



## WORK SESSION

January 30, 2023  
10:00 AM

Albany-Dougherty Government Center  
222 Pine Ave, Room 100, Albany, GA 31701

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### AGENDA

*To comply with the request set forth by the Chairman of Dougherty County, GA and the guidelines of the Center for Disease Control (CDC) regarding the Coronavirus (COVID19) pandemic and social distancing, face coverings (masks) are optional for all meeting participants.*

The public will also have access to the live meeting by accessing the Dougherty County Georgia Government Facebook page at [facebook.com/Dougherty.ga.us](https://facebook.com/Dougherty.ga.us) or viewing the public government access channel (Channel 16).

1. Call the meeting to order by Chairman Lorenzo Heard.
2. Roll Call.
3. Minutes.
  - a. [Minutes of the January 9, 2023 Regular Meeting.](#)
4. Delegations (*The Commission will hear comments on those items pertaining to Dougherty County for which a public hearing has not been held or scheduled. Please be brief, to the point, and considerate of time for others.*)
  - a. Citizen Frank Wilson present to request funding from the Board to support The Black History concert.
5. Purchases.
  - a. Recommendation to accept the bid from the lowest, most responsive and responsible vendor Preventia Security (Albany, Ga) to replace the fire alarm system for the Department of Human Services in the amount of \$72,333.73. Three bids were received with the highest being \$112,080.04. Funding is budgeted in DHS CIP. County Administrator Michael McCoy and Facilities Management Director Heidi Hailey will address.

- b. Recommendation to accept the bid from the best, most responsive and responsible vendor Metro Waterproofing (Scottsdale, Ga) to weatherproof and restore the exterior wall for the Dougherty County Health Department in the amount of \$135,000. Six bids were received with the highest being \$297,000. The apparent low bidder was not deemed the most responsive. Funding is budgeted in SPLOST VII. County Administrator Michael McCoy and Facilities Management Director Heidi Hailey will address. Consultant Jody Usry and City of Albany Buyer Ricky Gladney are present.
        - c. Recommendation to accept the bid from the best, most responsive and responsible vendor Crosby Roofing and Gutter, LLC (Macon, Ga) to provide roof restoration services for the Albany Rescue Mission in the amount of \$57,500. Four bids were received with the highest being \$159,700. The apparent low bidder was not responsive. Funding is budgeted in ARPA. County Administrator Michael McCoy and Facilities Management Director Heidi Hailey will address. City of Albany Buyer Ricky Gladney is present.
- 6. Additional Business.
  - a. Recommendation to amend section II-4: Compensation Administration of the Dougherty County Board of Commissioners Personnel Policies & Procedures manual. County Administrator Michael McCoy and Interim HR Director Erica Potts will address.
  - b. Recommendation to declare the listed vehicles and equipment as surplus and authorizing the disposal of or sale of same via an online auction. County Administrator Micheal McCoy will address.
- 7. Board Appointments.
  - a. Proposed Board Appointments. Deputy County Clerk Bristeria Hope will address.

**Golden Triangle RC&D (Resource Conservation & Development) Council** – One (1) appointment with a two-year unexpired term ending December 31, 2024. Three new applicants: Earnest Christian Sr., David Gregors and Julian Marcus. There is one vacancy.

**Retirement Fund Committee** – One (1) appointment with a four-year unexpired term ending December 31, 2026, the position must be a citizen appointee. One new applicant: Rhonda Stewart. There is one vacancy. **Commission Chairman makes all appointments to the Board.**
- 8. Updates from the County Administrator.
- 9. Updates from the County Attorney.
- 10. Updates from the County Commission.
  - a. Chairman Heard's announcement of the 2023 Subcommittee Appointments.

11. Adjourn.

*Individuals with disabilities who require certain accommodations in order to allow them to observe and/or participate in this meeting, or who have questions regarding the accessibility of the meeting or the facilities are required to contact the ADA Coordinator at 229-431-2121 promptly to allow the County to make reasonable accommodations for those persons.*

DOUGHERTY COUNTY COMMISSION  
REGULAR MEETING MINUTES

DRAFT

January 9, 2023

The Dougherty County Commission met in Room 100 of the Albany-Dougherty Government Center on January 9, 2023. Chairman Lorenzo Heard presided and called the meeting to order at 10:00 a.m.

Probate Court Judge Leisa Blount swore in incumbent District 2 Victor Edwards, incumbent District 4 Commissioner Russell Gray, and incumbent District 6 Commissioner Anthony Jones. Newly elected Chairman Lorenzo Heard was sworn in on Sunday, January 8, 2023 at another location.

Present for the meeting were Commissioners Victor Edwards, Gloria Gaines, Russell Gray, Anthony Jones, Clinton Johnson and Ed Newsome. Also present were County Administrator Michael McCoy, County Attorney Alex Shalishali, County Clerk Jawahn Ware, and other staff. The public and representatives of the media participated in person and via live streaming of the meeting on the County's Facebook page and the government public access channel.

After the invocation and Pledge of Allegiance, the Chairman recognized Commissioner Russell Gray as the Vice Chairman for Calendar Year 2023 per Resolution No. 91-011.

The Chairman called for approval of the December 5th Regular Meeting, December 12th Work Session, December 12th Special Called Meeting and December 16th Special Called Meeting minutes.

Commissioner Gaines moved for approval. Upon a second by Commissioner Johnson, the minutes were unanimously approved.

The Chairman recognized Steven Belk, Parks and Recreation Director, to provide an update to the Board. Mr. Belk shared that he planned on collaborating with Rockdale County Recreation Department to establish ways to expand recreation. He said that the idea goal is to make an attractive destination for others when visiting Albany, Georgia. He mentioned steps to include engaging the community, examining our current recreation center, creating plans, and utilizing resources that were provided. Mr. Belk said the City-County programs were progressing well and highlighted that 90 percent of participants were from areas within the County. He added that he plans to collaborate with other providers to assist all the citizens in the community. Commissioner Johnson asked Mr. McCoy to reach out to Mayor Bo Dorough for an update on

the use of the land for the National Guard Armory. Mr. Belk confirmed for Commissioner Edwards that addresses are validated from the County areas.

The Chairman recognized citizen of District 6 Temisi Barney to voice her concern regarding a potential liquor store on Liberty Expressway. She asked that the Commission consider other methods of revenue in the area other than placing a liquor store in the community.

The Chairman called for consideration the recommendation from the Emergency Medical Services Department to apply for the FY 2023 EMS Trauma Related Equipment Reimbursement Grant through the Georgia Trauma Commission in the amount of \$10,723. This is a 100% grant with no local match. EMS Director Sam Allen addressed. Mr. Allen said that this purchase will allow EMS to purchase equipment to treat patients with trauma.

Commissioner Johnson moved for approval. Commissioner Newsome seconded the motion. Under discussion, Commissioner Gray verified the grant amount of \$10,723 and it was confirmed by Mr. Allen as the correct amount. There being no further discussion, the motion for approval passed unanimously.

County Administrator McCoy shared that the next meeting will be held on Monday, January 23<sup>rd</sup> due to the observance of the Martin Luther King Jr. holiday the next week. He also shared that the County Commission Annual Retreat is scheduled for Friday, January 27, 2023 in Columbus, Ga. The Commission was scheduled to take photographs immediately following the meeting.

Commissioner Newsome congratulated the new Chairman and looked forward to working with him. Commissioner Edwards asked the County Administrator to provide him with the visitor attendance at the Southside Library. He also asked for updates on the Horace King project and wanted a written decision from Georgia Power, not staff, regarding the request to remove the utility light on Mockingbird Drive. Commissioner Edward's final request was to go visit the site for the handicap rails at Radium Springs with staff. The Chairman asked that Mr. McCoy schedule a visit with Commissioner Edwards. County Attorney Shalishali shared how directives should be given to staff. Commissioner Johnson congratulated the three incumbents and the new Chairman on four years of upcoming service. Commissioners Gray and Gaines echoed the same sentiments. Commissioner Gaines noted the presence of former Commissioners Arthur K. Williams, John Hayes, Henry Mathis, and Muarlean Edwards. She shared that the City of Albany will soon reallocate funding for the sewer project and she proposed that the County Commission reallocate our contribution to the project. Attorney Shalishali said that he will have to research the legality of the reallocation of line items within SPLOST and noted that no official action had been taken by the City of Albany. Commissioner Gaines asked to see if a grant could be found to install solar panels on some of our facilities and wanted to know the written rule on addressing community sponsorships for private activities. City Commissioner Demetrius Young and former Commissioner Harry James were recognized. Commissioner Jones thanked all his fellow Commissioners and staff. Commissioner Gaines also thanked

former Chairman Christopher Cohilas for his eight years of service. Chairman Heard recognized the Chairman and CEO Oz Nesbitt from Rockdale County. Commissioner Johnson provided kudos for the swearing-in ceremony for Chairman Heard which was led by Mrs. Leslie Heard. Chairman Heard closed with sharing words of appreciation.

