



Baldwin County Commission Special Work Session
Meeting Minutes

Tuesday, January 10, 2023
8:30 AM

Baldwin County Fairhope Satellite Courthouse, County Commission Conference Room
1100 Fairhope Avenue, Fairhope, Alabama 36532

Commissioners present:

District 1 – Commissioner James E. Ball
District 2 – Commissioner Matthew P. McKenzie
(arrived at 8:43 a.m.)
District 3 – Commissioner Billie Jo Underwood
District 4 – Commissioner Charles F. Gruber

Commissioners absent:

None.

Staff present:

Ron Cink, Budget Director/Interim County Administrator
Deidra Hanak, Personnel Director
Joey Nunnally, County Engineer
Brian Peacock, Communications/Information Systems (CIS) Director
Zach Hood, Emergency Management Agency (EMA) Director
Ron Ballard, Juvenile Detention Center Director
Anu Gary, Administrative Services Manager
Taylor Bufkin, Public Information and Communications Specialist
Matthew Brown, Planning Director
Shannon Spivey, Customer Relationship Manager
Bradley Helms, Archives Specialist
Terri Graham, Environmental and Development Director

Also present:

Sheriff Huey Hoss Mack
Dr. Brian Pierce, Coroner
Troy Dyess, Deputy Coroner
Guy Busby, Gulf Coast News

After the welcome, invocation and pledge of allegiance, the following agenda items were reviewed and/or discussed:

REVIEW OF BALDWIN COUNTY STRATEGIC PLAN

After opening comments by Shannon Spivey, Customer Relationship Manager, Commissioners, and staff discussed the initial assignment of team leaders and members of the team designated to implement the goals of the Baldwin County Strategic Plan and the need to replace leads and team members no longer with the County for each goal in the plan.

Commissioners and staff discussed the current **Implementation Plan for Baldwin County Strategic Plan** and reviewed strategic priorities and goals under each priority; goals currently under progress under each section of the plan, adjustments to specific strategic goals, goals completed and proposed new goals to be added to the plan were discussed.

Ms. Spivey noted **changes to the goals in the Strategic Plan** will be brought to the Commission to formally approve at a regular meeting.

Commissioner Underwood left meeting and the Chambers at 9:17 a.m. and returned to the meeting at 9:21 a.m.

Commissioner Underwood left the meeting and the Chambers at 9:58 a.m. and returned to the meeting at 10:00 a.m.

Prior to recess, Goals in Sections 1.1 through 3.2 were reviewed.

Recess

The Chairman recessed the meeting at 10:11 a.m.

The meeting reconvened at 10:21 a.m.

REVIEW OF BALDWIN COUNTY STRATEGIC PLAN – Cont.

The Commissioners and staff continued the review of strategic priorities and goals under each priority in the plan. Goals 4.1 through 5.4 were reviewed and discussed after recess.

It was decided that the following goals in the current Baldwin County Strategic Plan would be made inactive:

- 1) Strategic Goal 1.3 - Baldwin Beach Express #2
- 2) Strategic Goal 2.3 - Expand capacity of Juvenile Detention Center

It was decided that the following new goals be added to the Baldwin County Strategic Plan:

- 1) Animal Control - Spay and neutering of animals.
- 2) Material Recovery Facility - fully operational facility to be established.
- 3) Explore the feasibility of creating Solid Waste Authority.

It was decided staff will update and make changes to the goals as discussed, contact department heads and team leads to update the team member lists for each goal, and staff will provide brief progress updates on each goal periodically (but at least quarterly) to the Commission during work sessions, with each team lead providing the updates to the Commission. Ms. Spivey will create a rotation schedule for progress updates to the Commission.

PUBLIC COMMENTS

None.

PRESS QUESTIONS

None.

COMMISSIONER COMMENTS

None.

Juvenile Detention Center Director Interviews

Deidra Hanak, Personnel Director, and Commissioners discussed interviews for the JDC Director position, and it was decided that interviews be scheduled for Monday, January 23, 2023, at 8:30 a.m. at the Robertsdale Central Annex Commission Conference Room. The Commissioners will select their top candidates to interview, email Ms. Hanak the names of their top 3-4 candidates, and Ms. Hanak will compile the information and set up interviews. The Commissioners further discussed the selection process for the candidates, salary for the position, and the job description for the position.

ADJOURNMENT

Motion by Commissioner Billie Jo Underwood, seconded by Commissioner James E. Ball, to adjourn the January 10, 2023, Baldwin County Commission Special Work Session at 11:31 a.m.

The motion passed by the following vote:

Aye: 4 - James E. Ball, Matthew P. McKenzie, Billie Jo Underwood, and Charles F. Gruber
Nay: 0
Absent: 0
Abstain: 0



Strategic Priority: Growth and Infrastructure Balance

1.1 By 2025

All residents and businesses of Baldwin County will have the ability to access consistent high-speed internet.

Team Members Need Replacing - Tanner Jones and Sherry-Lee Botop. Lee Johnson from EDA offered to take place of Tanner Jones. Feasibility Study is being performed by Sain Associates on behalf of ACCA. Brian is reviewing the draft copy.

1.2 By 2022

Residents will experience a well-planned set of new and improved roads for local travel that will alleviate traffic congestion on arterials.

****Does not necessarily need action. Many actions were complete by the initial "2022" stated deadline but this will always been an ongoing goal.**

1.3 By 2025-2027

Residents and visitors will experience reduced congestion with the completion of the Baldwin Beach Express #2 (BBE2).

****Do not make inactive but needs to be updated**

1.4 By December 31, 2022

Property owners, municipalities and schools will experience a Comprehensive Land Use Plan that ensures consistency between the County and Municipalities, encourages predictability in the development process, and creates and fosters a coordinated vision and goals with cities while respecting the citizen-driven zoning process.

****Request that completion date be revised to 2023**

1.5 By 2025

The community will experience increased water access with parking throughout the County, as evidenced by:

- a) Three (3) additional water access points with parking
- b) Upgrades to existing water access points

1.6 (formerly 3.3) By 2025

Baldwin County residents and visitors will experience the full development and marketing of Live Oak Landing and Bicentennial Park.

Strategic Priority: Public Safety

2.1 By 2025

Baldwin County will experience improved public safety through the building & completion of Baldwin County Sheriff's Office Tower B.

2.2 By 2025

Baldwin County will experience increased efficiencies and reduced incarceration times for those committing minor offenses as the result of the completion of a southern satellite booking center.

Green = Successfully Completed

Blue = On Track Not Yet Due

Red = Past Due or Needs Attention

<p>2.3 By December 31, 2021 Baldwin County will experience increased capacity to safely hold juvenile offenders with the expansion of 10-20 beds in the Juvenile Detention Center.</p>
<p>**Propose it be made inactive due to justice act requirements not coming to fruition</p>
<p>2.4 By 2025 Baldwin County will experience a Coroner's Office that is better aligned with the County's functional population and handle a mass casualty event.</p>
<p>2.5 By 2022 Baldwin County will have completed a Threat Hazard Identification Risk Assessment (THIRA) and a corresponding Emergency Operations Plan (EOP).</p>
<p>**Request Completion date be revised to 2023</p>
<p style="text-align: center;">Strategic Priority: Economic Prosperity & Workforce</p>
<p>3.1 By 2025 Baldwin County will experience (1) or more sizable industries locating operations at the South Alabama Mega Site.</p>
<p>**COMPLETED: Novelis Recycling</p>
<p>3.2 By 2026, Baldwin County will experience an adequately trained workforce in the areas of Transportation, Aerospace, Automotive, Healthcare and Distribution.</p>
<p>**Propose Lee Johnson from Economic Development for new Goal Lead.</p>
<p style="text-align: center;">Strategic Priority: Protecting the Natural Environment</p>
<p>4.1 By 2022 The community will experience a reduction in runoff and flooding through the implementation of a regional retention system for stormwater.</p>
<p>4.2 By 2021 The County in partnership with the District Attorney's Office, will participate in environmental investigations focused on the reduction of environmental crimes.</p>
<p>**Request that we remove wording "Environmental Compliance & Enforcement" based on referendum not passing however some of this will be able to be handled through coordination with other regulatory agencies. Actions to be completed in 2023 include completion of Environmental Complaint Tracking. Partnering with CIS and Citizen Service Center to accomplish this action.</p>

Green = Successfully Completed

Blue = On Track Not Yet Due

Red = Past Due or Needs Attention

<p>4.3 By 2021</p> <p>The community will experience increased transparency and accountability for watershed quality through regular testing and reporting of water quality and the ongoing development of partnerships with citizens and groups interested in the environment.</p> <p>**We need 2-3 more years for the goal. The Goal is on track, but we will need additional time to determine the best path forward with the water quality monitoring program which will include surface and ground water monitoring.</p> <p>We are working with the MBNEP to use infrastructure money to implement a Peterson Branch (Lillian) Sub-watershed monitoring project. Once this 1–2-year project is complete, we will have a better understanding of the cost to implement a county wide surface water program.</p> <p>We are working with GSA to establish 10 groundwater monitoring sites across the county. We will seek partnerships with Baldwin County Utilities.</p> <p>**The Goal may need eventually need County funding. We will know more after we complete the Peterson Branch Project and choose the ground water sampling sites. At this time, no funding is requested.</p>
<p>Proposed 4.4 By 2026</p> <p>Residents and businesses in Baldwin County will have the option of both curbside and voluntary drop off recycling through new Material Recovery Facility.</p>
<p>Strategic Priority: County Government</p>
<p>5.1 Beginning in October 2021</p> <p>Baldwin County residents will experience increased transparency and accountability with the issuance of an Annual Performance Report.</p> <p>**Clarification on delivery method</p>
<p>5.2 By November 2021</p> <p>Baldwin County will experience a customer-focused and supportive County Organization culture through the implementation of an employee recognition program.</p>
<p>5.3 By December 2021</p> <p>Community and citizen inquiries will receive a response or return phone call within 24-72 hours.</p> <p>**Clarification on desired outcome</p>
<p>5.4 By 2022</p> <p>The community will experience enhanced service delivery through the initiation and continuation of regional partnerships with municipalities, adjoining Counties, Boards of Education, etc.</p> <p>**Guidance on how to proceed - who should be team lead and who should be on the team</p>

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Blue = On Track Not Yet Due

Red = Past Due or Needs Attention

Strategic Priority: Growth and Infrastructure Balance

1.1 Strategic Goal: *Consistent High-Speed Internet* - 2025

1.1 By 2025, all residents and businesses of Baldwin County will have the ability to access consistent high-speed internet.

