## PROCEEDINGS HELD BEFORE THE

BALDWIN COUNTY COMMISSION
(SPECIAL MEETING - BUDGET DELIBERATIONS)
Monday, August 27, 2018

The following proceedings were held on this the 27 th day of August, 2018 , at the Baldwin County Central Annex, Conference Room, 22251 Palmer Street, Robertsdale, Alabama, before Susan C. Andrews, Certified Court Reporter Number 287.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

## A P P E A R A N C E

## COUNTY COMMISSIONERS PRESENT:

J. Tucker Dorsey, Finance Chairman

Frank Burt, Jr., Commission Chairman
Charles F. "Skip" Gruber
Chris Elliott

## ALSO PRESENT:

Ron Cink, County Administrator, Administration

Department/Director, Budget/Purchasing
Department
Christie Davis, Senior Budget Accountant,
Budget/Purchasing Department

Kim Creech, Clerk/Treasurer, Finance/Accounting Department

Andrea Rider Roberson, Director, Personnel

Department
Deidra Hanak, Assistant Director, Personnel

Department
Jessie Peacock, EMA Director, Emergency Management Agency

Joey Nunnally, County Engineer, Highway Department
Chandra Middleton, Assistant Director, Baldwin

Regional Area Transit System (BRATS)

Taylor Rider, Director, Baldwin Regional Area

Transit System (BRATS)

Robert Wilters, District Attorney

Bo Hartsfield, Cobbs Allen

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

ALSO PRESENT (cont.) :

Commissioner-Elect Jeb Ball

Joe Davis
Sally Smith
June Taylor
Sally Dean
Dan Hanson

Ralph Feller
Cliff McCollum, Gulf Coast Media


BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
3 - Commissioner Comments ..... 289
Commissioner Comments (Revisited) ..... 289
4 - Press Questions. ..... 289
5 - Adjournment ..... 290
ATTACHMENTS
ATTACHMENT 1 - Special Meeting Call Letter ..... 7
ATTACHMENT 2 - Budget Appropriations Request from the Office of District Attorney..... 8
ATTACHMENT 3 - Decision Items List ..... 136

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1

## PROCEEDINGS <br> WELCOME BY THE CHAIRMAN

FINANCE CHAIRMAN TUCKER DORSEY: Good morning, everyone. Welcome to this August 27 th meeting of the Commission to do our, hopefully -- Well, no, not hopefully. This is our last budget meeting. We'll hopefully put a bow on this by lunch today.

Commissioner Elliott, how are you today?
COMMISSIONER CHRIS ELLIOTT: I'm good. How are you?

FINANCE CHAIRMAN TUCKER DORSEY: You want to do the Pledge?

COMMISSIONER CHRIS ELLIOTT: I'll do whatever you want me to do.

FINANCE CHAIRMAN TUCKER DORSEY: Commissioner
Burt, will you lead us in God's blessing for today?
COMMISSION CHAIRMAN FRANK BURT: I will.

## INVOCATION

(Commission Chairman Frank Burt led in prayer.)

PLEDGE OF ALLEGIANCE
(The Pledge of Allegiance was recited.)

1 - INSERT SPECIAL MEETING CALL LETTER INTO THE RECORD
COMMISSIONER CHRIS ELLIOTT: Mr. Chairman, I
move we insert the call.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1


FINANCE CHAIRMAN TUCKER DORSEY: All right. I
can't help but call you Judge Wilters. It's never going to change. Are you ready?

DISTRICT ATTORNEY ROBERT WILTERS: I still
answer to it. Yes, sir, I'm ready.
FINANCE CHAIRMAN TUCKER DORSEY: All right.
DISTRICT ATTORNEY ROBERT WILTERS: Are you
ready?
FINANCE CHAIRMAN TUCKER DORSEY: Oh, I'm ready.

2-A - BUDGET DELIBERATIONS FOR THE DISTRICT ATTORNEY'S OFFICE
DISTRICT ATTORNEY ROBERT WILTERS: All right.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
Ladies and gentlemen, I -- I have a proposal.
$\star * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *$
ATTACHMENT $2-B U D G E T$ APPROPRIATIONS REQUEST FROM THE OFFICE OF
DISTRICT ATTORNEY
$\star \star * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *$

DISTRICT ATTORNEY ROBERT WILTERS: We talked earlier about the difficulty that the District Attorney's Office is having acquiring new attorneys, that Ashley Rich had outbid me for one attorney by thirteen thousand dollars $(\$ 13,000)$; seventeen thousand $(\$ 17,000)$ for another one.

So I am presenting to you a -- a proposal to make us a little more competitive in hiring attorneys. That would -- currently, I have fifteen (15) attorney positions that need to be -- the salaries need to be raised.

I'm proposing that we take twelve (12) of those and increase their pay by five thousand dollars $(\$ 5,000)$ a year; three (3) that would increase by 21 -- Excuse me. Three (3) that would increase by seven thousand (\$7,000) for a total salary increase of eighty-one thousand (\$81,000). Adding forty-four percent (44\%) for benefits, that would bring it up to a hundred and sixteen thousand, six hundred and forty $(\$ 116,640)$.

I have a need for a new DA position. This is just sort of icing on the cake, so to speak. But I start off a new ADA position at forty-five thousand (\$45,000), which is an increase over what $I$ have been starting a new

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287
attorney at by an increase of seven thousand dollars (\$7,000).

Mobile County DA's Office is starting out at fifty-five thousand $(\$ 55,000)$ for a new attorney; fifty-two thousand (\$52,000) for new attorney in Montgomery County. I'm still below what they are, but we're more attractive than what we were to begin with.

So for request for Assistant District Attorney, that would bring that up to a hundred and eighty-one thousand, four hundred forty (\$181,440).

The other big problem that we have is with our vehicles. Nine (9) out of the fleet of twenty-four (24) -- Excuse me -- nine (9) out of the fleet of twenty-two (22), two (2) of them aren't quite running, and we have a third one that's getting its transmission fixed. It's costing me about four thousand dollars $(\$ 4,000)$ to get the transmission fixed.

So we need some new vehicles. The vehicles that are under State bid, cars, there are only four (4) now; Ford Fusion, Ford Focus, and Ford Fiesta, and the Chevy Trax, which is a hybrid SUV-looking vehicle.

There will be even less to choose from next year, because Ford is no longer producing any cars, other than the Mustang. And I believe there's one other car that they are producing. So we'll have less of a choice.

Now, somebody, I think, will get the State bid for the rest of those cars. But right now these are the four
(4) vehicles that are classified as cars under the state

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
bid.

Fusion would be the -- the best. I'd like to have some Ford Focuses. But a lot of that will depend on the availability of the vehicles.

We contacted the gentleman in Montgomery who has that bid. And currently there are no -- I believe there's no Fusions on his lot. And if we ordered one, it would be fifteen (15) to sixteen (16) weeks before it would come in.

So availability is going to depend on what type of vehicles we could get. So depending what type of vehicles, I'm asking the County Commission for seventy-five thousand dollars (\$75,000) for vehicles.

Anybody have any questions?
FINANCE CHAIRMAN TUCKER DORSEY: So what are we making on the assumption of what we're doing already?

So last year we agreed to give him a hundred and sixty-one something thousand dollars (\$161,000) to help him increasing staffing.

MR. RON CINK: That's correct.
FINANCE CHAIRMAN TUCKER DORSEY: Are we making the assumption that that's not coming again, or are you saying --

COMMISSIONER CHRIS ELLIOTT: I was.
FINANCE CHAIRMAN TUCKER DORSEY: Yeah. Are you telling me two fifty-six (\$256,000) instead of a hundred and sixty (\$160,000)?

DISTRICT ATTORNEY ROBERT WILTERS: Two
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

```
fifty-six ($256,000) would be everything that I could ask
for.
```

FINANCE CHAIRMAN TUCKER DORSEY: Okay.
DISTRICT ATTORNEY ROBERT WILTERS: Now, do I
expect that? No. If I got the same thing I got last year, that would certainly help. I'm just telling you these are my needs.

FINANCE CHAIRMAN TUCKER DORSEY: All right.
We'll, I've got to ask the obvious question, because when we have the conversation, you seem to keep avoiding the conversation. Where is the extra three hundred grand (\$300,000) going?

DISTRICT ATTORNEY ROBERT WILTERS: The extra three hundred grand (\$300,000) is going to salaries. It's going to equipment. Some of that we're going to have to, you know -- equipment we'll have to purchase. The --

FINANCE CHAIRMAN TUCKER DORSEY: Like Ford
Fusions?

DISTRICT ATTORNEY ROBERT WILTERS: I wish.
That would be great. We could get Ford Fusions. The problem that $I$ have is that my income that is coming from the four income streams that I have with court costs continue to go down. Worthless checks are continuing to go down. Restitution recovery continues to go down.

They're not going down as fast, but they're still going down. So I'm looking at the loss of income on a number of my income streams.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

We've probably tapped and maxed out the PTI income stream. If we do anymore, it's basically are we selling justice for money? And we can't do that.

We're getting to the point where we've got most of our equipment, our computers, our Polycoms, things such as that have been updated. We won't need to update those again, however -- at least for several more years.

However, we still have the problem with vehicles. I am spending quite an amount of money just maintaining our vehicles. Things are costing more. We've given some increases in salaries to make us competitive. And we'll keep doing that.

Now, the three hundred thousand (\$300,000) that I should get from the tax, that's going to help us. It's going to keep us solvent. But right now, the best that $I$ can figure, I have a three-point-four million dollar $(\$ 3,400,000)$ budget. Salaries are three-point-two million (\$3,200,000).

And the only reason $I$ have a three-point-four million dollar (\$3,400,000) budget is because that is all the income that $I$ can project at this time.

FINANCE CHAIRMAN TUCKER DORSEY: All right. Ron, I'm making a quick scroll through here. Have you set something up on -- I was looking at the discretionary. Where do you have -- where do you have him plugged in, and what do you -- or have you plugged it?

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

FINANCE CHAIRMAN TUCKER DORSEY: I wish you
would.

COMMISSIONER CHRIS ELLIOTT: I love you. I
love what you do. And I want be supportive of you.
I have a philosophical problem. This is a State responsibility. I will help you in any way, shape, form, or fashion $I$ can and attempt to fix it at the state level. It is -- it is something we need to fix statewide.

We've got a lot of problems in this county where we're bolstering the State, where the State's not doing what it needs to do, and -- and the County is stepping in; road projects, prison issues, mental health issues, our court system, and court reporters, and -- and your office as well. We have got to do better at the state level.

My concern is that as Counties continue to step in, the State is just going to smile and say, well, they're figuring it out.

We've got an inherent inequity in how your funding is compared to some of the less populated counties. Your caseload is orders of magnitude greater than what theirs

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
is. That goes for the judicial conversations you and I have been having since you were a judge.

We've got to fix that from the ten thousand $(10,000)$ foot view. This Commission has stepped in and, in the past, short-term, to try to address some of those issues.

They may decide to do so again in this case. I would -- I just -- I want to get this -- this cost back where this cost belongs. It is not at this Commission. It is absolutely at the state level.

So whether we decide to do this here or not -- and I -- and I understand that there may be a short-term solution here, but, man, we've got to -- we've got to get -- I've got to get you back up to Montgomery, where I know you've been, where $I$ know you've been pushing to make sure that we get the funding from where it -- where it needs to come, and not -- not this body.

Because there are plenty of needs that we are responsible for that are going unmet. Because we've got things that should not be in front of us in front of us.

DISTRICT ATTORNEY ROBERT WILTERS: I agree.
I'm getting six hundred $(\$ 600,000)$ this year. This fiscal, $I$ get six hundred and thirty-two thousand dollars $(\$ 632,000)$ from the State of Alabama, six and thirty-two thousand (\$632,000).

Indigent defense contract in Baldwin County to represent defendants, which is part-time work, they are getting one million, two hundred and seventy-three thousand dollars $(\$ 1,273,000)$. Now, I'm getting half of

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
what they're getting for full-time work.
FINANCE CHAIRMAN TUCKER DORSEY: Lots of luck up there, buddy.

DISTRICT ATTORNEY ROBERT WILTERS: You know, I hope you get up there. I hope you can change some minds up in Montgomery. But $I$ represent the people of Baldwin County. These are the people that $I$ represent. Everybody in this room, I represent, if they are a victim of a crime.

I'm begging. I -- I don't really like to beg, but I'm begging.

COMMISSIONER CHRIS ELLIOTT: Well, we need -DISTRICT ATTORNEY ROBERT WILTERS: I've got to have something to help until we can get something straightened out.

COMMISSIONER CHRIS ELLIOTT: I represent the people of Baldwin County, and continue to do so, hopefully. And -- and I'll -- and I'll tag one more thing on it. They don't care where the money comes from. They just want the criminals prosecuted. And I'm --

DISTRICT ATTORNEY ROBERT WILTERS: Right.
COMMISSIONER CHRIS ELLIOTT: -- I'm fully aware of that, whether you get the money from the city of Daphne -- Good luck -- or if you get it from the county, or if you get it from the state. They don't care. They just want you to have the funding you need to do your -to do your job. So I understand.

DISTRICT ATTORNEY ROBERT WILTERS: You think I
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
could get some from Daphne?
COMMISSIONER CHRIS ELLIOTT: No. I wouldn't
try.

FINANCE CHAIRMAN TUCKER DORSEY: It's not worth the negotiation.

COMMISSIONER CHRIS ELLIOTT: You'd have better luck with the state.

DISTRICT ATTORNEY ROBERT WILTERS: Any other questions?

FINANCE CHAIRMAN TUCKER DORSEY: Yes, sir.

COMMISSION CHAIRMAN FRANK BURT: Mr. Chairman, last year, in Fiscal Year 18, Ron, how much did the Baldwin County Commission, taxpayers of Baldwin County, who are sending money to Montgomery to help fund this, what -- what did -- did we -- did the people of Baldwin County pay, besides furnishing their space and many of the other things that the County pays for, what was that total? Do you have it?

MR. RON CINK: The amount appropriated from the Commission was right at three hundred and sixty thousand (\$360, 000 ) 。

COMMISSION CHAIRMAN FRANK BURT: That was cash?

MR. RON CINK: Yes.

FINANCE CHAIRMAN TUCKER DORSEY: Well, there's two hundred (\$200,000) - - there's two hundred (\$200,000) obligation.

MR. RON CINK: There is two hundred (\$200,000) statutory, then there was another hundred and sixty

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

```
(\$160, 000) .
FINANCE CHAIRMAN TUCKER DORSEY: The hundred and sixty \((\$ 160,000)\) is what we --
COMMISSION CHAIRMAN FRANK BURT: On top of what
``` we're obligated to do.

FINANCE CHAIRMAN TUCKER DORSEY: -- we
supplemented him to help him get back up to speed from --
COMMISSION CHAIRMAN FRANK BURT: One hundred and sixty thousand \((\$ 160,000)\); right.

FINANCE CHAIRMAN TUCKER DORSEY: Yes, sir.
COMMISSION CHAIRMAN FRANK BURT: And how much will the new tax -- sales tax produce for the District Attorney? Because I thought that was going to a great deal towards his shortfall.

MS. KIM CREECH: I'm -- I'm estimating three hundred fifty thousand (\$350,000) to three hundred seventy thousand (\$370,000) --

COMMISSION CHAIRMAN FRANK BURT: Okay. So --
MS. KIM CREECH: -- what our inflation --
increases -- are going to be. Right now we're running about five percent (5\%) over last year. So and that was based on last year's numbers, the three fifty (\$350,000).

COMMISSION CHAIRMAN FRANK BURT: So if they give him three fifty (\$350,000), do you have anything in here from the County Commission general fund already built in like we did last year?

MR. RON CINK: No, sir. Just the statutory
requirement.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
```

COMMISSION CHAIRMAN FRANK BURT: Just the three
hundred (\$300,000) and --
MR. RON CINK: No. The two hundred thousand, five hundred and eighty dollars $(\$ 200,580)$ which is statutory.
COMMISSION CHAIRMAN FRANK BURT: Yeah. That's

``` what I say. So you didn't put the hundred and sixty (\$160,000) in. But, instead, they're getting, through our efforts and his and the Board of Education, an additional three hundred and fifty (\$350,000). So he's getting two hundred thousand dollars (\$200,000) more than he got last year; is that correct, Mr. Chairman?

FINANCE CHAIRMAN TUCKER DORSEY: Got about a hundred (\$100,00), yes, sir.

COMMISSION CHAIRMAN FRANK BURT: And now we're needing how much more?

DISTRICT ATTORNEY ROBERT WILTERS: Well, the total that \(I\) 'm asking for is two hundred fifty-six thousand, four hundred and forty-four (\$256,444). Now, that would be everything that \(I\) could ask for with a straight face. Anything more \(I\) can ask for --

COMMISSION CHAIRMAN FRANK BURT: On top of -on top of what --

DISTRICT ATTORNEY ROBERT WILTERS: On top of what -- yes, sir.

COMMISSIONER CHARLES "SKIP" GRUBER: On top of --

COMMISSION CHAIRMAN FRANK BURT: You know, and
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
```

it's, you know -- I don't know. We've got a lot of older
vehicles running on the road. These are all running now.
He wouldn't have people on the road, I suppose. But
you're planning on paying cash for this, too.
I'm hesitant. We -- we have so many needs. And

```
    we're just getting down to the last decision items. And,
    Mr. Chairman, I'll follow y'all's lead. There will be
    another Commission group, Skip, and y'all --
                            COMMISSIONER CHARLES "SKIP" GRUBER: Well, you
know, I know that -- that the judge has made a real good
point. There is no doubt about that. The only thing
that \(I\) keep looking at is, you know, we keep subsidizing
the State. And I know it's --

COMMISSION CHAIRMAN FRANK BURT: Right.
COMMISSIONER CHARLES "SKIP" GRUBER: -- still Baldwin County folks, but, you know, I don't mind if we help a little bit, if we do it statutorily, and, you know, if we could maybe do -- do, you know one twenty \((\$ 120,000)\) instead of, you know, one \(\operatorname{sixteen~}(\$ 116,000)\) this year or whatever -- whatever -- whatever that number was. What was it, one sixty \((\$ 160,000)\) extra?

FINANCE CHAIRMAN TUCKER DORSEY: One sixty (\$160,000), one sixty-three (\$163,000), something like that.

COMMISSIONER CHARLES "SKIP" GRUBER: One sixty-three \((\$ 163,000)\) or one sixty \((\$ 160,000)\), 1 mean, that's -- that puts you -- that puts you at last what you had last year.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1

\section*{DISTRICT ATTORNEY ROBERT WILTERS: Yes, sir. \\ COMMISSIONER CHARLES "SKIP" GRUBER: Plus --}
plus the extra three hundred \((\$ 300,000)\) out of that.
DISTRICT ATTORNEY ROBERT WILTERS: That would
be great. Anything would help.
COMMISSIONER CHARLES "SKIP" GRUBER: That's
just --
FINANCE CHAIRMAN TUCKER DORSEY: You guys have an opinion on this?

MR. JOE DAVIS: Question: Do we have the ability to do a contingency budget based on the result of other things? It's not like we've got -- Or is it -that we've got to move money right now starting October 1st. Have it geared toward the back end, and have a cap that we would do.

FINANCE CHAIRMAN TUCKER DORSEY: Well, that would be your budget allocation you can give him, and you can make it contingent upon \(X, Y\), and \(Z\).

COMMISSIONER CHRIS ELLIOTT: And you can do it at the end of the day, and that way you don't have the judge staring at you, if you do it that way. That's smart.

MR. JOE DAVIS: That -- that and then the other part, I'm about rolling stock and buildings and roofs and all that stuff.

How many vehicles do we have? Is there any trade-in value? Do we get credit directly to your department? And then it becomes a net cost rather than a gross cost.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
This is all new vehicles, and it's good information.
But I think what we need to look at is age of our
vehicles and the -- the net cost of adding to the fleet.

DISTRICT ATTORNEY ROBERT WILTERS: Well, this year we bought four vehicles from ADECA, three Hyundais and a Malibu. They were used, but we got them for forty-two thousand, five hundred dollars (\$42,500).

They were needed. And we took the ones that those replaced and had to turn them back in to ADECA. We can't -- it depends on how we buy the vehicles, whether we sell it or have to turn back into ADECA.

MR. JOE DAVIS: Turn it back in to the source. One last question.

DISTRICT ATTORNEY ROBERT WILTERS: Yes, sir. MR. JOE DAVIS: If the person that you contacted that has the state contract, they're going to be that far out being able to get a vehicle, can we utilize existing Baldwin County providers, if they match that price? And I'm guessing they would be able to get it at the same time. I don't know.

DISTRICT ATTORNEY ROBERT WILTERS: We'll have to find out. When you go off the bid --

MR. JOE DAVIS: Yeah, but --
DISTRICT ATTORNEY ROBERT WILTERS: -- the state
bid --

MR. JOE DAVIS: -- do you see what I'm talking about though?

DISTRICT ATTORNEY ROBERT WILTERS: Yes, sir.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

MR. JOE DAVIS: Yeah.
DISTRICT ATTORNEY ROBERT WILTERS: Yes, sir.
MR. JOE DAVIS: That would be, to me, much
easier and better to sell, if we're able to get the same price, but get it from people that live in this county, that work and have employees and pay taxes and the like.

Thank you, Mr. Chairman.
FINANCE CHAIRMAN TUCKER DORSEY: That's a purchasing deal. And that ought to be the strategy of the group anyway.

MR. JOE DAVIS: Yeah.
FINANCE CHAIRMAN TUCKER DORSEY: But I guess -I guess, you know, you've got a quality-of-life issue there. I'm all onboard with that.

But I guess what I'm having trouble, mathematically, is with your request here and the additional tax revenue that you've got, you're still a net positive a hundred grand thousand (\$100,000) from what you're asking for.

DISTRICT ATTORNEY ROBERT WILTERS: I should be. Again, the final numbers haven't come in on how much those income streams that come through -- court costs are continuing to go down; all right? They're going to go down this next year. How much, I don't know. I'm estimating that they'll go down, but they're starting to level off.

If I have a capital murder case, a big case where we have to bring in expert witnesses to testify, because the defense has brought in expert witnesses to testify, that

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
is going to cost me additional monies.
I need to build up a -- a safely valve for that.
Because an expert witness is going to cost me twenty \((\$ 20,000)\) to thirty thousand dollars \((\$ 30,000)\), depending on what they are testifying to.

FINANCE CHAIRMAN TUCKER DORSEY: What's that account balance today?

DISTRICT ATTORNEY ROBERT WILTERS: Sir?

FINANCE CHAIRMAN TUCKER DORSEY: What's that account balance today?

DISTRICT ATTORNEY ROBERT WILTERS: That account for the expert witnesses?

FINANCE CHAIRMAN TUCKER DORSEY: Uh-huh.
(Indicates affirmatively.) Isn't that -- isn't that kind of your piggy-bank account over there.

DISTRICT ATTORNEY ROBERT WILTERS: Twenty thousand \((\$ 20,000)\) we have set aside for that. And that's what we -- from the money that we received from the Legislative Delegation.

FINANCE CHAIRMAN TUCKER DORSEY: Got you. Were y'all able to funnel any money back towards the savings account? Because I think Hallie cleaned you out, if I remember right.

DISTRICT ATTORNEY ROBERT WILTERS: As of this time, we have not been able to funnel much, if anything, into the savings account.

FINANCE CHAIRMAN TUCKER DORSEY: All right.
DISTRICT ATTORNEY ROBERT WILTERS: Now, we can
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287
make payroll. We can make payroll, which is good.
Because DHR's reimbursement to us is running two, three, sometimes four months behind.

If they're running behind three months, then it's getting making budget. Their money will come in, but it's -- it gets tight.

FINANCE CHAIRMAN TUCKER DORSEY: All right.
MS. KIM CREECH: I looked at the funds that the County holds. The law says that the money comes to the Treasurer, and the Treasurer -- and y'all request that money back.

I'm showing an upward tend. So in Fiscal Year 16, it was six hundred and seventy-six thousand (\$676,000). In Fiscal Year 17, it was seven-oh-five (\$705,000). So, I mean, if I look at my -- looking at those revenue sources, they're actually trending up, unless you're thinking this year they're fixing to hit bottom.

DISTRICT ATTORNEY ROBERT WILTERS: Which ones are -- are you looking at?

MS. KIM CREECH: I'm looking at the DA fund, worthless check, the \(\$ 2\) fund, and the DA recovery fund.

DISTRICT ATTORNEY ROBERT WILTERS: All right.
Restitution recovery?
MS. KIM CREECH: Uh-huh. (Indicates
affirmatively.)
DISTRICT ATTORNEY ROBERT WILTERS: Yeah.
MS. KIM CREECH: So those are four that come
into us. And then you send a request over --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

DISTRICT ATTORNEY ROBERT WILTERS: Right.
MS. KIM CREECH: -- to sent those monies back
over to you.
DISTRICT ATTORNEY ROBERT WILTERS: The \$2 fund is traffic tickets. That's going down, trending downward. The DA fund probably is, at best, levelling off. Restitution recovery is down some from what it was, but, \(I\) mean, it's --

MS. KIM CREECH: I mean, rescue [sic] recovery, what I'm -- what I'm showing from -- from the -- the two previous years -- I'm not talking about this year that's closed out -- I mean, it -- it came down about eight hundred dollars (\$800).

DISTRICT ATTORNEY ROBERT WILTERS: From?

MS. KIM CREECH: From the previous year.
DISTRICT ATTORNEY ROBERT WILTERS: '16 to '17?

MS. KIM CREECH: Uh-huh. (Indicates
affirmatively.)

DISTRICT ATTORNEY ROBERT WILTERS: Okay.
COMMISSIONER CHRIS ELLIOTT: And, Kim, you're expecting three fifty \((\$ 350,000)\) to three seventy \((\$ 370,000) ?\)

MS. KIM CREECH: Yes, in sales tax. That should be the sales tax number.

COMMISSIONER CHRIS ELLIOTT: And the good news for her and the bad news for my kids is that I'd Rumpelstiltskin on her numbers, for whatever it's worth.

DISTRICT ATTORNEY ROBERT WILTERS: Uh-huh.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
(Indicates affirmatively.)
COMMISSIONER CHRIS ELLIOTT: I mean, she's -she's pretty sharp.

DISTRICT ATTORNEY ROBERT WILTERS: I'm not going to argue with her about the numbers.

MS. KIM CREECH: I'm just pulling the data off the system.

DISTRICT ATTORNEY ROBERT WILTERS: She's got the numbers.

MS. KIM CREECH: You know, I'm pulling those numbers off the system, because those numbers don't -those numbers do not come in to us.

DISTRICT ATTORNEY ROBERT WILTERS: Uh-huh. (Indicates affirmatively.)

MS. KIM CREECH: And we turn around -- And when you were saying it's trending down, I just real quick, you know, did a spreadsheet, just kind of looking at trends to see.

And, you know, what \(I\) see is it's going up, and unless you're expecting something really to fall off. And I don't know what those -- I don't know what those numbers are in the court system, but there was -- there was an increase from one year to the next, you know, right at thirty thousand dollars (\$30,000).

COMMISSION CHAIRMAN FRANK BURT: Do you have a year-to-date on --

MS. KIM CREECH: I --
COMMISSION CHAIRMAN FRANK BURT: -- on '18.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
```

MS. KIM CREECH: I do. I have a year-to-date.
COMMISSION CHAIRMAN FRANK BURT: And a

```
year-to-date on '17?
    MS. KIM CREECH: I have a year-to-date on this
year, which we haven't closed out. It's five hundred and
seventy-three thousand (\$573,000). And where we ended
last -- last year was seven-oh-five \((\$ 705,000)\) in total.

COMMISSION CHAIRMAN FRANK BURT: At same point last year.

MS. KIM CREECH: I don't --

COMMISSION CHAIRMAN FRANK BURT: You've got to compare apples to apples. Where were we at the same time in '17, year-to-date? That's, what, up through three quarters?

MS. KIM CREECH: Uh-huh. (Indicates
affirmatively.)

COMMISSION CHAIRMAN FRANK BURT: Go through three quarters of '17 and see -- I mean, '18, and see what it was, how much it is. That's a real way to compare.

COMMISSIONER CHRIS ELLIOTT: Mr. Chairman, while Kim is doing that calculation.

Judge, do you see the District Attorneys Association pushing the legislation or changing anything at the State level? Are they -- anything other than just asking for more, as far as reallocating funding from a --

DISTRICT ATTORNEY ROBERT WILTERS: No.

COMMISSIONER CHRIS ELLIOTT: Okay.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

\section*{DISTRICT ATTORNEY ROBERT WILTERS: My numbers} from 2017 through present, June, each year solicitor's income was up six thousand (\$6,000); bail bond fee was up about eight thousand (\$8,000); DA fund was down ten thousand (\$10,000); \$2 fund was down twelve (\$12,000), a little over twelve thousand \((\$ 12,000)\), showing a drop of nine thousand dollars (\$9,000) for the first six months of 2017, 2018.

And restitution recovery and forfeitures was down sixty-four thousand (\$64,000) during that same period. Worthless checks were down two thousand (\$2,000). Pretrial interventions was up seven thousand (\$7,000).

If Kim's got numbers that show that I'm better off than that, that I'm -- I'm good. I'm glad I'm better off.

MS. KIM CREECH: I was just seeing an upward trend, unless you have something -- it looks like I've lost connection on the spreadsheet. Now I'm getting zero on the recovery.

COMMISSIONER CHRIS ELLIOTT: That would be the Cyber Crimes Unit he's got.

FINANCE CHAIRMAN TUCKER DORSEY: That was good, pretty good right there.

MR. JOE DAVIS: Tax dollars at work.

FINANCE CHAIRMAN TUCKER DORSEY: Wow. Yeah.

Cut in.

DISTRICT ATTORNEY ROBERT WILTERS: Yeah. If I was that good, I wouldn't be here asking for money.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

FINANCE CHAIRMAN TUCKER DORSEY: Pretty funny. MS. KIM CREECH: Without -- I've got one link that's -- that's giving me zeros. I'm not sure what's going on.

But if I compare it -- if I compare from the -- I'm taking out the DA recovery. So it looks like that you went from a hundred and forty-seven thousand (\$147,000) to a hundred and forty-five thousand \((\$ 145,000)\) from one year to the next. Two thousand \((\$ 2,000)\) off at same period of time.

COMMISSION CHAIRMAN FRANK BURT: Yeah. That -that's what \(I\) was talking about. So it only fell a little over a percent.

MS. KIM CREECH: Yeah.

COMMISSION CHAIRMAN FRANK BURT: I -- I just -what, we increased it -- Well, we didn't do it. We did it with the help of the Legislators and us and the Board of Education all working together to try to get you where we thought we did.

And there -- there's so many things, Lord, this county needs in transportation and whatever. But, Commissioners, y'all are running the show. I'm just here to vote for it.

But I'm for increasing -- you're asking in addition to the three hundred (\$300,000) and something that he's getting through the sales tax; on top of that, an additional how much?

FINANCE CHAIRMAN TUCKER DORSEY: Two fifty-six

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

COMMISSION CHAIRMAN FRANK BURT: How about

``` splitting it with him? Can we come up with that? I think he --

COMMISSIONER CHARLES "SKIP" GRUBER: That's what \(I\) said, one sixty \((\$ 160,000)\), you know.

COMMISSION CHAIRMAN FRANK BURT: Do what?

COMMISSIONER CHARLES "SKIP" GRUBER: I said --

FINANCE CHAIRMAN TUCKER DORSEY: Well,
splitting it would be one twenty-eight --
COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.
FINANCE CHAIRMAN TUCKER DORSEY: -- two twenty (\$128, 220) .

DISTRICT ATTORNEY ROBERT WILTERS: That will be fine.

FINANCE CHAIRMAN TUCKER DORSEY: All right. He hasn't -- hasn't started squealing yet. Let's -- let's make it eighty-five thousand (\$85,000).

DISTRICT ATTORNEY ROBERT WILTERS: Whoa.

COMMISSION CHAIRMAN FRANK BURT: That's where I was. That's where I was.

DISTRICT ATTORNEY ROBERT WILTERS: I'll start squealing if y'all want me to.

COMMISSION CHAIRMAN FRANK BURT: He could and would.

COMMISSIONER CHRIS ELLIOTT: Judge, here is our issue. I'm probably going to take the Joe Davis approach on this. We've got to get through the rest of the day

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

1
here and see --
COMMISSION CHAIRMAN FRANK BURT: Yes.

COMMISSIONER CHRIS ELLIOTT: -- where we --
we -- we finally are. But \(I\) think you get an idea of where we're headed. We want to help. We've just got to figure out where to find it. Because it's not in the budget. It's not in the decision items --

COMMISSION CHAIRMAN FRANK BURT: Right.
COMMISSIONER CHRIS ELLIOTT: -- list. We're going to have to plug it back in on top of everything. We're working towards this zero number. And now we're working the other way on top of that, to add stuff back in.

COMMISSION CHAIRMAN FRANK BURT: And any we add here, we've got to take away --

COMMISSIONER CHRIS ELLIOTT: Oh, yeah. It's got to -- somebody else is going to squeal on the other end.

DISTRICT ATTORNEY ROBERT WILTERS: Any help y'all can give me would be greatly appreciated. And I appreciate the help y'all have given me the last two years and that you continue to give we with tax redistribution. It has -- it's helped. It's helped a lot.

If y'all have any other questions, I'd be happy to answer them; if not, thank y'all for your time and for everything y'all have done for us.

COMMISSIONER CHRIS ELLIOTT: Anytime you want
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
to carpool to the Gump, let me know.
DISTRICT ATTORNEY ROBERT WILTERS: Okay. Might
have to.

COMMISSIONER CHRIS ELLIOTT: Yes, sir.
DISTRICT ATTORNEY ROBERT WILTERS: Thank y'all.
FINANCE CHAIRMAN TUCKER DORSEY: Thank you.
COMMISSION CHAIRMAN FRANK BURT: What did we
put down?
COMMISSIONER CHRIS ELLIOTT: Nothing.
COMMISSION CHAIRMAN FRANK BURT: Zero.
COMMISSIONER CHRIS ELLIOTT: (Indicates
affirmatively.)
COMMISSION CHAIRMAN FRANK BURT: That's where I am.

FINANCE CHAIRMAN TUCKER DORSEY: We have not added anything at this point.

COMMISSION CHAIRMAN FRANK BURT: We'd have to take it from somewhere else if we did.

FINANCE CHAIRMAN TUCKER DORSEY: Judge, if I
need you by phone before noon, if you'd grab me if you can.

DISTRICT ATTORNEY ROBERT WILTERS: Yes, sir.
MR. BO HARTSFIELD: My turn?
COMMISSIONER CHRIS ELLIOTT: See you, Judge.
DISTRICT ATTORNEY ROBERT WILTERS: Thank y'all.

2-B - BUDGET DELIBERATIONS ON HEALTH AND DENTAL INSURANCE FOR THE

BALDWIN COUNTY SHERIFF'S OFFICE AND THE BALDWIN COUNTY COMMISSION
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

    FINANCE CHAIRMAN TUCKER DORSEY: Y'all want to
    talk about insurance some more?
    MR. RON CINK: The last and final.
    COMMISSIONER CHARLES "SKIP" GRUBER: The last
    ```
and final.

FINANCE CHAIRMAN TUCKER DORSEY: Yes, indeed. MR. BO HARTSFIELD: Thank you for that introduction, Commissioner Dorsey. Bo Hartsfield with Cobbs Allen here to go back through the health insurance renewal for January 1,2019 , plan year.

We've been there a handful of times and have made some progress on some decisions. We've got you updates on a handful of others.

The first page here, we go to the dental. We had done an analysis of the network with Unum. I appreciate Commissioner Gruber, the finance team, and HR team looking into this for us.

It turns out that the Unum dental network was not quite what we expected it to be, and it just -- we -- we couldn't, in good faith, recommend a change to them. There would have been a lot of disruption for County employees.

So I believe that the recommendation at this point is to remain at the self-insured plan with BlueCross/BlueShield with an increase to the employee contributions from the current proposed rates.

The majority of this, you'll notice, is on the family orthodontic rates, from sixty-seven (\$67) to

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
eighty-five dollars (\$85). That's where a majority of the claims costs is driven from.

The plan has a thousand dollar (\$1,000) lifetime max benefit, orthodontic coverage. How the dental plan works is you can sign up for orthodontic coverage one year, right, get braces on your kid. You'll spend a thousand dollars \((\$ 1,000)\) very quickly. And then come back on the plan without orthodontic coverage.

So that section of the plan seems to run higher claims than others. So perhaps it's unfair to charge them only a smaller portion for the dental.

That difference, sixty-seven (\$67) from sixty-three (\$63), four dollars (\$4) a month is just not really making up the additional claims cost. So we're going to bump that up a little bit more.

We have seen a diminishing of the dental fund the past couple years. This would, you know, kind of get it back in a healthy state again and at least maintain that current level in -- in that dental fund.

COMMISSIONER CHARLES "SKIP" GRUBER: Sounds good to me.

COMMISSIONER CHRIS ELLIOTT: What happened? I mean, we had a book of dentists this thick (indicating.) What was the deal?

MR. BO HARTSFIELD: Apparently -- apparently, it should have been that thick (indicating). Just with the dentists that were in there, there was a lot that were not currently in.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

BlueCross uses a network called DenteMax, which is also what Unum uses; okay? Apparently, when they did the network analysis, what Unum did, they looked at the current DenteMax dentists. And that's where we got that ninety percent (90\%) number.

BlueCross also had contracted outside of that DenteMax network and got a lot of other additional dentists in their network.

COMMISSIONER CHARLES "SKIP" GRUBER: And, I mean, there was -- there was a lot of dentists that were not -- that the -- that the employees use that were not in it --

COMMISSIONER CHRIS ELLIOTT: Yeah.
COMMISSIONER CHARLES "SKIP" GRUBER: -- and couldn't get in it. I mean, you know, most of it, it's a network of, you know -- you know, conglomerates, you know. The big conglomerate ones are what they went towards, you know, the -- that owned, you know fifteen (15), twenty (20) dentist offices.

COMMISSIONER CHRIS ELLIOTT: I'm familiar with that guy.

COMMISSIONER CHARLES "SKIP" GRUBER: And the other guy, the small guy out here, couldn't get into it.

MR. BO HARTSFIELD: So, you know, Commissioner Elliott, \(I\) think that what -- it -- it -- it probably makes more sense to remain with BlueCross to try to get the fund healthy again.

And we can look at the dental with Unum next year.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

Perhaps they've made some advances in their network. But
I believe the disruption to employees and changing
dentists would have been -- would have been a lot of --

COMMISSIONER CHRIS ELLIOTT: For what it's
worth -- And \(I\) know Unum is interested in the market. But, you know, the lack of competition is -- is stark.

MR. BO HARTSFIELD: Yep.
COMMISSIONER CHRIS ELLIOTT: And I'd -- and I'd let Unum know that, you know, there are folks that are looking --

MR. BO HARTSFIELD: Sure.
COMMISSIONER CHRIS ELLIOTT: -- for next year.
MR. BO HARTSFIELD: Yeah. Thank you. Will do.
COMMISSIONER CHRIS ELLIOTT: Not that that's going to move your needle at all, but it might.

MR. BO HARTSFIELD: It might. And, really, I think the message needs to be, for dentist, you know, Unum is trying.

And we've heard from a few dentists, you know, that they weren't interested in joining Unum's network, which is kind of crazy. Because, you know, BlueCross pays dentists less than somebody like Unum would; right?

So it -- it just -- it's a bit of an anomaly how that's working. But \(I\) do agree. Competition is healthy for everybody. And now that there is, you know, people like Unum and MetLife are trying to develop a stronger presence. So I do believe we'll see more competition. And maybe we'll have some better options in future years.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
MS. KIM CREECH: And our -- our dental fund is -- I mean, it's healthy. It's got four months of reserves in there so --

COMMISSIONER CHRIS ELLIOTT: But they're diminishing.

MS. KIM CREECH: Huh?

COMMISSIONER CHRIS ELLIOTT: But they're diminishing, if I recall.

MS. KIM CREECH: They've come down some, but not a lot. I mean, the reserves that are in there that was in there in 2015 is the same amount of reserves we have currently today.

COMMISSIONER CHRIS ELLIOTT: Okay.

MS. KIM CREECH: We went up. We gained some in that fund in -- 1 believe it was like '17, '16, and then brought it down. But if I look at comparing four years ago, the dollar amount in the reserves are the same.

MR. BO HARTSFIELD: Okay. Any discussion on the dental?

FINANCE CHAIRMAN TUCKER DORSEY: Nope.
MR. BO HARTSFIELD: Renewal? Okay. Thank you.
Ron, please. Okay. Now we get into the health plan comparison here. You guys are familiar with this slide by this point. We've got the current County plan design here, a proposed plan option here, and public administration benchmark.

I'll spend some time focusing on this urgent care co-pay. I believe the majority of these, like the

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
deductible change from four hundred (\$400) to five
hundred (\$500) for single; twelve hundred (\$1,200) to fifteen hundred \((\$ 1,500)\) for family, that, we didn't have a lot of heartburn about.

The emergency room change, getting that more inline with the public administration benchmark seemed to be okay. This urgent care item we did have some discussion about last week. And \(I\) have a slide to this, Ron, if you'd please go to the next one.

Okay. We currently cover urgent care at a thirty-five dollar (\$35) co-pay, which is the same as primary care. We are proposing to increase that to forty dollars (\$40).

Everybody's familiar with the Symbol health clinics that the County provides at no cost to County employees. I mentioned that Alabama Public Admin benchmark is seventy-five dollars (\$75).

If we -- if we increase to seventy-five (\$75) and not -- maybe not the full one hundred (\$100) -- The concern about increasing to one hundred (\$100) was that is that fair to County employees if, you know, it's on a weekend and they're trying to go get some -- some care?

I had a daughter this weekend that got a fishing hook through her hand. And we had to go; right? And Symbol Health Clinic is not open on Saturday morning.

So is it an inequitable change to increase employees' cost in situations where they don't have access to the Symbol Clinic?

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

\section*{So perhaps we go with a seventy-five dollar (\$75)} increases, which just gets us inline with the benchmark.

And I think that -- We're not going to save a lot of money doing this; right? But it's not about the money we're saving. It's about kind of the behavorial component of this. We're just encouraging more utilization through the clinic, when it's open.

Okay. Symbol is working on this discussion with -It's South Baldwin Hospital is who they're working with. There's two urgent care clinics that South Baldwin manages; one here in Robertsdale, and one in Gulf Shores.

An agreement can be reached shortly. I'll -- I'll push to get this done by today. I wanted to be able to come today and say we've got a deal. It's in the lawyers' hands now, and so that has somewhat delayed the process.

But what we're looking at is that when the Symbol Clinics are closed, that employees can use these urgent care facilities in Robertsdale and Gulf Shores.

That is a starting point. I would love to, you know, perhaps add this with also North Baldwin, other urgent care facilities in the county, to allow participants to do discounted co-pays, reduce that lengthy registration process, and direct bill these through the Symbol Clinics, and that they're going to charge us a passthrough on that.

So there's a -- there's a chance that's done by 1/1/19. I just -- I don't have it, you know, factored in
for budget discussion today. But, hopefully, this would be a positive change.

I still, though, imagine that the seventy-five dollar (\$75) increase in the co-pay to urgent care, that's a forty dollar (\$40) from current. And we don't have a ton of urgent care utilization. I think the behavior change component, pushing people through those clinics is a positive one.

MS. KIM CREECH: And -- and the point of me and Bo had this conversation on Friday was that if these were State employees on State insurance, and they don't have Symbol Clinics, they're having to pay the seventy-five dollars (\$75) to go to an urgent care.

And -- and we kind of talked about at least it should be fifty (\$50), what a specialty is, because the urgent cares do charge more than going to your regular -your regular primarily care doctor.

And so we were trying to look at the cost of the employee paying the seventy-five dollars (\$75). Well, that bill is a lot more than going to a regular doctor also.

MR. BO HARTSFIELD: Yep. That is exactly
right. So I -- I guess the item for discussion would be approval of -- an approval of the plan design changes that were proposed; is that -- is that right?

COMMISSIONER CHRIS ELLIOTT: Well, before we get to that, I want to look at what -- now we're going to have a new increase. And I want to see what that's going
baldwin county commission special meeting - budget deliberations 08/27/2018
1
to be.

MR. BO HARTSFIELD: Sure.
COMMISSIONER CHRIS ELLIOTT: Because I'm --
I -- you know, again, this is about utilization and the folks utilizing it. At end of the day, we're spreading these costs around to the folks that have insurance that are going to the urgent care.

MR. BO HARTSFIELD: Yes, sir. Good point.
COMMISSIONER CHRIS ELLIOTT: So it sounds good, but we're about to hit them with a hike at the end.

MR. BO HARTSFIELD: Yes, sir.
COMMISSIONER CHRIS ELLIOTT: So I want to see what that is.

MR. RON CINK: Where do you want to go, Bo?
MR. BO HARTSFIELD: Next slide, please. This is the summary. Keep going. Let's look at the -- if you'll go all the way to the last couple -- We'll come back to air ambulance.

The two options for premium change haven't changed; right? And the urgent care co-pay difference is not going to make any impact on the premium change.

COMMISSIONER CHRIS ELLIOTT: Okay.
MR. BO HARTSFIELD: The two options we've looked at from last meeting is eight percent (8\%) increase split evenly by the current employee and employer percentage; right?

And this one is an -- it's about an eight percent (8\%) increase to employee premiums. Here from the 2018

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
column, you see the employee portion. Here at 2019, that's what the full eight percent ( \(8 \%\) ) increase would be to the employees.

Ron, if you'll hit me with the next one. The other option, as you might recall, caps employee increase at the five percent (5\%), okay, and then shifts the rest of that cost to the County.

COMMISSIONER CHRIS ELLIOTT: We talked about that last --

FINANCE CHAIRMAN TUCKER DORSEY: Is that per pay period?

MR. BO HARTSFIELD: These are monthly numbers, so it's even less on you guys. Are you guys biweekly or semi-monthly?

MS. KIM CREECH: Biweekly.
MR. RON CINK: Biweekly.
MR. BO HARTSFIELD: So it's about half.
COMMISSIONER CHRIS ELLIOTT: Mr. Chairman, we talked about the cap last time. I'm not in favor of that. I think the whole -- the whole goal is for our employees to understand that this is their plan, and to, you know, adjust behavior accordingly. So can you flip back a slide for me, Ron?

FINANCE CHAIRMAN TUCKER DORSEY: For the average payroll amount that one of our six hundred and seventy-seven (677) people make in this county, it is an impact to their paycheck of less than half -- it's half of one percent (.5\%).

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

    point -- I mean, I've been in -- we've been in
    conversations. If I look at family coverage with -- with
    ```
    the screenings going up thirty dollars (\$30), it ends --
    per month, it ends up a little over two hundred dollars
        (\$200). And I do feel like, a least for my family, we
        have benefitted from those Symbol Clinics by not paying
        those co-pays.
                            FINANCE CHAIRMAN TUCKER DORSEY: Oh, yeah.
I --

MR. BO HARTSFIELD: Great point.
FINANCE CHAIRMAN TUCKER DORSEY: I mean, when we sit here and look at eight percent (8\%), everybody says, oh, my gosh, it's eight percent (8\%).

But it's not eight percent (8\%). I mean, the other stuff that you're getting for it is -- is infinitely cheaper.

COMMISSIONER CHRIS ELLIOTT: Well, take off one thirty-five dollar (\$35) co-pay to go to an urgent care, boom, there goes your --

MR. RON CINK: Right.
COMMISSIONER CHRIS ELLIOTT: Done, handled. It's -- you know, it's a net decrease right there.

MR. BO HARTSFIELD: And for some context, the plan had no increase 1/1/18. And eight percent (8\%) is, at worst, about medical inflation, about the medical inflation number year after year.

FINANCE CHAIRMAN TUCKER DORSEY: I'm completely
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
good with this and the change to the urgent care.
COMMISSIONER CHRIS ELLIOTT: Okay.
FINANCE CHAIRMAN TUCKER DORSEY: I'm onboard. COMMISSIONER CHRIS ELLIOTT: Option 1? FINANCE CHAIRMAN TUCKER DORSEY: Yes. COMMISSIONER CHRIS ELLIOTT: The eight percent ( \(8 \%\) ).

FINANCE CHAIRMAN TUCKER DORSEY: Yes. COMMISSIONER CHRIS ELLIOTT: Okay. FINANCE CHAIRMAN TUCKER DORSEY: Because even though when you look at that, you say, oh, my gosh, it's such an impact. It's not. I mean, net, net, net, it's not.

COMMISSIONER CHRIS ELLIOTT: No. Especially, like you said, when you discount the fact that you've got a free -- I mean, how many Symbol clinics does that take to completely wipeout the increase at all? One.

COMMISSIONER-ELECT JEB BALL: Hey, can I ask something, Tucker?

Bo, based on the last meeting we had, the new plan with the dentist, actually, for our eyes' sake, brought it back down to the five percent (5\%) increase anyway, not the eight percent (8\%). Didn't it offset somehow or other?

MR. BO HARTSFIELD: Yes, sir. But that was with the dental plan we're -- that didn't have the dentists, that didn't have the network.

COMMISSIONER-ELECT JEB BALL: Okay. Right.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

\section*{MR. BO HARTSFIELD: So, unfortunately, you}
know, that -- that offset, we're -- we're not going to be able to get.

COMMISSIONER-ELECT JEB BALL: Okay.
MR. BO HARTSFIELD: We -- we were hoping that
it would, yes, sir.
COMMISSIONER-ELECT JEB BALL: Eight percent
( \(8 \%\) ) is still good, when you look at --
MR. BO HARTSFIELD: Yeah, I agree.
COMMISSIONER-ELECT JEB BALL: -- everybody
else's increases across the --
MR. BO HARTSFIELD: You know, the --
COMMISSIONER-ELECT JEB BALL: You know, private or public, I mean, it's -- it's going up, regardless.

MS. KIM CREECH: But it's a huge benefit that we added to the program with the Symbol Clinics.

MR. BO HARTSFIELD: And -- and -- I'm sorry.
COMMISSIONER CHRIS ELLIOTT: No. That's okay. Go ahead.

MR. BO HARTSFIELD: And the real savings to the plan, the clinic -- we got into that clinic to reduce costs long-term, to flatten trend lines. And I believe it takes about a year to realize that return on investment. And hopefully this plan will begin to see that.

We did have a little bit better July than we had May and June, so -- on a net basis, at least, so perhaps we're kind of around the corner.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
And I believe '19 should set up to be a better year, particularly if we breathe some life into the fund with an eight percent (8\%). And, hopefully, this time next year, we're -- we're not looking at having to increase rates again.

MR. JOE DAVIS: Mr. Chairman --
COMMISSIONER CHARLES "SKIP" GRUBER: Well, that's where we made the mistake last year, is by not -not doing a small increase.

FINANCE CHAIRMAN TUCKER DORSEY: That's right.
COMMISSIONER CHARLES "SKIP" GRUBER: You know, we was trying to be -- be nice, you know.

MR. JOE DAVIS: Mr. Chairman?
FINANCE CHAIRMAN TUCKER DORSEY: Sir.

MR. JOE DAVIS: What portion of our people, whether single or family, is in the wellness versus the non-wellness?

MR. BO HARTSFIELD: Great question. It's about ninety percent (90\%) are in the wellness.

MR. JOE DAVIS: That's what we need to push when --

FINANCE CHAIRMAN TUCKER DORSEY: Well --
MR. JOE DAVIS: -- they start thinking about the twenty-four dollars (\$24) out of their paycheck. That's what they're going to look at. We need to show them that if you did a few things, that would improve the bottom line.

FINANCE CHAIRMAN TUCKER DORSEY: Well, Year
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

One, we were probably at ninety-eight percent (98\%). It got messed up last year because the screening scheduling got messed up by Symbol.

So, I mean, that's -- that's more on Symbol and making sure we've got our folks scheduled to do that. I hope we're making improvements to that next year.

MS. ANDREA RIDER ROBERSON: Yeah, we've already got it started.

FINANCE CHAIRMAN TUCKER DORSEY: All right.
MR. JOE DAVIS: And any new employees coming really -- I'm sure it needs to be sold --

MR. BO HARTSFIELD: Absolutely.
MR. JOE DAVIS: -- right up at the front end.
MR. BO HARTSFIELD: And they do all that at the clinic.

COMMISSIONER CHRIS ELLIOTT: Can you cover the
Air Care for me real quick? Get --
MR. BO HARTSFIELD: Yep.
COMMISSIONER CHRIS ELLIOTT: -- that fixed?
And I want to belabor the point to make sure it's fixed.
MR. BO HARTSFIELD: Ron, I believe it's back a slide or two, the Air Care.

MR. RON CINK: Hit the wrong button. There it is.

MR. BO HARTSFIELD: There it is. To bring everybody back up to speed, we were looking into partnering with air ambulance. The exact name of the company is not air ambulance. It's --

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1

MS. ANDREA RIDER ROBERSON: Air Care.
MR. BO HARTSFIELD: -- Air Method --

MS. DEIDRA HANAK: Air Care.
MR. BO HARTSFIELD: -- or Care? The Calendar
Year 2017, paid about seventy-five thousand (\$75,000) for two County participants -- health plan participants that had to be air lifted.

We had the opportunity to insure this benefit with a local company for forty-five dollars (\$45). That is a per-employee, per-year number, which annualizes to just under thirty-eight thousand dollars (\$38,000). And this would be no bills; right?

MS. ANDREA RIDER ROBERSON: On the seventy-four \((\$ 74,000)\), actually, the out of the county, the BlueCross/BlueShield budget, we probably paid about fourteen thousand (\$14,000). That's what BlueCross paid towards it. Our employees were --

MR. BO HARTSFIELD: Balance billed.
MS. ANDREA RIDER ROBERSON: -- balance billed for the rest of it.

MR. BO HARTSFIELD: This would eliminate the balanced billing aspect of this; right? And then the County has decided, when these bills have come, to cover those, right, which you thought --

COMMISSIONER CHRIS ELLIOTT: No. And we had a question about the other -- the other air ambulance service, the backup. Have we talked to them?

MR. BO HARTSFIELD: Yes.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1

COMMISSIONER CHRIS ELLIOTT: Okay.
MR. BO HARTSFIELD: And does not appear to be an apples-to-apples quote as to what they can do. They serve as the backup --

COMMISSIONER CHRIS ELLIOTT: Right.
MR. BO HARTSFIELD: -- like when Air --
MS. ANDREA RIDER ROBERSON: Care.
MR. BO HARTSFIELD: -- Care cannot get somebody
here locally.
COMMISSIONER CHRIS ELLIOTT: Right.
MR. BO HARTSFIELD: Reached out to them a
handful of times, had a little trouble getting in touch with somebody. And it does not appear to be a replication of the service that Air Care can provide.

COMMISSIONER CHRIS ELLIOTT: Okay. So if they -- if they -- if they're the backup provider and they pick up one of our folks, they're billing us full rate?

MR. BO HARTSFIELD: Yep.
COMMISSIONER CHRIS ELLIOTT: Any way to
mitigate that with them?
MR. BO HARTSFIELD: Just negotiate them down --
COMMISSIONER CHRIS ELLIOTT: Okay.
MR. BO HARTSFIELD: -- which is what we've done, right, a combination of -- mainly Andrea, but we've stepped in on a few of those negotiations.

COMMISSIONER CHRIS ELLIOTT: So have we got
something from them or not?
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
MS. ANDREA RIDER ROBERSON: We've got -- one
our bills, we got it down from thirty --

COMMISSIONER CHRIS ELLIOTT: But, proactively, had we've had any success proactively with getting --

MS. ANDREA RIDER ROBERSON: They are coming back -- I talked to them last week. They said no more than forty-five (\$45,000), but they're going to come back with something that this is how much Baldwin County's bill would be. If somebody from Baldwin County gets -that where -- they're trying to make it a flat rate.

COMMISSIONER CHRIS ELLIOTT: Okay.
MR. BO HARTSFIELD: So, Commissioner Elliott, so what opportunity we may have is to -- is to, again, negotiate down on the front --

COMMISSIONER CHRIS ELLIOTT: Yeah.

MR. BO HARTSFIELD: -- right? So we can enter into a partnership here with Air Care. And then if there is a situation where they can't get somebody, --

COMMISSIONER CHRIS ELLIOTT: Right.
MR. BO HARTSFIELD: -- either their bird is already in the air or --

COMMISSIONER CHRIS ELLIOTT: Sure.
MR. BO HARTSFIELD: -- whatever, it's a
multiple, you know, accident, then we can -- the other -other entity, Life Flight, come get somebody and have a pre-negotiated deal.

COMMISSIONER CHRIS ELLIOTT: That's -- that's
what I wanted to make sure we're doing, is --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1

MR. BO HARTSFIELD: Yes, sir.
COMMISSIONER CHRIS ELLIOTT: -- get something
ahead of time. We don't have to necessarily have to have a contract like this --

MR. BO HARTSFIELD: Right.
COMMISSIONER CHRIS ELLIOTT: -- if we get an agreement on a rate ahead of time and negotiate that down, so we don't get caught with our britches down again.

MR. BO HARTSFIELD: Agree.
COMMISSIONER CHARLES "SKIP" GRUBER: Well, it's not -- it's not us. It's the poor people in the helicopter that had no choice whether they were going or not, and they get stuck with a forty (\$40,000) or fifty thousand dollar (\$50,000) bill --

COMMISSIONER CHRIS ELLIOTT: Yep.
COMMISSIONER CHARLES "SKIP" GRUBER: -- that
there is no way they can negotiate it, you know.
MR. BO HARTSFIELD: Yes, sir. Agreed.
COMMISSIONER CHARLES "SKIP" GRUBER: These
folks don't want to negotiate.
MR. BO HARTSFIELD: That's what we're trying to prevent. Yep.

COMMISSIONER CHARLES "SKIP" GRUBER: All right.
So you're basically, for forty-five dollars (\$45), prepaid? Is that per employee?

MR. BO HARTSFIELD: Yes, sir, per year.
COMMISSIONER CHARLES "SKIP" GRUBER: Per year.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

Sheriff's Department is what all is included in this thirty-eight thousand (\$38,000) number. Total participation is just under nine hundred (900), I believe. We used to get that number. That's all one health plan, as you guys know.

MR. RON CINK: That's just employees, themselves, or employees and family?

MR. BO HARTSFIELD: Employees and family are included on this.

MS. ANDREA RIDER ROBERSON: Anyone within their household.

MR. RON CINK: Okay.

COMMISSIONER CHARLES "SKIP" GRUBER: So --

MS. KIM CREECH: Bo, did you consider that in the rates?

MR. RON CINK: Yeah. I was going to say, that's where I was going next.

MR. BO HARTSFIELD: No, it's not -- it's not considered in the rates, because that's paid outside of the BlueCross plan, to date. I don't believe that this forty thousand dollar (\$40,000) number on the nine million dollar \((\$ 9,000,000)\) health plan --

FINANCE CHAIRMAN TUCKER DORSEY: I mean, that's a pebble in the highway.

MR. BO HARTSFIELD: Yeah.

MS. KIM CREECH: I just wonder if we can treat this like we do with healthcare cost and stuff, and we

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
just charge those out to the department, like life insurance, we charge that to the department. You know, just treat that as another benefit added to the County versus pulling it out of the health fund.

COMMISSIONER CHARLES "SKIP" GRUBER: That's not a bad idea.

MR. BO HARTSFIELD: Depending on like --
MS. KIM CREECH: Like we provide -- we provide life insurance for the employees, a thirty thousand dollar \((\$ 30,000)\) life insurance. We just charge that out to the -- their cost center.

COMMISSIONER CHRIS ELLIOTT: There's certainly room there. There's room there.

MS. KIM CREECH: Yeah, that's what I was thinking.

MR. BO HARTSFIELD: So just charge the forty-five dollars (\$45) per employee back to the departments?

MS. KIM CREECH: As a benefit, like we do life insurance, long-term disability.

MR. BO HARTSFIELD: That's good.
FINANCE CHAIRMAN TUCKER DORSEY: We're a thousand, (1,000), roughly, us and the Sheriff; right?

MR. RON CINK: It doesn't move the needle.
FINANCE CHAIRMAN TUCKER DORSEY: I'm -- I'm thinking supplement a little bit, if you had a Life Flight, then there's something in the account, but that's -- we talked about it a couple weeks ago. But

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
it's such a low risk on that, honestly. I think -- I think that's a good idea. I'm good with that.

MS. KIM CREECH: Okay.
COMMISSIONER CHARLES "SKIP" GRUBER: Sounds
good to me, too.
FINANCE CHAIRMAN TUCKER DORSEY: Y'all
understand?
MR. JOE DAVIS: Yeah.
COMMISSIONER-ELECT JEB BALL: (Indicates
affirmatively.)
MR. BO HARTSFIELD: Good there. Ron, if you'll go to that plan design. I think it's a slide or two before this. Right here, yes. Thank you.

Okay. So on the rates, any further discussion on the rates? The other part of the package would be approving the plan design changes, which we've got listed here.

Urgent care, I removed it, because we didn't know what we wanted to do with it. But you can include that to change from the thirty-five (\$35) to the seventy-five (\$75), we just discussed, if the Commission is okay with those numbers.

The last piece would be the five dollar (\$5) co-pay for prescriptions filled at the clinic. We had some discussion on this the last couple meetings.

An additional option for that would be adding a five dollar (\$5) co-pay for over-the-counter medications filled at clinic. Total dollar figure on that is -- is

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
about thirty-five hundred (\$3,500) on an annualized basis.

COMMISSIONER CHRIS ELLIOTT: For the
combination, or just over-the-counter?

MR. BO HARTSFIELD: Just over --
MR. RON CINK: Just over-the-counter.
COMMISSIONER CHRIS ELLIOTT: It's not free.

It's -- I mean, this is the Golden Corral option. This
is the buffet. I mean, you ought to -- that's me.
FINANCE CHAIRMAN TUCKER DORSEY: Can they carry the over-the-counter?

MR. BO HARTSFIELD: What's that?

FINANCE CHAIRMAN TUCKER DORSEY: Can they carry the over-the-counter?

MR. BO HARTSFIELD: Yes, sir. The clinics can do over-the-counter. Symbol does have the ability to charge co-pays for the over-the-counter, five dollar (\$5), in all likelihood, you know -- Like Mucinex is one of the things that they fill there; right?

You go to CVS -- Or maybe not CVS, since we carved them out -- but let's say you go to Walgreen's to pick up some -- to pick up some Mucinex. It's about twenty dollars (\$20); right? So five dollars (\$5) is certainly still less than what they pay over-the-counter.

FINANCE CHAIRMAN TUCKER DORSEY: Yeah. And it also encourages them to use Symbol more than the others.

MR. BO HARTSFIELD: That's right. That's right.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

FINANCE CHAIRMAN TUCKER DORSEY: All right. I'm good to go. MR. BO HARTSFIELD: Okay. COMMISSIONER CHARLES "SKIP" GRUBER: So we're totally looking at an eight percent (8\%) increase to the employees this year? MR. BO HARTSFIELD: Yeah. I'll give you all the -- all the changes summarized would be an eight percent (8\%) increase to the fund; these changes listed here, the deductible change from four hundred (\$400) to five hundred (\$500) for single; twelve hundred (\$1,200) to fifteen hundred \((\$ 1,500)\) for family; primary care co-pay from thirty-five (\$35) to forty (\$40); specialist co-pay from thirty-five (\$35) to fifty (\$50); ER co-pay, one hundred (\$100) to two hundred (\$200).

Add a specialty RX tier, it's a fourth tier, specialty drug. We haven't talked much about that. Specialty drugs are very expensive, obviously. Most plans include a hundred dollar (\$100) co-pay. That's what we call a Tier IV co-pay.

And the other thing that's not on here is the urgent care from thirty-five (\$35) to seventy-five (\$75). All of these changes remain -- keep the plan within public admin benchmarks. And then add -- Excuse me -- a five dollar (\$5) co-pay to over-the-counter medications filled at the clinics.

COMMISSIONER CHARLES "SKIP" GRUBER: All right. COMMISSIONER CHRIS ELLIOTT: I'm good.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
```

would roughly drop that twenty-five thousand (\$25,000)
annual savings closer to thirty thousand (\$30,000) annual
savings?
COMMISSIONER CHRIS ELLIOTT: Huh-uh.

```
(Indicates negatively.)
MR. BO HARTSFIELD: No. No, sir. It would be -- So what I'm talking about is not doing the five (\$5) for all prescriptions, just the over-the-counter, which would just result in about a thirty-five hundred dollar \((\$ 3,500)\) annual savings.

FINANCE CHAIRMAN TUCKER DORSEY: But it's more -- It's not so much about the money as it is the behavior. You don't want to go out of there with a sackful of stuff just because they're handing it to you.

COMMISSIONER-ELECT JEB BALL: Well, that's what I'm saying. So -- so the five dollar (\$5) co-pay for prescriptions, what would -- we're adding another five dollar (\$5) co-pay for over-the-counter?

MR. BO HARTSFIELD: Yes, sir. Well, kind of.
So this would -- we're not really talking about doing this as much, I --

COMMISSIONER-ELECT JEB BALL: Okay.
MR. BO HARTSFIELD: -- think, because -- the
reason being -- And I'll back up and mention this --
COMMISSIONER-ELECT JEB BALL: People would quit getting their medicine?

MR. BO HARTSFIELD: That's right. And a lot --

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
the majority -- Maybe not the majority, but half of the prescriptions being filled on the pharmacy are maintenance-type medications; you know, blood pressure, cholesterol, things we want participants to take on an ongoing basis.

That prevents larger claims down the road, right, heart attacks and strokes and things of that nature. So we're not really -- I think on the table now is not as much a five dollar (\$5) co-pay on all prescriptions, just for over-the-counter prescriptions. Yes, sir.

COMMISSIONER CHRIS ELLIOTT: I think we're good.

FINANCE CHAIRMAN TUCKER DORSEY: Good.
MR. RON CINK: Bo.

MR. BO HARTSFIELD: Yes, sir.

MR. RON CINK: When do you need the commitment from the Commission for BlueCross/BlueShield?

MR. BO HARTSFIELD: Yep. Good question. We need to go ahead and get the changes filed with BlueCross so that we -- there is an enrollment agreement with them, that if we could sign that by next week, which I can get ordered from BlueCross and signed by next week.

That way we have all the changes effected by the time we have the employee benefits fair, which is scheduled for early October.

MR. RON CINK: Can you give me the information so we can get it on the next Commission meeting?

MR. BO HARTSFIELD: Sure will. Yes, sir, which
baldwin county commission special meeting - budget deliberations 08/27/2018
1
is next Tuesday?
MR. RON CINK: Yes.
MR. BO HARTSFIELD: Yes. Absolutely. I'll
have it to you by the end of the week.
MR. RON CINK: September 4th.
MR. BO HARTSFIELD: Certainly. Okay. Thank you, guys.

COMMISSIONER CHRIS ELLIOTT: Thanks. Good seeing you again.

MR. BO HARTSFIELD: If you have any questions, I'll be back next Monday. Thank you, guys. Thank you to Ron and Kim and Andrea and her team for all the work on this. Thank you, guys.

COMMISSIONER CHRIS ELLIOTT: Thank you.

\section*{2-C - MISCELLANEOUS APPROPRIATIONS REQUEST - REPAIR BALDWIN}

FINANCE CHAIRMAN TUCKER DORSEY: All right.
Ron, you want to knock out our guests here?
MR. RON CINK: Yes. This is Build Baldwin.
MS. SALLY DEAN: Repair Baldwin?
MR. RON CINK: Repair Baldwin. I'm sorry.
Please.
MS. SALLY DEAN: All right. Thank you for letting us come and address the budget committee. Repair Baldwin is a collaborative effort that was started with Habitat for Humanity, Ecumenical Ministries, the churches in Baldwin County, Catholic Social Services to try and address some major problems in this county, affordable

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526
housing, in a little bit different, creative way.
And the reason we went this way is because we could start something. If by keeping people in their homes, we are not adding to the problem of affordable housing.

We are keeping people in their free-and-clear homes by repairing the roofs, repairing the walls, repairing the floors, keeping their home safe, sanitary, and secure.

To date, we have put over -- over six hundred and forty-five thousand dollars \((\$ 645,000)\) into the county in the last four and a half years, repairing homes.

A lot those, probably eighty percent ( \(80 \%\) ) of them have been roofs, which is the thing you have to repair if you want to save the home.

We've done four hundred and seventy-one (471) projects. We continue to have applications come in daily. Right now, up in the northern part of the county, up in Stockton, we have three roofs that are going on this -- this week.

We're doing it in as creative way as possible. We have the -- the clients participate in some of the financial aspects of the repair as well as we are having family members that are stepping in and doing the labor part of it.

We are -- we are giving the material, which has been able to be able to increase the amount of homes that we've been doing.

We see this as a continuous money need for this

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
program. Right now Ecumenical Ministries has put in quite a bit of money. We've put close to three hundred thousand dollars (\$300,000) into repairs. That's coming through grants that -- that we write, as well as our thrift store and that sort of thing.

But since it is a countywide thing that we've opened it up to, the need for funding throughout the county is -- is critical.

We do all the -- through Ecumenical Ministries, we do all of the administrative part of it. We pay for the one part-time coordinator that is in -- in our office. And we do the -- the -- the funding of that particular position.

So our thing is that we're coming to you just to kind of help us in the process. We are continuing to repair homes throughout the county, especially in the north end where the ability to find affordable housing up there for people that can no longer live in their homes is -- is not good, to say the least.

And we're also trying to keep people from homelessness. We have had people come into our ministry that were homeless because of the fact that their home had deteriorated to the fact that it was no longer liveable.

So we're stepping in there, trying to do that. It's a -- it's a big job, but we think if we chip away at it, you know, like when you eat an elephant one bite at the time, we can at least do something that will increase

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
the -- well, that will increase the need for a lack --
for the affordable housing here in Baldwin County.

And I know that is a big statement to say, because there is a great need. But one home at a time, at least we're doing something.

Does anybody have any questions? Any of the funding that would come from the County Commission will go directly into buying repair materials for the homes. We do all of the administrative out of our -- our budget. Any questions?

COMMISSIONER CHRIS ELLIOTT: I do not have any. I will tell you I talked with Sally, who I think the absolute world of. She's just awesome. And what y'all do is fantastic. There's -- there's no question about it. And it's -- and it's a really good bang for the buck. I mean, it really is.

I agree with everything you just said about, you know, if you take care of people's roof, they'll stay in the house longer. They're not homeless. They don't have as many health issues. I mean, got it.

Our problem is -- And you will see throughout this -- this decision items list that we have here -- is that we typically steer away from -- from giving taxpayer money to charities.

And I tried to set that expectation to Sally, who I don't like hurting Sally's feelings at all. It's one of my least favorite things to do in the world.

I don't know what this Commission will do. But I
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
```

tell you, based on -- just so y'all will know, I'll go
ahead step on the grenade, if you will.
The -- the -- the likelihood of us -- of us funding

``` a charitable request is probably fairly slim. It's just -- you -- you can see the other requests that we have in front of us and the struggles that we have just funding, you know, what is the County Commission's responsibility.

I know y'all are -- y'all are involved with United Way; correct? Aren't you --

MS. SALLY DEAN: Yes. We are involved with the United Way. The Repair Baldwin program does not receive money from United Way.

As the collaborative was set up, it was set up really outside of Ecumenical's budget and out of all of the other budgets. So whatever money comes in goes directly to repairs.

So what Ecumenical said was, okay, we will, out of our budget, we will pay for the coordinator. I do all of the -- you know, that type of stuff. But any money that comes in outside does go directly to repairs. So it's not -- does not fit within our revenue stream that we have for Ecumenical.

One of the things that our Board of Directors at Ecumenical said is that our -- our thrift store was doing well, that \(I\) could take some of the profit that came out of there and siphon it over the Repair Baldwin side so that \(I\) could keep money flowing in.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

So it's just the same. If we've got the money, we go out -- Like we got a grant from Wells Fargo of seventy-five hundred \((\$ 7,500)\). That is now being used in the north end of the county to repair three homes.

And these are homes that if we don't get a roof on them pretty quick, these people are not going to have a place to live.

COMMISSIONER CHRIS ELLIOTT: Sure.

MS. SALLY DEAN: So you might want to look at it a little bit differently than a charitable donation. It's to an organization that is in the county that is repairing homes and not necessarily giving it to Ecumenical Ministries.

We're giving it to this collaborative of organizations in Baldwin County to try and address a little bit of the housing problem.

FINANCE CHAIRMAN TUCKER DORSEY: Well, I love Ecumenical Ministries. Y'all do an awesome job for our community. There is no doubt about it.

I don't find this to be the function of government. But, at the same time, as I'm listening to you and thinking about it, have y'all talked to -- we have several major homebuilding companies here. We've got DSLD. We've got Trueland Homes. We've got DR Horton. We've got Benchmark Home. Adams Homes is reentering the market.

Have y'all talked to them at all about helping you with materials acquisition?

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

MS. SALLY SMITH: We have not.
FINANCE CHAIRMAN TUCKER DORSEY: Because --

```
    because the -- I have a hard -- I mean, I have a hard
    time of seeing how you don't multiply that six thousand
    (\$6,000) significantly with their assistance in having
    them as a partner. Because, I mean, I -- I mean, just
    the materials they throw away on a house --
    MS. SALLY SMITH: Right.
    FINANCE CHAIRMAN TUCKER DORSEY: -- is enough
    to build a city. I mean, it really is.
    MS. SALLY DEAN: And that's -- that's what --
    we've worked with the Baldwin County Homebuilders
    Association, have not gotten a whole lot of financial
    help through them.
    They were at the table at one time. Things changed,
    you know, like anything else. We have steadily, as
    Ecumenical Ministries has, has steadily just pushed
    forward.

You know, and we've had partners come and go. And -- and I've got, you know -- Riviera has helped us. North Baldwin Donations has helped us. Catholic Church has helped us, depending upon what the need is at the time.

Our thing is we are -- since it's outside of my regular budget for Ecumenical, my thing is I just constantly am looking for who can help.

It's a very good suggestion. I will give that over to Dan, who is also trying to keep money flowing into the

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
program. And we -- you know, we will move forward with
this. We will continue fixing homes.
But it's, you know -- every time we get a little bit of help -- six thousand \((\$ 6,000)\) would probably do three more -- three more roofs, with the way that we are doing them. And that's three more families that we don't have to worry about them being out of their home.

FINANCE CHAIRMAN TUCKER DORSEY: Right.
MS. SALLY DEAN: Yeah.
FINANCE CHAIRMAN TUCKER DORSEY: I get it
completely. I just think we can do -- I think we can get you farther down the road by hitting the right people up --

MS. SALLY DEAN: Right.
FINANCE CHAIRMAN TUCKER DORSEY: -- to help
facilitate the -- the material needs that you have.
MS. SALLY DEAN: I understand.
COMMISSIONER CHRIS ELLIOTT: And then I'm happy to work with you, too. We both have pretty good connections with those folks. And I'm happy to try to work to find you some materials.

And I'll say this, too. The way that y'all are handling that with the material and labor, having folks participate in the labor and provide the material, I mean, you can't -- you can't squeeze any more blood out of a turnip.

MS. SALLY DEAN: Well, we found that -- And this was interesting. We found as the money was coming

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
in slower, we found that if we sit down and we talk with the homeowner and say, okay, we can buy your materials. Who in your family, who in your church?

COMMISSIONER CHRIS ELLIOTT: Right.
MS. SALLY DEAN: And, guess what? They can
come up with people. Because it's always been the financial part of the buying the materials for the family as a whole --

COMMISSIONER CHRIS ELLIOTT: Right.
MS. SALLY DEAN: -- but not the labor. And so that has increased our ability tremendously to be able to -- to keep going forward.

And I was just talking with Michelle here. And she said, is it possible that the County Commission -- that you could give us letters of recommendation for our program, that we could take to these builders and stuff like that to say, hey, this is a great program. This is maybe something that you should get involved with.

COMMISSIONER CHRIS ELLIOTT: We'll have them this afternoon.

MS. SALLY DEAN: Okay.
FINANCE CHAIRMAN TUCKER DORSEY: Yeah. Do y'all have a card? I'll type it when Ron is doing his part.

MS. SALLY DEAN: Thank you so much.
FINANCE CHAIRMAN TUCKER DORSEY: Also, I know for some labor, \(I\) know that certainly at 3Circle, there are groups that are looking for ways to help the

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
community all the time. So I'm sure you could have some - -

MS. SALLY DEAN: We -- we -FINANCE CHAIRMAN TUCKER DORSEY: -- experts
over there.

MS. SALLY DEAN: -- stepped up with the churches. One of the things, the problem has been with the -- the churches is the -- the availability of the project, the need of the project, when they have volunteer teams.

We need a lot -- we need a lot of roof teams. The problem is the older people -- I hate to say that -- but the older people don't want to get up on roofs anymore; right?

The younger people, their lives are so full, you know, on the weekends with soccer games and all that kind of stuff, a commitment to go and repair someone's roof is a huge commitment. And so we're not seeing that as well.

We've been working with some of the contractors here in Baldwin County that have -- have actually given us a free laborer on the roof if we pay them for one laborer.

So we're trying to be as creative as possible. We're talking with the churches. But in some respects, you get down to it, and the church says, well, we don't have the people for that weekend that you've got set up. So that's -- that's -- that's been kind of the issue there.

But, yeah, we're open to anyone that wants to help.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
COMMISSIONER-ELECT JEB BALL: Have you talked
to the trade school?

MS. SALLY DEAN: Yes, we have.

COMMISSIONER CHRIS ELLIOTT: Good thought.
MS. SALLY DEAN: But, again, there is the
problem. And I think Dan can tell you what's happened with the trade schools.

MR. DAN HANSON: Yeah. They are actually -they are willing to do a couple of ramps a year.

MS. SALLY DEAN: Yeah, ramps.
MR. DAN HANSON: Doing roofs, I think they have liability questions.

MS. SALLY DEAN: Yeah.

MR. DAN HANSON: We haven't gotten around that. If you can talk to them, roofs is the primary need. You know, and there is a house. You walk away from that house, and -- and -- and it's got the sheetrock kicked in and spiderwebs all over the place, but that roof will hold. And that man or that woman are -- are -- are thanking you, you know, forever because they get to stay in their home.

MS. SALLY DEAN: Yeah. Which is -- which is the major thing. We're trying to make the home safe for --

MR. DAN HANSON: Help us out there.
COMMISSIONER CHARLES "SKIP" GRUBER: And the -manufacturers like Lowe's and Home Depot --

MS. SALLY DEAN: We work with them.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
work with them?

MS. SALLY DEAN: Uh-huh. (Indicates
affirmatively.)
COMMISSIONER CHARLES "SKIP" GRUBER: Because I know they're -- they're -- they have gotten to be pretty charitable, you know, with -- as far as stuff like that, I mean, from what I'm finding out.

MS. SALLY DEAN: Yeah. But part of those is that those large chains are tied up very heavily with the larger -- like Habitat for Humanity.

COMMISSIONER CHARLES "SKIP" GRUBER: Uh-huh. (Indicates affirmatively.)

MS. SALLY DEAN: And Habitat for Humanity has now gone through a lot of transition and stuff like that. They were not very much into repair. They are more into building homes. So their donations and stuff go into building homes. The thing about repairs, it's just not as much fun as building a new house.

One of the things that we also address here, which Habitat would not address, is mobile homes. And since we have so many people that are low income, elderly, widowed women that type of stuff that are living in old mobile homes, I mean twenty (20), twenty-five (25) year-old mobile homes, way past their life.

But if we can get up there and we can put a roof on that, she can stay there. And -- and we've done that for a lot of them. And that pretty much is on whatever

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

Repair Baldwin can do.
MR. JOE DAVIS: Do you have a place to
warehouse material or stockpile, or do you seek material when you've got a specific project?

MS. SALLY DEAN: We seek material as -- I -- I have a gentleman who works twenty (20) hours a week. And what he does is he -- he orders all materials, does all the plans. He has a drop shed.

We do buy shingles and stuff from a wholesaler over in Mobile. We work a lot with Lowe's. They're really easy. They give us good prices. They drop ship. They don't charge us to -- to deliver the -- the materials.

So it's much easier for us to do that than anything else. Because if you got to have somebody in there, you've got a team that's going to be there and they're going to give you eight hours, that stuff has got to be there ready to go and that sort of thing.

Another thing that we do a lot of is ramps. It's another critical need in this county. We must get four or five ramp calls a month of somebody that's just had a stroke, can't get out of their homes.

We try and jump on those as quickly as possible. It's a little easier for me to find ramp teams than, of course, repairs. And floor repairs are almost impossible for me to find anybody that wants to get down in the dirt, unless you pay them as a contractor.

But some people need floor repair. I mean, their floors are so weak that they have to have a floor put in,

1
a sub-floor.
Now, we don't do the top floor. We don't do any cosmetic things, but a floor so that the, you know, critters aren't coming in and so that they're not going to fall through that floor.

Usually it's a foundation problem, which, again, any of the problems we're talking about are expensive. I mean they're just not, you know -- they are not really easy fixes.

But if \(I\) can keep a family in their home, in the long run, it's cheaper for us, as a social service agency, to keep them in their home than try and find a place for them to live. Because the waiting list on all of these subsidized housing and that type of stuff is a year out, at best.

So that's -- that's what our goal is. We're trying to do it countywide. We're just a small office, but I think we've had a great reach throughout the county because of it.

FINANCE CHAIRMAN TUCKER DORSEY: Got it. MS. SALLY DEAN: Thanks. FINANCE CHAIRMAN TUCKER DORSEY: Thank you.

Thank you.
COMMISSIONER-ELECT JEB BALL: Thank y'all.

MR. DAN HANSON: I'll be writing.

COMMISSIONER CHRIS ELLIOTT: I'm going to copy
you on the letter. We're drafting a letter right now.

MR. DAN HANSON: All right.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

MS. SALLY DEAN: Thank you very much. FINANCE CHAIRMAN TUCKER DORSEY: Thank y'all. COMMISSIONER CHRIS ELLIOTT: Good idea,

Michelle.

2-D - MISCELLANEOUS APPROPRIATIONS REQUEST - BALDWIN COUNTY

\section*{HERITAGE MUSEUM}

MR. RON CINK: Next, Mr. Chairman, is Baldwin
County Heritage Museum to speak on their appropriation.
FINANCE CHAIRMAN TUCKER DORSEY: Good morning.
MR. RALPH VELLER: Good morning. Good morning, Commissioners and gentlemen. I'm Ralph Veller with the Baldwin County Heritage Museum.

I'm here with June Taylor, our chairman. I'd like to say a few words. First, thank you for your support and hope you won't make me squeal for future support.

But, anyways, you know, if you read our -- our activity and financial report we submit each year, you'll see that we're careful steward of our finances.