There being no further business to come before the Commission, the meeting adjourned at 11:12 a.m.

\_\_\_\_\_  
CHAIRMAN

ATTEST:

\_\_\_\_\_  
COUNTY CLERK



**PROCUREMENT RECOMMENDATION**

DATE: January 19, 2023

TITLE: Fire Alarm Replacement: Department of Human Services 200 W. Oglethorpe Blvd.

DEPARTMENT: DOCO Public Works

REFERENCE NUMBER: 23-036

ACCOUNT: 1565

OPENING DATE: November 21, 2022

BUDGET AMOUNT: \$80,000.00

BUYER: Ricky Gladney

DEPARTMENT CONTACTS: Heidi Hailey

*Joshua Williams*  
Joshua Williams, Procurement Manager

**RECOMMENDATION:**

Recommend contracting with Preventia Security, of Albany, GA for fire alarm system replacement for the Department of Human Services, 200 W. Oglethorpe Blvd. in accordance with referenced bid for a total expenditure of \$72,333.73.

**BACKGROUND INFORMATION:**

Bid Ref. #23-036 was advertised in the Albany Herald, on the access channel, Facebook, on our website, and posted to the Georgia Procurement Registry. Bids were directly solicited to 10 potential vendors of which three (3) attended the pre-bid meeting. Three (3) bids were received. The scope of work in this project includes installation of a new fire alarm system. Three (3) references were checked on behalf of Preventia Security, with all references providing positive feedback on the company's previous work. Preventia Security has met all the requirements for contract award.

Heidi Hailey, Dougherty County Facilities Management Director concurs with this recommendation.

**COUNTY ADMINISTRATOR ACTION:**

APPROVED

DISAPPROVED

HOLD

COMMENTS: \_\_\_\_\_

DATE \_\_\_\_\_

*[Signature]* 1-19-23  
COUNTY ADMINISTRATOR

**List of Documents Attached:**

- Business Documents
- Bid Tabulation Sheet

**CENTRAL SERVICES**

<b>CITY OF ALBANY GEORGIA PROCUREMENT DIVISION</b>											
<b>TABULATION OF BIDS</b>		Preventia Security		Invision Technologies LLC		MetroPower Inc. dba ESS					
DEPT: <b>Central Services</b>		1104 N Westover BLVD		310 Over Ct		798 21st Ave					
OPEN DATE: <b>12/21/2022</b>		Albany, GA 31707		Albany, GA 31721		Albany, GA 31701					
TIME OF OPENING: <b>2:30 p.m.</b>		<a href="tel:229-431-0800">229-431-0800</a>		<a href="tel:229-446-2004">229-446-2004</a>		<a href="tel:229-364-1758">229-364-1758</a>					
BID REF: <b>23-036</b>		<a href="mailto:jsheffield@preventiasecurity.com">jsheffield@preventiasecurity.com</a>		<a href="mailto:billing@invtech.com">billing@invtech.com</a>		<a href="mailto:duncan.crannis@metropower.com">duncan.crannis@metropower.com</a>					
Est. QTY	DESCRIPTION	LUMP SUM	TOTAL	LUMP SUM	TOTAL	LUMP SUM	TOTAL	UNIT PRICE	TOTAL	UNIT PRICE	TOTAL
1	<b>Fire Alarm Replacement</b>		\$72,333.73		\$109,697.09		\$112,080.04				
<b>TOTAL</b>			<b>\$72,333.73</b>		<b>\$109,697.09</b>		<b>\$112,080.04</b>				<b>\$0.00</b>
COMMENTS <b>PENDING APPROVALS</b>											





**PROCUREMENT RECOMMENDATION**

DATE: January 25, 2023

TITLE: Health Department Exterior Weatherproofing Dougherty County

DEPARTMENT: DOCO Facilities Management

REFERENCE NUMBER: 23-019R

ACCOUNT: 2306-1565

OPENING DATE: December 28, 2022

BUDGET AMOUNT: \$145,000.00

BUYER: Ricky Gladner

DEPARTMENT CONTACTS: Heidi Hailey

*Joshua Williams*  
Joshua Williams, Procurement Manager

**RECOMMENDATION:**

Recommend contracting with Metro Waterproofing Inc., of Scottdale, GA for weatherproofing and exterior wall restoration for the Dougherty County Health Department located at 1710 South Slappey Albany, GA in accordance with referenced bid for a total expenditure of \$135,000.00.

**BACKGROUND INFORMATION:**

Bid Ref. #23-019R was advertised in the Albany Herald, on the access channel, Facebook, on our website, and posted to the Georgia Procurement Registry. Bids were directly solicited to 16 potential vendors. Six (6) bids were received. The scope of work in this project includes weatherproofing and exterior wall restoration for the Dougherty County Health Department located at 1710 South Slappey Albany, GA. Three (3) references were checked on behalf of Metro Waterproofing, Inc., with all references providing positive feedback on the company's previous work. Metro Waterproofing, Inc. has met all the requirements for contract award.

Heidi Hailey, Dougherty County Facilities Management Director concurs with this recommendation.

**COUNTY ADMINISTRATOR ACTION:**

APPROVED

DISAPPROVED

HOLD

COMMENTS:

1-26-23  
DATE

*[Signature]*  
COUNTY ADMINISTRATOR

**List of Documents Attached:**

- Business Documents
- Bid Tabulation Sheet

**CENTRAL SERVICES**

CITY OF ALBANY GEORGIA PROCUREMENT DIVISION		Metro Waterproofing, Inc		J.J. Morley Enterprises		Waterproofing Contractors		Midwest Maintenance, Inc.		Ketom Construction	
TABULATION OF BIDS		2935 Alcove Dr		7560 Industrialk Ct.		4527 South Old Peachtree Rd.		101 Fox Dr		3735 Harrison Rd.	
DEPT: Central Services		Scottsdale, GA 30079		Alpharetta, GA 30004		Norcross, GA 30071		Piqua, OH 45356		Loganville, GA 30052	
OPEN DATE: 1/11/2023		404-292-8013		770-569-1100		770-449-5552		937-773-9236		678-544-6606	
TIME OF OPENING: 2:30 p.m.		<a href="mailto:Kenneth.Strickland@metrowp.com">Kenneth.Strickland@metrowp.com</a>		<a href="mailto:markkelley@morleycompany.com">markkelley@morleycompany.com</a>		<a href="mailto:blovelady@wcinc.com">blovelady@wcinc.com</a>		<a href="mailto:wjm@mmirestoration.com">wjm@mmirestoration.com</a>		<a href="mailto:jacobd@spsatl.com">jacobd@spsatl.com</a>	
BID REF: 23-019R											
	DESCRIPTION	UNIT PRICE	TOTAL	UNIT PRICE	TOTAL	UNIT PRICE	TOTAL	UNIT PRICE	TOTAL	UNIT PRICE	TOTAL
13.23 miles	Health Dept. Weatherproofing DOCO	N/A	\$135,000.00	N/A	\$142,675.00	N/A	\$144,998.00	N/A	\$234,770.00	N/A	\$297,499.00
<b>TOTAL</b>			<b>\$135,000.00</b>		<b>\$142,675.00</b>		<b>\$144,998.00</b>		<b>\$234,770.00</b>		<b>\$297,499.00</b>
FOB Point/Terms											
COMMENTS <b>PENDING AWARD</b>											



**PROCUREMENT RECOMMENDATION**

DATE: January 25, 2023

TITLE: Albany Rescue Mission Roof

DEPARTMENT: DOCO Facilities Management

REFERENCE NUMBER: 23-034

ACCOUNT: 2310-1565

OPENING DATE: November 3, 2022

BUDGET AMOUNT: \$59,000.00

BUYER: Ricky Gladney

DEPARTMENT CONTACTS: Heidi Hailey

*Joshua Williams*  
Joshua Williams, Procurement Manager

**RECOMMENDATION:**

Recommend contracting with Crosby Roofing and Gutter LLC of Macon, GA for roof restoration services for the Albany Rescue Mission, located at 604 N. Monroe St. in accordance with referenced bid for a total expenditure of \$57,500.00.