Strategic Goal Lead

Brian Peacock- CIS

Strategic Goal Team

Christy Davis – Budget Office
Vince Jackson- Planning
Tanner Jones- Economic Development Alliance
Sherry-Lea Bloodworth Botop- Administration

Team Members Need Replacing - Tanner Jones and Sherry-Lee Botop. Lee Johnson from EDA offered to take place of Tanner Jones. Feasibility Study is being performed by Sain Associates on behalf of ACCA. Brian is reviewing the draft copy.

Growth & Infrastructure Balance

GOAL: HIGH-SPEED INTERNET AVAILABLE TO ALL RESIDENTS

STATUS: ATTENTION

Other Notes: Team Members

Need 2 new team members

ACCOMPLISHMENT: Provider Feedback

The team met with a number of ISPs in the area to discuss the future growth of broadband in Baldwin County as well the needs and obstacles that stand in their way.

ACCOMPLISHMENT: Secure Vision follow-up

Met with Len and reviewed the dashboard in detail. Provided him information on the Commission district line and the unincorporated area of Baldwin County. Also took a driving survey of some County Road and State roads to show the sparse area that need service

ACCOMPLISHMENT: Secure Vision Meeting

Len Cody request a meeting with Brian Peacock to discuss his vision of providing broadband to all unserved and underserved residents and businesses. Len provided a solid concept and requested additional information on the area as well as a survey of an example of an unserved area.

CHALLENGE: Sparseness of County

How do we manage the sparse area of the County that still needs internet services

Growth & Infrastructure Balance

GOAL: HIGH-SPEED INTERNET AVAILABLE TO ALL RESIDENTS

STATUS: ATTENTION

ACTION: Public Survey

STATUS: COMPLETE

ACCOMPLISHMENT: Survey Completed

Public survey published for 6 mths with 3456 participants responding

CHALLENGE: Internet Survey Results

How will we communicate with the Public that responded to obtain more accurate information

ACTION: RFP for Countywide Broadband coverage

STATUS: IN PROGRESS

CHALLENGE: RFP development

How do we structure RFP in a way that is achievable and fair to all citizens

ACTION: Road miles in Baldwin County

STATUS: COMPLETE

ACCOMPLISHMENT: Calculated Miles of County maintained and State

Ethan and Jacob provided information needed

Strategic Priority: Growth and Infrastructure Balance

1.2 Strategic Goal: *Improved Roads for Local Travel* - 2022

1.2 By 2022, residents will experience a well-planned set of new and improved roads for local travel that will alleviate traffic congestion on arterials.

Strategic Goal Lead	Joey Nunnally- Highway Department
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Strategic Goal Team	Ron Cink- Budget Office Frank Lundy- Highway Department Celena Boykin- Planning
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Many projects complete but there are actions not anticipated to be complete until 2026

****Does not necessarily need action. Many actions were complete by the initial "2022" stated deadline but this will always been an ongoing goal.**

Growth & Infrastructure Balance
GOAL: NEW AND IMPROVED ROADS

Other Notes: Revise Completion Date

Many projects complete but there are actions not anticipated to be complete until 2026

ACTION: Construct New Roadways to Alleviate Congestion

STATUS: IN PROGRESS

ACTION: Evaluate and Update Road Classifications

STATUS: IN PROGRESS

ACTION: Identify Arterials within the County

STATUS: COMPLETE

ACCOMPLISHMENT: Produce map of arterials

Map complete

ACTION: Improve Existing Roadways to Increase Safety and Reduce Congestion

STATUS: IN PROGRESS

ACCOMPLISHMENT: Add Turn-Lane to the Intersection of CR-32 and US-98

Construction Complete

ACCOMPLISHMENT: Roundabout at CR-13 & CR-32 - Complete

Roundabout construction complete and open for traffic

ACTION: Update Travel Demand Model for Eastern Shore MPO and Baldwin County

STATUS: IN PROGRESS

Strategic Priority: Growth and Infrastructure Balance

1.3 Strategic Goal: *Baldwin Beach Express #2* - 2025/2027

1.3 By 2025-2027, residents and visitors will experience reduced congestion with the completion of the Baldwin Beach Express #2 (BBE2).

Strategic Goal Lead	Joey Nunnally- Highway Department
Strategic Goal Team	Ron Cink- Budget Office Frank Lundy- Highway Department
**Do not make inactive but needs to be updated	

Growth & Infrastructure Balance

GOAL: COMPLETION OF BALDWIN BEACH EXPRESS #2 (BBE2)

Continuing to pursue but will need to be revised

ACTION: Investment Grade Traffic and Revenue Study

STATUS: IN PROGRESS

ACTION: Local Amendment 2

STATUS: ATTENTION

CHALLENGE: Local Amendment 2 establishing a toll authority - VOTED DOWN
November 3, 2020 Baldwin County voters voted down Local Amendment 2. This toll authority would have provided a funding mechanism for the BBE II.

Strategic Priority: Growth and Infrastructure Balance

1.4 Strategic Goal: *Comprehensive Land Use Plan* - 2022

1.4 By December 31, 2022, property owners, municipalities and schools will experience a Comprehensive Land Use Plan that ensures consistency between the County and Municipalities, encourages predictability in the development process, and creates and fosters a coordinated vision and goals with cities while respecting the citizen-driven zoning process.

Strategic Goal Lead	Matthew Brown - Planning Director
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Strategic Goal Team	Wayne Dyess- Administration Joe Ryan- Planning Sherry-Lea Bloodworth Botop- Administration Celena Boykin – Planning
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****Matthew would like to add Buford and Taylor to team in place of Wayne, Joe and Sherry-Lea
Completion date needs to be extended because additional time for public comments was requested.
There is a joint work session with County Commission and Planning Commission scheduled for Jan. 5, 2023.**

****Request that completion date be revised to 2023**

Request completion date be revised to 2023. Public requested additional time to review

ACTION: Community Outreach Phase 1

STATUS: COMPLETE

ACCOMPLISHMENT: Successful Community Meetings

Though attendance was on the lower side, we were concerned that the attendance might be much lower due to over-saturation related to elections and other municipal planning efforts.

CHALLENGE: Avoiding potential confusion with comprehensive plan updates from other municipalities. Fairhope and Daphne are also going through comprehensive plan updates and their public outreach efforts might easily get confused with our own. Staff will be watching those efforts and attempt to time the release of its own efforts accordingly.

ACTION: Community Outreach Phase 2

STATUS: IN PROGRESS

ACCOMPLISHMENT: Community Outreach Phase 2

Great attendance at a series of Rural Community Workshops.

ACTION: Community Outreach Phase 3

STATUS: NOT STARTED

Growth & Infrastructure Balance

GOAL: COMPREHENSIVE LAND USE PLAN

STATUS: ATTENTION

ACCOMPLISHMENT: Great Survey Response Data

Collected over 1300 survey responses to get us off to a great start for understanding community priorities.

ACCOMPLISHMENT: Strong Response to a Third Community Survey

Community survey focusing on rural characteristics.

ACTION: Community Survey #2

STATUS: COMPLETE

ACTION: Conduct Consultant Interviews

STATUS: COMPLETE

ACTION: Conduct Preliminary Scoping Review

STATUS: COMPLETE

ACTION: Consultant Orientation Meetings

STATUS: COMPLETE

ACCOMPLISHMENT: Internal Master Plan Kick-off Meetings

Consultant spent two days in Baldwin County getting oriented with the County's needs and expectations.

CHALLENGE: Consultant Staffing Change

Design Workshop project lead, Glenn Walters, is no longer with the firm which will require some staffing shift by the consultant.

Growth & Infrastructure Balance

GOAL: COMPREHENSIVE LAND USE PLAN

STATUS: ATTENTION

ACTION: Presentation of 60% Draft Plan

STATUS: IN PROGRESS

ACTION: Presentation of Final Plan for Adoption

STATUS: NOT STARTED

ACTION: Select Consultant and Award Contract

STATUS: COMPLETE

Strategic Priority: Growth and Infrastructure Balance

1.5 Strategic Goal: *Increased Water Access* - 2025

1.5 By 2025, the community will experience increased water access with parking throughout the County, as evidenced by:

- a) Three (3) additional water access points with parking
- b) Upgrades to existing water access points

Strategic Goal Lead

Madison Steele- Parks

Strategic Goal Team

Wayne Dyess- Administration
Vince Jackson- Planning
Joey Nunnally- Highway Department
Ashley Campbell - Natural Resource Planner

Growth & Infrastructure Balance

GOAL: INCREASED COMMUNITY WATER ACCESS

STATUS: ON TRACK

ACTION: Josephine Boat Launch

STATUS: IN PROGRESS

ACTION: Live Oak Landing Interpretive Center

STATUS: COMPLETE

ACTION: Perdido Bay Park

STATUS: IN PROGRESS

ACTION: Perdido Bay Park Boardwalk

STATUS: IN PROGRESS

Strategic Priority: Growth and Infrastructure Balance

1.6 Strategic Goal: *Live Oak Landing and Bicentennial Park* - 2025

1.6 (formerly 3.3) By 2025, Baldwin County residents and visitors will experience the full development and marketing of Live Oak Landing and Bicentennial Park.

