were seven sworn patrol officers doing the work for what the International Association says should be done with 12.4 officers. He said now that Fayette County's population was 100,000 and more recreational facilities had come on line such as baseball and soccer, there continued to be an increase in the transient population especially for special events. He said additional deputies would allow better visibility in these areas plus better public relations, better event coverage, quicker response and more professional training. He pointed out that the last new deputy position was added in the 1999/2000 year budget. He felt the current manpower was insufficient for the present call volume not to mention what it would be in the near future.

Chief Collins said he would like to discuss the promotion request for captain. He felt his Lieutenant should be promoted to Captain. He said supervision and training were on the increase thus requiring more time, training and education. He said in addition to captain's rank, this would not only help ensure the cooperation from other departments inside and outside of the County but the promotion would also allow this individual to approve reports, do time clock entries on the new Kronos system and other executive duties in the Chief's absence. He said the Captain would be the supervisor in charge of the random drug and alcohol testing program which would result in a major increase in records and associated paper work. He said the position was also a training supervisor for the breath alcohol technicians. He said this position was considered a command level position thus allowing lower levels of command to see the possibility of upper mobility in the future. He remarked

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that the Lieutenant he had in mind for this position was a career law enforcement officer. He said this person would meet all of the challenges that would come to the department. He said this position would also assume command status. He said this particular Lieutenant was a well respected local law enforcement officer and his experience and skills were in demand throughout this area. He said the promotion to captain would ensure that Fayette County would retain valuable people. He said this Lieutenant is enrolled in a local university for his Bachelor's Degree and he would graduate in early 2007. He said he would be glad to answer any questions.

Commissioner Pfeifer questioned the vacant positions.

Chris Venice remarked that these were the new positions.

Commissioner Pfeifer questioned why three individuals were listed separately.

Human Resources Director Connie Boehnke interjected that these were current employees.

Commissioner Pfeifer questioned why the Solicitor needed a separate investigator.

Chief Collins replied that the investigator for the Solicitor did three different jobs. He said that investigator would go behind the police agencies and the prosecution and make sure all of the evidence was where it should be. He said crime lab reports would come in and witnesses must be contacted for statements. He remarked that another part of what the investigator did was to investigate civilian complaints. He said sometimes a warrant would be obtained and there was no police report and witnesses had not been interviewed. He said another area that an investigator would do for the Solicitor would be to handle cases for people who walk in off the street. He said there were a lot of cases where people have been ripped off and the police departments just did not know what to do. He said there was a lot of fraud including real estate fraud, and lawyers as well as physicians practicing without a license. He said these cases could end up in State Court. He said police traditionally did not have the experience in these kinds of cases. He said there was also a lot of welfare fraud cases where people were receiving welfare and food stamps and they were not entitled. He said these kinds of cases would also come to State Court.

Chairman Dunn said he understood as the County brought on more facilities, that more deputies would be needed. He said if the Board approved the six people and the levels requested, there would be 15 sworn officers and six of these would be supervisory in nature. He said there would be six people who would be supervising nine people. He said he understood the shift problem.

Chief Collins said it would take time to hire the right personnel for these positions and get them trained in order to be ready for the expansion.

Commissioner Frady questioned sworn officers doing administrative work and things of that nature. He asked if a clerical person could do some of this work thus allowing the officers to be out in the field.

Chief Collins said this was one of the reasons that he would like the training officer to be a corporal so he could use him.

Chairman Dunn remarked that he had received very positive comments from citizens on performance of the Marshal's Office. He said he appreciated their work very much.