And I don't think you'll find an organization that runs as tight a ship as we do, very careful with what we spend. Although, we have a lot of projects that are behind that need attention, we just don't have the funding to do that.

As you know, we -- we try to make up the difference from what we get from the Commission with various events that we stage during the year, such as the golf tournament in February and so forth that helps us raise

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
funding for the operation of the museum.
As you know, my opinion, over the last several years in front of this group, is that \(I\) think it's a gem. As far as a heritage museum, \(I\) don't think there is anything that compares with it on the Gulf Coast.

We're trying to preserve the heritage of the people who made this county, the farmers and those people who settled the county.

If you've ever been to the museum, you know what a gem it is. Those that haven't been there, it's a treat to go over there. It's five acres. And, as I say, it would be a shame to lose it.

We are a 501(3). We do get the assistance from the Commission. But, certainly, that is not enough to keep us operating throughout the year. So we have to be a little bit creative. We go after grants. We have a golf tournament. We try to do fundraisers.

We do have programs for schools to come in. The children come in. Also, we have programs to bring in the elderly and seniors and so forth.

We do get a lot of help from our snowbirds, which, thank God, we do. Because those -- those that started the museum or are involved in the museum are, like myself, we're -- we're over the hill. We can't get on roofs anymore, and we can't do the work that we used to do.

And, unfortunately, the Millennials and the -- and the current generation seem to be more involved with

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
their cellphones and their other gadgets than they are with thinking about heritage and the past and so forth. But, anyway, we don't charge admission. You know, some of the other facilities -- similar facilities in the county do, like Swift/Cole. They do charge a hefty fee to see the house and so forth, but we don't.

We have five acres. And, as I say, it's a gem, as far as I'm concerned. I think most people would agree that's been there.

And we do have programs that we put on. We have Christmas programs. We do put on a veterans program in the fall. We have various programs we do put on.

So I know it's kind of out of the way, but anytime you're going down 98 towards Florida, please stop in. And we're open Wednesday through Friday from ten to three.

Maybe June can say a few words.
MS. JUNE TAYLOR: (Indicates negatively.)
MR. RALPH VELLER: No? Okay.

MS. JUNE TAYLOR: We do have -- we have an employee that is there all the time. And we have two Easter Seals employees that are paid by Easter Seals -Easter Seals to come in and work. And they are limited by ability.

MR. RALPH VELLER: The only paid employee that we have is our clerk/receptionist. And, honestly, she's not making that much. We haven't given a raise in five years, probably.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1

\section*{If you compare her salary with the salaries that} similar, you know, entities are -- are paying, you'll see she's underpaid. But we just can't afford it.

But we do appreciate your help. We thank you for all you've done. You know, we hope that you'll give an appropriation. We really need some more money.

But you realize, after Katrina -- before Katrina, we had a -- a hefty surplus to take care of our needs as far as emergency needs and so forth. But after Ivan and Katrina, at the end of each year, we had very little. We have very little as far as surplus, if we indeed have a surplus. Sometimes we're run out of money.

So, thank you, again. Appreciate it.
FINANCE CHAIRMAN TUCKER DORSEY: We previously
agreed to keep -- for level funding.
MR. RALPH VELLER: Thank you. That's the eighteen \((\$ 18,000)\) ? Is that the eighteen thousand \((\$ 18,000) ?\)

FINANCE CHAIRMAN TUCKER DORSEY: Yes, sir.
MR. RALPH VELLER: Can I squeal a little bit for a couple more?

FINANCE CHAIRMAN TUCKER DORSEY: I mean, you can. I'll be honest with you. I --

MR. RALPH VELLER: I know.

FINANCE CHAIRMAN TUCKER DORSEY: -- mean, you know me. We've kind of arm wrestled for the last eight years on it. But every time you've sent me a request, personally, to donate for something. I've always done

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
```

it. And I've -- this whole last year, y'all haven't sent me anything.

```

So what I don't -- what \(I\) don't want to do is that you become solely reliant on the government to fund it when you've got folks out there that would be -- that would participate in that.

MS. JUNE TAYLOR: Well, our budget is around seventy thousand (\$70,000) --

FINANCE CHAIRMAN TUCKER DORSEY: Got it.
MS. JUNE TAYLOR: -- to operate for the year.
MR. RALPH VELLER: But we have -- we have --

MS. JUNE TAYLOR: We do have other funds. And we try to be creative on how to -- We have one program that fifty-five dollars (\$55) a year would support the museum for a day.

FINANCE CHAIRMAN TUCKER DORSEY: I've done that before. I didn't get a request this year, so I didn't --

MS. JUNE TAYLOR: Okay.
FINANCE CHAIRMAN TUCKER DORSEY: So I
haven't -- if you don't send me something, I -- I don't, you know, there's just too much going on to think about doing it again.

But I'm glad to do it and support you, personally, because I'll put -- I mean, I'll put my money where my mouth is. I'm glad to do it.

But if y'all aren't consistent in -- in hitting those funds again and just come back to the County Commission -- It's easier to get it from one person. I

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
get it, but --
MR. RALPH VELLER: These are -- these are
problems we have to adjust, because we do have a shortage of personnel problem. And it's a matter of getting the programs back going.

Again, we appreciate what you've done for us.
MS. JUNE TAYLOR: The rest of us are just
volunteers.

FINANCE CHAIRMAN TUCKER DORSEY: I understand.
I do. I completely get it.
MR. RALPH VELLER: Thank you very much.
Appreciate it.
FINANCE CHAIRMAN TUCKER DORSEY: Yes, sir.
\(\underline{2-E ~-~ B U D G E T ~ D E L I B E R A T I O N S ~ F O R ~ T H E ~ B A L D W I N ~ C O U N T Y ~ C O M M I S S I O N E R S ~}\)
MR. RON CINK: You ready?

FINANCE CHAIRMAN TUCKER DORSEY: Yes, sir.
Want to run through you and Kim real quick?
MR. RON CINK: That's where we're going.
FINANCE CHAIRMAN TUCKER DORSEY: All right.
MR. RON CINK: Actually, there's quite a few smaller cost centers \(I\) just wanted to bring to y'all, to your attention.

First off is the County Commission. And I want to do this for the incoming Commissioners so that they understand what is in their particular budget.

You've got Commission salaries. And, of course, that's changed, will -- will change in November because

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
of the statutory change.

Of course, the retirement, I've left everything in retirement as -- as Tier \(I\) for -- for now, because it -it -- we cover more in Tier I than in Tier II, so we're covered, health insurance and all that.

I bumped training up to two thousand dollars \((\$ 2,000)\). I -- I don't know why I've got a hundred and seventy-five dollars (\$175) there. But I'll get rid of that. Because it's my understanding there will be just one vehicle, tires for that vehicle, repairs.

Telephone, a thousand dollars (\$1,000); out-of-town travel, fifteen thousand (\$15,000); mileage, I put five grand (\$5,000) in each --in 1, 2, and 3; auto insurance. And that's it for the County Commission. Questions?

COMMISSIONER CHRIS ELLIOTT: No, sir.

\section*{2-F - BUDGET DELIBERATIONS ON VARIOUS SMALI COST CENTERS}

MR. RON CINK: Telephone system, we've gone
through that; Copy and Mail, mail machine rental, Enterprise. This is what Brian deals with on his contract services with that.

Statutory Appropriations, you can see what goes to the library; literacy counsels, search and rescue, boys and girls, tobacco tax, Commission contingency, general contingency and reserve.

Administration cost center, I don't really have anything, except what I've got on the decision items list coming at you. Some building repairs and maintenance in

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
there.
That's -- you'll see that's a top item on the decision items list. We fund an expense allowance to the Court System, by statute.

Circuit Court, this is the supplements to the presiding Circuit Court Judge, Bailiff and the Court Reporter.

District Court, provide telephone service. District attorney, here's a hundred and fifty \((\$ 150,000)\) of the two hundred (\$200,000) statutory. We provide telephone system, and we provide fuel. And I've got a little building repairs. The building on South Hand belongs to the County.

FINANCE CHAIRMAN TUCKER DORSEY: Did y'all have any inclination to do anything for him, additional? I'd be good for something, but not all -- not the --

COMMISSIONER CHRIS ELLIOTT: No. I think we're in the one thirty \((\$ 130,000)\) range, we've got to find it somewhere else. You know, I'm not -- I'm not done yet. I'm just --

FINANCE CHAIRMAN TUCKER DORSEY: All right.
COMMISSIONER CHRIS ELLIOTT: Got to find it somewhere else. Speaking of judges, what did we end up doing with Judge Bosh's request?

MR. RON CINK: It's still in the decision items list.

COMMISSIONER CHRIS ELLIOTT: Okay. Let's not leave that one alone ,either.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

FINANCE CHAIRMAN TUCKER DORSEY: What did that
number turn into?

MR. RON CINK: Two fifty (\$250,000).
COMMISSIONER CHRIS ELLIOTT: I mean --

FINANCE CHAIRMAN TUCKER DORSEY: Have you been
to my house?
COMMISSIONER CHRIS ELLIOTT: Yeah.

FINANCE CHAIRMAN TUCKER DORSEY: It's a pretty
nice house, not fancy.
COMMISSIONER CHRIS ELLIOTT: It's nice.

FINANCE CHAIRMAN TUCKER DORSEY: Yeah. You can
build one of those for two fifty (\$250,000).
COMMISSIONER CHRIS ELLIOTT: I might take you up on that.

FINANCE CHAIRMAN TUCKER DORSEY: That doesn't
include landscaping.

MR. RON CINK: Here's all the building costs.
We've been through those.

\section*{2-G - BUDGET DELIBERATIONS FOR THE BALDWIN COUNTY FINANCE}

DEPARTMENT

MR. RON CINK: Kim, then I'll be back on the satellites.

MS. KIM CREECH: What you'll -- what you'll see there, really everything else is staying pretty status quo, what we've been running, except we have an increase in some software licenses. And we kind of did a flip-flop, if you'll see.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

\section*{Like normally I budget around forty-five thousand} \((\$ 45,000)\) under computer and software. And we switched it down to a line item that Brian Peacock and his staff uses.

So we're having to increase to sixty-three thousand \((\$ 63,000)\). And that just has to do with some JD Edwards licensing going up. That's what you're going to see there.

And then under -- under Finance, I have some decision items under some personnel changes. So my first request, in 2013, we changed the Senior Accountants -I -- I requested the senior level, which included two Senior Accountants and the Chief Compliance Officer.

In 2013, y'all approved a Chief Compliance Officer but left the Senior Accountant. So I'm just requesting that to abolish the Senior Accountant position and create two additional Chief Compliance Officers.

Those -- All three of those staff does the same jobs. They do the same projects. And so I'm just asking for one job description for the three Senior Level Accountants in my office.

And I know y'all are wanting to do a salary survey. But I just felt like in this office, we've already created the Number 9 already. And I've just asking for all three of them to be the same, since they are doing the same job, same/similar. They're backing each other up.

FINANCE CHAIRMAN TUCKER DORSEY: Appreciate
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
that. Survey salary.
MS. KIM CREECH: That's fine. But, I mean, I'm just telling you what I'm asking for. We created something in 2013, and just trying to make a balance for it.

FINANCE CHAIRMAN TUCKER DORSEY: I got it. I mean, everybody hold on for a few months. It should be right. I mean, that's what we're paying for; right?

MS. ANDREA RIDER ROBERSON: Yeah.

MS. KIM CREECH: I just know in this budget process, we're doing some jobs like that, that we're doing some abolish/create. And I just think it's fair. As long as everybody's treated fairly, I'll fine with it.

FINANCE CHAIRMAN TUCKER DORSEY: We're trying our best.

MS. KIM CREECH: I know. Okay. So I had one of -- of those positions that had -- carried a dollar, which is called a ghost position. And about two years ago, y'all eliminated the ghost position.

And but now I'm coming back to ask for that ghost position. It was a Certified Payroll Technician. I had dollar position. And I know those were deleted.

But Ashley has completed all the certifications for that Certified Technical -- Payroll Technician. And I'm just asking for that position, for her to be upgraded.

COMMISSIONER CHRIS ELLIOTT: So we were standing in the back of the room when the certifications came out. And I said, you know what this means. Wait

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
for it. Here it comes.
MS. KIM CREECH: I had planned for this in the
future. And it was a ghost position. And that's what I'm asking for, is that position to be come back and allow Ashley to be -- go into the Certified Payroll section.

I believe that's all on Finance. Any questions?
COMMISSIONER CHARLES "SKIP" GRUBER: If we add that, you know, the positions and then when we do the salary survey, that would -- that would -- would that help them with that? We could get a salary for it?

MS. ANDREA RIDER ROBERSON: A Payroll
Technician?
COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.
MS. ANDREA RIDER ROBERSON: If we have the job description, yes, sir.

MS. KIM CREECH: We already have it. It's been -- it was created. A dollar was put out there. And then y'all took out all of the ghost positions. And that was one of my ghost positions. Because, I mean --

COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.
MS. KIM CREECH: -- if you'll look through the
list, you have more in abolish and create.
COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.
Okay.
MS. KIM CREECH: Any other questions on
Finance?
FINANCE CHAIRMAN TUCKER DORSEY: Huh-uh.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
```

(Indicates negatively.)
MS. KIM CREECH: Next, Sales Tax.
FINANCE CHAIRMAN TUCKER DORSEY: What's the grade change on that one?
MS. KIM CREECH: Just one grade up.
FINANCE CHAIRMAN TUCKER DORSEY: So you're asking for a five percent (5\%)?
MS. ANDREA RIDER ROBERSON: That was seven-point-two percent (7.2\%).
MS. KIM CREECH: Yeah, seven percent (7\%), just

``` the way they jump those grades.

FINANCE CHAIRMAN TUCKER DORSEY: Still doing the job. She's still managing payroll. You're just giving her a seven percent (7\%) raise for certification.

MS. KIM CREECH: And she takes on more jobs.
Ashley is a good fill-in when we run into additional projects.

FINANCE CHAIRMAN TUCKER DORSEY: I mean, I got it. But, listen, it was easier eight years ago. I didn't know anybody. I know everybody. Ashley does a great job. No doubt about it.

I need you -- I mean, y'all need to tee that up in the salary survey, because we don't -- We're trying not to do one here, one there, one here, one there. Trying to, really am.

You're about to have somebody come in and professionally look at the entire operation that can modify and put some pull on those to get them to where

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
everybody can look each other in the eye and say these are the fair levels of compensation for the jobs that we're performing here to get the task done for the people of Baldwin County.

And we're literally trying to lean on that for just a few more months to get there. And hopefully -- I mean, I expect that it's all going to balance out to where it should be.

That's me. Y'all can three-to-one me all day long if you want to. That's just where \(I\) am on it. We're almost there. We're getting there. We investing the money to make it right.

MS. KIM CREECH: I'm just asking to be treated
fair. There's --
FINANCE CHAIRMAN TUCKER DORSEY: I know you --
MS. KIM CREECH: -- more on here --
FINANCE CHAIRMAN TUCKER DORSEY: This is the
9th time I've seen you fight for your people, like you should. And I appreciate that. You're a good boss.

MR. RON CINK: You're going to get some more in a minute.

FINANCE CHAIRMAN TUCKER DORSEY: You're going to get the same response, too.

COMMISSIONER CHRIS ELLIOTT: The good thing about holding the line is you get to hold it across the board. And there it is.

MR. RON CINK: That's the issue that we want to make sure of.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

MS. KIM CREECH: And I'm good with that, as
long as I'm treated fairly, just like every department is
treated fairly.

```
            FINANCE CHAIRMAN TUCKER DORSEY: And that is
    all of our intention. That is all of your intention.
    It's everybody's intention. No question about it.
                            MS. KIM CREECH: Okay. Sales Tax.
                            COMMISSIONER CHRIS ELLIOTT: Can I put a finer
point on that real quick?
    MS. KIM CREECH: Uh-huh. (Indicates
affirmatively.)
                            COMMISSIONER CHRIS ELLIOTT: If there's an
instance I'm missing where we're not treating somebody
fairly, tell me what it is before we put a cap on this
budget, before we put a point on it. If there is
something where we're doing something that is outside of
what we just talked about, let me know. Shine a big ole
bright light on it.
            MR. RON CINK: Okay.
            COMMISSIONER CHRIS ELLIOTT: Okay. Good.
    \(\underline{2-H ~-~ B U D G E T ~ D E L I B E R A T I O N S ~ F O R ~ T H E ~ B A L D W I N ~ C O U N T Y ~ S A L E S ~ T A X ~}\)
                                    DEPARTMENT
            MS. KIM CREECH: Sales Tax, pretty much --
pretty much just the same. I have some decision items,
if you want me to go over those.
    First I want to talk about in my decision items is I
would like to add some positions. Due to the growth in

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
the county and the businesses, I have a need for a -- a Deputy License Inspector II as a part-time position, working -- or being paid no more than thirty-one thousand dollars (\$31,000) a year.

That's to help us keep up with the businesses that are coming in that we're trying to make sure they are licensed; mobile home parks, trying to do those inspections.

We're still down a License Inspector from where we were in 2008, but, you know, as attrition, we cut. And then we just added -- And I believe two years ago, I took a Clerk position -- and since we had some software that created some efficiencies, I took a Clerk and moved them to a License Inspector. But I have a need for a part-time, if possible.

And then my second additional position, I'm asking for an additional Audit Compliance Officer. That would be our Sales Tax/Rental Tax Auditor.

And, again, that is just bringing -- Due to the business growth in our county, trying to stay on top of keeping businesses in compliance, is to add an additional Auditor.

When I start out with an auditor that's never done sales tax audits, it takes in training a good -- a good two years before they're working independent, unless I find somebody that has a lot of experience, which usually the pay is usually greater.

So what I've hired in the past, the past two

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
auditors are ones that are really green. But they have their accounting degree, and they're willing to learn.

And I bring a lot of -- a lot of -- not creative, but they're very technical savvy. So it brings that.

And I -- and I do have two auditors that are sixty (60) years old that will be retiring. So I just want to be able to stay on top of this.

FINANCE CHAIRMAN TUCKER DORSEY: How do you guys feel about that?

COMMISSIONER CHRIS ELLIOTT: Yeah, seriously. Those are young bucks.

FINANCE CHAIRMAN TUCKER DORSEY: You're going to take that from her?

COMMISSIONER CHRIS ELLIOTT: Another
twenty-five (25) years --
MS. KIM CREECH: One of the auditors -- one of the auditors has told me that when she turn sixty-five (65), she does plan to retire.

She would do it now, but due to health insurance, she can't afford it. And so that's the reason she's still there.

You know, she doesn't have the fifteen (15) years with the County to -- or the twenty-five (25) years would be with the County. She has other government job experience.

Those are the two positions that I'm asking to add. And just to give you an idea is that Sales Tax in the collection fees in the general fund is two-point-four --

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
two-point-four-eight million dollars \((\$ 2,480,000)\) is the revenue source that is generated to offset the cost in our department.

FINANCE CHAIRMAN TUCKER DORSEY: How many
people?
MS. KIM CREECH: We have fourteen (14),
fourteen (14) people in that office.
MR. RON CINK: And collect well over a hundred million (\$100,000,000).

MS. KIM CREECH: Around a hundred and thirty million (\$130,000,000).

MR. RON CINK: Yeah.

MS. KIM CREECH: We collected sixty-one million \((\$ 61,000,000)\) last month.

FINANCE CHAIRMAN TUCKER DORSEY: Yeah. But the auditors is different. You collected some, because people are doing the right thing. So as an auditor, are your two new positions that's going to take two years to get them up to speed, is the return on investment going to more than pay for the training and the two hundred grand \((\$ 200,000)\) that it takes you to get up to speed? What kind of timeframe --

MS. KIM CREECH: Yes, sir. So what I do with a new auditor is I team them up with a seasoned auditor. It creates the audit faster. So those auditors, they turn around and they make money. They -- they cover their own salaries.

FINANCE CHAIRMAN TUCKER DORSEY: Well, I'm just

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
wondering, two new spots, they're going to start making their money back in a fair amount of time? It's not a -it's not a -- it's not an overall draw on the budget?

I mean, granted, the population is growing.
Business is growing, all that stuff. I just want to know that they're going to more than cover the expense of -MS. KIM CREECH: They're -FINANCE CHAIRMAN TUCKER DORSEY: -- hiring new folks.

MS. KIM CREECH: They're going to more than cover. Now, on business license, it -- it's kind of a break-even on that. But you've got to get those businesses online.

I mean, and that's going to be the case. We're dealing with 1930 business license. We have a dollar (\$1) business license. And now we've run into the State -- we issue the business license. We're successful in getting them collected. We turn them over to the State, because it is a State license.

The State now will not take any delinquents under fifty dollars (\$50). So there's a lot that's fifty dollars (\$50), because you have a dollar (\$1) license. And, I mean, that's a conversation me and Chris have had, I had with --

COMMISSIONER CHRIS ELLIOTT: We've also had it with --

MS. KIM CREECH: Yeah. I mean, it's just that we -- we battle with it, that, you know, you have

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287
inspectors going out there and having to issue a -- a citation. And our citation fee is two dollars (\$2).

So -- so we have some challenges in the business
licenses.

But we still have to do our job of getting out there to make sure business is compliant. And, you know, that -- that's our biggest challenge.

On the auditors, I can just tell you, they -- once we find a business, they're not paying, we're going to fine them for this audit, and we're going to get money from this day forward.

And that is our goal, to go out there and be able to get a business in compliance. And there's a lot that we meet with new businesses as the first month they're getting started to go over how do you file your return, here's what, you know, is taxable and here's what's nontaxable so that we try to catch them.

FINANCE CHAIRMAN TUCKER DORSEY: Y'all okay with this?

MR. JOE DAVIS: (Indicates affirmatively.) FINANCE CHAIRMAN TUCKER DORSEY: It's your headcount.

MR. JOE DAVIS: One thing about the -- those that are in arrears, sometimes ABC Company is owned by Jeb and I, and then ABC Company is sold to XYZ Company. And you get all these convoluted patterns.

I'm all about everybody that's done business in the city, like I've been dealing with, or in the county, that
we make sure they're up to speed on paying everything.
Do we have the ability to track further back and to make sure that these people -- and when fees are a dollar (\$1) and two dollars (\$2), those are 1930 fees. There's nothing that costs a dollar (\$1) or two dollars (\$2) now.

And -- and some people rely on it being a small amount, so we're not going to chase me. I want to either chase them or stop them. And they need to pay their bill. And let's move on.

MS. KIM CREECH: We -- we -- we chase them. We issue --
(Commissioner Tucker Dorsey left the Budget Deliberations meeting.)

MS. KIM CREECH: -- the citations. And we actually have it automated in our system. So, December 1, when they haven't renewed their business license, the push of a button, we printout citations. We mail out those. There's about six thousand (6,000) of those that are mailed out a year. And then we -- we turn around in March to do the same thing.

And we're working -- we're working those -- those business licenses. We try to work them all the way through and only have to send a handful to the state.

That's on the Business License side. And then on the Sales Tax side, we currently, right now, have a License Inspector, slash, Collector. He goes around

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
collects bad checks.
Ashley goes and helps people fill out tax returns that they're always late, but we always go and hold their hand and help them with their tax return. You know, we're pretty efficient, \(I\) feel like.

MR. JOE DAVIS: And my question is that people that pay on time expect us to make sure that everybody pays on time or pays the consequences.

And City licenses and County licenses, and State licenses, \(I\) think those three agencies need to constantly work together. Because if you're going to be in Fairhope in a business, you've got to have all those licenses.

MS. KIM CREECH: Yeah. And what's -- the
State's got a new procedure that's come out where every City has to submit in the same format to the State all of the business licenses.

And they're not going to share with the County, but this gives an opportunity for the City to submit that same information to us in that same format, since they're already having to do it.

And that helps us be able to find -- you know, we have new a business show up at, you know, the Jubilee Center. You know, they're getting a license from Spanish Fort, but they have not got one from the County, because, you know, the City's right there.

This way when those -- that information should be sent to us also so that we can compare to make sure that they got a State and County business license.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
So I hate that the state didn't want make it where
they would push that information down to us, but -- but
at least it will be one format for every city in the
state, so all the Cities and Towns in --
(Commissioner Tucker Dorsey rejoined the Budget Deliberations meeting.)

MS. KIM CREECH: -- Baldwin County will be able to submit that information to us. And we'll be able to find a new business that just showed up and get them -get them in compliance.

MR. JOE DAVIS: Well, I've had experience recently dealing at the city level. So it's an -- it's an ongoing problem.

And all the people that do it right, we need to praise them. And all the people that do it wrong, we need to get after them. That's my -- Some of them are doing it deliberately --

MS. KIM CREECH: Oh, yeah.
MR. JOE DAVIS: -- if not most of them.

MS. KIM CREECH: And -- and you've right.
You've got the same ones that start up a business, close it, start up under another name, start up under another name.

MR. JOE DAVIS: They're playing a game. And the citizens are having to pay for it.

MS. KIM CREECH: And -- and we have a case

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
right now, a gas station was sold. And, of course, that gas station what was sold, they owed the money. But then the new -- but in the law, it does state that a like business is supposed to pay those taxes at closing. And they didn't.

We have that case we're working on now. And -- and that -- that happens with those gas stations, too. And it's sold to the brother or the uncle. But we're working on those kind of cases, too.

MR. JOE DAVIS: Figured you were, but just
wanted to -- that's an emphasis for me.
MS. KIM CREECH: Any other questions on those two positions and a half?

COMMISSIONER CHRIS ELLIOTT: Huh-uh.
(Indicates negatively.)
MS. KIM CREECH: Next, I have -- I do have two promotions. This is something we put in place last year, is that I have a clerk that has completed all the testing requirements that is for the job description to go from a Revenue Clerk I to a Revenue Clerk II.

And I have a -- And this was something we implemented last year, to continue. And I have a person that was in a II to go to the Senior Revenue Clerk position. And this is the same thing we have done in previous years.

Y'all have any questions on that?
COMMISSIONER CHRIS ELLIOTT: Do you want to wait on the salary survey, or are you good to go on that?

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

\section*{FINANCE CHAIRMAN TUCKER DORSEY: I'm tired of arguing about it. I mean, seriously. \\ COMMISSIONER CHARLES "SKIP" GRUBER: Well,} hopefully, the salary survey will take care of a lot of the problems. The only thing I'm looking at looking, I know we're looking at salary survey, but are we putting money away for that salary survey?

That's the thing, you know. We keep talking, well, we're going to wait for the salary survey. But are we going to put some money away for -- you know, to make these adjustments? Because that's -- that's what it's all about.

COMMISSIONER CHRIS ELLIOTT: I have a sneaking suspicion that there are not going to be as many adjustments as you may think.

COMMISSIONER CHARLES "SKIP" GRUBER: Well, I don't know. There's --

COMMISSIONER CHRIS ELLIOTT: It doesn't always go up.

MS. KIM CREECH: But these -- these two that I'm asking for is in the job description. We --

FINANCE CHAIRMAN TUCKER DORSEY: Is it different? Is it any different than what Joey does with a I to a II for this folks that get qualified over there?

MS. KIM CREECH: It's in the job description to say when you complete this -- these certifications, you would move up to the --

FINANCE CHAIRMAN TUCKER DORSEY: Well, at some

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
point we had no matter what certification you got, if you got a piece of paper from anywhere on God's green earth, you came back to the Commission, and you got five percent (5\%).

That's -- we -- we did away with that because some of them were ridiculous. Every single person coming in here was getting their merit raise; a CoLA, if we had a CoLA; and a certification raise. And it was getting abused.

MS. KIM CREECH: I agree. I agree. These -these certifications that these folks did, they have to do continuing education to keep these certifications. They're not just this one -- one time. They have to continue going classes to keep those certifications up. FINANCE CHAIRMAN TUCKER DORSEY: So it's continuing ed?

MS. KIM CREECH: It is continuing ed.
FINANCE CHAIRMAN TUCKER DORSEY: If they want
to keep their job, they've got to do the continuing ed.
MS. KIM CREECH: That is correct.
COMMISSIONER CHRIS ELLIOTT: We put it in the job description?

MS. KIM CREECH: Yes, sir.
FINANCE CHAIRMAN TUCKER DORSEY: So to do what
is required to keep your job gets you a raise? That salary survey ain't going up. You go to a higher rate than the rest of the world does.

MS. KIM CREECH: They're going to get a two and
a half (2.5\%), just like every employee gets. But they continue to bring knowledge to the job, efficiencies to the job.

Any other questions on Sales Tax?
COMMISSIONER CHARLES "SKIP" GRUBER: No.
FINANCE CHAIRMAN TUCKER DORSEY: Trying to make
it fair for everybody.
MS. KIM CREECH: I know. I agree. If --
COMMISSIONER-ELECT JEB BALL: Mr. Chairman, can I ask a question? Now, are we fixing to go back to you, Ron?

MR. RON CINK: In a little bit.

COMMISSIONER-ELECT JEB BALL: I just wanted to throw in something, just something that \(I\) spoke with y'all about.

After the election and Commissioner Davis will have a secretary, Commissioner Gruber will have a secretary, Billie Jo will have a secretary. And I am going to request one, myself.

So we can use somebody internally, slide them over to that position, but I'm going to be for a full-time point person. I don't think that has anything to do with salary survey, does it?

MR. RON CINK: No. It's an add.
COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.
COMMISSIONER CHRIS ELLIOTT: You got somebody in your shop that can fill that spot, or do you need --

MR. RON CINK: The relationship between the

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
satellite personnel who work under my umbrella to their particular Commissioner is always critical.

And so I will work closely with Jeb on determining what his best needs are, okay, is the best way to put that. The reason being is that's a -- that's a relationship between the merit employee and a Commissioner that is -- has to fit correctly; okay?

So and, you know, that's -- that issue -- we'll work that one out. As far as the add goes, if you guys want to add the position, that's perfectly fine with me.

FINANCE CHAIRMAN TUCKER DORSEY: Yeah. Just
make sure he gets the person that fits with him.
MR. RON CINK: That's it.
FINANCE CHAIRMAN TUCKER DORSEY: We tried to get an appointed spot for that, Commission specific, like they do in Mobile. And I forget who screwed that up.

COMMISSIONER CHRIS ELLIOTT: I'm going to guess it was a legislator.

FINANCE CHAIRMAN TUCKER DORSEY: It probably
was. I think it was -- I think it was the big, tall one. COMMISSIONER CHRIS ELLIOTT: Well, there's less of me than there is of him, in more ways than one.

FINANCE CHAIRMAN TUCKER DORSEY: But you've got to have somebody that you know you can rely on. Because there's information that comes through that should be -that is a little bit -- Even though everything is open and transparent with your e-mails and all that stuff, there's just got to be level of comfort for that person.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
I mean, Skip and Jeannie get along. Christel and I
get along. Gloria is always having to ride herd on
Chris. I mean, you've got to have -- you've got to have
somebody that you can relate to.
COMMISSIONER-ELECT JEB BALL: Right.
FINANCE CHAIRMAN TUCKER DORSEY: Because

FINANCE CHAIRMAN TUCKER DORSEY: Because
they're reflect -- even though they're a County employee, they work for all the people of Baldwin County, they also do reflect your office. And it's important to have that reflectability the way you want it done.

MR. JOE DAVIS: And our ability to get out around this county, like we've done during the campaign process, is going to put us out and about more than inside.

COMMISSIONER CHRIS ELLIOTT: If you're doing it right.

FINANCE CHAIRMAN TUCKER DORSEY: Right.
MR. JOE DAVIS: So we need somebody to be efficient with it so we can get back out and about.

FINANCE CHAIRMAN TUCKER DORSEY: Right. And you get them to do how you want to manage your phone calls and your e-mails and your calendar and all that stuff. And it'll be the way you want it.

And all three of us do it differently. And -- and Commissioner Burt has chosen to have kind of them handle it for him, as a group. So everybody's got their own flavor. But if you want -- if want need -- if you want a spot, we need to add the budgeted spot.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
COMMISSIONER-ELECT JEB BALL: Okay.
MR. RON CINK: Right now --

FINANCE CHAIRMAN TUCKER DORSEY: I don't have a problem with that.

MR. RON CINK: Right now it's the four up there that support you. You go to whatever whenever you want to get support from them.

FINANCE CHAIRMAN TUCKER DORSEY: Well, he's asking for --

MR. RON CINK: He's asking -- he's asking for a dedicated support. And that's fine as well.

COMMISSIONER-ELECT JEB BALL: Sure.
MR. RON CINK: So Commissioner Burt always
handled his business that way.
COMMISSION CHAIRMAN FRANK BURT: Well, but I do it through you, Ron, because --

MR. RON CINK: Yeah.

COMMISSION CHAIRMAN FRANK BURT: -- I'm not supposed to make requests directly to a merit employee. So I get it through you. And you provide, whether it's Anu or whoever does that.

MS. CHRISTIE DAVIS: Admin Support Specialist I
would be about thirty-one thousand dollars (\$31,000).
COMMISSIONER CHRIS ELLIOTT: Add it.

MR. RON CINK: Okay.
COMMISSIONER CHARLES "SKIP" GRUBER: Good idea.
MR. RON CINK: Kim, you done?
MS. KIM CREECH: Unless they have any
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
additional questions.
FINANCE CHAIRMAN TUCKER DORSEY: What are we doing with her certifications compared to everything else in the system? You are Personnel. What is the right -what is -- what are we doing?

MS. ANDREA RIDER ROBERSON: Well, since we took that policy out, we were told to bring it back to budget when they were certified.

Teddy does the same. When they get certified, they move up from Trainee to an Appraiser I, as their certifications has it.

And most of them now are doing it to where they have to have continuing ed hours to -- to be certified and get that increase.

FINANCE CHAIRMAN TUCKER DORSEY: To be certified in order to perform the job?

MS. ANDREA RIDER ROBERSON: To perform -- it helps them perform the job better, yes.

MR. JOE DAVIS: If I could, continuing ed is about maintaining your ability to do your existing job with the existing credentials.

If you're pursuing additional abilities, either on your own or whether through the organization, to me, that's when the increases and certifications gets looked at.

Continuing ed is something that all of us in our professions have to do. And sometimes it's on our own time. So I think a differentiation or an understanding

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
about the differences between certification and
continuing ed needs to be documented somewhere, if it's not already. Just my thoughts.

FINANCE CHAIRMAN TUCKER DORSEY: I'm with you.

I mean, if you're doctor, you go to school. If you're a
lawyer, you've got to --
MR. JOE DAVIS: CPA.
FINANCE CHAIRMAN TUCKER DORSEY: -- go to
school. CPA --
MR. JOE DAVIS: Lawyer.
FINANCE CHAIRMAN TUCKER DORSEY: -- accountants
and all that stuff. It not getting a raise to keep their job. I mean, you just got to differentiate between that.

MR. JOE DAVIS: That's right. Whatever that
means.

FINANCE CHAIRMAN TUCKER DORSEY: Because you've also got to be fair to the taxpayer. I mean, why should there more cush here than it is out in the real world from the folks that are paying it?

I mean, I just -- I just want to do the right thing. But if it's continuing ed to keep your job, it's continuing ed. I'm going to agree.

MS. DEIDRA HANAK: Well, if I could add something.

FINANCE CHAIRMAN TUCKER DORSEY: Please.
MS. DEIDRA HANAK: The majority if not all of these positions or these certifications are through some State organization, like the Auburn Governmental Services

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1

Center or the State Tax Association.
So they require at least two years of classes to complete the certification. They require continuing education to keep a certification.

And -- and a lot of time, there are higher certifications that they can achieve to be able to progress, especially within the County. And that just adds -- that adds more for us, as a County entity, as whole, to have these educated employees.

COMMISSIONER CHRIS ELLIOTT: Who is paying for the classes?

MS. DEIDRA HANAK: The County is paying for them.

COMMISSIONER CHRIS ELLIOTT: I'm not saying no.
I just think --
MS. DEIDRA HANAK: Well --
COMMISSIONER CHRIS ELLIOTT: -- that's worth
putting in --
MS. DEIDRA HANAK: -- I mean, I'm trying to differentiate between something that's just continuing ed or something that takes years to achieve and then to -to continue to keep.

COMMISSIONER CHRIS ELLIOTT: Are they paid while they're training? Is travel paid while they're training?

MS. DEIDRA HANAK: Uh-huh. (Indicates
affirmatively.)
COMMISSIONER CHRIS ELLIOTT: More for the

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
gumbo. We've got this in their job descriptions? What are the ramifications if we don't do this?

MS. ANDREA RIDER ROBERSON: I'd have to -- How is it stated in the job description?

MS. KIM CREECH: I can pull it up. But two -two of the coworkers received this last year. And they -- and because I can't send everybody, I have to stagger it. And that's the reason. It was staggered.

So we have two employees -- three got it last year. And these are two that are, you know -- we had to stagger them. You can't empty the office.

FINANCE CHAIRMAN TUCKER DORSEY: Do it. You got to do it.

COMMISSIONER CHRIS ELLIOTT: Got to do it.

FINANCE CHAIRMAN TUCKER DORSEY: If you're being fair. But, I mean, that's just --

COMMISSIONER-ELECT JEB BALL: We need to know -- I mean, the step-ups have always been there, right, what she's talking about, the -- the Tech I or Clerk I, and then there's a Clerk II position. So how do you move to the Clerk II position?

COMMISSIONER CHRIS ELLIOTT: You --
MS. KIM CREECH: Time and certificate.

COMMISSIONER CHRIS ELLIOTT: Time and training and --

COMMISSIONER-ELECT JEB BALL: If those people are ready to be moved up to these positions, I mean, I don't know what -- I don't know what else you could do.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
MS. ANDREA RIDER ROBERSON: And that's kind of
the way the Revenue Commission does. They have --
COMMISSIONER CHRIS ELLIOTT: I wouldn't
necessary use that as an --
COMMISSIONER-ELECT JEB BALL: No.
COMMISSIONER CHRIS ELLIOTT: -- example.
MS. ANDREA RIDER ROBERSON: Well, you know,
Appraiser \(I\), they get their certification --
FINANCE CHAIRMAN TUCKER DORSEY: I wish every
time that comes through here --
MS. ANDREA RIDER ROBERSON: But that's --
FINANCE CHAIRMAN TUCKER DORSEY: I'm tired of arguing with that one.

MS. ANDREA RIDER ROBERSON: That's kind of how they -- they say they have got theirs merit.

MR. JOE DAVIS: Getting certification by a statewide organization, while it has its merits, long-term, a lot of those organizations that I've dealt with in a variety of careers are about promoting the organization.

And if they get a hook that a person that goes through this is going to get a raise, then that becomes the motivation rather than learning how to do your job better and being glad that you've got a job.

FINANCE CHAIRMAN TUCKER DORSEY: I need my
bell. Where's my bell?
COMMISSIONER CHRIS ELLIOTT: I need the bell.
Where is the bell?
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

COMMISSIONER CHRIS ELLIOTT: Do you remember the bell? We had the bell.

FINANCE CHAIRMAN TUCKER DORSEY: That was it.
There you go.
COMMISSIONER CHRIS ELLIOTT: You -- you're going to do fine.

COMMISSIONER-ELECT JEB BALL: So if it's in the current job description, does that mean we probably need to follow along with what the job description says?

COMMISSIONER CHRIS ELLIOTT: Uh-huh.
(Indicates affirmatively.)
COMMISSIONER-ELECT JEB BALL: Maybe revisit --
COMMISSIONER CHRIS ELLIOTT: But --
COMMISSIONER-ELECT JEB BALL: -- the job
description.
COMMISSIONER CHRIS ELLIOTT: But take a note that when there's a job description that comes before you, watch it like a hawk, because it will have built-in ramifications later on.

MR. JOE DAVIS: Well, I would hope we have already have now addressed a question about continuing ed needs to be improved --

COMMISSIONER-ELECT JEB BALL: I don't think the job description should determine your raising up in a level. Maybe somebody like Kim, who recognizes an employee who's got potential, that can make a

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
recommendation to the Commission, hey, these people are ready to move up, but not necessarily have it built into the job description would be a safe way to put it.

COMMISSIONER CHRIS ELLIOTT: (Indicates
affirmatively.)
MR. JOE DAVIS: And -- and please understand, I'm about career ladders. I'm about getting people, start out, and then give them a goal.

The guy that's heading up our Solid Waste for the City of Daphne started on the back of a garbage truck. So he's seen it all, and he's done a heck of a job. And I want everybody to maybe have that opportunity and strive to do better.

FINANCE CHAIRMAN TUCKER DORSEY: When you get those and you get a merit raise on top of it, it turns out being seven percent (7\%). You know, three (3\%), five (5\%), seven percent (7\%) over and over and over, after ten years, I mean, that's -- it's not that -- I mean, the budget for the County is going to be significantly impacted by those kind of increases over time.

COMMISSIONER CHRIS ELLIOTT: It is organic. It grows. It eats. And it will continue to. It's like playing ping pong against the entire Chinese Olympic team, and you on the other end with one paddle.

MR. JOE DAVIS: And the cost of having an employee, when you start talking forty-four percent (44\%), that is pretty significant, wherever you are.

COMMISSIONER CHRIS ELLIOTT: (Indicates
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1 affirmatively.)

FINANCE CHAIRMAN TUCKER DORSEY: (Indicates
affirmatively.) All right. We've covered that. So next.

COMMISSIONER CHRIS ELLIOTT: So the answer is yes, just to be clear.

MS. KIM CREECH: Thank you, sir.
COMMISSIONER CHRIS ELLIOTT: Yeah, right. We didn't have to say it.

FINANCE CHAIRMAN TUCKER DORSEY: I'm more because we've done in the other folks in this same cycle. It's not because \(I\) believe in the entire policy.

COMMISSIONER CHRIS ELLIOTT: And, where possible, we should write job descriptions where there are not automatics in it. It's losing control over your budget.

COMMISSIONER CHARLES "SKIP" GRUBER: Well, hopefully, the salary survey will look at a lot of things with job descriptions and everything else. And I hope we You don't think it will have any impact on that at all?

MS. ANDREA RIDER ROBERSON: On salary survey,
it could. I don't know. I mean --
COMMISSIONER CHARLES "SKIP" GRUBER: You know, that's what -- that's what part of the salary survey is, is to make sure that like kind and everything is the same.

MS. ANDREA RIDER ROBERSON: Exactly.
COMMISSIONER CHARLES "SKIP" GRUBER: Now,
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
you've also got to look the job descriptions when you're looking at that.

MS. ANDREA RIDER ROBERSON: They're going to
look at our job descriptions, look at what the employees do, and try to -- That's how it's going to be based, on job descriptions.

Now, the job description has -- it doesn't say you -- this says able to obtain the certification. It doesn't say that you automatically get an increase --

FINANCE CHAIRMAN TUCKER DORSEY: All right.
Good deal.
MS. ANDREA RIDER ROBERSON: -- if you get the certification.

MS. KIM CREECH: Got in there the experience is one year as -- Going to Senior, one year Revenue Clerk II, three years of accounting experience. And I've got Certified County Revenue Officer through the job description.

MR. JOE DAVIS: But that enables you to be considered.

MS. ANDREA RIDER ROBERSON: Right.
MR. JOE DAVIS: It's not automatic.
MS. ANDREA RIDER ROBERSON: Correct.
COMMISSIONER CHRIS ELLIOTT: But be careful. Because you have to treat -- How does David put it -similarly situated parties similarly.

COMMISSIONER-ELECT JEB BALL: Whatever that means.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
```

it for the other two, you've got to do it for this guy,
or you're going to spend a lot more time with Hope and
David than you'd like to.

```

And so here's -- here's the deal. And this is why he keeps saying salary. You make one decision, and all of a sudden, it's going to affect every last one of the personnel positions. It is -- it is -- it can be an absolute nightmare.

FINANCE CHAIRMAN TUCKER DORSEY: It will be.
MR. JOE DAVIS: Even more reason, for
particularly us new ones, to really get a good feel of not only where we've been and where we are, but, more importantly, where we want to go.

I'm -- I'm not anti-employee. I started at bottom, too, so I understand the importance of being a part of team and getting better at what we do.

COMMISSIONER CHARLES "SKIP" GRUBER: I was going to say, you have to have -- you have to leave some room for progression, I mean, because if you don't, you you're going to lose that person.

I mean, and, you know, and then what we become is the training ground for everybody else, training it for everybody else. And then, you know, we constantly just keep going and going and going. And it costs us a lot more in training than anything else, you know, so.

FINANCE CHAIRMAN TUCKER DORSEY: That's right.
COMMISSIONER CHARLES "SKIP" GRUBER: You know,
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
you get employees that are -- that are -- that are good employees, you want to keep those as long as you can, because they're an asset, a big asset.

And you look at this County today, as, you know, to see what we have today. You know, we've got one -one -- one -- one hell of a big asset out there of good employees that do a good job. And, you know, you know, you know, we wouldn't be where we're at today if it wasn't for those good employees.

FINANCE CHAIRMAN TUCKER DORSEY: Next.

MR. RON CINK: My turn?
FINANCE CHAIRMAN TUCKER DORSEY: Yep.
Are you okay?
THE COURT REPORTER: Uh-huh. (Indicates
affirmatively.)
FINANCE CHAIRMAN TUCKER DORSEY: This time of year, your fingers are in shape with all these meetings.

COMMISSIONER-ELECT JEB BALL: They're very strong.

COMMISSIONER CHRIS ELLIOTT: She can dead lift

65 pounds with her pinky.
MR. JOE DAVIS: With one hand or the other.
FINANCE CHAIRMAN TUCKER DORSEY: Does pushups
on her fingertips.

\section*{2-I - BUDGET DELIBERATIONS - MISCELLANEOUS COST CENTERS}

MR. RON CINK: I'm going to finish going
through the cost centers, and then we'll go back to the
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
decision items list.
We have -- we have some cost centers set up that we really don't -- we're capturing it in Andrea's budget. Elections, you've seen. That fluctuates accordingly. Board of Registrars, y'all talked to Betty about that. The VA, we provide telephone.

Soil and Water went to -- went to a miscellaneous appropriations. Economic Alliance is the same thing. You already -- you've already done Andrea, CIS.

Here is the Legal Department. This is comprised of -- of any charge that come through on for legal representation. That will include Conner and Blackburn as well as Hope Hicks plus any other conflicts counsel that we have.

We've got it split apart for general fund and then anything that we have for lawsuits that we settle. And then we break out Planning and Zoning.

Included in this number is all of the -- any legal services provided to Highway, which is, by statute, must reside in general fund.

FINANCE CHAIRMAN TUCKER DORSEY: What's the Blackburn and Conner rate?

MR. RON CINK: Two twenty-five (\$225).
FINANCE CHAIRMAN TUCKER DORSEY: All right. Y'all talking to other folks? You got them in the same range anyway?

COMMISSIONER-ELECT JEB BALL: Yeah, they -FINANCE CHAIRMAN TUCKER DORSEY: I mean, the

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
same -- are y'all -- I mean, I know y'all are talking to other folks. It's fine with me. I don't care. Are they the same monetary --

COMMISSIONER-ELECT JEB BALL: Whatever it is, they'll do the same.

COMMISSIONER CHRIS ELLIOTT: Just where it was.
MR. JOE DAVIS: Yeah.

FINANCE CHAIRMAN TUCKER DORSEY: Well, when you had your own -- when we had our own staff, it was a line item of over six hundred grand (\$600,000) a year.

COMMISSION CHAIRMAN FRANK BURT: Sure was. And growing.

FINANCE CHAIRMAN TUCKER DORSEY: Yeah. And you don't get a benefit by having your own. You really don't. You've got to be able to have a hammer.

COMMISSIONER CHARLES "SKIP" GRUBER: Well, I kind of differ, because a lot of times we've got stuff -we've got stuff out there right now --

FINANCE CHAIRMAN TUCKER DORSEY: I know that.
COMMISSIONER CHARLES "SKIP" GRUBER: -- for our attorney that we're paying money for that is a year and a half old. These staff members look for something when they've got a problem. They don't need to have to wait three months to get an answer.

FINANCE CHAIRMAN TUCKER DORSEY: I agree.
COMMISSIONER CHARLES "SKIP" GRUBER: You know, I mean, because they're putting off that citizen out there that is saying, well, what the hell is going on?

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1

Can't you get me a better answer than that?
You know, and, you know, and they get, you know, and these department heads get -- they get -- they get
hammered from the public, because they can't find nothing out. And it's --

FINANCE CHAIRMAN TUCKER DORSEY: All right.
Well --
COMMISSIONER CHARLES "SKIP" GRUBER: You know, and then, you know, I just, you know, I think there is a way of doing something to help these department heads, you know, to -- so that they don't have to wait this long to get an answer.

FINANCE CHAIRMAN TUCKER DORSEY: Well, two things. That's why you go get somebody else that will give you better customer service --

COMMISSIONER CHARLES "SKIP" GRUBER: Well, that's what I'm saying. The biggest -- the biggest thing right now is just trying to, you know -- is looking at trying to have some -- resolve some issues that we're having, you know. And I -- and -- and, you know, anyway, that's enough said.

COMMISSION CHAIRMAN FRANK BURT: My thoughts on that is that needs to be addressed in the upcoming contract --

FINANCE CHAIRMAN TUCKER DORSEY: Right.
COMMISSION CHAIRMAN FRANK BURT: -- that will
be on. Get it done. Spanish Fort is growing. They put more demands on him. We're growing. We're putting more

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
demands on -- It's everything has to go through David. And that's the --

COMMISSIONER CHARLES "SKIP" GRUBER: And David does a good job. He just --

COMMISSION CHAIRMAN FRANK BURT: -- needle
that's hard to thread. And I agree. He does --
MR. JOE DAVIS: It's not --
COMMISSION CHAIRMAN FRANK BURT: -- excellent work.

MR. JOE DAVIS: -- quality of work. It's how long it takes to get --

COMMISSIONER CHARLES "SKIP" GRUBER: It's the wait period that you have.

FINANCE CHAIRMAN TUCKER DORSEY: I got it. I got it.

COMMISSIONER CHARLES "SKIP" GRUBER: And the conflicts that fall in there, and then we're waiting three months on something. And then find out, well, there is a conflict on it. Now you've got to start all back over again. So, I mean --

FINANCE CHAIRMAN TUCKER DORSEY: I got it. I mean, there's not -- there's not a law firm in Baldwin County that you're going to find that doesn't have a conflict.

COMMISSIONER CHARLES "SKIP" GRUBER: Oh, yeah.
MR. JOE DAVIS: That you want.
COMMISSION CHAIRMAN FRANK BURT: Not a good
one.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018 mean, you've got to deal with that. But, I mean, I've got to say I don't feel sorry for department heads not getting legal response. Because I told every one of you if you ain't getting what you need, let me know, and I'll call Dan Blackburn. And he'll light the place on fire. We've done is several times.

So but if you've got a customer service problem, they don't have the staff for it, you've either got to negotiate more people or you go get another firm that's going to take care of your needs.

But my question was, I've got my ear on the track well enough to know that \(y^{\prime}\) all are at least talking to folks. I just want to make sure that your budget, which is what we're here for today, that you -- We know that generally that hours that are getting worked are in that wheelhouse, if you're just maintaining the same rate.

I certainly would not -- with as much work as the County Commission provides across all these departments, I wouldn't give anybody a raise. I think two twenty-five (\$225) is probably the ceiling for what you ought to pay for your rate.

But that's y'all's to deal with. \(\quad\) I just want to share eight years of experience, his years of experience, his years of experience. And, you know, I think you need to have outside rather than firing up your own crew again.

COMMISSIONER CHRIS ELLIOTT: While we're --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
```

better --

```

COMMISSIONER CHRIS ELLIOTT: While we're
weighing in, the quality of counsel is impeccable.

MR. JOE DAVIS: Oh, no question.
COMMISSIONER CHRIS ELLIOTT: There are workflow
issues. You'll get to manage those.
COMMISSION CHAIRMAN FRANK BURT: And I think he's got two -- the firm's got two contracts, and we've got one lawyer devoted to both of them.

And that is what needs to be addressed, I think, is he needs to focus on the county and have somebody else do the Spanish Fort work, or focus on Spanish Fort.

And because we really need him to -- for every department head, we're holding up work. That's costing them money and costing the taxpayer dollars --

FINANCE CHAIRMAN TUCKER DORSEY: That's right.
COMMISSION CHAIRMAN FRANK BURT: -- that aren't reflected there.

MR. JOE DAVIS: And in some of our discussions, talking, having conversations with people, we would have a point person, but they have a -- might have a staff that will have specialists in a series of things that would move things along and make things flow a little more timely.

FINANCE CHAIRMAN TUCKER DORSEY: All right. Our job here today is to make sure that there's enough money in there and we're not going crazy.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
All right. Ron, what you got next?
MR. RON CINK: Megasite. Joey put a little bit
MR. JOEY NUNNALLY: Good.
MR. RON CINK: There's a little bit of contract services as well to -- to help you out there.

For you new guys, this is the -- the interest that's associated with an advance. There was -- there was legislation that allowed the Commission to borrow against the Oil and Gas Trust Fund; okay?

The principal balances have already been transferred. That affected the bottom line several years ago. Now this is the interest that's coming back. Ninety percent (90\%) of this interest comes right back again into the general fund.

So it -- it's kind of twisted in how it works. But because of the borrowing of the money at fair market value, an amortization table was set up.

And, again, the principal balance hit the bottom line. So it's already -- it's already up in the balance sheet. This is the ongoing interest income that goes to the Oil and Gas Trust Fund, and then ninety percent (90\%) of that comes right back.

FINANCE CHAIRMAN TUCKER DORSEY: It's Baldwin County Oil and Gas Trust Fund. There's just money sitting over there, restricted. Can't do anything. So we put it to work there.

COMMISSIONER CHRIS ELLIOTT: Much to the
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
chagrin of some of the bond people, we borrowed money from ourselves.

MR. RON CINK: Yeah.
FINANCE CHAIRMAN TUCKER DORSEY: Smart way to go.

MR. RON CINK: Yeah, it was internal leverage.
MR. JOE DAVIS: And they probably didn't
recommend that.

MR. RON CINK: They didn't like it a lot. They had a hard time with it.

MR. JOE DAVIS: Been there, done that, similar.
MS. KIM CREECH: And the money sits there forever.

MR. RON CINK: Yeah. Coliseum, a little repairs and maintenance associated with it. DHR building that we provide telephones over here.

By the way, this building is under a Public Building Authority, this building on the other side. It belongs to the County, but it's under -- well, it's actually under a Public Building Authority.

It's a board that controls that. And it was bought. It was bought by County funds, but the lease is with the State for twenty (20) years. At the end of that, it will -- it will revert back to the County; okay? So in other words, the lease to the state is paying the debt service on the building.

FINANCE CHAIRMAN TUCKER DORSEY: We had some discussion about refiling that through the Authority. It

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526
would be enough to shorten up the term on that pretty -a couple years. And that would just end up funding money back to the County eventually.

MR. RON CINK: We reactivated the board. I'm waiting on one of the warrant people that works with the State. It -- it -- From the State's point of view, it's an insignificant amount for them to even fool with. I mean, I don't know. I can't get them to move.

MR. JOE DAVIS: Low on the totem pope.
MR. RON CINK: You got it. You got it.
MS. KIM CREECH: And the person from the State that called me back said they'd never done this before. And so they were going to --

MR. RON CINK: Yeah.
MS. KIM CREECH: And they had gotten a new administration at the DHR. So they were having to work through that. And I sent that information over to Raymond James and gave him the information that I had. And that was the last conversation.

FINANCE CHAIRMAN TUCKER DORSEY: They've got a lease with us or with the Authority?

MS. KIM CREECH: But the document states that it has to go through -- DHR is the one that makes that decision.

MR. RON CINK: Right.
FINANCE CHAIRMAN TUCKER DORSEY: For a re-file?
MS. KIM CREECH: Uh-huh. (Indicates
affirmatively.)
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1

FINANCE CHAIRMAN TUCKER DORSEY: Oh.
MR. RON CINK: And then the Authority has to
bless it. So that's why we reactivated the Authority. But we still are waiting on the -- the kick from the State's side.

FINANCE CHAIRMAN TUCKER DORSEY: Next.
MR. RON CINK: Bay Minette Courthouse, and you'll see this in decision items, but we're constantly working on that courthouse up there. It's an old building. It just takes a lot of tender loving care.

COMMISSIONER-ELECT JEB BALL: Saw a brand-new AC going on top of it the other day.

MR. RON CINK: Yes.
COMMISSIONER CHRIS ELLIOTT: Hold on. Is that
your two fifty (\$250,000) in there?
MR. RON CINK: Yep.
COMMISSIONER CHRIS ELLIOTT: Too much money.
FINANCE CHAIRMAN TUCKER DORSEY: Still too
much.
MR. RON CINK: Central Annex.
COMMISSIONER CHRIS ELLIOTT: Whoa, sport.
MR. RON CINK: You're going to hit it again in
just a minute in the decision items.
COMMISSIONER CHRIS ELLIOTT: Okay. Well, I just, you know, clicking on past it. I mean, it's too much money. It's cosmetic. It's a cosmetic change. COMMISSIONER CHARLES "SKIP" GRUBER: Well, this -- this year we done -- well, we just finished with

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
the bathroom upgrades in Foley. It was a hundred and eighty thousand dollars \((\$ 180,000)\).

COMMISSIONER CHRIS ELLIOTT: Got it. I
understand.
COMMISSIONER CHARLES "SKIP" GRUBER: I mean, you got -- you got to do it.

FINANCE CHAIRMAN TUCKER DORSEY: You don't have to do that.

COMMISSIONER CHRIS ELLIOTT: Have you been in that courtroom?

COMMISSIONER CHARLES "SKIP" GRUBER: Huh?
FINANCE CHAIRMAN TUCKER DORSEY: You don't have --

COMMISSIONER CHRIS ELLIOTT: Have you been -FINANCE CHAIRMAN TUCKER DORSEY: -- to do that.

COMMISSIONER CHRIS ELLIOTT: Have you been in this courtroom?

COMMISSIONER CHARLES "SKIP" GRUBER: Oh, yeah.
COMMISSIONER CHRIS ELLIOTT: Okay. What's wrong with it?

COMMISSIONER CHARLES "SKIP" GRUBER: Right now?
COMMISSIONER CHRIS ELLIOTT: Yeah.
COMMISSIONER CHARLES "SKIP" GRUBER: The courtroom itself -- Are you talking about Bay Minette courtroom or --

COMMISSIONER CHRIS ELLIOTT: That is Courtroom
7. That is -- that is the upstairs courtroom. My
question, from a functionality -- I'm not talking about
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
bathroom upgrades, which were sorely needed. Got it. But that courtroom, what -- what's the need?

That's solely what this is. I'm not talking about anything else. But that -- that building additions and renovations number is solely Courtroom 7. And my question is what's needed in Courtroom 7, functionally?

COMMISSIONER CHARLES "SKIP" GRUBER: Well, functionally, it'll work. You know, I guess it's, you know -- they're just trying to do some upgrades on -COMMISSION CHAIRMAN FRANK BURT: The judge requested it.

COMMISSIONER CHRIS ELLIOTT: Yeah.
FINANCE CHAIRMAN TUCKER DORSEY: Oh, yeah.
COMMISSIONER CHRIS ELLIOTT: It's down from four hundred thousand (\$400,000).

FINANCE CHAIRMAN TUCKER DORSEY: Yeah. It was four hundred thousand (\$400,000). And let's not forget how much four hundred thousand (\$400,000) is, please.

COMMISSIONER CHRIS ELLIOTT: You're talking about decision items. I just --

MR. JOE DAVIS: Is the current configuration of Courtroom 7, was it changed to what it is now from a previous --

COMMISSIONER-ELECT JEB BALL: Yes.
MR. JOE DAVIS: -- configuration?
COMMISSIONER CHRIS ELLIOTT: Yes. When the judge came in and requested it get changed to the current configuration. Now we have a new judge in that

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
courtroom. And we want to take it from this to this (indicating). I'm not kidding. I don't know how do you do that. You can say --

COMMISSIONER-ELECT JEB BALL: That's kind of -COMMISSIONER CHRIS ELLIOTT: -- turns chair 45 degrees.

COMMISSIONER-ELECT JEB BALL: I can attest. The current situation is not doable for any judge. I mean, it's -- it's ridiculous how it was done.

The cost, though, like you said, is outrageous to -to just reconfigure a straight bench and a couple places on either side for the court reporter and the bailiff and then the judge does not sound like it would cost that much money to do. But there -- there was items in there about Kevlar protection in the bench and all kind of stuff.

MR. JOE DAVIS: Things that are supposedly required or were required and needed to be repositioned. This is just --

COMMISSIONER-ELECT JEB BALL: Basically the judges' benches are bulletproof.

COMMISSIONER CHRIS ELLIOTT: I haven't seen a cost estimate on this. Do we have a cost estimate?

MR. RON CINK: The architect came in --
FINANCE CHAIRMAN TUCKER DORSEY: Who is the architect?

MR. RON CINK: Stewart.
COMMISSIONER CHARLES "SKIP" GRUBER: Ain't it
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

Stewart?
COMMISSIONER CHRIS ELLIOTT: I haven't seen a detailed cost estimate. I need to see that.

FINANCE CHAIRMAN TUCKER DORSEY: So we're spending -- we've got one, two -- three guys in front of the building every day running through a magnetometer, feeling people, going through their bags and everything, and we've got to build a -- we've got to still build a bulletproof bench?

COMMISSIONER-ELECT JEB BALL: It --

COMMISSIONER CHRIS ELLIOTT: You know more about this than \(I\) do. Where is this requirement coming from?

MR. JOE DAVIS: You already have the Kevlar because it's required somewhere, the state or somewhere. I could be wrong. Hey, I've been wrong before. But you get all kind of information. Some if it's accurate. Some of it might not be.

COMMISSIONER CHRIS ELLIOTT: Do we have a building -- do we have a cost estimate from the architect?

MR. RON CINK: Yeah. It about one fifty \((\$ 150,000)\). The thing about it is when you interrupt, trying to get contractors in there, it's -- I wanted to make sure that we were covered on that. I don't think it will be that high.

But the other side of the coin is you've got a -you've got a secure environment to get a contractor in

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
and out of there all the time. And that makes it a difficult situation to deal with.

COMMISSIONER-ELECT JEB BALL: Mr. Chairman, we were thinking about -- I spoke with Judge Taylor about this. And we were thinking about somehow or another blocking that entrance off on that side of the courthouse that faces the Commission office solely to construction use to where it would just used by them.

And they would have one of the guards that was stationed there, that they wouldn't have to necessarily pass back and forth through security all day long. And that part we blocked off as well as --

FINANCE CHAIRMAN TUCKER DORSEY: I will do it for ninety-five thousand dollars (\$95,000).

COMMISSIONER-ELECT JEB BALL: I told them I do it for that much, too.

COMMISSIONER CHRIS ELLIOTT: Can I get a copy of the construction estimate?

MR. JOE DAVIS: Yeah. I think that's what needs to be done.

COMMISSIONER-ELECT JEB BALL: So how much out of the construction -- You're -- you're just putting an extra --

COMMISSIONER CHRIS ELLIOTT: Hundred thousand dollars (\$100,000).

MR. RON CINK: Every time I touch that courthouse, okay, every time I touch it, I just -- the law of conservatism rules my world.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
FINANCE CHAIRMAN TUCKER DORSEY: Then don't
touch it. I mean, it's cosmetic only.
(Commissioner Frank Burt left the Budget Deliberations meeting.)

COMMISSIONER-ELECT JEB BALL: That's on
decision items anyway; right?
MR. RON CINK: Yeah.
MR. JOE DAVIS: It is.
FINANCE CHAIRMAN TUCKER DORSEY: Well, we're
trying to put a bow on that today. So do y'all want to
spend a quarter of a million dollars \((\$ 250,000)\) on it?
COMMISSIONER-ELECT JEB BALL: No. I want to --
I want to -- like Chris said, I wanted to look at --
MR. JOE DAVIS: Let's look at the --
COMMISSIONER-ELECT JEB BALL: -- the breakdown
and see where all the cost are coming in.
MR. JOE DAVIS: And the --
COMMISSIONER-ELECT JEB BALL: And maybe check with a bunch of people that can build this thing and get the lowest cost.

COMMISSIONER CHRIS ELLIOTT: It's amazing what these numbers will do when you ask questions.

FINANCE CHAIRMAN TUCKER DORSEY: All right. How many more you got on your clicker here, Ron?

MR. RON CINK: All the satellites.
COMMISSIONER CHRIS ELLIOTT: Mr. Chairman, can
I -- can I get a coffee break?
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
FINANCE CHAIRMAN TUCKER DORSEY: Yeah. I was
going to see how many -- how many minutes it would take
to spool through the satellites and then call a timeout.

COMMISSIONER CHRIS ELLIOTT: Okay.
MR. RON CINK: All right.
FINANCE CHAIRMAN TUCKER DORSEY: Good.
MR. RON CINK: These are the miscellaneous appropriations. You'll see those in the decision items list.

FINANCE CHAIRMAN TUCKER DORSEY: We can do that
then.
MR. RON CINK: Central Annex, really not doing a whole lot here. Foley Courthouse, not doing a lot there. We've already done it. You're doing it now. FINANCE CHAIRMAN TUCKER DORSEY: So is that a budget item? The contract that we've got for the restrooms is a budget item? It was like a hundred and sixty \((\$ 160,000)\), wasn't it, we just approved a couple weeks ago.

MR. RON CINK: Last year, yeah.
FINANCE CHAIRMAN TUCKER DORSEY: It's not
showing up in the \(H\) column, is it?
MR. RON CINK: No. It was under Junius.
COMMISSIONER CHRIS ELLIOTT: It was under
Building Maintenance. Yeah.
MR. RON CINK: Fairhope --
FINANCE CHAIRMAN TUCKER DORSEY: It's just
operations then.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

    MR. RON CINK: Fairhope Courthouse, the biggest
    thing we're asking for is resurfacing on that east
    parking lot.
    ```

FINANCE CHAIRMAN TUCKER DORSEY: What'd y'all
figure out? Did y'all look at that?
MR. JOEY NUNNALLY: I'm sorry. I wasn't paying attention.

FINANCE CHAIRMAN TUCKER DORSEY: That's all right. Fairhope Satellite Courthouse, talking about some asphalt upgrades and additional asphalt up there. Did y'all take a look at it?

MR. JOEY NUNNALLY: I don't think so. I don't think we -- we just got through re-striping over there.

MR. RON CINK: No. But you got a quote from -you got -- your guys provided a quote to Gloria for that east side.

COMMISSIONER-ELECT JEB BALL: That's not paved.
MR. JOEY NUNNALLY: Oh, okay.
COMMISSIONER CHRIS ELLIOTT: It's resurfacing the parking that's already there.

MR. JOEY NUNNALLY: So it's just gravel?
COMMISSIONER-ELECT JEB BALL: So it's not the gravel side?

FINANCE CHAIRMAN TUCKER DORSEY: We had talked about resurfacing. That number seems high for resurfacing that section of the parking lot. So what my question was is if y'all looked at resurfacing it, since we've got the asphalt machine now, and then what would it

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
cost to asphalt the gravel section as well. We talked about that two weeks ago. Obviously, that message did not get relayed to you.

MR. JOEY NUNNALLY: I don't think it did.
FINANCE CHAIRMAN TUCKER DORSEY: Okay.
MR. JOEY NUNNALLY: But I -- I can get that. It's not a problem.

FINANCE CHAIRMAN TUCKER DORSEY: I know you can. I mean, we're going through it. I'm trying to ask questions that have been asked already.

MR. JOE DAVIS: In regard to that location -And I'm hoping that's going to be my office for at least four years in that area.

Office space and configuration of additional space that we might need as we're all growing, the entire county, but Fairhope and Daphne and Spanish Fort and the Eastern Shore seems to be on the cutting edge.

I'd like for us to really -- I think we talked about it briefly -- but look at utilizing some space upstairs that could be utilized for a number of things. And I plan on getting down there and looking through it, and then having some discussions with everybody about --

MR. RON CINK: Okay.
MR. JOE DAVIS: -- what's needed.
COMMISSIONER-ELECT JEB BALL: That -- is that in there, Ron, the space allocation upstairs, building the wall and the --

MR. RON CINK: No, sir. It was just the space

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
allocation.

MR. JOE DAVIS: Okay.
COMMISSIONER CHRIS ELLIOTT: I'm hoping to
address that through -- at the end of the year, but I'll
need some support in order to do that with some contingency or leftover.
(Commissioner Frank Burt rejoined the Budget Deliberations meeting.)

FINANCE CHAIRMAN TUCKER DORSEY: All right. I hear the whistle blowing. My water is boiling. Let's take a -- it's 10:56. Let's redo this in seven minutes.

COMMISSIONER CHRIS ELLIOTT: Why seven?
COMMISSIONER-ELECT JEB BALL: Seven minutes?

FINANCE CHAIRMAN TUCKER DORSEY: Yeah. If I say ten, you guys are going to linger. Five minutes you won't wash your hands.

COMMISSION CHAIRMAN FRANK BURT: There you go.
(A recess was taken at 10:56 a.m.)
(The Budget Deliberations meeting resumed at 11:03 a.m.)

FINANCE CHAIRMAN TUCKER DORSEY: All right. We're back in at 11:03. Let's go. Let's go. Let's go.

MR. RON CINK: Is Skip back?

COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.

FINANCE CHAIRMAN TUCKER DORSEY: So have y'all

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
gotten coordinated for what we're figuring out for asphalt over there?

MR. JOEY NUNNALLY: Yeah. So apparently one of
my staff did do something. Christie just sent it to me.
I apologize. So there's seventy-one grand (\$71,000).
And I think that is going to be equipment and --
COMMISSIONER CHRIS ELLIOTT: Joey, we saw the cost breakdown on it. We just thought it was high.

MR. JOEY NUNNALLY: Well, I mean, obviously,
that is equipment, labor, and material, if we did it inhouse, I mean --

FINANCE CHAIRMAN TUCKER DORSEY: That's seventy-one (\$71,000) not ninety-six (\$96,000); right? Does that include the gravel section?

MR. JOEY NUNNALLY: I mean, you're just talking about thirty-one grand (\$31,000), from what I'm looking at here.

To answer your question, I don't know. I'm -- I'm just now seeing this. So I apologize.

COMMISSIONER CHRIS ELLIOTT: Commissioner
Dorsey, I think the balance of it is what's standard --
MR. RON CINK: Right.
COMMISSIONER CHRIS ELLIOTT: -- in all the
other courthouses for building maintenance, another twenty \((\$ 20,000)\) or something like that down there for building maintenance. It's all lumped in one line item.

FINANCE CHAIRMAN TUCKER DORSEY: Okay.
COMMISSIONER CHRIS ELLIOTT: Plus the
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
seventy-one (\$71,000). So I think it's twenty-one
(\$21,000) --
MR. RON CINK: Uh-huh. (Indicates
affirmatively.)
COMMISSIONER CHRIS ELLIOTT: Or twenty-five
(\$25,000) -- Excuse me -- plus whatever that number is.
FINANCE CHAIRMAN TUCKER DORSEY: I got you. So
does it include the gravel? Are we asphalting the gravel section?

MR. JOEY NUNNALLY: I will find out. I will
find out right now.
FINANCE CHAIRMAN TUCKER DORSEY: Thank you.
COMMISSIONER CHRIS ELLIOTT: I think the answer to that is no.

COMMISSIONER CHARLES "SKIP" GRUBER: I think it is, too.

MR. JOEY NUNNALLY: I'm going to make a phone call.

FINANCE CHAIRMAN TUCKER DORSEY: Thank you.
All right.
MR. RON CINK: Building maintenance.
FINANCE CHAIRMAN TUCKER DORSEY: Anything
different than we talked about a couple weeks ago?
MR. RON CINK: You're going to see a lot -you're going to see a lot of money in here.

COMMISSIONER CHRIS ELLIOTT: Okay.
MR. RON CINK: And he asked for some vehicles.
COMMISSIONER CHRIS ELLIOTT: We talked about
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
that.

MR. RON CINK: Uh-huh. (Indicates
affirmatively.)

FINANCE CHAIRMAN TUCKER DORSEY: All right.
MR. RON CINK: Custodial, I am going to -- in the decision items list, I do need a part-timer up at the courthouse up there. The continuing amount of flow inside that courthouse is just stretching me to the max on that. So I do have a request in the decision items you'll see in a minute for a part-time add there.

Coastal Area Program you've gone through that. I think that's all of them. Let's see what else I've got.

\section*{2-J - BUDGET DELIBERATIONS ON THE DECISION ITEMS LIST}

MR. RON CINK: Oh, EMA, Jessie, you want to talk about your pole barn now, or do you want to wait?

MR. JESSIE PEACOCK: Hey, that's up to y'all. I'm ready. I thought I was anyway.

MR. RON CINK: Where do you want to go?
FINANCE CHAIRMAN TUCKER DORSEY: Do we just want to go to the decision items list and just go down the list, since we're bouncing back and forth.

MR. RON CINK: I'll see who else I've got. JPO -- I think that's all of them.

COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.

ATTACHMENT 3 - DECISION ITEMS LIST

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
replace the carpet in the chambers in the Commission conference room right there. It's getting quite a bit of age on it.

COMMISSIONER CHARLES "SKIP" GRUBER: It's puckering, too.

MR. RON CINK: Yeah. I -- I want to deal with that floor. And I've got a request in there on some personnel.

What I have done is I have split custodial up there and assigned them to two different departments. And I'm asking Anu and Wanda both to drive that custodial up there.

So I've increased their duties significantly with that. And you -- we can let it go through the salary survey.

FINANCE CHAIRMAN TUCKER DORSEY: Yes, please.
MR. RON CINK: Whatever y'all want to do.
COMMISSIONER CHRIS ELLIOTT: Salary survey.
MR. RON CINK: This is a request for portable restroom contribution associated with Jason with NBU. He's handled -- he's got a piece of it. We'll get a piece of it. We can use it for various events to take throughout the county.

FINANCE CHAIRMAN TUCKER DORSEY: I'm a no.
COMMISSIONER CHARLES "SKIP" GRUBER: Well, is this one of those factory-built ones --

MR. RON CINK: Uh-huh. (Indicates
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
\begin{tabular}{|c|c|}
\hline 1 & affirmatively.) \\
\hline 2 & COMMISSIONER CHARLES "SKIP" GRUBER: -- that's \\
\hline 3 & got the tanks and everything? It's self -- \\
\hline 4 & MR. RON CINK: Uh-huh. (Indicates \\
\hline 5 & affirmatively.) \\
\hline 6 & COMMISSIONER CHARLES "SKIP" GRUBER: And \\
\hline 7 & that -- \\
\hline 8 & MR. RON CINK: This is something that Jason \\
\hline 9 & requested that we -- requested in the budget. \\
\hline 10 & COMMISSIONER CHARLES "SKIP" GRUBER: Fifteen \\
\hline 11 & (\$15,000). \\
\hline 12 & COMMISSIONER CHRIS ELLIOTT: I'm sorry. What's \\
\hline 13 & it for? \\
\hline 14 & MR. RON CINK: It's to be able to take it to -- \\
\hline 15 & whenever we have larger-than-normal events, say, at \\
\hline 16 & Bicentennial or Live Oak or just -- \\
\hline 17 & COMMISSIONER CHARLES "SKIP" GRUBER: Fort Mims. \\
\hline 18 & MR. RON CINK: We rented one for Fort Mims, so \\
\hline 19 & forth and so on. \\
\hline 20 & COMMISSIONER CHRIS ELLIOTT: Aren't those \\
\hline 21 & commercially available? \\
\hline 22 & MR. RON CINK: As rental? \\
\hline 23 & COMMISSIONER CHRIS ELLIOTT: Yeah. \\
\hline 24 & MR. RON CINK: We're renting port-o-potties \\
\hline 25 & now. \\
\hline 26 & COMMISSIONER CHRIS ELLIOTT: No, but that -- \\
\hline 27 & Let me -- \\
\hline 28 & COMMISSIONER CHARLES "SKIP" GRUBER: That's a \\
\hline
\end{tabular}

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
decision --
COMMISSIONER CHRIS ELLIOTT: Let me rephrase
that. Those are commercially available.
MR. RON CINK: They are.
COMMISSIONER CHRIS ELLIOTT: Okay.
COMMISSION CHAIRMAN FRANK BURT: We've rented
them before for --

COMMISSIONER CHRIS ELLIOTT: And you can rent
them a whole lot of times for fifteen grand (\$15,000).
COMMISSIONER CHARLES "SKIP" GRUBER: Well,
not -- not the self-portable one. Now, you can do the port-o-lets.

FINANCE CHAIRMAN TUCKER DORSEY: The trailer --
COMMISSION CHAIRMAN FRANK BURT: This was --
COMMISSIONER CHARLES "SKIP" GRUBER: This was a
trailer one that's got the water fountain, the whole
thing. Everything's in it --
MR. RON CINK: See what Jason had on that.
COMMISSIONER CHARLES "SKIP" GRUBER: -- instead of just port-o-lets.

FINANCE CHAIRMAN TUCKER DORSEY: That's not our
job. I mean, we got a budget item for building a restroom up there.

MS. CHRISTIE DAVIS: The total unit is
forty-two thousand (\$42,000).
MR. RON CINK: Yeah, the total unit.
FINANCE CHAIRMAN TUCKER DORSEY: Y'all can
three-to-one me if you want to.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

COMMISSION CHAIRMAN FRANK BURT: A huge event.
They're nice.
COMMISSIONER CHRIS ELLIOTT: I just don't know that we need to own one.

COMMISSION CHAIRMAN FRANK BURT: I understand.

FINANCE CHAIRMAN TUCKER DORSEY: Because then you have to build a pole barn for them.

MR. JESSIE PEACOCK: That might have been throwed in my direction.

COMMISSIONER CHRIS ELLIOTT: It really should have a paved parking lot to sit on.

MR. JOE DAVIS: Where would it be housed?

COMMISSIONER CHRIS ELLIOTT: It's not going to be. I'm going save you owning that and maintaining that.

FINANCE CHAIRMAN TUCKER DORSEY: You can rent bigger capacity than that for no money. And the forty-eight thousand dollars (\$48,000) will last a lifetime.

COMMISSIONER CHRIS ELLIOTT: And there was one on eBay for twelve, nine ninety-five (\$12,995). Okay.

MR. RON CINK: So what --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

    COMMISSIONER CHRIS ELLIOTT: So I'm -- I'm
    going to be a no on that.
    ```
        MR. RON CINK: Y'all are a no?
        COMMISSIONER CHRIS ELLIOTT: I am.
        COMMISSIONER CHARLES "SKIP" GRUBER: All right.
    Animal shelter next?

FINANCE CHAIRMAN TUCKER DORSEY: Yeah. That's the trailer, the one Gina talked about so she doesn't have to move the dogs in and out. Good here.

COMMISSIONER CHRIS ELLIOTT: Fine there, too.
MR. RON CINK: That -- that fund is very
healthy anyway. And it's not funded through the general fund.

COMMISSIONER CHRIS ELLIOTT: Good. The quicker and easier they can move them out, the quicker and easier we can handle more.

MR. RON CINK: And we do. The Alabama 200, you've already talked to Felisha, and then some documentaries.

COMMISSIONER CHRIS ELLIOTT: Hey, real quick, what happened with the intake building on the animal shelter? I'm -- I'm getting capacity questions from the Municipalities where we're saying we're --

MS. CHRISTIE DAVIS: We're struggling.
COMMISSIONER CHRIS ELLIOTT: I mean, do we need to -- do we need to add on?

COMMISSIONER CHARLES "SKIP" GRUBER: Yep.

MR. RON CINK: Probably so. Probably so.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
COMMISSIONER CHRIS ELLIOTT: Well, do we need
it more than we need to reconfigure a courtroom?

MR. RON CINK: Again, this -- this -- this
thing sits away from -- sits away from everything else on
general fund, unless you want to -- unless you want to
take it out of general fund and pay for it.
I mean, the fund -- the fund balance in this is -is strong enough that it -- it can take some of this, or however you guys want to do it. The building won't -- if you do build a building, it will belong to the County anyway.

MS. KIM CREECH: But the general fund does do the in-kind.

MR. RON CINK: Not on this.

MS. KIM CREECH: Oh.

MR. RON CINK: It's health. The general fund, at one time, did pay for an \(A C O\).

MS. KIM CREECH: Okay.
COMMISSIONER CHRIS ELLIOTT: Is there enough in that fund to build an additional building down there to handle capacity issue?

MS. CHRISTIE DAVIS: Probably not.
MR. RON CINK: Not quite enough.
COMMISSIONER CHRIS ELLIOTT: Do you want to put that in there?

FINANCE CHAIRMAN TUCKER DORSEY: What's the
number.

MR. RON CINK: I -- I don't know.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

    eyeball quote of around four hundred thousand ($400,000).
    FINANCE CHAIRMAN TUCKER DORSEY: Y'all are --
    Are we --
    MS. CHRISTIE DAVIS: That --
    FINANCE CHAIRMAN TUCKER DORSEY: -- building
    ```
    houses? For crying out loud.
    MS. CHRISTIE DAVIS: That includes everything
    inside of it, like the kennel system and everything that
    would have to be in there for the animals. And it would
    be to house the animals that we believe are infectious,
    so there -- the air duct system has to be --
    MR. RON CINK: Yeah.
    MS. CHRISTIE DAVIS: -- a little nicer.
    COMMISSIONER CHARLES "SKIP" GRUBER: What did
    we spend on the -- that last addition we did, that big
        one?
            MR. RON CINK: A million (\$1,000,000).
            COMMISSIONER CHARLES "SKIP" GRUBER: A million
        \((\$ 1,000,000)\), yeah. So, I mean, you look -- you know --
        you know, but we're in the business.
            COMMISSIONER CHRIS ELLIOTT: We are. What --
        what -- You said it would almost cover it in the other
        fund. What are you lacking?
            MR. RON CINK: I don't know. I'd have to look
        at what -- I don't have quotes on it. I do know the --
        the fund balance in there is healthy enough to sustain
        some of it; okay? The question is --

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
FINANCE CHAIRMAN TUCKER DORSEY: Do you have
two hundred \((\$ 200,000)--\)
MR. RON CINK: I don't --
FINANCE CHAIRMAN TUCKER DORSEY: -- in there?
MR. RON CINK: I don't know what the difference I've got.

FINANCE CHAIRMAN TUCKER DORSEY: Do you have two hundred \((\$ 200,000) ?\)

MR. RON CINK: To cover it in there?
FINANCE CHAIRMAN TUCKER DORSEY: Uh-huh. (Indicates affirmatively.)

MR. RON CINK: I think I could probably come up -- come -- come close to that. I just -- I -speaking on the record, \(I\) don't know what I've -- I don't know how much \(I\) can go across on it.

COMMISSIONER CHRIS ELLIOTT: I'd like to put an extra hundred (\$100,000) in there, Mr. Chairman, to make sure we've got something. And I'm sure between what he's got and some value engineering, we could probably come up with enough funding for y'all to do that. You're going to need to do that.

FINANCE CHAIRMAN TUCKER DORSEY: And, if
nothing else, it's going to take you some time to plan it and all that stuff. So at least reserve it. Toward June next year, you can bridge over the following 19/20 year. Got to do it.

MR. JOE DAVIS: Yeah.

COMMISSIONER CHRIS ELLIOTT: If that's okay
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
with you, I'd like to put a hundred (\$100,000) in there. FINANCE CHAIRMAN TUCKER DORSEY: Good. COMMISSIONER CHARLES "SKIP" GRUBER: Fine with me.

MR. RON CINK: In the salary survey, you're going to cover my animal people, too?

MS. ANDREA RIDER ROBERSON: (Indicates
affirmatively.)
MR. RON CINK: Because, I mean, I don't know where --

MS. CHRISTIE DAVIS: I'll tell you what's in there right now. We --

MR. RON CINK: Yeah.

MS. CHRISTIE DAVIS: -- put it out there.

There is a reclassification request, because the Animal Control Officers and the Animal Resource -- No, Animal Placement Specialists, we believe, need to be reclassified and not put in the actual budget, because it's a reclassification request.

I expect that that will be included with the salary survey. What is actually in the budget is one additional person, Animal Resource Supervisor, kind of acting as an Assistant County Humane Officer to manage the whole shelter.

The request for -- Right now we have Kennel
Technicians and Animal Control Technicians, but they're all doing the same thing. We're requesting that we completely get rid of the Kennel Technician

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
classification and move those -- I think it's three or
four people --
MR. RON CINK: Uh-huh. (Indicates
affirmatively.)
MS. CHRISTIE DAVIS: -- to the Animal Control
Technician, because they're actually doing that work.
MR. RON CINK: We're kind of learning as we go with this thing.

MS. CHRISTIE DAVIS: Yeah. We've only, you
know, had it a year.
COMMISSIONER CHRIS ELLIOTT: I mean, that's salary survey.

MS. CHRISTIE DAVIS: Salary survey for the reclassifications? Are you talking for the Kennel

Tech's? Because we don't believe we have any Kennel
Tech's out there. They're Animal Control --
MR. RON CINK: Yeah.
MS. CHRISTIE DAVIS: -- Tech's.
FINANCE CHAIRMAN TUCKER DORSEY: I mean, does the name meany anything different? What's the name -what's the difference in --

MS. CHRISTIE DAVIS: The name doesn't mean
anything. It's the money.
MR. RON CINK: Uh-huh. (Indicates
affirmatively.)
MS. CHRISTIE DAVIS: It's a grade up and
then --
FINANCE CHAIRMAN TUCKER DORSEY: Then that is a
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
salary survey item. Appreciate our folks over there, but -- but you're -- but, I mean, it's a -- it's a coconut game.

MS. CHRISTIE DAVIS: Let me ask you a question. So if we do the salary survey and we're looking at the Animal Control Tech description and the Kennel Technician description, what we really want --

FINANCE CHAIRMAN TUCKER DORSEY: But the salary survey person is going to go over there and know what job they're doing. They'll know if the job description matches what they're doing versus the salary that that job should pay.

So if we screw up -- we, as the organization, screw up, and we've got them in an Animal Tech's instead of a Kennel Tech, then they'll say, either your job description is wrong, or it's -- or they are Kennel Tech's and not Animal Technicians, and that's what the job is.

It's not to come up here and say -- I mean, they're -- Unless I'm wrong. And if we are, I want my hundred grand (\$100,000) back. Because, otherwise, I'll go sit in your office for two weeks and look at everybody's job and do some research online and see if that's it.

They should be looking at what the people are doing during the day versus their job description versus the cost that they should be paid for and compensated for in conjunction with all the salary and benefits and

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
everything we give them.
MS. ANDREA RIDER ROBERSON: Exactly.
FINANCE CHAIRMAN TUCKER DORSEY: Keep your
hundred grand (\$100,000); otherwise, I'll do it -otherwise, I'll do it after I do some courtroom work and some paving over in Fairhope. I'll have a busy year. I don't have to be looking for a job. Y'all have provided enough opportunity right here.

MS. ANDREA RIDER ROBERSON: They're going to be sitting with each -- each department. They'll go into that department, sit, and see what they are doing, help redo the job descriptions, make sure their job descriptions meet what they're doing.

FINANCE CHAIRMAN TUCKER DORSEY: Got it. I do not need any more coffee.

MR. JOE DAVIS: Make a note.
COMMISSIONER CHARLES "SKIP" GRUBER: Okay.
MR. JOE DAVIS: Well, and this company that we're paying the hundred thousand \((\$ 100,000)\), they also -- this won't be their first rodeo. So they've been to other places.

So won't we be asking them about have you seen better ways, different ways, or other kinds of ways? And if they're dealing with Wisconsin, they've got weather issues that are different from ours. But we have weather issues, too. Hopefully, we're going to get really good information.

FINANCE CHAIRMAN TUCKER DORSEY: And their

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
supervisor is going to have a language barrier, which
needs some compensation as well.
MR. JOE DAVIS: It's all about cheese.

FINANCE CHAIRMAN TUCKER DORSEY: All right.

COMMISSIONER CHRIS ELLIOTT: Salary survey on
that one.

MR. RON CINK: All right.
MS. CHRISTIE DAVIS: What about the position?
Do you want to table that one as well, or do you want to keep it in there?

COMMISSIONER CHRIS ELLIOTT: Is it another

Officer or is it a Supervisor?
MR. RON CINK: It's a Supervisor.

COMMISSIONER CHRIS ELLIOTT: Are you bumping somebody up, or are you adding a position of a Supervisor?

MS. CHRISTIE DAVIS: Adding a position.
MR. RON CINK: Adding a position.
COMMISSIONER CHRIS ELLIOTT: Are they going to do anything, or are they just going to supervise?

MR. RON CINK: They'll be --
MS. CHRISTIE DAVIS: They are going to be working.

MR. RON CINK: -- deep into it. The problem is my -- my -- my -- the folks that are running the shelter right now are scattered from here to Timbuktu. I need somebody to pull it all together.

COMMISSIONER CHRIS ELLIOTT: Does that mean our
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
County Administrator and our Budget Person are not going to be running the Animal Shelter?

MR. RON CINK: Yeah.

COMMISSIONER CHRIS ELLIOTT: Okay. Add the
position. So is the thirteen, two forty-seven \((\$ 13,247)\), what's that?

MR. RON CINK: That's not included. That's in the salary survey issue.

COMMISSIONER CHRIS ELLIOTT: Okay. So where is the position?

MS. CHRISTIE DAVIS: It's in the seventy-two \((\$ 72,000)\).

COMMISSIONER CHRIS ELLIOTT: The whole seventy-two (\$72,000)?

MS. CHRISTIE DAVIS: No, it is not.
MR. RON CINK: No.
COMMISSIONER CHRIS ELLIOTT: Okay. Otherwise we're going to have Tucker down there running it.

FINANCE CHAIRMAN TUCKER DORSEY: No, I am not applying for that job. There are a lot of other things out there, but that is not going to be one of them.

COMMISSIONER CHRIS ELLIOTT: How much -- how
much is that position, please?
MS. CHRISTIE DAVIS: Give me just a second, and I will give it to you.

COMMISSIONER CHRIS ELLIOTT: Okay.
COMMISSIONER CHARLES "SKIP" GRUBER:
Fifty-seven (\$57,000).
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1

FINANCE CHAIRMAN TUCKER DORSEY: Fifty-five (\$55,000).

COMMISSIONER CHARLES "SKIP" GRUBER: Fifty-five (\$55, 000) .

MS. CHRISTIE DAVIS: The total amount in salaries and fringes is forty-three (\$43,000).

COMMISSIONER CHARLES "SKIP" GRUBER:
Forty-three \((\$ 43,000) ?\)
MS. CHRISTIE DAVIS: (Indicates affirmatively.)
FINANCE CHAIRMAN TUCKER DORSEY: That's all
right.
COMMISSIONER CHRIS ELLIOTT: Okay. So we're skipping the thirteen, two forty-seven \((\$ 13,247)\), and we're including forty-three, two nineteen (\$43,219).

MR. RON CINK: Yeah.
COMMISSIONER CHRIS ELLIOTT: Okay. Joe, you're going to love this. You know how you feel about miscellaneous?

MR. JOE DAVIS: Uh-huh. (Indicates affirmatively.)

COMMISSIONER CHRIS ELLIOTT: This one actually says "paraphernalia" in the description.

MR. JOE DAVIS: Such as, that's all I want know to know, such as.

FINANCE CHAIRMAN TUCKER DORSEY: Isn't she supposed to recover some of that boat money? Are the Municipalities kicking some in?

COMMISSIONER-ELECT JEB BALL: Where are we at
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
now?

MS. CHRISTIE DAVIS: Archives.

MR. RON CINK: 200.

MS. CHRISTIE DAVIS: Alabama 200.

MR. JOE DAVIS: Alabama 200.

MR. RON CINK: She's supposed to, but I don't
know how much she's gotten back from them.
FINANCE CHAIRMAN TUCKER DORSEY: All right.
COMMISSIONER CHRIS ELLIOTT: Got to sell the
books first, but they were talking about total cost recovery on that. But, you know, I'll believe that when I see it.

FINANCE CHAIRMAN TUCKER DORSEY: Everybody good with documentaries?

COMMISSIONER CHRIS ELLIOTT: Yes.

COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.

FINANCE CHAIRMAN TUCKER DORSEY: The library,
what is Liz asking for, for a hundred grand (\$100,000)?

MR. RON CINK: Same thing.
MS. CHRISTIE DAVIS: That's the match.

MR. RON CINK: It's a match.

FINANCE CHAIRMAN TUCKER DORSEY: Is it the same number we always do?

MR. RON CINK: It's a match for whatever the State does for the library.

FINANCE CHAIRMAN TUCKER DORSEY: Oh, that's population based.

MR. RON CINK: Yep.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

    FINANCE CHAIRMAN TUCKER DORSEY: That's why
    it's a different number.
        MR. RON CINK: Yep.
        FINANCE CHAIRMAN TUCKER DORSEY: Okay. All
    ```
    right.
        MR. RON CINK: Salary survey. Need to replace
    an air conditioner.
        COMMISSIONER CHARLES "SKIP" GRUBER: Yep.
        MR. RON CINK: A couple of them.
        FINANCE CHAIRMAN TUCKER DORSEY: Good.
        MR. RON CINK: Continue to upgrade LED
        lighting.
        FINANCE CHAIRMAN TUCKER DORSEY: Is that just
        continuation of what we've been doing?
        MR. RON CINK: Uh-huh. (Indicates
        affirmatively.)
            COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.
            FINANCE CHAIRMAN TUCKER DORSEY: Or, for you
        new guys, there will be somebody knocking on your door
        saying they'll do an energy survey for us.
            MR. RON CINK: Probably already have.
            COMMISSIONER CHRIS ELLIOTT: Also, they want to
        put an undercoating on your truck.
            MR. JOE DAVIS: I've had an opportunity to
        refinance my student loan. Just saying.
            FINANCE CHAIRMAN TUCKER DORSEY: Roofing,
        building maintenance, building maintenance. I think
        we've already green-lighted all that.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
\begin{tabular}{|c|c|}
\hline 1 & MR. RON CINK: Yeah. Archives. \\
\hline 2 & COMMISSIONER-ELECT JEB BALL: So are we just -- \\
\hline 3 & are we skipping over the salary stuff now? \\
\hline 4 & MR. RON CINK: Huh-uh. (Indicates negatively.) \\
\hline 5 & It's -- \\
\hline 6 & MS. CHRISTIE DAVIS: We kind of discussed the \\
\hline 7 & budgeted one earlier. \\
\hline 8 & MR. RON CINK: Yeah. \\
\hline 9 & MS. CHRISTIE DAVIS: You may have just missed \\
\hline 10 & it. \\
\hline 11 & MR. RON CINK: Uh-huh. (Indicates \\
\hline 12 & affirmatively.) Roofs, vehicles, trailers. \\
\hline 13 & COMMISSIONER CHRIS ELLIOTT: This is all in \\
\hline 14 & Building Maintenance. I think we went through that -- \\
\hline 15 & MR. RON CINK: Uh-huh. (Indicates \\
\hline 16 & affirmatively.) \\
\hline 17 & COMMISSIONER CHRIS ELLIOTT: -- and said yes to \\
\hline 18 & that, if I remember correctly. \\
\hline 19 & FINANCE CHAIRMAN TUCKER DORSEY: We have. \\
\hline 20 & COMMISSIONER CHRIS ELLIOTT: Okay. \\
\hline 21 & MR. RON CINK: CIS. Brian and I talked about \\
\hline 22 & this one here. I'd like to pull it. \\
\hline 23 & COMMISSIONER CHARLES "SKIP" GRUBER: Which one? \\
\hline 24 & COMMISSIONER CHRIS ELLIOTT: The failover. \\
\hline 25 & MR. RON CINK: No. No. The remote BCC \\
\hline 26 & broadcast system. \\
\hline 27 & COMMISSIONER CHRIS ELLIOTT: Oh, yeah. \\
\hline 28 & COMMISSIONER CHARLES "SKIP" GRUBER: Okay. \\
\hline
\end{tabular}

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

COMMISSIONER CHRIS ELLIOTT: Yeah. And we
talked about the Hyper $V$ failover thing as being -- I mean, I get what he's trying to do there. It's just I don't -- I do not see us in a scenario where we're going to need to have that level of continuity of operations.
MR. RON CINK: I'll get with him and get