Strategic Goal Lead

Madison Steele- Parks
Felicia Anderson- Archives and History

Strategic Goal Team

Brian Peacock- CIS
Junius Long- Building Maintenance
Cian Harrison- Finance
Wayne Dyess- Administration
Sherry-Lea Bloodworth Botop- Administration

Green = Successfully Completed

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Growth & Infrastructure Balance
GOAL: LIVE OAK LANDING AND BICENTENNIAL PARK
STATUS: ON TRACK

ACTION: Bicentennial Park - Development
STATUS: IN PROGRESS
<p>ACCOMPLISHMENT: Bicentennial Park - Additional Natural Resources Fruit trees were planted at the park; Deer feeders were installed</p>
<p>ACCOMPLISHMENT: Corporate Sponsorships/Funding The Archives Department actively seeks corporate sponsorships, grants, and other funding opportunities to help offset the costs for improvements at Bicentennial Park. To date, we have secured \$195,889.00 in sponsorships/grants.</p>
<p>ACCOMPLISHMENT: Sawmill Staff is working with the South Alabama Antique Tractor and Engine Club to move a working sawmill to Bicentennial Park. Bicentennial Park is the site of one of Alabama's first sawmills. In the early 1800s, sawmills were the only available local outlet for industrial quantities of sawed lumber and as an effectively limitless source of power for sawmills.</p>
<p>ACCOMPLISHMENT: Signage Staff will name each road at Bicentennial Park and place historic street signs at each.</p>
<p>ACCOMPLISHMENT: Signage - Informational Kiosks Eight informational kiosks were placed at Bicentennial Park. The informational kiosks are placed at each historic site. The kiosks are self-service and provide a greater understanding of the history of each site.</p>

Growth & Infrastructure Balance

GOAL: LIVE OAK LANDING AND BICENTENNIAL PARK**STATUS: ON TRACK****ACCOMPLISHMENT: South Alabama Antique Tractor and Engine Club (SAATEC)**

Staff has worked to partner with the South Alabama Antique Tractor and Engine Club (SAATEC), Foley Alabama. The SAATEC is an organization dedicated to promote and encourage the restoration, preservation, collection and exhibition of antique tractors, engines, machinery and implements of historical value. The club was founded to preserve the rich culture of agriculture from the past, to help educate the current generation of activities involved in the production of agriculture products.

ACCOMPLISHMENT: Structure Relocation

The Latham Post Office built in 1940 was moved from Stockton to its new home at Bicentennial Park.

ACCOMPLISHMENT: Turn-Of-The-Century Barn

Working Farm - On the site there is a nineteenth century working farm. The farm interprets a common yeoman farming operation circa mid to late nineteenth century. The farm incorporates a variety of sample subsistence crops as well as export crops commonly grown in Baldwin County during this period. The farm serves as a wide-ranging approach to education. Staff is applying for a Education Trust Fund Grant through the Alabama Historical Commission to build the barn.

CHALLENGE: Bicentennial Park - Development -Funding

Goal: Adding additional structures to the park: Cultural Interpretive Center, farm house, etc. is a challenge due to funding. Staff is actively seeking grants, corporate sponsorships etc. to help offset some of the costs for full development.

Growth & Infrastructure Balance
GOAL: LIVE OAK LANDING AND BICENTENNIAL PARK
STATUS: ON TRACK

ACTION: Bicentennial Park - Marketing
STATUS: IN PROGRESS

ACCOMPLISHMENT: Christmas Festival and Light Display - Full Show
The purpose behind having this event at Bicentennial Park: To attract more visitors/tourists, to bond our community together which would yield social benefits and strengthen community relationships, bring awareness to the rich culture and identity of the park, serve as a source of community pride and the opportunity to help shape the character of North Baldwin County.

ACTION: Live Oak Landing - Marketing
STATUS: COMPLETE

ACCOMPLISHMENT: Online Reservation System for Live Oak Landing
CIS department staff updated the website for Bicentennial Park to make the site more interactive and implemented an Online Reservation System. Guests may reserve the Historic Montpelier Methodist Church and/or the Pavilion.

Growth & Infrastructure Balance

GOAL: LIVE OAK LANDING AND BICENTENNIAL PARK**STATUS: ON TRACK****ACTION: Live Oak Landing (LOL) Development****STATUS: IN PROGRESS****ACCOMPLISHMENT: Additional Structures: Other Possibilities for park additions**

A rural farm house, one-story framed home, dog-trot house or a creole cottage (1700-1900) located close to the blacksmith shop, logging train. North Baldwin County is known for logging. A pedestrian walkway is a great idea. This would add a hiking destination among other things (connection via the pedestrian walkway to Live Oak Landing and a Cultural Interpretive Center. This structure will include: classroom space, research stations, auditorium space etc.

ACCOMPLISHMENT: Campground Addition

A credit card operated washer/dryer and fire pits were added to the campground

ACCOMPLISHMENT: Internet Access

Wireless Internet was added to the park

ACCOMPLISHMENT: Interpretive Kiosks

Brian Peacock and his team is working on digital signage

ACCOMPLISHMENT: Playground Equipment

New playground equipment is being installed at the site

ACCOMPLISHMENT: Policies and Procedures

Staff is working to revise policy #2.23 Baldwin County Park, Boat Launch and Historic Sites Ordinance to present to the Commission for approval. Background: Baldwin County Park, Boat Launch, and Historic Sites Ordinance #2009-01-00 was adopted by the Commission on 9/1/2009, and was created under Constitutional Amendment 809 (formerly Act 2008-452). The Ordinance became effective on 9/9/2009 and was repealed by Ordinance #2014-01-00 adopted by the Commission on 4/15/2014. - This applies to both sites

ACCOMPLISHMENT: Security

Live view cameras were installed

Growth & Infrastructure Balance
GOAL: LIVE OAK LANDING AND BICENTENNIAL PARK
STATUS: ON TRACK

ACCOMPLISHMENT: UDisc (frisbee) Golf
A 18 hole UDisc (frisbee Golf) course is now located on site at Live Oak Landing.

CHALLENGE: Live Oak Landing - Additional Development - Funding
Goals: Pedestrian Bridge to connect Live Oak Landing and Bicentennial Park as one destination is on hold due to funding. The same is true for adding cabins, wedding venue, hard surface parking lot, and the secure boat storage.

ACTION: Live Oak Landing Restroom
STATUS: COMPLETE

ACCOMPLISHMENT: Restroom opened
Restroom have been opened and are fully operational

Strategic Priority: Public Safety

2.1 BCSO Office Tower B - 2025/2026

2.1 By 2025, Baldwin County will experience improved public safety through the building and completion of the Baldwin County Sheriff's Office Tower B.

Strategic Goal Lead

Ron Cink - Budget

Strategic Goal Team

Sheriff Huey Mack - Sheriff's Office
Anthony Lowrey - Sheriff's Office
Wanda Gautney - Purchasing

Green = Successfully Completed

Blue = On Track Not Yet Due

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Public Safety

GOAL: BCSO OFFICE TOWER B
STATUS: ON TRACK

ACCOMPLISHMENT: Demolish Old Facility
Demolish Old Facility and Water Tower

ACTION: Remodel of City Annex
STATUS: COMPLETE

CHALLENGE: Public Safety Tower B
Supply of construction materials. Sub contractor workers

ACTION: Start Construction of Tower B
STATUS: IN PROGRESS

GOAL SYNOPSIS

Strategic Priority: Public Safety	
2.2 Strategic Goal: <i>Southern Satellite Booking Center</i> - 2025	
2.2 By 2025, Baldwin County will experience increased efficiencies and reduced incarceration times for those committing minor offenses as the result of the completion of a southern satellite booking center.	
Strategic Goal Lead	Sheriff Huey Mack- Sheriff's Office
Strategic Goal Team	Bob Wilters- District Attorney's Office Teresa Heinz- District Attorney's Office Ron Cink- Budget Office

Green = Complete

Blue = On Track / Not Yet Due

Red = Past Due / Needs Attention

Public Safety

GOAL: SOUTHERN SATELLITE BOOKING CENTER

STATUS: ATTENTION

Strategic Priority: Public Safety

2.3 Strategic Goal: *Expand Capacity of Juvenile Detention Center* - 2021

2.3 By December 31, 2021, Baldwin County will experience increased capacity to safely hold juvenile offenders with the expansion of 10-20 beds in the Juvenile Detention Center.

Strategic Goal Lead	Ron Ballard- Juvenile
Strategic Goal Team	Cian Harrison- Finance Junius Long - Building Maintenance

****Propose it be made inactive due to justice act requirements not coming to fruition**

Public Safety
GOAL: JDC CAPACITY EXPANSION STATUS: ATTENTION

ACTION: Expansion of JDC by 20 beds STATUS: ATTENTION
RESOLVED CHALLENGE: Expansion of JDC Obtaining Funding
CHALLENGE: Withdraw Goal - Law Unlikely to Change Recommendation is that this goal be withdrawn for now as expected changes to juvenile law are now unlikely to occur.
ACTION: Study on the 20 bed addition at the JDC in order to get a budget number STATUS: COMPLETE

Strategic Priority: Public Safety

2.4 Strategic Goal: *Coroner's Office* - 2025

2.4 By 2025, Baldwin County will experience a Coroner's Office that is better aligned with the County's functional population and handle a mass casualty event.