### **LIBRARY**

Library Director Chris Snell appeared to discuss this budget. She remarked on the position requests for the Fayette County Public Library. She said this facility opened in 1997 and continued to serve its purpose. She remarked on the mission of the Library and said it was really more of a mandate. She said it was mandated that current high interest materials and programs be provided to the citizens and everyone being accessible to information. She said she was asking for the Board's consideration to approve two new positions which were a library page and a library assistant. She remarked that the work load at the Library continued to increase daily. She said the library was open 66 hours per week and was very active in producing and disseminating information. She said this community was extremely literate and people loved to read. She said all of the materials that were checked out from the library must come in and be shelved in their proper place. She noted that in 2005 there were 333,191 items that had to be reshelved. She remarked on the reasons for another page. She said in 2005 the library circulated over 333,000 items and on a daily basis the library checks out an average of 1,000 items. She said this check out was not done automatically but done by human hands standing at the circulation desk using computers. She said the library currently had two pages and they were responsible for shelving over 6,000 books or items every week.

Ms. Snell further remarked that when a book or library item was out of place, it was lost. She said the pages were not able to find materials on the shelves because of several factors. She said items could be on carts waiting to be shelved. She said for these items to be shelved they must be put in the Dewey Decimal order before they can be disseminated and shelved. She said there were other items coming in from other locations as well. She said the backlog of items not being on the shelves reflected on the library and its staff. She said this gives patrons a bad impression of the Fayette County Public Library. She pointed out that the children's department had no page and there were many activities that go on in that department. She said children have a thirst for knowledge and were great readers. She said the librarian and the library assistant in the children's department were not able to focus on their other professional duties because they were responsible for shelving their own materials.

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Ms. Snell further remarked that the library staff had less time to visit the school. She noted that this was a mandate that the library must do in this community. She said the library should be looked at like a business which must be marketed. She said citizens moving to Fayette County were looking for good schools and good libraries. She said timely shelving was very critical to good customer service. She remarked that new books must be ordered and items replaced. She said when one looks at the anatomy of a library it was clear that items must be ordered in a timely manner and must be current and the pages were a very important part of this process.

Ms. Snell discussed her request for another library assistant. She said the assistant would help with interlibrary loan. She said if someone needed a book in Clayton County, Georgia and the Fayette County library did not have it, that person could go to the Pine System that houses over 350 libraries in the State of Georgia where this book could be found. She said that book would then be sent to the library and then provided to the patron. She said the assistant could help with the processing of new books. She pointed out that the circulation desk was extremely busy and people had to be taken out of other departments in the library to help at the circulation desk. She pointed out that the assistant could also be on duty in the information room to assist patrons.

Ms. Snell remarked that the number of people who had signed up for library cards at the Fayette County Public Library in 1998 increased from 5,290 to 25,650 in 2005. She said she wanted that number to increase and have the opportunity to market the library even more. She said every child needed a book and every book needed to be read. She said the residents of Fayette County loved this library. She said the citizens recognized the quality of service that this library provided for them.

Chairman Dunn asked how many customers were counted coming to the library every day.

Ms. Snell said they have a counter in place that counts every person entering the library although some of the patrons were not counted if they entered through the meeting room door. She said 260,000 people visited the library last year.

Ms. Venice interjected that the library was open to the public six days per week.

Chairman Dunn thanked Ms. Snell for her presentation today.

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**INFORMATION SYSTEMS**

Russell Prince appeared to discuss this budget. He remarked that 2005 was actually the lowest operating budget since 1995. He said this was somewhat of a result of a decrease in personnel. He said the increase in 1999 was actually when the "mic box" was purchased. He said this was the large IBM box that runs all of the in house programs. He said there had been an increase in personnel of one person in 1997 which was him. He said the field personnel had also increased. He noted in 2001 the web developer was hired and 2002 and 2003 related to the building operator position that was moved into Information Systems. He said in 2004 the web developer position was removed. He said the drop for last year and this year actually took place earlier but it did not show up in the budget until 2005/2006. He said that was when three positions were moved over to the Purchasing Department. He said the biggest hit on this department was losing the administrative secretary. He said she was the help desk person to assist with people calling in with problems and other questions. He said Ms. Gault had gone to Clayton State on her own time and taken some computer support classes. He pointed out that Ms. Gault had a lot of knowledge and had been a County employee for many years. He said Ms. Gault handled a lot of the first level support and solved a lot of problems over the telephone. He said currently someone takes a work order and then IS staff would address it.