```
that -- whatever that is.

COMMISSIONER CHRIS ELLIOTT: This was, you
know, maintain -- y'all remember that conversation?
COMMISSIONER-ELECT JEB BALL: Hasn't he already
started on the project, though?
COMMISSIONER CHRIS ELLIOTT: No.
MS. CHRISTIE DAVIS: This is Year 2.

COMMISSIONER CHRIS ELLIOTT: Well --

COMMISSIONER-ELECT JEB BALL: Yeah, he had --
This is Year 2. He's already put -- What he did was put money back.

COMMISSIONER CHRIS ELLIOTT: What was -- what was the one -- did he already pull the other item he had? He had two items.

COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.
Yeah, I think he pulled the other one.
COMMISSIONER-ELECT JEB BALL: This is the one
that's continuing to go.
MR. RON CINK: Yeah.
COMMISSIONER-ELECT JEB BALL: This is the backup.

MR. RON CINK: The failover needs to stay.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1

COMMISSIONER CHARLES "SKIP" GRUBER: Yeah. MR. RON CINK: We pulled the broadcast system. FINANCE CHAIRMAN TUCKER DORSEY: What was the backup thing? Was that for --

COMMISSIONER-ELECT JEB BALL: It was the main -- you've only got one server in Bay Minette.

FINANCE CHAIRMAN TUCKER DORSEY: Was it a
backup?

COMMISSIONER-ELECT JEB BALL: No, no, no. This
is for the whole County system. He was describing the situation, if something catastrophic happened to the building in Bay Minette, how many days the -- the -MR. JOE DAVIS: Get it back.

COMMISSIONER CHRIS ELLIOTT: Yeah. But it's
backed up somewhere else. And you can get it back, get a part, and get back online in two or three days. I think we --

COMMISSIONER-ELECT JEB BALL: I don't -COMMISSIONER CHARLES "SKIP" GRUBER: No. COMMISSIONER-ELECT JEB BALL: -- think it is. COMMISSIONER CHARLES "SKIP" GRUBER: This is -this is -- this is the continuation of his project. This is Year 2 of a three-year project that he had started. He's got -- we've got invested one year already.

COMMISSIONER-ELECT JEB BALL: I think it was
like three hundred and something thousand dollars (\$300,000) altogether.

COMMISSIONER CHARLES "SKIP" GRUBER: Total.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

COMMISSIONER-ELECT JEB BALL: Three phases.
COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.

COMMISSIONER-ELECT JEB BALL: I was in last
year's budget meeting. And I don't think it was approved actually at the meeting, but I remember y'all had some other discussion afterwards. And somebody felt good with it, because he already implemented Phase I of III.

COMMISSIONER CHARLES "SKIP" GRUBER: Uh-huh. (Indicates affirmatively.)

COMMISSIONER CHRIS ELLIOTT: I'm hitting him up.

FINANCE CHAIRMAN TUCKER DORSEY: All right.
COMMISSIONER CHRIS ELLIOTT: I've got to hit up him up real quick and get comfortable with that.

FINANCE CHAIRMAN TUCKER DORSEY: All right.
MR. RON CINK: Vehicle, talked about Kim's.

Kelly got a shift on -- What was that, Christie? That was --

MS. CHRISTIE DAVIS: Well, I don't know. That one is about --

MR. RON CINK: I don't remember.

FINANCE CHAIRMAN TUCKER DORSEY: Who?
MR. RON CINK: Kelly.
COMMISSIONER CHARLES "SKIP" GRUBER: Kelly

Childress.
MS. CHRISTIE DAVIS: It's a part-time position.
MR. RON CINK: Yeah.

MS. CHRISTIE DAVIS: She's trying to promote.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
FINANCE CHAIRMAN TUCKER DORSEY: I'm not
arguing over nine hundred and seventy-three dollars
(\$973) for Kelly's department. They knock it out of the
park. We've green-lighted the Coroner.
COMMISSION CHAIRMAN FRANK BURT: Yeah.
FINANCE CHAIRMAN TUCKER DORSEY: Courtroom 7.
COMMISSIONER CHRIS ELLIOTT: I'm -- I'm -- The cost estimate is a hundred and fifty thousand dollars \((\$ 150,000)\). I think that's probably high to begin with. And I -- I don't --

MR. RON CINK: You want to reserve a hundred and fifty (\$150,000) there?

COMMISSIONER CHRIS ELLIOTT: Not really, to be honest with you.

FINANCE CHAIRMAN TUCKER DORSEY: What do you boys want to do?

COMMISSIONER CHARLES "SKIP" GRUBER: Whatever the cost estimate is, you know.

COMMISSIONER-ELECT JEB BALL: I mean, something is going to have to be done. I just was wanting to wait. Leave it -- leave it in there. If it comes in less, then it's going to be good.

Because it's -- it needs to be redone. For that -this listed price, I think, is too much. I know what Ron is doing there. But then even for a hundred and fifty thousand (\$150,000) --

COMMISSIONER CHARLES "SKIP" GRUBER: Every time we -- every time we touch that -- that old building, it's

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
cost us more than what -- than what we -- we anticipated. I mean, it always has, no matter what we --

COMMISSIONER-ELECT JEB BALL: How much did it
cost when Thomason redid it?
MR. RON CINK: Oh, good Lord. That's been -COMMISSIONER CHARLES "SKIP" GRUBER: Over three \((\$ 3,000,000)\) or four million dollars \((\$ 4,000,000)\).

MR. RON CINK: No. That was the whole
renovation over there.
COMMISSIONER CHARLES "SKIP" GRUBER: Was it?
MR. RON CINK: Yes, sir. That's -- this is the last courtroom that we've -- we haven't touched this one -- but you're right. It's -- it's --

COMMISSIONER-ELECT JEB BALL: Now, it's been -this is the one that's been touched and now it's got to be retouched. Because this was Judge Stewart's old courtroom. Judge Thomason reconfigured it the way she wanted it. Now Judge Bosch doesn't like the way it is and wants it back to normal.

MR. RON CINK: Uh-huh. (Indicates
affirmatively.)
COMMISSIONER-ELECT JEB BALL: So but I went in there and visited the courtroom on a day that they had a busy court day, and it was ridiculous what was going on in there. It's the most non-functional courtroom in the whole entire courthouse. It's going to have to be reconfigured.

Joe?
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
MR. JOE DAVIS: Yeah. I'm for leaving it in, getting into the Kevlar and all that kind of stuff and find out -- I think the estimate is high.

But if our track record is every time we think we've got it at a price, it goes up, I'd rather have that money in there. And then we'll argue -- get it for a hundred and a quarter \((\$ 120,000)\) or less.

FINANCE CHAIRMAN TUCKER DORSEY: One fifty \((\$ 150,000)\).

COMMISSIONER CHRIS ELLIOTT: I'm -- I'm one fifty \((\$ 150,000)\), too. And that way we can offset our animal shelter stuff. I just -- I got -- I got heartburn with that. But if y'all want it in there, we can put in there at one fifty (\$150,000). That's what the cost estimate is.

FINANCE CHAIRMAN TUCKER DORSEY: Is it okay with you?

COMMISSION CHAIRMAN FRANK BURT: Yes, sir.
MR. RON CINK: Telepresence goes away.
COMMISSIONER CHARLES "SKIP" GRUBER: Don't need Telepresence?

MR. RON CINK: No.
MS. CHRISTIE DAVIS: That's forty-two hundred (\$4, 200).

MR. RON CINK: Yeah.
FINANCE CHAIRMAN TUCKER DORSEY: Gravel.

MR. JOEY NUNNALLY: The gravel parking lot?
What happened is, number one, is I did get the e-mail. I
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
want to be clear about that. It was about a month ago, and I forgot about it.

MR. RON CINK: A hundred thousand (\$100,000).
MR. JOEY NUNNALLY: A little -- a little water under the bridge. But the gravel parking lot over there had the recycling stuff, so they --

FINANCE CHAIRMAN TUCKER DORSEY: It does
include that, though?
MR. JOEY NUNNALLY: It does.
FINANCE CHAIRMAN TUCKER DORSEY: Good to go.
MR. JOEY NUNNALLY: It's --

FINANCE CHAIRMAN TUCKER DORSEY: We're
increasing our paved parking capacity.
MR. JOEY NUNNALLY: Yes.
FINANCE CHAIRMAN TUCKER DORSEY: That number
makes sense.
COMMISSION CHAIRMAN FRANK BURT: Sure does.
MR. JOE DAVIS: Taking the existing and making a larger paving --

FINANCE CHAIRMAN TUCKER DORSEY: Thank you.
MR. JOE DAVIS: Good to go.
FINANCE CHAIRMAN TUCKER DORSEY: All right.
Good to go.
COMMISSIONER CHRIS ELLIOTT: Mr. Chairman, if we could go back to the Hyper \(V\) failover project, I was mistaken. This is the continuation of something. He's already taken the other -- the other backup thing, we took out of there.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1

FINANCE CHAIRMAN TUCKER DORSEY: Good to go.
COMMISSIONER CHRIS ELLIOTT: Excuse me.
MR. RON CINK: So you're good with that?
COMMISSIONER CHRIS ELLIOTT: Yes.
MR. RON CINK: Okay. Again, I do need -- I do need a part-time custodian up there. That court -- that courthouse is being used like crazy.

COMMISSION CHAIRMAN FRANK BURT: More than has been in a long time.

MR. RON CINK: Yes, sir.
FINANCE CHAIRMAN TUCKER DORSEY: Good to go.
Green light.
MR. RON CINK: Printing of brochures.
MR. JESSIE PEACOCK: Are you waiting on me, sir?

FINANCE CHAIRMAN TUCKER DORSEY: I'm looking at you.

MR. JESSIE PEACOCK: I was afraid of that. You said printing of brochures?

MR. RON CINK: Uh-huh. (Indicates affirmatively.)

MR. JESSIE PEACOCK: It's the same thing that -- Oh, flip. I just had a brain toot on the name.

FINANCE CHAIRMAN TUCKER DORSEY: You were at twenty grand \((\$ 20,000)\) a little while ago. You down to fifteen (\$15,000) now.

MR. JESSIE PEACOCK: Alliance is the same
company what's-her-name --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

FINANCE CHAIRMAN TUCKER DORSEY: Please tell me
that what's-her-name is not Jenni.

```
    MR. JESSIE PEACOCK: No, no, no, no, no, no.
    The other lady over Archives.
    COMMISSIONER CHRIS ELLIOTT: Her name is
    Felisha.
        FINANCE CHAIRMAN TUCKER DORSEY: Felisha.
        MR. JESSIE PEACOCK: Ms. Felisha. Sorry. It's
    the same company that she's used. It's the same thing
    she asked for. It's --
    COMMISSIONER CHARLES "SKIP" GRUBER: It's
        y'all's brochures that y'all picked out.
        MR. JESSIE PEACOCK: Exactly.
        COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.
        MR. JESSIE PEACOCK: What we're asking for, I
        got the price list from Alliance on that. It the same --
        it's the brochures, like I said, what she's doing for the
        advertisement on the -- if y'all want to look at that,
        that's what \(I\) was asking.
            COMMISSION CHAIRMAN FRANK BURT: One question I
        have --
        MR. JESSIE PEACOCK: Yes, sir.
        COMMISSION CHAIRMAN FRANK BURT: -- Jessie, is
        if it's bunch of these -- What did you say, five KW
        generators, those that you're trying to get under the
        shelter.
        MR. JESSIE PEACOCK: Yes, sir.
        COMMISSION CHAIRMAN FRANK BURT: It -- it's

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
practical, it seems to me and I -- And you're the man, so I'm -- not necessarily what \(I\) say. But each barn now, Area 100, 200, and 300 each have a lot space available. And they'd be already staged somewhere and not just right there where you'd be having to look at them all the time.

MR. JESSIE PEACOCK: Commissioner, I am -COMMISSION CHAIRMAN FRANK BURT: Save you something.

MR. JESSIE PEACOCK: I'm looking -- I am very
much looking at trying to get rid of that stuff as we -as.

COMMISSION CHAIRMAN FRANK BURT: Okay.
MR. JESSIE PEACOCK: I'm trying my best to get rid of -- we're working with getting rid of the hazmat trailers and getting those out to fire departments --

COMMISSION CHAIRMAN FRANK BURT: Yeah.
MR. JESSIE PEACOCK: Right now.
COMMISSION CHAIRMAN FRANK BURT: Yes.
MR. JESSIE PEACOCK: I still have some equipment that \(I\) can't get rid of; one being the command trailer.

COMMISSION CHAIRMAN FRANK BURT: Right.
MR. JESSIE PEACOCK: A couple of those are still under grants, and a couple of them we utilize. They're just sitting out in the sunshine.

So I went ahead and passed this out, but we -- we're not -- you asked about the brochures. Now, if y'all are wanting to move on to the --

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
talking about brochures. I'm not sure how to got to lean-to's.

MR. JESSIE PEACOCK: I just -- Commissioner
Burt was asking about the generators, so I thought that was moving forward. I grabbed this.

The brochures is something that Jenni has asked for. She has been doing a lot of public outreach. Y'all know that this is -- it's about advertisement and informing the public on the dangers. My job is to be able to help protect them in the end.

Jenni does a wonderful job of public outreach. We've scaled back carrying everybody to everything, like we used to. Used to we would carry everybody in the department as far as somebody from Mike Job to set up front.

Now Jenni handles it. If she carries two people with her, it's because she sees fit. But she is asking to reach out more so with the brochures. We get enough -- each one of us has to order from FEMA, because Jenni can only -- herself, she can only get like one box.

So each one of us use our home address and call FEMA and have it shipped. So we're doubling up that way. But she's asked for this to printout a whole lot better, more practical brochures.

I guess I should have held my Kemko pamphlet, because I think I lost your --

COMMISSIONER-ELECT JEB BALL: Fine on
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
brochures.
FINANCE CHAIRMAN TUCKER DORSEY: Lean-to.
MR. JESSIE PEACOCK: All right. Moving forward with the -- the quote. My apologies, one, for not being more prepared on it the last time. Thank you, Commissioner Dorsey, for letting me come back and take a second look at this.

Still correct on the lean-to portion of that shed. They've called it a single slope, as you can see the picture on the back, 30-by-60. I just now got this last week, if that tells you anything, how long it's taken to work on it.

The 16 and then the \(50-b y-10\) on the side is what \(I\) looking at. It'd be the third and fourth pages, is what I was looking to store the generators.

Both of those added together, one of them is twenty-one thousand, two hundred and ninety-nine dollars (\$21,299). The other was sixteen thousand, sixty-three dollars (\$16,063).

That is to add to the building that is currently there. That is not the most practical, but it will suffice to be able to move the generators outside. Or, as y'all told me to look at -- and \(I\) would much rather have -- is a whole new building. That is last two pages.

It's forty-seven, six nineteen \((\$ 47,619)\) with four thousand dollars' (\$4,000) worth of taxes. That is a 75-by-40 building with two open bays and one enclosed bay.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
We've still got to add a chain-link fence to that to
secure this. Either we'll have to gate off one of those
open bays so you've still got the airflow from where
those generators or look at -- back up and look at
chain-link fencing that whole backside of 911.

So it's my understanding -- If we're getting 911, that's where I had him look at pricing, putting it.

COMMISSIONER CHRIS ELLIOTT: You know those don't come with a foundation at all?

MR. JESSIE PEACOCK: Yeah.
COMMISSIONER CHRIS ELLIOTT: Okay. Who is doing that work?

MR. JESSIE PEACOCK: No. These should come with foundation, that last one.

COMMISSIONER CHRIS ELLIOTT: Not including --
MR. JESSIE PEACOCK: I just printed these out this morning. Y'all will have to forgive me. Y'all know what happened to me last week. This came in Thursday. And I came in this morning --

COMMISSIONER CHRIS ELLIOTT: I appreciate you. These all say on a foundation to be provided by you.

MR. JESSIE PEACOCK: Yeah. You're right.
COMMISSIONER CHRIS ELLIOTT: So I just --
MR. JESSIE PEACOCK: It does. And I missed
that this morning.
COMMISSIONER CHRIS ELLIOTT: We're looking at it.

FINANCE CHAIRMAN TUCKER DORSEY: Unless you're
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
just putting it on the dirt.
MR. JESSIE PEACOCK: No. We still got to come
in and put that in. And he was supposed to quote that in there. He looked at the slope of that, too.

COMMISSIONER CHRIS ELLIOTT: There -- there is a chunk of change involved in that.

MR. JESSIE PEACOCK: Now, that is only on the last page. The foundation is already there for the first two, for the single-slope building, as it is referred to.

FINANCE CHAIRMAN TUCKER DORSEY: All right. I'm good with the single slopes then.

COMMISSIONER CHRIS ELLIOTT: So you already have a pad there?

MR. JESSIE PEACOCK: Yes. It's that -- it's the -- it's the asphalt parking lot that's next to the -the current building.

COMMISSIONER CHRIS ELLIOTT: Okay. Now, I appreciate what you're saying, but they're not going to set a steel column on the asphalt and call it done. There is going to have to be a foundation poured.

MR. JESSIE PEACOCK: He's going to come in and pour a -- He's not going to do the whole slab. It's not going to be the whole slab. He's going to come in there and pour one single footer for that pillar. And he has to have three footers.

COMMISSIONER CHARLES "SKIP" GRUBER: Is that on the 30-by-60?

MR. JESSIE PEACOCK: Yes, sir.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
COMMISSIONER CHARLES "SKIP" GRUBER: He's
saying here that --
MR. JESSIE PEACOCK: And he does it.
COMMISSIONER CHARLES "SKIP" GRUBER:
foundation provided by you.
MR. JESSIE PEACOCK: You're correct. That is
not what he and I talked about.
COMMISSIONER CHRIS ELLIOTT: Okay.
MR. JESSIE PEACOCK: I clearly said -- I missed
that this morning when \(I\) printed this out.
COMMISSIONER CHRIS ELLIOTT: Okay.
COMMISSIONER CHARLES "SKIP" GRUBER: That --
that -- that needs to be provided, because you get that foundation, that's going to --

COMMISSION CHAIRMAN FRANK BURT: Yes.
COMMISSIONER CHARLES "SKIP" GRUBER: -- jack the price up, regardless. He's got that in every one of them.

COMMISSION CHAIRMAN FRANK BURT: Concrete is expensive.

COMMISSIONER CHRIS ELLIOTT: And the foundation is going to include an engineered footer that's going to have bolts set out in a pattern that fit into the column. My -- my point is here they aren't going to sit on the asphalt there, so you're going to have some additional costs associated with that in each one of these.

MR. JESSIE PEACOCK: Commissioner, I understand
that completely.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

COMMISSIONER CHRIS ELLIOTT: Okay.
MR. JESSIE PEACOCK: He and I discussed that sitting there.

COMMISSIONER CHRIS ELLIOTT: Okay.
MR. JESSIE PEACOCK: They sent this to me last
week, when \(I\) was at wife's dad's --
COMMISSIONER CHRIS ELLIOTT: Oh --
MR. JESSIE PEACOCK: -- funeral.
COMMISSIONER CHRIS ELLIOTT: -- I understand.
I understand, Jessie.
MR. JESSIE PEACOCK: I got up and come in at six o'clock this morning and printed it out. I missed it. My apologies.

COMMISSIONER CHRIS ELLIOTT: That's okay.
Before we vote on a budget line item, I want --
MR. JESSIE PEACOCK: I completely understand. Do you want me to pursue the lean-to, or do you want me to pursue the new building, the new building going in behind 911?

Both of them's got to have a foundation. I've got -- all I've got to do is look at one foundation versus the other one. Y'all tell me which direction --

COMMISSION CHAIRMAN FRANK BURT: And what are you going to put under that?

MR. JESSIE PEACOCK: The -- the four trailers that we have. We've got like six. I'm trying to get rid of two of them. One of them is a hazmat. And one of them is trailer that I'm trying to get rid of to the

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
local fire department.
We have the command support unit I do not plan on getting rid of. We just got it re-striped. And we utilize it for several events. The generators -- there's several of pieces of equipment being stored outside that needs to get under a roof; if not, they're just going to continue to deteriorate.

MR. JOEY NUNNALLY: If it helps -- if it helps, you know, like for the Sheriff's Department, we can come in do the dirt work for the pad, which would be a cost savings. So keep that in mind as well.

MR. JESSIE PEACOCK: When I had him look at it, I wasn't sure, one hundred percent (100\%), that we were going to get the property at 911. I think it's my understanding that we may get that now.

I may be speaking out of turn. I still don't have a hundred percent (100\%) confirmation on that. But that is where we looked at putting that.

You seen that slope. And that was my next step, is to move forward with this price and getting you to get me dirt work. I just bit off too much too quick. I thought I'd just --

COMMISSIONER CHRIS ELLIOTT: No.
MR. JESSIE PEACOCK: -- bring it in there.
COMMISSIONER CHRIS ELLIOTT: Huh-uh. (Indicates negatively.)

MR. JESSIE PEACOCK: Oh, yeah.
COMMISSIONER CHRIS ELLIOTT: You're good. I'd
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
say let's leave it in there as you've got it budgeted. You don't know what you're going to do yet. I don't know what's going to work out with 911 or what's not. I don't know which direction you're headed.

I mean, I can haircut you a little bit on this, but I don't think much by the time you build a foundation. And I -- Mr. Chairman, I'd say we leave in a hundred (\$100,000). And he's clearly looking at different options. But I don't know which one he's going to go with at the end of the day.

COMMISSION CHAIRMAN FRANK BURT: What'd you say? You're in for a hundred (\$100,000)?

COMMISSIONER CHRIS ELLIOTT: I -- I think we
leave it there or close to it.
COMMISSIONER CHARLES "SKIP" GRUBER: Uh-huh. (Indicates affirmatively.)

COMMISSIONER CHRIS ELLIOTT: I mean, by the
time --
COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.
COMMISSIONER CHRIS ELLIOTT: -- you add a -either one of these foundations --

COMMISSIONER CHARLES "SKIP" GRUBER: Right.
COMMISSIONER CHRIS ELLIOTT: -- in here --
FINANCE CHAIRMAN TUCKER DORSEY: Build a
lean-to so you can just put the footers in for that. If you got asphalt there, you can park a trailer on it and park a -- It doesn't have to be structural.

MR. JESSIE PEACOCK: Well --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

FINANCE CHAIRMAN TUCKER DORSEY: And you're putting in a generator. And then it's on wheels. I

``` mean --

MR. JESSIE PEACOCK: Yeah. The --
FINANCE CHAIRMAN TUCKER DORSEY: You don't --
MR. JESSIE PEACOCK: The generator --
FINANCE CHAIRMAN TUCKER DORSEY: You don't have
to have a 40-by-70 foot, ten thousand \((10,000)\) square foot building --

MR. JESSIE PEACOCK: That's correct.

FINANCE CHAIRMAN TUCKER DORSEY: -- for that.
MR. JESSIE PEACOCK: But it was just as cheap as the --

FINANCE CHAIRMAN TUCKER DORSEY: Well, it's not because you've got to put ten thousand -- ten thousand dollars' (\$10,000) worth of slab down.

COMMISSIONER CHARLES "SKIP" GRUBER: Uh-huh. (Indicates affirmatively.)

FINANCE CHAIRMAN TUCKER DORSEY: I mean, ten thousand \((10,000)\) square feet. Excuse me.

COMMISSIONER CHRIS ELLIOTT: How about -- how about seventy -- seventy thousand \((\$ 70,000)\) ? Does that work?

MR. JESSIE PEACOCK: Yes, sir. I think -- I think \(I\) can get it in there for that.

COMMISSIONER CHRIS ELLIOTT: Okay. Does that work for you?

MR. JESSIE PEACOCK: Especially the -- the
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
single slope addition to the --
COMMISSIONER CHRIS ELLIOTT: Get your lean-tos and you'll have plenty to do your -- your footings. Just --

MR. JESSIE PEACOCK: And the chain-link fence. COMMISSIONER CHRIS ELLIOTT: And the chain-link fence.

MR. JESSIE PEACOCK: The chain-link fence, thirteen dollars (\$13) a foot, looking at roughly two thousand (\$2,000) extra on top of that for that. That was the only thing \(I\) wrote down that wasn't in there besides the foundation.

Okay. Thank you, sir.
MR. RON CINK: You guys want to change that
number to seventy \((\$ 70,000) ?\)
COMMISSIONER CHRIS ELLIOTT: Yes, please.
COMMISSION CHAIRMAN FRANK BURT: What did you
have, Ron? I --
COMMISSIONER CHARLES "SKIP" GRUBER: A
hundred \((\$ 100,000)\)--
MR. RON CINK: A hundred thousand (\$100,000).
COMMISSIONER CHARLES "SKIP" GRUBER: A hundred
thousand (\$100,000).
FINANCE CHAIRMAN TUCKER DORSEY: It's -- Did we already green light the telepresence and message board? Is that the -- is that the wall?

MR. RON CINK: It's the wall and two messages.

FINANCE CHAIRMAN TUCKER DORSEY: Did we green
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
light that?
FINANCE CHAIRMAN TUCKER DORSEY: What are the
message boards? You've got twenty-four thousand (\$24,000) for message --

MR. JESSIE PEACOCK: Ron put that in there.
MR. RON CINK: That -- that was the request -COMMISSIONER CHARLES "SKIP" GRUBER: For --

MR. RON CINK: -- you guys had dealing with
being able to alert the public to various events associated with storms.

MR. JESSIE PEACOCK: It's --

COMMISSIONER CHRIS ELLIOTT: Same as Joey's
message board?
MR. JESSIE PEACOCK: -- message board for --
MR. RON CINK: Because I'm not sure about the
cost. I think yours was a little bit -- your -- the ones that you have are twenty-five thousand (\$25,000). I - - I think I got the price wrong in there.

MR. JESSIE PEACOCK: Twelve thousand (\$12,000).
MR. JOEY NUNNALLY: How much you got in there?
COMMISSIONER CHARLES "SKIP" GRUBER:
Twenty-four (\$24,000) --
MR. RON CINK: Twelve (\$12,000) apiece.
MR. JOEY NUNNALLY: Okay. So the --
FINANCE CHAIRMAN TUCKER DORSEY: So we don't
even know what --

MR. JOEY NUNNALLY: It'd be the larger ones.
Those may be the smaller ones. But --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
\begin{tabular}{|c|c|}
\hline 1 & FINANCE CHAIRMAN TUCKER DORSEY: And what is \\
\hline 2 & this for? \\
\hline 3 & MR. JOEY NUNNALLY: It's those variable message \\
\hline 4 & signs that we use. And I -- I didn't know he was putting \\
\hline 5 & them in his budget. But we -- we requested two -- \\
\hline 6 & FINANCE CHAIRMAN TUCKER DORSEY: We clearly \\
\hline 7 & don't need them. \\
\hline 8 & MR. JOEY NUNNALLY: -- in our budget as well. \\
\hline 9 & FINANCE CHAIRMAN TUCKER DORSEY: What's the -- \\
\hline 10 & MR. RON CINK: Same -- same -- \\
\hline 11 & FINANCE CHAIRMAN TUCKER DORSEY: -- total -- \\
\hline 12 & MR. RON CINK: Same requirements? \\
\hline 13 & MR. JOEY NUNNALLY: Same -- \\
\hline 14 & MR. RON CINK: I mean -- \\
\hline 15 & MR. JOEY NUNNALLY: Same specs. \\
\hline 16 & MR. RON CINK: -- same scenario? \\
\hline 17 & MR. JOEY NUNNALLY: Yeah. \\
\hline 18 & MR. RON CINK: His -- his scenario was in the \\
\hline 19 & event of storms to be able to put along the road or \\
\hline 20 & whatever. \\
\hline 21 & MR. JESSIE PEACOCK: To advise -- \\
\hline 22 & MR. RON CINK: Okay. So this one needs to go \\
\hline 23 & away then. \\
\hline 24 & MR. JOEY NUNNALLY: I -- I think so. I mean, \\
\hline 25 & we're going to have a total of six in our department. \\
\hline 26 & COMMISSIONER CHARLES "SKIP" GRUBER: Scratch \\
\hline 27 & it. \\
\hline 28 & MR. JOEY NUNNALLY: I mean, I've got access \\
\hline
\end{tabular}

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

COMMISSIONER CHARLES "SKIP" GRUBER: Scratch
them.

FINANCE CHAIRMAN TUCKER DORSEY: Scratch it.

What's telepresence?
MR. RON CINK: That's the wall.

COMMISSIONER CHRIS ELLIOTT: We did a wall last
year. What -- what -- what more wall do we have?

COMMISSIONER CHARLES "SKIP" GRUBER: It's some
upgrades on the --
MR. JESSIE PEACOCK: That's a Brian item.

COMMISSION CHAIRMAN FRANK BURT: On that big
screen --

MR. JESSIE PEACOCK: And Brian was supposed
to --

COMMISSION CHAIRMAN FRANK BURT: -- they had up there --

MR. JESSIE PEACOCK: -- discuss that with y'all in his session.

COMMISSIONER CHRIS ELLIOTT: Was this the one that is in --

COMMISSION CHAIRMAN FRANK BURT: Yeah.

COMMISSIONER CHRIS ELLIOTT: -- the conference room?

MR. JESSIE PEACOCK: So, I mean --
COMMISSION CHAIRMAN FRANK BURT: Yeah.

COMMISSIONER CHRIS ELLIOTT: I thought we had that.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
not in the conference room. My understanding of what that is, is Brian is looking at telepresence throughout the county and putting screens in the backside of that building so when you're talking --

FINANCE CHAIRMAN TUCKER DORSEY: No.
COMMISSIONER CHRIS ELLIOTT: I love him to death.

MR. JESSIE PEACOCK: The -- But you'll have to ask that with Brian. Jessie didn't put that on in there.

COMMISSIONER CHRIS ELLIOTT: Wrong Peacock.
Got it.
MS. CHRISTIE DAVIS: I have a copy of the quote.

FINANCE CHAIRMAN TUCKER DORSEY: And it says
EMA on it.
COMMISSIONER CHARLES "SKIP" GRUBER: Okay.
COMMISSIONER CHRIS ELLIOTT: No. That's fine. I'm -- I'm going to be -- I'm going to be no on that. We've got -- You happy with what you got, man? I mean, that's a big --

MR. JESSIE PEACOCK: What's that? The
building?
COMMISSIONER CHRIS ELLIOTT: Yeah.
MR. JESSIE PEACOCK: Yeah. That's what I asked for.

COMMISSIONER CHRIS ELLIOTT: Okay.
MR. JESSIE PEACOCK: Yes, sir.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
the -- the -- we got the new wall in there, man. That thing -- Do you need any more than what you've got?

MR. JESSIE PEACOCK: I've got a little bit of
money. I'm going to buy some TVs for the back so when the instructors are teaching, they don't have to turn around and look at the PowerPoint like we're doing here. But --

COMMISSIONER CHRIS ELLIOTT: That's what that was for. That was something educational. Yeah. I got you. Okay. Okay.

COMMISSIONER-ELECT JEB BALL: And I was going to go back and maybe just add one -- ask one thing since you're scratching those; right?

COMMISSIONER CHRIS ELLIOTT: What?

COMMISSIONER-ELECT JEB BALL: That's -- I mean, the -- that was forty \((\$ 40,000)\) and twenty-four \((\$ 24,000)\).

COMMISSIONER CHRIS ELLIOTT: Yep.
COMMISSIONER-ELECT JEB BALL: That's sixty-four
\((\$ 64,000)\). Could we bump that lean-to number up to
ninety (\$90,000) just for in case.
I think I -- when I went out there and looked at it and talked to Jessie about it, we're speculating for if we build a lean-to, are we going to fill it to capacity upfront and be done with it, or can build something to where we can add more stuff under it in the long-term.

And Jessie's approach to the pole barn, EMA -- I
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
mean, by 911 was to house more stuff one of these days, so just more room.

MR. JESSIE PEACOCK: On that note, other than this Kemko building, you could put a -- one of these standard -- what they call the pole barn, the A-frame for ten grand (\$10,000), the size you need out there to cover theses sheds, which would -- all you're after is keeping the sunshine off.

These little portable carports are going to blow away. You're going to have to have something that's got some decent wind load to it. Kemko is just the one that quoted this price here.

COMMISSIONER CHARLES "SKIP" GRUBER: And this would have to be bid out anyway. So --

MR. JESSIE PEACOCK: Yes. Yes, sir.
COMMISSIONER CHARLES "SKIP" GRUBER: -- you're going to have to -- And you don't know what you're going to get when you start bidding it.

FINANCE CHAIRMAN TUCKER DORSEY: See, I -- I -I just -- I -- I've got a different perspective. Because if we have more space to put more stuff in, then we're going to find a way to get more stuff.

They have -- they have eight bus conversion kits that they can turn a bus into some medical thing because we needed more stuff, I don't know, ten years ago or whatever.

COMMISSIONER-ELECT JEB BALL: The -- the thing with that is that doesn't have anything -- that's --

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
we're trying --
FINANCE CHAIRMAN TUCKER DORSEY: I --
COMMISSIONER-ELECT JEB BALL: -- to get rid of those.

FINANCE CHAIRMAN TUCKER DORSEY: I understand.
But government --
COMMISSIONER-ELECT JEB BALL: But the --

FINANCE CHAIRMAN TUCKER DORSEY: Government has
a tendency to want to fill that stuff up because we've got the space. That's what I'm --

COMMISSIONER-ELECT JEB BALL: I don't -- I
think we can not let them do that; right?
We're talking --
FINANCE CHAIRMAN TUCKER DORSEY: I'm trying.
COMMISSIONER-ELECT JEB BALL: We're talking about gasoline-powered stuff that cannot not stored in that. It's got to be an open type area.

So I -- I just -- I've been out there, walked and looked. And, you know, the lean-to is an option. But you're -- you're already investing so much money into the lean-to, it's -- You know, I don't know. I just know that as soon as the lean-to is built, it'll be filled up.

What you think, Joe?
MR. JOE DAVIS: Well, if you do the lean-tos, you limit your -- I mean, we -- we're going to face it probably before our term is out, needing more space for more equipment.

I -- I think the building would be the way to go
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
when you look at the -- the two options on the lean-to, if that's two separate lean -- lean-tos or if it's a combination.

If it's a combination, that's thirty-seven thousand dollars (\$37,000). For forty-seven thousand (\$47,000), you get an entire building.

MR. JESSIE PEACOCK: Commissioner-Elect, that
is -- it is two -- it's -- one's adding on the south side of the building, one on the east side.

MR. JOE DAVIS: So it is two?
MR. JESSIE PEACOCK: So it's separate bids, but
they're going to be tied to the same building.
MR. JOE DAVIS: For ten thousand dollars
\((\$ 10,000)\) more, we could get the building.
FINANCE CHAIRMAN TUCKER DORSEY: But you also have ten thousand \((10,000)\) square feet of concrete foundation we're going to include.

MR. JOE DAVIS: That we've got to add to it.
FINANCE CHAIRMAN TUCKER DORSEY: You have no electrical. You have no insulation. And by the time we get the "I wants" on there, you're going to build you a full-blown barn.

So we've already spent more time on this than the money probably allows. I mean, if y'all want to make it a hundred \((\$ 100,000)\), it's a hundred \((\$ 100,000)\). I don't -- I -- I honestly, at this point, do not care.

What's your number?
COMMISSION CHAIRMAN FRANK BURT: I'm content
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
with their call.

FINANCE CHAIRMAN TUCKER DORSEY: What's your
number?

MR. JOE DAVIS: Jeb, what do you want?
FINANCE CHAIRMAN TUCKER DORSEY: A hundred
\((\$ 100,000) ? \quad\) Ninety \((\$ 90,000) ? \quad\) Seventy \((\$ 70,000) ?\)
COMMISSIONER-ELECT JEB BALL: I mean, I'm --
FINANCE CHAIRMAN TUCKER DORSEY: Skip, what do
you want?
COMMISSIONER CHARLES "SKIP" GRUBER: Let's do
the ninety \((\$ 90,000)\) and be --
MR. JOE DAVIS: I'll --

COMMISSIONER CHARLES "SKIP" GRUBER: --
finished with it.
MR. JOE DAVIS: I'll go with --
COMMISSIONER CHARLES "SKIP" GRUBER: Yep.
MR. JOE DAVIS: -- the ninety (\$90,000).
COMMISSIONER CHARLES "SKIP" GRUBER: Be
finished. Do ninety (\$90,000) and be finished with it.
COMMISSIONER CHRIS ELLIOTT: Ninety (\$90,000)
it is.
FINANCE CHAIRMAN TUCKER DORSEY: Ninety
\((\$ 90,000)\) it is.
COMMISSIONER CHARLES "SKIP" GRUBER: Ninety (\$90, 000 ).

MR. JESSIE PEACOCK: Any more questions for me, gentlemen? We got the signs covered, the lean-to covered, the pole barn covered.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
FINANCE CHAIRMAN TUCKER DORSEY: Can I make a
recommendation to you?
MR. JESSIE PEACOCK: Yes, sir.
FINANCE CHAIRMAN TUCKER DORSEY: I'd say thank
you and get on out of here.
MR. JESSIE PEACOCK: Thank you. I get to go
eat, Ron. I'm hungry.
MR. RON CINK: That's why I want to make sure.
FINANCE CHAIRMAN TUCKER DORSEY: What's your
new spot \(y^{\prime}\) all need?
MR. RON CINK: Where -- where are we at on
telepresence?
FINANCE CHAIRMAN TUCKER DORSEY: No.

COMMISSIONER CHRIS ELLIOTT: No.
COMMISSIONER CHARLES "SKIP" GRUBER: Which one?
Which one is that?

COMMISSION CHAIRMAN FRANK BURT: On which one?
COMMISSIONER CHRIS ELLIOTT: Telepresence.
MR. RON CINK: Telepresence.
COMMISSIONER CHARLES "SKIP" GRUBER:
Telepresence. Okay.
FINANCE CHAIRMAN TUCKER DORSEY: I don't even
know what it is.
MS. CHRISTIE DAVIS: That was that EMA
conference room. I just want to make sure where you guys were a no.

COMMISSIONER CHARLES "SKIP" GRUBER: Okay. All
right. Message boards are gone, tele-thing is gone.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

MR. RON CINK: Uh-huh. (Indicates
affirmatively.)
COMMISSIONER CHARLES "SKIP" GRUBER: All right.

```

Next is, what, JDC? We're going to JDC?
MR. RON CINK: You've already green-lighted
that.
FINANCE CHAIRMAN TUCKER DORSEY: Yeah. We already green-lighted that.

COMMISSIONER CHARLES "SKIP" GRUBER: Oh.
That's been agreed on?
FINANCE CHAIRMAN TUCKER DORSEY: What you got?
MS. ANDREA RIDER ROBERSON: Me? I requested
a -- to have a workers' comp coordinator. Andrea has taken on all of the workers' comp, the paperwork flow-through.

She talks to all of the -- the doctors, schedules appointments, and all of this kind of stuff, handles all of that. We're talking with Kim Creech about taking over the liability. So she'll be handling that paperwork and work strictly with Ken on all of that.

And then hire an Administrative Assistance more to help Deidra and Bo, backups.

FINANCE CHAIRMAN TUCKER DORSEY: Deidra?
MS. DEIDRA HANAK: I agree with her
recommendation.
FINANCE CHAIRMAN TUCKER DORSEY: I know your plow is awful deep in the -- in the ground.

MS. ANDREA RIDER ROBERSON: Uh-huh. (Indicates
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1 affirmatively.)

COMMISSIONER CHARLES "SKIP" GRUBER: Well, I'm telling you, the -- the risk management is really -it's -- it's paying off for us. And -- but, you know, and I do know that Andrea is really -- does spend a lot of time out doing that.

MS. ANDREA RIDER ROBERSON: She is.
COMMISSIONER CHARLES "SKIP" GRUBER: I mean --
MS. ANDREA RIDER ROBERSON: She's doing an
outstanding job --
FINANCE CHAIRMAN TUCKER DORSEY: She is.
MS. ANDREA RIDER ROBERSON: -- on that with all
of the --
FINANCE CHAIRMAN TUCKER DORSEY: Risk
management last week was a hundred and twenty-seven (\$127, 000) ,

MS. KIM CREECH: Um.
FINANCE CHAIRMAN TUCKER DORSEY: Is that what
that was? Was that liability or --
MS. KIM CREECH: Yes. I've got this here. And on workers' comp, if we want to load into this, is that this will be the first year they're going to be offering a longevity bonus.

They've been -- we've been doing that on the liability fund. And the longevity bonus will be fifteen percent (15\%) of our one year's -- one year's premium. Take fifteen percent (15\%) of that is the longevity bonus. So that will be an additional refund.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

COMMISSIONER CHARLES "SKIP" GRUBER: But that
means we have to sign up three -- for three years, this coming year for three more years, you know. So which -FINANCE CHAIRMAN TUCKER DORSEY: Nothing -COMMISSIONER CHARLES "SKIP" GRUBER: -- we're not going nowhere. Nothing to talk about.

FINANCE CHAIRMAN TUCKER DORSEY: Nothing to talk about.

COMMISSIONER CHARLES "SKIP" GRUBER: I mean --

MS. KIM CREECH: No. But then the workers' comp is a ninety-one thousand dollar (\$91,000) refund. And then when we --

COMMISSIONER CHARLES "SKIP" GRUBER: That's not bad.

MS. KIM CREECH: Then when we take the Sheriff --

FINANCE CHAIRMAN TUCKER DORSEY: You ought to do a party with that.

MS. KIM CREECH: Then we take the Sheriff's --

FINANCE CHAIRMAN TUCKER DORSEY: It would be illegal.

MS. KIM CREECH: -- and ours and take that fifteen percent (15\%) off of that --

COMMISSIONER CHARLES "SKIP" GRUBER: Uh-huh. (Indicates affirmatively.)

MS. KIM CREECH: -- it's nice.

FINANCE CHAIRMAN TUCKER DORSEY: Y'all okay with helping her out?

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

    COMMISSIONER-ELECT JEB BALL: Yep.
    MR. JOE DAVIS: Uh-huh. (Indicates
    affirmatively.)
                            FINANCE CHAIRMAN TUCKER DORSEY: All right.
    ```
    Good.
        MS. ANDREA RIDER ROBERSON: Thank y'all.
            FINANCE CHAIRMAN TUCKER DORSEY: All right.
    I'm going to leapfrog BRATS real quick. We're going to
    close out with that thing.
            Air Bus we got in yellow on -- on the one \(I\) got in
        the thing the other day. I don't know that I'm
        interested in funding the whole thing.
            COMMISSIONER CHRIS ELLIOTT: I'm a no,
        completely no.
            FINANCE CHAIRMAN TUCKER DORSEY: Complete no.
    Y'all agree?
            COMMISSION CHAIRMAN FRANK BURT: I do.
            FINANCE CHAIRMAN TUCKER DORSEY: All right.
            COMMISSIONER CHARLES "SKIP" GRUBER: No to the
    Airbus. Okay. And are we going to do the Repair Baldwin
    County? Nothing?
        FINANCE CHAIRMAN TUCKER DORSEY: I'm a no.
        Heritage Museum we green-lighted it level. I'm still
        good with that.
            MR. RON CINK: Coastal Alabama Partnership you
        green-lighted.
            FINANCE CHAIRMAN TUCKER DORSEY: We did.
            MR. RON CINK: Historical Commission, we've

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
given them a hundred and twenty (\$120,000), but just the program continues on. You want to reserve something here, though?

I've got -- I put ninety-three (\$93,000). But, I mean, again, they're behind the curve on getting those done. Do you want to put another sixty \((\$ 60,000)\) for this year?

FINANCE CHAIRMAN TUCKER DORSEY: Yeah. I think I --

COMMISSIONER CHARLES "SKIP" GRUBER: Yeah. FINANCE CHAIRMAN TUCKER DORSEY: -- got involved in some of that with the -- and mostly from the production side of things and had a conversation with Claudia and the provider.

I think they got it figured out. If they -- To go and retool in Wisconsin is going to be completely inefficient.

They had some computer issues where they're taking -- they're using some 3-D CNC stuff. And the guy that is the foundry guy is a foundry guy and not a computer guy.

Claudia helped him find the computer guy to get what he needed so that he -- they can interface the programming from the text the Historical Commission gives them to the computer so that it does the job.

They've got that figured out. So I think production -- I think production is going to get back underway.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

COMMISSION CHAIRMAN FRANK BURT: Good work.
COMMISSIONER-ELECT JEB BALL: So you said sixty
(\$60,000)?
COMMISSIONER CHARLES "SKIP" GRUBER: It's sixty
(\$60,000). What we've been doing is sixty --
MR. RON CINK: Yeah. You've been --
COMMISSIONER CHARLES "SKIP" GRUBER: --

```
    thousand (\$60,000).
    MR. RON CINK: You've been sixty (\$60,000). So
    far you've --
    COMMISSIONER-ELECT JEB BALL: Okay.
    MR. RON CINK: So far you've appropriated a
    hundred and twenty thousand dollars (\$120,000).
    FINANCE CHAIRMAN TUCKER DORSEY: And you only
    pay them when the bills come in.
    MR. RON CINK: No. We -- we've appropriated
    both sixties \((\$ 60,000)\), and they have the money.
    FINANCE CHAIRMAN TUCKER DORSEY: They have the
        money?
            MR. RON CINK: Yeah. They have the money
        inhouse.
            COMMISSION CHAIRMAN FRANK BURT: They have the
        money.
            FINANCE CHAIRMAN TUCKER DORSEY: Well, can we
        budget it and not give it to them until they make the
        request for the additional funding.
            MR. RON CINK: That's --
            FINANCE CHAIRMAN TUCKER DORSEY: Just to make
        SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
sure that they're --
MR. RON CINK: That's kind of where -- where
I'm at.

COMMISSION CHAIRMAN FRANK BURT: Because I
believe when that discussion came up, he wanted an
agreement to assure that he was going to have that.
FINANCE CHAIRMAN TUCKER DORSEY: The founder
guy.
COMMISSION CHAIRMAN FRANK BURT: Now, he may
have changed by now. Yeah.
FINANCE CHAIRMAN TUCKER DORSEY: Yep.
COMMISSION CHAIRMAN FRANK BURT: He may have changed.

FINANCE CHAIRMAN TUCKER DORSEY: Yep.
MR. RON CINK: Is sixty (\$60,000) okay with you
gentlemen?
FINANCE CHAIRMAN TUCKER DORSEY: Yeah.
COMMISSIONER CHARLES "SKIP" GRUBER: Yep.
FINANCE CHAIRMAN TUCKER DORSEY: And what's the
amount per unit that they're -- that we're -- is that --
MR. RON CINK: I think it's about four.
FINANCE CHAIRMAN TUCKER DORSEY: Okay. All
right.
MR. RON CINK: Extension Service, same as last year?

COMMISSIONER CHRIS ELLIOTT: Yes.
MR. RON CINK: Rotary Club for flags, Economic
Development Alliance.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

Soil and Water Conservation?
FINANCE CHAIRMAN TUCKER DORSEY: I mean, I'm
still not -- I mean, I -- I'm not for funding the
Watershed Coordinator. And the problem \(I\) have with it is they don't have any authority.

So, I mean, what are they -- what's the job? And if it's the job between coordinating whether or not, we're going to get -- when the watershed plans come together, how do we coordinate Fairhope and Daphne to get onboard with the Weeks Bay Watershed so that we're all doing the same thing? That's -- that's -- I hate to say it.

That's y'all's job.
COMMISSION CHAIRMAN FRANK BURT: And -- and it was my understanding that our funding for them was for one year only. Then the State would pick it up in their budget this year.

FINANCE CHAIRMAN TUCKER DORSEY: And we asked --

COMMISSION CHAIRMAN FRANK BURT: That's what they told us.

FINANCE CHAIRMAN TUCKER DORSEY: And last year we asked them to get the Municipalities to help, not ask us --

COMMISSION CHAIRMAN FRANK BURT: Right.
FINANCE CHAIRMAN TUCKER DORSEY: -- to carry the load. If it was going to be a countywide deal, then everybody wanted to invest in it.

COMMISSION CHAIRMAN FRANK BURT: Right.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
FINANCE CHAIRMAN TUCKER DORSEY: We only got
like five hundred bucks (\$500) from Robertsdale or something.

MS. CHRISTIE DAVIS: I think it was like three
thousand (\$3,000) --
MR. RON CINK: Yeah.
MS. CHRISTIE DAVIS: -- thirty-two hundred (\$3, 200 ).

COMMISSION CHAIRMAN FRANK BURT: But we wound up with the whole seventy-five \((\$ 75,000)\), or whatever it was. And they were gonna -- they said if we -- you'll sponsor them the first year, we'll get it done from the State level.

FINANCE CHAIRMAN TUCKER DORSEY: Right.
COMMISSION CHAIRMAN FRANK BURT: So I'm with you on that, other than what we normally give Soil and Water Conservation.

MR. RON CINK: I forget what that number is.
COMMISSIONER CHARLES "SKIP" GRUBER: What did we give them?

MS. CHRISTIE DAVIS: We normally give them seventy-five thousand --

COMMISSIONER CHARLES "SKIP" GRUBER:
Seventy-five (\$75,000).
MS. CHRISTIE DAVIS: -- five hundred dollars
(\$75,500) 。

COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.
Seventy-five thousand (\$75,000).
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
MS. CHRISTIE DAVIS: Last year we gave them
forty-one \((\$ 41,000)\) and some change for the Watershed
coordinator _-

COMMISSIONER CHARLES "SKIP" GRUBER: Okay.
MS. CHRISTIE DAVIS: -- because we're splitting
the --

COMMISSION CHAIRMAN FRANK BURT: Yeah.
MS. CHRISTIE DAVIS: -- cost. This year they
requested thirty-one, seven fifty (\$31,750) --
FINANCE CHAIRMAN TUCKER DORSEY: It's in the --
COMMISSION CHAIRMAN FRANK BURT: -- for the
Watershed --
FINANCE CHAIRMAN TUCKER DORSEY: Because --
COMMISSION CHAIRMAN FRANK BURT: -- Management

Coordinator.

FINANCE CHAIRMAN TUCKER DORSEY: Because them
getting paid for it was being able to get some match money from everybody else.

COMMISSION CHAIRMAN FRANK BURT: Right.
FINANCE CHAIRMAN TUCKER DORSEY: Hold them to
that, please.
COMMISSION CHAIRMAN FRANK BURT: Right.
MS. KIM CREECH: Uh-huh. (Indicates
affirmatively.) Yeah. We are -- we are holding that request right now.

COMMISSIONER CHRIS ELLIOTT: Yeah. So that
number is seventy-five \((\$ 75,000)\) and whatever?
MS. CHRISTIE DAVIS: Seventy-five, five
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

(\$75,500) is --
COMMISSIONER CHARLES "SKIP" GRUBER:

```

Seventy-five, five \((\$ 75,500)\) is what we usually give them for their --

COMMISSIONER CHRIS ELLIOTT: Plug --
COMMISSIONER CHARLES "SKIP" GRUBER: --
equipment and --
COMMISSIONER CHRIS ELLIOTT: Plug that number
in there then.

COMMISSIONER CHARLES "SKIP" GRUBER: -program.

MR. RON CINK: Well, that's what they're using --

FINANCE CHAIRMAN TUCKER DORSEY: Well, last year was an increase from the regular allocation to seventy-five (\$75,000), wasn't it?

COMMISSION CHAIRMAN FRANK BURT: Yes. It was -- it was an increase to cover that new guy, that new position.

COMMISSIONER CHARLES "SKIP" GRUBER: Okay.
COMMISSIONER CHRIS ELLIOTT: The Chambers we evened up, everybody at one thousand (\$1,000), if I remember.

MS. CHRISTIE DAVIS: Correct.
COMMISSION CHAIRMAN FRANK BURT: Which one is that?

COMMISSIONER CHRIS ELLIOTT: All the Chambers.

We --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

COMMISSION CHAIRMAN FRANK BURT: Yes.
COMMISSIONER CHARLES "SKIP" GRUBER: We're not
looking at the Gateway Initiative?
COMMISSIONER CHRIS ELLIOTT: We talked about it
last time, and we said -- said no.
COMMISSIONER CHARLES "SKIP" GRUBER: You know, we did the -- different for Fairhope when they did that one, you know.

COMMISSIONER CHRIS ELLIOTT: Yeah.
FINANCE CHAIRMAN TUCKER DORSEY: That was --
COMMISSIONER CHARLES "SKIP" GRUBER: I know
what's going to happen.
FINANCE CHAIRMAN TUCKER DORSEY: That was
before my time. And I shut that down for them. So --
COMMISSIONER CHARLES "SKIP" GRUBER: Okay.
Well, I just didn't know, you know. Okay.
FINANCE CHAIRMAN TUCKER DORSEY: If y'all want
to, y'all can. But --
COMMISSIONER CHARLES "SKIP" GRUBER: Okay. I
just --
COMMISSIONER CHRIS ELLIOTT: It's -- it's going to cause nothing but heartburn for me, Skip. But I --

COMMISSIONER CHARLES "SKIP" GRUBER: Okay. Well, no.

COMMISSIONER CHRIS ELLIOTT: -- I got a lot
of --

FINANCE CHAIRMAN TUCKER DORSEY: And that
twenty-five thousand \((\$ 25,000)\) can turn into a hundred
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
and twenty-five (\$125,000) just like that. Because --
COMMISSIONER CHARLES "SKIP" GRUBER: Okay. No.
MR. RON CINK: We got statutory discretionary
fund; DSD, that's Dan Dealy; Gulf Coast RC\&D.
FINANCE CHAIRMAN TUCKER DORSEY: Yeah. We've already been through all of this.

MR. RON CINK: Christie Strategy Group?
COMMISSIONER CHARLES "SKIP" GRUBER: Well, you know -- Okay.

FINANCE CHAIRMAN TUCKER DORSEY: I'd relook at Christie, but that's just me. And -- and it's going back to the same argument, that that's always -- it's going to be a conflict.

COMMISSION CHAIRMAN FRANK BURT: Thank you.
COMMISSIONER CHARLES "SKIP" GRUBER: But he's got a conflict always, you know, between us and, you know --

COMMISSION CHAIRMAN FRANK BURT: Yeah.
COMMISSIONER CHARLES "SKIP" GRUBER: -everything because he's got the whole coastal group down there that he fights for and then --

FINANCE CHAIRMAN TUCKER DORSEY: Well, I'm not even worried about fighting against Gulf Shores as much as I am fighting against Montgomery and Mobile and those guys.

I'm kind of looking to y'all's end of the table to decide what you want to do, because they're helping you. They -- No matter how much you're paying this -- this

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
thing, he ain't helping me for nothing anymore. So it's whether or not y'all think you need the help or not.

COMMISSIONER CHARLES "SKIP" GRUBER: I think
Adams \& Reese, we get good service out of them. We get good service out the Van Scoyoc, you know, in Washington. You know, we get real good service out of those two.

The only one I'm not sure about is the -- you know, is the Christie's Group, you know. I -- I just don't -you know, I don't know, you know.

That's just -- that's my opinion on it. I don't know how y'all feel. If -- if y'all see it different, I don't know, you know.

COMMISSIONER CHRIS ELLIOTT: I do. I'd -- I'd like to budget it and then let y'all make a decision on what y'all what to do with it.

COMMISSIONER-ELECT JEB BALL: That's what I was thinking.

MR. JOE DAVIS: That would -- that would help us.

COMMISSIONER CHARLES "SKIP" GRUBER: Okay. All right.

COMMISSIONER-ELECT JEB BALL: We've -- I've got to meet with these different people.

COMMISSION CHAIRMAN FRANK BURT: Good for me.
COMMISSIONER-ELECT JEB BALL: We've got to
meet --
COMMISSIONER CHRIS ELLIOTT: Let's budget it
and --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

COMMISSIONER CHARLES "SKIP" GRUBER: Okay.
COMMISSIONER CHRIS ELLIOTT: -- let y'all make the call on it.

COMMISSIONER CHARLES "SKIP" GRUBER: All right.
Yeah. Okay. That sounds good.
MR. RON CINK: Mobile Bay National Estuary.
COMMISSIONER CHARLES "SKIP" GRUBER: Yep.
COMMISSIONER-ELECT JEB BALL: Yep.
MR. RON CINK: MRDD.
COMMISSIONER-ELECT JEB BALL: Yep.
COMMISSIONER CHARLES "SKIP" GRUBER: Yep.
THE COURT REPORTER: And then the Little River S.A.I.L. Center.

COMMISSIONER CHARLES "SKIP" GRUBER: Well, I think we -- that's something we need to do. And we've been talking about this for years and years and years. And we keep put it off and keep putting it off and keep putting it off.

And I think it's something we need to do. And it's not going to -- it's not going to affect Kelly in any -any way, you know. So --

COMMISSIONER CHRIS ELLIOTT: I'm going to be a no on that one, Mr. Chairman.

FINANCE CHAIRMAN TUCKER DORSEY: Yeah. I'm
sorry. I can't -- I can't be with you on that one. But I'm glad for you guys to sell me another way, though.

COMMISSIONER CHARLES "SKIP" GRUBER: Well, I
think -- I think, you know -- well, I -- you know,
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
personally, I -- you know, I think it's something we -we -- we've done it in every other -- all these other communities where we have it, we've done it.

I don't know what's the difference between them and the rest of them. And, so, I mean, give me a reason why it's different.

COMMISSIONER CHRIS ELLIOTT: Sure.

COMMISSIONER CHARLES "SKIP" GRUBER: But it -but, you know -- but it's not any different.

COMMISSIONER CHRIS ELLIOTT: It's -- it's --
COMMISSIONER CHARLES "SKIP" GRUBER: I mean, it's providing a -- it's providing a service for those folks up there.

COMMISSIONER CHRIS ELLIOTT: Sure. It's a -it's a -- it's a population density thing more than --

COMMISSIONER CHARLES "SKIP" GRUBER: Well --
COMMISSIONER CHRIS ELLIOTT: -- anything else.
They're just -- they're -- they're not a --
COMMISSIONER CHARLES "SKIP" GRUBER: But -- but they're still doing the same thing. She's still serving meals up there for people. And if you've seen what she's serving her meals in, you know, it's disgusting, you know. And, you know --

FINANCE CHAIRMAN TUCKER DORSEY: And she came in here saying that \(S A R P C\) is going to pay rent. And that's just a bold lie. And there ain't no truth to anything she told us about it in here.

COMMISSIONER CHARLES "SKIP" GRUBER: Well, they
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
pay rent to -- it's a contract. They have a contract up there to another company that --

MR. RON CINK: They cover the --
COMMISSIONER CHARLES "SKIP" GRUBER: Mamie's
Chapel, they pay them.
MR. RON CINK: Mamie's Chapel.
COMMISSIONER CHARLES "SKIP" GRUBER: They pay
them. So --
COMMISSIONER-ELECT JEB BALL: Skip, when you came up with this number here, is this a --

COMMISSIONER CHARLES "SKIP" GRUBER: That's land, everything.

MR. RON CINK: Land and building.
COMMISSIONER CHARLES "SKIP" GRUBER: Yeah. And that's the only -- you know, it's -- I mean, the building probably ain't going to cost that much. But, you know, we just wanted to make sure that we had it so we could, you know --

FINANCE CHAIRMAN TUCKER DORSEY: But you're asking for hurricane evacuation of some sort.

COMMISSIONER CHARLES "SKIP" GRUBER: Oh, no. It's not a hurricane evacuation center. It's not that. It's strictly a S.A.I.L. Center. At this point it's a S.A.I.L. Center. It's not -- it's not nothing else.

You know, it's no -- it's no hurricane evacuation. That -- that needs to be scratched. It's strictly a Senior S.A.I.L. Center.

I wish you'd put it in there and at least let the --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
the -- the new Commission decide on it.
COMMISSION CHAIRMAN FRANK BURT: I'm with that.
MR. JOE DAVIS: Well, if -- if it's --
COMMISSION CHAIRMAN FRANK BURT: If you don't
want to spend it, you can not spend it.
MR. JOE DAVIS: Sure. If it's not put in the
budget now, it'll be an item that --
COMMISSION CHAIRMAN FRANK BURT: Yeah.
MR. JOE DAVIS: -- some of us will want to --
COMMISSIONER CHARLES "SKIP" GRUBER: We're going to have to go back and amend the budget to do it.

COMMISSION CHAIRMAN FRANK BURT: Right.
MR. JOE DAVIS: I mean, that's where it stands right now, I think.

COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.
COMMISSIONER CHRIS ELLIOTT: Y'all got a
feeling on it?
COMMISSIONER-ELECT JEB BALL: I mean, I -- I was -- \(I\) was going to leave it in just to -- just to -just to look at it some more.

We've talked to -- we've talked to skip. And -- and if -- if there was a way that we can -- can -- can make that work, because it's just -- it's just a thing.

I know it's a density issue, a population issue. But people in Little River, every time something else happens in the county, there's something going up on up there.

So it's -- it's a way to establish ourselves up
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
there. And, I mean, we'll own the building; right?
COMMISSIONER CHARLES "SKIP" GRUBER: Yep. We
will, and --
COMMISSION CHAIRMAN FRANK BURT: And the land. COMMISSIONER CHRIS ELLIOTT: And the roof, the and --

COMMISSIONER CHARLES "SKIP" GRUBER:
Everything.
COMMISSIONER CHRIS ELLIOTT: -- plumbing --
MR. JOE DAVIS: Yeah.
COMMISSIONER CHRIS ELLIOTT: -- lawn.
COMMISSIONER-ELECT JEB BALL: I understand.
Oh, yeah.
COMMISSIONER CHARLES "SKIP" GRUBER: And we do the other ones, too.

COMMISSIONER CHRIS ELLIOTT: I know. I know. Listen, I got it. I do. I just -- you know, I wish she could work something out with the fire department or something else. There's buildings up there already that they're --

COMMISSIONER-ELECT JEB BALL: Well, the fire department and her, for some reason, do not get along whatsoever. We tried.

FINANCE CHAIRMAN TUCKER DORSEY: That's a personal problem.

COMMISSIONER-ELECT JEB BALL: We try. And there -- there is -- there was land there to --

FINANCE CHAIRMAN TUCKER DORSEY: Have you met

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
her?
COMMISSIONER CHRIS ELLIOTT: But --
COMMISSIONER-ELECT JEB BALL: Yes.

FINANCE CHAIRMAN TUCKER DORSEY: Yeah. I don't get along with her, either. Frank hadn't gotten along with her at times, either.

COMMISSIONER CHRIS ELLIOTT: But, Jeb, that's
a --

FINANCE CHAIRMAN TUCKER DORSEY: She's
sometimes a problem.
COMMISSIONER CHRIS ELLIOTT: That is -- that's
a part of the reason for a hundred and fifty thousand dollars (\$150,000) going in here is because it's a personality thing. And personalities start getting real expensive.

COMMISSION CHAIRMAN FRANK BURT: But -- but that's not -- not the issue really. I mean, where it was located, they didn't want it on that site anyway. And --

COMMISSIONER CHARLES "SKIP" GRUBER: The fire department didn't want it.

COMMISSION CHAIRMAN FRANK BURT: -- the fire department didn't want it.

COMMISSIONER CHARLES "SKIP" GRUBER: They wanted to shove them somewhere else.

COMMISSION CHAIRMAN FRANK BURT: And this would be land totally owned by the County. The other was really, I think, an agreement with the landowner and the fire department, but \(I\) don't know.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

But -- but I'm for putting it in. I'd sure
appreciate it if \(y^{\prime} a l l\) would leave it there. If they don't want to spend it, they can not spend it.

COMMISSIONER CHRIS ELLIOTT: Okay.
FINANCE CHAIRMAN TUCKER DORSEY: A hundred and
fifty (\$150,000). Carry on.
COMMISSIONER CHRIS ELLIOTT: Draw a harder line on some other stuff.

FINANCE CHAIRMAN TUCKER DORSEY: If you would put a little asterisk by my name that said I'm not really for it, but I've gotten out -- I've out -- gotten out-judged. And it happens sometimes. I don't even know why I need anything on the record anymore.

COMMISSIONER CHARLES "SKIP" GRUBER: Okay.
Where are we at now?

COMMISSIONER CHRIS ELLIOTT: Forestry. Didn't
we decide we were going to give them something else?
Another truck?

COMMISSIONER CHARLES "SKIP" GRUBER: Yeah. MR. CLIFF McCOLLUM: Joey's truck.

FINANCE CHAIRMAN TUCKER DORSEY: What -- what
did we do? Why -- what -- what happened to Battleship?
I thought we green-lighted ten grand (\$10,000) for them again.

MR. RON CINK: You did. You did it through the contingency.

FINANCE CHAIRMAN TUCKER DORSEY: That's right.

COMMISSIONER CHARLES "SKIP" GRUBER:
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
\begin{tabular}{|c|c|}
\hline 1 & Contingency. Right. \\
\hline 2 & FINANCE CHAIRMAN TUCKER DORSEY: All right. \\
\hline 3 & I'll be right back. \\
\hline 4 & \\
\hline 5 & (Commissioner Dorsey left the Budget Deliberations meeting.) \\
\hline 6 & \\
\hline 7 & COMMISSIONER CHRIS ELLIOTT: We said no to the \\
\hline 8 & Good Counsel Homes. \\
\hline 9 & MR. RON CINK: No to Feeding the Gulf. \\
\hline 10 & COMMISSIONER CHRIS ELLIOTT: No to Feeding the \\
\hline 11 & Gulf Coast. \\
\hline 12 & MR. RON CINK: And this number will change. \\
\hline 13 & COMMISSIONER CHRIS ELLIOTT: Which number? \\
\hline 14 & MR. RON CINK: Contingency number. \\
\hline 15 & COMMISSIONER CHRIS ELLIOTT: Okay. What will \\
\hline 16 & you change it to? \\
\hline 17 & MR. RON CINK: It will probably go up. \\
\hline 18 & COMMISSIONER CHRIS ELLIOTT: Okay. \\
\hline 19 & COMMISSIONER CHARLES "SKIP" GRUBER: Which -- \\
\hline 20 & COMMISSIONER CHRIS ELLIOTT: We're setting the \\
\hline 21 & budget. What you got? \\
\hline 22 & MR. RON CINK: I don't know. \\
\hline 23 & COMMISSIONER CHARLES "SKIP" GRUBER: Where are \\
\hline 24 & you at? \\
\hline 25 & MR. RON CINK: That's my balancing number. \\
\hline 26 & COMMISSIONER CHARLES "SKIP" GRUBER: Where are \\
\hline 27 & we at? \\
\hline 28 & MR. RON CINK: That's my balancing number. \\
\hline
\end{tabular}

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
MR. JOE DAVIS: This one by miscellaneous?
MR. RON CINK: No. That's my balancing number.
MR. JOE DAVIS: Okay. But it says
miscellaneous appropriations contingency, fifty thousand
dollars (\$50,000) the correct line?
\(M R . ~ R O N ~ C I N K: ~ Y e a h . ~\)
\(M R . ~ J O E ~ D A V I S: ~ A n d ~ y o u ' r e ~ s a y i n g ~ t h a t ~--~\) number.

COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.
COMMISSION CHAIRMAN FRANK BURT: And your
balancing number comes from where?
MR. RON CINK: Whatever I'm out of balance at. COMMISSIONER CHARLES "SKIP" GRUBER: We're out of balance. Yeah.

MR. RON CINK: Where --
COMMISSION CHAIRMAN FRANK BURT: No.
COMMISSIONER CHARLES "SKIP" GRUBER: If it's --
COMMISSION CHAIRMAN FRANK BURT: I understand.
MR. RON CINK: After you -- after you've
decided everything and \(I\) have all the pluses and minuses added up, whichever way I got to go here is where
it'll -- this is -- this is the last --
MR. JOEY NUNNALLY: Just think about --
MR. RON CINK: That's correct.
COMMISSION CHAIRMAN FRANK BURT: Yeah. And --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

MR. RON CINK: I did it last year.
COMMISSION CHAIRMAN FRANK BURT: Yeah.
MR. RON CINK: Yes, sir.
COMMISSION CHAIRMAN FRANK BURT: And it worked
well, too.
COMMISSIONER CHARLES "SKIP" GRUBER: Yep.
MR. JOE DAVIS: I do it as wiggle room. But that -- you know, that's okay.

COMMISSIONER CHARLES "SKIP" GRUBER: Yeah. Got to have it.

COMMISSIONER CHRIS ELLIOTT: If we save some money down the road, it'll go in there. You don't have to spend it --

COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.
Yeah. Yeah.
COMMISSIONER CHRIS ELLIOTT: -- or you can on roads.

MS. CHRISTIE DAVIS: Animal shelter.
COMMISSIONER CHRIS ELLIOTT: And the animal shelter, of course. Yeah. Top priorities for this Commission.

MR. RON CINK: But that -- that number will
change. And I don't know what it is, because as we're moving though these, it makes that number move.

COMMISSIONER-ELECT JEB BALL: Would that -These were already in here, though; right.

MR. RON CINK: Yeah. It -- it was a baseline number in there. But --

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
COMMISSIONER-ELECT JEB BALL: Right. I mean,
it's -- We've -- we've lowered a lot of things down.

MR. RON CINK: That's what I'm saying.
COMMISSIONER CHRIS ELLIOTT: It will go down.
MR. RON CINK: Those will -- those will flow
back --

COMMISSIONER-ELECT JEB BALL: Right.
MR. RON CINK: -- into that.
MR. JOE DAVIS: So it will be the net effect?
MR. RON CINK: Correct.
COMMISSIONER CHRIS ELLIOTT: Okay.
MR. JOE DAVIS: All right.
COMMISSIONER CHRIS ELLIOTT: And the SARPC
number is pretty static.
COMMISSIONER-ELECT JEB BALL: Yep.
COMMISSIONER CHRIS ELLIOTT: SAWDC number,
we've already talked about. It's good. Swift/Coles, what did we decide on that?

COMMISSIONER CHARLES "SKIP" GRUBER: No.
COMMISSIONER CHRIS ELLIOTT: Okay.
MS. CHRISTIE DAVIS: That's a no. It's twelve
thousand (\$12,000) for landscaping.
COMMISSIONER CHRIS ELLIOTT: Let's see. Yeah.
No. The Battleship Commission is still in. No.
That's --
MR. RON CINK: That's --
MS. CHRISTIE DAVIS: That's funded out of --

MR. RON CINK: That's coming out of the --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
```

MS. CHRISTIE DAVIS: -- a different --
COMMISSIONER CHARLES "SKIP" GRUBER: It comes

```
    out of a different --
    COMMISSIONER CHRIS ELLIOTT: Okay. So we're
    going to zero that out then?
    MR. RON CINK: Yeah.
    COMMISSIONER CHRIS ELLIOTT: Okay. Zero that
    out.
    MR. RON CINK: West Florida MPO.
    COMMISSIONER CHRIS ELLIOTT: Is that a
    mandatory thing?
    COMMISSIONER CHARLES "SKIP" GRUBER: Mandatory
    thing.
    MS. CHRISTIE DAVIS: Kind of.
    COMMISSIONER CHRIS ELLIOTT: Okay.
    MR. RON CINK: We've gone through all the
Sheriff's stuff --
    COMMISSIONER CHARLES "SKIP" GRUBER: Go to the
        next page.
    MR. RON CINK: -- the jail, and corrections.
    COMMISSIONER CHARLES "SKIP" GRUBER: I think
    everything -- we went over the -- the Highway, too.
    Didn't we go over everything? So that's -- that's done.
    MR. RON CINK: Highway and Solid Waste are all
        balanced out.
    COMMISSIONER CHARLES "SKIP" GRUBER: So - -
        okay.
    MR. RON CINK: Yeah.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

COMMISSIONER CHARLES "SKIP" GRUBER: So we're down to the last --

COMMISSIONER CHRIS ELLIOTT: We've got Highway stuff done. We got all the barn stuff done.

MR. RON CINK: Yes.
COMMISSIONER CHARLES "SKIP" GRUBER: Yep.
Yeah. Solid Waste is done.
COMMISSIONER CHRIS ELLIOTT: Solid Waste is done.

COMMISSIONER CHARLES "SKIP" GRUBER: Now we've got one. Okay. We got -- we got -- that has to do with Personnel and, so, that goes to the salary survey. All right.

MR. RON CINK: The Parks --
COMMISSIONER-ELECT JEB BALL: What did we decide about Mr. Faust's generator?

COMMISSIONER CHRIS ELLIOTT: Well, I said no on it. But, you know, it's a -- it's a generator for a nonessential building. I mean, the power will be back on. When it starts back, we'll get there. It's just a big ole chunk of money.

MR. JOE DAVIS: Two hundred thousand dollars' \((\$ 200,000)\) of generator is a lot of --

COMMISSIONER CHRIS ELLIOTT: Okay. Then --
MS. CHRISTIE DAVIS: There was a lower -- Let me see if \(I\) can find it.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

    personally --
    ```
        MS. CHRISTIE DAVIS: I looked at it for --
        COMMISSIONER-ELECT JEB BALL: -- for right now,
    if it means anything, which it probably doesn't mean
    anything. But \(I\) don't think he needs a generator.
        FINANCE CHAIRMAN TUCKER DORSEY: I tend to
    agree.
        COMMISSIONER CHARLES "SKIP" GRUBER: I mean --
        FINANCE CHAIRMAN TUCKER DORSEY: Strike it.
        COMMISSIONER-ELECT JEB BALL: There's no reason
        for a generator there.
            FINANCE CHAIRMAN TUCKER DORSEY: Okay. There
        you go.
            COMMISSIONER CHRIS ELLIOTT: Okay. We've got
Parks projects in there at two ten \((\$ 210,000)\).
    FINANCE CHAIRMAN TUCKER DORSEY: Is that the
        bathrooms?
    MR. RON CINK: Yep.
    MS. CHRISTIE DAVIS: That's one bathroom and
two other things.

COMMISSIONER CHRIS ELLIOTT: What were the other things? I don't remember.

COMMISSIONER CHARLES "SKIP" GRUBER: That's -that's what -- that was -- the two ten \((\$ 210,000)\) was the bathrooms.

MS. CHRISTIE DAVIS: No.

MR. RON CINK: Huh-uh. (Indicates negatively.)
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

    a hundred thousand dollars ($100,000) instead of two
    hundred thousand ($200,000) --
    COMMISSIONER CHARLES "SKIP" GRUBER: Okay. So

```
    it's a hundred thousand (\$100,000).
    MS. CHRISTIE DAVIS: -- for the bathrooms.
    COMMISSIONER CHARLES "SKIP" GRUBER: Right?
    MR. JOEY NUNNALLY: Right.
    COMMISSIONER CHARLES "SKIP" GRUBER: Okay.
    MR. RON CINK: We have reached out to Blakeley
    as well, Joey and I. You remember Blakeley had those
    modulars --
    COMMISSIONER CHARLES "SKIP" GRUBER: Uh-huh.
(Indicates affirmatively.)
    MR. RON CINK: -- that came in. And we've
    reached out to Blakeley. We're going to be working on
    getting the prices.
    COMMISSIONER CHARLES "SKIP" GRUBER: That's the
    best thing to do anyway. I mean --
    MR. RON CINK: Uh-huh. (Indicates
    affirmatively.)