Strategic Goal Lead	Brian Pierce- Coroner's Office
Strategic Goal Team	Troy Dyess- Coroner's Office Anthony Lowery- Sheriff's Office Cian Harrison- Finance Zach Hood - BCEMA
Need Funding Source	

Public Safety

GOAL: INCREASE CAPACITY OF CORONER'S OFFICE
STATUS: ON TRACK

<p>ACCOMPLISHMENT: New Facilities We are also working with the County Purchasing Department to obtain cost proposals and renderings for a future facility. There may be an opportunity for the narcotics and crime scene units of the Baldwin County Sheriff's Office to work out of the same facility as the Coroner Staff. This idea seems to pair well and would provide many efficiencies while working through the various investigative processes.</p>
<p>ACCOMPLISHMENT: Temporary Space available Through the support of the Baldwin County Commission we have been granted access to utilize various meeting rooms at locations such as Central Annex in Robertsdale. This provides a much better space for staff meetings, certain training, presentations, etc.</p>
<p>CHALLENGE: Facilities - Funding We are currently working closely with the Baldwin County Commission and all other related partners in an effort to solidify funding for this needed project.</p>

Public Safety

GOAL: INCREASE CAPACITY OF CORONER'S OFFICE
STATUS: ON TRACK

ACTION: Reporting Platform / Communications
STATUS: IN PROGRESS

ACCOMPLISHMENT: Case Management System
The case management system or CMS was developed through the combined efforts of the Baldwin County Coroner's Office and the CIS team. The newly developed platform was launched on 6/21/2022. Many details have been fine-tuned during the first few months of use. As of 10/1/2022 we will begin our first full year on the new system. We continue to work closely with CIS to bring this platform to full potential and we believe there could be a revenue generating opportunity.

ACCOMPLISHMENT: Case Management System
Grant awarded to help pay for the newly developed CMS. The grant was awarded via Infrastructure support for coroner, medical examiner, and medicolegal death investigators, from the National Network of Public Health Institutes (NNPHI)

ACTION: Staff Compensation and Benefits:
STATUS: COMPLETE

ACCOMPLISHMENT: Staffing Conversion
We are beginning the process of moving away from an all part-time, temporary staff to a mix of full-time and part-time positions. This change will allow for better coverage during times of increased call volume, natural and other disasters or large scale events.

Strategic Priority: Public Safety

2.5 Strategic Goal: *Emergency Operations Planning* - 2022

2.5 By 2022, Baldwin County will have completed a Threat Hazard Identification Risk Assessment (THIRA) and a corresponding Emergency Operations Plan (EOP).

Strategic Goal Lead	Zach Hood- BCEMA
Strategic Goal Team	Jenni Guerry- BCEMA Wanda Gautney- Purchasing Loren Lucas - Now in BRATS - switch to Susan Kilby?

In November the THIRA draft was presented to partners and stakeholders for review and feedback. Goal is to have EOP authorized by the Commission no later than June 2023. Currently getting feedback from our ESF partners. Working on finalizing the ESF Annexes and the incident annexes. Community Lifelines are being added. In future we will meet with our ESF partners quarterly to review and document any potential changes to the EOP, and update once annually if warranted.

****Request Completion date be revised to 2023**

Public Safety
GOAL: THIRA & EOP
STATUS: ATTENTION

Request completion date be revised to mid year 2023

ACCOMPLISHMENT: Alignment of Incidents and Events Annex to be congruous with the THIRA
THIRA provides reason behind planning for given disaster possibilities. EOP expands on possibilities and includes considerations for response, recovery, and mitigation.

ACCOMPLISHMENT: Incorporated Elements of National Qualification System
NQS provides standards for training specific to roles and responsibilities and functions of Emergency Operations Center (EOC) staff, Emergency Support Function members to include command staff and general staff.

CHALLENGE: Remove Elementary Schools as Shelters of Last Resort - Add High Schools within same Geographical Area
We are rewriting and updating the EOP to reflect the findings following the shelter assessments. We are working closely with corresponding public schools to ensure a smooth transition. This change will delay the overall completion of the plan but will ensure sustainable operations during times of crisis. We are working on rewriting the MOU/MOA to reflect the changes and will be running through as agenda item in November, or following the completion of legal review.

CHALLENGE: Shelter Assessments conclude elementary schools are not adequate for public shelter sustainability.
A major portion of the Emergency Operations Plan includes identifying shelters and the operational assignments of various emergency support functions. Shelters require 3 major components to ensure readiness and success. 1. Qualified Shelter Staff, 2. Emergency Medical Service and Law Enforcement, 3. Wrap around services and support. In conclusion- Shelters should not include elementary schools as they do not have the wrap around support infrastructure needed. Example toilets, tables, no showers.

Public Safety
GOAL: THIRA & EOP
STATUS: ATTENTION

Request completion date be revised to mid year 2023

<p>ACCOMPLISHMENT: Alignment of Incidents and Events Annex to be congruous with the THIRA THIRA provides reason behind planning for given disaster possibilities. EOP expands on possibilities and includes considerations for response, recovery, and mitigation.</p>
<p>ACCOMPLISHMENT: Incorporated Elements of National Qualification System NQS provides standards for training specific to roles and responsibilities and functions of Emergency Operations Center (EOC) staff, Emergency Support Function members to include command staff and general staff</p>
<p>CHALLENGE: Remove Elementary Schools as Shelters of Last Resort - Add High Schools within same Geographical Area We are rewriting and updating the EOP to reflect the findings following the shelter assessments. We are working closely with corresponding public schools to ensure a smooth transition. This change will delay the overall completion of the plan but will ensure sustainable operations during times of crisis. We are working on rewriting the MOU/MOA to reflect the changes and will be running through as agenda item in November, or following the completion of legal review.</p>
<p>CHALLENGE: Shelter Assessments conclude elementary schools are not adequate for public shelter sustainability. A major portion of the Emergency Operations Plan includes identifying shelters and the operational assignments of various emergency support functions. Shelters require 3 major components to ensure readiness and success. 1. Qualified Shelter Staff, 2. Emergency Medical Service and Law Enforcement, 3. Wrap around services and support. In conclusion- Shelters should not include elementary schools as they do not have the wrap around support infrastructure needed. Example toilets, tables, no showers.</p>

Strategic Priority: Economic Prosperity & Workforce

3.1 Strategic Goal: *Industry Locating Operations at the Mega Site - 2025*

3.1 By 2025, Baldwin County will experience (1) or more sizable industries locating operations at the South Alabama Mega Site.

Strategic Goal Lead	Lee Lawson- Baldwin County Economic Development Alliance
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Strategic Goal Team	Joey Nunnally- Highway Department Vince Jackson- Planning
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****COMPLETED: Novelis Recycling**

Economic Prosperity & Workforce

GOAL: SOUTH ALABAMA MEGA SITE

STATUS: RESOLVED

ACTION: Identify Key Relationships and Leads to Locate a Tenant for the Mega Site

STATUS: COMPLETE

ACTION: Locate Tenant at the South Alabama Mega Site

STATUS: COMPLETE

ACCOMPLISHMENT: Novelis will create over 1,000 jobs and invest over \$2.5 Billion
The project will take over 2,000 acres and represent more than 1,000 jobs and over \$2.5 billion in investment. Novelis plans to be operational in 2025.

ACCOMPLISHMENT: Signed Contract with Novelis - Plans to be Operational 2025
Novelis to locate first fully-integrated aluminum rolling mill in more than 40 years at the South Alabama Mega Site.

Strategic Priority: Economic Prosperity & Workforce

3.2 Strategic Goal: *Workforce Training* - 2026

3.2 By 2026, Baldwin County will experience an adequately trained workforce in the areas of Transportation, Aerospace, Automotive, Healthcare and Distribution.

Strategic Goal Lead

Tanner Jones- BCEDA

Strategic Goal Team

Lee Lawson – BCEDA External Assistance:
Josh Duplantis- Coastal Alabama

****Propose Lee Johnson from Economic Development for new Goal Lead.**

Economic Prosperity & Workforce

GOAL: TRAINED WORKFORCE

STATUS: ON TRACK

ACCOMPLISHMENT: Baldwin Preparatory Academy
In conjunction with Baldwin County Public Schools developed 1st career tech high school in the history of State of Alabama and hosted engagement event with business and industry to ensure commitment to success of BPA.

ACTION: Engage with Industries
STATUS: COMPLETE

ACTION: Identify Gaps in Workforce
STATUS: COMPLETE

ACTION: Workforce Development to Increase Talent Pipeline
STATUS: COMPLETE

ACCOMPLISHMENT: Broke Ground on Baldwin Preparatory Academy
Successfully broke ground on construction of the Baldwin Preparatory Academy. Classes to begin in Fall of 2024.

Strategic Priority: Protecting the Natural Environment

4.1 Strategic Goal: *Regional Retention System for Stormwater* - 2022

4.1 By 2022, the community will experience a reduction in runoff and flooding through the implementation of a regional retention system for stormwater.