Mr. Prince remarked that field personnel were actually the personnel who go out into the field and check on work orders. He stated that the number of personnel since 1997 had pretty much remained constant up to now. He said one of the positions that he was asking the Board's consideration for was a Systems Analyst. He said one of the major areas where there was a deficiency was in the Tivoli Enterprise Storage Manager System. He remarked that was the back up system that backed up every server in the entire County. He said another area was the Microsoft Exchange Server and Outlook clients. He said there were some recommended daily procedures that needed to be taken care of here. He said another area was the anti-virus system and damage cleanup services. He said the anti-virus system was in place but the damage cleanup service was not in place yet. He said that part was Spyware. He pointed out that this would be a proactive approach and would have a realtime monitoring feature that would detect any computer if it became infected. He said the current Systems Analyst in support of all of the County's software systems. He said there was one Systems Analyst who was responsible for supporting almost all of the third party software systems in the County for the first level of support. He said there was also support with the vendors but IS staff must be able to troubleshoot and things of that nature. He said staff must also provide redundant support for critical systems such as Munis. He said one staff member was an expert in Munis and taking care of all updates but he was the only staff member who was. He said if this person was out sick or on vacation, Information Systems did not have another person who could handle this. He

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said the Systems Analyst position was not really designed to be out in the field fixing computers and so forth but if was necessary then they were used for that purpose.

Mr. Prince further remarked there was a maintenance contract with the vendor and they provide support but the IS department was responsible for providing the first level of support. He said if a user had a problem then IS would be notified first and then IS would do the troubleshooting. He said there were some recommended tasks that had to be done on the Microsoft Exchange Server and it had to be backed up daily. He commented on recovery drills that were performed and stated that it was recommended at a minimum that this be done on a weekly basis. He noted that currently that was not being done. He remarked on the Monitor Exchange Server Processes and Services. He said this was actually looking at the server to make sure that everything was up and running as it should be. He said the event logs must be reviewed to determine if there had been any problems in the system during the week. He said Microsoft was constantly coming out with security patches and this must be monitored. He said this especially applied to an e-mail server since this was where a lot of problems could occur.

Mr. Prince further remarked on the servers and operating equipment that IS was responsible for checking and maintaining. He noted that the City of Columbus had a virus come through their computer system and they lost everything for one entire week and this included all of the City's desktops. He said every desktop was infected and did not work. He said after a week only a couple of machines were up and running. He said this would have a major impact on day to day business operations. He pointed out that one of the major growth periods for IS was the Justice Center, Courthouse and Sheriff's Office project. He noted that a total of 339 devices were added in as a result of that project alone.

Mr. Prince said he had tried to gather as much information as he could on any standards set for Information Systems staffing. He said the best report that he had found material on maintaining computer networking infrastructure. He said there was a three month study done by the Mitre Corporation and actually developed for the Department of Defense but the primary focus was on the private sector. He said they had used eight different sources as well as modeling tools. He said they had shown an average overall full time employee ratio of 1 to 42. He said this equated to one full time support person for every 42 users. He said Fayette County was currently and 1 to 130 ratio for full time employees and this was based on information he had obtained from Human Resources. He said Fayette County was way out of the standard ratio and had been for some time. He said one of the main benefits from an increase in personnel would be increased management and monitoring of critical systems. He said his staff basically was operating in an emergency management mode most of the time. He said his staff goes to the highest priority problem and then shuffles the other requests accordingly. He said his staff stays in the reactive mode and it would really be nice to be able to look at some issues proactively. He said with the IS employees having sick time and vacation time, his staff was reduced even further.

He said with additional personnel there would be an increased management and monitoring of critical systems. He asked for the Board's consideration for his budget requests.