**BACKGROUND INFORMATION:**

Bid Ref. #23-034 was advertised in the Albany Herald, on the access channel, Facebook, on our website, and posted to the Georgia Procurement Registry. Bids were directly solicited to 17 potential vendors of which two (2) attended the pre-bid meeting. Four (4) bids were received. The apparent low bidder was not responsive, and the second lowest bidder is being recommended for the award. The scope of work in this project includes installation of new roofing on the dormitory, kitchen, and office of the Albany Rescue Mission. Three (3) references were checked on behalf of Crosby Roofing and Gutter LLC, with all references providing positive feedback on the company's previous work. Crosby Roofing and Gutter LLC has met all the requirements for contract award.

Heidi Hailey, Dougherty County Facilities Management Director concurs with this recommendation.

**COUNTY ADMINISTRATOR ACTION:**

APPROVED

DISAPPROVED

HOLD

COMMENTS:

1-26-23  
DATE

*[Signature]*  
COUNTY ADMINISTRATOR

**List of Documents Attached:**

- Business Documents
- Bid Tabulation Sheet

**CENTRAL SERVICES**



## II-4 Compensation Administration

### **Policy:**

Each classified employee shall be placed on a pay range. Salaries of individual employees will be set by the County Administrator within those ranges of pay approved by the Board of Commissioners in accordance with budget resources. Any exceptions must be specifically approved by the Board of Commissioners.

The classification and job status of each regular employee are matters of importance to the employee and the County, and any change must be made with approval of the County Administrator. Any approved change shall be promptly communicated and explained to the affected employee(s).

As an employer, the County embraces a fair and equitable compensation plan to provide a total compensation program that is fiscally sound, equitable and competitive in the defined marketplace.

Opportunities exist for varied work experiences and career advancement within the County. The following outlines how associated pay changes can be administered based on the category of change. Unless otherwise stated, any change in pay would be effective with the next full pay period.

### **Provisions:**

#### **IV. Hiring Rate**

The hire rate for a new employee is normally the minimum of the salary range to which the job classification is assigned. Employees who have left the county and have been officially terminated will be rehired using this formula and will not be rehired at the previous salary. Re-hires who have left the county's employ will be considered using the same formula as new hires.

Internal equity is an equally important consideration in filling a vacant position. It is the policy of the County to make every effort to avoid inverted salary relationships.

For Directorships or Assistant Director level positions, hiring range is typically considered that span in salary between the minimum of the range and the market point for most positions. The qualifications of the applicant and or the needs of the county should include the discretion to hire anywhere within the range. However, consideration should still be given to existing salaries of other employees who are in directly comparable leadership positions.

#### **V. Salary Increase**

The County may administer salary increases based on pay-for-performance. This salary increase is based solely on an individual's job performance. If an employee achieves a "meet expectations" rating or higher, an increase of at least 2.5% will be granted upon recommendation of the Department Manager. If an employee does not achieve a "meets expectations" rating, no increase will be granted. If an employee scores a "below expectations" or lower rating, he/she will be placed on a 90-day probationary period and reevaluated at 30-day increments until the end of that period. If performance does not improve, termination may result. Compensation for an increase shall be the first day of the pay period following or coinciding with the effective date.

#### **VI. Change of Status**

Accurate records of an employee's current status as well as records of all status changes made during the term of his employment shall be maintained for each employee by the Human Resources Director.

#### **A. Promotions**

Promotion from within is generally encouraged in filling vacancies. However, an employee must have an overall "meets expectations" performance record and proper qualifications in order to be considered a candidate for promotion. If an internal candidate is chosen to

fill a vacancy, adequate notice shall be given to the employee's current Department Manager before the action is implemented.

When an employee is promoted, as a result of a job change for job progression to a higher pay grade the salary placement within a new pay grade shall be determined as follows:

1. Apply a 5% increase on the employee's current salary for a one pay grade advancement.
2. Apply an additional 2.5% increase for each additional pay grade advanced up to a maximum of 15% (including the initial 5% in step "a").
3. The resulting pay will be no less than the minimum of the new pay grade and no less than a 5% salary increase but not more than the maximum salary of the assigned pay grade.
4. Effective Date of Promotion: However, the effective date of any accompanying salary change shall be the first day of the pay period following or coinciding with the effective date of the promotion.
5. Working Test Requirement: A promoted employee shall be required to serve a six (6) month working test period in the position to which promoted.

**B. Lateral Transfer**

A lateral transfer occurs when an employee is transferred from one job class to another in the same pay grade. When there is no change in pay grade there shall be no adjustment in salary. A lateral transfer is not considered a reclassification or a promotion.

**C. Demotions**

Demotion is the movement of an employee from a higher grade to a lower grade. Demotion for other than disciplinary reasons shall not be detrimental to the employees work record. In such cases, the employee's salary shall be reduced unless indicated below.

1. Reasons for Demotion:
  - a) Position Reclassified to a Lower Salary Grade: Reclassified to a lower salary grade due to changes in the evaluation of the requirements of the position. Incumbent salary may remain the same.
  - b) Inability to Perform: The employee is or becomes unable to meet the requirements of the position.
  - c) Voluntary: The employee requests to be moved to a position in a lower salary grade.
  - d) Position Elimination: The position is being eliminated because it is no longer needed and/or due to lack of funds.
  - e) Incumbent Returns from Authorized Leave: Where the current incumbent is acting in place of an employee out in an authorized leave status, he/she may be demoted upon return of employee to the position previously occupied.
  - f) Disciplinary Reasons: The employee may be demoted to a lower classified position as a disciplinary measure when alternative actions such as suspension or dismissal may not be warranted, appropriate or in the County's best interest.
2. Demotion Procedure: The appropriate Department Manager/Supervisor shall submit a recommendation in writing to the Appointing Authority. The recommendation shall state the reason for the demotion. If the demotion is for disciplinary purposes, the Department Manager/Supervisor shall state why demotion is recommended. This action is subject to the Review Hearing Policy.

**F. Temporary Appointment**

An employee may be temporarily appointed to another position at the discretion of the Department Manager or Appointing Authority. Such appointment is not a transfer and may

not exceed six continuous months. While appointed, the employee shall be paid his regular salary rate unless the appointment is to a higher rated position and lasts for longer than three continuous months. In such event, the employee will be paid at the salary rate of the position to which he has been appointed.

**G. Reclassification**

Incumbents of a position reclassified to a higher grade shall be given first consideration for the higher position provided they meet the new minimum qualification requirements of the position. If they do not meet the new minimum qualification requirements, they may either be grandfathered into the position, or allowed to receive appropriate training to qualify, at the discretion of the County Administrator.

**VI. Salary Adjustments**

Occasionally there may be compelling reasons to grant a salary increase for reasons other than performance or promotion. Such reasons may be based on labor market conditions or to correct identified salary inequities. Any such salary adjustments will be treated as an exception to policy and must be approved by the County Administrator.

**VII. Maximum of the Range**

Ranges are established to reflect the market value of a given job profile and not an incumbent. Once an employee reaches a maximum of his/her assigned range, the salary is frozen, and the employee is not eligible for any additional compensation unless there is a range movement (Cost of Living Adjustment) that would result in a higher maximum.

## II-4 Compensation Administration

### **Policy:**

Each classified employee shall be placed on a pay range. Salaries of individual employees will be set by the County Administrator within those ranges of pay approved by the Board of Commissioners in accordance with budget resources. Any exceptions must be specifically approved by the Board of Commissioners.

The classification and job status of each regular employee are matters of importance to the employee and the County, and any change must be made with approval of the County Administrator. Any approved change shall be promptly communicated and explained to the affected employee(s).

As an employer, the County embraces a fair and equitable compensation plan to provide a total compensation program that is fiscally sound, equitable and competitive in the defined marketplace.

Opportunities exist for varied work experiences and career advancement within the County. The following outlines how associated pay changes can be administered based on the category of change. Unless otherwise stated, any change in pay would be effective with the next full pay period.

### **Provisions:**

#### **I. Hiring Rate**

The hire rate for a new employee is normally the minimum of the salary range to which the job classification is assigned. Employees who have left the county and have been officially terminated will be rehired using this formula and will not be rehired at the previous salary. Re-hires who have left the county's employ will be considered using the same formula as new hires.

Internal equity is an equally important consideration in filling a vacant position. It is the policy of the County to make every effort to avoid inverted salary relationships.

For Directorships or Assistant Director level positions, hiring range is typically considered that span in salary between the minimum of the range and the market point for most positions. The qualifications of the applicant and or the needs of the county should include the discretion to hire anywhere within the range. However, consideration should still be given to existing salaries of other employees who are in directly comparable leadership positions.