Strategic Goal Lead

Joey Nunnally- Highway Department

Strategic Goal Team

Eddie Harper - Building Official

Joe Ryan - Planning

Richard Johnson - City of Fairhope Public Works Director

Sherry Lea Bloodworth Botop - Administration

Protecting The Natural Environment

GOAL: REGIONAL RETENTION SYSTEM FOR STORMWATER

STATUS: ATTENTION

Other Notes: New Completion Date 2026

Completion date should be pushed to 2026 to capture on-going and new activities

ACTION: Boros Road Stormwater Pond

STATUS: COMPLETE

ACCOMPLISHMENT: Boros Road Stormwater Pond Constructed

Stormwater Pond has been constructed

ACTION: CR-28 Regional Detention

STATUS: IN PROGRESS

ACTION: Faircloth Road Drainage Improvements

STATUS: IN PROGRESS

ACTION: Kelly Pit Constructed Wetlands and Regional Detention

STATUS: IN PROGRESS

ACCOMPLISHMENT: Kelly Pit Constructed Wetlands and Regional Detention GOMESA Award

Awarded \$4mil in State GOMESA grant money for the Kelly Pit Constructed Wetlands and

Regional Detention project

ACTION: Regional Detention Study

STATUS: IN PROGRESS

ACTION: Surfside Shores Drainage Improvements

STATUS: IN PROGRESS

Strategic Priority: Protecting the Natural Environment

4.2 Strategic Goal: *Environmental Investigations* - 2021

4.2 By 2021, the County in partnership with the District Attorney's Office, will participate in environmental investigations focused on the reduction of environmental crimes.

Strategic Goal Lead

Joe Ryan- Planning

Terri Graham- Environmental/Solid Waste

Strategic Goal Team

Wayne Dyess- Administration

Bob Wilters- District Attorney Office

Teresa Heinz- District Attorney's Office

Eddie Harper- Building Maintenance

~~Miss LeAnn- Planning~~

The concerned citizen email address has been working great for citizen environmental complaints. Citizens Serve has also been a great tracking tool for multiple departments, and for citizens that can view all code cases online. We believe partnering with CIS and the Citizen Service Center to begin accepting environmental complaints through TextMyGov will make it even easier for citizens to submit complaints.

****Request that we remove wording "Environmental Compliance & Enforcement" based on referendum not passing however some of this will be able to be handled through coordination with other regulatory agencies. Actions to be completed in 2023 include completion of Environmental Complaint Tracking. Partnering with CIS and Citizen Service Center to accomplish this action.**

Protecting The Natural Environment

GOAL: REDUCTION OF ENVIRONMENTAL CRIME

STATUS: ATTENTION

ACCOMPLISHMENT: CitizenServe

CitizenServe is being utilized by county departments to track the status of complaints and we are exploring the option of expanding this feature to include environmental complaints to be utilized across county departments and state agencies for centralized tracking and transparency.

ACCOMPLISHMENT: Hire Deputy Solid Waste Officer II

County Attorney's office has been working on ways to expand Commissions authority. Baldwin County Solid Waste hired a Deputy Solid Waste Officer II - July 2021 BCC Approval.

CHALLENGE: Challenges

Public Education vs Enforcement Actions

ACTION: Environmental Compliance and Enforcement

STATUS: N/A

CHALLENGE: Challenges

What authority does the county commission currently have for each environmental crime/issue. Options for expanding this authority. Limited Self Governance, Amendment 4, Amendment 909.

CHALLENGE: Limited Self Governance Amendment Failed to Pass

Limited Self Governance Amendment Failed to Pass

Protecting The Natural Environment

GOAL: REDUCTION OF ENVIRONMENTAL CRIME

STATUS: ATTENTION

ACTION: Regulatory Agency Coordination

STATUS: IN PROGRESS

ACCOMPLISHMENT: Authority

Met with, and continued conversations with Attorney, ADEM and DA's office representative to explore options. Draft MOU between BCC and ADEM was received by BCSW 12-16-2021.

ACCOMPLISHMENT: Enforcement Approach

Breakdown types of issues and how to best approach enforcement. Tires, burning, dumping, sediment/retention, Building Code, doesn't address structures in unincorporated areas, animals, sewage/septage - land application, litter traps/waterways

CHALLENGE: Challenges

Public Health Nuisances must be declared by ADPH. Could, through the MOU the county has with ADPH, those specific County Health Officer functions be given to the Solid Waste Officer? ADPH is understaffed and very busy with COVID, meetings with them have been limited.

ACTION: TextMyGov for Environmental Complaints

STATUS: IN PROGRESS

Strategic Priority: Protecting the Natural Environment

4.3 Strategic Goal: *Increased Transparency and Accountability for Watershed Quality* - 2021 & ongoing

4.3 By 2021, the community will experience increased transparency and accountability for watershed quality through regular testing and reporting of water quality and the ongoing development of partnerships with citizens and groups interested in the environment.

Strategic Goal Lead	Ashley Campbell - Planning
Strategic Goal Team	Joey Nunnally- Highway Department Sherry Lea Bloodworth Botop- Administration Terri Graham- Environmental/Solid Waste Ashley Campbell - Natural Resource Planner Dan Dealy- Baldwin County Consultant

Working on a partnership with the following state and federal agencies to implement a county wide water quality monitoring program: Mobile Bay National Estuary Program-MBNEP / Alabama Water Watch-AWW / Geological Survey of Alabama-GSA / Alabama Department of Environmental Management-ADEM

****We need 2-3 more years for the goal. The Goal is on track, but we will need additional time to determine the best path forward with the water quality monitoring program which will include surface and ground water monitoring.**

We are working with the MBNEP to use infrastructure money to implement a Peterson Branch (Lillian) Sub-watershed monitoring project. Once this 1–2-year project is complete, we will have a better understanding of the cost to implement a county wide surface water program.

We are working with GSA to establish 10 groundwater monitoring sites across the county. We will seek partnerships with Baldwin County Utilities.

****The Goal may need eventually need County funding. We will know more after we complete the Peterson Branch Project and choose the ground water sampling sites. At this time, no funding is requested.**

Protecting The Natural Environment

GOAL: TRANSPARENCY AND ACCOUNTABILITY FOR WATER QUALITY**STATUS: ATTENTION****ACTION: County Wide or Watershed Scale Program****STATUS: NOT STARTED****CHALLENGE: County Wide or Watershed Scale Program**

Without grant money, the cost of a county wide plan may not be feasible. We are considering starting with a watershed approach which would compliment new and existing watershed management plans. We have a meeting scheduled for the week after the 4th of July holiday to discuss the watershed scale approach using some of the infrastructure funds.

ACTION: Create a County Natural Resource webpage that has links to water quality data for Baldwin County.**STATUS: COMPLETE**

ACCOMPLISHMENT: Natural Resource Webpage

Create a County Natural Resource webpage that has links to Alabama Water Watch and "EPA's How's My Waterway?" website to water quality data for Baldwin County.

ACTION: duplicate**STATUS: NOT STARTED****ACTION: EAC Proposal Presented to the BC Commission****STATUS: COMPLETE**

ACCOMPLISHMENT: Support for Baldwin County Water Monitoring Network Restore Project Submittal

The EAC presented a MBNEP grant proposal to the County Commission titled Baldwin County Water Monitoring Network.

CHALLENGE: Restore Bucket 2 -MBNEP Baldwin County - County Wide Water Quality Monitoring Network Grant Application

The Grant was not awarded to the MBNEP and its partners.

Protecting The Natural Environment

GOAL: TRANSPARENCY AND ACCOUNTABILITY FOR WATER QUALITY**STATUS: ATTENTION****ACTION: EAC Water Quality Subcommittee Plan****STATUS: COMPLETE**

ACCOMPLISHMENT: EAC Water Quality Subcommittee Plan

The EAC's Water Quality Subcommittee's plan involved bringing together Geological Survey of Alabama (GSA), Mobile Bay National Estuary Program (MBNEP), Alabama Department of Conservation & Natural Resources (ADCNR), Alabama Water Watch (AWW) and others to discuss existing county water quality data and the opportunity to apply for grant funding to enhance existing ground and surface water quality programs.

ACTION: Environmental Advisory Committee-Establish a Water Quality Subcommittee**STATUS: COMPLETE**

ACCOMPLISHMENT: EAC Creation of a Water Quality Subcommittee

The EAC create a subcommittee to research and propose a county wide water quality monitoring program plan.

ACTION: GSA Ground Water Quantity and Quality Study**STATUS: IN PROGRESS****ACTION: Hire a Natural Resource Planner to assist with Watershed Quality Strategic Goal.****STATUS: COMPLETE**

ACCOMPLISHMENT: Hire Natural Resource Planner

Natural Resource Planner hired on 1/25/21

ACTION: MBNEP/ADEM/Baldwin County Peterson Branch Water Monitoring Project**STATUS: IN PROGRESS**

Protecting The Natural Environment
GOAL: TRANSPARENCY AND ACCOUNTABILITY FOR WATER QUALITY
STATUS: ATTENTION

ACTION: Re-establish the Environmental Advisory Board (EAB)
STATUS: COMPLETE

ACCOMPLISHMENT: EAB Research and Bylaws Update
The EAB bylaws were reviewed and update as the Environmental Advisory Committee (EAC) Bylaws.

ACTION: Research the Environmental Advisory Board and Present Updated Bylaws to the County Commission for approval.
STATUS: COMPLETE

ACCOMPLISHMENT: Research EAC and Update Bylaws
The Natural Resource Planner researched the EAB and presented updated bylaws for the committee to the County Commission for approval.

Strategic Priority: County Government

5.1 Strategic Goal: *Annual Performance Report* - 2021 & ongoing

5.1 Beginning in October 2021, Baldwin County residents will experience increased transparency and accountability with the issuance of an Annual Performance Report.

Strategic Goal Lead	Wayne Dyess
Strategic Goal Team	Deidra Hanak- Personnel Armondo Love- Personnel Ron Cink- Budget Anu Gary- Administration Cian Harrison- Finance

****Clarification on delivery method**

County Government
GOAL: ANNUAL PERFORMANCE REPORT
STATUS: ATTENTION

Other Notes: Clarification on yearly expectation
Report to Commission during public meeting or create video as was done in 2021

ACTION: Define Components of the Performance Report
STATUS: COMPLETE
ACCOMPLISHMENT: State of the County Video Posted Online
<https://baldwinal.info/3CkmB2B>

Strategic Priority: County Government

5.2 Strategic Goal: *Employee Recognition Program* - 2021 & ongoing

5.2 By November 2021, Baldwin County will experience a customer-focused and supportive County Organization culture through the implementation of an employee recognition program.