The Board thanked him for his presentation.

### **FINANCE DEPARTMENT**

Assistant Finance Director Mary Holland said the Finance Department had actually revised their request from the original that had been provided to the Board. She said the Board had approved their upgrade from the part time position to a full time position. She noted that this had already taken effect. She said staff was requesting one full time position. She said she would like approval for a full time accounting technician. She said this position would also be doing inventory.

Commissioner Frady felt this would be a Purchasing Department position and not a Finance Department position. He said Purchasing was asking for a similar position.

Commissioner Wells said Purchasing was asking for a buyer position.

Chairman Dunn remarked that Purchasing was asking for two additional personnel.

Ms. Holland said the Finance staff felt that a full time accounting technician was necessary. She said this technician would also be involved in the inventory process including the capital assets, fixed assets and the accountable assets. She clarified that the Finance Department request was for a full time accounting technician with a base salary of \$25,000 and with added benefits it would come to \$35,000. She said this position would assist in capturing the assets at the time that they are purchased and paid for. She said these assets needed to be tagged and list them on the books before they ever go into service. She said this person would also be responsible for taking the assets off the books when they are disposed of. She said there were a lot of inventory that needed to be completed. She said eight departments had been inventoried, tagged and put into Munis. She said five departments had been started but not finished. She remarked that there were fifty additional departments that needed to be done as well.

Ms. Holland discussed the process of tracking accounting assets with the Board and the procedure that the Finance Department had adopted. She remarked that the Finance Department would be providing the Board with a monthly report to show what assets the County has purchased, deleted and transferred. She said there would also be random sampling of assets throughout the County. She remarked that department heads would also be required to take the BMI calculators and perform an inventory and bring these results to the Finance Department. She said the Finance Department could then load

these results and view the reports. She asked the Board if there were any questions and there were none.

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**PURCHASING DEPARTMENT**

Purchasing Director Tim Jones and Katrina Good appeared to discuss this budget.

Mr. Jones remarked that he was requesting consideration for a Buyer position and a Contracts Administrator. He noted that requisitions had increased tremendously. He said in 2000 the Purchasing Department averaged approximately ten requisitions per day, in 2003 there were 13 requisitions per day and in 2005 there were 40 requisitions per day. Chairman Dunn questioned the increase. He felt the purchasing card system that had been in put place was supposed to reduce the number of requisitions.

Mr. Jones responded the one thing that would account for the increase in requisitions was the emphasis on departments coming through the Purchasing Department which had not always been done in the past.

Chairman Dunn asked Mr. Jones how much he would estimate requisition wise by having purchasing cards in place.

Mr. Jones replied if the Purchasing Department had to purchase items that now go on p-cards it would increase requisitions to approximately 50.

Mary Holland interjected that the purchasing card procedures needed to be addressed.

Mr. Jones remarked that there was a tremendous impact on the Purchasing Department for purchases made by Constitutional Officers. He reviewed the duties of the Buyer position. He said they would do much more than just obtain prices. He said this person would also be responsible for obtaining payment terms, delivery times, the amount of time that prices would be held firm, and make sure the company has insurance. He commented on the bidders list application. He said this was a very tedious but important and time consuming function that the Buyer would be responsible for. He said if this had to be done precisely and in a timely manner. He said the Buyer would also be responsible for sending out bidders list applications. He noted that his office receives several calls per day with companies wanting to know how they can do business with Fayette County. He said the Buyer would also be responsible for responding to open record requests, occasionally assist with bid openings, conduct pre-bid conferences, reconcile invoices, check on specifications, reconcile accounting, compile bidders lists using various sources, make sure specifications were complete and accurate, process change orders, and process emergency requisitions.