COMMISSIONER CHARLES "SKIP" GRUBER: -- the damn things are damn near indestructible.

MR. RON CINK: That's -- that's what Mike Bunn said.

MR. JOEY NUNNALLY: Yeah. He said it was about the only thing that was hurricane proof in the park.

COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

Morgantown and Cliff's Landing, materials only. And that was fifty thousand (\$50,000).

COMMISSIONER CHRIS ELLIOTT: So those were
included in the one hundred (\$100,000)? Because that's going to be kind of hard.

MS. CHRISTIE DAVIS: That's -- that's the two \(\operatorname{ten}(\$ 210,000)\).

MR. RON CINK: That's the two ten (\$210,000).
MS. CHRISTIE DAVIS: The fifty (\$50,000) and
the sixty \((\$ 60,000)\) and the one hundred \((\$ 100,000)\).
COMMISSIONER CHARLES "SKIP" GRUBER: And that was paving Morgantown, that parking lot there?

MR. JOEY NUNNALLY: Morgantown and Cliff's Landing.

COMMISSIONER CHRIS ELLIOTT: I'm fine with
both --
COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.
COMMISSIONER CHRIS ELLIOTT: I'm fine with both of those projects. Do we still need a hundred (\$100,000) for the bathroom?

COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.
MR. RON CINK: I think we need something in
there because I think we do.
MR. JOEY NUNNALLY: The park is getting a lot
more traffic. We've got a lot more school kids coming up there. The Halloween bash that we have up there is getting a lot more traffic.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

    MR. RON CINK: Uh-huh. (Indicates
    affirmatively.)
    MR. JOEY NUNNALLY: So that was -- that's our
    ```
    thoughts. Originally we asked for two (\$200,000), and we
    cut it back to one \((\$ 100,000)\). We're throwing in a
    hundred grand \((\$ 100,000)\), and then we move -- vet out
    exactly what type of bathroom, and we'll figure it out.
    It may not take the full hundred (\$100,000).
    COMMISSIONER CHRIS ELLIOTT: All right. Okay.
    COMMISSIONER CHARLES "SKIP" GRUBER: All right.
What do you lack?
    FINANCE CHAIRMAN TUCKER DORSEY: Decision items
closed.

COMMISSIONER CHRIS ELLIOTT: Except for BRATS.

MR. RON CINK: I do have a question.
COMMISSIONER CHRIS ELLIOTT: Yeah.
MR. RON CINK: Do we need a vote from the MPO on that change?

FINANCE CHAIRMAN TUCKER DORSEY: Yeah. I mean, if you need a resolution saying that the MPO requests it, then I'm sure you're going to get it. If you want it, we'll get it pushed through.

COMMISSIONER CHARLES "SKIP" GRUBER: I think it needs to have one, because it's -- you know, it's -we -- we're making a decision that the MPO is supposed to be making.

FINANCE CHAIRMAN TUCKER DORSEY: We can make that happen; right?

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

COMMISSIONER CHRIS ELLIOTT: Yeah.
FINANCE CHAIRMAN TUCKER DORSEY: Just a
resolution saying --

```

COMMISSIONER CHARLES "SKIP" GRUBER: You know, and we --

FINANCE CHAIRMAN TUCKER DORSEY: -- t crossing, so the administration --

COMMISSIONER CHARLES "SKIP" GRUBER: But I think we really need -- it needs to come from the MPO instead of us.

COMMISSIONER CHRIS ELLIOTT: Okay.
FINANCE CHAIRMAN TUCKER DORSEY: It's paid for
by the MPO or reimbursed to the --
COMMISSIONER CHRIS ELLIOTT: I'll -- I'll get
with Sarah and we'll make that happen.
MR. RON CINK: The Legislative Delegation has got a contract expiring. And, so, it's coming up in front of y'all.

COMMISSIONER CHARLES "SKIP" GRUBER: Yep.
COMMISSIONER CHRIS ELLIOTT: What does that
have to do with MPO?
MR. RON CINK: It's the same thing. That --
that board makes that request to you.
COMMISSIONER CHRIS ELLIOTT: Okay. Let's go ahead and budget it and then we'll get the MPO paperwork in prior to the budget being adopted.

MS. CHRISTIE DAVIS: Commissioner Elliott.
COMMISSIONER CHRIS ELLIOTT: Yes, ma'am.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

    MS. CHRISTIE DAVIS: You remember how you told
    us to tell you?
    ```

COMMISSIONER CHRIS ELLIOTT: Yeah. That's one of those things?

MR. RON CINK: Uh-huh. (Indicates affirmatively.)

COMMISSIONER CHRIS ELLIOTT: Okay. Thank you. I appreciate that.

2-K - BUDGET DELIBERATIONS FOR THE BALDWIN REGIONAL AREA TRANSIT
SYSTEM (BRATS)
MR. RON CINK: BRATS.
MR. JOEY NUNNALLY: Yeah. Go ahead. I put together a little -- just a little small presentation, mainly, I guess, for the new incoming Commissioners, just to kind of put a history together of what -- what BRATS is about and what -- what that service provides. And it is a service. So just give me just a few minutes and we'll go through it.

So from a management standpoint, BRATS reports straight to the Baldwin County Commission, who has got oversight from the Alabama Department of Transportation, who's got oversight by the FTA, the Federal Transit Administration.

Obviously, this is all triggered by the Federal funds that runs the department or is -- greatly runs the department.

So the numbers I'm spitting out here is going to be
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
```

from Fiscal Year '17. And that's basically because '18 is just a partial year. So -- so we just looked at '17.

``` And then on up further into the presentation, you'll see where we went back all the way back to '14, to just kind of show you trends on what's happening.

So BRATS '17's budget was a little over three million dollars \((\$ 3,000,000)\). The grant portions of that from the FTA and ALDOT was about one-point-five \((\$ 1,500,000)\).

The program revenues comes in two different forms. One is the standard fees, which is what we typically call farebox fees, four hundred and eighteen thousand \((\$ 418,000) ;\) the contracted fares, which is all these contracts that we have with different entities that BRATS provides service to is -- amounted to about four hundred and forty-one thousand (\$441,000)

FINANCE CHAIRMAN TUCKER DORSEY: In 2017. MR. JOEY NUNNALLY: Yes. This is '17. So the Commission ended up having to match six hundred and thirty-eight thousand \((\$ 638,000)\) in 2017, just to make up the shortfall.

So back in -- backing up all the way to 2014, we looked at actual revenue versus actual cost and what the variance was in each one of those years.

So the variance was -- you know, '14 was six hundred and nineteen thousand (\$619,000); '15 was six hundred and twenty (\$620,000); '16 was six hundred and seventy-nine thousand (\$679,000); '17 was six hundred and thirty-seven

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
\((\$ 637,000)\), or right at six hundred and thirty-eight
thousand \((\$ 638,000)\).

The '18 year that you're seeing there is obviously partial data, so it's a little whop-sided right now simply because some grants haven't been received and some accruals have not been done at the end of the year.

A lot of the information on this page, we've probably talked about this one slide more than any other slide. You will see that the -- the -- the peak in '16 carries throughout all the data that you'll be seeing here.

And the -- the -- the actual cost in '16 was higher. The ridership was higher. The revenues were higher. '16 was a pretty high year for us.

As you can see, the -- the cost as a variance -- as a -- the variance as a percentage of cost is at the bottom. And it averages anywhere from twenty (20\%) --twenty-point-eight percent (20.8\%) to twenty-point-five (20.5\%) to nineteen (19\%) to twenty-one (21\%). It's all -- it's pretty right there, close.

COMMISSIONER CHRIS ELLIOTT: But the '19 budget is a significant increase in variance, is it not? The proposed '19 budget number?

MR. JOEY NUNNALLY: No.
COMMISSIONER CHRIS ELLIOTT: Is that the new
budget or not?
MR. JOEY NUNNALLY: The new budget number is the nine hundred and ninety-one thousand (\$991,000)?

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
```

    COMMISSIONER CHRIS ELLIOTT: Uh-huh.
    (Indicates affirmatively.)
    ```

MR. JOEY NUNNALLY: Yeah. That -- that -- that budget number is going to be right around the twenty percent (20\%) mark.

FINANCE CHAIRMAN TUCKER DORSEY: I'm hoping it's not still nine ninety-one (\$991,000) today.

COMMISSION CHAIRMAN FRANK BURT: Those numbers you got there are just up through July 31st for this year. You don't have the total year in there.

MR. JOEY NUNNALLY: That's correct. And what's --

COMMISSION CHAIRMAN FRANK BURT: Okay.

MR. JOEY NUNNALLY: Which is what's throwing that thirty-seven percent (37\%) off.

COMMISSION CHAIRMAN FRANK BURT: All right. What was budgeted for this year? You don't have that.

MR. JOEY NUNNALLY: Eight hundred and seventy-five thousand (\$887,000). So we -- we expect the one-point-one \((\$ 1,100,000)\) to come down to eight seventy-five \((\$ 875,000)\), once everything is said and done by the end of the year.

MR. TAYLOR RIDER: Joey, one thing you might add is there are two quarters that we haven't been reimbursed for yet from ALDOT, the quarter ending June 30th. And, of course, you'll have 9/30/18. So you have approximately seven hundred and sixty-eight
thousand (\$768,000) --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
COMMISSIONER CHARLES "SKIP" GRUBER: Coming in.
Yeah.

MR. TAYLOR RIDER: -- still coming in, in
revenue and grants.

MR. JOEY NUNNALLY: Yeah.
MR. JOE DAVIS: That chart on --
FINANCE CHAIRMAN TUCKER DORSEY: So you'll
have --

MR. JOE DAVIS: -- on the right, that's
expenses for less than a year, and the second column is
the actual expenses for a full twelve-month period?
(Commissioner-Elect Jeb Ball left the Budget Deliberations meeting.)

MR. JOEY NUNNALLY: Yeah. That's correct.
COMMISSION CHAIRMAN FRANK BURT: Yeah.
MR. JOEY NUNNALLY: And -- and the reason that is, is because a lot of those purchases have already been done from buses and capital and all that -- all that expense has already been spent. But, like Taylor was just saying, some of those grants offsetting that cost has not come in yet. Which is why --

COMMISSIONER CHARLES "SKIP" GRUBER: And
that'll pull --
MR. JOEY NUNNALLY: -- that's a little --
COMMISSIONER CHARLES "SKIP" GRUBER: And
that'll pull that back down once you get the --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
MR. JOEY NUNNALLY: It'll make the blue line go
up.

MR. RON CINK: Yeah. It'll make the blue line higher.

MR. JOE DAVIS: Yeah.
COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.
MR. JOE DAVIS: The orange line won't come
down.
MR. JOEY NUNNALLY: That's right.
MR. JOE DAVIS: In fact, it'll go up by your operating cost to the end of the year. But the biggest part -- Well, there's some trends there that we need to talk about, it seems.

MR. JOEY NUNNALLY: Yeah. And you'll see some trends on further in here.

MR. JOE DAVIS: Okay.
MR. JOEY NUNNALLY: You'll see some trends as well. Okay. Any other questions about this slide? It's a lot of information on this slide.

COMMISSION CHAIRMAN FRANK BURT: Except that it doesn't show the actual budget for 2018. How are you preparing the budget for 2018? What is it today, based on what was adopted and approved last year? See, that's --

MR. JOEY NUNNALLY: It was --
COMMISSION CHAIRMAN FRANK BURT: -- that's
missing off of --
MR. TAYLOR RIDER: The budget was -- the

1

Commission was -- was eight seventy-five (\$875,000).
MR. JOEY NUNNALLY: Eight seventy-five
\((\$ 875,000)\). So that one-point-one \((\$ 1,100,000)\), we
expect to come down to eight seventy-five \((\$ 875,000)\).
COMMISSION CHAIRMAN FRANK BURT: I understand
that.

MR. JOE DAVIS: What was budgeted for expenses, and how far are we into that number, looking at the column on the right? I know the acquisition of vehicles, but I'm assuming we budgeted to do that.

MR. RON CINK: Uh-huh. (Indicates
affirmatively.)
MR. JOEY NUNNALLY: What was budgeted? What --
what -- what makes up the -- the -- the red line? Is that what you're asking?

MR. JOE DAVIS: The red -- Yeah. Well, no.
What was the budgeted amount for the -- for the expense?
MR. TAYLOR RIDER: Budgeted amount four
million --

MR. RON CINK: Four-point-seven (\$4,700,000).
MR. TAYLOR RIDER: -- seven fifty-nine
\((\$ 4,759,000)\).
MR. RON CINK: Right.
MR. TAYLOR RIDER: But that number is -- is --
is way up, Ron, due to the Eastern Shore MPO --
MR. RON CINK: Sure.

MR. TAYLOR RIDER: -- project that was in there that --

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

MR. RON CINK: Spanish Fort.
MR. TAYLOR RIDER: Mainly Fairhope is the big

```
    one in there.

COMMISSION CHAIRMAN FRANK BURT: And those will
be -- they're matched money. They're a twenty percent (20\%) match, or whatever it is, being provided by each of the Municipalities; right?

MR. RON CINK: That's correct.
MR. TAYLOR RIDER: They zero out.
COMMISSION CHAIRMAN FRANK BURT: Right.
FINANCE CHAIRMAN TUCKER DORSEY: So your
revenue should be in conjunction with that as well --
(Commissioner-Elect Ball rejoined the Budget Deliberations meeting.)

FINANCE CHAIRMAN TUCKER DORSEY: -- from last year's budget standpoint.

MR. JOE DAVIS: Yeah. I mean, either we have the money or we've got a receivable money due to us.

COMMISSION CHAIRMAN FRANK BURT: That's correct.

MR. JOEY NUNNALLY: Y'all want to go to the next slide? Everybody good?

COMMISSIONER CHARLES "SKIP" GRUBER: Yep.
MR. JOEY NUNNALLY: All right. So from -- I'm
going to let Chandra kind of talk about the -- a little bit more about the services. She's a lot more familiar

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
with exactly what the service provides, so I'm going to let her go through that.

MS. CHANDRA MIDDLETON: Okay. Basically BRATS
is -- we provide two different types of services, the first one being our demand-response service, and our second being a deviated fixed service. The difference is, is on demand-response, the origin is of choice.
(Commission Chairman Frank Burt left the Budget Deliberations meeting.)

MS. CHANDRA MIDDLETON: Also, the destination is of choice, meaning the origin could be from their home, wherever they choose, to a destination of wherever they choose, to visit someone in the hospital, just absolutely open to the general public to any -- wherever they choose to go. So that's our first type of service.

Our second type of service is a deviated fixed, which basically is a fixed origin to a fixed designation, meaning that individuals actually come from their home or their place of living or wherever to a designated location, and then we take them to a designated location along our route. Okay?

FINANCE CHAIRMAN TUCKER DORSEY: Do y'all know how a bus works?

COMMISSIONER-ELECT JEB BALL: Yes.
MR. JOE DAVIS: (Indicates affirmatively.)
MS. CHANDRA MIDDLETON: So our demand-response

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
routes start out with our zone routes. Our zone routes are broken into different areas throughout the county. And they mainly operate within that area. This is the northern part of the county here. You can see the breakout; central and southern.

The meaning of these zones, basically, our buses stay within those colored areas, is basically what they do, and provide service to that community.

The next type of demand-response service that we do is a -- our connector routes. Now, our connector routes are basically our spine of our demand-response service.

That is meaning that we actually take and we provide -- that allows the zones to actually be connected within our communities. It allows an individual from the Bay Minette area, for instance, to go --

FINANCE CHAIRMAN TUCKER DORSEY: Chandra --

MS. CHANDRA MIDDLETON: -- to the Eastern

Shore.

FINANCE CHAIRMAN TUCKER DORSEY: I'm sorry.
MS. CHANDRA MIDDLETON: Okay.
FINANCE CHAIRMAN TUCKER DORSEY: You are my
favorite BRATS employee. You know that; right?
MS. CHANDRA MIDDLETON: Yes.

FINANCE CHAIRMAN TUCKER DORSEY: Okay. I can't
listen. I can't do this.

MS. CHANDRA MIDDLETON: Okay.
FINANCE CHAIRMAN TUCKER DORSEY: I want to get
to the -- I want to get to meat and potatoes of --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
MS. CHANDRA MIDDLETON: Okay.
FINANCE CHAIRMAN TUCKER DORSEY: -- are -- We
have lost our primary contract --
MS. CHANDRA MIDDLETON: Yes.
FINANCE CHAIRMAN TUCKER DORSEY: -- service.

MS. CHANDRA MIDDLETON: Yes.
FINANCE CHAIRMAN TUCKER DORSEY: Our ridership
is plummeting down. Our budget is flat.
MS. CHANDRA MIDDLETON: Okay.
FINANCE CHAIRMAN TUCKER DORSEY: What are we doing to fix that?

MS. CHANDRA MIDDLETON: Okay.
FINANCE CHAIRMAN TUCKER DORSEY: We are a
million dollars \((\$ 1,000,000)\) budgeted for next year - -
MS. CHANDRA MIDDLETON: Yes.
FINANCE CHAIRMAN TUCKER DORSEY: -- from the
Baldwin County Commission to provide a service which people do not care for as much anymore as they used to.

MS. CHANDRA MIDDLETON: Okay.
FINANCE CHAIRMAN TUCKER DORSEY: We have the same number of employees. Why are we not figuring out how to reduce that? What are our basic services that we must provide? What should we provide? And how do we make decisions based on losing our biggest customer?

MS. CHANDRA MIDDLETON: Okay.
COMMISSIONER CHRIS ELLIOTT: And, before you get into that, I'm going to -- I'm going to get on that as well. Because I've been asking for it, and I haven't

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
seen it yet. And I hope to heck it's in this
presentation somewhere, because I've been asking for it for sometime.

MS. CHANDRA MIDDLETON: Uh-huh. (Indicates
affirmatively.)
COMMISSIONER CHRIS ELLIOTT: But we are -- we are subsidizing taking kids to private schools in Mobile. We have lost almost three hundred thousand \((\$ 300,000)\) in revenue from our -- our largest contract.

We have these fixed routes, Baylinc, Northlinc, and Beachlinc, that are horribly underutilized. I get e-mails as early as this morning that \(I\) forwarded to you, Joey, saying there's one guy on the bus going to Mobile. One.

It's horribly inefficient. I've asked about differing equipment. I've asked about reducing equipment. I've asked about something other than expensive buses that require CDL drivers that are expensive. I've asked for a plan.

MS. CHANDRA MIDDLETON: Uh-huh. (Indicates affirmatively.)

COMMISSIONER CHRIS ELLIOTT: I hope it's in these slides somewhere. Because, otherwise, when we starting voting on budget items and what the decision items are on this, it -- I'm going to be a hard no, and I mean a real hard no, Mr. Chairman.

MS. CHANDRA MIDDLETON: Okay. And I want to clarify the --

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
FINANCE CHAIRMAN TUCKER DORSEY: And you have
a -- you have a partner on that no.
MS. CHANDRA MIDDLETON: The reason I want to
clarify this is because originally when we discussed, you know, the going back to the essentials of BRATS --

FINANCE CHAIRMAN TUCKER DORSEY:
Demand-response.
MS. CHANDRA MIDDLETON: The demand-response system, so when you go into -- Joey, can you skip ahead on a couple of slides? Let me see where that is.

Because originally when we discussed, that is what I
essentially was trying to provide.
COMMISSIONER CHRIS ELLIOTT: But it included
all the contracts, too.
MR. JOEY NUNNALLY: But, okay --
COMMISSIONER CHRIS ELLIOTT: And that --
MS. CHANDRA MIDDLETON: But let me -- let me --
hear me through. Click all the way through. Let's -let's skip all of these.

MR. JOEY NUNNALLY: But it's -- it's not as
simple as saying demand-response versus contract --
MS. CHANDRA MIDDLETON: Yes.
MR. JOEY NUNNALLY: -- is what she's trying to say. Okay?

COMMISSIONER CHRIS ELLIOTT: It's simpler than
y'all think it is. But let's press on.
MS. CHANDRA MIDDLETON: Okay. Because
basically when you and -- you and I discussed --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
COMMISSIONER CHRIS ELLIOTT: Uh-huh. (Indicates
affirmatively.)
MS. CHANDRA MIDDLETON: -- you wanted the essential functions of BRATS.

COMMISSIONER CHRIS ELLIOTT: Uh-huh.
(Indicates affirmatively.)
MS. CHANDRA MIDDLETON: BRATS was initially created on the servicing for the individuals with Council on Aging.

That also -- when you get to the slide, the final slide that he is going to show you, it will show you the -- how it is broken down.

The demand-response -- the demand-response actually consists of zone routes, the connector routes, the Council on Aging routes, and our healthcare routes. Those are the essential ones that are the -- these top ones are a part of our demand-response, and they're interlinked. They're completely interlinked.

So a lot of times we will take an individual, say, on our demand-response route. We drop them off at their location. They have to shop and stuff. So then we go and we do a new -- a -- a Council on Aging route.

And during that period of time, we do will-calls for those that are in the city zones. And then we go back and we pick those individuals up at Council on Aging.

And then we go back into our demand-response in the p.m. because we have those heavier peak times in the a.m. and p.m.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
(Finance Chairman Frank Burt rejoined the Budget Deliberations
meeting.)

MS. CHANDRA MIDDLETON: So that is kind of where -- you know, initially what was sent to you, that's kind of where the focus was, actually taking care of these individuals that are on as demand-response and also like our Coastal Community College.

See, that's being operated already on our zone routes and our connector routes. So those routes aren't going to really go away. The only thing that would really go away is the -- the revenue source.

MR. JOEY NUNNALLY: Yeah.
MS. CHANDRA MIDDLETON: Those routes would still technically operate.

COMMISSIONER CHRIS ELLIOTT: What about your mental health? Are you including that in your healthcare routes?

MS. CHANDRA MIDDLETON: Yes. That, our dialysis route, as well as our cancer treatment route.

COMMISSIONER CHRIS ELLIOTT: I talked to Tuerk Schlesinger about it. Tuerk Schlesinger said they can kind of take it or leave it, to be honest with you. He said in every other county that they're in, they provide their own buses and do their own routes, and probably cheaper.

COMMISSIONER CHARLES "SKIP" GRUBER: I don't
see how they can do it cheaper for -- than eighty-one
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
cents (\$.81) a mile.
COMMISSIONER CHRIS ELLIOTT: That's why I
called them.
COMMISSIONER CHARLES "SKIP" GRUBER: I mean,
tell me how you can do --
COMMISSIONER CHRIS ELLIOTT: That's why I
called them.
COMMISSIONER CHARLES "SKIP" GRUBER: -- it
cheaper than eighty-one cents (\$.81) a mile?
COMMISSIONER CHRIS ELLIOTT: That --
COMMISSIONER CHARLES "SKIP" GRUBER: I don't
think he knows what he's talking about, personally.
FINANCE CHAIRMAN TUCKER DORSEY: I don't care.
It's his money.
COMMISSIONER CHARLES "SKIP" GRUBER: Well --
FINANCE CHAIRMAN TUCKER DORSEY: And if it's not our money, then I'm happy with that.

COMMISSIONER CHRIS ELLIOTT: And -- and the only reason he said he was doing it was because there was an existing contract with -- with Baldwin County Mental Health. And when they absorbed it, they decided, hey, let's just keep it around. But that was -- that was the only reason.

MR. JOEY NUNNALLY: Well, just -- just so
everybody is on the same page --
COMMISSIONER CHRIS ELLIOTT: And that's why I asked for it to be broken out.

MR. JOEY NUNNALLY: Just so --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

COMMISSIONER CHRIS ELLIOTT: But it wasn't.
MR. JOEY NUNNALLY: And just so everybody is on the same page, the only thing we provide for Mental Health is a bus.

COMMISSIONER CHRIS ELLIOTT: No driver?

MS. CHANDRA MIDDLETON: No driver.

MR. JOEY NUNNALLY: We do not provide a driver. We provide a bus. They provide their own drivers. We store the -- the bus, and they come over to get it and take it.

COMMISSIONER CHRIS ELLIOTT: Do we provide the fuel? Do we provide the maintenance?

MR. JOEY NUNNALLY: Which is eighty-one cents (\$.81) a mile. That's what we charge them. That's what's included. I don't know how they can do it cheaper for eighty-one cents (\$.81) a mile.

MS. CHANDRA MIDDLETON: Yes. And, I mean, we're paying -- we're taking care of all of the regulations on the buses, where if they go buy 5310 vehicles, they're going to have to do basically the same for those vehicles.

COMMISSIONER CHRIS ELLIOTT: That's why I called and checked.

MR. JOEY NUNNALLY: Well, now, back to this, talking about breaking out demand-response, Commissioner Elliott's request to Chandra was try to make it about fifty thousand (50,000) demand-response needs and give us the equipment and the needs for that.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

    Well, I don't know that that's going to fit what
    we've got right now.
    ```

COMMISSIONER CHRIS ELLIOTT: Okay. So let's go to the Council on Aging routes. Can they not call and say, hey, I'd like to go to the S.A.I.L. Center today?

MR. JOEY NUNNALLY: They can.
MS. CHANDRA MIDDLETON: They can.
COMMISSIONER CHRIS ELLIOTT: Okay.
MS. CHANDRA MIDDLETON: But, either way, you're going to pay the -- you're going to have to have personnel available to do it. And those personnel are going to have to be -- The way it's going to link is you're doing a demand-response. You're doing a nutrition. You're going a demand-response.

So you're either going to have personnel operating a route and spending time on that route, or you're going to have a personnel that's sitting there waiting on a will-call. So --

COMMISSIONER CHRIS ELLIOTT: We do get --
MS. CHANDRA MIDDLETON: -- it's not reducing. You know, I -- I think that when you got those numbers, you expected there to be a great deal of reduction.

COMMISSIONER CHRIS ELLIOTT: I expected when
there was a significant reduction in ridership and revenue, that there would be a correlating reduction in equipment and staff. In any other world, that would be how that works.

MS. CHANDRA MIDDLETON: Uh-huh. (Indicates
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
affirmatively.)
COMMISSIONER CHRIS ELLIOTT: In any other
world.

MS. CHANDRA MIDDLETON: In -- in transit world, just like you're -- you're saying this morning, there was only one person on that bus, okay. There was only -Okay. The price to operate that did not change.

COMMISSIONER CHRIS ELLIOTT: Do you know why? Because you're still driving a bus.

MS. CHANDRA MIDDLETON: You're still --
COMMISSIONER CHRIS ELLIOTT: It's not a thirty-eight thousand, three hundred and twelve dollar (\$38,312) minivan.

MR. JOEY NUNNALLY: Okay. But --
MS. CHANDRA MIDDLETON: But if you're --
MR. JOEY NUNNALLY: But understand now --
MS. CHANDRA MIDDLETON: -- still going to
operate the demand --

MR. JOEY NUNNALLY: Chandra, let me say something. She's not the one directing the bus to go to Mobile. She's not the one that approved the contract to go to Mobile.

COMMISSIONER CHRIS ELLIOTT: I know. We are.
MR. JOEY NUNNALLY: Exactly. Okay. You know, I just don't -- \(I\) just want to make sure that's clear.

COMMISSIONER CHRIS ELLIOTT: I understand that.
MR. JOEY NUNNALLY: Okay? Okay. We're just
presenting facts. Okay?
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526
baldwin county commission special meeting - budget deliberations 08/27/2018

1
MS. CHANDRA MIDDLETON: And -- and we -- You
know, a simple adjustment could be for us to say, okay, we're limiting service only to Baldwin County.

MR. JOEY NUNNALLY: Yeah.
MS. CHANDRA MIDDLETON: We did that back in 2000 -- when I initially came onboard in 2005, that's what we initially did. Okay. School tipper service, that's the -- that it's called is just another way to gain --

COMMISSIONER CHRIS ELLIOTT: So if we limit -if we limit service only to Baldwin County, do we do demand service -- demand-response to anywhere else, to Mobile? Do we do that?

MR. JOEY NUNNALLY: No.
COMMISSIONER CHRIS ELLIOTT: Okay. So if we had just given me the demand-response numbers, would we have eliminated the service to other counties?

MS. CHANDRA MIDDLETON: The demand-response --
COMMISSIONER CHRIS ELLIOTT: If we limit it to
just demand-response numbers --
MS. CHANDRA MIDDLETON: Yes.
COMMISSIONER CHRIS ELLIOTT: -- would we have automatically --

MS. CHANDRA MIDDLETON: You're -- you're -you're eliminating all the Baylinc routes into Mobile.

COMMISSIONER CHRIS ELLIOTT: Yep.
MS. CHANDRA MIDDLETON: Okay. You're
eliminating all of the education routes.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
education r

MR. TAYLOR RIDER: Or outside the county.

MS. CHANDRA MIDDLETON: And then it would
eliminate all of the events. If we -- if we did just --
MR. JOEY NUNNALLY: Like --

MS. CHANDRA MIDDLETON: -- the top to make --
MR. JOEY NUNNALLY: Like Shrimp -- Shrimp Fest
and Arts Festivals and all that stuff.
MS. CHANDRA MIDDLETON: And if we reduce --
COMMISSIONER CHRIS ELLIOTT: So do we have those numbers?

MS. CHANDRA MIDDLETON: That was the one --
MR. JOEY NUNNALLY: Yes.
MS. CHANDRA MIDDLETON: Yeah.
MR. JOEY NUNNALLY: Yeah. We got it. We got it.

COMMISSIONER CHRIS ELLIOTT: Okay.
MS. CHANDRA MIDDLETON: Okay.
MR. JOEY NUNNALLY: But, now, understand, these -- these -- these are demand-response that pay for standard fees. These are contracted fares paid through contract. But you can see they intertwine.

COMMISSIONER CHRIS ELLIOTT: I understand you've got buses in that area, and it's doing something else while it's in the area. I understand that there is

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
a rate associated with that in the contracts. And I've looked into those rates. That's always interesting, too. MS. CHANDRA MIDDLETON: And a lot of times
we're doing the -- we're doing the demand-response, we're intermingling --

COMMISSIONER CHRIS ELLIOTT: I understand.
MS. CHANDRA MIDDLETON: -- the -- the fare
types.
MR. JOEY NUNNALLY: So passenger trips in 2017
was two hundred and twenty-two thousand (222,000).
Projected for '18 was -- is going to be a hundred --
about a hundred and eighty-nine thousand (180,000); okay. Projected for '19 is going to be about ninety thousand (90,000), if you just do demand; okay.

That's -- that's the numbers that you were asking for, if you just do demand. Now, understand that that is all a guess, because we don't exactly how many of these --

COMMISSIONER CHRIS ELLIOTT: Sure.
MR. JOEY NUNNALLY: -- contracted people are going to turn up and be demand-response. If we cancel our contract, they may seek other ridership. So it's all a guess.

So it's -- What -- what you're asking us to do is a pretty hard thing to do as far as guessing what we need; okay? Passengers --

MR. TAYLOR RIDER: Council on Aging passengers pay zero to ride.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1 COMMISSIONER CHRIS ELLIOTT: Yeah. But they're reimbursed at more than twice what you would charge them if they were making a Wal-Mart run. You charge them seven bucks to go to the Wal-Mart.

You charge them sixteen dollars and sixty-six cents (\$16.66), by Kelly's contract, to make the same roundtrip from a fund that we also subsidize, for what it's worth. Press on.

MR. JOEY NUNNALLY: Deviated fixed routes, '17 was a hundred and forty-three thousand (143,000) passenger trips. '18 was a hundred and sixty thousand (160,000) projected. And '19, we're talking about a hundred and fifty-nine thousand (159,000) if we keep the contracts that we have, minus ARC. Now, that's still having Mental Health intact.

COMMISSIONER CHRIS ELLIOTT: Uh-huh. (Indicates affirmatively.)

MR. JOEY NUNNALLY: Okay. So these are some of the trends that you were saying you wanted to see. All right. From a deviated fixed route standpoint, you can see the '14 through '18 and how it peaked in '16.
'16 is in the gray. You can see the '16 peak. The demand-response, you can see you had another peak in '16. It was pretty consistent through '17. It's fallen off in '18.

The dark green at the top on -- on '18 is what -is -- that's the projected.

MR. JOE DAVIS: Projected.

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
it's going to do. Now, '16, we had this contract with the -- with the Baldwin County School Boards to do the IB routes, the International Baccarat routes.

They've decided, back in '17, to do their own transport. I think that got funded from the state to do their own bussing of those. So -- so that went away, which is why that it was so high in '16, but it dropped in '17.

COMMISSIONER CHARLES "SKIP" GRUBER: And, plus, the -- the -- the Commission was actually paying for those routes --

MR. JOEY NUNNALLY: They were.
COMMISSIONER CHARLES "SKIP" GRUBER: -- out of our contingency money. Because the School Board would not -- would not do it. And those kids had to have a way to get out there. That was the only way they could get it. Their parents were taking them back and forth.

And myself and Commissioner Gruenloh looked at that, trying to help that program out. Because it was -- it was a program and the kids were being the ones that were suffering not having transportation to go to the thing.

So -- so we stepped up and did that on a contingency. When the contingency money went away, it went back to the School Board. And the School Board said, okay, then we'll fund it. And that's what they did. And then they -- now they decided later on to do their own buses.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
seeing a drop in -- in -- in the '18, in the -- in the green line. And that's pretty much based on the fact that we lost the ARC's contract.

This graph shows '17 versus '18. And we did it from a ridership standpoint as a percentage from zip code areas; okay? So the darker the -- the darker the areas means that you've got more percentage of people in those areas utilizing the BRATS.

COMMISSIONER-ELECT JEB BALL: Joey, can I ask you a question? Why -- why, again, did we lose the ARC contract?

MR. JOEY NUNNALLY: So due to the -- some new State rules and -- The letter we got said due to the new State rules and regs, that they had to spend a lot more time getting their people out; okay?

COMMISSIONER-ELECT JEB BALL: spend time --
MR. JOEY NUNNALLY: So they had to spend another fifty percent (50\%) of their time with those people getting them out and taking them places.

We couldn't provide that, based on the services that -- that -- our staffing and our buses. So they decided to do their own thing.

COMMISSIONER CHARLES "SKIP" GRUBER: They were talking about running Saturday and Sundays and -- and, you know, evening -- evenings and everything else, you know.

MR. JOEY NUNNALLY: So -- But I just thought

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
this was an interesting map. It shows, you know,
obviously, the Bay Minette areas, Eastern Shore, and the Foley areas are -- are using this more than anybody.

So -- so, Commissioner Elliott, this is one of the things you were talking about earlier about the cost.

This is BRATS' cost ratios.
Again, this is '14 through '18. In '14, the cost per passenger trip was about seven eighty-six (\$7.86) • In '18, it's about eight-oh-one (\$8.01). And -- and you can look at the cost per hour as well.

COMMISSIONER CHRIS ELLIOTT: This is a budget hearing, and we're projecting for '19. So with the decreased ridership rates, don't you expect your cost per trip to go up given that there's been no corresponding reduction in equipment and/or manpower? I can answer that question for you. Yes.

MR. JOEY NUNNALLY: Oh, it's likely to go up. Yes.

COMMISSIONER CHRIS ELLIOTT: Okay.
MR. TAYLOR RIDER: It will.
MR. JOEY NUNNALLY: Yeah.
COMMISSIONER CHRIS ELLIOTT: Yes.
MR. JOEY NUNNALLY: Yeah. I mean -- I mean --

I mean --
COMMISSIONER CHRIS ELLIOTT: That's why you do a corresponding reduction in equipment and manpower, because you don't have the demand anymore.

MR. JOEY NUNNALLY: I -- I -- I get it. I
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
understand.
COMMISSIONER CHRIS ELLIOTT: Okay.
MR. JOEY NUNNALLY: I mean, that's -- I mean,
I -- I get -- I get what you're trying to say. But what -- what we're trying to say is that when you cut out -- you got a route that's got four stops, you cut out the middle route, you can't cut out twenty-five percent \((25 \%)\) of the equipment and personnel.

COMMISSIONER CHRIS ELLIOTT: I understand.
MR. JOEY NUNNALLY: Because you -- that -- that driver and that bus is still needed to perform that route. So that's transit. It is what it is.

We get -- we get a lot of costs -- I mean, a lot of complaints that say, you know, we got one person on the bus, two people on the bus, three people on the bus. So -- so we did this chart.

So '14 through '18, what is the passengers on the bus for every hour? What was the average passenger per hour? Okay. '14, it was four-point-five-one (4.51). You can see it's peaked again in '16. In '18 it's five (5).

COMMISSIONER CHRIS ELLIOTT: How many people does the -- does the bus hold?

MR. JOEY NUNNALLY: Well, it depends on what bus.

COMMISSIONER CHRIS ELLIOTT: Average.
MR. TAYLOR RIDER: Our average bus --
MS. CHANDRA MIDDLETON: We've got --
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287
baidwin county commission special meeting - budget deliberations 08/27/2018

1

COMMISSIONER CHRIS ELLIOTT: Thirteen (13) --
MR. TAYLOR RIDER: -- is thirteen (13) to
twenty-eight (28). So --
COMMISSIONER CHRIS ELLIOTT: So thirteen
(13) --

MS. CHANDRA MIDDLETON: And we've got a
breakdown of our inventory coming.
COMMISSIONER CHRIS ELLIOTT: Okay. Thirteen
(13) to eight (8) -- twenty (20), what, Taylor?

MR. JOEY NUNNALLY: Twenty-eight (28).
COMMISSIONER CHRIS ELLIOTT: Thirteen (13) to twenty-eight (28), and our average is five (5). We'll give it five (5) and change.

MR. JOEY NUNNALLY: Oh, I -- I agree.
COMMISSIONER CHRIS ELLIOTT: Okay.
MR. JOEY NUNNALLY: I'm just -- again, I'm
presenting facts.
COMMISSIONER CHRIS ELLIOTT: I know.
MR. TAYLOR RIDER: And these are all facts as it's reported to FTA as well.

MR. JOEY NUNNALLY: Yeah.
MS. CHANDRA MIDDLETON: And something that I want to mention, the -- the -- on the demand-response routes, you can only do so many trips in an hour, too, because of the miles and the things of that nature that they have to travel, depending on who schedules a ride for that day.

So we're on a -- like a fixed route that's in a
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
metropolitan area is different because it's a -- more of a circular route. So \(I\) just wanted to mention that.

MR. JOEY NUNNALLY: Again, this is more data-by-passenger trips, vehicle miles, passenger service miles. Again, you can see the trend. This is just the trend. You can see them falling off; okay?

This is basically the minivans. We have two of those. We've got nine modified vans. We have one rail trolley. We've got twenty-six cut -- what we call cutaway buses, one of the big buses, obviously. That's our buildings, the Fairhope hul, the Foley garage, one here in Robertsdale.

This is a pretty telling slide; okay? If you look at the trends from '14 to '18 in salaries, now, again, our staffing numbers have pretty much remained constant through '14 through '18, but that's salaries that you're looking at; okay? That's merit raises, cost of living raises, just standard --

COMMISSIONER CHARLES "SKIP" GRUBER: Merit. MR. TAYLOR RIDER: Benefits. MR. JOEY NUNNALLY: -- stuff. MR. TAYLOR RIDER: Yeah. MR. JOEY NUNNALLY: It's just standard stuff; okay? You can see that it has gone from one-point-one \((\$ 1,100,000)\) to one-point-eight (\$1,800,000). I think that's what that says.

The same thing with healthcare cost, big jump from '17 to '18 in healthcare cost. Gas and oil fluctuates,

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
something that's outside of our control; okay? That slide right there is a lot to do --

COMMISSIONER CHRIS ELLIOTT: Sure it is.
MR. JOEY NUNNALLY: -- with the additional
requests that we're seeing for Fiscal Year '19. So, I mean, you're talking about cutting -- cutting back because we're losing routes and riderships. I mean, that's -- that's where the cuts have got to be made, right there.

COMMISSIONER CHRIS ELLIOTT: Sure. Absolutely. Reduce -- reduced equipment, reduce personnel to serve a reduced number of requests in ridership. That just makes sense. Yes.

MR. JOEY NUNNALLY: Okay.
COMMISSIONER CHRIS ELLIOTT: That's exactly what I'm talking about, and equipment changes as well.

MR. TAYLOR RIDER: So is that the -- is that the wish of the Commission and the new Commission as we move forward, to eliminate all these services?

COMMISSIONER CHRIS ELLIOTT: Well, that's what I've been asking for, is what does this look like? What does this say? How can we look at some of these underperforming routes and -- and -- and our equipment requests and -- and make some decisions to get things back in line? Absolutely.

MR. JOEY NUNNALLY: Okay. So -- so one of the things that I had asked Taylor and Chandra to -- to put together -- and my staff, my Highway staff has also been

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
working closely with these guys. And we've -- we've worked -- they've spent a ton of hours getting this information just so \(I\) could kind of portray to y'all exactly what's happening, what services we're providing, and what the cost is.

One of the things I want to look at, I don't -- I don't have and I couldn't grab is what each route costs us; okay? How -- how much does Baylinc cost us versus revenue? How much does Northlinc cost us versus revenue? How much do these different zones cost us versus revenue?

And the way that we are tracking our data to do the FTA rules and regs, that data was not obtainable for me. And that -- which is one of the reasons I couldn't give you what you needed. And -- and I -- This is the best I could do; okay?

So my conversations with Taylor and Chandra is we need to figure out a way that we can track that so you guys can make better decisions; okay? Because -- because right now we don't; okay?

I -- I can tell you that Baylinc, just like you said, very low ridership; Northlinc, very low --

COMMISSIONER CHRIS ELLIOTT: Very low
ridership. And you can look through these ridership numbers. And -- and, forgive me, but there are some common-sense things you can look at.

MR. JOEY NUNNALLY: Uh-huh. (Indicates
affirmatively.)
COMMISSIONER CHRIS ELLIOTT: When you've got

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
one or two people, I mean, you start dividing this hundred and fifty-four (154), you know, riders a month, I mean, that's -- that's just low because you count them both ways. So those numbers look bigger than they are. When you start looking at those, that's one or two people riding around on a big ole bus.

MR. TAYLOR RIDER: I will add that Northlinc could go away with a thirty-day notice, if we do away with Faulkner -- I mean, Coastal Alabama.

They're under a contract. And they -- That's their main route that the students ride to get to -- to Bay Minette. They connect to get to Fairhope and Gulf Shores.

So we could do -- If we do away with the Faulkner student contract, then we could do away with Baylinc -- I mean, Northlinc tomorrow or thirty days. We're supposed to give a thirty-day notice.

MR. JOEY NUNNALLY: So one of the -- one of the things I want y'all to think about as you make a decision on what to do with this year's budget for BRATS is if we cut services, Federal rules and regs say that we've got to advertise our -- our cuts in services for thirty days and have a public hearing; okay? So that's something that -- that y'all need to know.

The second thing is when -- if you're talking about liquidating some of these assets we have, whether that be a building or a bus or whatever, these things were bought with Federal grants and Federal funds.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
COMMISSIONER CHRIS ELLIOTT: I'm not -- I'm not
suggesting liquidating any assets. I am suggesting not
purchasing new ones.

MR. JOEY NUNNALLY: Okay. So --
MR. TAYLOR RIDER: So far this year, there's only been two small buses actually purchased, Commissioner. So we could not order the remainder of --

COMMISSIONER CHRIS ELLIOTT: But they're --
FINANCE CHAIRMAN TUCKER DORSEY: Well, I
thought that was because they weren't -- they weren't getting them to you on time.

MR. TAYLOR RIDER: Say that again.
FINANCE CHAIRMAN TUCKER DORSEY: I thought that the problem was that they couldn't get you the buses as quick as you ordered them.

MR. TAYLOR RIDER: Well, we ordered two back a few months ago. Those two should be in, in November. But they haven't even awarded the bid for the big buses yet. It's still under consideration. So we -- we're not going to get to order any additional buses for our Fiscal Year '18.

MS. CHANDRA MIDDLETON: We're -- we're -- we're not increasing vehicle count.

COMMISSIONER CHRIS ELLIOTT: Uh-huh. (Indicates affirmatively.)

MS. CHANDRA MIDDLETON: We're just doing basically a simple replacement.

MR. TAYLOR RIDER: Yeah.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

saying about the size of the vehicles --
COMMISSIONER CHRIS ELLIOTT: Uh-huh. (Indicates
affirmatively.)
MS. CHANDRA MIDDLETON: -- and you want to see a reduction in that. There are only certain routes and events that require the larger vehicles.
COMMISSIONER CHRIS ELLIOTT: Uh-huh. (Indicates

``` affirmatively.)

MS. CHANDRA MIDDLETON: So we could look at just liquifying those particular routes. You know, it's just clear guidance. I think that, you know, just knowing a direction or a number that we want to gauge to or something to look towards, that would be very helpful. Because we -- we can work from that to know what we need to do to get there.

COMMISSIONER CHRIS ELLIOTT: Well, that is -that is what \(I\) have tried to provide. And I'm hoping we see some suggestions in there as far as reductions in equipment and -- and what kind of equipment. I mean, that's -- that's exactly what \(I\) have tried to provide.

This is what I'd like to see: Some options of, including elimination of some of these underperforming routes, a change in equipment when we do re-up to something that's a little bit smaller, fuel efficient, less costly to operate, less costly to man from a personnel standpoint. So I hope you've got some of those suggestions.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

MR. TAYLOR RIDER: Commissioner Elliott --
COMMISSIONER CHRIS ELLIOTT: Uh-huh. (Indicates
affirmatively.)
MR. TAYLOR RIDER: -- moving forward, if -- if
we could have -- if we understood the total guidance and the focus we wanted to do -- At this point, we -- we have these commitments that we have made to Shrimp Festival in a little over a month and all of the education routes.

I -- If we could get some guidance next year and then, as the new staff comes in, if that's their desire not to help with those -- But we --

FINANCE CHAIRMAN TUCKER DORSEY: We've been
asking for recommendations.
MR. TAYLOR RIDER: Pardon?
FINANCE CHAIRMAN TUCKER DORSEY: We've been asking for recommendations based on preliminary budget discussions, based on ridership. What do we -- what -what are our options? What can we do?

MR. TAYLOR RIDER: Moving forward --
FINANCE CHAIRMAN TUCKER DORSEY: You are
leading that department, are you not?
MR. TAYLOR RIDER: Yes.
FINANCE CHAIRMAN TUCKER DORSEY: Okay. How
long have you been doing so?
MR. TAYLOR RIDER: Thirteen (13).
FINANCE CHAIRMAN TUCKER DORSEY: Thirteen (13)
years. So that's roughly a million, three \((\$ 1,300,000)\)
that this County has paid you to lead that department.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

Do you have any leadership that you can exhibit that would make a recommendation to reduce the supplement of the County budget to your department?

MR. TAYLOR RIDER: In one that we recently presented, I had three items.

FINANCE CHAIRMAN TUCKER DORSEY: You were -for three thousand dollars (\$3,000).

MR. TAYLOR RIDER: No. We had twenty thousand \((\$ 20,000)\) on the shelter, the hundred thousand dollar \((\$ 100,000)\) shelter, a boarding and de-boarding shelter we asked for to keep people from getting wet in their wheelchairs when they're transferring from bus to bus. That was twenty thousand \((\$ 20,000)\).

We have the generator. Ron and I discussed this last night. We have the generator is roughly seventeen thousand (\$17,000) out of the Commission's pocket. And we had an additional thirty thousand \((\$ 30,000)\) this year for the transition of radios. We were --

FINANCE CHAIRMAN TUCKER DORSEY: Do you have any recommendations that would have to do with the operation of our bus system that would make it more efficient?

MR. TAYLOR RIDER: Yes. We -- we could do away with the contract routes. We could do -- go strictly demand-response. But it's going to be very costly because of the size of this county trying to get a bus to run in every direction to dialysis, cancer, senior centers, on and on. But if we get direction from this

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
body, then --
FINANCE CHAIRMAN TUCKER DORSEY: I'm the one that's moving this budget forward. I'm the one that votes on it, okay, the four of us do.

MR. TAYLOR RIDER: All right.
FINANCE CHAIRMAN TUCKER DORSEY: What do you have to recommend so that we can closeout this budget hearing that's going to make more sense?

MR. TAYLOR RIDER: Well, we'd have to discontinue some services.

FINANCE CHAIRMAN TUCKER DORSEY: Do you have a recommendation and a cost analysis of that, as we have been asking for, for three weeks now?

MR. TAYLOR RIDER: I -- Just what we have worked on all week. We -- we did --

FINANCE CHAIRMAN TUCKER DORSEY: See, my recommendation to the new Commission would be to move him to the landfill. Let her be in charge. Let her figure it out. She's showing more leadership than he is.

COMMISSION CHAIRMAN FRANK BURT: Mr. Chairman, the new Commission can sure certainly vote to do that. I'm -- I'm not for that. I don't know of a public transportation system in this nation that's not -that -- that -- probably in the world that's lower cost per ridership than -- than he runs for this operation here.

Escambia County, look at what they got up there. Monroe County, all of those others are -- it's no

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
comparison to what Baldwin County offers.
It's part of the quality of life for people. We have County employees that ride the bus up from the south end to work in the --

COMMISSIONER CHRIS ELLIOTT: But those numbers have dropped off precipitously.

COMMISSION CHAIRMAN FRANK BURT: Mr. Chairman, I -- John Marino still rides the bus up here now, and a lot of others --

FINANCE CHAIRMAN TUCKER DORSEY: So a million dollars ( \(\$ 1,000,000\) ) to get John to work every day.

COMMISSION CHAIRMAN FRANK BURT: No. But a lot of other folks that go to work that don't drive and they can get a lot of their work done while on -- on the bus --

FINANCE CHAIRMAN TUCKER DORSEY: You're down to --

COMMISSION CHAIRMAN FRANK BURT: -- or their studying done. Now, if you want to cut back on the quality of life here in Baldwin County, then that's one way of doing it. Certainly do. Cut back on the public services that make Baldwin County a great place to live and come to.

When you get a senior and they take the driver's license to where they can't drive anymore and that, it gives them transportation to get --

COMMISSIONER CHRIS ELLIOTT: Nobody is
suggesting that, Commissioner Burt.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

COMMISSION CHAIRMAN FRANK BURT: I -- I --
COMMISSIONER CHRIS ELLIOTT: We are suggesting
a more efficient way --
COMMISSION CHAIRMAN FRANK BURT: I --
COMMISSIONER CHRIS ELLIOTT: -- to operate.
COMMISSION CHAIRMAN FRANK BURT: You haven't
suggested anything.
COMMISSIONER CHRIS ELLIOTT: Well, I was
hoping --
COMMISSION CHAIRMAN FRANK BURT: You just asked for it.

COMMISSIONER CHRIS ELLIOTT: -- to have a suggestion from staff about how to increase efficiency by doing away with some of these routes, using smaller equipment, and a reduction in staff to -- to -- to support a reduction in the number of routes.

COMMISSION CHAIRMAN FRANK BURT: And I'm certain, Mr. Chairman, if you'll allow, I -- I'm certain that they can do that.

COMMISSIONER CHRIS ELLIOTT: I --
COMMISSION CHAIRMAN FRANK BURT: There's just a transition period of one, two, or three years you'd have to do. Anytime you're dealing with State and Federal Government and the Federal regs and all these agreements that we fussed about, you did, I did, that it just commits us more and more to things that we, as a Commission body, didn't agree with.

But our lawyers said, well, if you're going to do
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
this, you got to sign them. So we signed them. We're stuck with them.

And -- and if the new Commission wants to change something, that's certainly up to them. I won't have a vote after the first meeting in November.

COMMISSIONER CHRIS ELLIOTT: Mr. Chairman, I would say that \(I\) have looked into that and that we are not talking about impacting for -- you know, significantly any of these Federal programs. We're simply talking about how we run our operation, how efficiently we run our operation.

We're not talking about not providing service. We're not talking about, you know, not -- not having these hubs. We're talking about different equipment, which also meets Federal standards. We are talking about a reduction in number of employees due to a reduction in the number of routes.

COMMISSION CHAIRMAN FRANK BURT: And I think that can be done. But \(I\) think it'd take two or three years to transition to that.

And, as engineer, what would you say?
MR. JOEY NUNNALLY: And it's going to take -and, I mean, it's -- it's going to take an advertisement period, a public hearing, and a --

COMMISSION CHAIRMAN FRANK BURT: Yeah.
MR. JOEY NUNNALLY: -- and a vote from the -this Commission or the next one --

COMMISSION CHAIRMAN FRANK BURT: We can't just
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
do what we want to do.
MR. JOEY NUNNALLY: -- to -- to figure out
exactly what routes we want to have.
FINANCE CHAIRMAN TUCKER DORSEY: But you have to move in that direction at this point. Do you not see that? You have to move in making this more efficient.

MR. TAYLOR RIDER: We'll be -- we'll be glad to do that.

FINANCE CHAIRMAN TUCKER DORSEY: You're not.
MR. TAYLOR RIDER: Well, we're just now getting this direction, Commissioner, right here at two or three weeks before the budget.

And this has already been -- been presented to ALDOT, grant and everything is already in for '19. We could go back and start in January, maybe, new Commissioners, and sit down and talk through this on what you want -- what service you want us to provide.

So basically we're still staying around the twenty (20\%) to twenty-one percent (21\%) of our -- of our cost each year to operate with everything going up the way it is.

COMMISSIONER CHRIS ELLIOTT: Mr. --
MR. TAYLOR RIDER: It's been consistent for five -- every year on here. Grants are going to provide fifty (50\%) to fifty-five percent (55\%) of your budget. Your farebox is -- is going to run around fourteen (14\%) to fifteen (15\%) as well as your contracts.

And however you would like for us to move forward

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
with our focus, we'll be glad to.
COMMISSIONER CHRIS ELLIOTT: Okay.

Mr. Chairman, it's clear that we're going to have to do this through a reduction in budget, and that that will guide.

FINANCE CHAIRMAN TUCKER DORSEY: What's your number?

COMMISSIONER CHRIS ELLIOTT: That was what I was looking for.

COMMISSION CHAIRMAN FRANK BURT: It sounds like you've decided. But you've got to transition. So give a number, then and we'll see where we can vote for it or not. But I -- I tell you, it sounds like you just --

COMMISSIONER CHRIS ELLIOTT: Well, I was -- I was -- I was hoping for some direction from staff instead of me driving BRATS. I was hoping for, hey, this is what we think. If we make these reductions, this is where we can drive things down. Do we have -- do we have any revised numbers?

MR. JOEY NUNNALLY: Okay. But, respectively, Commissioner, your -- your number that you threw at -- at us, me and Chandra, was fifty thousand \((50,000)\) demand-response.

COMMISSIONER CHRIS ELLIOTT: I'm just giving you a number for demand-responses and let's work off of what the budget requirements are for that. Do you think the demand-response is more? Is it seventy-five \((75,000) ?\)

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
MS. CHANDRA MIDDLETON: Well, I -- I have -- I say that it's not really driven by the ridership. It's an addition of service. And I say this because you want to reduce vehicle sizes.

COMMISSIONER CHRIS ELLIOTT: Uh-huh. (Indicates affirmatively.)

MS. CHANDRA MIDDLETON: In order to reduce vehicle sizes, we would have to eliminate all of our education routes.

COMMISSIONER CHRIS ELLIOTT: That's -- I'm fine with that.

MS. CHANDRA MIDDLETON: Okay. All right. So that would be one thing we would --

COMMISSIONER CHARLES "SKIP" GRUBER: I'm not fine with it.

COMMISSION CHAIRMAN FRANK BURT: I'm not fine with that.

COMMISSIONER CHARLES "SKIP" GRUBER: I'm not fine with --

COMMISSIONER CHRIS ELLIOTT: You're fine with the way we need to subsidize --

COMMISSIONER CHARLES "SKIP" GRUBER: No. I'm not fine --

COMMISSIONER CHRIS ELLIOTT: -- private school
kids --

COMMISSIONER CHARLES "SKIP" GRUBER: No.
COMMISSIONER CHRIS ELLIOTT: -- going to

Mobile?
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
COMMISSIONER CHARLES "SKIP" GRUBER: Well,
we've got more -- you've got -- you've got private
schools here.

COMMISSIONER CHRIS ELLIOTT: You've got -- And they're paying. They're paying.

FINANCE CHAIRMAN TUCKER DORSEY: They are. Absolutely.

COMMISSIONER CHRIS ELLIOTT: And that's why we have to have these bigger buses that we drive all the way around the county the rest of the time --

COMMISSIONER CHARLES "SKIP" GRUBER: Well --
COMMISSIONER CHRIS ELLIOTT: -- burning fuel we don't need to burn, burning -- you know, having CDLs that we don't need to have.

COMMISSION CHAIRMAN FRANK BURT: Well, we are where we are, Mr. Chairman. And we can't argue through this. I'm not going to vote to reduce anything from what he presented.

And, y'all, we got to -- unless y'all want to come up with some number to substitute and put in there that they can move towards and the new Commission can direct them as exactly how they want the BRATS program to work. And I think for the last couple of months of the -- of your tenure on this Commission, that it wouldn't be the way I would recommend.

MR. JOE DAVIS: Mr. Chairman, if I could.
COMMISSIONER CHRIS ELLIOTT: Yes, sir.
MR. JOE DAVIS: And it's certainly y'all's
decision. Some of us new guys are going to be looking at things like when does the route start, when does it end, how many demands could we have on a weekend --

COMMISSION CHAIRMAN FRANK BURT: Right.
MR. JOE DAVIS: -- and these kinds of things to look at ways to not only provide a service, but improve the efficiency of a service. Those are the kind of questions. There was reference to a public hearing.

COMMISSION CHAIRMAN FRANK BURT: Right.
MR. JOE DAVIS: To me, what we need to hear from are the people that will use it, could use it --

COMMISSION CHAIRMAN FRANK BURT: Right.
MR. JOE DAVIS: -- did use it, and might use
it. And those are the kind of people that we need to hear from.

COMMISSION CHAIRMAN FRANK BURT: Right.
MR. JOE DAVIS: Regardless of what y'all decide today, that's what I'm going to be looking for if I'm successful in this.

COMMISSION CHAIRMAN FRANK BURT: And I want to leave you with enough to operate like it is. And if you want to reduce it when you get here, then -- then that's certainly your prerogative.

MR. JOE DAVIS: Okay.
COMMISSIONER CHRIS ELLIOTT: And the MPO just completed a very significant transit study. I encourage you to look at it and see those numbers. I think you'll see part of my frustration in that transit study.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
COMMISSIONER-ELECT JEB BALL: Oh, I understand.

I understand your frustration. I really do. Joey, what's the -- what was the -- what was last year's budget.

MR. JOEY NUNNALLY: Eight seventy-five \((\$ 875,000)\) was the ask. That was the -- what the Commission --

MR. TAYLOR RIDER: To put in.
MR. JOEY NUNNALLY: To put in.
COMMISSIONER-ELECT JEB BALL: Okay. And now
it's gone up --
MR. JOEY NUNNALLY: To nine ninety-one (\$991, 000) .

MR. RON CINK: It's a million (\$1,000,000).
MS. KIM CREECH: It's a little different
because --
MR. RON CINK: The insurance thing.
MS. KIM CREECH: -- of the increase in health
insurance.

MR. JOEY NUNNALLY: Oh, the insurance. Yeah.
So, see, again, those -- those are the costs here --
MR. JOE DAVIS: Right.
MR. JOEY NUNNALLY: -- that -- that we -- we -we are --

MR. JOE DAVIS: Keeping --
MR. JOEY NUNNALLY: -- that control.
MR. JOE DAVIS: -- current employees.
MR. JOEY NUNNALLY: Yeah. We -- Yeah. Yeah.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
COMMISSION CHAIRMAN FRANK BURT: Unless you
layoff some employees.
MR. JOEY NUNNALLY: Right. Well --
MS. CHRISTIE DAVIS: They -- they did put in
some --
MR. TAYLOR RIDER: We did recommend --

MS. CHRISTIE DAVIS: -- three part-time
positions be abolished.
MR. TAYLOR RIDER: And we were short four
already. But we just said we could eliminate three or four and not have to layoff anyone, that they would just go away.

COMMISSION CHAIRMAN FRANK BURT: And if you
want to make it the same as last year's budget and let them work it out, just fund them what we funded them this year, then there won't be any --

COMMISSIONER CHRIS ELLIOTT: Even with the significant reduction in revenue to the tune of about three hundred thousand dollars (\$300,000)? And that's my problem, is --

MR. TAYLOR RIDER: Commissioner, in all due respect, the -- the cost associated with providing service to ARC, including operations, administration, and depreciation, we were basically, as \(I\)-- once we did those days of analysis on ARC, it was -- that's what we were doing. We were just getting cost recovery. It was going in up top and taken out.

COMMISSIONER CHRIS ELLIOTT: See, that's part
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
of the problem, though, is we're running routes that we're saying we have to have this bigger equipment for, and when we're really just -- it's just a cost recovery type thing. We're treading water. You're not making any money here.

FINANCE CHAIRMAN TUCKER DORSEY: But we don't --

COMMISSIONER CHRIS ELLIOTT: And we --

FINANCE CHAIRMAN TUCKER DORSEY: But we don't --

MR. TAYLOR RIDER: We're not --

FINANCE CHAIRMAN TUCKER DORSEY: I mean, our system is not set up to tell us what it really costs to make that recovery.

COMMISSIONER CHRIS ELLIOTT: Well, he just said it is. I mean, he just said he can tell he's not making any money off the routes.

COMMISSION CHAIRMAN FRANK BURT: And he's not supposed to be making money.

MR. TAYLOR RIDER: That's the --
COMMISSIONER CHRIS ELLIOTT: The argument is that he is, though. That's the whole point. On one hand, oh, this is revenue. We've got to have it. We've got to have this bigger equipment to run this route. But we've got all this equipment that we're not making any money off of. That's the argument, is we've got to have the bigger equipment.

MR. TAYLOR RIDER: Well, the ARC route,

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
```

    Commissioners, that's a big, big, big part of your 5311
    and 5307 grant. Elderly, disabled, low income, all of
    ```
    that is what the program originated. So --

COMMISSIONER CHRIS ELLIOTT: And even with the reduction in revenue and the reduction in ridership, your overhead hasn't changed. So there's no suggestion as to a change in overhead, is there?

MR. JOEY NUNNALLY: Well, the suggestion was to cut out some part-time employees. That's -- that's -that's some. And then --

MR. TAYLOR RIDER: It was roughly seventy thousand (\$70,000).

MR. JOEY NUNNALLY: We've got twenty thousand (\$20,000) in capital that we can cut out. We've got two buses at a hundred and twenty-two thousand (\$122,000) that we can cut out. And that's -- that's requested in the ' 19 budget.

COMMISSION CHAIRMAN FRANK BURT: Right.
MR. JOEY NUNNALLY: Okay. And then -- and then, of course, the generator at seventeen thousand (\$17,000). That's a hundred and -- a hundred and -one -- one million, two hundred and seventeen thousand \((\$ 1,217,000)--\) No. That's not right.

COMMISSIONER-ELECT JEB BALL: What's -- what about the six hundred thousand dollar (\$600,000) transfer center?

MR. TAYLOR RIDER: That's in Fairhope.
COMMISSIONER CHRIS ELLIOTT: That's a grant
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
that comes in and goes back out.
MR. JOEY NUNNALLY: Yeah. That's -- that's a wash.

COMMISSIONER-ELECT JEB BALL: What -- How are these decisions items --

MS. CHRISTIE DAVIS: The Daphne, the Fairhope, and the Spanish Fort Park-and-Rides, they're all washes.

COMMISSIONER-ELECT JEB BALL: Okay.
MR. JOEY NUNNALLY: So --
MR. TAYLOR RIDER: Commissioner, how that works is the Cities pay for the matches on those.

COMMISSIONER-ELECT JEB BALL: And -- and I'm just -- What I'm trying to do is trying to figure out -To me, this is just like going back to Budget 101. I'm trying to figure out the -- the -- the -- You're asking for more than last year, and your expected revenue is way down.

So I -- I couldn't even do that with my own office budget that I run now. I speculate that \(I\) would have to cut stuff out in order to make my numbers right.

So I -- I don't know about you, Joe, but I -- I just -- It's -- it's -- it's one of those hard things to do, because you can't -- I know the insurance and stuff involves a little bit of it. But the -- the nine hundred and something thousand dollar (\$900,000) number is not sitting right with me. I'm not --

FINANCE CHAIRMAN TUCKER DORSEY: Because the nine hundred \((\$ 900,000)\) is a draw from the County

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

Commission; correct?

MR. JOEY NUNNALLY: Yeah.
COMMISSIONER CHRIS ELLIOTT: By the way, it -it passed from one million \((9 \$ 1,000,000)\), by the way. Just --

FINANCE CHAIRMAN TUCKER DORSEY: Right. But we're -- but we're trying to make the argument that, well, that -- the -- the cost for the bus thing, it's somewhere else. It's just passthrough money.

I mean, the draw to the Commission is a million dollars (\$1,000,000). That number has got -- I mean, that -- that number has got to be less than that.

COMMISSION CHAIRMAN FRANK BURT: Well, plug in a number and do it and let them come to it. And --

MR. TAYLOR RIDER: Personnel had the cost of living in '18. And, then, of course, it has the merits in '19. And then your benefits, I don't know exactly to what level that increased. But that's all in that as well. Health insurance, eight percent (8\%), Ron?

COMMISSION CHAIRMAN FRANK BURT: What was the increase in personnel due to -- just without any increase -- I mean, the increased cost?

MR. RON CINK: Across the board --

COMMISSION CHAIRMAN FRANK BURT: I don't need the numbers. Just --

MR. JOEY NUNNALLY: That's -- that's what you're looking at there, Commissioner, the blue line versus the purple line on all three of those.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1

COMMISSION CHAIRMAN FRANK BURT: Yeah. FINANCE CHAIRMAN TUCKER DORSEY: Fifty --

MR. JOEY NUNNALLY: It's --

FINANCE CHAIRMAN TUCKER DORSEY: -- percent (50\%) over the last six years.

COMMISSION CHAIRMAN FRANK BURT: Well, move the number back to the purple line and then y'all reduce it however you can. Then they can decide what they want to -- them to focus on.

MR. TAYLOR RIDER: To eliminate.
MS. CHRISTIE DAVIS: Just so you guys know, on your decision items list, some of the things he's --

MR. RON CINK: Uh-huh. (Indicates
affirmatively.)
MS. CHRISTIE DAVIS: -- talking about, those are -- he was giving you the match number. So he's looking at the generator, which is about sixty-seven thousand (\$67,000); the Robertsdale boarding shelter, a hundred thousand (\$100,000) --

MR. JOEY NUNNALLY: Two buses.

MS. CHRISTIE DAVIS: -- and two buses at a hundred and twenty-two thousand (\$122,000).

MR. RON CINK: Uh-huh. (Indicates
affirmatively.)
MS. CHRISTIE DAVIS: So that would be a hundred and sixty-seven thousand dollars (\$167,000) removed from here.

COMMISSION CHAIRMAN FRANK BURT: And that would
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
reduce the number to what?
COMMISSIONER-ELECT JEB BALL: Well, it would
reduce it, and that would get it back down to about --
around nine hundred thousand (\$900,000); right.
COMMISSION CHAIRMAN FRANK BURT: Yeah.
MR. JOEY NUNNALLY: It all --
MR. RON CINK: Less than nine (\$900,000).
MR. JOEY NUNNALLY: Yeah. It'd be a little
less than nine \((\$ 900,000)\).
MR. RON CINK: About -- about eight -- eight
eighty (\$880,000).
MR. TAYLOR RIDER: Ron, we also --
MR. RON CINK: But you're running a hundred and
twenty (\$120,000) there.
MR. TAYLOR RIDER: We also are not going to be able to get the other nine buses this year. They don't even have a contract yet. So that's not going to happen. So that's the match on the nine buses as well.

COMMISSIONER CHARLES "SKIP" GRUBER: That's,
that, another --
MR. JOE DAVIS: Do we still need nine buses?
MR. TAYLOR RIDER: Well --

COMMISSIONER CHARLES "SKIP" GRUBER: Nine --
MR. TAYLOR RIDER: -- we -- To keep up with the
TAMs, the new -- the Transit Asset Management that they're asking for, that's what we're trying to do by replacing so many a year, Commissioner.

MR. JOE DAVIS: And do we have a generator now?
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1

MR. JOEY NUNNALLY: No.
MR. TAYLOR RIDER: We do.

MR. JOEY NUNNALLY: Oh, we do?
MR. JOE DAVIS: That's what --
MR. TAYLOR RIDER: This one was replacing that one so that it could run the office as well as the fuel pumps during emergencies and stuff.

MR. JOE DAVIS: So there's --
COMMISSIONER CHRIS ELLIOTT: Okay. If we're nine buses down, if we don't order the other buses and we take the two out, how much -- what's the reduction then?

MS. CHRISTIE DAVIS: It's a hundred -- about a hundred and sixty-seven \((\$ 167,000)\) if you take the generator, the RD boarding shelter, and the two buses. And, so, that would put the need from general fund to eight hundred and thirty-three thousand (\$833,000).

COMMISSIONER CHRIS ELLIOTT: Okay. Okay. He just mentioned another nine buses or he said nine and you said two. Where are the other seven? These are ones you haven't ordered yet?

MR. JOEY NUNNALLY: Two -- two -- two is what we got --

MS. CHRISTIE DAVIS: In the current budget.
COMMISSIONER CHRIS ELLIOTT: Okay.
MS. CHRISTIE DAVIS: For '19.
COMMISSIONER CHRIS ELLIOTT: And then --
MS. CHRISTIE DAVIS: Nine is from this year.
COMMISSIONER CHRIS ELLIOTT: Is from this
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
year's.
MR. JOEY NUNNALLY: Right.

COMMISSIONER CHRIS ELLIOTT: And you don't have
a contract for those yet.
MR. JOEY NUNNALLY: No.
COMMISSIONER CHRIS ELLIOTT: What if you
ordered vans instead of buses?

MR. TAYLOR RIDER: Pardon?

COMMISSIONER CHRIS ELLIOTT: What if you
ordered vans instead of buses?
MR. TAYLOR RIDER: We can do that.
COMMISSIONER CHRIS ELLIOTT: Let's look at
that.

MR. TAYLOR RIDER: Okay.
COMMISSIONER CHRIS ELLIOTT: I think that's a really good idea.

MR. TAYLOR RIDER: Right.
COMMISSIONER CHRIS ELLIOTT: What does that
take your cost down to if you do that?
MR. TAYLOR RIDER: Well, you're looking at
about half the cost on a --
COMMISSIONER CHRIS ELLIOTT: Three --
thirty-eight thousand, three hundred \((\$ 38,300)\) and --
MR. TAYLOR RIDER: Are you talking about a small bus or a minivan?

COMMISSIONER CHRIS ELLIOTT: I'm talking about a minivan with a wheelchair lift, thirty-eight thousand, three hundred and twelve dollars (\$38,312).

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
MR. TAYLOR RIDER: Uh-huh. (Indicates
affirmatively.) We'll be glad to go back and look at

COMMISSIONER CHRIS ELLIOTT: I mean, it's --
COMMISSION CHAIRMAN FRANK BURT: Well, why
don't you just say do it and do it and don't worry about it, looking at it.

MR. RON CINK: Hang on. You're talking two
different years. So --
COMMISSION CHAIRMAN FRANK BURT: Yeah.
COMMISSIONER CHARLES "SKIP" GRUBER: Yeah.

MS. CHANDRA MIDDLETON: We're talking about two
different years.
COMMISSION CHAIRMAN FRANK BURT: You've got to do it in accordance with the --

MS. CHANDRA MIDDLETON: And I would --
MS. CHRISTIE DAVIS: I mean, they were --
MS. CHANDRA MIDDLETON: -- love to --

MS. CHRISTIE DAVIS: -- at eight seventy
\((\$ 870,000)\) this year --
MS. CHANDRA MIDDLETON: -- to discuss the
modified van and -- and -- and --
COMMISSIONER CHRIS ELLIOTT: I know, Chandra.
And --
MS. CHANDRA MIDDLETON: And I've got
different -- I've got a spreadsheet to show you the difference. And you can take it back and look at it.

COMMISSIONER CHRIS ELLIOTT: And, no offense,
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
but I would have loved to have had this so that I could make this decision and have this so I could speak about it prior to the absolute 11th hour.

MR. JOE DAVIS: Right.
MS. CHANDRA MIDDLETON: And the reason why I -I always pushed for modified vans, just because you're able to get more people in. I actually even have -- had them -- I mean, when you put a wheelchair in, you have to remove the seats out of a minivan. So you've got to put them in and out and in and out; whereas, the modified vans, you don't have to do that. You'd have flip-up seats.

And it's just -- it's -- it's -- And, in addition, you can transport more than one person as well. You can transport multiple people. So -- And, also, with modified vans, if that vehicle is in an accident, from a safety perspective --

COMMISSIONER CHRIS ELLIOTT: I --
MS. CHANDRA MIDDLETON: -- you have an exit from all points of the vehicle --

COMMISSIONER CHRIS ELLIOTT: Chandra --
MS. CHANDRA MIDDLETON: -- as well as if the vehicle is in an accident, normally --

COMMISSIONER CHRIS ELLIOTT: Chandra --
MS. CHANDRA MIDDLETON: -- our mechanics can repair it in-shop, and it doesn't have to go out of shop to be maintained, because it's minor accidents.

COMMISSIONER CHRIS ELLIOTT: Okay.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
1
```

    MS. CHANDRA MIDDLETON: But --
    COMMISSIONER CHRIS ELLIOTT: And --
    MS. CHANDRA MIDDLETON: There's still --
    COMMISSIONER CHRIS ELLIOTT -- you and I have
    ```
    had this conversation --
    MS. CHANDRA MIDDLETON: I know.
    COMMISSIONER CHRIS ELLIOTT: -- before. But I
    just cannot -- I mean, there are thirty-seven thousand
    (37,000) registered minivans in this county. And we're
    saying they're unsafe?
    MS. CHANDRA MIDDLETON: No. I'm saying they're
    not commercialized.
    COMMISSIONER CHRIS ELLIOTT: Okay. They don't
    have to be.
    MS. CHANDRA MIDDLETON: And there's not an
    exit.
    COMMISSIONER CHRIS ELLIOTT: They're called
        doors.
            MS. CHANDRA MIDDLETON: But they --
            COMMISSIONER CHRIS ELLIOTT: They're are
        completely reasonable. And they're approved, are they
        not? Does the FTA not approve of these vans?
    MS. CHANDRA MIDDLETON: Minivans?
    COMMISSIONER CHRIS ELLIOTT: Yes.
    MS. CHANDRA MIDDLETON: Yes.
    COMMISSIONER CHRIS ELLIOTT: Okay. Thanks.
    MS. CHANDRA MIDDLETON: But, I --
    COMMISSIONER CHRIS ELLIOTT: I -- I'm sorry.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

MS. CHANDRA MIDDLETON: What if -- what if I go get a wheelchair passenger and they have an assistant?
COMMISSIONER CHRIS ELLIOTT: You got a -- you
got -- has it got a front seat still?
MS. CHANDRA MIDDLETON: No. If they're in a scooter, you can't get a scooter and $a--$ and $a--$ and a -- and have a passenger.
COMMISSIONER CHRIS ELLIOTT: You said

```
wheelchair. So wheelchair --

MS. CHANDRA MIDDLETON: Wheelchair, if they
have a standard wheelchair, yes.
COMMISSIONER CHRIS ELLIOTT: Here's the
problem, is --
MS. CHANDRA MIDDLETON: And then, plus, too, the -- our -- our drivers have to push the -- push them up a lift. I'm not saying --

COMMISSIONER CHRIS ELLIOTT: Do we not --
MS. CHANDRA MIDDLETON: -- it's not doable.
COMMISSIONER CHRIS ELLIOTT: Do we not have buses that are capable of that? Yes, we do. Do they all have to be capable of that? No, they don't.

Every single bus doesn't have to be capable of that. That's the problem here is we are planning so that every single bus can serve in every single eventuality.

And it's expensive. It is incredibly expensive to the general fund. That's my problem. I'm not saying we shouldn't have the capacity to do that. I'm saying it is inherently wasteful to have the capacity to do that in

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
every single solitary vehicle that we operate. And that's what the public thinks, too.

MR. TAYLOR RIDER: If we could have some time to go back to -- to next year, we could --

COMMISSIONER CHRIS ELLIOTT: Taylor, there is no doubt in my mind that you will slow pace this as long as you can.

COMMISSIONER-ELECT JEB BALL: Joey, can I -Let me ask a question. Is this a staffing -- is this an overstaffing problem in BRATS with -- between part-time and full-time? Is there -- is there too many people working there.

MR. JOEY NUNNALLY: Well --
MR. JOE DAVIS: Just talk about --
COMMISSIONER-ELECT JEB BALL: Let's just --
let's just be honest with -- with the -- with the staffing of the -- of the department. I mean, this is the biggest lump of the budget, really, is --

MR. JOEY NUNNALLY: The salaries.
COMMISSIONER-ELECT JEB BALL: -- the salaries.
And that is with any budget. It's with any budget.
MR. JOEY NUNNALLY: Uh-huh. (Indicates
affirmatively.)
COMMISSIONER-ELECT JEB BALL: My question is, is since the service center's gone down, the ridership has gone down, fareboxes are down, contracts are down, we lost a contract here, do we still need to keep everybody working.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
to --

COMMISSION CHAIRMAN FRANK BURT: That's --

MR. TAYLOR RIDER: Yeah.
COMMISSION CHAIRMAN FRANK BURT: And that's --
MR. JOEY NUNNALLY: Okay. We've already
eliminated a few part-times. We could cut back two or three.

MR. TAYLOR RIDER: But we did recommend four upfront, three or four upfront that we --

MS. CHRISTIE DAVIS: Three.
MR. JOE DAVIS: That was a good question. I
mean --

COMMISSIONER CHRIS ELLIOTT: That's a great
question. But it's not just that we can cut back through attrition. If we have a reduction in need, we can also cut back staff through a reduction in force.

MR. JOEY NUNNALLY: Absolutely.
COMMISSIONER CHRIS ELLIOTT: --

MR. JOEY NUNNALLY: If that's the Commission's wishes, we will.

MR. TAYLOR RIDER: Yeah.

COMMISSIONER CHRIS ELLIOTT: Okay.
MR. JOEY NUNNALLY: Absolutely.
COMMISSION CHAIRMAN FRANK BURT: And you -- and
you have a procedure you have to go through to do it.
COMMISSIONER CHRIS ELLIOTT: Sure.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

MR. JOEY NUNNALLY: That's correct.

COMMISSION CHAIRMAN FRANK BURT: And Personnel
can tell you what the procedure is.
MR. JOEY NUNNALLY: That's correct.
COMMISSION CHAIRMAN FRANK BURT: And y'all can
wash it through, and I'll vote for it come Tuesday, if we can do that. Tomorrow will be Tuesday.

MR. JOEY NUNNALLY: But -- but, again, this --
to -- to make all of these decisions right now at this
budget without having a public hearing and y'all
hearing --
FINANCE CHAIRMAN TUCKER DORSEY: Got that.
MR. JOEY NUNNALLY: -- from the people --
FINANCE CHAIRMAN TUCKER DORSEY: Got -- got
that. Got it. Got it. Got it.

COMMISSIONER-ELECT JEB BALL: Can you -- can we
not -- can you not run with the old number from last year?

COMMISSION CHAIRMAN FRANK BURT: Yes.
MR. JOEY NUNNALLY: Yes.
COMMISSIONER CHRIS ELLIOTT: It doesn't -- it doesn't contemplate a three hundred thousand dollar (\$300,000) reduction in contract services. It doesn't. Last year's number --

COMMISSIONER-ELECT JEB BALL: I know.
COMMISSIONER CHRIS ELLIOTT: -- is as high as
it's gotten. That's my problem with this budget request is it does not contemplate a -- a necessary reduction in

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

staff in the next -- and -- and a -- and a materializing
reduction in -- in revenue. That's the problem.