#### **II. Salary Increase**

The County will may administer salary increases based on pay-for-performance. This salary increase is based solely on an individual's job performance. If an employee achieves a "meets expectations" rating or higher, an increase of at least ~~one~~ ~~step~~ 2.5% will be granted upon recommendation of the Department Head Manager. If an employee does not achieve a "meets expectations" rating, no increase will be granted. If an employee scores a "below expectations" or lower rating, he/she will be placed on a 90-day probationary period and reevaluated at 30-day increments until the end of that period. If performance does not improve, termination may result. Compensation for an increase shall be the first day of the pay period following or coinciding with the effective date.

#### **III. Change of Status**

Accurate records of an employee's current status as well as records of all status changes made during the term of his employment shall be maintained for each employee by the Human Resources Director.

#### **A. Promotions**

Promotion from within is generally encouraged in filling vacancies. However, an employee must have an overall "meets expectations" performance record and proper qualifications in order to be considered a candidate for promotion. If an internal candidate is chosen to



fill a vacancy, adequate notice shall be given to the employee's current Department Head **Manager** before the action is implemented. ~~A two-week notice will be the normal notification period between acceptance and placement into the new position. Any additional time requested must be mutually agreed upon by the two departments and coordinated through the Human Resources Department.~~

~~When an employee is promoted, as a result of a job change for job progression to a higher pay grade the salary placement within a new pay grade shall be determined as follows:~~

- ~~1. Compensation increases for promoted employees will be based on the following:~~
- ~~2. Promotion to a Higher Salary Grade: The employee shall receive a minimum two step 5% increase based on current grade and step, and will be placed at least in the minimum step of the new pay range.~~
1. Apply a 5% increase on the employee's current salary for a one pay grade advancement.
2. Apply an additional 2.5% increase for each additional pay grade advanced up to a maximum of 15% (including the initial 5% in step "a").
3. The resulting pay will be no less than the minimum of the new pay grade and no less than a 5% salary increase but not more than the maximum salary of the assigned pay grade.
4. Effective Date of Promotion: ~~The effective date of a promotion is the date approved by the Appointing Authority. However, the effective date of any accompanying salary change shall be the first day of the pay period following or coinciding with the effective date of the promotion.~~
5. Working Test Requirement: A promoted employee shall be required to serve a six (6) month working test period in the position to which promoted.

~~B. Transfers/Reassignments: Transfer opportunities will be considered in filling vacancies at employees' request. However, the best interest of the County must be primary in considering or initiating transfers. Such transfers normally are between jobs of the same classification and grade without salary changes. An employee wishing to request a transfer to a vacant position must do so through the internal application process.~~

#### **B. Lateral Transfer**

A lateral transfer occurs when an employee is transferred from one job class to another in the same pay grade. When there is no change in pay grade there shall be no adjustment in salary. A lateral transfer is not considered a reclassification or a promotion.

#### **C. Demotions**

Demotion is the movement of an employee from a higher grade to a lower grade. Demotion for other than disciplinary reasons shall not be detrimental to the employees work record. In such cases, ~~the current salary of the employee may remain the same or the employee's salary shall be reduced unless indicated below.~~

1. Reasons for Demotion:
  - a) Position Reclassified to a Lower Salary Grade: Reclassified to a lower salary grade due to changes in the evaluation of the requirements of the position. **Incumbent salary may remain the same.**
  - b) Inability to Perform: The employee is or becomes unable to meet the requirements of the position.
  - c) Voluntary: The employee requests to be moved to a position in a lower salary grade.
  - d) Position Elimination: The position is being eliminated because it is no longer needed and/or due to lack of funds.
  - e) Incumbent Returns from Authorized Leave: Where the current incumbent is acting in place of an employee out in an authorized leave status, he/she

may be demoted upon return of employee to the position previously occupied.

- f) ~~Physical Impairments: The employee becomes physically unable to perform the essential functions of the position, even with identified reasonable accommodations. In such cases either the employee or the Appointing Authority may initiate action to move the employee to a lower classified position where he/she can meet the requirements of the position.~~
  - g) ~~Disciplinary Reasons: The employee may be demoted to a lower classified position as a disciplinary measure when alternative actions such as suspension or dismissal may not be warranted, appropriate or in the County's best interest.~~
2. ~~Effects of Demotions: Demotion for other than disciplinary reasons shall not be detrimental to the employee's work record~~
- a) ~~When the employee's salary is within the grade range of the grade to which he is demoted, no change in salary will be made.~~
  - b) ~~When the employee's salary exceeds the maximum for the grade to which demoted, the salary should not change; however, the employee will be placed on the correct grade as a pay exception.~~
  - c) ~~When the demotion is due to the position being eliminated, reclassified to a lower salary grade, or due to the incumbent returns from leave when there was competition for the position, the salary may be designated as a pay exception and remain at its current level.~~
2. **Demotion Procedure:** The appropriate Department Manager/Supervisor shall submit a recommendation in writing to the Appointing Authority. The recommendation shall state the reason for the demotion. If the demotion is for disciplinary purposes, the Department Head Manager/Supervisor shall state why demotion is recommended. **This action is subject to the Review Hearing Policy.**
3. ~~Notification To Employee: The Human Resources Director shall notify the affected employee of the recommendation for demotion. The notification shall be in writing and shall state the reasons for the demotion and the effective date. Classified employees shall also be informed of their opportunity for review.~~
4. ~~Demotion Review: A classified employee who has been demoted may request a review of the action. The request must be made within five (5) working days after notification of the action. Promoted employees currently in working test status, who had attained classified status in their prior position, may request a review if recommended for demotion.~~

#### D. **Temporary Reassignments Appointment**

An employee may be temporarily ~~reassigned~~ **appointed** to another position at the discretion of the Department Head ~~Manager~~ or Appointing Authority. Such ~~reassignment~~ **appointment** is not a transfer and may not exceed six continuous months. While ~~reassigned~~ **appointed**, the employee shall be paid his regular salary rate unless the ~~reassignment~~ **appointment** is to a higher rated position and lasts for longer than three continuous months. In such event, the employee will be paid at the salary rate of the position to which he has been ~~reassigned~~ **appointed**. Department Heads shall provide a written record of all temporary reassignments with one copy for the employee and one copy for the employee's personnel records.

#### E. **Reclassification**

Incumbents of a position reclassified to a higher grade shall be given first consideration for the higher position provided they meet the new minimum qualification requirements of the position. If they do not meet the new minimum qualification requirements, they may either be grandfathered into the position, or allowed to receive appropriate training to qualify, at the discretion of the Appointing Authority **County Administrator**.

**IV. Salary Adjustments**

Occasionally there may be compelling reasons to grant a salary increase for reasons other than performance or promotion. Such reasons may be based on labor market conditions or to correct identified salary inequities. Any such salary adjustments will be treated as an exception to policy and must be approved by the County Administrator.

**V. Maximum of the Range**

Ranges are established to reflect the market value of a given job profile and not an incumbent. Once an employee reaches a maximum of his/her assigned range, the salary is frozen, and the employee is not eligible for any additional compensation unless there is a range movement (Cost of Living Adjustment) that would result in a higher maximum.

## II-4 Compensation Administration

### Policy:

Each classified employee shall be placed in a salary grade with assigned pay ranges. Salaries of individual employees will be set by the County Administrator within those ranges of pay approved by the Board of Commissioners in accordance with budget resources. Any exceptions must be specifically approved by the Board of Commissioners.

The classification and job status of each regular employee are matters of importance to the employee and the County, and any change must be made with approval of the County Administrator. Any approved change shall be promptly communicated and explained to the affected employee(s).

### Provisions:

#### I. Hiring Rate

Each salary grade includes a distinct hiring range for a particular position. New employees will normally be hired into a position at a rate within this hiring range. The rate paid should be based on the bona fide qualifications of the applicant and the estimated amount of training and time in the position that would be required for the individual to be fully functional in the position. New employees normally will be hired at the first step of the grade.

#### II. Salary Increase

**The County will administer salary increases based on pay-for-performance on annual basis only.** This salary increase is based solely on an individual's job performance. If an employee achieves a "meet expectations" rating or higher, an increase of at least one step will be granted upon recommendation of the Department Head. If an employee does not achieve a "meets expectations" rating, no increase will be granted. If an employee scores a "below expectations" or lower rating, he/she will be placed on a 90 day probationary period and reevaluated at 30 day increments until the end of that time period. If performance does not improve, termination may result. Compensation for an increase shall be the first day of the pay period following or coinciding with the effective date.

#### III. Change of Status

Accurate records of an employee's current status as well as records of all status changes made during the term of his employment shall be maintained for each employee by the Human Resources Director.