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Mr. Jones remarked that he was the Buyer for any purchases \$20,000 and above. He said in a sealed bid package there were specifications, good bidders list, insurance and bonds. He said a bid must be advertised in the legal organ newspaper for the County. He said he must also put recommendation packages together. He said everything must be included and in its proper order for the Board's approval. He stated that sealed bids were also a part of this. He said he was also responsible for putting together County wide auctions, writing award letters, developing policies and procedures, advising departments on the correct procurement procedures, and checking out submitted references on sealed bids. He remarked that in the pursuance of getting a contract he had to make sure that all of the information got to the County Attorney, make sure the contractor received the contract for review and signature by the contractor and then make sure that it got to the County Attorney's Office in a timely manner so that it could be reviewed and signed by the Chairman of the Board of Commissioners. He said he also had to make sure that all four copies were dispersed and then monitor when the contract ends so that it can go out for bid again.

Chairman Dunn asked who was the current Contract Administrator.

Mr. Jones replied that he was handling most of these steps himself.

Mr. Jones further remarked on the ramifications of not getting these positions approved. He if the number of requisitions increased as expected they would, his department would not be able to process requisitions in a timely manner and consequently goods and services would not be delivered in a timely manner.

Chairman Dunn asked what the Programs Analyst was responsible for.

Mr. Jones replied that position was in Information Systems.

Human Resources Department said this person was Nina Madrid.

Mr. Jones remarked that Ms. Madrid did some tracking for the contracts and the rest of her work was with communications.

Chairman Dunn said if Mr. Jones received a new Contract Administrator then less work would be done by other people currently doing this.

Mr. Jones asked if there were any other questions.

Chairman Dunn commended Mr. Jones for a job well done and said the Board appreciated everything that he did for the County.

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**PROBATE COURT**

Judge Martha Stephenson and Betty Johnson appeared to discuss this budget.

Judge Stephenson presented material to support her request for a part time person for Probate Court. She said with vacations and sick leave this meant that one clerk was out one-third of the time in her office. She said last Fall when Betty was out on vacation the other clerk got sick and this left one person to run this office. She said the Probate Court was not like the Superior Court or the State Court. She request was turned down by the Board last year and she realized her request was late coming in for consideration. She said a filing in the Probate Court was nothing like a filing with the Superior Court. She said there were 70 standard forms that had to be filled out. She said the entire Probate Court had been revised in 1998 and they had to start all over. She said the entire Guardianship Code had just recently been revised and it went into effect July 1<sup>st</sup>, 2005. She remarked that a document filing in the Probate Court was not just a filing but a lifetime project. She said her office receives approximately thirty major cases every year. She asked the Board if there were any particular questions that they might have and there were none.

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**WATER SYSTEM**

Water System Director Tony Parrott and Assistant Director Russell Ray appeared to discuss this budget.

Commissioner Wells asked for clarification on the promotion requests.

Mr. Parrott replied that when an Operator III goes to an Operator II that person can do additional duties at the plant that the State would allow. He noted that an Operator I had additional training that an Operator II did not have. He pointed out that the State recommended an Operator I as a minimum on each shift. He said there had been one small period of time last year where two certified Operators were on a shift.

Chairman Dunn interjected that this was not a State requirement.

Mr. Parrott said he agreed but the County would lose points and might not be in compliance.

Chairman Dunn said the County was currently reviewing the data received from the A.R.C. on certifications and promotions. He pointed out that this situation was found in other departments as well and not just the Water System.

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Mr. Parrott remarked that when these employees reached completion of their certifications during the upcoming year he wanted to be able to promote them if they passed their exams.

Commissioner Wells said she was struggling with the issue of trying to justify a need for a person versus a person becoming certified. She asked Mr. Parrott if he had enough Operator I's now to perform all of the duties that the Water System was required to perform.

Mr. Parrott replied that there were two shifts where there was not a Class I Operator and two night shifts that had just Class II Operators. He noted that there were four shifts at the Crosstown plant and four shifts at the South Fayette plant. He said two of those night shifts were just a Class II Operator and a Class III Operator.