```
        It's one thing to say, hey, just keep it level
    funded. The problem is your revenue has fallen off over
    here.
    COMMISSION CHAIRMAN FRANK BURT: Mr. Chairman,
    but if that revenue falls off, then it won't change the
    bottom line any. Because if it costs as much as -- as he
    said a while ago, or \(I\) understood him on the record, it
    costs just as much to provide that service as they paid
    us for the service. So that'd be that. Then you
    could --
        MR. JOEY NUNNALLY: You're --
        COMMISSION CHAIRMAN FRANK BURT: That's what he
    said.
        MR. JOEY NUNNALLY: You're saying --
        COMMISSION CHAIRMAN FRANK BURT: You're cutting
        it out --
            MR. JOEY NUNNALLY: You're saying there's a
        three hundred thousand dollar (\$300,000) loss.
            COMMISSION CHAIRMAN FRANK BURT: -- and
        reducing personnel. Absolutely.
        MR. JOEY NUNNALLY: You said there's a three
        hundred thousand dollar (\$300,000)loss in revenue.
        But -- but, obviously, we're not making any money. This
        is a service we provide.
            COMMISSION CHAIRMAN FRANK BURT: So it won't
        affect the bottom line. But you can reduce employees.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

MR. TAYLOR RIDER: Which we recommended.
COMMISSIONER-ELECT JEB BALL: I'm just looking

``` at 2014, '15, '16, '17 budgets: Six hundred and nineteen (\$619,000); six twenty (\$620,000); six seventy-nine (\$679,000); six thirty-seven \((\$ 637,000)--\) or, excuse me, five ninety-six (\$596,000); six nineteen (\$619,000); six fifty-two (\$652,000); five sixty-seven (\$567,000); and then we're up to eight eighty-three (\$883,000; and eight seventy-five (\$875,000) annual budget. So, I mean --

COMMISSIONER CHRIS ELLIOTT: Five hundred
thousand dollars \((\$ 500,000)\) to general fund and let them adjust. You okay with that?

MR. JOE DAVIS: Because the numbers just don't justify us continuing to push it any harder than what we --

COMMISSION CHAIRMAN FRANK BURT: What number you want us to put in there, and I'll vote for it, Joe.

MR. JOE DAVIS: I -- I'd like five hundred thousand (\$500,000).

COMMISSION CHAIRMAN FRANK BURT: Okay. And then --

MR. JOE DAVIS: Yeah.
COMMISSION CHAIRMAN FRANK BURT: -- y'all can help them get there.

MR. JOE DAVIS: That's exactly right.
COMMISSION CHAIRMAN FRANK BURT: Okay.
MR. JOE DAVIS: We'll do what we can.
COMMISSIONER CHRIS ELLIOTT: All right. Five
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
hundred K (\$500,000) from general fund. I'm fine with that, Mr. Chairman.

COMMISSION CHAIRMAN FRANK BURT: Me, too.
Let's go. And then they can work it out. I think they can.

COMMISSIONER CHARLES "SKIP" GRUBER: Okay.
MR. TAYLOR RIDER: Well, we'll -- we'll be
eliminating --
COMMISSION CHAIRMAN FRANK BURT: Taylor, don't
make those decisions today. We told you what the number
is going to be. You're going to --
MR. TAYLOR RIDER: Yes, sir.
COMMISSION CHAIRMAN FRANK BURT: -- have to
work for it.
MR. TAYLOR RIDER: We will.
COMMISSIONER CHARLES "SKIP" GRUBER: That's
right.
FINANCE CHAIRMAN TUCKER DORSEY: What else you, got, Ron?

MR. JOEY NUNNALLY: You want your seat back?
COMMISSIONER-ELECT JEB BALL: That thing --
that thing is warmed up.
MR. JOEY NUNNALLY: Sparks flying.
MR. RON CINK: I was going to leave you right
there for a little while.
MR. JOEY NUNNALLY: No.
COMMISSION CHAIRMAN FRANK BURT: I think
Christie can take that one and you take hers.
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

2-J - BUDGET DELIBERATIONS ON THE DECISION ITEMS LIST (REVISITED)
MS. CHRISTIE DAVIS: I need some confirmation
on Reappraisal. There were two positions that he was requesting.

MR. RON CINK: Uh-huh. (Indicates
affirmatively.)
MS. CHRISTIE DAVIS: Prior, you guys said you
weren't so sure you wanted him to have those.
FINANCE CHAIRMAN TUCKER DORSEY: It was the
positions that he didn't talk about when he came to
budget.
MS. CHRISTIE DAVIS: Uh-huh. (Indicates
affirmatively.)
COMMISSIONER CHRIS ELLIOTT: You can say yes.
We know the answer is yes.
MS. CHRISTIE DAVIS: But \(I\) have it on my
personnel change spreadsheet that I provided you guys. I just want to make sure. I just want to get
clarification.

FINANCE CHAIRMAN TUCKER DORSEY: So, technically, he didn't ask for them.

MS. CHRISTIE DAVIS: It's in his number.
MR. RON CINK: Yeah.
COMMISSIONER CHRIS ELLIOTT: Guys, Reappraisal
is almost a whole different fund. It doesn't really hit
general fund. It doesn't hit general fund, you know.
And, if you don't believe that, every single time
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
something comes out in -- they will say that. It's like
a footnote, but it hangs on.
MR. RON CINK: It costs you fifteen percent (15\%).

MS. CHRISTIE DAVIS: They're requesting a --
MR. JOE DAVIS: That's --
MS. CHRISTIE DAVIS: -- Personal Property
Appraiser I and a Personal Property Appraiser Trainee.
COMMISSIONER CHRIS ELLIOTT: Which will be a I one before long.

FINANCE CHAIRMAN TUCKER DORSEY: Right, because they'll get a certification.

MS. CHRISTIE DAVIS: I just needed to know.
FINANCE CHAIRMAN TUCKER DORSEY: I'm doing my
best.
COMMISSIONER CHRIS ELLIOTT: I know.
FINANCE CHAIRMAN TUCKER DORSEY: I really am.
COMMISSIONER CHRIS ELLIOTT: What do y'all want
to do? What do y'all want to do?
COMMISSIONER-ELECT JEB BALL: What is -- where
is this at?
MS. CHRISTIE DAVIS: It's at the very bottom --
MR. RON CINK: At the bottom.
MS. CHRISTIE DAVIS: -- of your other funds on the decision items list. Reappraisal personnel changes.

MR. JOE DAVIS: And this is adding two new
positions --
MR. RON CINK: Uh-huh. (Indicates
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
affirmatively.)
COMMISSIONER CHRIS ELLIOTT: Uh-huh. (Indicates
affirmatively.)
MR. JOE DAVIS: -- and not replacing.
COMMISSIONER CHRIS ELLIOTT: Nope.
COMMISSIONER-ELECT JEB BALL: Yeah. I don't
know about that.
MR. JOE DAVIS: Wouldn't that survey thing give us some ideas about --

FINANCE CHAIRMAN TUCKER DORSEY: No. It's
about capacity and whatever they're --
MR. JOE DAVIS: All right. So --
FINANCE CHAIRMAN TUCKER DORSEY: -- how much
output they're putting out.
MR. RON CINK: It -- it -- it deals with the
personal property of the -- of the county and his collection efforts, or actually the appraisal efforts of it. It's not the collection, the appraisal efforts of it.

FINANCE CHAIRMAN TUCKER DORSEY: Ron, do you have enough -- or Kim, do y'all have enough knowledge of his operation to know whether or not that's an -- those are legitimate spots or not?

MR. RON CINK: In this case, I'm going to -I'm going to side with him. And the reason being is we continue to grow this county. And every time we split a piece of property, that's another piece of property that he has to deal with. And I'm just -- If we weren't

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
growing, I'd say differently.
COMMISSIONER CHRIS ELLIOTT: But these are
personal property positions.
MR. RON CINK: I understand. But you've got the same issue with -- associated with that. More people means more.

MS. KIM CREECH: And they're looking at more businesses.

MS. ANDREA RIDER ROBERSON: They only have one Personal Property Appraiser in that whole department, Personal Property Department.

COMMISSIONER CHRIS ELLIOTT: Okay. That sold it for me.

FINANCE CHAIRMAN TUCKER DORSEY: All right.
COMMISSIONER CHRIS ELLIOTT: Yeah.
MR. RON CINK: I -- I --
FINANCE CHAIRMAN TUCKER DORSEY: I'm okay with
it.
MR. RON CINK: I'm just saying, because we -we continue to grow like this, and because of the increase in the property --

FINANCE CHAIRMAN TUCKER DORSEY: Look, it's the same thing as I told Judge Wilters over the weekend. Don't come in here and just ask us for money -- for more money for the sake of asking for more money. Please quantify what your needs are from either mathematics or from the demand that our customers are putting on us to supply that service efficiently.

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

That's what this is all about. It's about the
efficiency of government to operate at the same -- at the same general level that the private sector, the people that are paying taxes have to live by themselves.

That's what my whole basis of being an asshole in this thing is. That's my first one ever. But that's the truth. If we, as a government, do not operate at the same -- at the same level of efficiency as the people that we're asking for their -- not asking, taking their money, then we're not doing our -- then we are not doing the people of this county, the people that we've asked to serve, the job that we deserve to do.

And that's where that -- that's where, fundamentally and principally, that's where the rubber hits the road with me. And \(I\) know that \(I\)-- I -- for me -- this is me. I give -- I'm -- This is my Commissioner comments.

I know I'm a pain in the rear on this stuff. I know it. But that's how important it is to me that we are as efficient as possible with the way we manage the money that we take from the people that we live with.

And I'm sorry for being a jackass. That's in the Bible. It's in a different context. So thank y'all for bearing with me.

But it still matters to me on -- on my -- on my way out the door. It still matters to me that this government is efficient and responsible with the way we handle our money.

What else we got?

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
```

    MR. RON CINK: Speaking of the dear judge,
    what's the decision on that?
    COMMISSIONER CHRIS ELLIOTT: Well --
    MR. RON CINK: On the District Attorney --
    ```
    COMMISSIONER CHRIS ELLIOTT: We just saved the
        general fund some money.
            FINANCE CHAIRMAN TUCKER DORSEY: Well, we
    haven't, because it's in there at zero. But I'm okay
    with the judge's half, which you -- which you're kind of
    halfway grinning about, which is one twenty-six, two
    twenty \((\$ 126,220)\), but \(I\) don't have --
    MS. CHRISTIE DAVIS: You gave him a hundred and
    twenty-six (\$126,000) last year.
    MR. RON CINK: Yeah. It was --
    MS. CHRISTIE DAVIS: Ninety (\$90,000) was --
    MR. RON CINK: I thought it was a hundred and
        sixty (\$160,000). It's a hundred and twenty-six
        (\$126, 000) .
            MS. CHRISTIE DAVIS: Ninety (\$90,000) was from
        Solid Waste and thirty-six (\$36,000) was from general
        fund.
            COMMISSIONER CHRIS ELLIOTT: Okay. Do that --
        do that number again.
    Careful. It'll be every single year. Because this
        was a one-time, one-of, one-time just to get through,
        just to whatever. But just be -- y'all just -- I mean,
        it'll eat into --
    COMMISSIONER-ELECT JEB BALL: You're going
        SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287
2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
to --

COMMISSIONER CHRIS ELLIOTT: -- the

Commission's --

COMMISSIONER-ELECT JEB BALL: -- be working on that; right.

COMMISSIONER CHRIS ELLIOTT: -- core. I
absolutely will. There's no question of that. It's an uphill battle, but I'll absolutely do it. It -- There is just a number of State things that will nip at you until the -- the next thing you know, you just won't have --

MR. RON CINK: Yeah.
COMMISSIONER CHRIS ELLIOTT: -- you won't have cash to do what you need to do.

MR. JOE DAVIS: The amount that we're giving him, are we going to specify what portions of salary -whether it be -- or let him figure it out?

COMMISSIONER CHRIS ELLIOTT: I'd let him figure it out.

MR. JOE DAVIS: Okay.
COMMISSIONER CHRIS ELLIOTT: But that's me.
COMMISSIONER-ELECT JEB BALL: We're saying one twenty (\$120,000)?.

MR. RON CINK: One -- one twenty-six
\((\$ 126,000)\); thirty-six \((\$ 36,000)\) out of general fund and ninety (\$90,000) out of Solid Waste.

FINANCE CHAIRMAN TUCKER DORSEY: Is that okay
with y'all?
COMMISSIONER CHARLES "SKIP" GRUBER: Yep. Good
SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1
to go.
FINANCE CHAIRMAN TUCKER DORSEY: All right.

MR. RON CINK: Is that all right?

MS. KIM CREECH: It ain't my decision.
MR. RON CINK: No. I just -- the proprietary
funds, I always -- there's some services that we need to provide for that.

MS. CHRISTIE DAVIS: Yeah. I have to make sure.

MR. RON CINK: Uh-huh. (Indicates
affirmatively.) The proprietaries.
Do you have anything else? I'm done.

\section*{3 - COMMISSIONER COMMENTS}

FINANCE CHAIRMAN TUCKER DORSEY: Y'all done?

Had all the fun you can stand, Commissioner Burt?

COMMISSION CHAIRMAN FRANK BURT: I've said enough.

\section*{4 - PRESS QUESTIONS}

FINANCE CHAIRMAN TUCKER DORSEY: All right.
Press have any questions for us today?
MR. CLIFF McCOLLUM: Press moves to get the hell out of here.

COMMISSIONER CHRIS ELLIOTT: Don't start doing that to Susan. It's mean.

3 - COMMISSIONER COMMENTS (REVISITED)

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018


SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

1

STATE OF ALABAMA)

BALDWIN COUNTY )

I hereby certify that the above and foregoing transcript was taken down by me in stenotype and the proceedings were transcribed by means of computer-aided transcription, and that the foregoing represents a true and correct transcript of the meeting given by said parties upon said meeting.

I further certify that \(I\) am neither of counsel nor of kin to the parties, nor am I in anywise interested in the result of said proceedings.


SUSAN C. ANDREWS,
Certified Court Reporter, Certification No. 287

SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018


BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018


SUSAN C. ANDREWS, CERTIFIED COURT REPORTER NO. 287 2200 US HIGHWAY 98, SUITE 4, PMB 230, DAPHNE, ALABAMA 36526
\begin{tabular}{|c|c|c|c|c|}
\hline \[
\begin{gathered}
8 \%)[5]-43: 14,43: 15 \\
44: 7,44: 23,46: 3
\end{gathered}
\] & \begin{tabular}{l}
absorbed [1]-232:21 \\
abused [1] - 98:9
\end{tabular} & \begin{tabular}{l}
addition [5] - 29:24, \\
143:16, 174:1
\end{tabular} & \[
\begin{aligned}
& \text { 163:18, 165:9, } \\
& 256: 23
\end{aligned}
\] & \[
\begin{aligned}
& 62: 17,75: 8,98: 10, \\
& 99: 8,104: 22,
\end{aligned}
\] \\
\hline 80\% [1] - 60:12 & AC [1] - 123:12 & 259:3, 273:13 & advise [1] - 176:21 & 115:25, 117: \\
\hline 81 [1] - 4:19 & access [2] - 38:28, & additional [25] & affect [3] - 112:7, & 185:24, 188:16, \\
\hline 87 [1] - 4:21 & 176:28 & 18:10, 22:16, 23:1, & 199:20, 279:28 & \[
212: 8,244: 14
\] \\
\hline 9 & \multirow[t]{2}{*}{\[
\begin{aligned}
& \text { accident }[3]-50: 24 \text {, } \\
& 273: 16,273: 23 \\
& \text { accidents [1] }-273: 27
\end{aligned}
\]} & 54:26, 80:15, 82:17, & affirmatively [70] - & agreed [4]-10:17, \\
\hline & & \[
\begin{aligned}
& 85: 16,88: 16,88: 17, \\
& 88: 21,103: 1,
\end{aligned}
\] & \[
\begin{aligned}
& 23: 14,24: 25,25: 18, \\
& 26: 1,26: 14,27: 16,
\end{aligned}
\] & \[
\begin{array}{r}
51: 19,76: 15,185: 10 \\
\text { agreement }[5]-39: 12,
\end{array}
\] \\
\hline \(9[3]-9: 12,9: 13\),
\(82: 24\) & 272:15 & 103:22, 131:10, & 32:12, 54:10, 70:4, & \[
51: 7,58: 20,191: 6
\] \\
\hline 9\$1,000,000 [1] - & accordingly [2] & \[
145: 21,169: 25
\] & 105:27, 108:13, & agreements [1] - \\
\hline 67:4 & 42:22, 114:4 & 186:28, 190:26, & 109:5, 110:1, 110:3, & 255:24 \\
\hline 9/30/18 [1] - 220:26 & 23:10, 23:11, 23:15, & 246:4, 249:20, & 113:15, 122:28, & ahead [9]-45:19, \\
\hline \[
\begin{gathered}
90 \%[4]-35: 5,46: 19 \\
120: 14,120: 22
\end{gathered}
\] & \[
23: 22,23: 26,53: 27
\] & 252:17 & 135:4, 136:3, 138:1, & 51:3, 51:7, 58:19, \\
\hline \[
90,000[1]-238: 14
\] & \multirow[t]{2}{*}{\[
82: 15,82: 16
\]} & additions [1] - 125:4 & 138:5, 144:11, & 33:2, 164:26, \\
\hline \[
900[1]-52: 4
\] & & \[
59: 24,59: 28,64: 15
\] & \[
146: 25,151: 9
\] & 229:9 \\
\hline 911 [6]-167:5, 167:6, & 104:11 & 70:20, 70:21, 133:4, & 151:20, 153:16, & aided [1] - 291:8 \\
\hline 170:19, 171:14, & \multirow[t]{2}{*}{Accountants [3] -
\[
82: 11,82: 13,82: 21
\]} & 165:22 & 154:12, 154:16, & ain't [7] - 98:26, 118:5, \\
\hline , 180:1 & & addressed [3] - & 157:9, 159:21, & 126:28, 198:1 \\
\hline 98 [1]-75:14 & \multirow[t]{2}{*}{accounting [2] - 89:2,} & 108:23, 116:23, & 162:21, 172:16, & 200:26, 201:16, \\
\hline 98\%) [1] - 47:1 & & 119:11 & 173:18, 185:2, & 289:4 \\
\hline 9th [1] - 86:18 & \multirow[t]{3}{*}{\[
\begin{aligned}
& \text { accruals }[1]-219: 6 \\
& \text { accurate }[1]-127: 17 \\
& \text { achieve }[2]-105: 6, \\
& \text { 105:21 }
\end{aligned}
\]} & adds [2] - 105:8 & 186:1, 187:25, & Air [8] - 47:17, 47:22, \\
\hline A & & \[
\begin{gathered}
\text { ADECA }[3]-21: 5, \\
21: 9,21: 11
\end{gathered}
\] & \[
\begin{aligned}
& 188: 3,194: 24, \\
& 213: 14,213: 21
\end{aligned}
\] & \[
\begin{aligned}
& 48: 1,48: 2,48: 3 \\
& 49: 6,49: 14,50: 1
\end{aligned}
\] \\
\hline & & adjourned [2] & 5:2, 217:6, 220:2, & air [9]-41:18, 4 \\
\hline A-frame [1] - 180:5 & ACO [1] - 142:17 & 0:24, 290:2 & & 7, 48:2 \\
\hline \multirow[t]{2}{*}{\[
\begin{gathered}
\text { a.m }[3]-133: 21, \\
133: 22,230: 27
\end{gathered}
\]} & \multirow[t]{2}{*}{\begin{tabular}{l}
acquiring [1] - 8:8 \\
acquisition [2] -
\end{tabular}} & ADJOURNMENT [1] - & \[
8: 5,228: 21,
\] & 50:21, 143:12, \\
\hline & &  & 39:17, 247:27, & 153:7, 188:10 \\
\hline ABC [2] - 92:24, 92:25 & \begin{tabular}{l}
\[
64: 28,223: 9
\] \\
acres [2]-74:11, 75:7
\end{tabular} & \[
\begin{gathered}
\text { Adjournment............ } \\
\text {....................... [1] - }
\end{gathered}
\] & \[
249: 25,250: 4
\] & airflow [1] - 167:3 \\
\hline abilities [1] - 103:22 & \[
\text { acting }[1]-145: 22
\] & 5:6 & 250:9, 251:3, 259:6, & Alabama [9] - 1:15, \\
\hline \[
55: 16,61: 17,
\] & \multirow[t]{2}{*}{activity [1] - 73:18} & adjust [3] - 42:22, & 8:14, 268:24, & 14:23, 38:16 \\
\hline \[
75: 24,93: 2,101: 11
\] & & 78:3, 280:12 & 72:2, 276:23, & 141:17, 152:4, \\
\hline 103:20 & 218:23, 219:12, & adjustment [1] - 236:2 & 82:7, 282:14, & 152:5, 188:25, \\
\hline ble [26] - 2 & 221:11, 222:21 & adjustments [2] - & 4:1, 284:3, 289:11 & 217:22, 248:9 \\
\hline 21:19, & ADA [1] - 8:27 & 97:11, 97:15 & rd [2] - 76:3, 89:20 & ALABAMA [1] - 291:3 \\
\hline \[
23: 25,39: 13,45: 3,
\] & \multirow[t]{3}{*}{\[
\begin{aligned}
& \text { Adams [2] - 64:25, } \\
& 198: 4
\end{aligned}
\]} & Admin [1] - 38:16 & affordable [4]-59:28
\[
60: 4,61: 17,62: 2
\] & ALDOT [3] - 218:8, \\
\hline 60:26, 67:11, 89:7, & & \[
\begin{gathered}
\operatorname{admin}[2]-56: 24, \\
102 \cdot 22
\end{gathered}
\] & afraid [1] - 162:18 & \[
220: 25,257: 14
\] \\
\hline 92:12, 94:21, 95:9, & & 102:22 & afternoon [1] - 67: & alert [1] - 175:9 \\
\hline 95:10, 105:6, 111:8, & 31:14, 39:21, 56:16, & Administration [2]
2:9. 217:24 & afterwards [1] - 157:6 & ALLEGIANCE [1] - \\
\hline 115:15, 138:14, & \multirow[t]{2}{*}{\[
\begin{aligned}
& 56: 24,84: 8,87: 28, \\
& 88: 21,89: 26,99: 24,
\end{aligned}
\]} & 2:9, 217:24 &  & \\
\hline 165:10, 166:22, & & administration [6] - & agencies [1] - 94:10 & Allegiance [1] - 6:24 \\
\hline 175:9, 176:19, & 100:9, 100:10, & 37:26, 38:6, 79:26, & Agency [1] - 2:21 & Allegiance................ \\
\hline 194:17, 269:16, & 101:28, 102:24, & \[
\begin{aligned}
& \text { 122:16, 216:7, } \\
& \text { 263:23 }
\end{aligned}
\] & agency [1] - 72:12 & ......... [1]-4:5 \\
\hline 273:7 &  & 263:23 & \begin{tabular}{l}
agency [1]-72:12 \\
Aging [6] - 230:9,
\end{tabular} & Allen [2] - 2:28, 33:9 \\
\hline abolish [2] - 82:16, & 141:26, 150:4,
\[
166: 20,167: 1
\] & Administrative [1] -
185:21 & \[
\begin{aligned}
& \text { Aging [6] - 230:9, } \\
& 230: 15,230: 22,
\end{aligned}
\] & \[
\begin{gathered}
\text { Alliance [4]-114:8, } \\
\text { 162:27, 163:16, }
\end{gathered}
\] \\
\hline 84:23 & \multirow[t]{2}{*}{172:20, 179:13,} & administrative & \[
230: 25,234: 4
\] & 191:28 \\
\hline abolish/create [1] - & & \[
61: 10,62: 9
\] & 238:27 & allocation [4] - 20:17 \\
\hline abolished [1] - 263:8 & 179:27, 182:18, & Administrator [2] - & ago [14]-37:17, & 132:26, 133:1, \\
\hline absolute [3]-62:13, & 220:24, 248:7
added [6] - 32:16, & 2:9, 150:1 & 53:28, 83:19, 85:19, & 195:15 \\
\hline 112:9, 273:3 & \[
45: 16,53: 3,88: 11
\] & admission [1] - 75:3 & 8:11, 120:13, & allow [3] - 39:22, 84:5, \\
\hline absolutely [12]-14:9, & 166:16, 207:24 & adopted [2] - 216:26, & 130:19, 132:2, & 255:18 \\
\hline 47:12, 59:3, 225:16, & adding [10] - 8:22, & 222:23 & 55: & allowance [1] - 80:3 \\
\hline 246:10, 246:25, & 21:3, 54:26, 57:18, & advance [1] - 120:8 & :25, 180:25, & allowed [1] - 120:9 \\
\hline 260:7, 277:19, & 60:4, 149:15, & advances [1] - 36:1 & 249:17, 279:9 & llows [3] - 182:24, \\
\hline \multirow[t]{2}{*}{277:25, 279:22,
288:7, 288:8} & 149:17, 149:18, & advertise [1] - 248:22 & [17] & 226:13, 226:14 \\
\hline & 182:8, 283:26 & advertisement [3] - & 36.24, 45.9, 51.10, & almost [5] - 71:24, \\
\hline
\end{tabular}

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

86:11, 143:23,
228:8, 282:26
alone [1] - 80:28
ALSO [2] - 2:8, 3:3
altogether \({ }_{[1]}-156: 27\)
amazing [1] - 129:22
ambulance [4] -
41:18, 47:27, 47:28, 48:26
amend [1] - 202:11
amortization [1] 120:18
amount [15] - 12:9, 16:19, 37:11, 37:17, 42:25, 60:26, 91:2, 93:7, 122:7, 136:7, 151:5, 191:20, 223:17, 223:18, 288:14
amounted [1] - 218:15 analysis [4]-33:15,
35:3, 253:12, 263:25
AND [2] - 32:27, 32:28
ANDREA[35] - 47:7,
48:1, 48:13, 48:19,
49:7, 50:1, 50:5,
52:11, 83:9, 84:12,
84:15, 85:8, 103:6,
103:17, 106:3,
107:1, 107:7,
107:11, 107:14,
110:21, 110:27,
111:3, 111:12,
111:21, 111:23,
145:7, 148:2, 148:9,
185:12, 185:28,
186:7, 186:9,
186:12, 188:6, 285:9
Andrea [6] - 2:16, 49:25, 59:12, 114:9, 185:13, 186:5
Andrea's [1] - 114:3
ANDREWS [1] -
291:24
Andrews [1]-1:15
Animal [11] - 145:15,
145:16, 145:22,
145:26, 146:5,
146:16, 147:6,
147:14, 147:17, 150:2
animal [6] - 141:6,
141:21, 145:6,
160:12, 208:18,
208:19
animals [2]-143:10, 143:11
Annex [3]-1:14, 123:20, 130:12
annual [4]-57:3,

57:11, 280:9
annualized \({ }^{11]}\) - 55:1
annualizes [1] - 48:10
anomaly [1] - 36:23
answer [10]-7:21,
31:26, 110:5,
115:24, 116:1,
116:12, 134:18,
135:13, 242:15,
282:16
anti [1]-112:15
anti-employee [1] -
112:15
anticipated [1] - 159:1
Anu [2]-102:21, 137:12
anytime [3] - 31:28,
75:13, 255:23
anyway [12]-22:10,
44:22, 75:3, 114:26, 116:20, 129:7,
136:18, 141:12,
142:11, 180:14,
204:18, 213:19
anyways [1] - 73:17
anywise [1] - 291:13
apart [1] - 114:15
apiece [1]-175:23
apologies [2]-166:4, 170:13
apologize [2] - 134:5, 134:19
appear [2]-49:2,
49:13
APPEARANCES \({ }_{[1]}\) -
3:1
apples [4]-27:12, 49:3
apples-to-apples [1] 49:3
applications [1] -
60:16
applying \({ }_{[1]}-150: 20\)
appointed [1] - 100:15
appointments [1] -
185:17
appraisal [2]-284:17, 284:18
Appraiser [5] -
103:10, 107:8,
283:8, 285:10
appreciate [13] -
31:21, 33:15, 76:4,
76:13, 78:6, 78:12,
82:28, 86:19, 147:1,
167:20, 168:18,
205:2, 217:8
appreciated [1] -
31:20
approach [2] - 30:27,

179:28
appropriated [3] -
16:19, 190:12,
190:16
appropriation [2] -
73:9, 76:6
Appropriations [4] -
4:13, 4:14, 5:11,
79:22
APPROPRIATIONS
[3]-8:3, 59:16, 73:6
appropriations [3] -
114:8, 130:8, 207:4
approval [2] - 40:24
approve [1] - 274:22
approved \([6]-82: 14\),
130:18, 157:4,
222:23, 235:21,
274:21
approving [1] - 54:16
ARC [5] - 239:14,
241:11, 263:23,
263:25, 264:28
ARC's [1] - 241:4
architect [3]-126:24,
126:26, 127:21
Archives [2]-152:2, 163:4
archives [1] - 154:1
AREA [1] - 217:10
area \([7]\) - 132:13,
181:17, 226:3,
226:15, 237:27,
237:28, 245:1
Area [5] - 2:24, 2:25,
4:27, 136:11, 164:3 areas [7]-226:2,
226:7, 241:7, 241:9, 242:2, 242:3
argue [3]-26:5, 160:6, 260:16 arguing [3] - 97:2, 107:13, 158:2 argument \([4]\) - 197:12, 264:21, 264:26, 267:7
arm [1] - 76:26
arrears [1]-92:24
Arts [1]-237:11
Ashley [6] - 8:8,
83:23, 84:5, 85:16, 85:20, \(94: 2\)
aside [1] - 23:17
aspect [1] - 48:22
aspects [1]-60:22
asphalt \([9]-131: 10\),
131:28, 132:1,
134:2, 168:15, 168:19, 169:25, 172:26
asphalting \({ }_{[1]}-135: 8\) asset [3]-113:3,
113:6
Asset \({ }_{[1]}\) - 269:25
assets [2]-248:26, 249:2
asshole [1] - 286:5
assigned [1] - 137:11
assistance [2]-65:5,
74:13
Assistance [1] -
185:21
Assistant \({ }_{[4]}\) - 2:18,
2:23, 9:8, 145:23
assistant [1]-275:2
associated [8] -
120:8, 121:15,
137:21, 169:26,
175:10, 238:1,
263:22, 285:5
Association [3] -
27:23, 65:13, 105:1
assuming [1]-223:10
assumption [2] -
10:16, 10:22
assure [1] - 191:6
asterisk [1] - 205:10
ATTACHMENT [6] -
5:10, 5:11, 5:13,
7:12, 8:3, 136:27
ATTACHMENTS [1] -
5:8
attacks [1] - 58:7
attempt [1]-13:13
attention [3]-73:23,
78:23, 131:7
attest [1] - 126:7
ATTORNEY [54] -
7:20, 7:23, 7:28, 8:4, 8:6, 10:28, 11:4,
11:13, 11:20, 14:20,
15:4, 15:13, 15:21,
15:28, 16:8, 18:17,
18:24, 20:1, 20:4,
21:4, 21:14, 21:21,
21:24, 21:28, 22:2,
22:19, 23:8, 23:11,
23:16, 23:24, 23:28,
24:18, 24:22, 24:26,
25:1, 25:4, 25:14,
25:16, 25:19, 25:28,
26:4, 26:8, 26:13,
27:27, 28:1, 28:27,
30:14, 30:19, 30:22,
31:19, 32:2, 32:5,
32:22, 32:25
Attorney [4]-2:27,
9:8, 17:13, 287:4
attorney \([7]-8: 9\),
8:14, 9:1, 9:4, 9:5,

80:9, 115:21
Attorney's [2]-4:9,
8:7
ATTORNEY'S [1] -
7:27
Attorney.... [1]-5:12
Attorneys [1] - 27:23
attorneys [2] - 8:8,
8:13
attractive [1] - 9:7
attrition [2] - 88:10,
277:17
Auburn [1]-104:28
audit [2] - 90:25,
92:10
Audit [1] - 88:17
Auditor [2]-88:18,
88:22
auditor [4]-88:23, 90:17, 90:24
auditors [7]-89:1,
89:5, 89:16, 89:17,
90:16, 90:25, 92:8
audits [1]-88:24
August [3]-1:5, 1:13, 6:5
Authority [6] - 121:18, 121:20, 121:28, 122:21, 123:2, 123:3
authority [1]-192:5
auto [1]-79:13
automated [1] - 93:17
automatic [1]-111:22
automatically [2] -
111:9, 236:23
automatics [1] -
110:15
availability [3] - 10:4,
10:10, 68:8
available [4]-138:21,
139:3, 164:3, 234:11
average [5] - 42:25,
243:18, 243:26,
243:27, 244:12
averages [1]-219:17
avoiding [1] - 11:10
awarded [1] - 249:18
aware [1]-15:22
awesome [2]-62:13,
64:18
awful \({ }_{[1]}\) - 185:27
aye [4]-7:6, \(7: 7\),
290:19, 290:20

\section*{B}

Baccarat [1] - 240:4
backed [1]-156:15
backing [2]-82:26,

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

benches [1] - 126:21 benchmark [4]-
37:26, 38:6, 38:16, 39:2
Benchmark [1] - 64:25
benchmarks [1] -
56:24
benefit [6] - 34:4, 45:15, 48:8, 53:3, 53:19, 115:14
benefits [5] - 8:22, 58:24, 147:28,
245:20, 267:17
benefitted [1] - 43:7
best \([11]-10: 2,12: 15\), 25:6, 72:15, 83:15,
100:4, 164:13,
213:19, 247:14, 283:15
better [18]-13:21,
16:6, 22:4, 28:13,
28:14, 36:28, 45:26, 46:1, 103:18,
107:24, 109:13,
112:17, 116:1,
116:15, 119:2,
148:23, 165:24,
247:18
Betty [1] - 114:5
between [10] - 99:28,
100:6, 104:1, 104:13, 105:20, 144:18, 192:7, 197:16, 200:4, 276:10
Bible [1] - 286:22
Bicentennial [1] 138:16
bid [8]-9:19, 9:26, 10:1, 10:6, 21:22, 21:25, 180:14, 249:18
bidding \({ }_{[1]}-180: 18\)
bids [1] - 182:11
big [21]-9:11, 22:26,
35:17, 61:26, 62:3,
87:17, 100:20,
113:3, 113:6, 143:16, 177:12, 178:21, 211:23, 224:2, 245:10,
245:27, 248:6,
249:18, 265:1
bigger [6] - 140:23,
248:4, 260:9, 264:2, 264:24, 264:27
biggest [7] - 92:7, 116:17, 131:1, 222:11, 227:24, 276:18
bill [5] - 39:24, 40:20, 50:9, 51:15, \(93: 9\)
billed [2] - 48:18, 48:19
Billie [1] - 99:18
billing [2] - 48:22, 49:17
bills [4]-48:12, 48:23, 50:2, 190:15
bird [1] - 50:20
bit [24]-19:17, 34:15,
36:23, 45:26, 53:26,
60:1, 61:2, 64:10,
64:16, 66:3, 74:16,
76:20, 99:12,
100:26, 120:2,
120:5, 137:3,
171:21, 172:5,
175:16, 179:4,
224:28, 250:25, 266:24
bite [1]-61:27
biweekly [3] - 42:13,
42:15, 42:16
Blackburn [3] -
114:12, 114:22, 118:6
Blakeley [3] - 213:10,
213:11, 213:16
bless [1] - 123:3
blessing [1]-6:17
blocked [2] - 128:12, 140:2
blocking [1] - 128:6
blood [2] - 58:3, 66:25
blow [1] - 180:9
blowing [1] - 133:12
blown [1] - 182:22
blue [3]-222:1, 222:3, 267:27
BlueCross [8] - 35:1, 35:6, 35:26, 36:21, 48:16, 52:21, 58:19, 58:22
BlueCross/
BlueShield [3] -
33:25, 48:15, 58:17
Bo [6] - 2:28, 33:8,
40:10, 41:14, 57:1, 185:22
BO [79] - 32:23, 33:7,
34:25, 35:24, 36:7,
36:11, 36:13, 36:16, 37:18, 37:21, 40:22, 41:2, 41:8, 41:11, 41:15, 41:23, 42:12, 42:17, 43:11, 43:24, 44:25, 45:1, 45:5, 45:9, 45:12, 45:17, 45:20, 46:18, 47:12,

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018


BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

221:17, 222:20,
222:26, 223:5,
224:4, 224:10,
224:21, 253:20,
254:7, 254:12,
254:18, 255:1,
255:4, 255:6,
255:10, 255:17,
255:21, 256:18,
256:25, 256:28,
258:10, 259:16,
260:15, 261:4,
261:9, 261:12,
261:16, 261:20,
263:1, 263:13,
264:18, 265:18, 267:13, 267:20,
267:24, 268:1,
268:6, 268:28,
269:5, 272:5,
272:10, 272:14,
277:1, 277:4, 277:6,
277:26, 278:2,
278:5, 278:19,
279:6, 279:14,
279:17, 279:21,
279:27, 280:16,
280:20, 280:23,
280:26, 281:3,
281:9, 281:13,
281:27, 289:17,
290:13, 290:16, 290:21
bus [31]-180:23,
180:24, 225:25,
228:13, 233:4,
233:8, 233:9, 235:6,
235:9, 235:20,
243:11, 243:15,
243:18, 243:23,
243:25, 243:27,
248:6, 248:27,
252:12, 252:21,
252:26, 254:3,
254:8, 254:15,
267:8, 271:25,
275:22, 275:24
Bus [1] - 188:10
buses [28] - 221:20,
226:6, 228:18, 231:25, 233:19, 237:27, 240:28, 241:22, 245:10, 249:6, 249:14, 249:18, 249:20, 260:9, 265:15, 268:20, 268:21, 269:16, 269:18, 269:21, 270:10, 270:14, 270:18, 271:7, 271:10,

275:20
business [22]-88:20, 91:5, 91:11, 91:15, 91:16, 91:17, 92:3, 92:6, 92:9, 92:13, 92:27, 93:18, 93:24, 94:12, 94:16, 94:22, 94:28, 95:11, 95:23, 96:4, 102:14, 143:21
Business [1] - 93:26
businesses [6]-88:1, 88:5, 88:21, 91:13, 92:14, 285:8
bussing [1] - 240:7
busy [2]-148:6, 159:24
button [2] - 47:23, 93:19
buy [5]-21:10, 67:2, 71:9, 179:5, 233:19
buying [2] - 62:8, 67:7 BY [1] - 6:3
\begin{tabular}{c} 
\\
\hline
\end{tabular}
cake [1]-8:26
calculation [1]-27:22
calendar \({ }_{[1]}\) - 101:22
Calendar [1] - 48:4
CALL [2]-6:26, 7:12
campaign [1] - 101:12
cancel [1]-238:21
cancer [2] - 231:20, 252:27
cannot [3]-49:8,
181:16, 274:8
cap [3]-20:15, 42:19, 87:14
capable [3] - 275:20, 275:21, 275:22
capacity [8]-140:23, 141:22, 142:21, 161:13, 179:25, 275:27, 275:28, 284:11
capital [3]-22:26,
221:20, 265:14
caps [1]-42:5
capturing [1] - 114:3
car [1]-9:24
card [1] - 67:23
Care [8]-47:17,
47:22, 48:1, 48:3, 48:4, 49:8, 49:14,
50:17
care [33]-15:19,
15:25, 37:27, 38:7,
38:10, 38:12, 38:22,
39:10, 39:19, 39:22,

40:4, 40:6, 40:13, 40:17, 41:7, 41:20, 43:19, 44:1, 49:7, 54:18, 56:12, 56:22, 62:18, 76:8, 97:4, 115:2, 118:11, 123:10, 182:26, 227:18, 231:6, 232:13, 233:18 career [1] - 109:7
careers [1]-107:19 careful [4]-73:19,
73:21, 111:24, 287:24
cares [1] - 40:16
carpet [1] - 137:2
carpool [1] - 32:1
carports [1] - 180:9
carried [1] - 83:17
carries [2]-165:17, 219:10
carry [5] - 55:10,
55:13, 165:14,
192:25, 205:6
carrying [1]-165:13
cars [4]-9:19, 9:23,
9:27, 9:28
carved [1] - 55:20
case [8]-14:6, 22:26, 91:14, 95:28, 96:6, 179:22, 284:24
caseload [1] - 13:28
cases [1] - 96:9
cash [3]-16:22, 19:4, 288:13
catastrophic [1] -
156:11
catch [1] - 92:17
Catholic [2]-59:27, 65:21
caught \({ }_{[1]}-51: 8\)
CDL [1] - 228:18
CDLs [1] - 260:13
ceiling [1]-118:21
cellphones [1]-75:1
Center [7]-94:23,
105:1, 199:13,
201:23, 201:24,
201:27, 234:5
center [4]-53:11,
79:26, 201:22, 265:26
center's [1]-276:25
centers [4]-78:22,
113:28, 114:2,
252:28
CENTERS [2]-79:17, 113:26
Centers.
\(\qquad\)

4:22
central [3]-123:20, 130:12, 226:5
Central [1]-1:13
cents [5]-232:1,
232:9, 233:13,
233:16, 239:5
certain [3]-250:6, 255:18
certainly [12] - 11:6,
53:12, 55:23, 59:6,
67:27, 74:14,
118:18, 253:21,
254:21, 256:4,
260:28, 261:23
certificate [1]-106:23
certification [11] -
85:14, 98:1, 98:8,
104:1, 105:3, 105:4, 107:8, 107:16, 111:8, 111:13,
283:12
Certification [1] -
291:26
certifications [11] -
83:23, 83:27, 97:26,
98:11, 98:12, 98:14,
103:3, 103:11,
103:24, 104:27,
105:6
Certified [6] - 1:15,
83:21, 83:24, 84:5,
111:17, 291:25
certified [4]-103:8,
103:9, 103:13, 103:16
certify \({ }_{[2]}\) - 291:6,
291:12
chagrin [1] - 121:1
chain [5] - 167:1,
167:5, 174:5, 174:6, 174:8
chain-link [5] - 167:1, 167:5, 174:5, 174:6, 174:8
chains [1] - 70:10
chair [1]-126:5
CHAIRMAN [648] - 6:3,
6:4, 6:12, 6:16, 6:18,
7:1, 7:2, 7:5, 7:8, 7:17, 7:22, 7:25, 10:15, 10:21, 10:25, 11:3, 11:8, 11:18, 12:23, 13:4, 13:7, 15:2, 16:4, 16:10, 16:11, 16:22, 16:24, 17:2, 17:4, 17:6, 17:8, 17:10, 17:11, 17:18, 17:23, 18:1, 18:6, 18:13, 18:15,

18:22, 18:28, 19:14,
19:22, 20:8, 20:16,
22:8, 22:12, 23:6,
23:9, 23:13, 23:20,
23:27, 24:7, 26:25,
26:28, 27:2, 27:8,
27:11, 27:17, 28:22,
28:25, 29:1, 29:11,
29:15, 29:28, 30:2,
30:7, 30:9, 30:12,
\(30: 16,30: 20,30: 24\),
31:2, 31:8, 31:14,
32:6, 32:7, 32:10,
32:13, 32:15, 32:17,
32:19, 33:1, 33:6,
37:20, 42:10, 42:24,
43:9, 43:12, 43:28,
44:3, 44:5, 44:8,
44:10, 46:10, 46:14,
46:22, 46:28, 47:9,
52:24, 53:22, 53:25,
54:6, 55:10, 55:13,
55:25, 56:1, 57:12,
58:13, 59:17, 64:17, 65:2, 65:9, 66:8,
66:10, 66:15, 67:22, 67:26, 68:4, 72:20,
72:22, 73:2, 73:10,
76:14, 76:19, 76:22,
76:25, 77:9, 77:16,
77:19, 78:9, 78:13,
78:17, 78:20, 80:14, 80:21, 81:1, 81:5,
81:8, 81:11, 81:15,
82:28, 83:6, 83:14,
84:28, 85:3, 85:6,
85:12, 85:18, 86:15, 86:17, 86:22, 87:4,
89:8, 89:12, 90:4,
90:15, 90:28, 91:8,
92:18, 92:21, 97:1,
97:22, 97:28, 98:15,
98:18, 98:24, 99:6,
100:11, 100:14,
100:19, 100:23,
101:6, 101:17,
101:20, 102:3,
102:8, 102:15,
102:18, 103:2,
103:15, 104:4,
104:8, 104:11,
104:16, 104:25, 106:12, 106:15, 107:9, 107:12,
107:25, 108:1,
108:5, 109:14,
110:2, 110:10,
111:10, 112:10,
112:27, 113:10,
113:12, 113:16,
113:23, 114:21,

114:24, 114:28, 115:8, 115:11, 115:13, 115:19, 115:25, 116:6, 116:13, 116:22, 116:25, 116:26, 117:5, 117:8, 117:14, 117:21, 117:27, 118:1, 119:1, 119:8, 119:17, 119:18, 119:26, 120:24, 121:4, 121:27, 122:20, 122:26,
123:1, 123:6, 123:18, 124:7, 124:12, 124:15, 125:10, 125:13, 125:16, 126:25, 127:4, 128:13, 129:1, 129:10, 129:24, 130:1, 130:6, 130:10, 130:15, 130:21, 130:27, 131:4, 131:8, 131:24, 132:5, 132:8, 133:11, 133:16, 133:19, 133:24, 133:28, 134:12, 134:27, 135:7,
135:12, 135:19, 135:22, 136:4, 136:20, 137:17, 137:25, 139:6, 139:13, 139:14, 139:21, 139:27, 140:4, 140:8, 140:12, 140:13, 140:22, 141:7, 142:26, 143:3, 143:6, 144:1, 144:4, 144:7, 144:10, 144:22, 145:2, 146:19, 146:28, 147:8, 148:3, 148:14, 148:28, 149:4, 150:19, 151:1, 151:10, 151:25, 152:8, 152:13, 152:17, 152:22, 152:26, 153:1, 153:4, 153:10, 153:13, 153:18, 153:26, 154:19, 156:3, 156:7, 157:12, 157:15, 157:22, 158:1, 158:5, 158:6, 158:15, 160:8, 160:16, 160:18,

160:26, 161:7, 161:10, 161:12, 161:15, 161:17, 161:20, 161:22, 162:1, 162:8, 162:11, 162:16, 162:24, 163:1, 163:7, 163:20, 163:23, 163:28, 164:7, 164:12, 164:16, 164:18, 164:22, 166:2, 167:28, 168:10, 169:15, 169:19, 170:23, 172:11, 172:24, 173:1, 173:5, 173:7, 173:11, 173:14, 173:19, 174:17, 174:24, 174:28, 175:2, 175:25, 176:1, 176:6, 176:9, 176:11, 177:4, 177:12, 177:16, 177:22, 177:26, 178:6, 178:15, 180:19, 181:2, 181:5, 181:8, 181:14, 182:15, 182:19, 182:28, 183:2, 183:5, 183:8, 183:22, 184:1, 184:4, 184:9, 184:13, 184:17, 184:22, 185:7, 185:11, 185:23, 185:26, 186:11, 186:14, 186:18, 187:4, 187:7, 187:17, 187:20, 187:27, 188:4, 188:7, 188:15, 188:17, 188:18, 188:22, 188:27, 189:8, 189:11, 190:1, 190:14, 190:18, 190:22, 190:24, 190:28, 191:4, 191:7, 191:9, 191:11, 191:12, 191:14, 191:17, 191:19, 191:22, 192:2, 192:13, 192:17, 192:19, 192:21, 192:24, 192:25, 192:28, 193:1, 193:9, 193:14, 193:15, 194:7, 194:10, 194:11, 194:13, 194:14, 194:16,

194:19, 194:20, 194:22, 195:14, 195:17, 195:25, 196:1, 196:10, 196:13, 196:17, 196:27, 197:5, 197:10, 197:14, 197:18, 197:22, 198:24, 199:24, 200:24, 201:19, 202:2, 202:4, 202:8, 202:12, 203:4, 203:24, 203:28, 204:4, 204:9, 204:16, 204:21, 204:25, 205:5, 205:9, 205:21, 205:27, 206:2, 207:13, 207:19, 207:21, 207:28, 208:2, 208:4, 212:7, 212:10, 212:13, 212:17, 215:12, 215:19, 215:27, 216:2, 216:6, 216:12, 218:17, 220:6, 220:8, 220:13, 220:16, 221:7, 221:17, 222:20, 222:26, 223:5, 224:4, 224:10, 224:11, 224:17, 224:21, 225:24, 226:16, 226:19, 226:21, 226:24, 226:27, 227:2, 227:5, 227:7, 227:10, 227:13, 227:16, 227:20, 229:1, 229:6, 232:13, 232:16, 249:9, 249:13, 251:12, 251:15, 251:20, 251:23, 251:26, 252:6, 252:19, 253:2, 253:6, 253:11, 253:16, 253:20, 254:7, 254:10, 254:12, 254:16, 254:18, 255:1, 255:4, 255:6, 255:10, 255:17, 255:21, 256:18, 256:25, 256:28, 257:4, 257:9, 258:6, 258:10, 259:16, 260:6, 260:15, 261:4, 261:9, 261:12, 261:16, 261:20, 263:1,

263:13, 264:6, 264:9, 264:12, 264:18, 265:18, 266:27, 267:6, 267:13, 267:20,
267:24, 268:1,
268:2, 268:4, 268:6,
268:28, 269:5,
272:5, 272:10,
272:14, 277:1,
277:4, 277:6,
277:26, 278:2,
278:5, 278:12,
278:14, 278:19, 279:6, 279:14, 279:17, 279:21, 279:27, 280:16, 280:20, 280:23, 280:26, 281:3, 281:9, 281:13, 281:18, 281:27, 282:10, 282:21, 283:11, 283:14, 283:17, 284:10, 284:13, 284:20, 285:14, 285:17, 285:22, 287:7, 288:26, 289:2, 289:15, 289:17, 289:21, 290:1, 290:4, 290:6, 290:11, 290:13, 290:16, 290:18,
290:21, 290:23
chairman [1] - 73:14
Chairman [33]-2:4,
2:5, 6:21, 6:27, 13:5, 16:11, 18:12, 19:7, 22:7, 27:21, 42:18, 46:6, 46:13, 73:8, 99:9, 128:3, 129:27, 144:17, 161:24, 172:7, 199:23, 225:9, 228:26, 231:1, 253:20, 254:7, 255:18, 256:6, 258:3, 260:16, 260:26, 279:6, 281:2
Chairman. \(\qquad\)
..... [1]-4:3
challenge [1] - 92:7
challenges [1] - 92:3
Chambers [2] -
195:21, 195:27
chambers [1] - 137:2
chance [1] - 39:27
CHANDRA [87] -
225:3, 225:12, 225:28, 226:17,

226:20, 226:23,
226:26, 227:1,
227:4, 227:6, 227:9,
227:12, 227:15, 227:19, 227:25, 228:4, 228:20,
228:27, 229:3,
229:8, 229:17,
229:22, 229:27,
230:3, 230:7, 231:4, 231:14, 231:19, 233:6, 233:17, 234:7, 234:9, 234:20, 234:28, 235:4, 235:10, 235:15, 235:17, 236:1, 236:5, 236:18, 236:21, 236:24, 236:27, 237:2, 237:6, 237:9, 237:12, 237:15, 237:17, 237:21, 238:3, 238:7, 243:28, 244:6, 244:22, 249:22, 249:26, 250:1, 250:5, 250:10, 259:1, 259:7, 259:12, 272:12, 272:16, 272:18, 272:21, 272:25, 273:5, 273:19, 273:22, 273:25, 274:1, 274:3, 274:6, 274:11, 274:15, 274:19, 274:23, 274:25, 274:27, 275:1, 275:5, 275:10, 275:14, 275:18
Chandra [11] - 2:23, 224:27, 226:16, 233:26, 235:19, 246:27, 247:16, 258:22, 272:23, 273:21, 273:24
change [31]-7:19, 15:5, 33:20, 38:1, 38:5, 38:26, 40:2, 40:7, 41:19, 41:21, 44:1, 54:20, 56:10, 78:28, 79:1, 85:4, 123:26, 168:6, 174:14, 194:2, 206:12, 206:16, 208:23, 215:18, 235:7, 244:13, 250:24, 256:3, 265:7, 279:7, 282:18
changed [9] - 41:19,
65:15, 78:28, 82:11,
\begin{tabular}{|c|c|c|c|c|}
\hline 125:22, 125:27, & 154:28, 155:21, & 213:13, 213:18, & 31:28, 32:4, 32:9, & 134:7, 134:20, \\
\hline 191:10, 191:13, & 156:1, 156:19, & 213:22, 213:28, & 32:11, 32:24, 34:22, & 134:23, 134:28, \\
\hline 265:6 & 156:21, 156:28, & 214:12, 214:18, & 35:13, 35:20, 36:4, & 135:5, 135:13, \\
\hline changes [10]-40:24, & 157:2, 157:8, & 214:22, 215:10, & 36:8, 36:12, 36:14, & 135:26, 135:28, \\
\hline 54:16, 56:8, 56:9, & 157:24, 158:17, & 215:23, 216:4, & 37:4, 37:7, 37:13, & 137:19, 138:12, \\
\hline 56:23, 58:19, 58:23, & 158:27, 159:6, & 216:8, 216:19, & 40:26, 41:3, 41:9, & 138:20, 138:23, \\
\hline 82:10, 246:16, & 159:10, 160:20, & 221:1, 221:24, & 41:12, 41:22, 42:8, & 138:26, 139:2, \\
\hline 283:25 & 163:11, 163:14, & 221:27, 222:6, & 42:18, 43:18, 43:22, & 139:5, 139:8, 140:1, \\
\hline changing [2]-27:24, & 168:26, 169:1, & 224:25, 231:27, & 44:2, 44:4, 44:6, & 140:6, 140:10, \\
\hline 36:2 & 169:4, 169:12, & 232:4, 232:8, & 44:9, 44:14, 45:18, & 140:17, 140:20, \\
\hline Chapel [2]-201:5, & 169:16, 172:15, & 232:11, 232:15, & 47:16, 47:19, 48:25, & 140:26, 141:1, \\
\hline 201:6 & 172:19, 172:22, & 240:10, 240:14, & 49:1, 49:5, 49:10, & 141:4, 141:10, \\
\hline charge [17] - 34:10, & 173:17, 174:19, & 241:24, 245:19, & 49:15, 49:20, 49:23, & 141:14, 141:20, \\
\hline 39:26, 40:16, 53:1, & 174:22, 175:7, & 259:14, 259:18, & 49:27, 50:3, 50:11, & 141:25, 142:1, \\
\hline 53:2, 53:10, 53:16, & 175:21, 176:26, & 259:22, 259:26, & 50:15, 50:19, 50:22, & 142:19, 142:24, \\
\hline 55:17, 71:12, 75:3, & 177:2, 177:9, & 260:1, 260:11, & 50:27, 51:2, 51:6, & 143:22, 144:16, \\
\hline 75:5, 114:11, & 178:17, 180:13, & 269:19, 269:23, & 51:16, 53:12, 55:3, & 144:28, 146:11, \\
\hline 233:14, 239:2, & 180:16, 183:10, & 272:11, 281:6, & 55:7, 56:28, 57:5, & 149:5, 149:11, \\
\hline 239:3, 239:5, 253:18 & 183:13, 183:16, & 281:16, 288:28, & 58:11, 59:8, 59:14, & 149:14, 149:19, \\
\hline charitable [3] - 63:4, & 183:18, 183:24, & 290:3 & 62:11, 64:8, 66:18, & 149:28, 150:4, \\
\hline \[
64: 10,70: 7
\] & \begin{tabular}{l}
184:15, 184:20, \\
184.27, 185.3
\end{tabular} & Charles [1]-2:6 & \begin{tabular}{l}
\[
67: 4,67: 9,67: 19
\] \\
\(69 \cdot 4,72 \cdot 26,73 \cdot 3\)
\end{tabular} & \[
\begin{aligned}
& 150: 9,150: 13 \\
& 150: 17.150: 22
\end{aligned}
\] \\
\hline charities [1] - 62:24 & 185.9, 186.2, 186.8 & \begin{tabular}{l}
chart [2]-221:6, \\
\(243 \cdot 16\)
\end{tabular} & \[
79: 15,80: 17,80: 22
\] & 150:26, 151:12, \\
\hline \begin{tabular}{l}
CHARLES [253] - 7:4, \\
18.26, 19.9, 19:15
\end{tabular} & \[
\begin{aligned}
& \text { 185:9, 186:2, 186:8, } \\
& \text { 187:1, 187:5, 187:9, }
\end{aligned}
\] & \[
\begin{aligned}
& \text { 243:16 } \\
& \text { chase }[3]-93: 7,93: 8,
\end{aligned}
\] & 80:27, 81:4, 81:7, & 151:16, 151:21, \\
\hline 19:25, 20:2, 20:6, & 187:13, 187:24, & 93:10 & 81:10, 81:13, 83:26, & \[
152: 9,152: 15
\] \\
\hline 30:5, 30:8, 30:11, & 188:19, 189:10, & cheap [1] - 173:12 & 86:24, 87:8, 87:12, & 153:22, 154:13, \\
\hline 33:4, 34:20, 35:9, & 190:4, 190:7, & cheaper [6] - 43:17, & 87:20, 89:10, 89:14, & 154:17, 154:20, \\
\hline 35:14, 35:22, 46:7, & 191:18, 193:19, & 72:11, 231:26, & 91:25, 96:14, 96:27, & 154:24, 154:27, \\
\hline 46:11, 51:11, 51:17, & 193:23, 193:27, & \[
231: 28,232: 9
\] & 97:13, 97:18, 98:21,
\[
99 \cdot 26 \quad 100 \cdot 17
\] & 155:1, 155:8, \\
\hline 51:20, 51:24, 51:28, & 194:4, 195:2, 195:6,
195:10. 195:20 & \[
233: 15
\] & 99:26, 100:17, & 155:12, 155:14, \\
\hline \[
52: 14,53: 5,54: 4
\] & 195:10, 195:20,
196:2, 196:6, & check [2] - 24:21, &  & \[
\begin{aligned}
& \text { 155:18, 156:14, } \\
& 157: 10.157: 13 .
\end{aligned}
\] \\
\hline 56:4, 56:27, 69:26,
\[
70: 1,70: 5,70: 12
\] & 196:11, 196:15, & 129:19 & \[
105: 14,105: 17
\] & 158:7, 158:13, \\
\hline 84:8, 84:14, 84:21, & 196:19, 196:23, & checks [3]-11:24, & 105:23, 105:28, & 160:10, 161:24, \\
\hline 84:24, 97:3, 97:16, & \(197: 2,197: 8\),
\(197: 15,197: 19\) & 28:11, 94:1 & 106:14, 106:22, & 162:2, 162:4, 163:5, \\
\hline 99:5, 99:25, 102:26, & 197:15, 197:19, & cheese [1] - 149:3 & 106:24, 107:3, & 165:1, 167:8, \\
\hline 110:17, 110:23, & 198:3, 198:20, & Chevy [1] - 9:20 & 107:6, 107:27, & 167:11, 167:15, \\
\hline 110:28, 112:18, & \[
\begin{aligned}
& \text { 199:1, 199:4, 199:7, } \\
& \text { 199:11, 199:14 }
\end{aligned}
\] & Chief [3] - 82:13, & \[
\begin{aligned}
& \text { 108:3, 108:7, } \\
& \text { 108:12, 108:15, }
\end{aligned}
\] & \[
\begin{aligned}
& \text { 167:20, 167:23, } \\
& 167: 26 . ~ 168: 5 .
\end{aligned}
\] \\
\hline 112:28, 115:16, & \[
\begin{aligned}
& 199: 11,199: 14 \\
& 199: 27,200: 8
\end{aligned}
\] & 82:14, 82:17 & 108:18, 109:4, & 167:26, 168:5, 168:12, 168:17 \\
\hline 115:20, 115:26,
116:8, 116:16. & 200:11, 200:16 & children [1] - 74:19 & 109:21, 109:28, & 169:8, 169:11, \\
\hline 116:8, 116:16, & \[
200: 19,200: 28
\] & \begin{tabular}{l}
Childress [1] - 157:25 \\
Chinese [1] - 109:23
\end{tabular} & 110:5, 110:8, & 169:21, 170:1, \\
\hline 117:16, 117:25, & \begin{tabular}{l}
201:4, 201:7, \\
201•11, 201:14
\end{tabular} & chip [1] - 61:26 & \[
110: 13,111: 24
\] & \[
170: 4,170: 7,170: 9
\] \\
\hline 123:27, 124:5, & \[
\begin{aligned}
& \text { 201:11, 201:14 } \\
& \text { 201:21, 202:10 }
\end{aligned}
\] & choice [4]-9:25, & \[
\begin{aligned}
& 112: 1,113: 20, \\
& 115: 6.118: 28
\end{aligned}
\] & 170:14, 171:23, \\
\hline 124:11, 124:18, & 202:15, 203:2, & 51:13, 225:7, 225:13 & 119:3, 119:6, & 172:13, 172:17, \\
\hline \[
\begin{aligned}
& \text { 124:21, 124:23, } \\
& \text { 125:7, 126:28, }
\end{aligned}
\] & 203:7, 203:14 & cholesterol [1] - 58:4 & 120:28, 123:14, & \[
172: 20,172: 23,
\] \\
\hline 133:27, 135:15, & 204:19, 204:23, & choose [4] - 9:22, & 123:17, 123:21, & 173:21, 173:26, \\
\hline 136:25, 137:5, & \[
205: 14,205: 19
\] & \[
\begin{aligned}
& 225: 14,225: 15 \\
& 225: 17
\end{aligned}
\] & 123:24, 124:3, & 174:2, 174:6, \\
\hline 137:26, 138:2, & 205:28, 206:19, & chosen [1] - 101:25 & 124:9, 124:14, & 174:16, 175:12, \\
\hline \[
\begin{aligned}
& \text { 138:6, 138:10, } \\
& \text { 138:17, 138:28, }
\end{aligned}
\] & \[
\begin{aligned}
& \text { 206:23, 206:26, } \\
& \text { 207:12, 207:16, }
\end{aligned}
\] & Chris [5] - 2:7, 91:23, & \[
\begin{aligned}
& 124: 16,124: 19 \\
& 124: 22,124: 26
\end{aligned}
\] & \[
\begin{aligned}
& \text { 177:7, 177:20, } \\
& \text { 177:23, 177:27, }
\end{aligned}
\] \\
\hline \[
\begin{aligned}
& \text { 138:17, 138:28, } \\
& \text { 139:10, 139:15, }
\end{aligned}
\] & 207:20, 208:6, & \[
101: 3,129: 14,290: 4
\] & \[
125: 12,125: 14
\] & 178:7, 178:11, \\
\hline 139:19, 141:5, & 208:9, 208:14, & CHRIS [528] - 6:10, \(6.14,6.27,10 \cdot 24\) & 125:19, 125:26, & 178:18, 178:24, \\
\hline 141:27, 143:15, & 209:19, 210:2, & \[
13: 5,13: 9,15: 12
\] & 126:5, 126:22, & 178:27, 179:1, \\
\hline 143:19, 145:3, & 210:12, 210:18, & \[
15: 16,15: 22,16: 2
\] & 127:2, 127:11, & 179:9, 179:15, \\
\hline 148:17, 150:27, & \[
\begin{aligned}
& \text { 210:21, 210:26, } \\
& \text { 211:3, 211:8, }
\end{aligned}
\] & 16:6, 20:19, 25:20, & \[
\begin{aligned}
& 127: 19,128: 17 \\
& \text { 128:24, 129:22, }
\end{aligned}
\] & \begin{tabular}{l}
179:19, 183:20, \\
184:14, 184:18
\end{tabular} \\
\hline 151:3, 151:7,
\(152 \cdot 16,153 \cdot 8\) & 211:12, 212:9, & \[
25: 25,26: 2,27: 21,
\] & 129:27, 130:4, & 188:13, 191:26, \\
\hline 152:16, 153:8, 153:17, 154:23, & 212:24, 213:4, & \[
27: 28,28: 20,30: 26
\] & 130:24, 131:19, & 194:26, 195:5, \\
\hline 153.17, 154.23, & 213:7, 213:9, & 31:3, 31:9, 31:16, & 133:3, 133:14, & 195:8, 195:21, \\
\hline
\end{tabular}

195:27, 196:4, 196:9, 196:21, 196:25, 198:13, 198:27, 199:2, 199:22, 200:7, 200:10, 200:14, 200:17, 202:16, 203:5, 203:9, 203:11, 203:16, 204:2, 204:7, 204:11, 205:4, 205:7, 205:16, 206:7, 206:10, 206:13, 206:15, 206:18, 206:20, 208:11, 208:16, 208:19, 209:4, 209:11, 209:13, 209:16, 209:20, 209:23, 210:4, 210:7, 210:10, 210:15, 211:5, 211:10, 211:19, 211:26, 212:15, 212:22, 214:4, 214:16, 214:19, 215:9, 215:14, 215:16, 216:1, 216:11, 216:14, 216:20, 216:24, 216:28, 217:3, 217:7, 219:21, 219:25, 220:1, 227:26, 228:6, 228:22, 229:13, 229:16, 229:25, 230:1, 230:5, 231:16, 231:21, 232:2, 232:6, 232:10, 232:18, 232:26, 233:1, 233:5, 233:11, 233:22, 234:3, 234:8, 234:19, 234:23, 235:2, 235:8, 235:11, 235:23, 235:26, 236:10, 236:15, 236:19, 236:22, 236:26, 237:1, 237:13, 237:20, 237:26, 238:6, 238:19, 239:1, 239:16, 242:11, 242:19, 242:22, 242:25, 243:2, 243:9, 243:22, 243:26, 244:1, 244:4, 244:8, 244:11, 244:15, 244:18, 246:3,

246:10, 246:15, 246:20, 247:22, 247:28, 249:1, 249:8, 249:24, 250:3, 250:8,
250:17, 251:2, 254:5, 254:27, 255:2, 255:5, 255:8, 255:12, 255:20, 256:6, 257:22, 258:2, 258:8, 258:14, 258:24, 259:5, 259:10, 259:20, 259:24, 259:27, 260:4, 260:8, 260:12, 260:27, 261:25, 263:17, 263:28, 264:8, 264:15, 264:21, 265:4, 265:28, 267:3, 270:9, 270:17, 270:24, 270:26, 270:28, 271:3, 271:6, 271:9, 271:12, 271:15, 271:18, 271:22, 271:26, 272:4, 272:23, 272:28, 273:18, 273:21, 273:24, 273:28, 274:2, 274:4, 274:7, 274:13, 274:17, 274:20, 274:24, 274:26, 274:28, 275:3, 275:8, 275:12, 275:17, 275:19, 276:5, 277:15, 277:20, 277:24, 277:28, 278:21, 278:26, 280:10, 280:28, 282:15, 282:25, 283:9, 283:16, 283:18, 284:2, 284:5, 285:2, 285:12, 285:15, 287:3, 287:5, 287:22, 288:2, 288:6, 288:12, 288:17, 288:20, 289:25, 290:5, 290:8, 290:15
Christel [1] - 101:1 CHRISTIE [91]-13:1, 102:22, 139:24, 141:24, 142:22, 143:1, 143:5, 143:8, 143:14, 145:11, 145:14, 146:5, 146:9, 146:13,

146:18, 146:22, 146:26, 147:4, 149:8, 149:17, 149:22, 150:11, 150:15, 150:24, 151:5, 151:9, 152:2, 152:4, 152:20, 154:6, 154:9, 155:13, 157:19, 157:26, 157:28, 160:23, 178:13, 184:24, 193:4, 193:7, 193:21, 193:25, 194:1, 194:5, 194:8, 194:28, 195:24, 208:18, 209:21, 209:27, 210:1, 210:14, 211:27, 212:3, 212:20, 212:27, 213:1, 213:6, 214:1, 214:7, 214:10, 216:27, 217:1, 263:4, 263:7, 266:6, 268:11, 268:15, 268:21, 268:25, 270:12, 270:23, 270:25, 270:27, 272:17, 272:19, 277:12, 282:3, 282:8, 282:13, 282:17, 282:23, 283:5, 283:7, 283:13, 283:22, 283:24, 287:12, 287:15,
287:19, 289:8
Christie [6]-2:12, 134:4, 157:17, 197:7, 197:11, 281:28
Christie's [1] - 198:8
Christmas [1] - 75:11
chunk [2]-168:6, 211:23
Church [1]-65:21
church [2]-67:3, 68:24
churches [4]-59:26,
68:7, 68:8, 68:23
CINK [309] - 10:20, 16:19, 16:23, 16:27, 17:27, 18:3, 33:3, 41:14, 42:16, 43:21, 47:23, 52:7, 52:13, 52:17, 53:24, 55:6, 58:14, 58:16, 58:26, 59:2, 59:5, 59:19, 59:21, 73:8, 78:16, 78:19, 78:21, 79:18,

80:25, 81:3, 81:17, 81:22, 86:20, 86:27, 87:19, 90:8, 90:12, 99:12, 99:24, 99:28, 100:13, 102:2, 102:5, 102:10, 102:13, 102:17, 102:25, 102:27, 113:11, 113:27, 114:23, 120:2, 120:5, 121:3, 121:6, 121:9, 121:14, 122:4, 122:10, 122:14, 122:25, 123:2, 123:7, 123:13, 123:16, 123:20, 123:22, 126:24, 126:27, 127:22, 128:26, 129:8, 129:26, 130:5, 130:7, 130:12, 130:20, 130:23, 130:26, 131:1, 131:14, 132:23, 132:28, 133:26, 134:22, 135:3, 135:21, 135:24, 135:27, 136:2, 136:5, 136:15, 136:19, 136:23, 137:1, 137:7, 137:18, 137:20, 137:28, 138:4, 138:8, 138:14, 138:18, 138:22, 138:24, 139:4, 139:18, 139:26, 140:28, 141:3, 141:11, 141:17, 141:28, 142:3, 142:14, 142:16, 142:23, 142:28, 143:13, 143:18, 143:25,
144:3, 144:5, 144:9, 144:12, 145:5, 145:9, 145:13, 146:3, 146:7, 146:17, 146:24, 149:7, 149:13, 149:18, 149:21, 149:24, 150:3, 150:7, 150:16, 151:15, 152:3, 152:6, 152:19, 152:21, 152:24, 152:28, 153:3, 153:6, 153:9, 153:11, 153:15, 153:21, 154:1, 154:4, 154:8,

154:11, 154:15, 154:21, 154:25, 155:6, 155:25, 155:28, 156:2, 157:16, 157:21, 157:23, 157:27, 158:11, 159:5, 159:8, 159:11, 159:20, 160:19, 160:22, 160:25, 161:3, 162:3, 162:5, 162:10, 162:13, 162:20, 174:14, 174:21, 174:27, 175:6, 175:8, 175:15, 175:23, 176:10, 176:12, 176:14, 176:16, 176:18, 176:22, 177:6, 184:8, 184:11, 184:19, 185:1, 185:5, 188:25, 188:28, 190:6, 190:9, 190:12, 190:16, 190:20, 190:27, 191:2, 191:15, 191:21, 191:24, 191:27, 193:6, 193:18, 195:12, 197:3, 197:7, 199:6, 199:9, 201:3, 201:6, 201:13, 205:25, 206:9, 206:12, 206:14, 206:17, 206:22, 206:25, 206:28, 207:2, 207:6, 207:8, 207:10, 207:15, 207:18, 207:22, 207:27, 208:1, 208:3, 208:22, 208:27, 209:3, 209:5, 209:8, 209:10, 209:26, 209:28, 210:6, 210:9, 210:16, 210:20, 210:24, 210:28, 211:7, 211:16, 212:19, 212:28, 213:10, 213:15, 213:20, 213:24, 214:9, 214:23, 215:1, 215:15, 215:17, 216:16, 216:22, 217:5, 217:12, 222:3, 223:11, 223:20, 223:23, 223:26, 224:1, 224:8, 262:14,

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

262:17, 267:23,
268:13, 268:23,
269:7, 269:10,
269:13, 272:8,
281:24, 282:6,
282:24, 283:3,
283:23, 283:28
284:15, 284:24,
285:4, 285:16,
285:19, 287:1,
287:4, 287:14
287:16, 288:11,
288:23, 289:3,
289:5, 289:10
Cink [1] - 2:9
circuit [1] - 80:5
Circuit [1] - 80:6
circular [1]-245:2
CIS [2] - 114:9, 154:21
citation [2]-92:2
citations [2]-93:16, 93:19
Cities [2]-95:4, 266:11
citizen [1] - 115:27
citizens [1] - 95:27
city [5] - 65:10, 92:28,
95:3, 95:14, 230:24
City \([5]\) - 15:23, 94:9,
94:15, 94:18, 109:10
City's [1] - 94:25
claims [4]-34:2,
34:10, 34:14, \(58: 6\)
clarification [1] -
282:20
clarify [2]-228:28, 229:4
classes [3] - 98:14, 105:2, 105:11
classification [1] 146:1
classified [1] - 9:28
Claudia [2] - 189:14, 189:22
cleaned [1] - 23:22
clear [6] - 60:5, 110:6,
161:1, 235:25,
250:12, 258:3
clearly [3] - 169:9, 172:8, 176:6
Clerk [9] - 88:12, 88:13, 96:20, 96:23, 106:20, 106:21, 111:16
clerk [1] - 96:18 clerk/receptionist [1] - 75:26

Clerk/Treasurer [1] 2:14
click [1] - 229:18
clicker \({ }_{[1]}\) - 129:25
clicking [1] - 123:25
clients [1] - 60:21
Cliff [1] - 3:11
CLIFF [2]-205:20, 289:23
Cliff's [2]-214:2,
214:14
Clinic [2] - 38:25, 38:28
clinic [6] - 39:7, 45:21,
47:15, 54:24, 54:28
Clinics [5] - 39:18,
39:25, 40:12, 43:7, 45:16
clinics [6] - 38:14,
39:10, 40:8, 44:16,
55:15, 56:26
close [6]-61:2, 95:23,
144:13, 172:14,
188:9, 219:20
closed [4]-25:12, 27:5, 39:18, 215:13 closely [2]-100:3, 247:1
closeout [1]-253:7
closer [1] - 57:3
closing [1] - 96:4
Club [1] - 191:27
CNC [1] - 189:19
Co [19]-37:28, 38:11,
39:23, 40:4, 41:20, 43:8, 43:19, 54:23,
54:27, 55:17, 56:13,
56:14, 56:19, 56:20,
56:25, 57:17, 57:19,
58:9
co-pay [16] - 37:28,
38:11, 40:4, 41:20,
43:19, 54:23, 54:27,
56:13, 56:14, 56:19,
56:20, 56:25, 57:17,
57:19, 58:9
co-pays [3]-39:23,
43:8, 55:17
Coast [4] - 3:11, 74:5, 197:4, 206:11
coastal [3] - 136:11, 188:25, 197:20
Coastal [2] - 231:8, 248:9
Cobbs [2] - 2:28, 33:9
coconut [1] - 147:3
code [1] - 241:6
coffee [2] - 129:28, 148:15
coin [1] - 127:27
CoLA [2] - 98:7, 98:8
coliseum [1] - 121:14 collaborative [3] -

59:25, 63:14, 64:14
collect [1] -90:8 collected [3]-90:13, 90:16, 91:18 collection [3]-89:28, 284:17, 284:18 Collector [1] - 93:28
collects [1] - 94:1
College [1] - 231:8
colored [1] - 226:7
column [6] - 42:1,
130:22, 168:19,
169:23, 221:10,
223:9
combination [4] -
49:25, 55:4, 182:3,
182:4
comfort [1] - 100:28
comfortable [1] 157:14
coming [22] - 10:22, 11:22, 47:10, 50:5, 61:3, 61:14, 66:28,
72:4, 79:28, 83:20, 88:6, 98:6, 120:13,
127:12, 129:17,
187:3, 209:28,
214:26, 216:17,
221:1, 221:3, 244:7
command [2] -
164:20, 171:2
Comments [1]-5:4 comments [2] 286:16, 290:2
COMMENTS [2] 289:14, 289:28
Comments. \(\qquad\)
......... [1]-5:3 commercialized [1] 274:12
commercially [2] 138:21, 139:3
COMMISSION \({ }_{\text {[182] }}\) -
1:3, 6:18, 7:1, 16:11, 16:22, 17:4, 17:8, 17:11, 17:18, 17:23, 18:1, 18:6, 18:15, 18:22, 18:28, 19:14, 26:25, 26:28, 27:2, 27:8, 27:11, 27:17, 29:11, 29:15, 30:2, 30:7, 30:20, 30:24, 31:2, 31:8, 31:14, 32:7, 32:10, 32:13, 32:17, 32:28, 102:15, 102:18, 115:11, 116:22, 116:26, 117:5, 117:8, 117:27, 119:8, 119:18,

125:10, 133:19, 139:6, 139:14, 140:4, 140:8, 140:12, 158:5, 160:18, 161:17, 162:8, 163:20, 163:23, 163:28, 164:7, 164:12, 164:16, 164:18, 164:22, 169:15, 169:19, 170:23, 172:11, 174:17, 177:12, 177:16, 177:22, 177:26, 182:28, 184:17, 188:17, 190:1, 190:22, 191:4, 191:9, 191:12, 192:13, 192:19, 192:24, 192:28, 193:9, 193:15, 194:7, 194:11, 194:14, 194:19, 194:22, 195:17, 195:25, 196:1, 197:14, 197:18, 198:24, 202:2, 202:4, 202:8, 202:12, 203:4, 204:16, 204:21, 204:25, 207:13, 207:19, 207:21, 207:28, 208:2,
208:4, 220:8,
220:13, 220:16, 221:17, 222:20, 222:26, 223:5, 224:4, 224:10, 224:21, 253:20, 254:7, 254:12, 254:18, 255:1, 255:4, 255:6, 255:10, 255:17, 255:21, 256:18, 256:25, 256:28, 258:10, 259:16, 260:15, 261:4, 261:9, 261:12, 261:16, 261:20, 263:1, 263:13, 264:18, 265:18, 267:13, 267:20, 267:24, 268:1, 268:6, 268:28, 269:5, 272:5, 272:10, 272:14, 277:1, 277:4, 277:6, 277:26, 278:2, 278:5, 278:19, 279:6, 279:14, 279:17, 279:21,

279:27, 280:16, 280:20, 280:23, 280:26, 281:3,
281:9, 281:13,
281:27, 289:17,
290:13, 290:16,
290:21
commission [1] 225:9
Commission [53] -
2:5, 6:6, 6:21, 10:12, 14:4, 14:8, 16:13,
16:20, 17:25, 19:8,
54:21, 58:17, 58:27,
62:7, 62:28, 67:14,
73:26, 74:14, 77:28, 78:24, 78:27, 79:14, 79:24, 98:3, 100:15,
107:2, 109:1,
118:19, 120:9,
128:7, 137:2,
188:28, 189:24,
202:1, 208:21,
209:24, 217:21,
218:19, 223:1,
227:17, 240:11,
246:18, 253:17,
253:21, 255:27,
256:3, 256:27,
260:21, 260:24,
262:7, 267:1, 267:10
Commission's [4] -
63:7, 252:16,
277:21, 288:3
Commission. \(\qquad\)
\(\qquad\)
4:12
Commissioner [39]
5:3, 5:4, 6:9, 6:16,
33:8, 33:16, 35:24,
43:1, 50:12, 93:13,
95:6, 99:16, 99:17,
100:2, 100:7,
101:25, 102:13,
129:4, 133:8,
134:20, 164:6,
165:4, 166:6,
169:27, 216:27,
233:25, 240:19,
242:4, 249:7,
254:28, 257:11,
258:21, 263:21,
266:10, 267:27,
269:27, 286:16,
289:16, 290:2
commissioner [7] -
3:4, 182:7, 206:5,
211:1, 221:13,
224:14, 251:1
COMMISSIONER [901]
- 6:10, 6:14, 6:27, 7:4, 10:24, 13:5, 13:9, 15:12, 15:16, 15:22, 16:2, 16:6, 18:26, 19:9, 19:15, 19:25, 20:2, 20:6, 20:19, 25:20, 25:25, 26:2, 27:21, 27:28, 28:20, 30:5, 30:8, 30:11, 30:26, 31:3, 31:9, 31:16, 31:28, 32:4, 32:9, 32:11, 32:24, 33:4, 34:20, 34:22, 35:9, 35:13, 35:14, 35:20, 35:22, 36:4, 36:8, 36:12, 36:14, 37:4, 37:7, 37:13, 40:26, 41:3, 41:9, 41:12, 41:22, 42:8, 42:18, 43:18, 43:22, 44:2, 44:4, 44:6, 44:9, 44:14, 44:18, 44:28, 45:4, \(45: 7,45: 10,45: 13\), 45:18, 46:7, 46:11, 47:16, 47:19, 48:25, 49:1, 49:5, 49:10, 49:15, 49:20, 49:23, 49:27, 50:3, 50:11, 50:15, 50:19, 50:22, 50:27, 51:2, 51:6, 51:11, 51:16, 51:17, 51:20, 51:24, 51:28, 52:14, 53:5, 53:12, 54:4, 54:9, 55:3, 55:7, 56:4, 56:27, 56:28, 57:1, 57:5, 57:16, 57:23, 57:26, 58:11, 59:8, 59:14, 62:11, 64:8, 66:18, 67:4, 67:9, 67:19, 69:1, 69:4, 69:26, 70:1, 70:5, 70:12, 72:24, 72:26, 73:3, 79:15, 80:17, 80:22, 80:27, 81:4, 81:7, 81:10, 81:13, 83:26, 84:8, 84:14, 84:21, 84:24, 86:24, 87:8, 87:12, 87:20, 89:10, 89:14, 91:25, 96:14, 96:27, 97:3, 97:13, 97:16, 97:18, 98:21, 99:5, 99:9, 99:13, 99:25, 99:26, 100:17, 100:21, 101:5, 101:15, 102:1, 102:12, 102:24, 102:26, 105:10, 105:14, 105:17, 105:23,