A. **Promotions:** Promotion from within is generally encouraged in filling vacancies. However, an employee must have an overall "meets expectations" performance record and proper qualifications in order to be considered a candidate for promotion. If an internal candidate is chosen to fill a vacancy, adequate notice shall be given to the employee's current Department Head before the action is implemented. A two week notice will be the normal notification period between acceptance and placement into the new position. Any additional time requested must be mutually agreed upon by the two departments and coordinated through the Human Resources Department.

Compensation increases for promoted employees will be based on the following:

1. **Promotion to a Higher Salary Grade:** The employee shall receive a minimum two step 5% increase based on current grade and step, and will be placed at least in the minimum step of the new pay range.
2. **Effective Date of Promotion:** The effective date of a promotion is the date approved by the Appointing Authority. However, the effective date of any accompanying salary change shall be the first day of the pay period following or coinciding with the effective date of the promotion.

3. **Reclassification:** Incumbents of a position reclassified to a higher grade shall be given first consideration for the higher position provided they meet the new minimum qualification requirements of the position. If they do not meet the new minimum qualification requirements, they may either be grandfathered into the position, or allowed to receive appropriate training to qualify, at the discretion of the Appointing Authority.
  4. **Working Test Requirement:** A promoted employee shall be required to serve a six (6) month working test period in the position to which promoted.
- B. **Demotions:** Demotion is the movement of an employee from a higher grade to a lower grade. In such cases the current salary of the employee may remain the same or be reduced.
1. **Reasons for Demotion:**
    - a) **Position Reclassified to a Lower Salary Grade:** Reclassified to a lower salary grade due to changes in the evaluation of the requirements of the position.
    - b) **Inability to Perform:** The employee is or becomes unable to meet the requirements of the position.
    - c) **Voluntary:** The employee requests to be moved to a position in a lower salary grade.
    - d) **Position Elimination:** The position is being eliminated because it is no longer needed and/or due to lack of funds.
    - e) **Incumbent Returns From Authorized Leave:** Where the current incumbent is acting in place of an employee out in an authorized leave status, he/she may be demoted upon return of employee to the position previously occupied.
    - f) **Physical Impairments:** The employee becomes physically unable to perform the essential functions of the position, even with identified reasonable accommodations. In such cases either the employee or the Appointing Authority may initiate action to move the employee to a lower classified position where he/she can meet the requirements of the position.
    - g) **Disciplinary Reasons:** The employee may be demoted to a lower classified position as a disciplinary measure when alternative actions such as suspension or dismissal may not be warranted, appropriate or in the County's best interest.
  2. **Effects of Demotions:** Demotion for other than disciplinary reasons shall not be detrimental to the employees work record.
    - a) When the employee's salary is within the grade range of the grade to which he is demoted, no change in salary will be made.
    - b) When the employee's salary exceeds the maximum for the grade to which demoted, the salary should not change; however, the employee will be placed on the correct grade as a pay exception.
    - c) When the demotion is due to the position being eliminated, reclassified to a lower salary grade, or due to the incumbent returns from leave when there was competition for the position, the salary may be designated as a pay exception and remain at its current level.
  3. **Demotion Procedure:** The appropriate Department Head/Supervisor shall submit a recommendation in writing to the Appointing Authority. The recommendation shall state the reason for the demotion. If the demotion is for disciplinary purposes, the Department Head/Supervisor shall state why demotion is recommended.

4. **Notification To Employee:** The Human Resources Director shall notify the affected employee of the recommendation for demotion. The notification shall be in writing and shall state the reasons for the demotion and the effective date. Classified employees shall also be informed of their opportunity for review.
  5. **Demotion Review:** A classified employee who has been demoted may request a review of the action. The request must be made within five (5) working days after notification of the action. Promoted employees currently in working test status, who had attained classified status in their prior position, may request a review if recommended for demotion.
- C. **Transfers/Reassignments:** Transfer opportunities will be considered in filling vacancies at employees' request. However, the best interest of the County must be primary in considering or initiating transfers. Such transfers normally are between jobs of the same classification and grade without salary changes. An employee wishing to request a transfer to a vacant position must do so through the internal application process.
- D. **Other:**
1. **Salary Adjustments:** Occasionally there may be compelling reasons to grant a salary increase for reasons other than performance or promotion. Such reasons may be based on labor market conditions or to correct identified salary inequities. Any such salary adjustments will be treated as an exception to policy and must be approved by the County Administrator.
  2. **Temporary Reassignment:** An employee may be temporarily reassigned to another position at the discretion of the Department Head or Appointing Authority. Such reassignment is not a transfer and may not exceed six continuous months. While reassigned, the employee shall be paid his regular salary rate unless the reassignment is to a higher rated position and lasts for longer than three continuous months. In such event, the employee will be paid at the salary rate of the position to which he has been reassigned. Department Heads shall provide a written record of all temporary reassignments with one copy for the employee and one copy for the employee's personnel records.
- E. **Effective Date of Change of Status:** The effective date of all salary changes or new hires should coincide with the beginning of a payroll period unless there are compelling reasons to do otherwise. All salary changes must be documented by the Human Resources Director.

<b>Administration</b>		
<b>Description</b>	<b>Unit Number</b>	<b>Condition</b>
2 - Dell Keyboards		Fair
2 - Dell Mouse		Fair
Dell Optiplex 3040	2Z6RXG2	Fair
Black Office Chair		Fair
<b>ADDU</b>		
<b>Description</b>	<b>Unit Number</b>	<b>Condition</b>
15 - Dell CPU	On separate attachment	Fair
OCE Copier	UK0H7	Poor
Dell Monitor		Poor
Executive Desk		Good
Magnavox TV		Poor
3M Projector		Poor
Yamaha Speakers 4x2		Poor
Canon Camera		Poor
2 - Avaya Phones	700212184, 64080	Poor
HP Scanner	1119508	Poor
Sharp TV	LC10A3V-5	Poor
Kodak Digital Camera	7757	Poor
Oxford Metal File Cabinet		Good
Brother Fax Machine	2820	Poor
Brother Fax Cartridge	TN430	Good
<b>Public Defender's Office</b>		
<b>Description</b>	<b>Unit Number</b>	<b>Condition</b>
3 - Black Leather Office Chairs		Poor
<b>Public Works</b>		
<b>Description</b>	<b>Unit Number</b>	<b>Condition</b>
4 - Optiplex 3020	On separate attachment	Poor

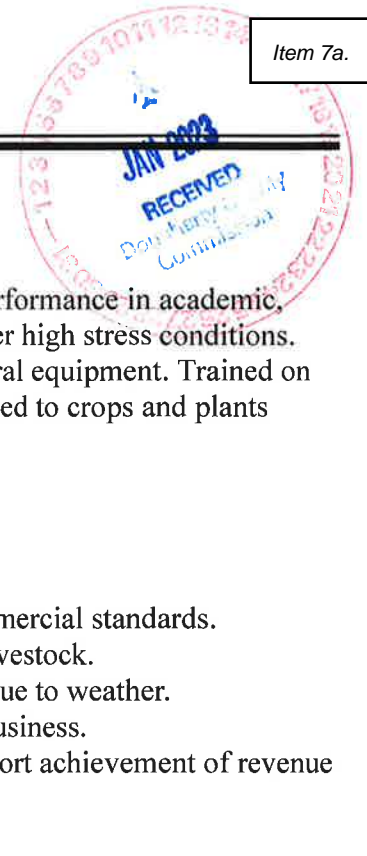
<b>Public Works Continued</b>		
<b>Description</b>	<b>Unit Number</b>	<b>Condition</b>
Optiplex 3080	BGDYZC3	Poor
2 - Optiplex 3050	2W2V0Q2, J9HS7M2	Poor
Optiplex 390	D2JYZQ1	Poor
Optiplex 3070	4N3MY23	Poor
10 - Dell Monitors	On separate attachment	Poor
5 - Dell Keyboards	On separate attachment	Poor
5 - Dell Mouses		Poor
69 - Motorola Batteries	NYN9858C	Poor
38 - Motorola Battery Chargers	377673	Poor
4 - Motorola Radio Microphones	PMMN4051B	Poor
34 - Motorola Radios	On separate attachment	Poor
3 Inch Water Pump	51033	Poor
15' Bat Wing Bushhog	551538	Poor
7' Mower Modern	551845	Poor
2013 Kubota Tractor	551305	Good
2008 Ford F-150	560834	Poor
2003 GMC Yukon	33260337	Good
2015 Dodge Charger	611508	Poor
2004 Crown Victoria	61120	Poor
2012 Dodge Charger	611207	Poor
2011 Dodge Charger	511103	Poor
2013 Dodge Charger	611345	Poor
2015 Dodge Charger	611506	Poor
<b>Tax and Tag</b>		
<b>Description</b>	<b>Unit Number</b>	<b>Condition</b>
4 - Office Chairs		Poor
2 - Monroe 7140 Calculators		Poor
Casio Calculator	DR370M	Poor
12 - Dell Keyboards		Poor
11 - Computer Mouses		Poor