Commissioner Wells asked if these operators were required during those shifts to perform tasks that they were not capable of doing.

Mr. Parrott replied that the Class II Operator on the night shift could do the bacteria test.

Commissioner Wells questioned the need for the promotions of Class II Operators to Class I Operators after they were certified if these operators could currently perform the duties of the Class I Operator.

Chris Venice interjected that by having the Class I Operators on duty would give the County the credit toward its sanitary service compliance.

Chairman Dunn said this would apply to all departments in the County and how many certified people were necessary at each level with promotions only when there was a vacancy. He asked Mr. Parrott if he was selecting people to go for certification or was he just approving whoever wanted to go for it to go.

Mr. Parrott responded that each operator from a Class III to a Class II needed continual education for those certifications. He said each one would go to certain training every year. He said after the training was completed, the employee was allowed to take the certification test.

Chairman Dunn interjected that there were no actual requirements laid out for different levels and any of the Class I, Class II or Class III Operators could perform any of these functions.

Mr. Parrott said there must be a certified operator on site.

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Chairman Dunn said there was no State requirement for Class II's and currently there were enough Class I's and Class II's at the Water System. He said the question was how much the taxpayers should pay to get the same service. He said the Board would need justifications for the positions requested.

Commissioner Frady asked how long it takes for someone to get their certification.

Mr. Parrott replied that a person must have three years experience to take the Class I Operator certification.

Chairman Dunn felt the current system in place would allow anyone to go for certification and they were paid an increase as soon as they were certified. He said some of these Operators were doing the same job that they had been doing for years. He said these individuals were getting certified at a higher level but there was no need for these promotions.

Mr. Parrott clarified that he was requesting five promotions from Class Operator II's to Class Operator I's. He said all of the five Operator II's would not pass the certification test next year to become a Class I Operator. He said because of the budget process he would have to assume they would pass the test and include these funds in the budget request.

Chairman Dunn said this would only apply if the current policy would remain in effect. He said one of the problems with this was that all of the Operators in the water plant have the same job description. He said there was very little difference in these job descriptions if any. He said employees did not need to be promoted until there was an opening to put them in. He pointed out that according to the ARC study a Class III Operator could operate the Water System under close supervision. He said he recalled Mr. Parrott saying that there were employees operating the Water System at night by themselves.

Mr. Parrott replied yes that was correct.

Commissioner Wells said this would depend on how close the supervisor was and if he could get to the plant within five minutes or fifteen minutes.

Mr. Parrott said Russell Ray gets the Crosstown calls in the evening and he gets the South Fayette County calls in the evening.

Chairman Dunn said just because somebody receives a certification did not mean that they were going to get an automatic raise and these employees were doing the exact same job that they had been doing for the last ten years. He felt Mr. Parrott could create some type of structure for the Water System for the Board to look at during budget and determine how many certified people would be needed in the coming years.

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Mr. Parrott said they have had quite a bit of turnover in employees in the last several years and this was one reason they have been in a training mode.

Chairman Dunn asked why there were four shifts for two water plants.

Mr. Parrott replied that there were two night shifts and two day shifts at each plant and these were twelve hour shifts.

Chairman Dunn said it appeared that there were enough people and it was just getting these people to the right level and structure.

Commissioner Wells said the Board would like to have information as to the necessary number of Operator I's, II's and III's with job description differentiations.

Mr. Parrott asked the Board if there were any further questions and there were none.

Chairman Dunn thanked Mr. Parrott for his presentation and said the Board would be making a decision on the Water System budget later.

There being no further business to come before the Board, Chairman Dunn adjourned the meeting at 3:00 p.m.

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Karen Morley, Chief Deputy Clerk

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Gregory M. Dunn, Chairman

The foregoing minutes were duly approved at an official meeting of the Board of Commissioners of Fayette County, Georgia, held on the 22<sup>nd</sup> day of June, 2006.

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Karen Morley, Chief Deputy Clerk