105:28, 106:14, 106:17, 106:22, 106:24, 106:26, 107:3, 107:5, 107:6, 107:27, 108:3, 108:7, 108:9, 108:12, 108:14, 108:15, 108:16, 108:18, 108:25, 109:4, 109:21, 109:28, 110:5, 110:8, 110:13, 110:17, 110:23, 110:28, 111:24, 111:27, 112:1, 112:18, 112:28, 113:18, 113:20, 114:27, 115:4, 115:6, 115:16, 115:20, 115:26, 116:8, 116:16, 117:3, 117:12, 117:16, 117:25, 118:28, 119:3, 119:6, 120:28, 123:11, 123:14, 123:17, 123:21, 123:24, 123:27, 124:3, 124:5, 124:9, 124:11, 124:14, 124:16, 124:18, 124:19, 124:21, 124:22, 124:23, 124:26, 125:7, 125:12, 125:14, 125:19, 125:24, 125:26, 126:4, 126:5, 126:7, 126:20, 126:22, 126:28, 127:2, 127:10, 127:11, 127:19, 128:3, 128:15, 128:17, 128:21, 128:24, 129:6, 129:13, 129:16, 129:19, 129:22, 129:27, 130:4, 130:24, 131:17, 131:19, 131:22, 132:25, 133:3, 133:14, 133:15, 133:27, 134:7, 134:20, 134:23, 134:28, 135:5, 135:13, 135:15, 135:26, 135:28, 136:25, 137:5, 137:19, 137:26, 138:2, 138:6, 138:10, 138:12, 138:17,

138:20, 138:23, 138:26, 138:28, 139:2, 139:5, 139:8, 139:10, 139:15, 139:19, 140:1, 140:6, 140:10, 140:17, 140:20, 140:26, 141:1, 141:4, 141:5, 141:10, 141:14, 141:20, 141:25, 141:27, 142:1, 142:19, 142:24, 143:15, 143:19, 143:22, 144:16, 144:28, 145:3, 146:11, 148:17, 149:5, 149:11, 149:14, 149:19, 149:28, 150:4, 150:9, 150:13, 150:17, 150:22, 150:26, 150:27, 151:3, 151:7, 151:12, 151:16, 151:21, 151:28, 152:9, 152:15, 152:16, 153:8, 153:17, 153:22, 154:2, 154:13, 154:17, 154:20, 154:23, 154:24, 154:27, 154:28, 155:1, 155:8, 155:10, 155:12, 155:14, 155:15, 155:18, 155:21, 155:23, 155:26, 156:1, 156:5, 156:9, 156:14, 156:18, 156:19, 156:20, 156:21, 156:25, 156:28, 157:1, 157:2, 157:3, 157:8, 157:10, 157:13, 157:24, 158:7, 158:13, 158:17, 158:19, 158:27, 159:3, 159:6, 159:10, 159:14, 159:22, 160:10, 160:20, 161:24, 162:2, 162:4, 163:5, 163:11, 163:14, 165:1, 165:28, 167:8, 167:11, 167:15, 167:20, 167:23, 167:26, 168:5, 168:12, 168:17, 168:26, 169:1, 169:4, 169:8,

169:11, 169:12, 169:16, 169:21, 170:1, 170:4, 170:7, 170:9, 170:14, 171:23, 171:25, 171:28, 172:13, 172:15, 172:17, 172:19, 172:20, 172:22, 172:23, 173:17, 173:21, 173:26, 174:2, 174:6, 174:16, 174:19, 174:22, 175:7, 175:12, 175:21, 176:26, 177:2, 177:7, 177:9, 177:20, 177:23, 177:27, 178:7, 178:11, 178:17, 178:18, 178:24, 178:27, 179:1, 179:9, 179:12, 179:15, 179:16, 179:19, 179:20, 180:13, 180:16, 180:27, 181:3, 181:7, 181:11, 181:15, 183:7, 183:10, 183:13, 183:16, 183:18, 183:20, 183:24, 184:14, 184:15, 184:18, 184:20, 184:27, 185:3, 185:9, 186:2, 186:8, 187:1, 187:5, 187:9, 187:13, 187:24, 188:1, 188:13, 188:19, 189:10, 190:2, 190:4, 190:7, 190:11, 191:18, 191:26, 193:19, 193:23, 193:27, 194:4, 194:26, 195:2, 195:5, 195:6, 195:8, 195:10, 195:20, 195:21, 195:27, 196:2, 196:4, 196:6, 196:9, 196:11, 196:15, 196:19, 196:21, 196:23, 196:25, 197:2, 197:8, 197:15, 197:19, 198:3, 198:13, 198:16, 198:20, 198:22, 198:25, 198:27, 199:1, 199:2, 199:4, 199:7, 199:8, 199:10, 199:11, 199:14,

199:22, 199:27, 200:7, 200:8, 200:10, 200:11, 200:14, 200:16, 200:17, 200:19, 200:28, 201:4, 201:7, 201:9, 201:11, 201:14, 201:21, 202:10, 202:15, 202:16, 202:18, 203:2, 203:5, 203:7, 203:9, 203:11, 203:12, 203:14, 203:16, 203:21, 203:26, 204:2, 204:3, 204:7, 204:11, 204:19, 204:23, 205:4, 205:7, 205:14, 205:16, 205:19, 205:28, 206:7, 206:10, 206:13, 206:15, 206:18, 206:19, 206:20, 206:23, 206:26, 207:12, 207:16, 207:20, 208:6, 208:9, 208:11, 208:14, 208:16, 208:19, 208:25, 209:1, 209:4, 209:7, 209:11, 209:13, 209:15, 209:16, 209:19, 209:20, 209:23, 210:2, 210:4, 210:7, 210:10, 210:12, 210:15, 210:18, 210:21, 210:26, 211:3, 211:5, 211:8, 211:10, 211:12, 211:17, 211:19, 211:26, 212:1, 212:4, 212:9, 212:11, 212:15, 212:22, 212:24, 213:4, 213:7, 213:9, 213:13, 213:18, 213:22, 213:28, 214:4, 214:12, 214:16, 214:18, 214:19, 214:22, 215:9, 215:10, 215:14, 215:16, 215:23, 216:1, 216:4, 216:8, 216:11, 216:14, 216:19, 216:20, 216:24, 216:28, 217:3, 217:7, 219:21, 219:25,
\begin{tabular}{|c|c|}
\hline 220:1, 221:1, & 265:24, 265:28, \\
\hline 221:24, 221:27, & 266:4, 266:8, \\
\hline 222:6, 224:25, & 266:12, 267:3 \\
\hline 225:26, 227:26, & 269:2, 269:19, \\
\hline 228:6, 228:22, & 269:23, 270:9, \\
\hline 229:13, 229:16, & 270:17, 270:24, \\
\hline 229:25, 230:1, & 270:26, 270:28, \\
\hline 230:5, 231:16, & 271:3, 271:6, 271 \\
\hline 231:21, 231:27, & 271:12, 271:15, \\
\hline 232:2, 232:4, 232:6, & 271:18, 271:22, \\
\hline 232:8, 232:10, & 271:26, 272:4, \\
\hline 232:11, 232:15, & 272:11, 272:23, \\
\hline 232:18, 232:26, & 272:28, 273:18, \\
\hline 233:1, 233:5, & 273:21, 273:24, \\
\hline 233:11, 233:22, & 273:28, 274:2, \\
\hline 234:3, 234:8, & 274:4, 274:7, \\
\hline 234:19, 234:23, & 274:13, 274:17, \\
\hline 235:2, 235:8, & 274:20, 274:24, \\
\hline 235:11, 235:23, & 274:26, 274:28, \\
\hline 235:26, 236:10, & 275:3, 275:8, \\
\hline 236:15, 236:19, & 275:12, 275:17, \\
\hline 236:22, 236:26, & 275:19, 276:5, \\
\hline 237:1, 237:13, & 276:8, 276:15, \\
\hline 237:20, 237:26, & 276:20, 276:24, \\
\hline 238:6, 238:19, & 277:15, 277:20, \\
\hline 239:1, 239:16, & 277:24, 277:28, \\
\hline 240:10, 240:14, & 278:16, 278:21, \\
\hline 241:10, 241:17, & 278:25, 278:26, \\
\hline 241:24, 242:11, & 280:2, 280:10, \\
\hline 242:19, 242:22, & 280:28, 281:6, \\
\hline 242:25, 243:2, & 281:16, 281:21, \\
\hline 243:9, 243:22, & 282:15, 282:25, \\
\hline 243:26, 244:1, & 283:9, 283:16, \\
\hline 244:4, 244:8, & 283:18, 283:20, \\
\hline 244:11, 244:15, & 284:2, 284:5, 284 \\
\hline 244:18, 245:19, & 285:2, 285:12, \\
\hline 246:3, 246:10, & 285:15, 287:3, \\
\hline 246:15, 246:20, & 287:5, 287:22, \\
\hline 247:22, 247:28, & 287:28, 288:2, \\
\hline 249:1, 249:8, & 288:4, 288:6, \\
\hline 249:24, 250:3, & 288:12, 288:17, \\
\hline 250:8, 250:17, & 288:20, 288:21, \\
\hline 251:2, 254:5, & 288:28, 289:14, \\
\hline 254:27, 255:2, & 289:25, 289:28, \\
\hline 255:5, 255:8, & 290:3, 290:5, 290 \\
\hline 255:12, 255:20, & 290:15 \\
\hline 256:6, 257:22, & COMMISSIONER \\
\hline 258:2, 258:8, & ELECT [118] - 44:18, \\
\hline 258:14, 258:24, & 44:28, 45:4, 45:7, \\
\hline 259:5, 259:10, & 45:10, 45:13, 54:9, \\
\hline 259:14, 259:18, & 57:1, 57:16, 57:23, \\
\hline 259:20, 259:22, & 57:26, 69:1, 72:24, \\
\hline 259:24, 259:26, & 99:9, 99:13, 101:5, \\
\hline 259:27, 260:1, & 102:1, 102:12, \\
\hline 260:4, 260:8, & 106:17, 106:26, \\
\hline 260:11, 260:12, & 107:5, 108:9, \\
\hline 260:27, 261:25, & 108:14, 108:16, \\
\hline 262:1, 262:10, & 108:25, 111:27, \\
\hline 263:17, 263:28, & 113:18, 114:27, \\
\hline 264:8, 264:15, & 115:4, 123:11, \\
\hline 264:21, 265:4, & 125:24, 126:4, \\
\hline
\end{tabular}

220:1, 221:1, 221:24, 221:27, 222:6, 224:25 225:26, 227:26 228:6, \(228: 22\), 229:25, 230:1 230:5, 231:16 231:21, 231:27, 232:2, 232:4, 232:6 8, 232.10 232:11, \(232: 15\) 233:1, 233:5, 233:11, 233:22 234:3, 234:8, 234:19, 234:23 235:2, \(235: 8\), 236:15, 236:19 236:22, 236:26, 237:1, 237:13, 237:20, 237:26 238:6, \(238: 19\), 240:10, 240:14 241:10, 241:17, 241:24, 242:11, 242:19, 242:22, :25, 243:2 , 244:4, 244:8, 244:11, 244:15, 244:18, 245:19 246:3, 246:10 246:15, 246:20 247:22, 247:28, 249:1, \(249: 8\) , 251:2, 254:5, 254:27, 255:2, 255:5, 255:8, 255:12, 255:20, 256:6, 257:22, 258:2, 258:8, 258:14, 258:24, 259:5, 259:10, 259:14, 259.18    260:11, 260:12 260:27, 261:25, 262:1, 262:10, 263:17, 263:28 264:8, 264.15, 264.21, 265:4

265:24, 265:28, 266:4, 266:8, 266:12, 267:3 270:17 270:26, 270:28, 271:3, 271:6, 271:9, 271:12, \(271: 15\) 71:18, 271:22, 272:11, 272:23, 272:28, 273:18 , 273.24 274:4, 274:7, 274:13, 274:17, 274:20, 274:24 274:26, 274:28, 275:3, 275:8, \(2,275.17\) 276:20, 276:24 277:15, 277:20 277:24, 277:28 8:16, 278:21 280:2, 280:10 280:28, 281:6 281:16, 281:21, 282:15, 282:25 283:9, 283:16 3:18, 283:20 285:2, 285:12 285:15, 287:3, 287:5, 287:22 287:28, 288:2, 288:4, 288:6, 288.17 88:28, 88:28, \(289: 14\) 290:3, 290:5, 290:8, 290:15

ELECT [118] - 44:18, 44:28, 45:4, 45:7, 45:10, 45:13, 54:9 1, 57:16, 57:23 50:0, 00:13, 101:5 102:1, 102:12 106:17, 106:26 107:5, 108:9, 108:14, 108:16 113:25, \(111: 27\) 115:4, 123:11 125:24, 126:4

126:7, 126:20 127:10, 128:3, 128:15, 128:21 129:6, 129:13 129:16, 129:19 131:17, 131:22 132:25, 133:15 151:28, 154:2 155:10, 155:15, 155:23, 155:26 156:5, 156:9, 156:18, 156:20, 156:25, 157:1, 157:3, 158:19 159:3, 159:14 159:22, 165:28 179:12, 179:16 179:20, 180:27 181:3, 181:7, 181:11, 181:15 183:7, 188:1, 190:2, 190:11, 198:16, 198:22, 198:25, 199:8, 199:10, 201:9, 202:18 203:12, 203:21 203:26, 204:3 208:25, 209:1 209:7, 209:15 211:17, 212:1, 212:4, 212:11 225:26, 241:10 241:17, 262:1, 262:10, 265:24 266:4, 266:8, 266:12, 269:2, 276:8, 276:15 276:20, 276:24 278:16, 278:25, 280:2, 281:21, 283:20, 284:6 287:28, 288:4, 288:21
commissioner-Elect [4] - 3:4, 182:7, 221:13, 224:14

COMMISSIONERS [2] - 2:3, 78:15

Commissioners [8] 7:7, 29:22, 73:12, 78:25, 217:15, 257:16, 265:1, 290:20

Commissioners. \(\qquad\) . [1] \(-4: 16\)
commitment [3] 58:16, 68:17, 68:18 commitments [1] 251:7
commits [1] - 255:26

constantly [4] - 65:26, 94:10, 112:24, 123:8
construction [3] 128:7, 128:18, 128:22
cont [3]-3:1, 3:3, 5:1 contacted [2] - 10:5, 21:16
contemplate [2] -
278:22, 278:28
content [1] - 182:28
context [2]-43:24, 286:22
contingency [11] -
20:11, 79:24, 79:25,
133:6, 205:26,
206:1, 206:14,
207:4, 240:15,
240:24
contingent [1] - 20:18
continuation [3] -
153:14, 156:22,
161:26
continue [15] - 11:24,
13:23, 15:17, 31:22,
60:16, 66:2, 96:22,
98:14, 99:2, 105:22,
109:22, 153:11,
171:7, 284:26,
285:20
continues [2]-11:25, 189:2
continuing [19] -
11:24, 22:22, 61:15, 98:12, 98:16, 98:17, 98:19, 103:13, 103:19, 103:26, 104:2, 104:21, 104:22, 105:3, 105:20, 108:23, 136:7, 155:24, 280:14
continuity [1] - 155:5
continuous [1] - 60:28
contract [28] - 14:25,
21:16, 51:4, 79:21,
116:24, 120:5,
130:16, 201:1,
216:17, 227:3,
228:9, 229:21,
232:20, 235:21,
237:25, 238:22,
239:6, 240:2, 241:4,
241:12, 248:10,
248:15, 252:24,
269:17, 271:4,
276:27, 278:23
contracted [4] - 35:6, 218:13, 237:24, 238:20
contractor [2] - 71:26, 127:28
contractors [2] -
68:19, 127:24
contracts [7]-119:9,
218:14, 229:14, 238:1, 239:14,
257:27, 276:26
contribution [1] -
137:21
contributions [1] 33:26
Control [5] - 145:16,
145:26, 146:5, 146:16, 147:6
control [3]-110:15, 246:1, 262:26
controls [1] - 121:21
conversation [8] -
11:10, 11:11, 40:10, 91:23, 122:19,
155:9, 189:13, \(274: 5\)
conversations [4]-
14:1, 43:3, 119:21, 247:16
conversion [1] 180:23
convoluted [1] - 92:26
coordinate [1] - 192:9
coordinated [1] -
134:1
coordinating [1] -
192:7
coordinator [3] -
61:11, 63:19, 185:13

\section*{Coordinator [3] -}

192:4, 194:3, 194:15
copy [3] - 72:26,
128:17, 178:13
Copy [1] - 79:19
core [1] - 288:6
corner [1] - 45:28
Coroner [1] - 158:4
Corral [1] - 55:8
correct [20] - 10:20,
18:12, 63:10, 98:20,
111:23, 166:8,
169:6, 173:10,
195:24, 207:5,
207:27, 209:10,
220:11, 221:16,
224:8, 224:22,
267:1, 278:1, 278:4, 291:10
corrections [1] 210:20
correctly [2] - 100:7, 154:18
correlating [1] -
234:25
corresponding [2] 242:14, 242:26
cosmetic [4] - 72:3, 123:26, 129:2
Cost [2] - 4:18, 4:22
COST [2]-79:17, 113:26
cost [70] - 14:7, 14:8, 20:28, 21:3, 23:1,
23:3, 34:14, 38:15,
38:27, 40:18, 42:7,
52:28, 53:11, 78:22,
79:26, 90:2, 109:25, 113:28, 114:2,
126:10, 126:13,
126:23, 127:3,
127:20, 129:17,
129:21, 132:1,
134:8, 147:27,
152:10, 158:8,
158:18, 159:1,
159:4, 160:14,
171:10, 175:16,
194:8, 201:16,
218:23, 219:12,
219:15, 219:16,
221:22, 222:11,
242:5, 242:6, 242:7,
242:10, 242:13,
245:17, 245:27,
245:28, 247:5,
247:8, 247:9,
247:10, 253:12,
253:24, 257:19,
263:22, 263:26,
264:3, 267:8,
267:15, 267:22,
271:19, 271:21
costing [4] - 9:16,
12:10, 119:15, 119:16
costly [3] - 250:26, 252:25
costs [16] - 11:23,
22:21, 34:2, 41:6, 45:22, 81:17, 93:5, 112:25, 169:26,
243:13, 247:7,
262:21, 264:13,
279:8, 279:10, 283:3
Council [6] - 230:8,
230:15, 230:22, 230:25, 234:4, 238:27
counsel [3]-114:13, 119:4, 291:12
Counsel [1] - 206:8 counsels [1] - 79:23 count [2] - 248:3, 249:23
counter [12]-54:27, 55:4, 55:6, 55:11, 55:14, 55:16, 55:17, 55:24, 56:25, 57:9, 57:19, 58:10
Counties [1] - 13:23
counties [2]-13:27, 236:17
COUNTY [10] - 1:3, 2:3, 7:15, 32:28, 73:6, 78:15, 81:20, 87:22, 291:4
county [35] - 13:16,
22:5, 29:21, 39:22,
42:26, 59:28, 60:10,
60:17, 61:7, 61:16,
64:4, 64:11, 71:19,
72:18, 74:7, 74:8,
75:5, 88:1, 88:20,
92:28, 101:12,
132:16, 137:24,
178:4, 202:26,
226:2, 226:4,
231:24, 237:5,
252:26, 260:10, 274:9, 284:16, 284:26, 286:11
County [98]-1:13, 2:9, 2:22, 4:7, 4:11, 4:11, 4:15, 4:16, 4:19, 4:21, 9:3, 9:6, 10:12, 13:18, 14:25, 15:7, 15:17, 15:24, 16:13, 16:16, 16:17, 17:25, 19:16, 21:18, 24:9, 33:21, 37:24,
38:15, 38:21, 42:7, 48:6, 48:14, 48:23, 50:9, 52:1, 53:3, 59:27, 62:2, 62:7, 63:7, 64:15, 65:12, 67:14, 68:20, 73:9, 73:13, 77:27, 78:24, 79:14, 80:13, 86:4, 89:23, 89:24, 94:9, 94:17, 94:24, 94:28, 95:9, 101:7, 101:8, 105:7, 105:8, 105:12, 109:19, 111:17, 113:4, 117:23, 118:19, 119:12, 120:25, 121:19, 121:22, 121:24, 122:3, 142:10, 145:23, 150:1, 156:10, 188:21, 204:26, 217:21, 227:17, 232:20, 236:3,
236:11, 237:3,

240:3, 251:28,
252:3, 253:27,
253:28, 254:1,
254:3, 254:20,
254:22, 266:28
County's [1] - 50:8
countywide [3] - 61:6,
72:17, 192:26
couple [15] - 34:17,
41:17, 53:28, 54:25,
69:9, 76:21, 122:2,
126:11, 130:18,
135:23, 153:9,
164:23, 164:24,
229:10, 260:23
course [8]-71:24,
78:27, 79:2, 96:1,
208:20, 220:26,
265:20, 267:16
court [8] - 11:23,
13:20, 22:21, 26:22, 126:12, 159:24,
162:6
Court [7]-1:15, 80:4, 80:5, 80:6, 80:8, 291:25
COURT [2] - 113:14, 199:12
Courthouse [4] -
123:7, 130:13,
131:1, 131:9
courthouse [7] -
123:9, 128:6,
128:27, 136:7,
136:8, 159:26, 162:7
courthouses [1] -
134:24
courtroom [14] -
124:10, 124:17,
124:24, 124:25,
124:27, 125:2,
126:1, 142:2, 148:5,
158:6, 159:12,
159:17, 159:23,
159:25
Courtroom [4] -
124:26, 125:5,
125:6, 125:22
cover [13] - 38:10,
47:16, 48:23, 79:4,
90:26, 91:6, 91:11,
143:23, 144:9,
145:6, 180:6,
195:18, 201:3
coverage [4] - 34:4,
34:5, 34:8, 43:3
covered [6] - 79:5,
110:3, 127:25,
183:27, 183:28
coworkers [1] - 106:6
CPA \([2]-104: 7,104: 9\)
crazy \([3]-36: 21\),
119:28, 162:7
create \([2]-82: 16\),
84:23
created [5]-82:24,
83:3, 84:18, 88:13,
\(230: 8\)
creates [1] - 90:25
creative [6] - 60:1,
60:20, 68:22, 74:16,
77:13, 89:3
credentials [1] 103:21
credit [1]-20:27
Creech [2]-2:14, 185:18
CREECH [104] - 17:15, 17:19, 24:8, 24:20, 24:24, 24:27, 25:2, 25:9, 25:15, 25:17, 25:23, 26:6, 26:10, 26:15, 26:27, 27:1, 27:4, 27:10, 27:15, 28:16, 29:2, 29:14, 37:1, 37:6, 37:9, 37:14, 40:9, 42:15, 43:1, 45:15, 52:15, 52:27, 53:8, 53:14, 53:19, 54:3, 81:24, 83:2, 83:10, 83:16, 84:2, 84:17, 84:22, 84:26, 85:2, 85:5, 85:10, 85:15, 86:13, 86:16, 87:1, 87:7, 87:10, 87:24, 89:16, 90:6, 90:10, 90:13, 90:23, 91:7, 91:10,
91:27, 93:10, 93:16, 94:13, 95:9, 95:20, 95:22, 95:28, 96:12, 96:16, 97:20, 97:25, 98:10, 98:17, 98:20, 98:23, 98:28, 99:8, 102:28, 106:5, 106:23, 110:7, 111:14, 121:12, 122:11, 122:15, 122:22, 122:27, 142:12, 142:15, 142:18, 186:17, 186:20, 187:10, 187:15, 187:19, 187:22, 187:26, 194:23, 262:15, 262:18, 285:7, 289:4
crew [1] - 118:26
crime [1]-15:9
Crimes [1]-28:21
criminals [1]-15:20
critical \([3]-61: 8\), 71:19, 100:2 critters [1] - 72:4 crossing [1] - 216:6 crying [1] - 143:7 current [14] - 33:26,
34:19, 35:4, 37:24, 40:5, 41:25, 74:28, 108:10, 125:21, 125:27, 126:8, 168:16, 262:27, 270:23
curve [1] - 189:5
cush [1]-104:18
custodial [3]-136:5, 137:10, 137:12 custodian [1] - 162:6 customer [3] - 116:15, 118:8, 227:24
customers [1] 285:27
cut [19]-28:26, 88:10,
213:1, 215:5, 243:5,
243:6, 243:7, 245:9, 248:21, 254:19,
254:21, 265:9,
265:14, 265:16,
266:20, 277:2,
277:8, 277:16,
277:18
cutaway [1] - 245:10
cuts [2]-246:8, 248:22
cutting [4] - 132:17,
246:6, 279:17
CVS [2] - 55:20
Cyber [1]-28:21
cycle [1] - 110:11
\begin{tabular}{|l|}
\hline \multicolumn{1}{|c|}{ D } \\
\hline DA \([6]-8: 25,24: 20\), \\
\(24: 21,25: 6,28: 4\), \\
29:6 \\
DA's \([1]-9: 3\) \\
dad's \([1]-170: 6\) \\
daily \([1]-60: 17\) \\
damn \([2]-213: 23\) \\
DAN \([6]-69: 8,69: 11\), \\
69:14, 69:25, \(72: 25\), \\
72:28
\end{tabular} 72.28

Dan [5]-3:9, 65:28, 69:6, 118:6, 197:4
dangers [1] - 165:10
Daphne [6]-15:24,
16:1, 109:10,
132:16, 192:9, 266:6
dark [1] - 239:26
darker [2]-241:7
data [6]-26:6, 219:4, 219:10, 245:4, 247:11, 247:12 data-by-passenger [1] - 245:4
date \([7]-26: 26,27: 1\), 27:3, 27:4, 27:13, 52:21, 60:9
daughter [1]-38:23
David [4]-111:25,
112:4, 117:1, 117:3
DAVIS [228]-13:1,
20:10, 20:23, 21:12, 21:15, 21:23, 21:26, 22:1, 22:3, 22:11, 28:24, 46:6, 46:13, 46:15, 46:20, 46:23, 47:10, 47:13, 54:8, 71:2, 92:20, 92:23, 94:6, 95:13, 95:21, 95:26, 96:10, 101:11, 101:18, 102:22, 103:19, 104:7, 104:10, 104:14, 107:16, 108:22, 109:6, 109:25, 111:19, 111:22, 112:11, 113:22, 115:7, 117:7, 117:10, 117:26, 119:5, 119:20, 121:7, 121:11, 122:9, 125:21, 125:25, 126:17, 127:14, 128:19, 129:9, 129:15, 129:18, 132:11, 132:24, 133:2, 139:24, 140:19, 141:24, 142:22, 143:1, 143:5, 143:8, 143:14, 144:27, 145:11, 145:14, 146:5, 146:9, 146:13, 146:18, 146:22, 146:26, 147:4, 148:16, 148:18, 149:3, 149:8, 149:17, 149:22, 150:11, 150:15, 150:24, 151:5, 151:9, 151:19, 151:23, 152:2, 152:4, 152:5, 152:20, 153:24, 154:6, 154:9, 155:13, 156:13, 157:19, 157:26, 157:28, 160:1,

160:23, 161:18, 161:21, 178:13, 181:24, 182:10, 182:13, 182:18, 183:4, 183:12, 183:15, 183:17, 184:24, 188:2, 193:4, 193:7, 193:21, 193:25, 194:1, 194:5, 194:8, 194:28, 195:24, 198:18, 202:3, 202:6, 202:9, 202:13, 203:10, 207:1, 207:3, 207:7, 207:9, 208:7, 208:18, 209:9, 209:12, 209:21, 209:27, 210:1, 210:14, 211:24, 211:27, 212:3, 212:20, 212:27, 213:1, 213:6, 214:1, 214:7, 214:10, 216:27, 217:1, 221:6, 221:9, 222:5, 222:7, 222:10, 222:16, 223:7, 223:16, 224:19, 225:27, 239:28, 260:26, 260:28, 261:5, 261:10, 261:13, 261:17, 261:24, 262:22, 262:25, 262:27, 263:4, 263:7, 266:6, 268:11, 268:15, 268:21, 268:25, 269:21, 269:28, 270:4, 270:8, 270:12, 270:23, 270:25, 270:27, 272:17, 272:19, 273:4, 276:14, 277:12, 277:13, 280:13, 280:18, 280:22, 280:25, 280:27, 282:3, 282:8, 282:13, 282:17, 282:23, 283:5, 283:6, 283:7, 283:13, 283:22, 283:24, 283:26, 284:4, 284:8, 284:12, 287:12, 287:15, 287:19, 288:14, 288:19, 289:8, 290:7
Davis [4]-2:12, 3:5, 30:27, 99:16 days [6]-156:12,

156:16, 180:1, 248:16, 248:22, 263:25
de [1]-252:10 de-boarding [1] 252:10
dead [1]-113:20
deal [14]-17:14, 22:9, 34:24, 39:14, 50:26, 111:11, 112:5,
118:2, 118:23,
128:2, 137:7,
192:26, 234:22,
284:28
dealing [6] - 91:15,
92:28, 95:14,
148:24, 175:8,
255:23
deals [2]-79:20,
284:15
dealt \({ }_{[1]}\) - 107:18
Dealy \({ }^{[1]}\) - 197:4
DEAN [27]-59:20,
59:23, 63:11, 64:9, 65:11, 66:9, 66:14, 66:17, 66:27, 67:5, 67:10, 67:21, 67:25, 68:3, 68:6, 69:3, 69:5, 69:10, 69:13, 69:22, 69:28, 70:3, 70:9, 70:14, 71:5,
72:21, 73:1
Dean [1] - 3:8
dear [1] - 287:1
death [1] - 178:8
debt [1]-121:25
December [1]-93:18
decent \({ }_{[1]}\) - 180:11
decide [9]-14:6,
14:10, 197:27,
202:1, 205:17,
209:18, 211:18, 261:17, 268:8
decided [7]-48:23,
207:23, 232:21,
240:5, 240:27,
241:23, 258:11
decision [32]-19:6,
31:7, 62:22, 79:27, 80:3, 80:25, 82:10, 87:25, 87:27, 112:6, 114:1, 122:24,
123:8, 123:23,
125:20, 129:7,
130:8, 136:6, 136:9, 136:21, 139:1,
198:14, 215:12,
215:25, 228:24,
248:19, 261:1,
268:12, 273:2,

283:25, 287:2, 289:4
DECISION [3] -
136:14, 136:27,
282:2
Decision [3]-4:23, 4:25, 5:13
decisions [7]-33:12,
227:24, 246:24,
247:18, 266:5,
278:9, 281:10
decrease [1] - 43:23
decreased [1] -
242:13
dedicated [1] - 102:11
deductible [2]-38:1, 56:10
deep [2]-149:24, 185:27
defendants [1] - 14:26 defense [2]-14:25,
22:28
degree [1] - 89:2
degrees [1] - 126:6
Deidra [3]-2:18,
185:22, 185:23
DEIDRA [8] - 48:3,
104:23, 104:26,
105:12, 105:16,
105:19, 105:26,
185:24
delayed [1] - 39:15
Delegation [2]-23:19, 216:16
deleted [1]-83:22 deliberately \({ }_{[1]}\) 95:19
DELIBERATIONS \({ }_{[12]}\) \(-1: 4,7: 16,7: 27\), 32:27, 78:15, 79:17, 81:20, 87:22, 113:26, 136:14, 217:10, 282:2
Deliberations [22] 4:9, 4:10, 4:16, 4:17, \(4: 19,4: 20,4: 22\), 4:23, 4:25, 4:26, 93:13, 95:6, 129:4, 133:8, 133:22, 206:5, 211:1, 221:13, 224:14, 225:9, 231:1, 290:26
Deliberations. \(\qquad\) . [1] \(-4: 8\)
\(\qquad\) ts [1] -
delinquents [1] 91:20
deliver [1]-71:12
demand [37]-225:5,
225:7, 225:28, 226:9, 226:11, 229:7, 229:8,

229:21, 230:13,
230:17, 230:20, 230:26, 231:7, 233:25, 233:27, 234:13, 234:14, 235:18, 236:12, 236:16, 236:18, 236:20, 237:23, 238:4, 238:14, 238:16, 238:21, 239:23, 242:27, 244:23, 252:25, 258:23, 258:25,
258:27, 285:27
demand-response
[30] - 225:5, 225:7,
225:28, 226:9,
226:11, 229:7,
229:8, 229:21, 230:13, 230:17, 230:20, 230:26, 231:7, 233:25, 233:27, 234:13, 234:14, 236:12, 236:16, 236:18, 236:20, 237:23, 238:4, 238:21, 239:23, 244:23, 252:25, 258:23, 258:27
demand-responses [1] - 258:25
demands [3]-116:28, 117:1, 261:3 density [2]-200:15, 202:24
DENTAL [1] - 32:27
Dental [1]-4:11 dental [10]-33:14, 33:18, 34:4, 34:11, 34:16, 34:19, 35:28, 37:1, 37:19, 44:26
DenteMax [3]-35:1, 35:4, 35:7 dentist [3]-35:19, 36:17, 44:21
dentists [9]-34:23, 34:27, 35:4, 35:8, 35:10, 36:3, 36:19, 36:22, 44:27
department [27] -
20:27, 53:1, 53:2, 87:2, 90:3, 116:3, 116:10, 118:3, 119:15, 148:10, 148:11, 158:3, 165:15, 171:1, 176:25, 203:18, 203:22, 204:20, 204:22, 204:28,

217:26, 217:27,
251:21, 251:28,
252:3, 276:17,
285:10
DEPARTMENT [2] -
81:21, 87:23
Department [11] -
2:11, 2:13, 2:15,
2:17, 2:19, 2:22,
52:2, 114:10, 171:9,
217:22, 285:11
Department. \(\qquad\)
.... [1] - 4:21
Department. \(\qquad\)
...... [1] - 4:19
Department/Director
[1]-2:10
departments [4]-
53:18, 118:19,
137:11, 164:15
Depot [1] - 69:27
depreciation [1] 263:24
Deputy [1] - 88:2 describing [1] 156:10
description [21] -
82:20, 84:16, 96:19, 97:21, 97:25, 98:22, 106:4, 108:10, 108:11, 108:17, 108:19, 108:26, 109:3, 111:7, 111:18, 147:6, 147:7, 147:10, 147:16, 147:26, 151:22
descriptions [8] 106:1, 110:14, 110:19, 111:1, 111:4, 111:6, 148:12, 148:13
deserve [1]-286:12 design [4]-37:24,
40:24, 54:12, 54:16 designated [2] -
225:21, 225:22
designation [1] 225:19
desire \({ }_{[1]}\) - 251:10 destination [2] -
225:12, 225:14
detailed [1] - 127:3
deteriorate [1] - 171:7
deteriorated [1] -
61:23
determine [1] - 108:26
determining \({ }_{[1]}\) 100:3
develop [1] - 36:26

Development \({ }_{[1]}\) 191:28
deviated [4]-225:6,
225:18, 239:9,
239:20
devoted [1] - 119:10
DHR [3] - 121:15,
122:16, 122:23
DHR's [1] - 24:2
dialysis [2] - 231:20, 252:27
differ \({ }_{[1]}\) - 115:17
difference [8]-34:12,
41:20, 73:25, 144:5,
146:21, 200:4,
225:6, 272:27
differences [1] - 104:1
different [32]-60:1,
90:16, 97:23,
135:23, 137:11,
146:20, 148:23,
148:25, 153:2,
172:8, 180:20,
196:7, 198:11,
198:23, 200:6,
200:9, 210:1, 210:3,
218:10, 218:14,
225:4, 226:2, 245:1, 247:10, 256:14,
262:15, 272:9,
272:13, 272:26,
282:26, 286:22
differentiate [2] -
104:13, 105:20
differentiation [1] 103:28
differently [3]-64:10, 101:24, 285:1
differing [1] - 228:16
difficult \({ }_{[1]}\) - 128:2
difficulty [1] - 8:7
diminishing [3] -
34:16, 37:5, 37:8
direct [2]-39:24,
260:21
directing [1] - 235:20
direction \([9]\) - 140:16,
170:22, 172:4,
250:13, 252:27,
252:28, 257:5,
257:11, 258:15
directly [5] - 20:27,
62:8, 63:17, 63:21, 102:19
Director [5] - 2:16,
2:18, 2:20, 2:23, 2:25
Directors [1] - 63:24
dirt [4]-71:26, 168:1,
171:10, 171:21
disability [1] - 53:20
disabled [1] - 265:2
discontinue [1] -
253:10
discount [1] - 44:15
discounted [1] - 39:23
discretionary [2] -
12:26, 197:3
discuss [2]-177:18, 272:21
discussed [7] - 54:21,
154:6, 170:2, 229:4, 229:11, 229:28, 252:14
discussion [11] - 7:2, 37:18, 38:7, 39:8, 40:1, 40:23, 54:14, 54:25, 121:28,
157:6, 191:5
discussions [3] -
119:20, 132:22,
251:17
disgusting [1] -
200:22
disruption [2] - 33:21, 36:2
DISTRICT [55] - 7:20,
7:23, 7:27, 7:28, 8:4, 8:6, 10:28, 11:4, 11:13, 11:20, 14:20, 15:4, 15:13, 15:21, 15:28, 16:8, 18:17,
18:24, 20:1, 20:4,
21:4, 21:14, 21:21,
21:24, 21:28, 22:2,
22:19, 23:8, 23:11,
23:16, 23:24, 23:28,
24:18, 24:22, 24:26,
25:1, 25:4, 25:14,
25:16, 25:19, 25:28,
26:4, 26:8, 26:13,
27:27, 28:1, 28:27,
30:14, 30:19, 30:22,
31:19, 32:2, 32:5,
32:22, 32:25
district [2]-80:8
District [8]-2:27, 4:9,
5:12, 8:7, 9:8, 17:12, 27:23, 287:4
dividing [1] - 248:1
doable [2] - 126:8,
275:18
doctor [3] - 40:17, 40:20, 104:5
doctors [1] - 185:16
document \([1]\) - 122:22
documentaries [2] 141:19, 152:14
documented [1] -
104:2
\begin{tabular}{|l} 
dogs \([1]-141: 9\) \\
dollar [38]-12:16, \\
12:20, 34:3, 37:17, \\
\(38: 11,39: 1,40: 4\), \\
\(40: 5,43: 19,51: 15\), \\
52:22, 52:23, 53:10 \\
54:23, 54:27, 54:28, \\
55:17, 56:19, 56:25 \\
57:11, 57:17, 57:19 \\
58:9, 83:17, 83:22, \\
84:18, 91:15, 91:22, \\
93:3, 93:5, 187:11, \\
235:12, 252:9, \\
\(265: 25,266: 25\), \\
\(278: 22,279: 20\), \\
\(279: 24\)
\end{tabular}
dollars [76] - 8:10,
8:18, 9:1, 9:16, 10:13, 10:18, 14:22, 14:28, 18:4, 18:11, 21:7, 23:4, 25:13, 26:24, 28:7, 28:24, 34:1, 34:7, 34:13, 38:13, 38:17, 40:13, 40:19, 43:4, 43:5, 46:24, 48:9, 48:11, 51:25, 53:17, 55:23, 60:10, 61:3, 77:14, 79:6, 79:8, 79:11, 88:4, 90:1, 91:21, 91:22, 92:2, 93:4, 93:5, 102:23, 119:16, 124:2, 128:14, 128:25, 129:12, 140:24, 156:26, 158:2, 158:8, 159:7, 166:17, 166:19, 174:9, 182:5, 182:13, 190:13,
193:25, 204:13,
207:5, 213:2, 218:7,
227:14, 239:5,
252:7, 254:11,
263:19, 267:11,
268:26, 271:28,
280:11
dollars' \({ }^{[3]}\) - 166:26,
173:16, 211:24
donate [1] - 76:28
donation [1] - 64:10
donations [1] - 70:17
Donations [1] - 65:21
done [52] - 31:27,
33:15, 39:13, 39:27, 43:22, 49:25, 60:15, 70:27, 76:5, 76:28, 77:16, 78:6, 80:19, 86:3, 88:23, 92:27, 96:24, 101:10,

101:12, 102:27, 109:11, 110:11, 114:9, 116:27, 118:7, 121:11, 122:12, 123:28, 126:9, 128:20, 130:14, 137:10, 158:20, 168:19, 179:26, 189:6, 193:12, 200:2, 200:3, 210:23, 211:6, 211:9, 211:11, 219:6, 220:21, 221:20, 254:14, 254:19, 256:19, 289:12, 289:15
door [2]-153:19, 286:25
doors [1] - 274:18
DORSEY [467] - 6:4, 6:12, 6:16, 7:2, 7:5, 7:8, 7:17, 7:22, 7:25, 10:15, 10:21, 10:25, 11:3, 11:8, 11:18, 12:23, 13:4, 13:7, 15:2, 16:4, 16:10, 16:24, 17:2, 17:6, 17:10, 18:13, 19:22, 20:8, 20:16, 22:8, 22:12, 23:6, 23:9, 23:13, 23:20, 23:27, 24:7, 28:22, 28:25, 29:1, 29:28, 30:9, 30:12, 30:16, 32:6, 32:15, 32:19, 33:1, 33:6, 37:20, 42:10, 42:24, 43:9, 43:12, 43:28, 44:3, 44:5, 44:8, 44:10, 46:10, 46:14, 46:22, 46:28, 47:9, 52:24, 53:22, 53:25, 54:6, 55:10, 55:13, 55:25, 56:1, 57:12, 58:13, 59:17, 64:17, 65:2, 65:9, 66:8, 66:10, 66:15, 67:22, 67:26, 68:4, 72:20, 72:22, 73:2, 73:10, 76:14, 76:19, 76:22, 76:25, 77:9, 77:16, 77:19, 78:9, 78:13, 78:17, 78:20, 80:14, 80:21, 81:1, 81:5, 81:8, 81:11, 81:15, 82:28, 83:6, 83:14, 84:28, 85:3, 85:6, 85:12, 85:18, 86:15, 86:17, 86:22, 87:4, 89:8, 89:12,
90:4, 90:15, \(90: 28\),

91:8, 92:18, 92:21, 97:1, 97:22, 97:28, 98:15, 98:18, 98:24, 99:6, 100:11, 100:14, 100:19, 100:23, 101:6, 101:17, 101:20, 102:3, 102:8, 103:2, 103:15, 104:4, 104:8, 104:11, 104:16, 104:25, 106:12, 106:15, 107:9, 107:12, 107:25, 108:1, 108:5, 109:14, 110:2, 110:10, 111:10, 112:10, 112:27, 113:10, 113:12, 113:16, 113:23, 114:21, 114:24, 114:28, 115:8, 115:13, 115:19, 115:25, 116:6, 116:13, 116:25, 117:14, 117:21, 118:1, 119:1, 119:17, 119:26, 120:24, 121:4, 121:27, 122:20, 122:26, 123:1, 123:6, 123:18, 124:7, 124:12, 124:15, 125:13, 125:16, 126:25, 127:4, 128:13, 129:1, 129:10, 129:24, 130:1, 130:6, 130:10, 130:15, 130:21, 130:27, 131:4, 131:8, 131:24, 132:5, 132:8, 133:11, 133:16, 133:24, 133:28, 134:12, 134:27, 135:7, 135:12, 135:19, 135:22, 136:4, 136:20, 137:17, 137:25, 139:13, 139:21, 139:27, 140:13, 140:22, 141:7, 142:26, 143:3, 143:6, 144:1, 144:4, 144:7, 144:10, 144:22, 145:2, 146:19, 146:28, 147:8, 148:3, 148:14, 148:28, 149:4, 150:19, 151:1,

151:10, 151:25, 152:8, 152:13, 152:17, 152:22, 152:26, 153:1, 153:4, 153:10, 153:13, 153:18, 153:26, 154:19, 156:3, 156:7, 157:12, 157:15, 157:22, 158:1, 158:6, 158:15, 160:8, 160:16, 160:26, 161:7, 161:10, 161:12, 161:15, 161:20, 161:22, 162:1, 162:11, 162:16, 162:24, 163:1, 163:7, 166:2, 167:28, 168:10, 172:24, 173:1, 173:5, 173:7, 173:11, 173:14, 173:19, 174:24, 174:28, 175:2, 175:25, 176:1, 176:6, 176:9, 176:11, 177:4, 178:6, 178:15, 180:19, 181:2, 181:5, 181:8, 181:14, 182:15, 182:19, 183:2, 183:5, 183:8, 183:22, 184:1, 184:4, 184:9, 184:13, 184:22, 185:7, 185:11, 185:23, 185:26, 186:11, 186:14, 186:18, 187:4, 187:7, 187:17, 187:20, 187:27, 188:4, 188:7, 188:15, 188:18, 188:22, 188:27, 189:8, 189:11, 190:14, 190:18, 190:24, 190:28, 191:7, 191:11, 191:14, 191:17, 191:19, 191:22, 192:2, 192:17, 192:21, 192:25, 193:1, 193:14, 194:10, 194:13, 194:16, 194:20, 195:14, 196:10, 196:13, 196:17, 196:27, 197:5,
197:10, 197:22,

199:24, 200:24, 201:19, 203:24, 203:28, 204:4,
204:9, 205:5, 205:9, 205:21, 205:27,
206:2, 212:7, 212:10, 212:13, 212:17, 215:12, 215:19, 215:27, 216:2, 216:6, 216:12, 218:17, 220:6, 221:7, 224:11, 224:17, 225:24, 226:16, 226:19, 226:21, 226:24, 226:27,
227:2, 227:5, 227:7, 227:10, 227:13,
227:16, 227:20,
229:1, 229:6,
232:13, 232:16,
249:9, 249:13,
251:12, 251:15,
251:20, 251:23,
251:26, 252:6,
252:19, 253:2,
253:6, 253:11,
253:16, 254:10,
254:16, 257:4,
257:9, 258:6, 260:6, 264:6, 264:9, 264:12, 266:27, 267:6, 268:2, 268:4, 278:12, 278:14, 281:18, 282:10, 282:21, 283:11, 283:14, 283:17, 284:10, 284:13, 284:20, 285:14, 285:17, 285:22, 287:7, 288:26, 289:2, 289:15, 289:21, 290:1, 290:4, 290:6, 290:11, 290:18, 290:23
Dorsey [9]-2:4, 33:8, 43:1, 93:13, 95:6, 134:21, 166:6, 206:5, 211:1
doubling \({ }_{[1]}-165: 23\) doubt [4]-19:11,
64:19, 85:21, 276:6
down [68] - 11:24,
11:25, 11:26, 11:27, 19:6, 22:22, 22:23, 22:24, 25:5, 25:7,
25:12, 26:16, 28:4, 28:5, 28:9, 28:11,
32:8, 37:9, 37:16,
44:22, 49:22, 50:2,

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
\begin{tabular}{|c|c|c|c|c|}
\hline \[
\begin{aligned}
& 50: 14,51: 8,58: 6, \\
& 66: 12,67: 1,68: 24,
\end{aligned}
\] & E & \[
\begin{aligned}
& \text { 286:26 } \\
& \text { efficiently [2] - }
\end{aligned}
\] & \[
\begin{gathered}
\text { 221:13, 224:14 } \\
\text { ELECT }[118]-44: 18,
\end{gathered}
\] & \begin{tabular}{l}
elephant \([1]-61: 27\) \\
eliminate [6] - 48:21,
\end{tabular} \\
\hline \[
\begin{aligned}
& 71: 25,75: 14,82: 3, \\
& 88: 9,95: 2,125: 14,
\end{aligned}
\] & e-mail [1] - 160:28 & \[
\begin{array}{r}
\text { 256:11, 285:28 } \\
\text { effort [1] - } 59: 25
\end{array}
\] & \begin{tabular}{l}
44:28, 45:4, 45:7, \\
45:10, 45:13, 54:9,
\end{tabular} & \[
\begin{aligned}
& \text { 237:7, 246:19, } \\
& \text { 259:8, 263:10, }
\end{aligned}
\] \\
\hline 132:21, 134:25, & e-mails [3]-100:27, & efforts [4] - 18:9, & 57:1, 57:16, 57:23, & 268:10 \\
\hline 136:21, 142:20, & 101:22, 228:12 & 284:17, 284:18 & 57:26, 69:1, 72:24, & eliminated [3] - 83:19, \\
\hline \[
\begin{aligned}
& \text { 150:18, 162:25, } \\
& \text { 173:16, 174:11, }
\end{aligned}
\] & \[
\begin{aligned}
& \text { ear }[1]-118: 12 \\
& \text { early }[2]-58: 25,
\end{aligned}
\] & \[
\begin{aligned}
& \text { eight }[52]-25: 12, \\
& 28: 4,30: 10,41: 2
\end{aligned}
\] & \[
\begin{aligned}
& \text { 99:9, 99:13, 101:5, } \\
& \text { 102:1, 102:12, }
\end{aligned}
\] & \begin{tabular}{l}
236:17, 277:8 \\
eliminating [3]
\end{tabular} \\
\hline 196:14, 197:20, & 228:1 & 1:27, 42:2, 43:13, & 106:17, 106:26, & 236:25, 236:28, \\
\hline 208:12, 209:2, & earth [1] - 98:2 & 3:14, 43:15, 43:25, & 107:5, 108:9, & 281: \\
\hline 209:4, 211:4, & easier [7]-22:4 & 4:6, 44:23, 45:7 & 108:14, 108:16 & elimination [1] \\
\hline 220:20, 221:28, & 71:13, 71:23, 77:28, & 6:3, 47:1, 48:1 & 108:25, 111:27, & 250:23 \\
\hline 222:8, 223:4, 227:8, & 85:19, 141:15 & 52:3, 56:5, 56:8, & 113:18, 114:27, & ELLIOTT [528] - 6:10, \\
\hline 230:12, 254:16, & east [3] - 131:2 & 1:16, 76:26, 85:19, & 115:4, 123:11, & 6:14, 6:27, 10:24, \\
\hline 257:16, 258:18, & 31:16, 182:9 & 0:1, 118:24, & 125:24, 126:4, & 13:5, 13:9, 15:12 \\
\hline 266:17, 269:3, & Easter [3] - 75:22 & 40:24, 180:23, & 126:7, 126:20, & 15:16, 15:22, 16:2, \\
\hline 270:10, 271:19, & 75:23 & 18:20, 219:1, & 127:10, 128:3, & 16:6, 20:19, 25:20, \\
\hline 276:25, 276:26, & Eastern [4]-132:17, & 19:18, 220:18, & 128:15, 128:21, & 25:25, 26:2, 27:21 \\
\hline 291:7 & 23:25, 226:17, & 20:20, 220:27, & 129:6, 129:13, & 27:28, 28:20, 30:26, \\
\hline downward [1] - 25:6 & 242:2 & 23:1, 223:2, 223:4, & 129:16, 129:19, & 31:3, 31:9, 31:16, \\
\hline DR [1] - 64:24 & easy [2]-71:11, 72:9 & 35:12, 242:9, & 131:17, 131:22, & 31:28, 32:4, 32:9, \\
\hline \begin{tabular}{l}
drafting [1] - 72:27 \\
draw [4]-91:3, 205:7
\end{tabular} & \[
\begin{aligned}
& \text { eat }[3]-61: 27,184: 7 \text {, } \\
& 287: 27
\end{aligned}
\] & \[
\begin{aligned}
& 244: 3,244: 9 \\
& 244: 10,244: 12
\end{aligned}
\] & \[
\begin{aligned}
& \text { 132:25, 133:15, } \\
& \text { 151:28, 154:2, }
\end{aligned}
\] & 32:11, 32:24, 34:22, 35:13, 35:20, 36:4, \\
\hline 266:28, 267:10 & eats [1] - 109:22 & 45:25, 262:5 & 155:10, 155:15 & \[
36: 8,36: 12,36: 14,
\] \\
\hline drive [5] - 137:12, & eBay [1] - 140:27 & 67:19, 269:10 & 155:23, 155:26, & 37:4, 37:7, 37:13 \\
\hline 254:13, 254:25 & economic [1]-114:8 & 㖪:16, 271:23 & 156:5, 156:9, & 40:26, 41:3, 41:9, \\
\hline 258:18, 260:9 & Economic [1] - 191:27 & 71:27, 272:19, & 156:18, 156:20, & 41:12, 41:22, 42:8, \\
\hline \[
\begin{aligned}
& \text { driven }[2]-34: 2, \\
& \text { 250. }
\end{aligned}
\] & Ecumenical [10] - & 280:8 & \[
\begin{aligned}
& \text { 156:25, 157:1, } \\
& 157: 3.158: 19
\end{aligned}
\] & \[
42: 18,43: 18,43: 22 \text {, }
\] \\
\hline \[
\text { driver }[4]-233: 5 \text {, }
\] & \[
\begin{aligned}
& 59: 26,61: 1,61: 9 \\
& \text { 63:18, 63:23, 63:25, }
\end{aligned}
\] & 242:9 & \[
159: 3,159: 14
\] & 44:9, 44:14, 45:18, \\
\hline 233:6, 233:7, 243:11 & 64:13, 64:18, 65:17, & eighteen [3] - 76:17, & 159:22, 165:28, & 47:16, 47:19, 48:25, \\
\hline driver's [1]-254:24 & 65:25 & 218:12 & 179:12, 179:16,
179:20, 180:27, & 49:1, 49:5, 49:10 \\
\hline drivers [3]-228:18, 233:8, 275:15 & \[
\begin{aligned}
& \text { Ecumenical's }[1] \text { - } \\
& 63: 15
\end{aligned}
\] & \[
\begin{gathered}
\text { eighty }[15]-8: 21,9: 9, \\
18: 4,30: 18,34: 1,
\end{gathered}
\] & \[
\begin{aligned}
& \text { 179:20, 180:27, } \\
& \text { 181:3, 181:7, }
\end{aligned}
\] & \[
\begin{aligned}
& 49: 15,49: 20,49: 23 \\
& 49: 27,50: 3,50: 11
\end{aligned}
\] \\
\hline driving [2] - 235:9, & ed [11] - 98:16, 98:17, & 60:12, 124:2, & 181:11, 181:15, & 50:15, 50:19, 50:22 \\
\hline 258:16 & :19, 103:13, & 31:28, 232:9, & 183:7, 188:1, 190:2, & 50:27, 51:2, 51:6, \\
\hline drop [6]-28:6, 57:2, & 103:19, 103:26, & 233:13, 233:16 & 190:11, 198:16, & 51:16, 53:12, 55:3, \\
\hline 71:8, 71:11, 230:20, & 104:2, 104:21, & 38:12, 242:8, & 198:22, 198:25, & 55:7, 56:28, 57:5, \\
\hline 241:2 & 104:22, 105:20, & 269:11, 280:8 & 199:8, 199:10, & 58:11, 59:8, 59:14, \\
\hline dropped [2]-240:8, & 108:23 & eighty-five [2] - 30:18, & 201:9, 202:18, & 62:11, 64:8, 66:18, \\
\hline 254:6 & edge \([1]-132: 17\) & \[
34: 1
\] & \[
\begin{aligned}
& \text { 203:12, 203:21, } \\
& \text { 203:26, 204:3, }
\end{aligned}
\] & 67:4, 67:9, 67:19, 69:4, 72:26, 73:3 \\
\hline drug [1] - 56:17 drugs [1] - 56:18 & educated [1] - 105:9 & \[
\begin{gathered}
\text { eighty-n } \\
\text { 238:12 }
\end{gathered}
\] & \[
\begin{aligned}
& 203: 20,204: 3, \\
& 208: 25,209: 1,
\end{aligned}
\] & 79:15, 80:17, 80:22, \\
\hline DSD [1] - 197:4 & 9:18 & eighty-one [6]-8:21, & 209:7, 209:15, & 80:27, 81:4, 81:7, \\
\hline DSLD \({ }_{[1]}-64: 24\) & education [6] - 98:12, & \[
\begin{aligned}
& 9: 9,231: 28,232: 9, \\
& 233: 13,233: 16
\end{aligned}
\] & \[
\begin{aligned}
& \text { 211:17, 212:1, } \\
& \text { 212:4, 212:11, }
\end{aligned}
\] & \begin{tabular}{l}
81:10, 81:13, 83:26, \\
86:24, 87:8, 87:12,
\end{tabular} \\
\hline \begin{tabular}{l}
duct [1]-143:12 \\
due [9]-87:28, 89:19,
\end{tabular} & \[
\begin{aligned}
& \text { 105:4, 236:28, } \\
& \text { 237:3, 251:8, } 259: 9
\end{aligned}
\] & \[
\begin{gathered}
\text { 233:13, 233:16 } \\
\text { eighty-six [1] - } 242: 8
\end{gathered}
\] & 225:26, 241:10, & 87:20, 89:10, 89:14, \\
\hline 223:25, 224:20, & educational [1] - & eighty-three [1] - & 241:17, 262:1 & 91:25, 96:14, 96:27, \\
\hline 241:13, 241:14, & 179:10 & 280:8 & \begin{tabular}{l}
262:10, 265:24, \\
266:4, 266:8
\end{tabular} & \[
97: 13,97: 18,98: 21,
\] \\
\hline \[
\begin{aligned}
& \text { 256:16, 263:21, } \\
& 267: 21
\end{aligned}
\] & Edwards [1] - 82:6 effect [1] - 209:9 & \[
\begin{aligned}
& \text { either }[15]-50: 20, \\
& 80: 28,93: 7,103: 22 \text {, }
\end{aligned}
\] & 266:4, 266:8,
266:12, 269:2, & \[
\begin{aligned}
& 99: 26,100: 17, \\
& \text { 100:21, 101:15, }
\end{aligned}
\] \\
\hline Due [1]-88:19 & \[
\text { effected }[1]-58: 2
\] & 118:9, 126:12, & 276:8, 276:15 & 102:24, 105:10, \\
\hline during [6]-28:10, & efficiencies [2] & 147:15, 167:2 & \[
\begin{aligned}
& \text { 276:20, 276:24, } \\
& \text { 278:16, 278:25, }
\end{aligned}
\] & 105:14, 105:17, \\
\hline 73:27, 101:12, & 88:13, 99:2 & 172:21, 204:5, & \[
\begin{aligned}
& 28: 10,2 / 8: 25 \\
& 280: 2,281: 21,
\end{aligned}
\] & \[
\begin{aligned}
& \text { 105:23, 105:28, } \\
& \text { 106:14, 106:22, }
\end{aligned}
\] \\
\hline 147:26, 230:23, & efficiency [4] - 255:13, & 234:9, 234:15, & 283:20, 284:6, & 106:24, 107:3, \\
\hline duties [1] - 137:14 & efficient [8] - 94:5, & 285:26 & 287:28, 288:4, & 107:6, 107:27, \\
\hline & 101:19, 250:25, & elderly [3] - 70:22, 74:20, 265:2 & election [1] - 99:16 & \[
\begin{aligned}
& \text { 108:3, 108:7, } \\
& \text { 108:12, 108:15, }
\end{aligned}
\] \\
\hline & \[
\begin{aligned}
& 252: 22,255: 3, \\
& 257: 6,286: 19,
\end{aligned}
\] & \begin{tabular}{l}
74:20, 265:2 \\
Elect [4]-3:4, 182:7,
\end{tabular} & elections [1] - 114:4 & 108:18, 109:4, \\
\hline
\end{tabular}

109:21, 109:28, 110:5, 110:8, 110:13, 111:24, 112:1, 113:20 115:6, 118:28, 119:3, 119:6, 120:28, 123:14, 123:17, 123:21, 123:24, 124:3, 124:9, 124:14, 124:16, 124:19, 124:22, 124:26, 125:12, 125:14, 125:19, 125:26, 126:5, 126:22, 127:2, 127:11, 127:19, 128:17, 128:24, 129:22, 129:27, 130:4, 130:24, 131:19, 133:3, 133:14, 134:7, 134:20, 134:23, 134:28, 135:5, 135:13, 135:26, 135:28, 137:19, 138:12, 138:20, 138:23, 138:26, 139:2, 139:5, 139:8, 140:1, 140:6, 140:10, 140:17, 140:20, 140:26, 141:1, 141:4, 141:10, 141:14, 141:20, 141:25, 142:1, 142:19, 142:24, 143:22, 144:16, 144:28, 146:11, 149:5, 149:11, 149:14, 149:19, 149:28, 150:4, 150:9, 150:13, 150:17, 150:22, 150:26, 151:12, 151:16, 151:21, 152:9, 152:15, 153:22, 154:13, 154:17, 154:20, 154:24, 154:27, 155:1, 155:8, 155:12, 155:14, 155:18, 156:14, 157:10, 157:13, 158:7, 158:13, 160:10, 161:24, 162:2, 162:4, 163:5, 165:1, 167:8, 167:11, 167:15, 167:20, 167:23, 167:26, 168:5, 168:12, 168:17,

169:8, 169:11, 169:21, 170:1, 170:4, 170:7, 170:9, 170:14, 171:23, 171:25, 171:28, 172:13, 172:17, 172:20, 172:23, 173:21, 173:26, 174:2, 174:6, 174:16, 175:12, 177:7, 177:20, 177:23, 177:27, 178:7, 178:11, 178:18, 178:24, 178:27, 179:1, 179:9, 179:15, 179:19, 183:20, 184:14, 184:18, 188:13, 191:26, 194:26, 195:5, 195:8, 195:21, 195:27, 196:4, 196:9, 196:21, 196:25, 198:13, 198:27, 199:2, 199:22, 200:7, 200:10, 200:14, 200:17, 202:16, 203:5, 203:9, 203:11, 203:16, 204:2, 204:7, 204:11, 205:4, 205:7, 205:16, 206:7, 206:10, 206:13, 206:15, 206:18, 206:20, 208:11, 208:16, 208:19, 209:4, 209:11, 209:13, 209:16, 209:20, 209:23, 210:4, 210:7, 210:10, 210:15, 211:5, 211:10, 211:19, 211:26, 212:15, 212:22, 214:4, 214:16, 214:19, 215:9, 215:14, 215:16, 216:1, 216:11, 216:14, 216:20, 216:24, 216:28, 217:3, 217:7, 219:21, 219:25, 220:1, 227:26, 228:6, 228:22, 229:13, 229:16, 229:25, 230:1, 230:5, 231:16, 231:21, 232:2, 232:6, 232:10, 232:18,

232:26, 233:1, 233:5, 233:11, 233:22, 234:3, 234:8, 234:19, 234:23, 235:2, 235:8, 235:11, 235:23, 235:26, 236:10, 236:15, 236:19, 236:22, 236:26, 237:1, 237:13, 237:20, 237:26, 238:6, 238:19, 239:1, 239:16, 242:11, 242:19, 242:22, 242:25, 243:2, 243:9, 243:22, 243:26, 244:1, 244:4, 244:8, 244:11, 244:15, 244:18, 246:3, 246:10, 246:15, 246:20, 247:22, 247:28, 249:1, 249:8, 249:24, 250:3, 250:8, 250:17, 251:2, 254:5, 254:27, 255:2, 255:5, 255:8, 255:12, 255:20, 256:6, 257:22, 258:2, 258:8, 258:14, 258:24, 259:5, 259:10, 259:20, 259:24, 259:27, 260:4, 260:8, 260:12, 260:27, 261:25, 263:17, 263:28, 264:8, 264:15, 264:21, 265:4, 265:28, 267:3, 270:9, 270:17, 270:24, 270:26, 270:28, 271:3, 271:6, 271:9, 271:12, 271:15, 271:18, 271:22, 271:26, 272:4, 272:23, 272:28, 273:18, 273:21, 273:24, 273:28, 274:2, 274:4, 274:7, 274:13, 274:17, 274:20, 274:24, 274:26, 274:28, 275:3, 275:8, 275:12, 275:17, 275:19, 276:5, 277:15, 277:20, 277:24, 277:28,

278:21, 278:26, 280:10, 280:28, 282:15, 282:25, 283:9, 283:16, 283:18, 284:2, 284:5, 285:2, 285:12, 285:15, 287:3, 287:5, 287:22, 288:2, 288:6, 288:12, 288:17, 288:20, 289:25, 290:5, 290:8, 290:15
Elliott [7] - 2:7, 6:9, 35:25, 50:12, 216:27, 242:4, 251:1
Elliott's [1] - 233:26
EMA [5] - 2:20, 136:15, 178:16, 179:28, 184:24
emergencies [1] 270:7
emergency [2] - 38:5, 76:9
Emergency [1] - 2:20
emphasis [1] - 96:11
employee [20]-33:25,
40:19, 41:25, 41:28, 42:1, 42:5, 48:10, 51:26, 53:17, 58:24, 75:21, 75:25, 99:1, 100:6, 101:7, 102:19, 108:28, 109:26, 112:15, 226:22
employees [32] - 22:6, 33:22, 35:11, 36:2, 38:15, 38:21, 39:18, 40:11, 42:3, 42:21, 47:10, 48:17, 52:7, 52:8, 52:9, 53:9, 56:6, 75:22, 105:9, 106:9, 111:4, 113:1, 113:2, 113:7, 113:9, 227:21, 254:3, 256:16, 262:27, 263:2, 265:9, 279:28 employees' [1] - 38:27 employer [1] - 41:26 empty [1] - 106:11 enables [1] - 111:19 enclosed [1] - 166:27 encourage [1] 261:26
encourages [1] 55:26 encouraging [1] 39:6 end [23]-20:14, 20:20, 31:18, 41:5,

41:10, 47:13, 59:4, 61:17, 64:4, 76:10, 80:23, 109:24 121:23, 122:2,
133:4, 165:11,
172:10, 197:26,
219:6, 220:22,
222:11, 254:4, 261:2
ended [2]-27:6, 218:19
ending [1] - 220:25
ends [2] - 43:4, 43:5
energy [1] - 153:20
Engineer [1] - 2:22
engineer [1] - 256:21
engineered [1] -
169:22
engineering [1] -
144:19
enrollment \({ }_{[1]}-58: 20\)
enter [1] - 50:16
Enterprise [1] - 79:20
entire [6] - 85:27,
109:23, 110:12, 132:15, 159:26, 182:6
entities [2] - 76:2,
218:14
entity [2]-50:25, 105:8
entrance [1] - 128:6
environment [1] 127:28
equipment [28] 11:15, 11:16, 12:5, 134:6, 134:10, 164:20, 171:5, 181:27, 195:7, 228:16, 228:17, 233:28, 234:26, 242:15, 242:26, 243:8, 246:11, 246:16, 246:23, 250:20, 250:24, 255:15, 256:14, 264:2, 264:24, 264:25, 264:27
ER [1] - 56:14
Escambia [1]-253:27
especially \([4]\) - 44:14,
61:16, 105:7, 173:28
essential [2] - 230:4, 230:16
essentially [1] -
229:12
essentials [1] - 229:5
establish [1] - 202:28
estimate [9]-126:23,
127:3, 127:20,
128:18, 158:8,

158:18, 160:3
160:15
estimating [2] - 17:15, 22:24
Estuary [1] - 199:6 evacuation [3] -
201:20, 201:22, 201:25
evened [1] - 195:22
evening [1] - 241:26
evenings [1] - 241:26
evenly [1] - 41:25
event [3]-140:5, 140:8, 176:19
events [7] - 73:26,
137:23, 138:15,
171:4, 175:9, 237:7,
250:7
eventuality [1] -
275:24
eventually [1] - 122:3
exact [1] - 47:27
exactly [15] - 40:22,
110:27, 148:2,
163:13, 215:7,
225:1, 235:24,
238:17, 246:15,
247:4, 250:21,
257:3, 260:22,
267:17, 280:25
example [1] - 107:6
excellent \({ }_{[1]}\) - 117:8
except [4]-79:27,
81:26, 215:14, 222:20
Excuse [4]-8:19,
9:13, 56:24, 135:6
excuse [3] - 162:2, 173:20, 280:5
exhibit \({ }_{[1]}-252: 1\)
existing \([5]\) - 21:18,
103:20, 103:21,
161:18, 232:20
exit [2] - 273:19,
274:16
expect \([7]-11: 5,86: 7\),
94:7, 145:20,
220:19, 223:4,
242:13
expectation \([1]\) -
62:25
expected [4]-33:19,
234:22, 234:23,
266:16
expecting [2]-25:21,
26:20
expense [4]-80:3,
91:6, 221:21, 223:17
expenses [3]-221:10,
221:11, 223:7
expensive \([8]-56: 18\), 72:7, 169:20, 204:15, 228:18, 228:19, 275:25
experience [8]-
88:26, 89:25, 95:13, 111:14, 111:16, 118:24, 118:25 expert [4]-22:27, 22:28, 23:3, 23:12 experts [1] - 68:4 expiring [1] - 216:17 extension [1]-191:24 externally \([1]\) - 237:4 extra \([7]\) - 11:11, 11:13, 19:21, 20:3, 128:23, 144:17, 174:10
eye [1] - 86:1
eyeball [1] - 143:2
eyes' [1] - 44:21

\section*{F}
face [2]-18:21, 181:25
faces [1] - 128:7
facilitate [1]-66:16
facilities [4]-39:19, 39:22, 75:4
fact [5] - 44:15, 61:22, 61:23, 222:10, 241:3
factored [1] - 39:28 factory [1]-137:27 factory-built [1] 137:27
facts [3]-235:28, 244:17, 244:19
failover [4]-154:24, 155:2, 155:28, 161:25
fair [10]-38:21, 58:24, 83:12, 86:2, 86:14, 91:2, 99:7, 104:17, 106:16, 120:17
Fairhope [13] - 94:11, 130:26, 131:1, 131:9, 132:16, 148:6, 192:9, 196:7,
224:2, 245:11, 248:12, 265:27, 266:6
fairly [5] - 63:4, 83:13, 87:2, 87:3, 87:14 faith [1] - 33:20
fall [4]-26:20, 72:5, 75:12, 117:17 fallen [2]-239:24, 279:4
falling \({ }_{[1]}-245: 6\)
falls [1]-279:7
familiar [4]-35:20, 37:23, 38:14, 224:28
families [1]-66:6
family [12] - 33:28,
38:3, 43:3, 43:6,
46:16, 52:8, 52:9,
56:12, 60:23, 67:3,
67:7, 72:10
fancy [1] - 81:9
fantastic [1] - 62:14
far [15]-21:17, 27:26,
70:7, 74:4, 75:8,
76:8, 76:11, 100:9,
165:15, 190:10,
190:12, 223:8,
238:25, 249:5,
250:19
fare [1]-238:7
farebox [2] - 218:12, 257:26
fareboxes [1] - 276:26
fares [2] - 218:13, 237:24
Fargo [1] - 64:2
farmers [1] - 74:7
fashion [1]-13:13
fast \([1]\) - 11:26
faster [1]-90:25
Faulkner [2]-248:9, 248:14
Faust's [1] - 211:18
favor [3]-7:5, 42:19, 290:19
favorite [2]-62:27,
226:22
February [1]-73:28
Federal [9]-217:23, 217:25, 248:21, 248:28, 255:23, 255:24, 256:9, 256:15
fee [3]-28:3, 75:5, 92:2
Feeding [2] - 206:9, 206:10
feelings [1]-62:26
fees [6] - 89:28, 93:3,
93:4, 218:11, 218:12, 237:24
feet [2]-173:20, 182:16
Felisha [4] - 141:18, 163:6, 163:7, 163:8 fell \({ }_{[1]}-29: 12\)
Feller [1] - 3:10
felt [2] - 82:23, 157:6
FEMA [2] - 165:20, 165:22
fence [4] - 167:1, 174:5, 174:7, 174:8
fencing \([1]\) - 167:5
Fest [1] - 237:10
Festival [1] - 251:7
Festivals [1] - 237:11
few [11]-36:19, 46:26,
49:26, 73:15, 75:17,
78:21, 83:7, 86:6,
217:18, 249:17,
277:8
Fiesta [1] - 9:20
fifteen [15]-8:14,
10:8, 35:18, 38:3,
56:12, 79:12, 89:22,
138:10, 139:9,
162:26, 186:26,
186:27, 187:23,
257:27, 283:3
fifty [47] -9:4, 9:5,
10:26, 11:1, 17:16, 17:22, 17:24, 18:10,
18:18, 25:21, 29:28,
40:15, 51:14, 56:14,
77:14, 80:9, 81:3,
81:12, 91:21,
123:15, 127:22, 150:28, 151:1, 151:3, 158:8,
158:12, 158:25, 160:8, 160:11,
160:14, 194:9,
204:12, 205:6,
207:4, 214:3, 214:10, 223:21, 233:27, 239:13,
241:19, 248:2,
257:25, 258:22,
268:2, 280:7
fifty-five \([5]\) - \(9: 4\),
77:14, 151:1, 151:3, 257:25
fifty-four [1] - 248:2
fifty-nine [2] - 223:21, 239:13
fifty-seven [1] 150:28
fifty-six [4]-10:26, 11:1, 18:18, 29:28
fifty-two [2] - 9:5, 280:7
fight \({ }_{[1]}\) - 86:18
fighting [2]-197:23, 197:24
fights [1] - 197:21
figure [12] - 12:16,
31:6, 54:28, 131:5, 215:7, 247:17,
253:18, 257:2,
266:13, 266:15,

288:16, 288:17
figured [3] - 96:10,
189:15, 189:26
figuring [3] - 13:25,
134:1, 227:21
file [2] - 92:15, 122:26
filed [1] - 58:19
fill [6] - 55:19, 85:16,
94:2, 99:27, 179:25,
181:9
fill-in [1] - 85:16
filled [5] - 54:24,
54:28, 56:25, 58:2, 181:22
final \([4]-22: 20,33: 3\), 33:5, 230:10
finally \({ }_{[1]}\) - 31:4
finance [1] - 33:16
FINANCE [468] - 6:4,
6:12, 6:16, 7:2, 7:5,
7:8, 7:17, 7:22, 7:25, 10:15, 10:21, 10:25, 11:3, 11:8, 11:18, 12:23, 13:4, 13:7, 15:2, 16:4, 16:10,
16:24, 17:2, 17:6,
17:10, 18:13, 19:22, 20:8, 20:16, 22:8,
22:12, 23:6, 23:9,
23:13, 23:20, 23:27,
24:7, 28:22, 28:25,
29:1, 29:28, 30:9,
30:12, 30:16, 32:6,
32:15, 32:19, 33:1,
33:6, 37:20, 42:10,
42:24, 43:9, 43:12,
43:28, 44:3, 44:5,
44:8, 44:10, 46:10,
46:14, 46:22, 46:28,
47:9, 52:24, 53:22,
53:25, 54:6, 55:10,
55:13, 55:25, 56:1,
57:12, 58:13, 59:17, 64:17, 65:2, 65:9, 66:8, 66:10, 66:15, 67:22, 67:26, 68:4, 72:20, 72:22, 73:2, 73:10, 76:14, 76:19, 76:22, 76:25, 77:9, 77:16, 77:19, 78:9, 78:13, 78:17, 78:20, 80:14, 80:21, 81:1, 81:5, 81:8, 81:11, 81:15, 81:20, 82:28, 83:6, 83:14, 84:28, 85:3, 85:6, 85:12, 85:18, 86:15, 86:17, 86:22, 87:4, 89:8,
89:12, 90:4, 90:15,
90:28, 91:8, 92:18,

92:21, 97:1, 97:22, 97:28, 98:15, 98:18, 98:24, 99:6, 100:11, 100:14, 100:19, 100:23, 101:6, 101:17, 101:20, 102:3, 102:8, 103:2, 103:15, 104:4, 104:8, 104:11, 104:16, 104:25, 106:12, 106:15, 107:9, 107:12, 107:25, 108:1 108:5, 109:14, 110:2, 110:10, 111:10, 112:10 112:27, 113:10, 113:12, 113:16, 113:23, 114:21, 114:24, 114:28, 115:8, 115:13, 115:19, 115:25, 116:6, 116:13, 116:25, 117:14, 117:21, 118:1, 119:1, 119:17, 119:26, 120:24, 121:4, 121:27, 122:20, 122:26, 123:1, 123:6, 123:18, 124:7, 124:12, 124:15, 125:13, 125:16, 126:25, 127:4, 128:13, 129:1, 129:10, 129:24, 130:1, 130:6, 130:10, 130:15, 130:21, 130:27, 131:4, 131:8, 131:24, 132:5, 132:8, 133:11, 133:16, 133:24, 133:28, 134:12, 134:27, 135:7, 135:12, 135:19, 135:22, 136:4, 136:20, 137:17, 137:25, 139:13, 139:21, 139:27, 140:13, 140:22, 141:7, 142:26, 143:3, 143:6, 144:1, 144:4, 144:7, 144:10, 144:22, 145:2, 146:19, 146:28, 147:8, 148:3, 148:14, 148:28, 149:4, 150:19, 151:1, 151:10, 151:25,

152:8, 152:13, 152:17, 152:22, 152:26, 153:1, 153:4, 153:10, 153:13, 153:18, 153:26, 154:19, 156:3, 156:7, 157:12, 157:15, 157:22, 158:1, 158:6, 158:15, 160:8, 160:16, 160:26, 161:7, 161:10, 161:12, 161:15, 161:20, 161:22, 162:1, 162:11, 162:16, 162:24, 163:1, 163:7, 166:2, 167:28, 168:10, 172:24, 173:1, 173:5, 173:7, 173:11, 173:14, 173:19, 174:24, 174:28, 175:2, 175:25, 176:1, 176:6, 176:9, 176:11, 177:4, 178:6, 178:15, 180:19, 181:2, 181:5, 181:8, 181:14, 182:15, 182:19, 183:2, 183:5, 183:8, 183:22, 184:1, 184:4, 184:9, 184:13, 184:22, 185:7, 185:11, 185:23, 185:26, 186:11, 186:14, 186:18, 187:4, 187:7, 187:17 187:20, 187:27, 188:4, 188:7, 188:15, 188:18, 188:22, 188:27, 189:8, 189:11, 190:14, 190:18, 190:24, 190:28, 191:7, 191:11, 191:14, 191:17, 191:19, 191:22, 192:2, 192:17, 192:21, 192:25, 193:1, 193:14, 194:10, 194:13, 194:16, 194:20, 195:14, 196:10, 196:13, 196:17, 196:27, 197:5, 197:10, 197:22, 199:24, 200:24,

201:19, 203:24, 203:28, 204:4, 204:9, 205:5, 205:9, 205:21, 205:27, 206:2, 212:7, 212:10, 212:13, 212:17, 215:12, 215:19, 215:27, 216:2, 216:6, 216:12, 218:17, 220:6, 221:7, 224:11, 224:17, 225:24, 226:16, 226:19, 226:21, 226:24, 226:27, 227:2, 227:5, 227:7, 227:10, 227:13, 227:16, 227:20, 229:1, 229:6, 232:13, 232:16, 249:9, 249:13, 251:12, 251:15, 251:20, 251:23, 251:26, 252:6, 252:19, 253:2, 253:6, 253:11, 253:16, 254:10, 254:16, 257:4, 257:9, 258:6, 260:6, 264:6, 264:9, 264:12, 266:27, 267:6, 268:2, 268:4, 278:12, 278:14, 281:18, 282:10, 282:21, 283:11, 283:14, 283:17, 284:10, 284:13, 284:20, 285:14, 285:17, 285:22, 287:7, 288:26, 289:2, 289:15, 289:21, 290:1, 290:4, 290:6, 290:11, 290:18, 290:23
Finance [6] - 2:4, 4:19, 82:9, 84:7, 84:27, 231:1
Finance/Accounting [1]-2:14
finances [1]-73:19 financial [4]-60:22, 65:13, 67:7, 73:18
fine [21]-30:15, 83:2, 83:13, 92:10, 100:10, 102:11, 108:8, 115:2, 141:10, 145:3, 165:28, 178:18, 214:16, 214:19,

259:10, 259:15, 259:16, 259:19, 259:20, 259:23, 281:1
finer [1]-87:8
fingers [1]-113:17
fingertips [1] - 113:24
finish [1]-113:27
finished [4]-123:28, 183:14, 183:19
fire [8] - 118:6, 164:15, 171:1, 203:18, 203:21, 204:19, 204:21, 204:28
firing [1] - 118:26
firm [2]-117:22, 118:10
firm's [1] - 119:9
first [16]-28:7, 33:14, 73:15, 78:24, 82:10, 87:27, 92:14, 148:20, 152:10, 168:8, 186:22, 193:12, 225:5, 225:17, 256:5, 286:6
Fiscal \([7]-4: 7,16: 12\), 24:12, 24:14, 218:1, 246:5, 249:20
fiscal \({ }_{[1]}-14: 22\)
FISCAL [1] - 7:15
fishing [1] - 38:23
fit \([5]-63: 22,100: 7\), 165:18, 169:23, 234:1
fits [1] - 100:12
five [111] \(-8: 18,8: 27\), 9:4, 10:13, 17:21, 18:4, 21:7, 24:14, 27:5, 27:7, 29:8, 30:18, 34:1, 38:1, 38:11, 38:17, 38:18, 39:1, 40:3, 40:12, 40:19, 42:6, 43:19, 44:22, 48:5, 48:9, 50:7, 51:25, 53:17, 54:20, 54:23, 54:26, 55:1, 55:17, 55:23, 56:11, 56:13, 56:14, 56:22, 56:24, 57:2, 57:8, 57:10, 57:17, 57:18, 58:9, 60:10, 64:3, 70:24, 71:20, 74:11, 75:7, 75:27, 77:14, 79:8, 79:12, 82:1, 85:7, 89:15, 89:17, 89:23, 98:3, 109:16, 114:23, 118:20, 128:14, 133:17, 135:5,