Strategic Goal Lead	Deidra Hanak- Personnel
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Strategic Goal Team	Wayne Dyess- Administration Deidra Hanak- Personnel Armondo Love- Personnel Anu Gary- Administration
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****All actions currently identified are complete except the Leadership Academy which was Armondo's project. With departure of Armondo, that action is being re-evaluated.**

County Government
GOAL: COUNTY EMPLOYEE RECOGNITION PROGRAM
STATUS: RESOLVED

ACCOMPLISHMENT: Family Day 2022
Employee Family Day and Chili Cookoff held at Bicentennial Park March 12, 2022

RESOLVED CHALLENGE: Other software implementations
Personnel is still setting up and implementing new software that is very time consuming as it involves every function of the department.

ACCOMPLISHMENT: Employee Recognition
Reimplemented Employee of the Quarter Program

ACTION: Employee Spotlight To Recognize Employees
STATUS: COMPLETE

ACCOMPLISHMENT: Employee Spotlight
Began the Employee Spotlight during Summer 2021

ACTION: Leadership Academy
STATUS: ATTENTION

CHALLENGE: Leadership Academy
The Training Administrator resigned, setting the program launch back. Date TBD

County Government
GOAL: INQUIRY RESPONSES WITHIN 24-72 HOURS
STATUS: ATTENTION

<p>ACCOMPLISHMENT: Armondo has completed follow up meetings with department heads Armondo has completed follow up meetings with department heads and is compiling feedback.</p>
<p>ACCOMPLISHMENT: Met Participation goal of 75% of employees completing survey Success: Participation of a minimum of 75% of all employees including those who are remote, in an office or in the field.</p>
<p>RESOLVED CHALLENGE: Challenge with Survey To convince those responding that their answers are completely anonymous so they will provide honest feedback without fear of negative repercussions.</p>
<p>RESOLVED CHALLENGE: Confusion on some questions Some employees were unclear on what the question meant as it pertained to their specific job and/or if it referred to their office, division or entire department.</p>
<p>RESOLVED CHALLENGE: Scheduling Follow Up Discussions Due to staffing issues it has been difficult to schedule these follow up discussions.</p>

ACTION: Create Customer Service Policy Adopted by Commission
STATUS: IN PROGRESS

<p>ACCOMPLISHMENT: Customer Service Policy Draft Policy is complete and ready to be submitted to Commission for Review</p>
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ACTION: Customer Service Strategy & Standards For Each Dept.
STATUS: NOT STARTED

County Government

GOAL: INQUIRY RESPONSES WITHIN 24-72 HOURS

STATUS: ATTENTION

ACTION: Identify how we can track / report on timeliness of inquiries being addressed

STATUS: IN PROGRESS

CHALLENGE: Challenge with specific wording of the goal.

The only way to track , measure and know if inquiries receive a response or return phone call within 24 - 72 hours is by using Case Management Software. No report from phone system can track who asked for a response and whether or not they got one and goal can only be met if every department

CHALLENGE: Different Solutions Being Used

Currently end-user departments like Highway, Building, PZ, Solid Waste are using different applications to document customer inquiries.

ACTION: Identify Systems Already in Place in Various Departments

STATUS: IN PROGRESS

ACTION: Implementation of Enterprise Case Management Solution

STATUS: IN PROGRESS

CHALLENGE: We cannot measure the stated goal without software solution

Inquiries, complaints, requests must be entered in to a software solution that will provide reports of % complete, time to completion, outstanding issues. Need to have an escalation process if steps are not being met. Most departments have implemented solution to help accomplish this. Still in process of some of those implementations that need to be in place before selecting a Case Management Solution that would compile all that to provide dashboard for elected officials.

ACTION: Provide Staff Training for Case Management Solution

STATUS: NOT STARTED

ACTION: Provide Staff Training On Customer Service Policy

STATUS: NOT STARTED

CHALLENGE: 1 of our 3 team members left County

Armondo was integral part of committee specifically in training and assisting departments in creating their specific strategies and standards.

GOAL SYNOPSIS

Strategic Priority: County Government	
5.4 Strategic Goal: <i>Government Partnerships</i> - 2022 & ongoing	
5.4 By 2022, the community will experience enhanced service delivery through the initiation and continuation of regional partnerships with municipalities, adjoining Counties, Boards of Education, etc.	
Strategic Goal Lead	Sherry Lea Bloodworth Botop- Administration
Strategic Goal Team	Joey Nunnally- Highway Department Zach Hood- EMA Jenni Guerry- EMA
**Guidance on how to proceed - who should be team lead and who should be on the team	

Green = Complete

Blue = On Track / Not Yet Due

Red = Past Due / Needs Attention

County Government

GOAL: GOVERNMENT PARTNERSHIPS

STATUS: ATTENTION

ACCOMPLISHMENT: Assignment of one Emergency Management Specialist to the Environmental Advisory Committee

One EM Specialist has successfully attended all Environmental Advisory Committee meetings to date. Staff member also briefs EMA Director the next morning during the 0800 EOC meeting. Details include discussion topics, if any action is necessary or needed on behalf of EMA, and future planning considerations for potential environmental emergencies. The deliverable is we are able to continuously build relationships by working with local, state, and federal environmental organizations and agencies.

ACTION: Emergency Support Function (ESF) Collaborative

STATUS: IN PROGRESS

ACTION: Expand Local Emergency Planning Committee (LEPC) by increasing local, state, regional partnerships

STATUS: IN PROGRESS

CHALLENGE: Involvement from industrial and commercial partnerships

Many first response agencies and organizations are attending the LEPC meetings on a regular basis; however, private sector industry and commercial partnerships are disproportionate. We will strategize to better market LEPC partnerships to the private sector as this will create opportunities for training partnerships.

County Government

GOAL: GOVERNMENT PARTNERSHIPS

STATUS: ATTENTION

ACTION: Host/Attend meetings with stakeholders across the county, region, and state to further enhance capabilities

STATUS: IN PROGRESS

ACCOMPLISHMENT: Monthly ESF and Stakeholder Meeting

Monthly BCEMA host the ESF and Stakeholder meeting. This meeting occurs every first Wednesday of the month. There is great value and benefit by linking stakeholders to various ESFs, respectfully. We discuss various topics, provide timely updates, and listen to any concerns, challenges, or comments provided by the attendees. In December of each year we host a sponsored breakfast to commend individuals and organizations for their support and dedication.

ACTION: Mitigation and Resilience Initiatives

STATUS: IN PROGRESS

ACCOMPLISHMENT: Baldwin EMA becomes a member of the Alabama Southwest District Healthcare Coalition and RDS Site for ADPH

The Southwest District Healthcare Coalition is the conduit between government and private sector healthcare. This builds resilience through the relationships established and maintained. A majority of nursing homes, extended care facilities, hospitals, and dialysis providers to our regional area are all members of the healthcare coalition. The EMA shares operations plan updates (ESF 8), serves as the Regional Distribution Site for ADPH, and facilitates conversation related to the THIRA.

ACCOMPLISHMENT: Community Rating System (CRS) Participation and Collaboration

This type of collaboration gives community members potential discount from the National Flood Insurance Program's flood insurance rates depending on the community's rating, or score. Currently Baldwin County is at a "7", which earns a 15% discount. This effort is maintained by Planning and Zoning, Building Department, and EMA.

Protecting The Natural Environment

GOAL: BALDWIN COUNTY MATERIAL RECOVERY FACILITY 2024/2026

By 2024, residents and businesses will have increased availability to recycling with the completion

By 2024-2025, each commission district will have availability to a manned drop off recycling facility.

By 2025-2026, businesses in Baldwin County will have access to enhanced recycling efforts by

By 2026, customers of Baldwin County Solid Waste will have the option of both curbside and

GOAL SYNOPSIS

Strategic Priority: Growth and Infrastructure Balance	
1.1 Strategic Goal: <i>Consistent High-Speed Internet</i> - 2025	
1.1 By 2025, all residents and businesses of Baldwin County will have the ability to access consistent high-speed internet.	
Strategic Goal Lead	Brian Peacock- CIS
Strategic Goal Team	Christy Davis – Budget Office Vince Jackson- Planning Tanner Jones- Economic Development Alliance Sherry-Lea Bloodworth Botoy- Administration
<p>Team Members Need Replacing - Tanner Jones and Sherry-Lee Botoy. Lee Johnson from EDA offered to take place of Tanner Jones. Feasibility Study is being performed by Sain Associates on behalf of ACCA. Brian is reviewing the draft copy.</p>	

Green = Complete
 Blue = On Track / Not Yet Due
 Red = Past Due / Needs Attention

GOAL SYNOPSIS

Strategic Priority: Growth and Infrastructure Balance	
1.2 Strategic Goal: <i>Improved Roads for Local Travel</i> - 2022	
1.2 By 2022, residents will experience a well-planned set of new and improved roads for local travel that will alleviate traffic congestion on arterials.	
Strategic Goal Lead	Joey Nunnally- Highway Department
Strategic Goal Team	Ron Cink- Budget Office Frank Lundy- Highway Department Celena Boykin- Planning
Many projects complete but there are actions not anticipated to be complete until 2026	
**Does not necessarily need action. Many actions were complete by the initial "2022" stated deadline but this will always been an ongoing goal.	