<b>Tax and Tag Continued</b>		
<b>Description</b>	<b>Unit Number</b>	<b>Condition</b>
2 - Cumputer Stand Alone Speakers		Poor
8 - 12" Monitors	On separate attachment	Poor
9 - 16" Monitors	On separate attachment	Poor
6 - Optiplex 3020	On separate attachment	Poor
Optiplex 360	10323	Poor
Optiplex 380	1FMR9P1	Poor
Lexmark Printer	E352DM	Poor
HP Laserjet Enterprise Printer	M506	Poor
Hp Printer		Poor
2 - Heavy Duty Staplers		Poor
Computer Keyboard Shelf		Poor

# EARNEST CHRISTIAN SR.

Albany, GA 31721 • 2292910540 • echristian82@gmail.com



## Professional Summary

12 year military veteran who earned multiple commendations and awards for superior performance in academic, tactical and technical capacities. Effectively trained, supervised and mentored teams under high stress conditions. Agricultural Worker acquainted with use, care and operation of light and heavy agricultural equipment. Trained on safety procedures for handling hazardous materials and operating heavy equipment. Tended to crops and plants while maximizing efforts to prevent pests and crop death using organic methods.

## Work History

**Business Owner/Operator**, 01/2019 to Current

**Nmadi Berry Farms LLC** – Albany, GA

- Created farm strategies to maximize production and convert farm operations to commercial standards.
- Selected and purchased supplies and equipment such as seed, farm machinery and livestock.
- Visited fields regularly to inspect and estimate maturity dates of crops and damage due to weather.
- Put together realistic budgets based upon costs and fees for successfully operating business.
- Devised and deployed sales and marketing tactics to drive strategic growth and support achievement of revenue goals.

**Gardener**, 08/2018 to Current

**S & E Organics** – Albany, GA

- Used trimmers and chainsaws for grounds maintenance, brush clearing and tree removal and thinning.
- Provided expert lawn care, mulching, aerating and trimming around walks, walls and flower beds.
- Identified and removed invasive plants and noxious weeds for garden aesthetics and ecosystem health.
- Maintained routine landscaping schedules to boost lawn health.

**Combat videographer/photographer**, 10/2002 to 12/2013

**United States Army** – Albany, GA

- Operate television, video, or motion picture camera to record images or scenes for various purposes, such as TV broadcasts, advertising, video production, or motion pictures.

## Education

**High School Diploma**: 05/2001

**Westover High School** - Albany, GA

## Skills

- Weapons training
- Photography
- Videography
- First Aid Certified
- Fast-learner
- Flexible
- Excellent multi-tasking ability
- Organizational skills
- Data management
- Crop Planting and Fertilization
- Production Operations
- Executive Leadership



## David J. Gregors

4000 Gillionville Road, Apartment 5

Albany, Georgia 31721

(904) 238-4130

E-Mail: david@moorheadlawfirm.com

### Education

**Hofstra University's Maurice A. Deane School of Law**, Hempstead, New York

*Master of Laws (LLM) in Health Law and Public Policy, May 2018*

- Writing Samples Available Upon Request:
  - *Renal Rescue, Inc.*
  - *Factoids: How a Small-Town Georgia Hospital Defeated the Federal Trade Commission and the United States Supreme Court*

**Florida Coastal School of Law**, Jacksonville, Florida

*Juris Doctor, May 2015*

Honors: Member, The Honorable Robert M. Foster Chapter of the American Inns of Court

Member of the Honors Program

Member of the Nassau County Bar Association

Dean's List, Fall 2013

Research Assistant for Professor Jeffrey Schmitt, Spring 2014

- Writing Samples Available Upon Request:
  - *On Vengeance and Retribution: A Study of the Interpretive and Practical Elements of Vengeance and Retribution as Practiced in Capital Punishment Cases in the United States*
  - *Being and Cyberspace: An Ontological Inquiry into the Social and Legal Problems Arising in the Age of Digital Dualism*

**Valdosta State University**, Valdosta, Georgia

*Bachelor of Arts in Philosophy and Religious Studies, Minor in Music, December 2012*

Honors: President's List; Featured Speaker, Valdosta State University Undergraduate Research Symposium for *A Separate Peace: An Introduction to the Gullah-Geechee Nation*; Featured Composer for *Relativity for Clarinet Trio*; All-College Band

Activities: *Blazin' Brigade Marching Band*, Valdosta State Wind Ensemble, *Sweeney Todd* Pit Orchestra, Valdosta State University Opera Company

- Writing Samples Available Upon Request:
  - *Double Jeopardy: How a Patient's Autonomy Could Cause Severe Repercussions for Health Care Workers*
  - *Zombies!: How Zombies Have Become the Unintentional Representatives of the Vodou Religion, and How They Function Together as a Powerful Form of Psychosocial Control*
  - *A Separate Peace: An Introduction to the Gullah-Geechee Nation*

- *Founding Philosophies: The Sources, Controversies, and Ramifications of Thomas Jefferson's Declaration of Independence*

## **Experience**

### **Moorhead Law Firm**

*Associate Attorney, January 2023-Present*

Legal practice focusing on elder law, business and corporate law, and trusts and estates.

### **Guardian ad Litem Office**

*Senior Guardian ad Litem Attorney, April 2017-January 2023*

Legal practice representing children who have been abused, abandoned, or neglected and placed in out of home care after being removed from their homes by the State of Florida. I routinely prepare legal documents, motions, petitions, et cetera. I try cases at the circuit court level. I spend three to four days in the courtroom every week in Nassau and Duval counties arguing cases and making reports to the Court. I conduct depositions and child interviews to determine the child's wishes. I work closely with volunteers and their supervisors to determine the best course of litigation. I have written appellate briefs on a voluntary basis for the Guardian ad Litem Appellate Team on multiple occasions through the GAL's Pro Bono Project. In addition, I have been tasked with rebuilding the staff and volunteers in our Nassau County office. As the only attorney in that office, I have been given many management and training tasks, as well as volunteer coordination and retention. In 2018, I was the attorney part of the Fourth Circuit GAL Advocacy Team of the Year in 2018. In addition, I have represented children's best interests in several complex Family Law cases at the request of Judge James Daniel and Judge Steven Fahlgren in Nassau County. These cases involved potential abuse, abandonment, or neglect by parents, and required in-depth investigation to provide the Court with recommendations involving custody matters, time sharing, and child support payments. Most recently, I have litigated issues in the Mental Health Court involving a dependent child and filed both Marchman and Baker Act petitions.

In 2022, I was selected to run a Pilot Project intended to study the traditional GAL model in comparison to a Pro Bono model similar to that found in Orange County. I have a caseload of 91 children with whom I worked directly to represent best interests. Interestingly, I served the roles of Attorney, Child Advocate Manager, Managing Attorney, and Recruiter all throughout the Project. While running the Project, I continued in a supervisory role over a newer attorney and have continued managing GAL operations in Nassau County.

- Writing Samples Available Upon Request:
  - In the Interest of K.H.: Memorandum on the Goal of APPLA, Federalism, and the Supremacy Clause (Duval County)
  - In the Interest of M.F., M.F., & L.F.: Written Closing Arguments for a Termination of Parental Rights Trial with a Complicated Procedural History
  - In the Interest of H.W.: Report on a Proposed Reopen of Permanent Guardianship
  - C.L. v. DCF, GAL: Appellate Brief
  - S.B. v. DCF, GAL: Appellate Brief
  - T.J. v. DCF, GAL: Appellate Brief

### **4<sup>th</sup> Circuit Public Defender's Office**

*Extern for the Nassau County Division, January 2015-May 2015*

Prepared motions, case briefs, and research for various cases for the state and county courts. Met with clients to determine their eligibility for Public Defender services, as well as to discuss sensitive matters relating to their cases. Assisted my supervisor, Chris Clayton, in reviewing evidence including evidence of electronic communications via social media and encrypted communications, client interviews, and trial preparation for a major criminal trial involving charges of lewd and lascivious conduct with a minor child. Met with clients for intake and conflict checks in preparation for trial. Discussed plea agreements and trial strategy with clients.

- Writing Samples Available Upon Request:
  - Motion to Suppress Evidence (Granted)

### **The Fourth Judicial Circuit of Florida**

*Extern for the Honorable Robert M. Foster, May 2014-January 2015*

Assisted at the state court level by conducting legal research and presenting findings to the Judge. Duties included researching, writing, producing legal memoranda, attending hearings, and other related assignments. I made recommendations to Judge Robert Foster based on my analysis of the law and evidence presented in hearings and pleadings. Responsibilities included work on criminal cases, family law cases, dependency cases, trusts, estates, and other subjects typical of Circuit Courts.