140:27, 151:1 151:3, 163:24, 175:17, 193:2 193:10, 193:22, 193:24, 193:25 193:28, 194:27, 194:28, 195:3, 195:16, 196:28, 197:1, 218:8, 219:18, 220:19, 220:21, 223:1, 223:2, 223:4, 243:7, 243:19, 243:20,
244:12, 244:13, 257:24, 257:25,
258:27, 262:5,
280:6, 280:7, 280:9, 280:10, 280:18, 280:28
fix [4]-13:13, 13:14, 14:3, 227:11
fixed [12] -9:16, 9:17, 47:19, 47:20, 225:6, 225:18, 225:19, 228:10, 239:9, 239:20, 244:28
fixes [1] - 72:9
fixing \([3]-24: 17\), 66:2, 99:10
flags [1] - 191:27
flat [2] - 50:10, 227:8
flatten [1]-45:22
flavor [1] - 101:27
fleet [3] - 9:12, 9:13,
21:3
Flight [2] - 50:25, 53:27
flip [4] - 42:22, 81:28, 162:23, 273:11
flip-flop [1] - 81:28
flip-up [1] - 273:11
floor [8] - 71:24,
71:27, 71:28, 72:1, 72:2, 72:3, 72:5, 137:8
floors [2] - 60:7, 71:28
flop [1] - 81:28
Florida [2] - 75:14, 210:9
flow [4]-119:24, 136:7, 185:15, 209:5 flow-through [1] 185:15
flowing [2] - 63:28, 65:28 fluctuates [2]-114:4, 245:28
flying [1] - 281:23
focus [6] - 119:12, 119:13, 231:6,

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

251:6, 258:1, \(268: 9\)
Focus [1] - 9:20
Focuses [1]-10:3
focusing [1] - 37:27
Foley [4]-124:1,
130:13, 242:3,
245:11
folks [22]-19:16,
36:9, 41:5, 41:6,
47:5, 49:17, 51:21,
66:20, 66:23, 77:5,
91:9, 97:24, 98:11,
104:19, 110:11,
114:25, 115:2,
118:14, 147:1,
149:25, 200:13,
254:13
follow [2]-19:7, 108:11
following [2]-1:12, 144:25
fool \({ }_{[1]}\) - 122:7
foot \([4]-14: 4,173: 8\), 173:9, 174:9
footer [2]-168:24, 169:22
footers [2] - 168:25,
172:25
footings [1] - 174:3
footnote [1] - 283:2
FOR [6] - 7:27, 32:27,
78:15, 81:20, 87:22,
217:10
force [1] - 277:18
Ford [7]-9:19, 9:20,
9:23, 10:3, 11:18,
11:21
foregoing [2]-291:6, 291:9
Forestry \({ }_{[1]}\) - 205:16
forever [2]-69:20,
121:13
forfeitures [1]-28:9
forget \([3]-100: 16\), 125:17, 193:18
forgive [2]-167:17, 247:24
forgot [1]-161:2
form [1]-13:12
format [3]-94:15, 94:19, 95:3
forms [1]-218:10
Fort [9] - 94:24,
116:27, 119:13, 132:16, 138:17, 138:18, 224:1, 266:7
forth \([9]-73: 28\),
74:20, 75:2, 75:6, 76:9, 128:11, 136:22, 138:19,

240:18
forty [34]-8:22, 8:24, 8:27, 9:10, 18:19, 21:7, 29:7, 29:8, 38:12, 40:5, 48:9, 50:7, 51:14, 51:25, 52:22, 53:17, 56:13, 60:10, 82:1, 109:26, 139:25, 140:24, 150:5, 151:6, 151:8, 151:13, 151:14,
160:23, 166:25,
179:17, 182:5,
194:2, 218:16,
239:10
forty-eight [1] 140:24
forty-five [8]-8:27, 29:8, 48:9, 50:7, 51:25, 53:17, 60:10, 82:1
forty-four [3] - 8:22,
18:19, 109:26
forty-one [2] - 194:2, 218:16
forty-seven [5]-29:7,
150:5, 151:13, 166:25, 182:5
forty-three [4]-151:6, 151:8, 151:14, 239:10
forty-two [3]-21:7, 139:25, 160:23
forward [12]-65:18, 66:1, 67:12, 92:11, 165:6, 166:3, 171:20, 246:19, 251:4, 251:19, 253:3, 257:28
forwarded [1]-228:12
foundation [14]-72:6,
167:9, 167:14,
167:21, 168:8,
168:20, 169:5,
169:14, 169:21,
170:20, 170:21,
172:6, 174:12,
182:17
foundations [1] 172:21
founder [1] - 191:7
foundry [2]-189:20
fountain [1] - 139:16
four [56]-7:10, 8:22, 9:10, 9:12, 9:16, 9:19, 9:27, 11:23, 12:16, 12:20, 18:19, 21:5, 24:3, 24:27, 28:10, 34:13, 37:2, 37:16, 38:1, 46:24,

48:13, 56:10, 60:11, 60:15, 71:19, 89:28, 90:1, 102:5, 109:26, 125:15, 125:17,
125:18, 132:13,
143:2, 146:2, 159:7, 166:25, 170:25, 175:3, 175:22,
179:17, 179:20, 191:21, 218:12, 218:15, 223:18, 223:20, 243:6, 243:19, 248:2, 253:4, 263:9, 263:11, 277:10, 277:11
four-point-five-one [1] - 243:19
four-point-seven [1] 223:20
fourteen [4]-48:16, 90:6, 90:7, 257:26
fourth [2]-56:16, 166:14
frame [1] - 180:5
Frank [6]-2:5, 6:21,
129:4, 133:8, 225:9,
231:1
frank [1] - 204:5
FRANK [180]-6:18,
7:1, 16:11, 16:22,
17:4, 17:8, 17:11,
17:18, 17:23, 18:1,
18:6, 18:15, 18:22,
18:28, 19:14, 26:25,
26:28, 27:2, 27:8,
27:11, 27:17, 29:11, 29:15, 30:2, 30:7,
\(30: 20,30: 24,31: 2\), 31:8, 31:14, 32:7, 32:10, 32:13, 32:17, 102:15, 102:18, 115:11, 116:22, 116:26, 117:5, 117:8, 117:27, 119:8, 119:18, 125:10, 133:19, 139:6, 139:14, 140:4, 140:8, 140:12, 158:5, 160:18, 161:17, 162:8, 163:20, 163:23, 163:28, 164:7, 164:12, 164:16, 164:18, 164:22, 169:15, 169:19, 170:23, 172:11, 174:17, 177:12, 177:16, 177:22, 177:26,

182:28, 184:17,
188:17, 190:1,
190:22, 191:4,
191:9, 191:12,
192:13, 192:19,
192:24, 192:28,
193:9, 193:15,
194:7, 194:11,
194:14, 194:19, 194:22, 195:17,
195:25, 196:1,
197:14, 197:18,
198:24, 202:2,
202:4, 202:8,
202:12, 203:4,
204:16, 204:21,
204:25, 207:13,
207:19, 207:21,
207:28, 208:2,
208:4, 220:8,
220:13, 220:16,
221:17, 222:20,
222:26, 223:5,
224:4, 224:10,
224:21, 253:20,
254:7, 254:12,
254:18, 255:1,
255:4, 255:6,
255:10, 255:17,
255:21, 256:18,
256:25, 256:28,
258:10, 259:16,
260:15, 261:4,
261:9, 261:12,
261:16, 261:20,
263:1, 263:13,
264:18, 265:18,
267:13, 267:20,
267:24, 268:1,
268:6, 268:28,
269:5, 272:5,
272:10, 272:14,
277:1, 277:4, 277:6,
277:26, 278:2,
278:5, 278:19,
279:6, 279:14,
279:17, 279:21,
279:27, 280:16,
280:20, 280:23,
280:26, 281:3,
281:9, 281:13,
281:27, 289:17,
290:13, 290:16,
290:21
free [4]-44:16, 55:7,
60:5, 68:21
free-and-clear [1] 60:5
Friday [2] - 40:10, 75:15
fringes [1]-151:6

FROM \(_{[1]}-8: 3\)
front [10]-14:19,
47:13, 50:14, 63:6,
74:3, 127:5, 165:16,
216:18, 275:4
frustration [2] -
261:28, 262:2
FTA [5] - 217:23,
218:8, 244:20,
247:12, 274:22
fuel [5] - 80:11, 233:12, 250:25, 260:12, 270:6
full [10] - 15:1, 38:19,
42:2, 49:17, 68:15,
99:21, 182:22,
215:8, 221:11,
276:11
full-blown [1] - 182:22
full-time [3]-15:1,
99:21, 276:11
fully [1] - 15:22
fun [2]-70:19, 289:16
function [1]-64:20
functional [1] - 159:25
functionality \({ }_{[1]}\) -
124:28
functionally \({ }_{[2]}\) -
125:6, 125:8
functions [1]-230:4
Fund [3]-120:10,
120:22, 120:25
fund [49]-16:14,
17:25, 24:20, 24:21,
25:4, 25:6, 28:4,
28:5, 34:16, 34:19,
35:27, 37:1, 37:15,
46:2, 53:4, 56:9,
77:4, 80:3, 89:28,
114:15, 114:20,
120:15, 141:11,
141:13, 142:5,
142:6, 142:7,
142:12, 142:16,
142:20, 143:24,
143:27, 186:25,
197:4, 239:7,
240:26, 263:15,
270:15, 275:26,
280:11, 281:1,
282:26, 282:27,
287:6, 287:21,
288:24
fundamentally \({ }_{[1]}\) -
286:13
funded [5] - 141:12,
209:27, 240:6,
263:15, 279:4
funding [18]-13:26,
14:15, 15:26, 27:26,

61:7, 61:12, 62:6,
63:3, 63:7, 73:24,
74:1, 76:15, 122:2,
144:20, 188:12,
190:26, 192:3,
192:14
fundraisers [1] - 74:17
funds [8]-24:8,
77:12, 77:27,
121:22, 217:26,
248:28, 283:24,
289:6
funeral [1]-170:8
funnel [2]-23:21, 23:25
funny [1]-29:1
furnishing \({ }_{[1]}\) - 16:16
Fusion [1] - 9:20
fusion [1]-10:2
Fusions [3]-10:7,
11:19, 11:21
fussed [1]-255:25
future [3] - \(36: 28\),
73:16, 84:3

\section*{G}
gadgets [1] - 75:1
gain [1] - 236:9
gained [1] - 37:14
game [2] -95:26,
147:3
games [1] - 68:16
garage [1] - 245:11
garbage [1] - 109:10
gas [4]-96:1, 96:2,
96:7, 245:28
Gas [3]-120:10,
120:22, 120:25
gasoline [1] - 181:16
gasoline-powered [1] - 181:16
gate [1]-167:2
Gateway [1] - 196:3
gauge [1] - 250:13
geared [1]-20:14
gem [3] - 74:3, 74:10, 75:7
general [22]-17:25, 79:24, 89:28, 114:15, 114:20, 120:15, 141:12, 142:5, 142:6, 142:12, 142:16, 225:16, 270:15, 275:26, 280:11, 281:1, 282:27, 286:3, 287:6, 287:20, 288:24
generally \({ }_{[1]}\) - 118:16 generated [1] - 90:2
generation [1] - 74:28 generator [13]-173:2,
173:6, 211:18,
211:20, 211:25,
212:6, 212:12,
252:14, 252:15,
265:20, 268:17,
269:28, 270:14
generators [6] -
163:25, 165:5,
166:15, 166:22,
167:4, 171:4
gentleman [2] - 10:5,
71:6
gentlemen [4]-8:1,
73:12, 183:27,
191:16
ghost [6] - 83:18,
83:19, 83:20, 84:3,
84:19, 84:20
Gina [1] - 141:8
girls [1] - 79:24
given [8] - 12:10,
31:21, 68:20, 75:27,
189:1, 236:16,
242:14, 291:10
glad [8]-28:14, 77:23,
77:25, 107:24,
199:26, 257:7,
258:1, 272:2
Gloria [2] - 101:2, 131:15
goal [4]-42:20, 72:16,
92:12, 109:8
God [1] - 74:22
God's [2]-6:17, 98:2
Golden [1] - 55:8
golf [2] - 73:27, 74:16
gonna [1] - 193:11
gosh [2]-43:14,
44:11
Government [1] 255:24
government [8] -
64:20, 77:4, 89:24,
181:6, 181:8, 286:2,
286:7, 286:26
Governmental [1] 104:28
grab [2] - 32:20, 247:7
grabbed [1] - 165:6
grade [3]-85:4, 85:5, 146:26
grades [1]-85:11
grand [16] - 11:11,
11:14, 22:18, 79:13, 90:21, 115:10,
134:5, 134:16,

139:9, 147:21,
148:4, 152:18,
162:25, 180:6,
205:23, 215:6
grant [5]-64:2, 218:7,
257:14, 265:2,
265:28
granted [1] - 91:4
grants [8]-61:4,
74:16, 164:24,
219:5, 221:4,
221:22, 248:28,
257:24
graph [1] - 241:5
gravel [9]-131:21,
131:23, 132:1,
134:14, 135:8,
160:26, 160:27,
161:5
gray [1] - 239:22
great [12]-11:21,
17:13, 20:5, 43:11,
46:18, 62:4, 67:17,
72:18, 85:21,
234:22, 254:22,
277:15
greater [2]-13:28, 88:27
greatly [2] - 31:20,
217:26
green [14]-89:1, 98:2,
153:28, 158:4,
162:12, 174:25,
174:28, 185:5,
185:8, 188:23,
188:26, 205:23,
239:26, 241:3
green-lighted [7] -
153:28, 158:4,
185:5, 185:8,
188:23, 188:26,
205:23
grenade [1] - 63:2
grinning [1] - 287:10
gross [1] - 20:28
ground [2]-112:23, 185:27
group [5] - 19:8,
22:10, 74:3, 101:26, 197:20
Group [2]-197:7, 198:8
groups [1] - 67:28 grow [2]-284:26, 285:20
growing [7]-91:4, 91:5, 115:12, 116:27, 116:28, 132:15, 285:1
grows [1] - 109:22
growth \([2]-87: 28\),
\(88: 20\)
GRUBER
GRUBER [253]-7:4,
18:26, 19:9, 19:15,
19:25, 20:2, 20:6,
30:5, 30:8, 30:11, 33:4, 34:20, 35:9,
35:14, 35:22, 46:7,
46:11, 51:11, 51:17,
51:20, 51:24, 51:28,
52:14, 53:5, 54:4,
56:4, 56:27, 69:26,
70:1, 70:5, 70:12,
84:8, 84:14, 84:21,
84:24, 97:3, 97:16,
99:5, 99:25, 102:26,
110:17, 110:23,
110:28, 112:18,
112:28, 115:16,
115:20, 115:26,
116:8, 116:16,
117:3, 117:12,
117:16, 117:25,
123:27, 124:5,
124:11, 124:18,
124:21, 124:23,
125:7, 126:28,
133:27, 135:15,
136:25, 137:5,
137:26, 138:2,
138:6, 138:10,
138:17, 138:28,
139:10, 139:15, 139:19, 141:5,
141:27, 143:15,
143:19, 145:3,
148:17, 150:27, 151:3, 151:7, 152:16, 153:8, 153:17, 154:23, 154:28, 155:21, 156:1, 156:19,
156:21, 156:28, 157:2, 157:8,
157:24, 158:17, 158:27, 159:6, 159:10, 160:20, 163:11, 163:14, 168:26, 169:1, 169:4, 169:12, 169:16, 172:15, 172:19, 172:22, 173:17, 174:19, 174:22, 175:7, 175:21, 176:26, 177:2, 177:9, 178:17, 180:13, 180:16, 183:10, 183:13, 183:16, 183:18, 183:24,
184:15, 184:20,

184:27, 185:3,
185:9, 186:2, 186:8,
187:1, 187:5, 187:9,
187:13, 187:24,
188:19, 189:10,
190:4, 190:7,
191:18, 193:19,
193:23, 193:27,
194:4, 195:2, 195:6, 195:10, 195:20,
196:2, 196:6,
196:11, 196:15,
196:19, 196:23,
197:2, 197:8,
197:15, 197:19,
198:3, 198:20,
199:1, 199:4, 199:7,
199:11, 199:14,
199:27, 200:8,
200:11, 200:16,
200:19, 200:28,
201:4, 201:7,
201:11, 201:14,
201:21, 202:10,
202:15, 203:2,
203:7, 203:14,
204:19, 204:23,
205:14, 205:19,
205:28, 206:19,
206:23, 206:26,
207:12, 207:16,
207:20, 208:6,
208:9, 208:14,
209:19, 210:2,
210:12, 210:18,
210:21, 210:26,
211:3, 211:8,
211:12, 212:9,
212:24, 213:4,
213:7, 213:9,
213:13, 213:18,
213:22, 213:28,
214:12, 214:18,
214:22, 215:10,
215:23, 216:4,
216:8, 216:19,
221:1, 221:24,
221:27, 222:6,
224:25, 231:27,
232:4, 232:8,
232:11, 232:15,
240:10, 240:14,
241:24, 245:19,
259:14, 259:18,
259:22, 259:26,
260:1, 260:11,
269:19, 269:23,
272:11, 281:6,
281:16, 288:28,
290:3
Gruber [3]-2:6,

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

33:16, 99:17
Gruenloh [1] - 240:19
guards [1] - 128:9
guess [11] - 22:12,
22:13, 22:15, 40:23,
67:5, 100:17, 125:8,
165:26, 217:15,
238:17, 238:23
guessing [2]-21:19, 238:25
guests [1] - 59:18
guidance [3]-250:12,
251:5, 251:9
guide [1] - 258:5
Gulf \([9]-3: 11,39: 11\), 39:19, 74:5, 197:4, 197:23, 206:9, 206:11, 248:12
gumbo [1] - 106:1
Gump [1] - 32:1
guy [13]-35:21,
35:23, 109:9, 112:2,
189:19, 189:20,
189:21, 189:22,
191:8, 195:18,
228:13
guys [28]-20:8,
37:23, 42:13, 52:6,
59:7, 59:11, 59:13,
89:9, 100:9, 120:7,
127:5, 131:15,
133:17, 142:9,
153:19, 174:14,
175:8, 184:25, 197:25, 199:26,
247:1, 247:18,
261:1, 268:11,
282:8, 282:18,
282:25

\section*{H}

Habitat [4]-59:26,
70:11, 70:14, 70:21
haircut [1] - 172:5
half [11] - 14:28,
42:17, 42:27, 58:1,
60:11, 96:13, 99:1,
115:22, 271:21,
287:9
halfway [1]-287:10
Hallie [1] - 23:22
Halloween [1] 214:27
hammer [1]-115:15
hammered [1] - 116:4
Hanak [1] - 2:18
HANAK [8]-48:3, 104:23, 104:26,

105:12, 105:16, 105:19, 105:26, 185:24
hand [4]-38:24, 94:4, 113:22, 264:23
Hand [1] - 80:12 handful [4]-33:11, 33:13, 49:12, 93:25
handing \([1]-57: 15\)
handle [4]-101:25,
141:16, 142:21, 286:27
handled [3] - 43:22, 102:14, 137:22
handles [2]-165:17, 185:17
handling [2] - 66:23, 185:19
hands [2] - 39:15, 133:18
hang [1] - 272:8
hangs [1] - 283:2
HANSON \([6]\) - 69:8,
69:11, 69:14, 69:25, 72:25, 72:28
Hanson [1] - 3:9
happy [5] - 31:25,
66:18, 66:20, 178:20, 232:17
hard \([9]-65: 3,117: 6\), 121:10, 214:6, 228:25, 228:26, 238:25, 266:22 harder [2]-205:7, 280:14
HARTSFIELD [79] -
32:23, 33:7, 34:25, 35:24, 36:7, 36:11, 36:13, 36:16, 37:18, 37:21, 40:22, 41:2, 41:8, 41:11, 41:15, 41:23, 42:12, 42:17, 43:11, 43:24, 44:25, 45:1, 45:5, 45:9, 45:12, 45:17, 45:20, 46:18, 47:12, 47:14, 47:18, 47:21, 47:25, 48:2, 48:4, 48:18, 48:21, 48:28, 49:2, 49:6, 49:8, 49:11, 49:19, 49:22, 49:24, 50:12, 50:16, 50:20, 50:23, 51:1, 51:5, 51:10, 51:19, 51:22, 51:27, 52:1, 52:9, 52:19, 52:26, 53:7, 53:16, 53:21, 54:11, 55:5, 55:12, 55:15, 55:27, 56:3, 56:7, 57:7, 57:20, 57:24,

57:28, 58:15, 58:18,
58:28, 59:3, 59:6,
59:10
Hartsfield [2]-2:28,
33:8
hate [3]-68:12, 95:1, 192:11
hawk [1] - 108:20
hazmat [2] - 164:14, 170:27
head [1] - 119:15
headcount \({ }^{[1]}\) - 92:22
headed [2] - 31:5, 172:4
heading [1] - 109:9
heads [3] - 116:3,
116:10, 118:3
HEALTH [1] - 32:27
health [15]-13:19,
33:9, 37:22, 38:14,
48:6, 52:6, 52:23,
53:4, 62:20, 79:5,
89:19, 142:16,
231:17, 262:18,
267:19
Health [5]-4:10,
38:25, 232:21,
233:4, 239:15
healthcare [5]-52:28,
230:15, 231:17,
245:27, 245:28
healthy \([6]-34: 18\),
35:27, 36:24, 37:2,
141:12, 143:27
hear [5] - 133:12,
229:18, 250:1,
261:10, 261:15
heard [1] - 36:19
hearing \([7]-242: 12\),
248:23, 253:8,
256:24, 261:8,
278:10, 278:11
heart [1] - 58:7
heartburn [3]-38:4,
160:12, 196:22
heavier [1] - 230:27
heavily \({ }_{[1]}\) - 70:10
heck [2] - 109:11,
228:1
hefty \([2]-75: 5,76: 8\)
HELD [1] - 1:2
held [2]-1:12, 165:26
helicopter \({ }_{[1]}\) - 51:13
hell [3] - 113:6,
115:28, 289:24
help [38]-7:18, 10:18, 11:6, 12:14, 13:12, 15:14, 16:14, 17:7, 19:17, 20:5, 29:17,
31:5, 31:19, 31:21,

61:15, 65:14, 65:26,
66:4, 66:15, 67:28,
68:28, 69:25, 74:21,
76:4, 84:11, 88:5,
94:4, 116:10, 120:6,
148:11, 165:10,
185:22, 192:22,
198:2, 198:18,
240:20, 251:11, 280:24
helped [6] - 31:23,
65:20, 65:21, 65:22,
189:22
helpful [1]-250:14
helping [4]-64:27,
187:28, 197:27, 198:1
helps [6] - 73:28, 94:2,
94:21, 103:18, 171:8
herd [1] - 101:2
hereby [1] - 291:6
HERITAGE \({ }_{[1]}-73: 7\)
Heritage [4] - 4:15,
73:9, 73:13, 188:23
heritage [3] - 74:4,
74:6, 75:2
herself [1] - 165:21
hesitant \({ }_{[1]}\) - 19:5
Hicks [1] - 114:13
high [8]-127:26,
131:25, 134:8,
158:9, 160:3,
219:14, 240:8,
278:26
higher [7]-34:9,
98:26, 105:5,
219:12, 219:13,
222:4
highway [2]-52:25,
210:24
Highway [5] - 2:22,
114:19, 210:22,
211:5, 246:28
hike \({ }_{[1]}-41: 10\)
hill [1] - 74:24
hire [1] - 185:21
hired \([1]\) - 88:28
hiring [2] - 8:13, 91:8
historical [1] - 188:28
Historical [1] - 189:24
history [1] - 217:16
hit [9]-24:17, 41:10,
42:4, 47:23, 120:19, 123:22, 157:13,
282:26, 282:27
hits [1] - 286:14
hitting [3] - 66:12,
77:26, 157:10
hold [7] - 69:19, 83:7,
86:25, 94:3, 123:14,

194:20, 243:23
holding [3] - 86:25,
119:15, 194:24
holds [1] - 24:9
home [13]-60:7,
60:14, 61:22, 62:4,
66:7, 69:21, 69:23,
72:10, 72:12, 88:7,
165:22, 225:14,
225:20
Home [2] - 64:25,
69:27
Homebuilders [1] -
65:12
homebuilding [1] -
64:23
homeless [2]-61:22,
62:19
homelessness [1] -
61:21
homeowner [1] - 67:2
homes [17]-60:3,
60:5, 60:11, 60:26,
61:16, 61:18, 62:8,
64:4, 64:5, 64:12,
66:2, 70:17, 70:18,
70:21, 70:24, 70:25, 71:21
Homes [3]-64:24,
64:25, 206:8
honest [4]-76:23,
158:14, 231:23,
276:16
honestly [3]-54:1,
75:26, 182:26
hook [2] - 38:24,
107:21
Hope [2] - 112:3,
114:13
hope [10]-15:5, 47:6,
73:16, 76:5, 108:22,
110:19, 228:1,
228:22, 250:27
hopefully [11] - 6:6,
6:7, 6:8, 15:18, 40:1, 45:24, 46:3, 86:6,
97:4, 110:18, 148:26
hoping [8] - 45:5,
132:12, 133:3,
220:6, 250:18,
255:9, 258:15, 258:16
horribly [2] - 228:11, 228:15
Horton [1] - 64:24
Hospital [1] - \(39: 9\)
hospital [1]-225:15
hour [5]-242:10,
243:18, 243:19,
244:24, 273:3
hours [5]-71:6,
71:16, 103:13, 118:16, 247:2
house [10]-62:19, 65:7, 69:16, 69:17, 70:19, 75:6, 81:6, 81:9, 143:11, 180:1
housed [1] - 140:19
household [1] - 52:12
houses [1] - 143:7
housing [6] - 60:1,
60:4, 61:17, 62:2,
64:16, 72:14
HR [1] - 33:16
hub [1] - 245:11
hubs [1]-256:14
huge [3]-45:15, 68:18, 140:8
Humane [1]-145:23
Humanity [3]-59:26,
70:11, 70:14
hundred [169]-8:23,
8:24, 9:9, 9:10,
10:17, 10:26, 11:11,
11:14, 12:13, 14:21, 14:22, 14:27, 16:20, 16:25, 16:27, 16:28, 17:2, 17:8, 17:16, 18:2, 18:3, 18:4, \(18: 7,18: 10,18: 11\), 18:14, 18:18, 18:19, 20:3, 21:7, 22:17, 24:13, 25:13, 27:5, 29:7, 29:8, 29:25, 38:1, 38:2, 38:3, 38:19, 38:20, 42:25, 43:5, 52:4, 55:1, 56:10, 56:11, 56:12, 56:15, 56:19, 57:10, 60:9, 60:15, 61:2, 64:3, 79:7, 80:9, 80:10, 90:8, 90:10, 90:20, 115:10, 124:1, 125:15, 125:17, 125:18, 128:24, 130:17, 143:2, 144:2, 144:8, 144:17, 145:1, 147:21, 148:4, 148:19, 152:18, 156:26, 158:2, 158:8, 158:11, 158:25, 160:6, 160:23, 161:3, 166:17, 171:13, 171:17, 172:7, 172:12, 174:20, 174:21, 174:22, 182:25, 183:5, 186:15, 189:1,

190:13, 193:2,
193:7, 193:25,
196:28, 204:12,
205:5, 211:24,
213:2, 213:3, 213:5,
214:5, 214:11,
214:20, 215:6,
215:8, 218:12,
218:15, 218:19, 218:25, 218:26, 218:27, 218:28, 219:1, 219:28, 220:18, 220:27,
228:8, 235:12,
238:10, 238:11,
238:12, 239:10,
239:11, 239:13,
248:2, 252:9,
263:19, 265:15,
265:21, 265:22,
265:25, 266:24,
266:28, 268:19,
268:22, 268:25,
269:4, 269:13,
270:12, 270:13,
270:16, 271:23,
271:28, 278:22,
279:20, 279:24,
280:3, 280:10,
280:18, 281:1,
287:12, 287:16,
287:17
hungry [1] - 184:7
hurricane [4]-201:20,
201:22, 201:25, 213:27
hurting [1] - 62:26
hybrid [1] - 9:21
Hyper [2]-155:2,
161:25
Hyundais [1]-21:5
I

IB [1] - 240:3
icing \({ }_{[1]}-8: 26\)
idea \([7]-31: 4,53: 6\),
54:2, 73:3, 89:27,
102:26, 271:16
ideas [1]-284:9
II [8] - 79:4, 88:2,
96:20, 96:23, 97:24, 106:20, 106:21, 111:16
III \({ }_{[1]}-157: 7\)
illegal \({ }_{[1]}\) - 187:21
imagine [1] - 40:3
impact [4] - 41:21,
42:27, 44:12, 110:20
impacted [1] - 109:20
impacting \({ }_{[1]}\) - 256:8
impeccable [1] -
119:4
implemented [2] 96:22, 157:7
importance [1] -
112:16
important [2]-101:9, 286:18
importantly [1] 112:14
impossible [1] - 71:24
improve [2]-46:26,
261:6
improved [1] - 108:24
improvements [1] 47:6
in-kind [1] - 142:13
in-shop [1] - 273:26
inclination [1]-80:15
include [9]-54:19,
56:19, 81:16,
114:12, 134:14,
135:8, 161:8,
169:22, 182:17
included [9]-52:2, 52:10, 82:12, 114:18, 145:20, 150:7, 214:5, 229:13, 233:15 includes [1] - 143:8 including [5] - 151:14,
167:15, 231:17, 250:23, 263:23
income [11]-11:22, 11:23, 11:27, 11:28, 12:1, 12:21, 22:21, 28:3, 70:22, 120:21, 265:2
incoming [2] - 78:25, 217:15
increase [39]-8:18, 8:19, 8:20, 8:21, 8:28, 9:1, 26:23, 33:25, 38:12, 38:18, 38:26, 40:4, 40:28, 41:25, 41:28, 42:2, 42:5, 43:25, 44:17, 44:22, 46:4, 46:9, 56:5, 56:9, 60:26, 61:28, 62:1, 81:26, 82:5, 103:14, 111:9, 195:15, 195:18, 219:22, 255:13, 262:18, 267:21, 267:22, 285:21
increased [5] - 29:16, 67:11, 137:14, 267:18, 267:22
increases [6] - 12:11,

17:20, 39:2, 45:11, 103:24, 109:20
increasing [5] - 10:19, 29:24, 38:20,
161:13, 249:23
incredibly [1] - 275:25
indeed [2] - 33:6,
76:11
independent [1] -
88:25
indestructible [1] 213:23
Indicates [57]-23:14,
24:24, 26:1, 26:14,
27:15, 70:3, 70:13,
75:18, 87:10,
105:26, 108:13,
122:27, 135:3,
136:2, 137:28,
144:11, 146:3,
146:24, 151:19,
153:15, 154:15,
157:9, 159:20,
162:20, 171:25,
172:16, 173:18,
185:1, 185:28,
187:25, 188:2,
194:23, 212:28,
213:14, 215:1,
217:5, 223:11,
228:4, 228:20,
230:1, 230:6,
234:28, 247:26, 249:24, 250:3,
250:8, 251:2, 259:5,
268:13, 268:23,
272:1, 276:22,
282:6, 282:13,
283:28, 284:2,
289:10
indicates [20]-25:17,
32:11, 54:9, 57:6,
85:1, 92:20, 96:15,
109:4, 109:28,
110:2, 113:14,
138:4, 145:7, 151:9,
154:4, 154:11,
213:20, 220:2,
225:27, 239:17
indicating [1] - 34:23
indicating) [2]-34:26, 126:2
indigent \({ }_{[1]}\) - 14:25
individual [2] -
226:14, 230:19
individuals [4] -
225:20, 230:8,
230:25, 231:7
inefficient [2] -
189:17, 228:15
inequitable [1] - 38:26
inequity \([1]\) - 13:26
infectious [1] - 143:11
infinitely [1]-43:16
inflation [3]-17:19,
43:26, 43:27
information [14] -
21:1, 58:26, 94:19, 94:26, 95:2, 95:10, 100:25, 122:17, 122:18, 127:17,
148:27, 219:7,
222:19, 247:3
informing [1] - 165:9
inherent \({ }_{[1]}\) - 13:26
inherently \({ }^{[1]}\) - 275:28
inhouse [2]-134:11,
190:21
Initiative [1]-196:3
inline [2]-38:5, 39:2
Insert [1] - 4:6
INSERT [1] - 6:26
insert [1] - 6:28
inside [3]-101:14,
136:8, 143:9
insignificant \({ }_{[1]}\) 122:7
inspections [1] - 88:8
Inspector [4]-88:2,
88:9, 88:14, 93:28
inspectors [1]-92:1
instance [2]-87:13, 226:15
instead [10]-10:26, 18:8, 19:19, 139:19,
147:14, 213:2,
216:10, 258:15,
271:7, 271:10
instructors [1] - 179:6
insulation [1] - 182:20
INSURANCE \({ }_{[1]}\) -
32:27
Insurance [1]-4:11
insurance [16] - 33:2,
33:9, 40:11, 41:6,
53:2, 53:9, 53:10,
53:20, 79:5, 79:13,
89:19, 262:17,
262:19, 262:20,
266:23, 267:19
insure [1] - 48:8
insured [1] - 33:24
intact \({ }_{[1]}\) - 239:15
intake [1]-141:21
intention [3]-87:5,
87:6
interest [4]-120:7,
120:13, 120:14,
120:21
interested [4]-36:5,


134:9, 134:15, 135:10, 135:17, 160:27, 161:4, 161:9, 161:11, 161:14, 171:8, 175:20, 175:24, 175:27, 176:3, 176:8, 176:13, 176:15, 176:17, 176:24, 176:28, 207:26, 213:8, 213:26, 214:14, 214:25, 215:3, 217:13, 218:18, 219:24, 219:27, 220:3, 220:11, 220:14, 220:18, 221:5, 221:16, 221:18, 221:26, 222:1, 222:9, 222:14, 222:17, 222:25, 223:2, 223:13, 224:23, 224:26, 229:15, 229:20, 229:23, 231:13, 232:24, 232:28, 233:2, 233:7, 233:13, 233:24, 234:6, 235:14, 235:16, 235:19, 235:24, 235:27, 236:4, 236:14, 237:8, 237:10, 237:16, 237:18, 237:22, 238:9, 238:20, 239:9, 239:18, 240:1, 240:13, 241:1, 241:13, 241:18, 241:28, 242:17, 242:21, 242:23, 242:28, 243:3, 243:10, 243:24, 244:10, 244:14, 244:16, 244:21, 245:3, 245:21, 245:23, 246:4, 246:14, 246:26, 247:26, 248:18, 249:4, 256:22, 256:26, 257:2, 258:20, 262:5, 262:9, 262:12, 262:20, 262:23, 262:26, 262:28, 263:3, 265:8, 265:13, 265:19, 266:2, 266:9, 267:2, 267:26, 268:3, 268:20, 269:6,

269:8, 270:1, 270:3,
270:21, 271:2,
271:5, 276:13,
276:19, 276:22
277:2, 277:7,
277:19, 277:21,
277:25, 278:1,
278:4, 278:8,
278:13, 278:20,
279:13, 279:16,
279:19, 279:23,
281:20, 281:23,
281:26
Joey [11] - 2:22,
97:23, 120:2, 134:7,
213:11, 220:23,
228:13, 229:9,
241:10, 262:2, \(276: 8\)
Joey's [2] - 175:12, 205:20
John [2] - 254:8, 254:11
joining [1] - 36:20
JPO [1] - 136:24
Jr [1] - 2:5
Jubilee [1] - 94:22
Judge [8] - 7:18,
32:24, 80:6, 80:24, 128:4, 159:16, 159:18, 285:23
judge [13] - 14:2, 19:10, 20:21, 27:23, 30:26, 32:19, 125:10, 125:27, 125:28, 126:8, 126:13, 159:17, 287:1
judge's [1] - 287:9
judged [1] - 205:12 judges [1] - 80:23 judges' [1] - 126:21 judicial [1] - 14:1 July [2] - 45:26, 220:9 jump [3] - 71:22, 85:11, 245:27
June [7] - 3:7, 28:2, 45:27, 73:14, 75:17, 144:24, 220:25 JUNE [7] - 75:18, 75:20, 77:7, 77:10, 77:12, 77:18, 78:7
Junius [2] - 130:23, 143:1
justice [1] - 12:3
justify [1] - 280:14
\begin{tabular}{|c|}
\hline \(\mathbf{K}\) \\
\hline Katrina \([3]-76: 7\), \\
\end{tabular}

76:10
keep [40] - 11:10, 12:12, 12:15, 19:12, 41:16, 56:23, 61:20, 63:28, 65:28, 67:12, 72:10, 72:12, 74:14, 76:15, 88:5, 97:8, 98:12, 98:14, 98:19, 98:25, 104:12, 104:21, 105:4, 105:22, 112:25, 113:2, 120:3, 148:3, 149:10, 171:11, 199:17, 232:22, 239:13, 252:11, 269:24, 276:27, 279:3
keeping [6] - 60:3, 60:5, 60:7, 88:21, 180:7, 262:25
keeps [1] - 112:6
Kelly [4]-157:17, 157:23, 157:24, 199:20
Kelly's [2] - 158:3, 239:6
Kemko [3]-165:26, 180:4, 180:11
Ken [1] - 185:20
Kennel \({ }_{[1]}\) - 143:9
Kennel [7]-145:25, 145:28, 146:14, 146:15, 147:6, 147:15, 147:16
Kevlar [3]-126:15,
127:14, 160:2
kick [1] - 123:4
kicked [1] - 69:17
kicking [1] - 151:27
kid [1] - 34:6
kidding [1] - 126:2
kids [6] - 25:26,
214:26, 228:7, 240:16, 240:21, 259:25
KIM [104] - 17:15, 17:19, 24:8, 24:20, 24:24, 24:27, 25:2, 25:9, 25:15, 25:17, 25:23, 26:6, 26:10, 26:15, 26:27, 27:1, 27:4, 27:10, 27:15, 28:16, 29:2, 29:14, 37:1, 37:6, 37:9, 37:14, 40:9, 42:15, 43:1, 45:15, 52:15, 52:27, 53:8, 53:14, 53:19, 54:3, 81:24, 83:2, 83:10, 83:16, 84:2, 84:17, 84:22,

84:26, 85:2, 85:5, 85:10, 85:15, 86:13, 86:16, 87:1, 87:7, 87:10, 87:24, 89:16, 90:6, 90:10, 90:13, 90:23, 91:7, 91:10, 91:27, 93:10, 93:16, 94:13, 95:9, 95:20, 95:22, 95:28, 96:12, 96:16, 97:20, 97:25, 98:10, 98:17, 98:20, 98:23, 98:28, 99:8, 102:28, 106:5, 106:23, 110:7, 111:14, 121:12, 122:11, 122:15, 122:22, 122:27, 142:12, 142:15, 142:18, 186:17, 186:20, 187:10, 187:15, 187:19, 187:22, 187:26, 194:23, 262:15,
262:18, 285:7, 289:4
\(\operatorname{Kim}[10]-2: 14,25: 20\),
27:22, 59:12, 78:18, 81:22, 102:27, 108:27, 185:18, 284:21
Kim's [2] - 28:13, 157:16
kin [1] - 291:13
kind [48] - 23:14,
26:17, 34:17, 36:21, 39:5, 40:14, 45:28,
57:20, 61:15, 68:16, 68:26, 75:13, 76:26, 81:27, 90:22, 91:11, 96:9, 101:25, 107:1, 107:14, 109:20, 110:25, 115:17, 120:16, 126:4,
126:15, 127:17, 142:13, 145:22, 146:7, 154:6, 160:2, 185:17, 191:2, 197:26, 210:14,
214:6, 217:16,
218:4, 224:27,
231:4, 231:6,
231:23, 247:3,
250:20, 261:7,
261:14, 287:9
kinds [2] - 148:23,
261:5
kits [1] - 180:23
knock [2] - 59:18, 158:3
knocking [1] - 153:19
knowing [1] - 250:13
knowledge [2] - 99:2, 284:21
knows [1] - 232:12
KW [1] - 163:24
labor [6] - 60:23,
66:23, 66:24, 67:10, 67:27, 134:10 laborer [2] - 68:21
lack [3] - 36:6, 62:1, 215:11
lacking [1] - 143:24
ladders [1] - 109:7
ladies [1] - \(8: 1\)
lady [1] - 163:4
land [5] - 201:12,
201:13, 203:4,
203:27, 204:26
landfill [1]-253:18
Landing [2]-214:2, 214:15
landowner [1] 204:27
landscaping [2] -
81:16, 209:22
language [1]-149:1
large [1] - 70:10
larger [6] - 58:6,
70:11, 138:15,
161:19, 175:27,
250:7
larger-than-normal [1] - 138:15
largest [1] - 228:9
last \([74]\) - 6:7, 10:17, 11:5, 16:12, 17:21, 17:22, 17:26, 18:12, 19:6, 19:27, 19:28,
21:13, 27:7, 27:9,
31:21, 33:3, 33:4,
38:8, 41:17, 41:24,
42:9, 42:19, 44:20, 46:8, 47:2, 50:6, 54:23, 54:25, 60:11, 74:2, 76:26, 77:1, 90:14, 96:17, 96:22, 106:6, 106:9, 112:7, 122:19, 130:20, 140:24, 143:16, 157:3, 159:12, 166:5, 166:10, 166:24, 167:14, 167:18, 168:8, 170:5, 177:7, 186:15, 191:24, 192:21, 194:1, 195:14, 196:5,

207:25, 208:1,
211:4, 222:23,
224:17, 252:15,
260:23, 262:3,
263:14, 266:16,
268:5, 278:17,
278:24, 287:13,
290:22
late [1] - 94:3
Latham [1] - 140:5
law [4]-24:9, 96:3, 117:22, 128:28
lawn [1] - 203:11
lawsuits [1] - 114:16
lawyer [2] - 104:6, 119:10
Lawyer [1] - 104:10
lawyers [1] - 255:28
lawyers' [1]-39:15
layoff [2] - 263:2,
263:11
lead [3]-6:17, 19:7,
251:28
leadership [2]-252:1, 253:19
leading [1] - 251:21
lean [17]-86:5, 165:3, 166:2, 166:8, 170:17, 172:25, 174:2, 179:21, 179:25, 181:19, 181:21, 181:22, 181:24, 182:1, 182:2, 183:27
lean-to [11]-166:2, 166:8, 170:17, 172:25, 179:21, 179:25, 181:19, 181:21, 181:22, 182:1, 183:27
lean-to's [1] - 165:3
lean-tos [3] - 174:2, 181:24, 182:2
leapfrog [1] - 188:8
learn [1] - 89:2
learning [2]-107:23, 146:7
lease [3] - 121:22, 121:25, 122:21
least [15] - 12:7, 34:18, 40:14, 43:6, 45:27, 61:19, 61:28, 62:4, 62:27, 95:3, 105:2, 118:13, 132:12, 144:24, 201:28
leave [12] - \(80: 28\), 112:19, 158:21, 172:1, 172:7, 172:14, 202:19,

205:2, 231:23,
261:21, 281:24
leaving [1] - 160:1
led [1] - 6:21
LED [1] - 153:11
left [7] - 79:2, 82:15,
93:13, 129:4, 206:5, 221:13, 225:9
leftover [1]-133:6
Legal \({ }_{[1]}\) - 114:10
legal [3]-114:11, 114:18, 118:4
legislation [2]-27:24, 120:9
Legislative [2] -
23:19, 216:16
legislator [1] - 100:18
Legislators [1] - 29:17
legitimate [1]-284:23
lengthy \({ }_{[1]}\) - 39:24
less [16] - 9:22, 9:25, 13:27, 36:22, 42:13, 42:27, 55:24, 100:21, 158:21, 160:7, 221:10, 250:26, 267:12, 269:7, 269:9
LETTER [2]-6:26,
7:12
letter [3]-72:27, 241:14
Letter [1] - 4:6
Letter........ [1]-5:10
letters [1]-67:15
letting [2]-59:24,
166:6
Level \({ }_{[1]}\) - 82:20
level [18]-13:14, 13:22, 14:9, 22:25, 27:25, 34:19, 76:15,
82:12, 95:14,
100:28, 108:27, 155:5, 188:23,
193:13, 267:18,
279:3, 286:3, 286:8
levelling \([1]\) - 25:6
levels [1] - 86:2
leverage [1]-121:6
liability \([4]-69: 12\),
185:19, 186:19,
186:25
library [3] - 79:23,
152:17, 152:25
License [5] - 88:2,
88:9, 88:14, 93:26, 93:28
license [10]-91:11,
91:15, 91:16, 91:17, 91:19, 91:22, 93:19,
94:23, 94:28, 254:25
licensed [1] - 88:7
licenses [8] - 81:27,
92:4, 93:24, 94:9,
94:10, 94:12, 94:16
licensing [1] - 82:7
lie [1]-200:26
life [9]-22:13, 46:2,
53:1, 53:9, 53:10,
53:19, 70:25, 254:2, 254:20
Life [2] - 50:25, 53:26
lifetime [2] - 34:3, 140:25
lift [3] - 113:20,
271:27, 275:16
lifted [1] - 48:7
light [5]-87:18,
118:6, 162:12, 174:25, 175:1
lighted \([7]\) - 153:28,
158:4, 185:5, 185:8, 188:23, 188:26, 205:23
lighting [1] - 153:12
likelihood [2]-55:18, 63:3
likely \({ }^{[1]}\) - 242:17
limit [4] - 181:25, 236:10, 236:11, 236:19
limited [1] - 75:23
limiting [1] - 236:3
line [21]-46:27, 82:3, 86:25, 115:9,
120:12, 120:20, 134:26, 170:15, 205:7, 207:5, 222:1, 222:3, 222:7, 223:14, 241:3, 246:25, 267:27, 267:28, 268:7,
279:8, 279:28
lines [1] - 45:22
linger \({ }_{[1]}\) - 133:17
link [7]-29:2, 167:1,
167:5, 174:5, 174:6, 174:8, 234:12
liquidating [2] -
248:26, 249:2
liquifying [1] - 250:11
LIST [3]-136:14,
136:27, 282:2
List \({ }_{[1]}-4: 25\)
list [15] - 31:9, 62:22,
72:13, 79:27, 80:3,
80:26, 84:23, 114:1,
130:9, 136:6,
136:21, 136:22,
163:16, 268:12,
283:25

Lis 5:13
List............................. ....... [1] - 4:24
listed \([3]-54: 16,56: 9\), 158:24
listen [3] - 85:19,
203:17, 226:25
listening \({ }_{[1]}-64: 21\)
literacy [1] - 79:23
literally [1] - 86:5
live \([7]-22: 5,61: 18\),
64:7, 72:13, 254:22,
286:4, 286:20
Live \({ }_{[1]}\) - 138:16
liveable [1] - 61:24
lives [1] - 68:15
living [4] - 70:23,
225:21, 245:17, 267:16
Liz [1] - 152:18
load [3] - 180:11,
186:21, 192:26
loan [1] - 153:25
local [2]-48:9, 171:1
locally [1] - 49:9
located [1] - 204:18
location [4]-132:11,
225:22, 230:21
long-term [4]-45:22,
53:20, 107:18,
179:27
longevity [3]-186:23,
186:25, 186:28
look [60]-7:9, 21:2,
24:15, 35:28, 37:16, 40:18, 40:27, 41:16, 43:3, 43:13, 44:11,
45:8, 46:25, 64:9,
84:22, 85:27, 86:1,
110:18, 111:1,
111:4, 113:4,
115:22, 129:14,
129:15, 131:5,
131:11, 132:19,
143:20, 143:25,
147:22, 163:18,
164:5, 166:7,
166:23, 167:4,
167:7, 170:21,
171:12, 179:7,
182:1, 202:20,
242:10, 245:13,
246:21, 246:22,
247:6, 247:23,
247:25, 248:4, 250:10, 250:14, 253:27, 261:6, 261:27, 271:12,
272:2, 272:27,

285:22
looked [15]-24:8,
35:3, 41:24, 103:24,
131:27, 168:4,
171:18, 179:23,
181:19, 212:3,
218:2, 218:23,
238:2, 240:19, 256:7
looking [50] - 9:21,
11:27, 12:25, 19:12,
24:15, 24:19, 24:20,
26:17, 33:17, 36:10,
39:17, 46:4, 47:26,
56:5, 65:26, 67:28,
97:5, 97:6, 111:2,
116:18, 132:21,
134:16, 140:1,
147:5, 147:25,
148:7, 162:16,
164:9, 164:10,
166:14, 166:15,
167:26, 172:8,
174:9, 178:3, 196:3,
197:26, 223:8,
245:17, 248:5,
258:9, 261:1,
261:18, 267:27,
268:17, 271:20,
272:7, 280:2, 285:7
looks [2] - 28:17, 29:6
loose [1] - 143:1
Lord [2]-29:20, 159:5
lose [3]-74:12,
112:21, 241:11
losing [3]-110:15,
227:24, 246:7
loss [2] - 11:27,
279:20
lost [6]-28:18,
165:27, 227:3,
228:8, 241:4, 276:27
loud [1] - 143:7
love \([7]-13: 9,13: 10\),
39:20, 64:17,
151:17, 178:7,
272:18
loved [1] - 273:1
loving \({ }_{[1]}\) - 123:10
low [8] - 54:1, 70:22,
122:9, 247:21,
247:22, 248:3, 265:2
Lowe's [2]-69:27,
71:10
Iower [2]-211:27,
253:24
Iowered [1]-209:2
lowest [1] - 129:21
luck [3]-15:2, 15:24,
16:7
lump [1] - 276:18


225:3, 225:12,
225:28, 226:17,
226:20, 226:23,
226:26, 227:1,
227:4, 227:6, 227:9,
227:12, 227:15,
227:19, 227:25,
228:4, 228:20,
228:27, 229:3,
229:8, 229:17,
229:22, 229:27,
230:3, 230:7, 231:4, 231:14, 231:19,
233:6, 233:17,
234:7, 234:9,
234:20, 234:28,
235:4, 235:10,
235:15, 235:17,
236:1, 236:5,
236:18, 236:21,
236:24, 236:27,
237:2, 237:6, 237:9, 237:12, 237:15,
237:17, 237:21,
238:3, 238:7,
243:28, 244:6,
244:22, 249:22,
249:26, 250:1,
250:5, 250:10,
259:1, 259:7,
259:12, 272:12,
272:16, 272:18,
272:21, 272:25,
273:5, 273:19,
273:22, 273:25,
274:1, 274:3, 274:6,
274:11, 274:15,
274:19, 274:23,
274:25, 274:27,
275:1, 275:5,
275:10, 275:14,
275:18
Middleton [1]-2:23
might [12]-32:2,
36:15, 36:16, 42:5,
64:9, 81:13, 119:22,
127:18, 132:15,
140:15, 220:23,
261:13
Mike [2]-165:15,
213:24
mile [4]-232:1, 232:9,
233:14, 233:16
mileage [1] - 79:12
miles [3]-244:25,
245:4, 245:5
Millennials [1] - 74:27
million [22]-12:16,
12:18, 12:20, 14:27,
52:23, 90:1, 90:9,
```

90:11, 90:13,
129:12, 143:18,
143:19, 159:7,
218:7, 223:19,
227:14, 251:27
254:10, 262:14,
265:22, 267:4,
267:10

```

Mims [2] - 138:17, 138:18
mind [3]-19:16, 171:11, 276:6
minds [1] - 15:5
mine [1] - 290:13
Minette [7] - 123:7, 124:24, 156:6,
156:12, 226:15, 242:2, 248:12
Ministries [6] - 59:26, 61:1, 61:9, 64:13, 64:18, 65:17
ministry [1] - 61:21 minivan [4]-235:13, 271:25, 271:27, 273:9
minivans [3]-245:7, 274:9, 274:23
minor [1] - 273:27
minus [1] - 239:14
minuses [1]-207:23
minute [3] - 86:21, 123:23, 136:10
minutes [5] - 130:2, 133:13, 133:15, 133:17, 217:18
miscellaneous [5] 114:7, 130:7, 151:18, 207:1, 207:4
Miscellaneous [3] -
4:13, 4:14, 4:22
MISCELLANEOUS [3] - 59:16, 73:6, 113:26 missed [4] - 154:9, 167:24, 169:9, 170:12
missing [2] - 87:13, 222:27
mistake [1] - 46:8
mistaken [1] - 161:26
mitigate [1] - 49:21
Mobile [10]-71:10,
100:16, 197:24,
228:7, 228:13,
235:21, 235:22,
236:13, 236:25,
259:28
mobile [6] - 9:3, 70:21, 70:23, 70:25, 88:7, 199:6
modified [5] - 245:8,

272:22, 273:6,
273:10, 273:16
modify [1] - 85:28
modulars [1] - 213:12
Monday [2]-1:5, 59:11
monetary [1] - 115:3
money [83] - 12:3,
12:9, 15:19, 15:23,
16:14, 20:13, 23:18,
23:21, 24:5, 24:9,
24:11, 28:28, 39:4,
57:13, 60:28, 61:2, 62:24, 63:13, 63:16,
63:20, 63:28, 64:1,
65:28, 66:28, 76:6,
76:12, 77:24, 86:12,
90:26, 91:2, 92:10,
96:2, 97:7, 97:10,
115:21, 119:16,
119:28, 120:3,
120:17, 120:25,
121:1, 121:12,
122:2, 123:17,
123:26, 126:14,
135:25, 140:23,
146:23, 151:26,
155:17, 160:5,
179:5, 181:20,
182:24, 190:17,
190:19, 190:20,
190:23, 194:18,
208:12, 211:23, 224:5, 224:20,
232:14, 232:17,
240:15, 240:24,
264:5, 264:17,
264:19, 264:26,
267:9, 279:25,
285:24, 285:25,
286:10, 286:19,
286:27, 287:6
monies [2]-23:1,
25:2
Monroe [1] - 253:28
Montgomery [6] - 9:6,
10:5, 14:13, 15:6,
16:14, 197:24
month [9]-34:13,
43:5, 71:20, 90:14, 92:14, 161:1,
221:11, 248:2, 251:8
monthly [2] - 42:12,
42:14
months [10] - 24:3,
24:4, 28:7, 37:2,
83:7, 86:6, 115:24, 117:18, 249:17,
260:23
Morgantown [3] -

214:2, 214:13, 214:14
morning [12] - 6:4, 38:25, 73:10, 73:11, 167:17, 167:19,
167:25, 169:10,
170:12, 228:12, 235:5
most \([8]-12: 4,35: 15\), 56:18, 75:8, 95:21, 103:12, 159:25, 166:21
mostly [1] - 189:12 motion [1] - 290:17 motivation [1] 107:23
mouth [1] - 77:25 move [28]-6:28, 20:13, 36:15, 53:24, 66:1, 93:9, 97:27, 103:10, 106:21, 109:2, 119:24, 122:8, 141:9, 141:15, 146:1, 164:28, 166:22, 171:20, 208:24, 215:6, 246:19, 253:17, 257:5, 257:6, 257:28, 260:21, 268:6, 290:12
moved [3] - 88:13, 106:27, 290:15
moves [1] - 289:23
moving [6] - 165:6, 166:3, 208:24,
251:4, 251:19, 253:3
MPO [10]-210:9,
215:17, 215:20, 215:25, 216:9, 216:13, 216:21, 216:25, 223:25, 261:25
MR [843] - 10:20, 16:19, 16:23, 16:27, 17:27, 18:3, 20:10, 20:23, 21:12, 21:15, 21:23, 21:26, 22:1, 22:3, 22:11, 28:24, 32:23, 33:3, 33:7, 34:25, 35:24, 36:7, 36:11, 36:13, 36:16, 37:18, 37:21, 40:22, 41:2, 41:8, 41:11, 41:14, 41:15, 41:23, 42:12, 42:16, 42:17, 43:11, 43:21, 43:24, 44:25, 45:1, 45:5, 45:9, 45:12, 45:17, 45:20, 46:6, 46:13,

46:15, 46:18, 46:20, 46:23, 47:10, 47:12, 47:13, 47:14, 47:18, 47:21, 47:23, 47:25, 48:2, 48:4, 48:18,
48:21, 48:28, 49:2, 49:6, 49:8, 49:11,
49:19, 49:22, 49:24, 50:12, 50:16, 50:20, 50:23, 51:1, 51:5, 51:10, 51:19, 51:22, 51:27, 52:1, 52:7, 52:9, 52:13, 52:17, 52:19, 52:26, 53:7, 53:16, 53:21, 53:24, 54:8, 54:11, 55:5, 55:6, 55:12, 55:15, 55:27, 56:3, 56:7,
57:7, 57:20, 57:24,
57:28, 58:14, 58:15,
58:16, 58:18, 58:26,
58:28, 59:2, 59:3,
59:5, 59:6, 59:10,
59:19, 59:21, 69:8,
69:11, 69:14, 69:25, 71:2, 72:25, 72:28, 73:8, 73:11, 75:19, 75:25, 76:16, 76:20, 76:24, 77:11, 78:2, 78:11, 78:16, 78:19, 78:21, 79:18, 80:25, 81:3, 81:17, 81:22, 86:20, 86:27, 87:19, 90:8, 90:12, 92:20, 92:23, 94:6, 95:13, 95:21, 95:26, 96:10, 99:12, 99:24, 99:28, 100:13, 101:11, 101:18, 102:2, 102:5, 102:10, 102:13, 102:17, 102:25, 102:27, 103:19, 104:7, 104:10, 104:14, 107:16, 108:22, 109:6, 109:25, 111:19, 111:22, 112:11, 113:11, 113:22, 113:27, 114:23, 115:7, 117:7, 117:10, 117:26, 119:5, 119:20, 120:2, 120:4, 120:5, 121:3, 121:6, 121:7, 121:9, 121:11, 121:14, 122:4, 122:9, 122:10, 122:14, 122:25, 123:2, 123:7, 123:13, 123:16, 123:20,

123:22, 125:21, 125:25, 126:17, 126:24, 126:27, 127:14, 127:22, 128:19, 128:26, 129:8, 129:9, 129:15, 129:18, 129:26, 130:5, 130:7, 130:12 130:20, 130:23, 130:26, 131:1, 131:6, 131:12, 131:14, 131:18, 131:21, 132:4, 132:6, 132:11, 132:23, 132:24, 132:28, 133:2, 133:26, 134:3 134:9, 134:15 134:22, 135:3, 135:10, 135:17, 135:21, 135:24, 135:27, 136:2, 136:5, 136:15, 136:17, 136:19, 136:23, 137:1,
137:7, 137:18, 137:20, 137:28, 138:4, 138:8, 138:14, 138:18, 138:22, 138:24, 139:4, 139:18, 139:26, 140:15, 140:19, 140:28, 141:3, 141:11, 141:17, 141:28, 142:3, 142:14, 142:16, 142:23, 142:28, 143:13, 143:18, 143:25, 144:3, 144:5, 144:9, 144:12, 144:27, 145:5, 145:9, 145:13, 146:3, 146:7, 146:17, 146:24, 148:16, 148:18, 149:3, 149:7, 149:13, 149:18, 149:21, 149:24, 150:3, 150:7, 150:16, 151:15, 151:19, 151:23, 152:3, 152:5, 152:6, 152:19, 152:21, 152:24, 152:28, 153:3, 153:6, 153:9, 153:11, 153:15, 153:21, 153:24, 154:1, 154:4, 154:8, 154:11, 154:15,

154:21, 154:25, 155:6, 155:25, 155:28, 156:2, 156:13, 157:16, 157:21, 157:23, 157:27, 158:11, 159:5, 159:8, 159:11, 159:20, 160:1, 160:19, 160:22, 160:25, 160:27, 161:3, 161:4, 161:9, 161:11, 161:14, 161:18, 161:21, 162:3, 162:5, 162:10, 162:13, 162:14, 162:18, 162:20, 162:22, 162:27, 163:3, 163:8, 163:13, 163:15, 163:22, 163:27, 164:6, 164:9, 164:13, 164:17, 164:19, 164:23, 165:4, 166:3, 167:10, 167:13, 167:16, 167:22, 167:24, 168:2, 168:7, 168:14, 168:21, 168:28, 169:3, 169:6, 169:9, 169:27, 170:2, 170:5, 170:8, 170:11, 170:16, 170:25, 171:8, 171:12, 171:24, 171:27, 172:28, 173:4, 173:6, 173:10, 173:12, 173:24, 173:28, 174:5, 174:8, 174:14, 174:21, 174:27, 175:5, 175:6, 175:8, 175:11, 175:14, 175:15, 175:19, 175:20, 175:23, 175:24, 175:27, 176:3, 176:8, 176:10, 176:12, 176:13, 176:14, 176:15, 176:16, 176:17, 176:18, 176:21, 176:22, 176:24, 176:28, 177:6, 177:11, 177:14, 177:18, 177:25, 178:1, 178:9, 178:22, 178:25, 178:28,

179:4, 180:3, 180:15, 181:24, 182:7, 182:10, 182:11, 182:13, 182:18, 183:4, 183:12, 183:15, 183:17, 183:26, 184:3, 184:6, 184:8, 184:11, 184:19, 185:1, 185:5, 188:2, 188:25, 188:28, 190:6, 190:9, 190:12, 190:16, 190:20, 190:27, 191:2, 191:15, 191:21, 191:24, 191:27, 193:6, 193:18, 195:12, 197:3, 197:7, 198:18, 199:6, 199:9, 201:3, 201:6, 201:13, 202:3, 202:6, 202:9, 202:13, 203:10, 205:20, 205:25, 206:9, 206:12, 206:14, 206:17, 206:22, 206:25, 206:28, 207:1, 207:2, 207:3, 207:6, 207:7, 207:8, 207:9, 207:10, 207:15, 207:18, 207:22, 207:26, 207:27, 208:1, 208:3, 208:7, 208:22, 208:27, 209:3, 209:5, 209:8, 209:9, 209:10, 209:12, 209:26, 209:28, 210:6, 210:9, 210:16, 210:20, 210:24, 210:28, 211:7, 211:16, 211:24, 212:19, 212:28, 213:8, 213:10, 213:15, 213:20, 213:24, 213:26, 214:9, 214:14, 214:23, 214:25, 215:1, 215:3, 215:15, 215:17, 216:16, 216:22, 217:5, 217:12, 217:13, 218:18, 219:24, 219:27, 220:3, 220:11, 220:14, 220:18, 220:23, 221:3, 221:5, 221:6, 221:9, 221:16, 221:18,

221:26, 222:1, 222:3, 222:5, 222:7, 222:9, 222:10, 222:14, 222:16, 222:17, 222:25, 222:28, 223:2, 223:7, 223:11, 223:13, 223:16, 223:18, 223:20, 223:21, 223:23, 223:24, 223:26, 223:27, 224:1, 224:2, 224:8, 224:9, 224:19, 224:23, 224:26, 225:27, 229:15, 229:20, 229:23, 231:13, 232:24, 232:28, 233:2, 233:7, 233:13, 233:24, 234:6, 235:14, 235:16, 235:19, 235:24, 235:27, 236:4, 236:14, 237:5, 237:8, 237:10, 237:16, 237:18, 237:22, 238:9, 238:20, 238:27, 239:9, 239:18, 239:28, 240:1, 240:13, 241:1, 241:13, 241:18, 241:28, 242:17, 242:20, 242:21, 242:23, 242:28, 243:3, 243:10, 243:24, 243:27, 244:2, 244:10, 244:14, 244:16, 244:19, 244:21, 245:3, 245:20, 245:21, 245:22, 245:23, 246:4, 246:14, 246:17, 246:26, 247:26, 248:7, 248:18, 249:4, 249:5, 249:12, 249:16, 249:28, 251:1, 251:4, 251:14, 251:19, 251:22, 251:25, 252:4, 252:8, 252:23, 253:5, 253:9, 253:14, 256:22, 256:26, 257:2, 257:7, 257:10, 257:23, 258:20, 260:26, 260:28, 261:5, 261:10, 261:13,

261:17, 261:24,
262:5, 262:8, 262:9, 262:12, 262:14, 262:17, 262:20, 262:22, 262:23, 262:25, 262:26, 262:27, 262:28, 263:3, 263:6, 263:9, 263:21, 264:11, 264:20, 264:28, 265:8, 265:11, 265:13, 265:19, 265:27, 266:2, 266:9, 266:10, 267:2, 267:15, 267:23, 267:26, 268:3, 268:10, 268:13, 268:20, 268:23, 269:6, 269:7, 269:8, 269:10, 269:12, 269:13, 269:15, 269:21, 269:22, 269:24, 269:28, 270:1, 270:2, 270:3, 270:4, 270:5, 270:8, 270:21, 271:2, 271:5, 271:8, 271:11, 271:14, 271:17, 271:20, 271:24, 272:1, 272:8, 273:4, 276:3, 276:13, 276:14, 276:19, 276:22, 277:2, 277:5, 277:7, 277:10, 277:13, 277:19, 277:21, 277:23, 277:25, 278:1, 278:4, 278:8, 278:13, 278:20, 279:13, 279:16, 279:19, 279:23, 280:1, 280:13, 280:18, 280:22, 280:25, 280:27, 281:7, 281:12, 281:15, 281:20, 281:23, 281:24, 281:26, 282:6, 282:24, 283:3, 283:6, 283:23, 283:26, 283:28, 284:4, 284:8, 284:12, 284:15, 284:24, 285:4, 285:16, 285:19, 287:1, 287:4, 287:14, 287:16, 288:11, 288:14, 288:19, 288:23, 289:3, 289:5,

289:10, 289:23, 290:7
MRDD \({ }_{[1]}\) - 199:9
MS [361] - 13:1, 17:15, 17:19, 24:8, 24:20, 24:24, 24:27, 25:2, 25:9, 25:15, 25:17, 25:23, 26:6, 26:10, 26:15, 26:27, 27:1, 27:4, 27:10, 27:15, 28:16, 29:2, 29:14, 37:1, 37:6, 37:9, 37:14, 40:9, 42:15, 43:1, 45:15, 47:7, 48:1, 48:3, 48:13, 48:19, 49:7, 50:1, 50:5, 52:11, 52:15, 52:27, 53:8, 53:14, 53:19, 54:3, 59:20, 59:23, 63:11, 64:9, 65:1, 65:8, 65:11, 66:9, 66:14, 66:17, 66:27, 67:5, 67:10, 67:21, 67:25, 68:3, 68:6, 69:3, 69:5, 69:10, 69:13, 69:22, 69:28, 70:3, 70:9, 70:14, 71:5, 72:21, 73:1, 75:18, 75:20, 77:7, 77:10, 77:12, 77:18, 78:7, 81:24, 83:2, 83:9, 83:10, 83:16, 84:2, 84:12, 84:15, 84:17, 84:22, 84:26, 85:2, 85:5, 85:8, 85:10, 85:15, 86:13, 86:16, 87:1, 87:7, 87:10, 87:24, 89:16, 90:6, 90:10, 90:13, 90:23, 91:7, 91:10, 91:27, 93:10, 93:16, 94:13, 95:9, 95:20, 95:22, 95:28, 96:12, 96:16, 97:20, 97:25, 98:10, 98:17, 98:20, 98:23, 98:28, 99:8, 102:22, 102:28, 103:6, 103:17, 104:23, 104:26, 105:12, 105:16, 105:19, 105:26, 106:3, 106:5, 106:23, 107:1, 107:7, 107:11, 107:14, 110:7, 110:21, 110:27, 111:3, 111:12, 111:14, 111:21, 111:23, 121:12, 122:11, 122:15, 122:22,

122:27, 139:24,
141:24, 142:12,
142:15, 142:18,
142:22, 143:1,
143:5, 143:8,
143:14, 145:7,
145:11, 145:14,
146:5, 146:9,
146:13, 146:18, 146:22, 146:26, 147:4, 148:2, 148:9, 149:8, 149:17, 149:22, 150:11, 150:15, 150:24, 151:5, 151:9, 152:2, 152:4, 152:20, 154:6, 154:9, 155:13, 157:19, 157:26, 157:28, 160:23, 178:13, 184:24, 185:12, 185:24, 185:28, 186:7, 186:9, 186:12, 186:17, 186:20, 187:10, 187:15, 187:19,
187:22, 187:26, 188:6, 193:4, 193:7, 193:21, 193:25, 194:1, 194:5, 194:8, 194:23, 194:28, 195:24, 208:18, 209:21, 209:27,
210:1, 210:14, 211:27, 212:3, 212:20, 212:27,
213:1, 213:6, 214:1, 214:7, 214:10, 216:27, 217:1, 225:3, 225:12, 225:28, 226:17, 226:20, 226:23, 226:26, 227:1, 227:4, 227:6, 227:9, 227:12, 227:15, 227:19, 227:25, 228:4, 228:20, 228:27, 229:3, 229:8, 229:17, 229:22, 229:27, 230:3, 230:7, 231:4, 231:14, 231:19, 233:6, 233:17, 234:7, 234:9, 234:20, 234:28, 235:4, 235:10, 235:15, 235:17, 236:1, 236:5, 236:18, 236:21, 236:24, 236:27,
237:2, 237:6, 237:9,

237:12, 237:15, 237:17, 237:21, 238:3, 238:7, 243:28, 244:6,
244:22, 249:22,
249:26, 250:1,
250:5, 250:10,
259:1, 259:7,
259:12, 262:15, 262:18, 263:4,
263:7, 266:6,
268:11, 268:15,
268:21, 268:25,
270:12, 270:23,
270:25, 270:27,
272:12, 272:16,
272:17, 272:18,
272:19, 272:21,
272:25, 273:5,
273:19, 273:22,
273:25, 274:1,
274:3, 274:6,
274:11, 274:15,
274:19, 274:23,
274:25, 274:27,
275:1, 275:5,
275:10, 275:14,
275:18, 277:12,
282:3, 282:8,
282:13, 282:17,
282:23, 283:5,
283:7, 283:13,
283:22, 283:24,
285:7, 285:9,
287:12, 287:15,
287:19, 289:4, 289:8
Mucinex [2] - 55:18, 55:22
multiple [2]-50:24, 273:15
multiply [1]-65:4
Municipalities [4] -
141:23, 151:27,
192:22, 224:7
murder [1]-22:26
MUSEUM [1] - 73:7
Museum [3]-73:9,
73:13, 188:23
museum [6]-74:1,
74:4, 74:9, 74:23,
77:15
Museum................ [1]
-4:15
must [3] - 71:19,
114:19, 227:23
Mustang [1] - 9:24
\begin{tabular}{|c|}
\hline \(\mathbf{N}\) \\
\hline name \(_{[11]}-47: 27\), \\
\end{tabular}

95:24, 95:25, 146:20, 146:22, 162:23, 162:28,
163:2, 163:5, 205:10
nation [1] - 253:23
National [1] - 199:6
nature [2]-58:7, 244:25
NBU \({ }_{[1]}\) - 137:21
near [1] - 213:23
necessarily [5] - 51:3, 64:12, 109:2,
128:10, 164:2
necessary [2]-107:4, 278:28
need [98]-8:15, 8:25, 9:18, 12:6, 13:14, 15:12, 15:26, 21:2, 23:2, 32:20, 46:20, 46:25, 58:16, 58:19, 60:28, 61:7, 62:1, 62:4, 65:22, 68:9, 68:11, 69:15, 71:19, 71:27, 73:23, 76:6, 85:22, 88:1, 88:14, 93:8, 94:10, 95:16, 95:18, 99:27, 101:18, 101:27, 101:28, 106:17, 107:25, 107:27, 108:10, 115:23, 118:5, 118:25, 119:14, 125:2, 127:3, 132:15, 133:5, 136:6, 140:11, 141:25, 141:26, 142:1, 142:2, 144:21, 145:17, 148:15, 149:26, 153:6, 155:5, 160:20, 162:5, 162:6, 176:7, 179:3, 180:6, 184:10, 198:2, 199:15, 199:19, 205:13, 214:20, 214:23, 215:17, 215:20, 216:9, 222:12, 238:25, 247:17, 248:24, 250:15, 259:21, 260:13, 260:14, 261:10, 261:14, 267:24, 269:21, 270:15, 276:27, 277:17, 282:3, 288:13, 289:6 needed [10]-21:8, 125:1, 125:6, 126:18, 132:24,

180:25, 189:23,
243:11, 247:14, 283:13
needing [2] - 18:16, 181:26
needle [3] - 36:15, 53:24, 117:5
needs [32]-11:7, 13:18, 14:16, 14:17, 19:5, 29:21, 36:17, 47:11, 66:16, 76:8, 76:9, 100:4, 104:2, 108:24, 116:23, 118:11, 119:11, 119:12, 128:20, 149:2, 155:28, 158:23, 169:13, 171:6, 176:22, 201:26, 212:6,
215:24, 216:9,
233:27, 233:28,
285:26
negatively [7] - 57:6, 75:18, 85:1, 96:15, 154:4, 171:26, 212:28
negotiate [6] - 49:22,
50:14, 51:7, 51:18, 51:21, 118:10
negotiated [1] - 50:26 negotiation [1] - 16:5 negotiations [1] 49:26
net \([9]-20: 28,21: 3\),
22:17, 43:23, 44:12, 45:27, 209:9
network [10] - 33:15, 33:18, 35:1, 35:3, 35:7, 35:8, 35:16, 36:1, 36:20, 44:27
never [3]-7:18, 88:23, 122:12
new [53] - 8:8, 8:25,
8:27, 8:28, 9:4, 9:5, 9:18, 17:12, 21:1, 40:28, 44:20, 47:10, 70:19, 90:18, 90:24, 91:1, 91:8, 92:14, 94:14, 94:22, 95:11, 96:3, 112:12, 120:7, 122:15, 123:11, 125:28, 153:19, 166:24, 170:18, 179:2, 184:10, 195:18, 202:1, 217:15, 219:25, 219:27, 230:22, 241:13, 241:14, 246:18, 249:3, 251:10, 253:17,

253:21, 256:3,
257:15, 260:21, 261:1, 269:25, 283:26
news [2]-25:25, 25:26
next [38] - 9:22, 22:23,
26:23, 29:9, 35:28,
36:12, 38:9, 41:15,
42:4, 46:3, 47:6,
52:18, 58:21, 58:22,
58:27, 59:1, 59:11,
73:8, 85:2, 96:16,
110:4, 113:10,
120:1, 123:6, 141:6,
144:25, 168:15,
171:19, 185:4,
210:19, 224:24,
226:9, 227:14,
251:9, 256:27,
276:4, 279:1, 288:10
nice [6]-46:12, 81:9,
81:10, 140:7, 140:9, 187:26
nicer \({ }_{[1]}-143: 14\)
night \([1]\) - 252:15
nightmare [1]-112:9
nine [30] -9:12, 9:13,
28:7, 52:4, 52:22,
140:27, 158:2,
166:17, 218:27,
219:28, 220:7,
223:21, 238:12,
239:13, 245:8,
262:12, 266:24,
266:28, 269:4,
269:7, 269:9,
269:16, 269:18,
269:21, 269:23,
270:10, 270:18,
270:27, 280:4
nineteen [6] - 151:14,
166:25, 218:26,
219:19, 280:3, 280:6
ninety [27]-35:5, 46:19, 47:1, 120:14, 120:22, 128:14, 134:13, 140:27, 166:17, 179:22, 183:6, 183:11, 183:17, 183:19,
183:20, 183:22,
183:24, 187:11,
189:4, 219:28,
220:7, 238:13,
262:12, 280:6,
287:15, 287:19,
288:25
ninety-eight \({ }_{[1]}\) - 47:1
ninety-five [2] -

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

128:14, 140:27
ninety-nine [1] 166:17
ninety-one [4] 187:11, 219:28,
220:7, 262:12
ninety-six [2] -
134:13, 280:6
ninety-three [1] 189:4
nip [1] - 288:9
nobody [1] - 254:27
non [2]-46:17, 159:25
non-functional [1] 159:25
non-wellness [1] -
46:17
nonessential [1] -
211:21
nontaxable [1] - 92:17
noon [1] - 32:20
normal [2] - 138:15, 159:19
normally [4] - 82:1, 193:16, 193:21, 273:23
North [1] - 39:21 north [3]-61:17, 64:4, 65:21
northern [2]-60:17, 226:4
Northlinc [5] - 228:10,
247:9, 247:21,
248:7, 248:16
note [3] - 108:18, 148:16, 180:3 nothing [11] - 32:9, 93:5, 116:4, 144:23, 187:4, 187:6, 187:7, 188:21, 196:22, 198:1, 201:24 notice [3] - 33:27, 248:8, 248:17
November [3] - 78:28, 249:17, 256:5 nowhere [1] - 187:6 Number [2]-1:16, 82:24
number [73] - 11:28,
19:20, 25:24, 31:11, 35:5, 43:27, 48:10, 52:3, 52:5, 52:22, 81:2, 114:18, 125:5, 131:25, 132:20, 135:6, 142:27, 152:23, 153:2, 160:28, 161:15, 174:15, 179:21, 182:27, 183:3,

193:18, 194:27, 195:8, 201:10, 206:12, 206:13, 206:14, 206:25, 206:28, 207:2, 207:9, 207:11, 207:14, 208:22, 208:24, 208:28, 209:14, 209:16, 219:23, 219:27, 220:4, 223:8, 223:24, 227:21, 246:12, 250:13, 255:16, 256:16, 256:17, 258:7, 258:12, 258:21, 258:25, 260:20, 266:25, 267:11, 267:12, 267:14, 268:7, 268:16, 269:1, 278:17, 278:24, 280:16, 281:10, 282:23, 287:23, 288:9 numbers [30] - 17:22, 22:20, 25:27, 26:5, 26:9, 26:11, 26:12, 26:22, 28:1, 28:13, 42:12, 54:22, 129:23, 217:28, 220:8, 234:21, 236:16, 236:20, 237:14, 238:15, 245:15, 247:24, 248:4, 254:5, 258:19, 261:27, 266:20, 267:25, 280:13
NUNNALLY [156] -
120:4, 131:6, 131:12, 131:18, 131:21, 132:4, 132:6, 134:3, 134:9, 134:15, 135:10, 135:17, 160:27, 161:4, 161:9, 161:11, 161:14, 171:8, 175:20, 175:24, 175:27, 176:3, 176:8, 176:13, 176:15, 176:17, 176:24, 176:28, 207:26, 213:8, 213:26, 214:14, 214:25, 215:3, 217:13, 218:18, 219:24, 219:27, 220:3, 220:11, 220:14, 220:18, 221:5, 221:16, 221:18,

221:26, 222:1, 222:9, 222:14, 222:17, 222:25, 223:2, 223:13, 224:23, 224:26, 229:15, 229:20, 229:23, 231:13, 232:24, 232:28, 233:2, 233:7, 233:13, 233:24, 234:6, 235:14, 235:16, 235:19, 235:24, 235:27, 236:4, 236:14, 237:8, 237:10, 237:16, 237:18, 237:22, 238:9, 238:20, 239:9, 239:18, 240:1, 240:13, 241:1, 241:13, 241:18, 241:28, 242:17, 242:21, 242:23, 242:28, 243:3, 243:10, 243:24, 244:10, 244:14, 244:16, 244:21, 245:3, 245:21, 245:23, 246:4, 246:14, 246:26, 247:26, 248:18, 249:4, 256:22, 256:26, 257:2,
258:20, 262:5,
262:9, 262:12,
262:20, 262:23, 262:26, 262:28, 263:3, 265:8, 265:13, 265:19, 266:2, 266:9, 267:2, 267:26, 268:3, 268:20, 269:6, 269:8, 270:1, 270:3, 270:21, 271:2, 271:5, 276:13, 276:19, 276:22, 277:2, 277:7, 277:19, 277:21, 277:25, 278:1, 278:4, 278:8, 278:13, 278:20, 279:13, 279:16, 279:19, 279:23, 281:20, 281:23, 281:26
Nunnally [1] - 2:22
nutrition [1] - 234:14


BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

166:27, 167:2,
167:14, 168:24,
169:17, 169:26,
170:21, 170:22,
170:27, 171:13,
172:9, 172:21, 176:22, 177:20,
179:13, 180:1,
180:4, 180:11, 182:9, 184:15, 184:16, 184:17, 186:26, 187:11, 188:10, 192:15, 194:2, 194:9, 195:22, 195:25, 196:8, 198:7, 199:23, 199:25,
207:1, 211:13,
212:20, 214:5,
214:11, 215:5,
215:24, 217:3,
218:8, 218:11,
218:16, 218:24,
219:8, 219:19,
219:28, 220:7,
220:20, 220:23,
223:3, 224:3, 225:5,
228:13, 228:14,
231:28, 232:9,
233:13, 233:16,
235:6, 235:20,
235:21, 237:15,
242:4, 242:9,
243:14, 243:19,
245:8, 245:10,
245:11, 245:24,
245:25, 246:26,
247:6, 247:13,
248:1, 248:5,
248:18, 252:4,
253:2, 253:3,
254:20, 255:22,
256:27, 257:19,
259:13, 262:12,
264:22, 265:22,
266:22, 267:4,
270:5, 270:6,
273:14, 279:3,
281:28, 283:10,
285:9, 286:6, 287:10, 287:25,
288:21, 288:23,
290:22
One [1] - 47:1
one's [1] - 182:8
one-of [1] - 287:25
one-point-eight [1] 245:25
one-point-five [1] 218:8
one-point-one [3] 220:20, 223:3, 245:24
one-time [2] - 287:25
ones [16] - 21:8,
24:18, 35:17, 89:1, 95:23, 112:12,
137:27, 175:16,
175:27, 175:28,
203:15, 230:16,
230:17, 240:21,
249:3, 270:19
ongoing [3] - 58:5, 95:15, 120:21
online [3]-91:13,
147:23, 156:16
open [9] - 38:25, 39:7,
68:28, 75:15,
100:26, 166:27,
167:3, 181:17,
225:16
opened [1] - 61:6
operate [12] - 77:10,
226:3, 231:15,
235:7, 235:18,
250:26, 255:5,
257:20, 261:21,
276:1, 286:2, 286:7
operated [1] - \(231: 9\)
operating [3] - 74:15,
222:11, 234:15
operation [7] - 74:1,
85:27, 252:21,
253:25, 256:10,
256:11, 284:22
operations [3] -
130:28, 155:5,
263:23
opinion [3] - 20:9, 74:2, 198:10
opportunity [6] - 48:8,
50:13, 94:18,
109:12, 148:8,
153:24
option [5] - 37:25,
42:5, 54:26, 55:8, 181:19
Option [1] - 44:4 options [7] - 36:28,
41:19, 41:23, 172:9, 182:1, 250:22,
251:18
orange [1] - 222:7
order [8] - 103:16,
133:5, 165:20,
249:7, 249:20,
259:7, 266:20,
270:10
ordered [7] - 10:7,
58:22, 249:15,