Green = Complete
Blue = On Track / Not Yet Due
Red = Past Due / Needs Attention

GOAL SYNOPSIS

Strategic Priority: Growth and Infrastructure Balance	
1.3 Strategic Goal: <i>Baldwin Beach Express #2</i> - 2025/2027	
1.3 By 2025-2027, residents and visitors will experience reduced congestion with the completion of the Baldwin Beach Express #2 (BBE2).	
Strategic Goal Lead	Joey Nunnally- Highway Department
Strategic Goal Team	Ron Cink- Budget Office Frank Lundy- Highway Department
**Do not make inactive but needs to be updated	

Green = Complete

Blue = On Track / Not Yet Due

Red = Past Due / Needs Attention

GOAL SYNOPSIS

Strategic Priority: Growth and Infrastructure Balance	
1.4 Strategic Goal: <i>Comprehensive Land Use Plan</i> - 2022	
1.4 By December 31, 2022, property owners, municipalities and schools will experience a Comprehensive Land Use Plan that ensures consistency between the County and Municipalities, encourages predictability in the development process, and creates and fosters a coordinated vision and goals with cities while respecting the citizen-driven zoning process.	
Strategic Goal Lead	Matthew Brown - Planning Director
Strategic Goal Team	Wayne Dyess- Administration Joe Ryan- Planning Sherry-Lea Bloodworth Botop- Administration Celena Boykin – Planning
<p>**Matthew would like to add Buford and Taylor to team in place of Wayne, Joe and Sherry-Lea</p> <p>Completion date needs to be extended because additional time for public comments was requested.</p> <p>There is a joint work session with County Commission and Planning Commission scheduled for Jan. 5, 2023.</p>	
**Request that completion date be revised to 2023	

Green = Complete
 Blue = On Track / Not Yet Due
 Red = Past Due / Needs Attention

GOAL SYNOPSIS

Strategic Priority: Growth and Infrastructure Balance	
1.5 Strategic Goal: <i>Increased Water Access</i> - 2025	
<p>1.5 By 2025, the community will experience increased water access with parking throughout the County, as evidenced by:</p> <ul style="list-style-type: none"> a) Three (3) additional water access points with parking b) Upgrades to existing water access points 	
Strategic Goal Lead	Madison Steele- Parks
Strategic Goal Team	<p>Wayne Dyess- Administration</p> <p>Vince Jackson- Planning</p> <p>Joey Nunnally- Highway Department</p> <p>Ashley Campbell - Natural Resource Planner</p>

Green = Complete

Blue = On Track / Not Yet Due

Red = Past Due / Needs Attention

GOAL SYNOPSIS

Strategic Priority: Growth and Infrastructure Balance	
1.6 Strategic Goal: <i>Live Oak Landing and Bicentennial Park</i> - 2025	
1.6 (formerly 3.3) By 2025, Baldwin County residents and visitors will experience the full development and marketing of Live Oak Landing and Bicentennial Park.	
Strategic Goal Lead	Madison Steele- Parks Felicia Anderson- Archives and History
Strategic Goal Team	Brian Peacock- CIS Junius Long- Building Maintenance Cian Harrison- Finance <i>Wayne Dyess- Administration</i> <i>Sherry-Lea Bloodworth Botop- Administration</i>

Green = Complete

Blue = On Track / Not Yet Due

Red = Past Due / Needs Attention

GOAL SYNOPSIS

Strategic Priority: Public Safety	
2.1 BCSO Office Tower B - 2025/2026	
2.1 By 2025, Baldwin County will experience improved public safety through the building and completion of the Baldwin County Sheriff's Office Tower B.	
Strategic Goal Lead	Ron Cink - Budget
Strategic Goal Team	Sheriff Huey Mack - Sheriff's Office Anthony Lowrey - Sheriff's Office Wanda Gautney - Purchasing

Green = Complete

Blue = On Track / Not Yet Due

Red = Past Due / Needs Attention

GOAL SYNOPSIS

Strategic Priority: Public Safety	
2.2 Strategic Goal: <i>Southern Satellite Booking Center</i> - 2025	
2.2 By 2025, Baldwin County will experience increased efficiencies and reduced incarceration times for those committing minor offenses as the result of the completion of a southern satellite booking center.	
Strategic Goal Lead	Sheriff Huey Mack- Sheriff's Office
Strategic Goal Team	Bob Wilters- District Attorney's Office Teresa Heinz- District Attorney's Office Ron Cink- Budget Office

Green = Complete

Blue = On Track / Not Yet Due

Red = Past Due / Needs Attention

GOAL SYNOPSIS

Strategic Priority: Public Safety	
2.3 Strategic Goal: <i>Expand Capacity of Juvenile Detention Center</i> - 2021	
2.3 By December 31, 2021, Baldwin County will experience increased capacity to safely hold juvenile offenders with the expansion of 10-20 beds in the Juvenile Detention Center.	
Strategic Goal Lead	Ron Ballard- Juvenile
Strategic Goal Team	Cian Harrison- Finance Junius Long - Building Maintenance
**Propose it be made inactive due to justice act requirements not coming to fruition	

Green = Complete

Blue = On Track / Not Yet Due

Red = Past Due / Needs Attention

GOAL SYNOPSIS

Strategic Priority: Public Safety	
2.4 Strategic Goal: <i>Coroner's Office</i> - 2025	
2.4 By 2025, Baldwin County will experience a Coroner's Office that is better aligned with the County's functional population and handle a mass casualty event.	
Strategic Goal Lead	Brian Pierce- Coroner's Office
Strategic Goal Team	Troy Dyess- Coroner's Office Anthony Lowery- Sheriff's Office Cian Harrison- Finance Zach Hood - BCEMA
Need Funding Source	

Green = Complete

Blue = On Track / Not Yet Due

Red = Past Due / Needs Attention

GOAL SYNOPSIS

Strategic Priority: Public Safety	
2.5 Strategic Goal: <i>Emergency Operations Planning</i> - 2022	
2.5 By 2022, Baldwin County will have completed a Threat Hazard Identification Risk Assessment (THIRA) and a corresponding Emergency Operations Plan (EOP).	
Strategic Goal Lead	Zach Hood- BCEMA
Strategic Goal Team	Jenni Guerry- BCEMA Wanda Gautney- Purchasing Loren Lucas - Now in BRATS - switch to Susan Kilby?
<p>In November the THIRA draft was presented to partners and stakeholders for review and feedback. Goal is to have EOP authorized by the Commission no later than June 2023. Currently getting feedback from our ESF partners. Working on finalizing the ESF Annexes and the incident annexes. Community Lifelines are being added. In future we will meet with our ESF partners quarterly to review and document any potential changes to the EOP, and update once annually if warranted.</p>	
**Request Completion date be revised to 2023	

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GOAL SYNOPSIS

Strategic Priority: Economic Prosperity & Workforce	
3.1 Strategic Goal: <i>Industry Locating Operations at the Mega Site - 2025</i>	
3.1 By 2025, Baldwin County will experience (1) or more sizable industries locating operations at the South Alabama Mega Site.	
Strategic Goal Lead	Lee Lawson- Baldwin County Economic Development Alliance
Strategic Goal Team	Joey Nunnally- Highway Department Vince Jackson- Planning
**COMPLETED: Novelis Recycling	

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GOAL SYNOPSIS

Strategic Priority: Economic Prosperity & Workforce	
3.2 Strategic Goal: <i>Workforce Training</i> - 2026	
3.2 By 2026, Baldwin County will experience an adequately trained workforce in the areas of Transportation, Aerospace, Automotive, Healthcare and Distribution.	
Strategic Goal Lead	Tanner Jones- BCEDA
Strategic Goal Team	Lee Lawson – BCEDA External Assistance: Josh Duplantis- Coastal Alabama
**Propose Lee Johnson from Economic Development for new Goal Lead.	

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GOAL SYNOPSIS

Strategic Priority: Protecting the Natural Environment	
4.1 Strategic Goal: <i>Regional Retention System for Stormwater</i> - 2022	
4.1 By 2022, the community will experience a reduction in runoff and flooding through the implementation of a regional retention system for stormwater.	
Strategic Goal Lead	Joey Nunnally- Highway Department
Strategic Goal Team	Eddie Harper - Building Official <i>Joe Ryan - Planning</i> Richard Johnson - City of Fairhope Public Works Director Sherry Lea Bloodworth Botop - Administration

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GOAL SYNOPSIS

Strategic Priority: Protecting the Natural Environment	
4.2 Strategic Goal: <i>Environmental Investigations</i> - 2021	
4.2 By 2021, the County in partnership with the District Attorney’s Office, will participate in environmental investigations focused on the reduction of environmental crimes.	
Strategic Goal Lead	Joe Ryan- Planning Terri Graham- Environmental/Solid Waste
Strategic Goal Team	Wayne Dyess- Administration Bob Wilters- District Attorney Office Teresa Heinz- District Attorney’s Office Eddie Harper- Building Maintenance Vince Jackson-Planning
<p>The concerned citizen email address has been working great for citizen environmental complaints. Citizens Serve has also been a great tracking tool for multiple departments, and for citizens that can view all code cases online. We believe partnering with CIS and the Citizen Service Center to begin accepting environmental complaints through TextMyGov will make it even easier for citizens to submit complaints.</p>	
<p>**Request that we remove wording "Environmental Compliance & Enforcement" based on referendum not passing however some of this will be able to be handled through coordination with other regulatory agencies. Actions to be completed in 2023 include completion of Environmental Complaint Tracking. Partnering with CIS and Citizen Service Center to accomplish this action.</p>	