### **Florida Coastal School of Law**

*Pro Bono Chair, Florida Coastal School of Law Student Animal Legal Defense Fund*

Organized and coordinated volunteer events with local animal rescue and relief organizations and coordinated pro bono assistance for local attorneys involved with animal law issues.

*Member, Public Interest Research Bureau*

Conducted legal research and wrote briefs for Florida attorneys who submitted special problems to the Bureau for research.

*Research Assistant for Professor Jeffrey Schmitt, Spring 2014*

Conducted scholarly research for Professor Schmitt's law review article, *In Defense of Shelby County's Principle of Equal State Sovereignty*, (Oklahoma Law Review, Winter, 2016) regarding equal sovereignty among the states as discussed in *Shelby Co. v. Holder*.

**Terrell County EMS (Classified Part-Time, Averaged Full-Time Hours), Dougherty County EMS (Full-Time), Regional EMS (Part-Time), Heartland EMS (Full-Time), VitalCare EMS (Full-Time), Pioneer Community Hospital of Early (Classified Part-Time, Averaged Full-Time Hours), Georgetown-Quitman County EMS (Part-Time, Concurrent with Pioneer Community Hospital of Early), Okefenokee EMS (Full-Time)**

*Paramedic, 2006-2017*

Served my community by working multiple jobs as a Paramedic concurrently, providing advanced medical and trauma life support for people in dire need. Recipient of the Dual Life Saver's Award, Life Saver's Award, and two Trauma Life Saver Awards. Served as a Field Training Officer and assisted with the hiring and training of new employees.

### **Skills & Interests**

- Technology:

- Throughout my career, I have utilized technology in creative ways in order to maintain a high level of efficiency. At the GAL, I maintain a master Excel spreadsheet with complex formulas and color-coding to keep track of each child's time in dependency, next court dates, and assigned volunteers, as well as generating comparative data of my caseloads in Duval and Nassau.
- Perhaps the only upside to the global pandemic has been the widespread adoption of Zoom and other remote applications in conducting court hearings and other business. The potential applications for Zoom and other remote applications are limitless. I have fully utilized these tools by acquiring a professional Zoom account and incorporating Zoom into our weekly discussions and other trainings. The use of Zoom has greatly improved participation in court hearings by parents, children, and volunteers. This is an exciting time to be an attorney as the remote applications continue to proliferate and expand access to the judicial system. I will continue to utilize and expand my use of remote applications in my practice.
- During my work on the Pilot Project, I created a self-sustaining mobile office with a multisource electrical grid to be able to power a multitude of devices simultaneously, allowing for full remote office and remote court capabilities.
- Proficiency in Westlaw and Lexis legal research, including Westlaw Next Certification.
- Writing and research on matters in philosophy, religion, and U.S. Constitutional law, and the nexus between them all. I have most recently been intrigued by how our dependency system fits into a traditional libertarian view of governance and the use of State power.
- I am a classically trained clarinetist and composer. I am currently learning how to play guitar in a project to test the theory that it takes 10,000 hours of practice to master a certain artistic skill.
- I enjoy writing and have contributed to a number of publications. Most recently, I contributed a guest editorial to The Orlando Sun-Sentinel.
- Member of The Federalist Society.
- Member of the Jacksonville Bar Association.
- Member of Public Interest Law Section of the Florida Bar.
- Member of the Florida Bar's Governmental and Public Policy Advocacy Committee
- Admitted to the Florida Bar, Georgia Bar, and the United States District Court for the Middle District of Florida
- Admitted to the Bar of the United States Supreme Court
- Member of Leadership Nassau Class 22
- Member of the inaugural class of the Albany Area Political Leadership Institute
- In addition to the experience above, I have also represented clients on matters including dissolution of marriage and debt collection defense for acquaintances on a pro bono basis.

## **References**

1. K.C. Tusher, Esq., Friend and Colleague  
(904) 327-0706
2. Kelly Swartz, Friend and Former Coworker  
(321) 302-1518
3. Jade Hunter-Smith, Friend and Former Coworker

(704) 858-0254

**JULIAN OLIVER MARCUS**  
**jolivermarcus01@hotmail.co.uk**  
**715 Holly Drive ~ Albany, Georgia 31705**  
**(229) 881-7669**



### **CAREER SUMMARY**

Experienced goal-oriented Production Manager and Bilingual Executive with a high degree of business acumen. Experience in management, and reduction of manufacturing cost using Lean Manufacturing and Streamline Production Processes. Facilitating the creation of quality products to satisfy contractual obligations. Skilled contract negotiator.

### **PROFESSIONAL HIGHLIGHTS**

#### **MANAGEMENT**

- Proficient in Microsoft Word, Excel, Outlook, and PowerPoint.
- Experienced production manager with effective business development techniques.
- Create optimal work environment to maximize employees' performance.
- Identify problems, define solutions and implement new procedures.

#### **PRODUCTION**

- Twenty years live poultry production experience.
- Knowledge of product development.
- Adept in bilingual Spanish communication.
- Experienced in planning production schedules over multiple shifts.
- Highly focused, tenacious and quality-driven individual with solid production experience.
- Broad production supervisory capabilities enhanced by fluency in the Spanish language.
- Received Hazmat and Lock Out/Tag Out training.
- Exemplify excellent management skills used to exceed production goals.
- Strength in working within a team to achieve production objectives.

1994 – Present      **MARCUS POULTRY**      Pelham, GA

*Position: Owner/Operator*

- Directly responsible for production of Live Poultry that meets corporate standards for processing.
- Supervise daily production of a 40-acre farm, 4 poultry houses and a part-time crew of 25 employees including Hispanic poultry catchers, fork lift operators and semi operators.
- Created and implemented a sanitation process that reduced cost of products used by 20%, decreased sanitation time from 5 to 3 days and significantly reduced wear of equipment.
- Present, negotiate, and approve various contracts including but not limited to poultry and by-product sales.
- Directly supervise production of 40.5 million pounds of live chickens for processing annually for the past 20 years.
- Implemented process that increased By-product production by 25% and By-product sales by 20%



- Increased placement of live poultry for production from 18,000 birds per house to 20,000 birds per house.
- Increased average weight of live poultry for production from 6.89 pounds per bird to 8.6 pounds per bird.

2010 –2022                    **INHEALTH SYSTEMS AND SERVICES**                    Albany, GA

*Position: Mr. Neb Route & Service Specialist*

- Increase sales by introducing Mr. Neb services to medical practices from 3 accounts beginning on the 20<sup>th</sup> of September, 2010 to 150 accounts as of the 1<sup>st</sup> of December 2014.
- Perform equipment training to medical staff.
- Increased distribution of Nebulizer units in the Field from 45 on the 20<sup>th</sup> of September 2010 to approximately 750 as of the 1<sup>st</sup> of December, 2014.
- Maintain and report inventory of equipment in 150 accounts and warehouse.
- Prepare and implement weekly and monthly reporting to management.

2008 – 2009                    **DOUGHERTY COMPREHENSIVE HIGH SCHOOL**                    Albany, GA

*Position: IBO 9<sup>th</sup> Grade Spanish Instructor*

- Teach basic concept of Spanish to students.
- Develop Spanish/English communication skills via the instruction of Spanish grammar.
- Develop and created 180 day plan for classroom instructions.
- Manage eight classes daily.

2006                            **SANDERSON FARMS**                            Moultrie, GA/McComb, MS

*Position: Human Resources Supervisor*

- Launched new hire orientation program for over 300 employees, including medical and dental benefits, short and long term disability, life insurance, and leave of absence processes.
- Implemented training programs, such as Safety, Hazmat, and Emergency Situation Analysis.
- Conducted and launched new hire processes.
- Monitored absenteeism and vacation time.

2004 – 2008                    **MITCHELL COUNTY BOARD OF EDUCATION**                    Camilla, GA

*Position: Elected Board Member*

- Successfully lobbied for a majority vote to build the North Mitchell Elementary School in the District VI.
- Promoted and developed educational advancement in Mitchell County.
- Researched and considered various proposals brought before the Board of Education.
- Attended and facilitated local and state meetings, hearings, workshops, & seminars offered by the GA School Board Assn., GA Assn. of Educators (GAE), and various local entities.

1993 – 1999                    **GEORGIA LOTTERY CORPORATION**                    Thomasville, GA

*Position: Merchandising Representative*

- Trained and motivated retailers to optimize sales, and services.
- Conveyed territory concerns to the District Manager.
- Managed lottery promotional items.

- Monitored sales volumes, and reviewed statistical reports and sales trends of individual lottery products.
- Maintained appropriate security control measures.

## EDUCATION

- **Albany State University**, Albany, GA 12/03 *Bachelor of Arts • Foreign Language • Spanish*
- **Albany State University**, Albany, GA 12/03 *Certificate in Latin American Studies*
- **Universidad Autónoma de Yucatán**, Menda, Yucatán, MX Spring, 2001/2002  
(2 - 4 month programs)  
*School of Anthropology – Studied Mexican History & Culture with native speaking teachers and students.*  
*School of Law – Studied Civil Law, Penal Law, and General Theory of the Penal Process*  
*School of Education – Studied Grammar, Conversational Spanish & Phonetics*
- **University of Laval**, Quebec, Canada (6 week program) 1999  
*Studied French History, Grammar, Conversation and Phonetics.*
- **Ft. Valley State College**, Ft. Valley, GA 1990  
*Bachelors of Science • Business Administration • Management*
- **University of Georgia**, (London, England; Brussels, Belgium ~ 6 Week Program) 1989  
*Studied International Marketing and Law in London, England and Brussels, Belgium*  
*Observed numerous companies and organizations to study structure, world position, and marketing strategy with regard to the 1992 European Economic Community Merger.*

## ACCOLADES

- 2002 - 2003 Probate Court of Georgia, Mitchell County; Spanish Interpreter
- 1997 - 1998 Top Ten Recruitment Award - Georgia Lottery
- 1996 - 1997 Top Ten Recruiter, Georgia Lottery, Ranked #1
- 1996 - 1997 Highest Percentage Increase in Sales - Georgia Lottery
- 1995 - 1996 Top Ten Recruiter - Georgia Lottery - Ranked #3
- 1994 - 1995 Top Ten Recruiter - Georgia Lottery - Ranked #6
- 1993 - 1997 # 1 Recruiter - Georgia Lottery - Thomasville District

**R H O N D A   S T E W A R T**  
3716 Castle Pines Ln ~ Albany, Georgia 31721  
706-575-8630  
[lizrhomon@gmail.com](mailto:lizrhomon@gmail.com)



I am writing this letter to express my interest in joining the Retirement Fund Committee. The attached resumé accurately depicts my education and work history; however, it only begins to portray the level of dedication and vitality that I incorporate into any task that I am assigned.

It is my understanding that the purpose of this Board is to administer the plan for the exclusive benefit of participants and their beneficiaries. Through my banking and operational career, I can show my ability to amicably work with my peers, colleagues, and community. The extent of my employment history has entailed banking practices and procedures dealing with matters of tax value, and assessment of properties by using the methods of market, cost, and approach.

Thank you in advance for your time and your consideration; I look forward to hearing from you soon.

Sincerely,

Rhonda Stewart

ESOS 11/11  
00000000

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### PROFESSIONAL SUMMARY

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Highly motivated professional with 20-year success in the banking industry. I possess exceptional interpersonal, organizational, analytical, operational, and time management abilities. I excel at interfacing with others at all levels to ensure organizational goals are attained. I take a proactive approach which results in capturing numerous accounts and expanding client base. I am motivated to grow and succeed by taking on a new role.

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### WORK EXPERIENCE

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#### FLINT COMMUNITY BANK

Albany, GA.

11/2021-Present      Position: Commercial Loan Processor

- Gathering information for the loan application.
- Evaluating credit histories for applications.
- Collecting data from clients such as their assets, salaries, debts and employment status to fill in information for the loan application
- Reviewing file documentation for missing or erroneous information.
- Researching and correcting mistakes in applications for clients.
- Meeting loan application deadlines.
- Assisting Loan Officer with requests and tasks needed to complete and process applications.

#### SYNOVUS BANK

Albany, GA.

11/2015-11/2021

2010 – 05/2011      Position: Senior Relationship Banker

2009 – 2010      Position: Senior Head Teller

2008 – 2009      Position: Travel Teller

- Marketed bank products and services to customers within the branch.
- Scheduled prospect appointments through initial contact or through follow up phone calls.
- Closed sales by engaging prospects in new or enhanced banking relationships and achieved monthly sales goals.
- Conducted customer transactions giving top quality customer service.
- Identified customer needs and refer additional products and services using Argo.
- Addressed and resolved customer complaints and issues concerning checking, savings, loans and other accounts.
- Assisted in training new hire on Argo, Teller Insight, Vision Archive, Synergy Web, and Metavante 3270 to assure commitment to the Customer Covenant and transaction accuracy.
- Researched teller outages and assisted in coaching opportunities to help eliminate errors.
- Problem-solving and critical thinking.
- Strong attention to small details.
- Assisted in gathering reports and other materials for audits.

- Maintained a proficient knowledge of all applicable banking rules and regulations.
- Ability to prioritize and function accurately under the pressure of deadlines.
- Works proactively and closely with bankers to maintain a consistent deposit and loan pipeline.
- Establishes and maintains relationships with community-based organizations in support of bank goals and programs.
- Opens and services accounts. Interview's consumer and small business loan applicants to identify loan opportunities and process and close loans

05/2011 – 11/2015      **SUNTRUST BANK**      Albany, GA.

*Position: Senior Personal Banker/Assistant Branch Manager*

- Provide superb client service experience while assisting in and supporting service and sales-related activities within the branch.
- Develop new and strengthen and expand existing personal and business client relationships through daily client relationship management, providing financial solutions that meet clients' needs and goals, and promoting product and service lines.
- Provide financial solutions that meet clients' needs and objectives using sales activities, including conducting consultative conversations, online charts, teleconsulting and making referrals.
- Support the efforts and goals of the branch team through personal sales of a wide variety of SunTrust Bank's products and services and use of referrals, as appropriate, across Lines of Business.
- Provide direction and leadership to branch teammates with emphasis on superior client service skills, achieving sales goals, and teamwork.
- Provide operations oversight and ensure compliance with policies and procedures.
- Supervise branch teammates to include conducting performance reviews, selection, and participating in performance counseling.
- Guarantee business transactions and practices in the individuals' span of control comply with regulations and the SunTrust Code of Conduct
- Ability to deal with complex problems involving multiple facets.
- Reviewed the development of new banking products to ensure compliance.

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2004 – 2008      **SYNOVUS FINANCIAL ADJUSTMENT**      Columbus, GA

*Position: Adjustment Specialist*

- Researched and corrected proof adjustments and NCHA Banks regarding clearing work with the Federal Reserve Banks, determining the sources and resolution of problems through examination of various documents and records.
- Summarized actions taken to ensure accounts were accurately credited and debited.
- Maintained open communication with Synovus and Non-Synovus Banks.
- Used a myriad of computer applications including Synergy, VSU1, VSU2, Metavante, Intranet Applications, Excel, Word, Adobe Acrobat, Group Wise and Recon.

- 2003 – 2004                      Position: Sr. Operations Associate                      Valparaiso, FL
- Supervised and trained employees, conducted group training, and organized monthly meetings.
  - Completed and maintained monthly KPI Total, Forecast, and Employee Error reports.
  - Met daily deadlines and direct workflow to minimize delays.
  - Proofed items and made teller and customer adjustments as needed.
- 1998 – 2003                      Position: Entry Level Management/Trainer                      Albany, GA
- Performed the same duties as the above listed position.

## EDUCATION & TRAINING

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### **TROY UNIVERSITY**

**06/2022**

Bachelor of Applied Science- Resources and Technology Mgt  
Minor: Global General Business

### **DARTON COLLEGE- Albany, GA**

**05/2011**

Applied Associate in Speech Communication

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>○ Excellent attention to detail and accuracy and strong multi-tasking skills</li> <li>○ Interpersonal and customer service skills</li> <li>○ Ability to work independently</li> </ul> | <p>Computer experience (Word, Excel, Microsoft Outlook)</p> <ul style="list-style-type: none"> <li>○ Impeccable attention to detail</li> <li>○ Excellent Mathematics Skills</li> </ul> |
|--|--|



# 2023 COMMITTEE APPOINTMENTS

## Finance

Clinton Johnson, Chair  
Victor Edwards  
Ed Newsome

## Public Safety

Anthony Jones, Chair  
Gloria Gaines  
Ed Newsome

## Governmental Affairs

Gloria Gaines, Chair  
Clinton Johnson  
Ed Newsome

## Public Works

Ed Newsome, Chair  
Russell Gray  
Anthony Jones

## Public Health

Russell Gray, Chair  
Gloria Gaines  
Clinton Johnson

## Recreation

Victor Edwards, Chair  
Russell Gray  
Anthony Jones