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GOAL SYNOPSIS

Strategic Priority: Protecting the Natural Environment	
4.3 Strategic Goal: <i>Increased Transparency and Accountability for Watershed Quality</i> - 2021 & ongoing	
4.3 By 2021, the community will experience increased transparency and accountability for watershed quality through regular testing and reporting of water quality and the ongoing development of partnerships with citizens and groups interested in the environment.	
Strategic Goal Lead	Ashley Campbell - Planning
Strategic Goal Team	Joey Nunnally- Highway Department Sherry Lea Bloodworth Botop- Administration Terri Graham- Environmental/Solid Waste Ashley Campbell - Natural Resource Planner Dan Dealy- Baldwin County Consultant
Working on a partnership with the following state and federal agencies to implement a county wide water quality monitoring program: Mobile Bay National Estuary Program-MBNEP / Alabama Water Watch-AWW / Geological Survey of Alabama-GSA / Alabama Department of Environmental Management-ADEM	
<p>**We need 2-3 more years for the goal. The Goal is on track, but we will need additional time to determine the best path forward with the water quality monitoring program which will include surface and ground water monitoring.</p> <p>We are working with the MBNEP to use infrastructure money to implement a Peterson Branch (Lillian) Sub-watershed monitoring project. Once this 1–2-year project is complete, we will have a better understanding of the cost to implement a county wide surface water program.</p> <p>We are working with GSA to establish 10 groundwater monitoring sites across the county. We will seek partnerships with Baldwin County Utilities.</p> <p>**The Goal may eventually need County funding. We will know more after we complete the Peterson Branch Project and choose the ground water sampling sites. At this time, no funding is requested.</p>	

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GOAL SYNOPSIS

Strategic Priority: County Government	
5.1 Strategic Goal: <i>Annual Performance Report</i> - 2021 & ongoing	
5.1 Beginning in October 2021, Baldwin County residents will experience increased transparency and accountability with the issuance of an Annual Performance Report.	
Strategic Goal Lead	Wayne Dyess
Strategic Goal Team	Deidra Hanak- Personnel Armondo Love- Personnel Ron Cink- Budget Anu Gary- Administration Cian Harrison- Finance
**Clarification on delivery method	

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GOAL SYNOPSIS

Strategic Priority: County Government	
5.2 Strategic Goal: <i>Employee Recognition Program</i> - 2021 & ongoing	
5.2 By November 2021, Baldwin County will experience a customer-focused and supportive County Organization culture through the implementation of an employee recognition program.	
Strategic Goal Lead	Deidra Hanak- Personnel
Strategic Goal Team	Wayne Dyess- Administration Deidra Hanak- Personnel Armondo Love- Personnel Anu Gary- Administration
**All actions currently identified are complete except the Leadership Academy which was Armondo's project. With departure of Armondo, that action is being re-evaluated.	

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GOAL SYNOPSIS

Strategic Priority: County Government	
5.3 Strategic Goal: <i>Timely Customer Service Response</i> - 2021 & ongoing	
5.3 By December 2021, community and citizen inquiries will receive a response or return phone call within 24-72 hours.	
Strategic Goal Lead	Shannon Spivey - Citizen Service Center
Strategic Goal Team	Brian Peacock - CIS Armondo Love - Personnel
**Clarification on desired outcome: Implementation of an enterprise-wide case management system or creating a culture of timely response through Customer Service Policy, departmental standards that are documented and can be basis of disciplinary action and training. If the goal is #1 then #2 is a list of actions that will all need to take place and we will need funding source and enterprise wide participation	

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GOAL SYNOPSIS

Strategic Priority: County Government	
5.4 Strategic Goal: <i>Government Partnerships</i> - 2022 & ongoing	
5.4 By 2022, the community will experience enhanced service delivery through the initiation and continuation of regional partnerships with municipalities, adjoining Counties, Boards of Education, etc.	
Strategic Goal Lead	Sherry Lea Bloodworth Botop- Administration
Strategic Goal Team	Joey Nunnally- Highway Department Zach Hood- EMA Jenni Guerry- EMA
**Guidance on how to proceed - who should be team lead and who should be on the team	

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GOAL SYNOPSIS

Protecting The Natural Environment

GOAL: BALDWIN COUNTY MATERIAL RECOVERY FACILITY 2024/2026

By 2024, residents and businesses will have increased availability to recycling with the completion of the Baldwin County Material

By 2024-2025, each commission district will have availability to a manned drop off recycling facility.

By 2025-2026, businesses in Baldwin County will have access to enhanced recycling efforts by being offered increased business

By 2026, customers of Baldwin County Solid Waste will have the option of both curbside and voluntary drop off recycling

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Protecting The Natural Environment
GOAL: BALDWIN COUNTY MATERIAL RECOVERY FACILITY 2024/2026
STATUS: PROPOSED

By 2024, residents and businesses will have increased availability to recycling with the completion of the Baldwin County Material Recovery Facility.

By 2024-2025, each commission district will have availability to a manned drop off recycling facility.

By 2025-2026, businesses in Baldwin County will have access to enhanced recycling efforts by being offered increased business services.

By 2026, customers of Baldwin County Solid Waste will have the option of both curbside and voluntary drop off recycling

1.1 By 2025, all residents and businesses of Baldwin County will have the ability to access consistent high-speed internet.

Update goal after ACCA's high speed internet feasibility study is complete. Brian recommended that we get someone from group that is doing the study to come to a work session to go over results with Commissioners. Commissioner Underwood recommended that we

1.2 By 2022, residents will experience a well-planned set of new and improved roads for local travel that will alleviate traffic congestion on arterials.

Revise deadline. This will always be ongoing but change deadline to 2026 and team lead should ensure that ACTION items are updated and new projects added each year.

1.3 By 2025-2027, residents and visitors will experience reduced congestion with the completion of the Baldwin Beach Express #2 (BBE2).

Make Inactive

1.4 By December 31, 2022, property owners, municipalities and schools will experience a Comprehensive Land Use Plan that ensures consistency between the County and Municipalities, encourages predictability in the development process, and creates and fosters a coordinated vision and goals with cities while respecting the citizen-driven zoning process.

Update deadline to 2023/2024 and change "Comprehensive Land Use Plan" to "Future Land Use Guide. Add Buford King, Taylor Bufkin, Sean Mitchell as team members

1.5 By 2025, the community will experience increased water access with parking throughout the County, as evidenced by:

a) Three (3) additional water access points with parking

b) Upgrades to existing water access points

DONE - Mark ACTION ITEM "Josephine Boat Launch" Inactive (Shannon has made inactive in application – it was not actually specifically stated in the goal)

2.2 By 2025, Baldwin County will experience increased efficiencies and reduced incarceration times for those committing minor offenses as the result of the completion of a southern satellite booking center.

Amend goal to "By 2025 Baldwin County will experience increased efficiencies and reduced incarceration times for those committing minor offenses by promoting participation in Community Corrections and Pre-Trial Diversion programs." Per Sheriff Mack's request

2.3 By December 31, 2021, Baldwin County will experience increased capacity to safely hold juvenile offenders with the expansion of 10-20 beds in the Juvenile Detention Center.

Make JDC expansion inactive.

2.5 By 2022, Baldwin County will have completed a Threat Hazard Identification Risk Assessment (THIRA) and a corresponding Emergency Operations Plan (EOP).

Revise THIRA and EOP adoption date to 2023. There was discussion about need for warehouse and loading dock. Zach is going to put together some options and bring those to a work session for Commission to consider before finalizing the adoption of plans by Commission.

3.2 By 2026, Baldwin County will experience an adequately trained workforce in the areas of Transportation, Aerospace, Automotive, Healthcare and Distribution.

Board of Education needs to be part of the team for this goal. Lee Johnson with EDA has volunteered to be goal lead. It was decided that each goal must have a “leader or co-leader” that is a County Commission employee. Shannon working with Lee and Deidra to update the team and actions.

4.1 By 2022, the community will experience a reduction in runoff and flooding through the implementation of a regional retention system for stormwater.

Extend Regional Stormwater Retention System goal to 2026. Add that Barin Field Detention Pond is complete.

4.2 By 2021, the County in partnership with the District Attorney’s Office, will participate in environmental investigations focused on the reduction of environmental crimes.

Based on current wording of the goal, 4.2 is COMPLETE but we want to adjust goal to be more ongoing. Commissioner Ball will set up a meeting between Terri Graham and Judges to discuss importance of this issue. District Attorney’s office needs to be more involved in prosecution and they have the authority to go on to private property.

During discussion it was also brought up that we need to **add a goal related to Animal Control.

5.1 Beginning in October 2021, Baldwin County residents will experience increased transparency and accountability with the issuance of an Annual Performance Report.

Revise wording to indicate it is yearly. Commission would like a video they can use, and we can put on website updating our annual performance. This can be done in-house by admin staff along with CIS.

5.3 By December 2021, community and citizen inquiries will receive a response or return phone call within 24-72 hours.

Revise wording to indicate that this will be evidenced by first creating a customer service centric culture with standards and a customer service training program as we work towards implementation of a case management system with dashboards to allow elected officials to see that anyone contacting their office has received follow up within the specified time.

5.4 By 2022, the community will experience enhanced service delivery through the initiation and continuation of regional partnerships with municipalities, adjoining Counties, Boards of Education, etc.

Need a new goal lead but no recommendations were made.

ADD GOALS RELATED TO:

Baldwin County Material Recovery Facility by 2026 with Terri Graham as Team Lead

Something related Animal Control to the “Protecting Natural Environment” section – either as its own separate goal or as part of Goal 4.2 Reduction of Environmental Crime.

Explore feasibility of becoming a Solid Waste Authority – Can that be added as an “Action” item under one of the other goals? Related to environmental crimes?