249:16, 270:20,
271:7, 271:10
orders [2] - 13:28, 71:7
organic [1] - 109:21
organization [7] -
64:11, 73:20,
103:23, 104:28,
107:17, 107:20,
147:13
organizations [2] -
64:15, 107:18
origin [3]-225:7, 225:13, 225:19
originally [3] - 215:4, 229:4, 229:11
originated [1] - 265:3
orthodontic [4] -
33:28, 34:4, 34:5, 34:8
otherwise [5] -
147:21, 148:4,
148:5, 150:17,
228:23
ought [4]-22:9, 55:9, 118:21, 187:17
ourselves [2]-121:2,
202:28
out-judged [1] -
205:12
out-of-town [1] -
79:11
outbid [1] - 8:9
output [1] - 284:14
outrageous [1] -
126:10
outreach [2] - 165:8,
165:12
outside [11] - 35:6,
52:20, 63:15, 63:21, 65:24, 87:16,
118:26, 166:22,
171:5, 237:5, 246:1
outstanding [1] -
186:10
over-the-counter [12]
- 54:27, 55:4, 55:6,

55:11, 55:14, 55:16,
55:17, 55:24, 56:25,
57:9, 57:19, 58:10
overall [1] - 91:3
overhead [2] - 265:6, 265:7
oversight [2]-217:22, 217:23
overstaffing [1] 276:10
owed [1] - 96:2
own [18] - 90:27,
101:26, 103:23,

103:27, 115:9,
115:14, 118:26,
140:11, 203:1,
231:25, 233:8,
240:5, 240:7,
240:28, 241:23,
266:18
owned [3] - 35:18,
92:24, 204:26
owning [1] - 140:21
\begin{tabular}{|c|}
\hline \(\mathbf{P}\) \\
\hline
\end{tabular}
p.m [3] - 230:27,

230:28, 290:26
pace [1] - 276:6
package [1] - 54:15
pad [2] - 168:13, 171:10
paddle [1] - 109:24
page [6]-33:14,
168:8, 210:19,
219:7, 232:25, 233:3
pages [2] - 166:14, 166:24
paid [15] - 48:5, 48:15, 48:16, 52:20, 75:22, 75:25, 88:3, 105:23, 105:24, 147:27,
194:17, 216:12,
237:24, 251:28,
279:10
pain [1] - 286:17
Palmer [1] - 1:14
pamphlet [1] - 165:26
paper [1]-98:2
paperwork [3] -
185:14, 185:19,
216:25
paraphernalia [1] 151:22
pardon [2] - 251:14, 271:8
parents [1] - 240:18
Park [2] - 140:5, 266:7
park [5] - 158:4,
172:26, 172:27,
213:27, 214:25
Park-and-Rides [1] -
266:7
parking [9] - 131:3, 131:20, 131:26, 140:18, 160:27, 161:5, 161:13,
168:15, 214:13
Parks [2] - 211:16, 212:16
parks [1] - 88:7
part [32] - 14:26,

20:24, 54:15, 60:17,
60:24, 61:10, 61:11,
67:7, 67:24, 70:9,
88:2, 88:15, 110:24,
112:16, 128:12,
136:6, 136:10,
156:16, 157:26,
162:6, 204:12,
222:12, 226:4,
230:17, 254:2,
261:28, 263:7,
263:28, 265:1,
265:9, 276:10, 277:8
part-time [10] - 14:26,
61:11, 88:2, 88:15,
136:10, 157:26,
162:6, 263:7, 265:9, 276:10
part-timer [1] - 136:6
part-times [1] - 277:8
partial [2] - 218:2,
219:4
participants [4]-
39:23, 48:6, 58:4
participate [3]-60:21,
66:24, 77:6
participation [1] -
52:4
particular [4]-61:12,
78:26, 100:2, 250:11
particularly [2] - 46:2,
112:12
parties [3] - 111:26,
291:11, 291:13
partner [2] - 65:6,
229:2
partnering [1] - 47:27
partners [1] - 65:19
Partnership [1] 188:25
partnership [1] -
50:17
party [1] - 187:18
pass [1] - 128:11
passed [2] - 164:26,
267:4
passenger [8]-238:9,
239:11, 242:8,
243:18, 245:4,
275:2, 275:7
passengers [3] -
238:26, 238:27, 243:17
passthrough [2] -
39:26, 267:9
past \([7]-14: 5,34: 17\),
70:25, 75:2, 88:28,
123:25
pattern [1] - 169:23
patterns [1] - 92:26

\section*{BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018}


BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
portable [3]-137:20, 139:11, 180:9 portion [4]-34:11, 42:1, 46:15, 166:8 portions [2]-218:7, 288:15
portray [1] - 247:3
position [28]-8:25,
8:27, 61:13, 82:16, 83:18, 83:19, 83:21, 83:22, 83:25, 84:3, 84:4, 88:2, 88:12, 88:16, 96:24, 99:21, 100:10, 106:20,
106:21, 149:8,
149:15, 149:17,
149:18, 150:5,
150:10, 150:23,
157:26, 195:19
positions [17]-8:15, 83:17, 84:9, 84:19, 84:20, 87:28, 89:26, 90:18, 96:13, 104:27, 106:27, 112:8, 263:8, 282:4, 282:11, 283:27, 285:3
positive [3]-22:17, 40:2, 40:8
possible [7]-60:20,
67:14, 68:22, 71:22,
88:15, 110:14, 286:19
potatoes [1] - 226:28
potential [1] - 108:28
potties [1]-138:24
pounds [1] - 113:21
pour [2] - 168:22, 168:24
poured [1] - 168:20
power [1]-211:21
powered [1]-181:16
PowerPoint [1] 179:7
practical [3] - 164:1, 165:25, 166:21
praise [1] - 95:17
prayer [1]-6:21
pre [1]-50:26
pre-negotiated [1] 50:26
precipitously [1] -
254:6
preliminary [1] 251:16
premium [3]-41:19, 41:21, 186:27 premiums [1]-41:28 prepaid [1] - 51:26 prepared [1]-166:5
preparing [1] - 222:22 prerogative [1] 261:23
prescriptions [6] -
54:24, 57:9, 57:18,
58:2, 58:9, 58:10
presence [1]-36:27
PRESENT [3]-2:3,
2:8, 3:3
present [1]-28:2
presentation [3] -
217:14, 218:3, 228:2
presented [3]-252:5,
257:13, 260:18
presenting [3]-8:12, 235:28, 244:17
preserve [1]-74:6
presiding \({ }_{[1]}-80: 6\)
Press [1] - 5:5
PRESS [1] - 289:20
press [4]-229:26,
239:8, 289:22,
289:23
pressure [1] - 58:3
pretrial \({ }_{[1]}\) - 28:12
pretty [22]-26:3,
28:23, 29:1, 64:6,
66:19, 70:6, 70:28,
81:8, 81:25, 87:24,
87:25, 94:5, 109:27,
122:1, 209:14,
219:14, 219:20,
238:25, 239:24,
241:3, 245:13,
245:15
prevent [1] - 51:23
prevents [1]-58:6
previous [4]-25:11,
25:15, 96:25, 125:23
previously [1] - 76:14
price [10]-21:19,
22:5, 158:24, 160:5, 163:16, 169:17,
171:20, 175:18,
180:12, 235:7
prices [2]-71:11,
213:17
pricing \({ }_{[1]}\) - 167:7
primarily [1] - 40:17
primary [4] - 38:12,
56:12, 69:15, 227:3
principal \({ }_{[2]}\)-120:11,
120:19
principally [1] -
286:14
printed \([3]\) - 167:16,
169:10, 170:12
printing [2] - 162:13, 162:19
printout [2]-93:19,

165:24
priorities [1] - 208:20
prison [1]-13:19
private [5] - 45:13,
228:7, 259:24,
260:2, 286:3
proactively [2] - 50:3, 50:4
problem [31] - 9:11,
11:22, 12:8, 13:11,
60:4, 62:21, 64:16,
68:7, 68:12, 69:6,
72:6, 78:4, 95:15,
102:4, 115:23,
118:8, 132:7,
149:24, 192:4,
203:25, 204:10,
249:14, 263:20,
264:1, 275:13,
275:23, 275:26, 276:10, 278:27,
279:2, 279:4
problems [5] - 13:16,
59:28, 72:7, 78:3,
97:5
procedure [3] - 94:14,
277:27, 278:3
PROCEEDINGS \({ }_{[1]}\) 1:2
proceedings [3]-
1:12, 291:8, 291:14
process [5]-39:16, 39:24, 61:15, 83:11, 101:13
produce [1]-17:12
producing [2] - 9:23, 9:25
production [3] -
189:13, 189:27 professionally [1] 85:27
professions [1] 103:27
profit [1]-63:26
Program [1]-136:11
program [15]-45:16,
61:1, 63:12, 66:1,
67:16, 67:17, 75:11, 77:13, 189:2,
195:11, 218:10,
240:20, 240:21,
260:22, 265:3
programming [1] 189:24
programs [7]-74:18, 74:19, 75:10, 75:11, 75:12, 78:5, 256:9
progress [2] - 33:12, 105:7
progression [1] -

112:20
project [9]-12:21, 68:9, 71:4, 155:11, 156:22, 156:23,
161:25, 223:27
projected [5] - 238:11, 238:13, 239:12, 239:27, 239:28
projecting \({ }_{[1]}\) - 242:12
projects \([7]\)-13:19,
60:16, 73:22, 82:19,
85:17, 212:16,
214:20
promote [1] - 157:28
promoting [1] -
107:19
promotions [1] -
96:17
proof \({ }_{[1]}\) - 213:27
property [6]-171:14,
284:16, 284:27,
285:3, 285:21
Property [4]-283:7, 283:8, 285:10, 285:11
proposal [2] - 8:1, 8:12
proposed [4]-33:26,
37:25, 40:25, 219:23
proposing [2]-8:17,
38:12
proprietaries [1] 289:11
proprietary [1]-289:5
prosecuted [1] - 15:20
protect \({ }_{[1]}\) - 165:11
protection [1] -
126:15
provide [33]-49:14,
53:8, 66:24, 80:8,
80:10, 80:11,
102:20, 114:6,
121:16, 225:4,
226:8, 226:13,
227:17, 227:23,
229:12, 231:24,
233:3, 233:7, 233:8,
233:11, 233:12,
241:21, 250:18,
250:21, 257:17,
257:24, 261:6,
279:10, 279:26,
289:7
provided [8] - 114:19,
131:15, 148:7,
167:21, 169:5,
169:13, 224:6,
282:18
provider [2]-49:16, 189:14
providers [1]-21:18
provides [5] - 38:15,
118:19, 217:17,
218:15, 225:1
providing [5] - 200:12,
247:4, 256:12,
263:22
PTI \({ }_{[1]}\) - 12:1
public [17]-37:25,
38:6, 45:14, 56:23,
116:4, 165:8,
165:10, 165:12,
175:9, 225:16,
248:23, 253:22,
254:21, 256:24,
261:8, 276:2, 278:10
Public [3] - 38:16,
121:17, 121:20
puckering \({ }_{[1]}\) - 137:6
pull \([7]\) - 85:28, 106:5,
149:27, 154:22,
155:19, 221:25,
221:28
pulled [2]-155:22,
156:2
pulling [3]-26:6,
26:10, 53:4
pumps [1]-270:7
purchase [1] - 11:16
purchased [1] - 249:6
purchases [1] -
221:19
purchasing [2] - 22:9, 249:3
purple [2]-267:28,
268:7
pursue [2]-170:17, 170:18
pursuing [1] - 103:22
push [7]-39:13,
46:20, 93:19, 95:2,
275:15, 280:14
pushed [3] - 65:17,
215:22, 273:6
pushing [3]-14:14,
27:24, 40:7
pushups [1] - 113:23
put [66] - 6:8, 18:7,
32:8, 60:9, 61:1,
61:2, 70:26, 71:28,
75:10, 75:11, 75:12,
77:24, 79:12, 84:18,
85:28, 87:8, 87:14,
87:15, 96:17, 97:10,
98:21, 100:4,
101:13, 109:3,
111:25, 116:27,
120:2, 120:27,
129:11, 142:24,
144:16, 145:1,

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018

relate [1] - 101:4 relationship [2] 99:28, 100:6 relayed [1]-132:3
reliant [1]-77:4
relook [1]-197:10
rely [2] - 93:6, 100:24
remain [3]-33:24,
35:26, 56:23
remainder [1] - 249:7
remained [1]-245:15
remember [10] -
23:23, 108:3,
154:18, 155:9,
157:5, 157:21,
195:23, 212:23,
213:11, 217:1
remote [1]-154:25
remove [1]-273:9
removed [2]-54:18, 268:26
renewal [2]-33:10, 37:21
renewed [1] - 93:18
renovation [1] - 159:9
renovations [1] -
125:5
rent [6] - 139:8, 140:2,
140:3, 140:22,
200:25, 201:1
rental [2]-79:19,
138:22
rented [2]-138:18, 139:6
renting [1]-138:24
Repair [6] - 4:13,
59:20, 63:12, 63:27,
71:1, 188:20
REPAIR [1] - 59:16
repair [11]-59:21,
59:24, 60:13, 60:22,
61:16, 62:8, 64:4,
68:17, 70:16, 71:27,
273:26
repairing [5] - 60:6,
60:11, 64:12
repairs [10]-61:3,
63:17, 63:21, 70:18,
71:24, 79:10, 79:28,
80:12, 121:15
rephrase [1]-139:2
replace [2]-137:2,
153:6
replaced [1]-21:9
replacement [1] 249:27
replacing [3]-269:27, 270:5, 284:4
replication [1]-49:14
report [1] - 73:18
reported [1]-244:20
reporter [1]-126:12
Reporter [3]-1:16,
80:7, 291:25
REPORTER [2] -
113:14, 199:12
reporters [1]-13:20
reports [1]-217:20
repositioned [1] -
126:18
represent [5] - 14:26,
15:6, 15:7, 15:8,
15:16
representation [1] -
114:12
represents [1]-291:9
request [22]-9:8,
22:16, 24:10, 24:28,
63:4, 76:27, 77:17,
80:24, 82:11, 99:19,
136:9, 137:8,
137:20, 145:15,
145:19, 145:25,
175:6, 190:26,
194:25, 216:23,
233:26, 278:27
REQUEST [3]-8:3,
59:16, 73:6
Request [3]-4:13,
4:14, 5:11
requested \([9]-82: 12\),
125:11, 125:27,
138:9, 176:5,
185:12, 194:9,
265:16
requesting [4] - 82:15, 145:27, 282:5, 283:5
requests [6] - 63:5,
102:19, 215:20,
246:5, 246:12,
246:24
require [4]-105:2,
105:3, 228:18, 250:7
required \([4]-98: 25\),
126:18, 127:15
requirement [2] -
17:28, 127:12
requirements [3] 96:19, 176:12, 258:26
rescue [2]-25:9, 79:23
research [1]-147:23
reserve [4]-79:25, 144:24, 158:11, 189:2
reserves [4] - 37:3, 37:10, 37:11, 37:17 reside [1]-114:20 resolution [2] -

215:20, 216:3
resolve [1] - 116:19
Resource [2] - 145:16, 145:22
respect [1]-263:22 respectively \({ }_{[1]}\) 258:20
respects [1]-68:23
response [32]-86:23,
118:4, 225:5, 225:7,
225:28, 226:9,
226:11, 229:7,
229:8, 229:21,
230:13, 230:17,
230:20, 230:26,
231:7, 233:25,
233:27, 234:13,
234:14, 236:12,
236:16, 236:18,
236:20, 237:23,
238:4, 238:21,
239:23, 244:23,
252:25, 258:23, 258:27
responses [1] 258:25
responsibility [2] 13:12, 63:8 responsible [2] 14:18, 286:26 rest [8] - 9:27, 30:28, 42:6, 48:20, 78:7,
98:27, 200:5, 260:10
restitution [4]-11:25,
24:23, 25:7, 28:9
restricted [1]-120:26
restroom [2]-137:21, 139:23
restrooms [1] - 130:17
result [3]-20:11,
57:10, 291:14
resumed [1]-133:22
resurfacing [5] -
131:2, 131:19,
131:25, 131:26,
131:27
retire \({ }_{[1]}-89: 18\)
retirement [2] - 79:2,
79:3
retiring [1] - 89:6
retool [1]-189:16
retouched [1] - 159:16
return [4]-45:23,
90:19, 92:15, 94:4 returns [1]-94:2
revenue [21]-22:16,
24:15, 63:22, 90:2,
218:23, 221:4,
224:12, 228:9,
231:12, 234:25,

247:9, 247:10,
263:18, 264:23,
265:5, 266:16,
279:2, 279:4, 279:7,
279:24
Revenue [6] - 96:20,
96:23, 107:2,
111:15, 111:17
revenues [2]-218:10,
219:13
revert [1] - 121:24
revised [1]-258:19
revisit [1] - 108:14
REVISITED [2] -
282:2, 289:28
Revisited)............. [1]
-5:4
Revisited)
.................
...... [1]-4:25
Rich [1]-8:9
rid [10] - 79:8, 145:28,
164:10, 164:14,
164:20, 170:26,
170:28, 171:3, 181:3
ride [5] - 101:2,
238:28, 244:26,
248:11, 254:3
RIDER [106] - 47:7,
48:1, 48:13, 48:19, 49:7, 50:1, 50:5, 52:11, 83:9, 84:12, 84:15, 85:8, 103:6,
103:17, 106:3, 107:1, 107:7, 107:11, 107:14, 110:21, 110:27, 111:3, 111:12, 111:21, 111:23, 145:7, 148:2, 148:9, 185:12, 185:28, 186:7, 186:9, 186:12, 188:6, 220:23, 221:3, 222:28, 223:18, 223:21, 223:24, 223:27, 224:2, 224:9, 237:5, 238:27, 242:20, 243:27, 244:2, 244:19, 245:20, 245:22, 246:17, 248:7, 249:5, 249:12, 249:16, 249:28, 251:1, 251:4, 251:14, 251:19, 251:22, 251:25, 252:4, 252:8, 252:23, 253:5, 253:9, 253:14, 257:7,

257:10, 257:23,
262:8, 263:6, 263:9, 263:21, 264:11,
264:20, 264:28,
265:11, 265:27,
266:10, 267:15,
268:10, 269:12,
269:15, 269:22,
269:24, 270:2,
270:5, 271:8,
271:11, 271:14,
271:17, 271:20,
271:24, 272:1,
276:3, 277:5,
277:10, 277:23,
280:1, 281:7,
281:12, 281:15,
285:9
Rider [2] - 2:16, 2:25
riders [1] - 248:2
ridership [15] -
219:13, 227:7,
234:24, 238:22,
241:6, 242:13,
246:12, 247:21,
247:23, 251:17,
253:25, 259:2,
265:5, 276:25
riderships [1] - 246:7
Rides [1] - 266:7
rides [1] - 254:8
ridiculous [3] - 98:6,
126:9, 159:24
riding [1] - 248:6
risk [3] - 54:1, 186:3, 186:14
River [2] - 199:12,
202:25
Riviera \({ }^{[1]}\) - 65:20
road [8]-13:19, 19:2,
19:3, 58:6, 66:12,
176:19, 208:12,
286:14
roads [2] - 120:3, 208:17
Roberson [1] - 2:16
ROBERSON [35] -
47:7, 48:1, 48:13, 48:19, 49:7, 50:1, 50:5, 52:11, 83:9, 84:12, 84:15, 85:8, 103:6, 103:17,
106:3, 107:1, 107:7, 107:11, 107:14, 110:21, 110:27,
111:3, 111:12,
111:21, 111:23, 145:7, 148:2, 148:9, 185:12, 185:28,
186:7, 186:9,

186:12, 188:6, 285:9
ROBERT [53] - 7:20, 7:23, 7:28, 8:6, 10:28, 11:4, 11:13, 11:20, 14:20, 15:4, 15:13, 15:21, 15:28, 16:8, 18:17, 18:24, 20:1, 20:4, 21:4, 21:14, 21:21, 21:24, 21:28, 22:2, 22:19, 23:8, 23:11, 23:16, 23:24, 23:28, 24:18, 24:22, 24:26, 25:1, 25:4, 25:14, 25:16, 25:19, 25:28, 26:4, 26:8, 26:13, 27:27, 28:1, 28:27, 30:14, 30:19, 30:22, 31:19, 32:2, 32:5, 32:22, 32:25
Robert [1]-2:27
Robertsdale [6] -
1:14, 39:11, 39:19, 193:2, 245:12, 268:18
rodeo [1] - 148:20
rolling [1] - 20:24
RON [309] - 10:20,
16:19, 16:23, 16:27, 17:27, 18:3, 33:3, 41:14, 42:16, 43:21, 47:23, 52:7, 52:13, 52:17, 53:24, 55:6, 58:14, 58:16, 58:26, 59:2, 59:5, 59:19, 59:21, 73:8, 78:16, 78:19, 78:21, 79:18, 80:25, 81:3, 81:17, 81:22, 86:20, 86:27, 87:19, 90:8, 90:12, 99:12, 99:24, 99:28, 100:13, 102:2, 102:5, 102:10, 102:13, 102:17, 102:25, 102:27, 113:11, 113:27, 114:23, 120:2, 120:5, 121:3, 121:6, 121:9, 121:14, 122:4, 122:10, 122:14, 122:25, 123:2, 123:7, 123:13, 123:16, 123:20, 123:22, 126:24, 126:27, 127:22, 128:26, 129:8, 129:26, 130:5, 130:7, 130:12, 130:20, 130:23, 130:26,

131:1, 131:14, 132:23, 132:28, 133:26, 134:22, 135:3, 135:21, 135:24, 135:27, 136:2, 136:5, 136:15, 136:19, 136:23, 137:1, 137:7, 137:18, 137:20, 137:28, 138:4, 138:8, 138:14, 138:18, 138:22, 138:24, 139:4, 139:18, 139:26, 140:28, 141:3, 141:11, 141:17, 141:28, 142:3, 142:14, 142:16, 142:23, 142:28, 143:13, 143:18, 143:25, 144:3, 144:5, 144:9, 144:12, 145:5, 145:9, 145:13, 146:3, 146:7, 146:17, 146:24, 149:7, 149:13, 149:18, 149:21, 149:24, 150:3, 150:7, 150:16, 151:15, 152:3, 152:6, 152:19, 152:21, 152:24, 152:28, 153:3, 153:6, 153:9, 153:11, 153:15, 153:21, 154:1, 154:4, 154:8, 154:11, 154:15, 154:21, 154:25, 155:6, 155:25, 155:28, 156:2, 157:16, 157:21, 157:23, 157:27, 158:11, 159:5, 159:8, 159:11, 159:20, 160:19, 160:22, 160:25, 161:3, 162:3, 162:5, 162:10, 162:13, 162:20, 174:14, 174:21, 174:27, 175:6, 175:8, 175:15, 175:23, 176:10, 176:12, 176:14, 176:16, 176:18, 176:22, 177:6, 184:8, 184:11, 184:19, 185:1, 185:5, 188:25, 188:28,

190:6, 190:9, 190:12, 190:16, 190:20, 190:27, 191:2, 191:15, 191:21, 191:24, 191:27, 193:6, 193:18, 195:12, 197:3, 197:7, 199:6, 199:9, 201:3, 201:6, 201:13, 205:25, 206:9, 206:12, 206:14, 206:17, 206:22, 206:25, 206:28, 207:2, 207:6, 207:8, 207:10, 207:15, 207:18, 207:22, 207:27, 208:1, 208:3, 208:22, 208:27, 209:3, 209:5, 209:8, 209:10, 209:26, 209:28, 210:6, 210:9, 210:16, 210:20, 210:24, 210:28, 211:7, 211:16, 212:19, 212:28, 213:10, 213:15, 213:20, 213:24, 214:9, 214:23, 215:1, 215:15, 215:17, 216:16, 216:22, 217:5, 217:12, 222:3, 223:11, 223:20, 223:23, 223:26, 224:1, 224:8, 262:14, 262:17, 267:23, 268:13, 268:23, 269:7, 269:10, 269:13, 272:8, 281:24, 282:6, 282:24, 283:3, 283:23, 283:28, 284:15, 284:24, 285:4, 285:16, 285:19, 287:1, 287:4, 287:14, 287:16, 288:11, 288:23, 289:3, 289:5, 289:10
Ron [27]-2:9, 12:24, 16:12, 37:22, 38:8, 42:4, 42:23, 47:21, 54:11, 59:12, 59:18, 67:23, 99:11, 102:16, 120:1, 129:25, 132:26, 158:24, 174:18, 175:5, 184:7,

223:25, 252:14,
267:19, 269:12,
281:19, 284:20
roof \([9]-62: 18,64: 5\), 68:11, 68:17, 68:21, 69:18, 70:26, 171:6, 203:5
roofing [1] - 153:26 roofs [10] - 20:24,
60:6, 60:13, 60:18,
66:5, 68:13, 69:11,
69:15, 74:25, 154:12
Room [1] - 1:14
room [12]-15:8, 38:5, 53:13, 83:27, 112:20, 137:3, 177:24, 178:2, 180:2, 184:25, 208:7
Rotary [1] - 191:27
roughly [6] - 53:23,
57:2, 174:9, 251:27, 252:15, 265:11
roundtrip [1] - 239:6
route [18] - 225:23,
230:20, 230:22,
231:20, 234:16,
239:20, 243:6,
243:7, 243:12,
244:28, 245:2,
247:7, 248:11,
261:2, 264:24,
264:28
routes [39]-226:1,
226:10, 228:10,
230:14, 230:15, 231:10, 231:14, 231:18, 231:25, 234:4, 236:25, 236:28, 237:3, 239:9, 240:4, 240:12, 244:24, 246:7, 246:23, 250:6, 250:11, 250:24, 251:8, 252:24, 255:14, 255:16, 256:17, 257:3, 259:9, 264:1, 264:17
rubber [1]-286:14 ruler [1] - 290:7
rules [5] - 128:28,
241:14, 241:15,
247:12, 248:21
Rumpelstiltskin [1] 25:27
run [15]-34:9, 72:11, 76:12, 78:18, 85:16, 91:16, 239:3, 252:27, 256:10, 256:11, 257:26,

264:24, 266:19, 270:6, 278:17
running [15]-9:14,
17:20, 19:2, 24:2,
24:4, 29:22, 81:26,
127:6, 149:25,
150:2, 150:18,
241:25, 264:1,
269:13
runs [4]-73:21,
217:26, 253:25
RX [1] - 56:16

\section*{S}
S.A.I.L [5] - 199:13, 201:23, 201:24, 201:27, 234:5 sackful \({ }_{[1]}-57: 15\) safe [3]-60:7, 69:23, 109:3
safely \({ }_{[1]}-23: 2\)
safety [1]-273:17 sake [2]-44:21, 285:25
salaries [12]-8:15, 11:14, 12:11, 12:17, 76:1, 78:27, 90:27, 151:6, 245:14, 245:16, 276:19, 276:20
salary [35]-8:21, 76:1, 82:22, 83:1, 84:10, 84:11, 85:23, 96:28, 97:4, 97:6, 97:7, 97:9, 98:26, 99:23, 110:18,
110:21, 110:24,
112:6, 137:15,
137:19, 145:5,
145:20, 146:12,
146:13, 147:1,
147:5, 147:8,
147:11, 147:28, 149:5, 150:8, 153:6, 154:3, 211:14, 288:15
SALES [1] - 87:22
Sales [6] - 4:21, 85:2, 88:18, 89:27, 93:27, 99:4
sales [7]-17:12,
25:23, 25:24, 29:26, 87:7, 87:24, 88:24
SALLY [29] - 59:20,
59:23, 63:11, 64:9, 65:1, 65:8, 65:11, 66:9, 66:14, 66:17, 66:27, 67:5, 67:10, 67:21, 67:25, 68:3,

68:6, 69:3, 69:5, 69:10, 69:13, 69:22, 69:28, 70:3, 70:9, 70:14, 71:5, 72:21, 73:1
Sally [4]-3:6, 3:8,
62:12, 62:25
Sally's [1] - 62:26
same/similar [1] -
82:26
sanitary [1] - 60:7
Sarah [1] - 216:15
SARPC [2] - 200:25, 209:13
satellite [1] - 100:1
Satellite [1] - 131:9
satellites [3]-81:23, 129:26, 130:3
Saturday [2]-38:25, 241:25
save [5] - 39:3, 60:14,
140:21, 164:7,
208:11
saved [1] - 287:5
saving [1] - 39:5
savings [7] - 23:21,
23:26, 45:20, 57:3,
57:4, 57:11, 171:11
savvy [1] - 89:4
saw [2]-123:11, 134:7
SAWDC [1] - 209:16
scaled [1] - 165:13 scattered [1] - 149:26 scenario [3] - 155:4, 176:16, 176:18
scheduled [2] - 47:5, 58:25
schedules [2] 185:16, 244:26
scheduling [1] - 47:2
Schlesinger [2] -
231:22
School [4]-240:3,
240:15, 240:25
school [6] - 69:2,
104:5, 104:9, 214:26, 236:7, 259:24
schools [4] - 69:7, 74:18, 228:7, 260:3 scooter [2] - 275:6 Scoyoc [1] - 198:5 scratch [3] - 176:26, 177:2, 177:4
scratched [1] - 201:26 scratching [1] 179:14
screen [1] - 177:13
screening [1] - 47:2
screenings [1] - 43:4
screens [1] - 178:4
screw [2] - 147:13
screwed [1] - 100:16
scroll [1] - 12:24
Seals [3]-75:22,
75:23
search [1]-79:23
seasoned [1] - 90:24
seat [2] - 275:4,
281:20
seats [2]-273:9, 273:12
second [9]-7:1,
88:16, 150:24,
166:7, 221:10,
225:6, 225:18,
248:25, 290:16
secretary [3]-99:17, 99:18
section [6] - 34:9, 84:6, 131:26, 132:1, 134:14, 135:9
sector [1] - 286:3 secure [3]-60:8, 127:28, 167:2 security [1] - 128:11 see [74]-21:26, 26:18, 26:19, 27:18, 27:23, 31:1, 32:24, 36:27, 40:28, 41:12, 42:1, 45:24, 60:28, 62:21, 63:5, 73:19, 75:6, 76:2, 79:22, 80:2, 81:24, 81:28, 82:7, 113:5, 123:8, 127:3, 129:17, 130:2, 130:8, 135:24, 135:25, 136:10, 136:12, 136:23, 139:18, 147:23, 148:11, 152:12, 155:4, 166:9, 180:19, 198:11, 209:23, 211:28, 218:3, 219:9, 219:15, 222:14, 222:17, 222:23, 226:4, 229:10, 231:9, 231:28, 237:25, 239:19, 239:21, 239:22, 239:23, 243:20, 245:5, 245:6, 245:24, 250:5, 250:19, 250:22, 253:16, 257:5, 258:12, 261:27, 261:28, 262:21, 263:28
seeing [9] - 28:16, 59:9, 65:4, 68:18, 134:19, 219:3, 219:10, 241:2, 246:5 seek [3]-71:3, 71:5, 238:22
seem [2]-11:10, 74:28
sees [1] - 165:18
self [3] - \(33: 24,138: 3\),
139:11
self-insured [1] 33:24
self-portable [1] -
139:11
sell [4]-21:11, 22:4, 152:9, 199:26
selling [1] - 12:2
semi [1] - 42:14
semi-monthly [1] -
42:14
send [4] - 24:28,
77:20, 93:25, 106:7
sending [1] - 16:14
Senior [9]-2:12,
82:11, 82:13, 82:15, 82:16, 82:20, 96:23, 111:15, 201:27
senior [3]-82:12, 252:27, 254:24
seniors [1] - 74:20 sense [5] - 35:26,
161:16, 246:13, 247:25, 253:8
sent [8]-25:2, 76:27, 77:1, 94:27, 122:17,
134:4, 170:5, 231:5
separate [2]-182:2, 182:11
September [1] - 59:5
series [1] - 119:23
seriously [2] - 89:10, 97:2
serve [4]-49:4, 246:11, 275:24, 286:12
server [1] - 156:6
Service [1] - 191:24
service [41] - 48:27,
49:14, 72:11, 80:8,
116:15, 118:8,
121:26, 198:4,
198:5, 198:6,
200:12, 217:17,
217:18, 218:15,
225:1, 225:5, 225:6, 225:17, 225:18, 226:8, 226:9, 226:11, 227:5,
227:17, 236:3,

236:7, 236:11,
236:12, 236:17,
245:4, 256:12,
257:17, 259:3,
261:6, 261:7,
263:23, 276:25,
279:10, 279:11,
279:26, 285:28
services [15]-79:21,
114:19, 120:6,
224:28, 225:4,
227:22, 241:21,
246:19, 247:4,
248:21, 248:22,
253:10, 254:22,
278:23, 289:6
Services [2] - 59:27,
104:28
servicing [1] - 230:8
serving [2] - 200:20, 200:22
session [1] - 177:19
set [13] - 12:25, 23:17,
46:1, 62:25, 63:14,
68:25, 114:2,
120:18, 165:15,
168:19, 169:23,
264:13
setting [1] - 206:20
settle [1] - 114:16
settled [1] - 74:8
seven [39]-8:20, 9:1,
24:14, 27:7, 28:12,
29:7, 33:28, 34:12,
42:26, 85:9, 85:10,
85:14, 109:16,
109:17, 133:13,
133:14, 133:15,
150:5, 150:28,
151:13, 166:25,
182:4, 182:5,
186:15, 194:9,
218:28, 220:15,
220:27, 223:20,
223:21, 239:4,
242:8, 268:17,
268:26, 270:13,
270:19, 274:8,
280:5, 280:7
seven-oh-five [2] -
24:14, 27:7
seven-point-two [1] 85:9
seventeen [4]-8:10,
252:15, 265:20,
265:22
seventy [51] - 10:13,
14:27, 17:17, 24:13, 25:21, 27:6, 38:17,
\(38: 18,39: 1,40: 3\),

40:12, 40:19, 42:26, 48:5, 48:13, 54:20,
56:22, 60:15, 64:3,
77:8, 79:8, 134:5,
134:13, 135:1,
150:11, 150:14,
158:2, 173:22,
174:15, 183:6,
193:10, 193:22,
193:24, 193:28,
194:27, 194:28,
195:3, 195:16,
218:27, 220:19,
220:21, 223:1,
223:2, 223:4,
258:27, 262:5,
265:11, 272:19,
280:4, 280:9
seventy-five [28] -
10:13, 38:17, 38:18,
39:1, 40:3, 40:12,
40:19, 48:5, 54:20,
56:22, 64:3, 79:8,
193:10, 193:22,
193:24, 193:28,
194:27, 194:28,
195:3, 195:16,
220:19, 220:21,
223:1, 223:2, 223:4,
258:27, 262:5, 280:9
seventy-four [1] -
48:13
seventy-nine [2] -
218:27, 280:4
seventy-one [4] -
60:15, 134:5,
134:13, 135:1
seventy-seven [1] 42:26
seventy-six [1] - 24:13
seventy-three [3] -
14:27, 27:6, 158:2
seventy-two [2] -
150:11, 150:14
several [7]-12:7, 64:23, 74:2, 118:7, 120:12, 171:4, 171:5
shame [1]-74:12
shape [2]-13:12, 113:17
share [2]-94:17,
118:24
sharp [1] - 26:3
shed [2]-71:8, 166:8
sheds [1] - 180:7
sheet [1] - 120:21
sheetrock [1] - 69:17
Shelter [1] - 150:2
shelter [13] - 141:6,
141:22, 145:24,

149:25, 160:12,
163:26, 208:18,
208:20, 252:9,
252:10, 268:18,
270:14
Sheriff [2]-53:23, 187:16
Sheriff's [5]-4:11, 52:2, 171:9, 187:19, 210:17
SHERIFF'S [1] - 32:28
shift [1] - 157:17
shifts [1] - 42:6
shine [1] - 87:17
shingles [1]-71:9
ship [2] - 71:11, 73:21
shipped [1]-165:23
shop [4]-99:27,
230:21, 273:26
Shore [4]-132:17,
223:25, 226:18,
242:2
Shores [4]-39:11, 39:19, 197:23, 248:13
short [3]-14:5, 14:11, 263:9
short-term [2] - 14:5, 14:11
shortage [1] - 78:3
shorten [1] - 122:1
shortfall [2]-17:14, 218:21
shortly [1] - 39:12
shove [1]-204:24
show [9] - 28:13,
29:22, 46:25, 94:22, 218:5, 222:21,
230:11, 272:26
showed [1] - 95:11
showing [5] - 24:12,
25:10, 28:6, 130:22, 253:19
shows [2]-241:5,
242:1
Shrimp [3]-237:10, 251:7
shut [1] - 196:14
sic [1]-25:9
side [15] - 63:27,
93:26, 93:27,
121:18, 123:5,
126:12, 127:27,
128:6, 131:16,
131:23, 166:13,
182:8, 182:9,
189:13, 284:25
sided \({ }_{[1]}\) - 219:4
sign [4]-34:5, 58:21, 187:2, 256:1
signed [2] - 58:22, 256:1
significant [5] 109:27, 219:22, 234:24, 261:26, 263:18
significantly [4] 65:5, 109:19, 137:14, 256:9
signify [2] - 7:6, 290:19
signs [2]-176:4, 183:27
similar [3] - 75:4,
76:2, 121:11
similarly [2] - 111:26
simple [3]-229:21,
236:2, 249:27
simpler [1] - 229:25
simply [2] - 219:5, 256:10
single [15] - \(38: 2\),
46:16, 56:11, 98:6,
166:9, 168:9,
168:11, 168:24,
174:1, 275:22,
275:24, 276:1,
282:28, 287:24
single-slope [1] 168:9
siphon [1]-63:27
sit \([7]-43: 13,67: 1\),
140:18, 147:22,
148:11, 169:24,
257:16
site [1] - 204:18
sits [3]-121:12, 142:4
sitting [6] - 120:26, 148:10, 164:25, 170:3, 234:17, 266:26
situated [1] - 111:26
situation [4]-50:18,
126:8, 128:2, 156:11
situations [1] - \(38: 27\)
six [47] - 8:24, 10:26,
11:1, 14:21, 14:22,
14:23, 18:18, 24:13,
28:3, 28:7, 29:28,
42:25, 60:9, 65:4,
66:4, 93:20, 115:10,
134:13, 166:25,
170:12, 170:26,
176:25, 218:19,
218:25, 218:26,
218:27, 218:28,
219:1, 239:5, 242:8, 245:9, 265:25,
268:5, 280:3, 280:4, 280:5, 280:6,

287:10, 287:13, 287:17, 287:20, 288:23, 288:24
sixteen [5] - 8:23, 10:8, 19:19, 166:18, 239:5
sixties [1] - 190:17
sixty [39] - 10:18,
10:27, 16:20, 16:28, 17:3, 17:9, 18:7, 19:21, 19:22, 19:23, 19:26, 28:10, 30:6, 33:28, 34:12, 82:5, 89:6, 89:17, 90:13, 130:18, 166:18, 179:20, 189:6, 190:2, 190:4, 190:5, 190:9, 191:15, 214:11, 220:27, 239:5, 239:11, 268:17, 268:26, 270:13, 280:7, 287:17
sixty-eight [1] 220:27
sixty-five [1] - 89:17
sixty-four [2]-28:10, 179:20
sixty-one [2] - 10:18, 90:13
sixty-seven [6] 33:28, 34:12, 268:17, 268:26, 270:13, 280:7
sixty-six [1] - 239:5 sixty-three [5] - 19:23, 19:26, 34:12, 82:5, 166:18
size [3] - 180:6, 250:2, 252:26
sizes [2]-259:4, 259:8
SKIP [253]-7:4, 18:26, 19:9, 19:15, 19:25, 20:2, 20:6, 30:5, \(30: 8,30: 11,33: 4\), 34:20, 35:9, 35:14, 35:22, 46:7, 46:11, 51:11, 51:17, 51:20, 51:24, 51:28, 52:14, 53:5, 54:4, 56:4, 56:27, 69:26, 70:1, 70:5, 70:12, 84:8, 84:14, 84:21, 84:24, 97:3, 97:16, 99:5, 99:25, 102:26, 110:17, 110:23, 110:28, 112:18, 112:28, 115:16, 115:20, 115:26,

116:8, 116:16,
\(117: 3,117: 12\),
117:16, 117:25,
123:27, 124:5,
124:11, 124:18,
124:21, 124:23,
125:7, 126:28,
133:27, 135:15,
136:25, 137:5,
137:26, 138:2,
138:6, 138:10,
138:17, 138:28,
139:10, 139:15,
139:19, 141:5,
141:27, 143:15,
143:19, 145:3,
148:17, 150:27,
151:3, 151:7,
152:16, 153:8,
153:17, 154:23,
154:28, 155:21,
156:1, 156:19,
156:21, 156:28,
157:2, 157:8,
157:24, 158:17,
158:27, 159:6,
159:10, 160:20,
163:11, 163:14,
168:26, 169:1,
169:4, 169:12,
169:16, 172:15,
172:19, 172:22,
173:17, 174:19,
174:22, 175:7,
175:21, 176:26,
177:2, 177:9,
178:17, 180:13,
180:16, 183:10,
183:13, 183:16,
183:18, 183:24,
184:15, 184:20,
184:27, 185:3,
185:9, 186:2, 186:8,
187:1, 187:5, 187:9,
187:13, 187:24,
188:19, 189:10,
190:4, 190:7,
191:18, 193:19,
193:23, 193:27,
194:4, 195:2, 195:6, 195:10, 195:20, 196:2, 196:6, 196:11, 196:15, 196:19, 196:23, 197:2, 197:8, 197:15, 197:19, 198:3, 198:20, 199:1, 199:4, 199:7, 199:11, 199:14, 199:27, 200:8,
200:11, 200:16,

200:19, 200:28, 201:4, 201:7, 201:11, 201:14, 201:21, 202:10, 202:15, 203:2, 203:7, 203:14, 204:19, 204:23, 205:14, 205:19, 205:28, 206:19, 206:23, 206:26, 207:12, 207:16, 207:20, 208:6, 208:9, 208:14,
209:19, 210:2,
210:12, 210:18,
210:21, 210:26,
211:3, 211:8,
211:12, 212:9,
212:24, 213:4,
213:7, 213:9,
213:13, 213:18,
213:22, 213:28,
214:12, 214:18,
214:22, 215:10,
215:23, 216:4,
216:8, 216:19,
221:1, 221:24,
221:27, 222:6,
224:25, 231:27,
232:4, 232:8,
232:11, 232:15,
240:10, 240:14,
241:24, 245:19,
259:14, 259:18,
259:22, 259:26,
260:1, 260:11,
269:19, 269:23,
272:11, 281:6,
281:16, 288:28,
290:3
skip [5] - 183:8, 201:9,
229:9, 229:19, 290:2
Skip [6] - 2:6, 19:8,
101:1, 133:26,
196:22, 202:21
skipping [2]-151:13, 154:3
slab [3]-168:22,
168:23, 173:16
slash [1] - 93:28
slide [16] - 37:23,
38:8, 41:15, 42:23,
47:22, 54:12, 99:20,
219:8, 219:9,
222:18, 222:19,
224:24, 230:10,
230:11, 245:13,
246:2
slides [2]-228:23,
229:10

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
slim [1] - 63:4
slope [5] - 166:9, 168:4, 168:9, 171:19, 174:1
slopes [1] - 168:11
slow [1] - 276:6
slower [1]-67:1
SMALL [1] - 79:17
Small [1] - 4:17
small [7] - 35:23, 46:9,
72:17, 93:6, 217:14,
249:6, 271:25
smaller [5] - 34:11,
78:22, 175:28,
250:25, 255:14
smart [3] - 20:22,
121:4, 290:8
smile [1] - 13:24
Smith [1] - 3:6
SMITH [2] - 65:1, 65:8
sneaking [1] - 97:13
snowbirds [1] - 74:21
soccer \({ }_{[1]}\) - 68:16
social [1]-72:11
Social [1] - 59:27
software [3]-81:27,
82:2, 88:12
Soil [1] - 193:16
soil [2] - 114:7, 192:1
sold [6] - 47:11, 92:25,
96:1, 96:2, 96:8,
285:12
solely [4] - 77:4,
125:3, 125:5, 128:7
solicitor's [1]-28:2
Solid [6] - 109:9,
210:24, 211:9, 211:10, 287:20, 288:25
solitary [1] - 276:1
solution [1] - 14:12
solvent \({ }_{[1]}-12: 15\)
someone [1] - 225:15
sometime [1] - 228:3
sometimes [6]-24:3,
76:12, 92:24,
103:27, 204:10,
205:12
somewhat \({ }_{[1]}\) - 39:15 somewhere [12] -
32:18, 80:19, 80:23, 104:2, 127:15, 156:15, 164:4, 204:24, 228:2, 228:23, 267:9
soon [1] - 181:22
sorely [1] - 125:1
sorry [10]-45:17,
59:21, 118:3, 131:6, 138:12, 163:8,

199:25, 226:19,
274:28, 286:21
sort [4]-8:26, 61:5,
71:17, 201:20
sound [1] - 126:13
sounds [6] - 34:20, 41:9, 54:4, 199:5, 258:10, 258:13
source [3]-21:12, 90:2, 231:12 sources [1] - 24:16
South [3]-39:9, 39:10, 80:12 south [2]-182:8, 254:3
southern [1] - 226:5
space [10] - 16:16, 132:14, 132:19, 132:26, 132:28, 164:3, 180:21, 181:10, 181:26
Spanish [7]-94:23, 116:27, 119:13, 132:16, 224:1, 266:7
sparks [1] - 281:23
speaking [4] - 80:23, 144:14, 171:16, 287:1
SPECIAL [3]-1:4, 6:26, 7:12
Special \({ }_{[2]}-4: 6,5: 10\)
Specialist [1] - 102:22
specialist \([1]-56: 13\)
specialists [1] -
119:23
Specialists [1] 145:17
specialty [4]-40:15, 56:16, 56:17, 56:18 specific [2]-71:4, 100:15
specify [1]-288:15
specs [1] - 176:15
speculate [1]-266:19
speculating \({ }_{[1]}\) -
179:24
speed [5] - 17:7,
47:26, 90:19, 90:21, 93:1
spend \([15]-34: 6\),
37:27, 73:22, 112:3, 129:12, 143:16, 186:5, 202:5, 205:3, 208:13, 241:15, 241:17, 241:18
spending [3] - 12:9, 127:5, 234:16 spent [3]-182:23, 221:21, 247:2
spiderwebs [1] -

69:18
spine [1] - 226:11 spitting \([1]\) - 217:28 split [4]-41:25, 114:15, 137:10, 284:26
splitting [3] - 30:3, 30:10, 194:5 sponsor [1] - 193:12
spool [1] - 130:3 sport [1] - 123:21 spot [5] - 99:27,
100:15, 101:28,
184:10
spots [2]-91:1, 284:23
spreading [1] - 41:5 spreadsheet \([4]\) -
26:17, 28:18, 272:26, 282:18
square [3] - 173:8, 173:20, 182:16 squeal [3]-31:17, 73:16, 76:20 squealing [2]-30:17, 30:23
squeeze [1] - 66:25
staff [16] - 82:3, 82:18,
115:9, 115:22,
118:9, 119:22,
134:4, 234:26,
246:28, 251:10,
255:13, 255:15,
258:15, 277:18, 279:1
staffing [5] - 10:19,
241:22, 245:15,
276:9, 276:17
stage \([1]\) - 73:27
staged \({ }_{[1]}-164: 4\)
stagger [2]-106:8, 106:10
staggered [1]-106:8
stand [1]-289:16
standard \({ }_{[7]}-134: 21\),
180:5, 218:11,
237:24, 245:18,
245:23, 275:11
standards [1] - 256:15
standing \([1]\) - 83:27
standpoint [5] -
217:20, 224:18, 239:20, 241:6, 250:27
stands [1]-202:13
staring [1]-20:21
stark [1] - 36:6
start [20]-8:26, 30:22,
46:23, 60:3, 88:23,
91:1, 95:23, 95:24,

109:8, 109:26,
117:19, 180:18,
204:14, 226:1,
248:1, 248:5,
257:15, 261:2,
289:25
started [9] - 30:17,
47:8, 59:25, 74:22,
92:15, 109:10,
112:15, 155:11,
156:23
starting \([7]-8: 28,9: 3\),
20:13, 22:24, 39:20,
137:1, 228:24
starts [1] - 211:22
state [3] - 34:18, 95:4, 96:3
STATE [1] - 291:3
State [42]-9:19, 9:26,
9:28, 13:11, 13:13,
13:17, 13:21, 13:24, 14:9, 14:23, 15:25,
16:7, 19:13, 21:16,
21:24, 27:24, 40:11,
91:17, 91:19, 91:20,
93:25, 94:9, 94:15,
94:28, 95:1, 104:28,
105:1, 121:23,
121:25, 122:6,
122:11, 127:15,
152:25, 192:15,
193:13, 240:6,
241:14, 241:15,
255:23, 288:9
State's [4]-13:17,
94:14, 122:6, 123:5
statement [1] - 62:3
states [1] - 122:22
statewide [2]-13:15, 107:17
static [1] - 209:14
station [2] - 96:1, 96:2
stationed \({ }_{[1]}\) - 128:10
stations [1] - 96:7
status [1]-81:25
statute [2]-80:4,
114:19
statutorily [1] - 19:17
statutory \([7]-16: 28\),
17:27, 18:5, 79:1,
79:22, 80:10, 197:3
stay [7]-62:18, 69:20,
70:27, 88:20, 89:7, 155:28, 226:7
staying [2]-81:25,
257:18
steadily [2]-65:16, 65:17
steel [1] - 168:19
steer \({ }_{[1]}\) - 62:23
stenotype [1]-291:7
step \([4]-13: 23,63: 2\),
106:18, 171:19
step-ups [1] - 106:18
stepped [4]-14:4,
49:26, 68:6, 240:23
stepping [3]-13:18,
60:23, 61:25
steward [1]-73:19
Stewart [2]-126:27,
127:1
Stewart's [1] - 159:16
still [48] - 7:20, 9:6,
11:26, 12:8, 19:15,
22:17, 40:3, 45:8,
55:24, 80:25, 85:12,
85:13, 88:9, 89:21,
92:5, 123:4, 123:18,
127:8, 164:19,
164:24, 166:8,
167:1, 167:3, 168:2,
171:16, 188:23,
192:3, 200:20,
209:24, 214:20,
220:7, 221:3,
231:15, 235:9,
235:10, 235:17,
239:14, 243:11,
249:19, 254:8,
257:18, 269:21, 274:3, 275:4,
276:27, 286:24, 286:25
stock [1] - 20:24
stockpile [1]-71:3
Stockton [1]-60:18
stop [2] - 75:14, 93:8
stops [1] - 243:6
store \([4]-61: 5,63: 25\),
166:15, \(233: 9\)
stored [2] - 171:5,
181:16
storms [2] - 175:10, 176:19
straight [3] - 18:21,
126:11, 217:21
straightened [1] 15:15
strategy [1]-22:9
Strategy [1] - 197:7
stream [2]-12:2,
63:22
streams [3] - 11:23,
11:28, 22:21
Street \({ }_{[1]}-1: 14\)
stretching \({ }_{[1]}\) - 136:8
strictly [4]-185:20,
201:23, 201:26,
252:24
strike [1] - 212:10

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
striped [1] - 171:3
striping [1] - 131:13
strive [1] - 109:13
stroke [1] - 71:21
strokes [1]-58:7
strong [2] - 113:19, 142:8
stronger [1] - 36:26
structural [1] - 172:27
struggles [1] - 63:6
struggling [1] 141:24
stuck [2] - 51:14, 256:2
student [2] - 153:25, 248:15
students [1] - 248:11 study [2] - 261:26, 261:28
studying [1] - 254:19 stuff [50] - 20:25,
31:12, 43:16, 52:28,
57:15, 63:20, 67:16,
68:17, 70:7, 70:15,
70:17, 70:23, 71:9,
71:16, 72:14, 91:5,
100:27, 101:23,
104:12, 115:17,
115:18, 120:3,
126:16, 144:24,
154:3, 160:2,
160:12, 161:6,
164:10, 179:27,
180:1, 180:21,
180:22, 180:25,
181:9, 181:16,
185:17, 189:19,
205:8, 210:17,
211:6, 230:21,
237:11, 245:21,
245:23, 266:20,
266:23, 270:7,
286:17
sub [1] - 72:1
sub-floor [1] - 72:1
submit [4]-73:18,
94:15, 94:18, 95:10
subsidize [2] - 239:7,
259:21
subsidized [1] - 72:14
subsidizing [2] -
19:12, 228:7
substitute [1] - 260:20
success [1] - 50:4
successful [2] -
91:17, 261:19
sudden [1] - 112:7
suffering [1] - 240:22
suffice [1] - 166:22
suggested [1] - 255:7
suggesting [4] 249:2, 254:28, 255:2
suggestion [4] -
65:27, 255:13,
265:6, 265:8
suggestions [2] -
250:19, 250:28
summarized [1] - 56:8
summary [1] - 41:16
Sundays [1] - 241:25
sunshine [2] - 164:25,
180:8
supervise [1] - 149:20
Supervisor [4] -
145:22, 149:12,
149:13, 149:16
supervisor [1] - 149:1
supplement [2] -
53:26, 252:2
supplemented [1] -
17:7
supplements [1] -
80:5
supply [1] - 285:28
support [10] - 73:15,
73:16, 77:14, 77:23,
102:6, 102:7,
102:11, 133:5,
171:2, 255:16
Support [1] - 102:22
supportive [1] - 13:10
suppose [1] - 19:3
supposed [9] - 96:4,
102:19, 151:26,
152:6, 168:3,
177:14, 215:25,
248:16, 264:19
supposedly [1] 126:17
surplus [3] - 76:8,
76:11, 76:12
survey [29]-82:22,
83:1, 84:10, 85:23,
96:28, 97:4, 97:6,
97:7, 97:9, 98:26,
99:23, 110:18,
110:21, 110:24,
137:16, 137:19,
145:5, 145:21,
146:12, 146:13,
147:1, 147:5, 147:9,
149:5, 150:8, 153:6,
153:20, 211:14,
284:8
Susan [2]-1:15, 289:26
SUSAN [1] - 291:24
suspicion [1] - 97:14
sustain [1] - 143:27
SUV [1] - 9:21

SUV-looking [1] - 9:21
Swift/Cole [1] - 75:5
Swift/Coles [1] -
209:17
switched [1] - 82:2
Symbol [12]-38:14,
38:25, 38:28, 39:17,
39:25, 40:12, 43:7,
44:16, 45:16, 47:3,
47:4, 55:26
symbol [2]-39:8,
55:16
system [17] - 13:20,
26:7, 26:11, 26:22,
79:18, 80:11, 93:17,
103:4, 143:9,
143:12, 154:26,
156:2, 156:10,
229:9, 252:21,
253:23, 264:13
SYSTEM [1] - 217:11
System [4]-2:24,
2:26, 4:27, 80:4

\section*{T}
table [5]-58:8, 65:15, 120:18, 149:9, 197:26
\(\boldsymbol{\operatorname { t a g }}[1]\) - 15:18
talks [1] - 185:16
tall [1] - 100:20
TAMs [1] - 269:25
tanks [1] - 138:3
tapped [1] - 12:1
task [1] - 86:3
Tax [9]-4:21, 85:2,
87:7, 87:24, 88:18,
89:27, 93:27, 99:4, 105:1
\(\boldsymbol{\operatorname { t a x }}[13]-12: 14,17: 12\), 22:16, 25:23, 25:24, 28:24, 29:26, 31:22,
79:24, 88:24, 94:2,
94:4
TAX [1] - 87:22
Tax/Rental [1] - 88:18
taxable [1] - 92:16
taxes [4]-22:6, 96:4, 166:26, 286:4
taxpayer [3]-62:23, 104:17, 119:16
taxpayers [1]-16:13
TAYLOR [78] - 75:18,
75:20, 77:7, 77:10,
77:12, 77:18, 78:7,
220:23, 221:3,
222:28, 223:18,
223:21, 223:24,

223:27, 224:2,
224:9, 237:5,
238:27, 242:20,
243:27, 244:2,
244:19, 245:20,
245:22, 246:17,
248:7, 249:5,
249:12, 249:16,
249:28, 251:1,
251:4, 251:14,
251:19, 251:22,
251:25, 252:4,
252:8, 252:23,
253:5, 253:9,
253:14, 257:7,
257:10, 257:23,
262:8, 263:6, 263:9,
263:21, 264:11,
264:20, 264:28,
265:11, 265:27,
266:10, 267:15,
268:10, 269:12,
269:15, 269:22,
269:24, 270:2,
270:5, 271:8,
271:11, 271:14, 271:17, 271:20, 271:24, 272:1,
276:3, 277:5,
277:10, 277:23,
280:1, 281:7,
281:12, 281:15
Taylor [10]-2:25, 3:7, 73:14, 128:4, 221:21, 244:9,
246:27, 247:16,
276:5, 281:9
teaching [1] - 179:6
team [7]-33:16,
59:12, 71:15, 90:24,
109:24, 112:17
teams [3]-68:10,
68:11, 71:23
Tech [3]-106:19, 147:6, 147:15
Tech's [5] - 146:15,
146:16, 146:18,
147:14, 147:17
Technical [1]-83:24
technical \({ }_{[1]}\) - 89:4
technically [2]-
231:15, 282:22
Technician [6] -
83:21, 83:24, 84:13,
145:28, 146:6, 147:6
Technicians [3] -
145:26, 147:17
Teddy [1] - 103:9
tee [1] - 85:22
tele [1] - 184:28
tele-thing \({ }_{[1]}\) - 184:28
telephone [5]-79:11,
79:18, 80:8, 80:10, 114:6
telephones [1] -
121:16
telepresence \({ }_{[8]}\) -
160:19, 174:25,
177:5, 178:3,
184:12, 184:18,
184:19, 184:21
Telepresence [1] -
160:21
ten [18]-14:3, 28:4,
75:15, 109:18,
133:17, 173:8,
173:15, 173:19,
180:6, 180:25,
182:13, 182:16,
205:23, 212:16,
212:25, 214:8, 214:9
tend [2]-24:12, 212:7
tendency [1]-181:9
tender [1]-123:10
tenure [1] - 260:24
term [8]-14:5, 14:11,
45:22, 53:20,
107:18, 122:1,
179:27, 181:26
testify [2]-22:27,
22:28
testifying [1] - 23:5
testing [1] - 96:18
text [1] - 189:24
thanking [1] - 69:20
that'd [1]-279:11
that'Il [2]-221:25,
221:28
THE \({ }_{[15]}-1: 2,6: 3\),
6:26, 7:27, 8:3,
32:27, 32:28, 78:15,
81:20, 87:22,
113:14, 136:14,
199:12, 217:10,
282:2
theirs [2]-13:28,
107:15
them's [1]-170:20
themselves [2]-52:8, 286:4
theses [1]-180:7
they've [12]-36:1,
37:9, 98:19, 115:23, 122:20, 148:20,
148:24, 166:9,
186:24, 189:26,
240:5, 247:2
thick [2]-34:23, 34:26
thinking [9]-24:17,
46:23, 53:15, 53:26,

\section*{BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018}

64:22, 75:2, 128:4,
128:5, 198:17
thinks [1]-276:2
third [2]-9:15, 166:14
thirteen [11]-8:9,
150:5, 151:13,
174:9, 244:1, 244:2,
244:4, 244:8,
244:11, 251:25, 251:26
thirty [43] - 14:22, 14:23, 23:4, 26:24, 38:11, 43:4, 43:19, 48:11, 50:2, 52:3, 53:9, 54:20, 55:1, 56:13, 56:14, 56:22, 57:3, 57:10, 80:18,
88:3, 90:10, 102:23, 134:16, 182:4, 193:7, 194:9, 218:20, 218:28,
219:1, 220:15, 235:12, 248:8, 248:16, 248:17, 248:22, 252:17, 270:16, 271:23, 271:27, 274:8, 280:5, 287:20, 288:24
thirty-day [2]-248:8, 248:17
thirty-eight [7] -
48:11, 52:3, 218:20, 219:1, 235:12,
271:23, 271:27
thirty-five [8]-38:11, 43:19, 54:20, 55:1, 56:13, 56:14, 56:22, 57:10
thirty-one [4]-88:3, 102:23, 134:16, 194:9
thirty-seven [5] 182:4, 218:28, 220:15, 274:8, 280:5
thirty-six [2]-287:20, 288:24
thirty-three [1] -
270:16
thirty-two [3]-14:22, 14:23, 193:7
Thomason [2]-159:4, 159:17
thoughts [3] - 104:3, 116:22, 215:4
thousand [166]-8:9, 8:10, 8:18, 8:20, 8:21, 8:23, 8:27, 9:1, 9:4, 9:5, 9:9, 9:16, 10:13, 10:18, 12:13,

14:3, 14:22, 14:24, 14:28, 16:20, 17:9, 17:16, 17:17, 18:3, 18:11, 18:19, 21:7, 22:18, 23:4, 23:17, 24:13, 26:24, 27:6, 28:3, 28:4, 28:5, 28:6, 28:7, 28:10, 28:11, 28:12, 29:7, 29:8, 29:9, 30:18, 34:3, 34:6, 48:5, 48:11, 48:16, 51:15, 52:3, 52:22, 53:9, 53:23, 57:2, 57:3, 60:10, 61:3, 65:4, 66:4, 76:17, 77:8, 79:6, 79:11, 79:12, 82:1, 82:5, 88:3, 93:20, 102:23, 124:2, 125:15, 125:17, 125:18, 128:14, 128:24, 139:25, 140:24, 143:2, 148:19, 156:26, 158:8, 158:26, 161:3, 166:17, 166:18, 166:26, 173:8, 173:15, 173:20, 173:22, 174:10, 174:21, 174:23, 175:3, 175:17, 175:19, 182:4, 182:5, 182:13, 182:16, 187:11, 190:8, 190:13, 193:5, 193:22, 193:28, 195:22, 196:28, 204:12, 207:4, 209:22, 211:24, 213:2, 213:3, 213:5, 214:3, 218:12, 218:16, 218:20, 218:26, 218:28, 219:2, 219:28, 220:19, 220:28, 228:8, 233:27, 235:12, 238:10, 238:12, 238:13, 239:10, 239:11, 239:13, 252:7, 252:8, 252:9, 252:13, 252:16, 252:17, 258:22, 263:19, 265:12, 265:13, 265:15, 265:20, 265:22, 265:25, 266:25, 268:18, 268:19, 268:22, 268:26, 269:4, 270:16,

271:23, 271:27, 274:8, 278:22, 279:20, 279:24, 280:11, 280:19
thread [1] - 117:6
three [94]-8:19, 8:20, 11:11, 11:14, 12:13, 12:16, 12:18, 12:20, 14:27, 16:20, 17:15, 17:16, 17:22, 17:24, 18:1, 18:10, 19:23, 19:26, 20:3, 21:5, 24:2, 24:4, 25:21, 27:6, 27:13, 27:18, 29:25, 34:12, 60:18, 61:2, 64:4, 66:4, 66:5, 66:6, 75:16, 82:5, 82:18, 82:20, 82:25, 86:9, 94:10, 101:24, 106:9, 109:16, 111:16, 115:24, 117:18, 127:5, 139:28, 146:1, 151:6, 151:8, 151:14, 156:16, 156:23, 156:26, 157:1, 158:2, 159:6, 166:18, 168:25, 187:2, 187:3, 189:4, 193:4, 218:6, 228:8, 235:12, 239:10, 243:15, 251:27, 252:5, 252:7, 253:13, 255:22, 256:19, 257:11, 263:7, 263:10, 263:19, 267:28, 270:16, 271:22, 271:23, 271:28, 277:9, 277:11, 277:12, 278:22, 279:20, 279:23, 280:8
three-point-four [2] 12:16, 12:20
three-point-two [1] 12:18
three-to-one [2] -
86:9, 139:28
three-year [1] - 156:23
threw [1] - 258:21
thrift [2] - 61:5, 63:25
throughout 90 - 61:7,
61:16, 62:21, 72:18, 74:15, 137:24, 178:3, 219:10, 226:2 throw [2] - 65:7, 99:14
throwed [1] - 140:16
throwing [2] - 215:5, 220:14

Thursday \({ }_{[1]}\) - 167:18
tickets [1]-25:5
tied [2]-70:10, 182:12
tier [2]-56:16
Tier [4]-56:20, 79:3, 79:4
tight [2] - 24:6, 73:21
Timbuktu [1] - 149:26
timeframe \({ }_{[1]}\) - 90:22
timely [1] - 119:25
timeout [1] - 130:3
timer [1] - 136:6
tipper [1] - 236:7
tired [2] - 97:1, 107:12
tires [1] - 79:10
to's [1] - 165:3
tobacco [1]-79:24
today [21] - 6:8, 6:9,
6:17, 23:7, 23:10,
37:12, 39:13, 39:14,
40:1, 113:4, 113:5,
113:8, 118:15,
119:27, 129:11,
220:7, 222:22,
234:5, 261:18,
281:10, 289:22
together [8]-29:18,
94:11, 149:27,
166:16, 192:8,
217:14, 217:16, 246:28
tomorrow [2] -
248:16, 278:7
ton [2]-40:6, 247:2
took [6]-21:8, 84:19, 88:11, 88:13, 103:6, 161:28
toot [1] - 162:23
top [21] - 17:4, 18:22, 18:23, 18:24, 18:26, 29:26, 31:10, 31:12,
72:2, 80:2, 88:20,
89:7, 109:15,
123:12, 137:1,
174:10, 208:20,
230:16, 237:9,
239:26, 263:27
tos [3]-174:2, 181:24, 182:2
total [15] - 8:21, 16:18, 18:18, 27:7, 52:3, 54:28, 139:24, 139:26, 151:5, 152:10, 156:28, 176:11, 176:25, 220:10, 251:5
totally \([2]-56: 5\), 204:26
totem [1] - 122:9
touch [5] - 49:12,

128:26, 128:27, 129:2, 158:28
touched [2]-159:12, 159:15
tournament [2] -
73:28, 74:17
toward [2]-20:14, 144:24
towards [8] - 17:14, 23:21, 31:11, 35:18, 48:17, 75:14, 250:14, 260:21
town [1] - 79:11
Towns [1] - 95:4
track [4]-93:2,
118:12, 160:4,
247:17
tracking [1] - 247:11
trade [3]-20:26, 69:2, 69:7
trade-in [1] - 20:26
traffic [3]-25:5,
214:26, 214:28
trailer [6] - 139:13, 139:16, 141:8, 164:21, 170:28, 172:26
trailers [3] - 154:12, 164:15, 170:25
Trainee [2]-103:10, 283:8
training [9] - 79:6, 88:24, 90:20, 105:24, 105:25, 106:24, 112:23, 112:26
transcribed [1]-291:8 transcript [3]-7:9, 291:7, 291:10 transcription [1] 291:9
transfer [1]-265:25
transferred [1] 120:12
transferring [1] 252:12
transit [4]-235:4, 243:12, 261:26, 261:28
Transit [5]-2:24,
2:26, 4:27, 217:23, 269:25
TRANSIT [1] - 217:10 transition [5] - 70:15, 252:18, 255:22, 256:20, 258:11
transmission [2] 9:15, 9:17
transparent [1] 100:27


152:26, 153:1, 153:4, 153:10, 153:13, 153:18, 153:26, 154:19, 156:3, 156:7, 157:12, 157:15, 157:22, 158:1, 158:6, 158:15, 160:8, 160:16, 160:26, 161:7, 161:10, 161:12, 161:15, 161:20, 161:22, 162:1, 162:11, 162:16, 162:24, 163:1, 163:7, 166:2, 167:28, 168:10, 172:24, 173:1, 173:5, 173:7, 173:11, 173:14, 173:19, 174:24, 174:28, 175:2, 175:25, 176:1, 176:6, 176:9, 176:11, 177:4, 178:6, 178:15, 180:19, 181:2, 181:5, 181:8, 181:14, 182:15, 182:19, 183:2, 183:5, 183:8, 183:22, 184:1, 184:4, 184:9, 184:13, 184:22, 185:7, 185:11, 185:23, 185:26, 186:11, 186:14, 186:18, 187:4, 187:7, 187:17, 187:20, 187:27, 188:4, 188:7, 188:15, 188:18, 188:22, 188:27, 189:8, 189:11, 190:14, 190:18, 190:24, 190:28, 191:7, 191:11, 191:14, 191:17, 191:19, 191:22, 192:2, 192:17, 192:21, 192:25, 193:1, 193:14, 194:10, 194:13, 194:16, 194:20, 195:14, 196:10, 196:13, 196:17, 196:27, 197:5, 197:10, 197:22, 199:24, 200:24, 201:19, 203:24, 203:28, 204:4,

204:9, 205:5, 205:9, 205:21, 205:27,
206:2, 212:7,
212:10, 212:13,
212:17, 215:12,
215:19, 215:27,
216:2, 216:6,
216:12, 218:17,
220:6, 221:7,
224:11, 224:17,
225:24, 226:16,
226:19, 226:21,
226:24, 226:27,
227:2, 227:5, 227:7,
227:10, 227:13,
227:16, 227:20,
229:1, 229:6,
232:13, 232:16,
249:9, 249:13,
251:12, 251:15,
251:20, 251:23,
251:26, 252:6,
252:19, 253:2,
253:6, 253:11,
253:16, 254:10,
254:16, 257:4,
257:9, 258:6, 260:6, 264:6, 264:9,
264:12, 266:27,
267:6, 268:2, 268:4,
278:12, 278:14,
281:18, 282:10,
282:21, 283:11,
283:14, 283:17,
284:10, 284:13,
284:20, 285:14,
285:17, 285:22,
287:7, 288:26,
289:2, 289:15,
289:21, 290:1,
290:4, 290:6,
290:11, 290:18, 290:23
Tucker [5]-2:4, 44:19, 93:13, 95:6, 150:18
Tuerk [2] - 231:21, 231:22
Tuesday [3] - 59:1, 278:6, 278:7
tune [1] - 263:18
turn [16]-21:9, 21:11,
21:12, 26:15, 32:23, 81:2, 89:17, 90:26, 91:18, 93:21, 113:11, 171:16, 179:6, 180:24, 196:28, 238:21
turned \([1]\) - 290:13
turnip [1] - 66:26
\begin{tabular}{|c|c|c|}
\hline turns [3]-33:18, & 287:10, 287:13, & \[
272: 12,277: 8 \text {, }
\] \\
\hline 109:15, 126:5 & 287:17, 288:23 & 280:7, 282:4, \\
\hline TVs [1] - 179:5 & twenty-two [4]-9:14, & 283:26, 287:10 \\
\hline twelve [12]-8:17, 28:5, 28:6, 38:2 & \[
\begin{aligned}
& 238: 10,265: 15, \\
& 268: 22
\end{aligned}
\] & two-point-four [1] -
89:28 \\
\hline 56:11, 140:27, & twice [1] - 239:2 & two-point-four-eight \\
\hline 175:19, 175:23, & twisted [1] - 120:16 & [1]-90:1 \\
\hline 209:21, 221:11, & two [143]-9:5, 9:14, & type [13]-10:10, \\
\hline 235:12, 271:28 & 10:26, 10:28, 12:18, & 10:11, 58:3, 63:20, \\
\hline twelve-month [1] - & 14:22, 14:23, 14:27, & 67:23, 70:23, 72:14, \\
\hline 221:11 & 16:25, 16:27, 18:3, & 181:17, 215:7 \\
\hline twenty [62]-9:12, & 18:11, 18:18, 21:7, & 225:17, 225:18 \\
\hline 9:14, 19:18, 23:3, & 24:2, 25:10, 28:11, & 226:9, 264:4 \\
\hline 23:16, 30:10, 30:12, & 29:9, 29:28, 30:12, & types [2]-225:4, \\
\hline 35:19, 46:24, 55:22, & 31:21, 39:10, 41:19, & 238:8 \\
\hline 57:2, 70:24, 71:6, & 41:23, 43:5, 47:22, & typically [2] - 62:23, \\
\hline 89:15, 89:23, & 48:6, 54:12, 56:15, & 218:11 \\
\hline 114:23, 118:20, & 75:21, 79:6, 80:10, & \\
\hline 121:23, 134:25, & 81:3, 81:12, 82:12, & U \\
\hline \[
\begin{aligned}
& \text { 135:1, 135:5, } \\
& \text { 162:25, 166:17, }
\end{aligned}
\] & \[
\begin{aligned}
& 82: 17,83: 18,85: 9, \\
& 88: 11,88: 25,88: 28,
\end{aligned}
\] & \\
\hline 175:3, 175:17, & 89:5, 89:26, 89:28, & umbrella [1] - 100:1 \\
\hline 175:22, 179:17, & 90:1, 90:18, 90:20, & uncle [1] - 96:8 \\
\hline 186:15, 189:1, & 91:1, 92:2, 93:4, & under [25] - 9:19, 9:28, \\
\hline 190:13, 196:28, & 93:5, 96:13, 96:16, & 48:11, 52:4, 82:2, \\
\hline 197:1, 218:27, & 97:20, 98:28, 105:2, & 82:9, 82:10, 91:2 \\
\hline 219:17, 219:18, & 106:5, 106:6, 106:9, & 95:24, 100:1, \\
\hline 219:19, 220:5, & 106:10, 112:2, & 121:17, 121:19, \\
\hline 224:5, 238:10, & 114:23, 116:13, & 121:20, 130:23, \\
\hline 243:7, 244:3, 244:9, & 118:20, 119:9, & 130:24, 161:5, \\
\hline 244:10, 244:12, & 123:15, 127:5, & 163:25, 164:24, \\
\hline 245:9, 252:8, & 132:2, 137:11, & 170:24, 171:6, \\
\hline 252:13, 257:18, & 139:25, 144:2, & 179:27, 248:10, \\
\hline 257:19, 265:13, & 144:8, 147:22, & 249:19 \\
\hline 265:15, 268:22, & 150:5, 150:11, & undercoating [1] - \\
\hline 269:14, 280:4, & 150:14, 151:13, & 153:23 \\
\hline 287:10, 287:11, & 151:14, 155:20, & underpaid \({ }_{[1]}-76: 3\) \\
\hline 287:13, 287:17, & 156:16, 160:23, & underperforming [2] - \\
\hline 288:22, 288:23 & 165:17, 166:17, & 246:23, 250:23 \\
\hline twenty-eight [4] - & 166:24, 166:27, & understood [2] - \\
\hline 30:10, 244:3, & 168:9, 170:27, & 251:5, 279:9 \\
\hline 244:10, 244:12 & 174:9, 174:27, & underutilized [1] - \\
\hline twenty-five [11]-57:2, & 176:5, 182:1, 182:2, & 228:11 \\
\hline 70:24, 89:15, 89:23, & 182:8, 182:10, & underway [1] - 189:28 \\
\hline 114:23, 118:20, & 193:7, 198:6, & unfair [1] - 34:10 \\
\hline 135:5, 175:17, & 211:24, 212:16, & unfortunately \({ }_{[2]}\) \\
\hline 196:28, 197:1, 243:7 & 212:21, 212:25, & 45:1, 74:27 \\
\hline twenty-four [5] - 9:12, & 213:2, 214:1, 214:7, & unison [2]-7:7, \\
\hline 46:24, 175:3, & 214:9, 215:4, & 290:20 \\
\hline 175:22, 179:17 & 218:10, 220:24, & unit [4]-139:24, \\
\hline twenty-one [4] 135:1, 166:17 & \[
\begin{aligned}
& \text { 225:4, 238:10, } \\
& 243: 15,245: 7,
\end{aligned}
\] & \[
\begin{aligned}
& \text { 139:26, 171:2, } \\
& 191: 20
\end{aligned}
\] \\
\hline 219:19, 257:19 & 248:1, 248:5, 249:6, & Unit [1] - 28:21 \\
\hline twenty-point-eight [1] & 249:16, 249:17, & United [3]-63:9, \\
\hline -219:18 & 255:22, 256:19, & 63:12, 63:13 \\
\hline twenty-point-five [1] - & 257:11, 265:14, & Unless [1] - 147:20 \\
\hline 219:18 & 265:15, 265:22, & unless [11]-24:16, \\
\hline twenty-seven [1] - & 268:20, 268:21, & 26:20, 28:17, 71:26, \\
\hline 186:15 & 268:22, 270:11, & \[
88: 25,102: 28 \text {, }
\] \\
\hline twenty-six [5] - 245:9, & \[
\begin{aligned}
& \text { 270:14, 270:19, } \\
& \text { 270:21, 272:8, }
\end{aligned}
\] & 142:5, 167:28, \\
\hline
\end{tabular}

260:19, 263:1
unmet [1] - 14:18
unsafe [1]-274:10
Unum [10] - 33:15, \(33: 18,35: 2,35: 3\), 35:28, 36:5, 36:9, 36:18, 36:22, 36:26
Unum's [1] - 36:20
up [162] - 8:23, 9:9,
12:25, 14:13, 15:3, 15:5, 15:6, 17:7, 23:2, 24:16, 26:19, 27:13, 28:3, 28:12, 30:3, 34:5, 34:14, 34:15, 37:14, 43:4, 43:5, 45:14, 46:1, 47:2, 47:3, 47:13, 47:26, 49:17, 55:21, 55:22, 57:25, 60:17, 60:18, 61:7, 61:17, 63:14, 66:13, 67:6, 68:6, 68:13, 68:25,
70:10, 70:26, 73:25, 79:6, 80:23, 81:14,
82:7, 82:27, 85:5,
85:22, 88:5, 90:19,
90:21, 90:24, 93:1,
94:22, 95:11, 95:23,
95:24, 97:19, 97:27,
98:14, 98:26,
100:16, 102:5,
103:10, 106:5,
106:27, 108:26,
109:2, 109:9, 114:2, 118:26, 119:15,
120:3, 120:18,
120:20, 122:1,
122:2, 123:9,
130:22, 131:10, 136:6, 136:7, 136:17, 137:10, 137:12, 139:23, 140:5, 144:13, 144:19, 146:26, 147:13, 147:14, 147:19, 149:15, 156:15, 157:11, 157:13, 157:14, 160:5, 162:6, 165:15, 165:23, 167:4, 169:17, 170:11, 177:16, 179:21, 181:9, 181:22, 187:2, 191:5, 192:15, 193:10, 195:22, 200:13, 200:21, 201:1, 201:10, 202:26, 202:28, 203:19, 206:17,

207:24, 214:26, 214:27, 216:17, 218:3, 218:19,
218:20, 218:22, 220:9, 222:2,
222:10, 223:14, 223:25, 230:25, 238:21, 240:23,
242:14, 242:17, 250:24, 253:27,
254:3, 254:8, 256:4,
257:20, 260:20,
262:11, 263:27,
264:13, 269:24,
273:11, 275:16,
280:8, 281:22
upcoming [1] - 116:23
update [1] - 12:6
updated [1] - 12:6
updates [1] - 33:12
upfront [3]-179:26,
277:11
upgrade [1] - 153:11
upgraded [1] - 83:25
upgrades [5] - 124:1,
125:1, 125:9,
131:10, 177:10
uphill [1] - 288:8
ups [1] - 106:18
upstairs [3]-124:27,
132:19, 132:26
upward [2] - 24:12, 28:16
urgent [16] - 37:27,
38:7, 38:10, 39:10, 39:18, 39:22, 40:4, 40:6, 40:13, 40:16, 41:7, 41:20, 43:19,
44:1, 54:18, 56:21
uses [3]-35:1, 35:2,
82:4
utilization [3]-39:7,
40:6, 41:4
utilize [3]-21:18, 164:24, 171:4
utilized [1] - 132:20
utilizing [3]-41:5,
132:19, 241:9
\begin{tabular}{|c|}
\hline \(\mathbf{V}\) \\
\hline VA \(_{[1]}-114: 6\) \\
value \([3]-20: 27\), \\
\(120: 18,144: 19\) \\
valve \([1]-23: 2\) \\
Van \([1]-198: 5\) \\
van \([1]-272: 22\) \\
vans \([7]-245: 8\), \\
\(271: 7,271: 10\), \\
\end{tabular}

273:6, 273:11,
273:16, 274:22
variable [1] - 176:3 variance [5] - 218:24, 218:25, 219:15, 219:16, 219:22
variety [1] - 107:19
Various [1] - 4:17
VARIOUS [1] - 79:17
various [4]-73:26, 75:12, 137:23, 175:9
vehicle [13]-9:21,
21:17, 79:10,
157:16, 245:4,
249:23, 259:4,
259:8, 273:16,
273:20, 273:23, 276:1
vehicles [23]-9:12, 9:18, 9:28, 10:4, 10:11, 10:12, 10:13, 12:8, 12:10, 19:2, 20:26, 21:1, 21:3, 21:5, 21:10, 135:27, 154:12, 223:9, 233:20, 233:21, 250:2, 250:7
VELLER [9]-73:11, 75:19, 75:25, 76:16, 76:20, 76:24, 77:11, 78:2, 78:11
Veller [1] - 73:12 versus [13]-46:16, 53:4, 147:11, 147:26, 170:22, 218:23, 229:21, 241:5, 247:8, 247:9, 247:10, 267:28 vet \([1]-215: 6\) veterans [1]-75:11 victim [1]-15:8 view [2]-14:4, 122:6
visit [1] - 225:15 visited \({ }_{[1]}\) - 159:23 volunteer [1] - 68:10 volunteers [1] - 78:8
vote [10]-29:23,
170:15, 215:17,
253:21, 256:5, 256:26, 258:12,
260:17, 278:6,
280:17
votes [1] - 253:4
voting [1] - 228:24

\section*{W}
wait [8] - 83:28, 96:28, 97:9, 115:23,

116:11, 117:13, 136:16, 158:20
waiting [6] - 72:13,
117:17, 122:5,
123:4, 162:14,
234:17
Wal [2]-239:3, 239:4
Wal-Mart [2] - 239:3,
239:4
Walgreen's [1] - 55:21
walk [1] - 69:16
walked [1]-181:18
wall [7]-132:27,
174:26, 174:27,
177:6, 177:7, 177:8, 179:2
walls [1] - 60:6
Wanda [1] - 137:12
wants [5] - 68:28,
71:25, 159:19,
182:21, 256:3
warehouse [1]-71:3
warmed [1]-281:22
warrant \({ }_{[1]}\) - 122:5
wash [3] - 133:18,
266:3, 278:6
washes [1]-266:7
Washington [1] 198:5
Waste [6] - 109:9, 210:24, 211:9, 211:10, 287:20, 288:25
wasteful [1]-275:28
watch [1]-108:20
water [4]-133:12, 139:16, 161:4, 264:4 Water [3]-114:7, 192:1, 193:17
Watershed [4] - 192:4, 192:10, 194:2, 194:12
watershed [1] - 192:8
ways [7]-67:28,
100:22, 148:23,
248:4, 261:6
weak [1] - 71:28
weather [2]-148:24, 148:25
Wednesday [1] 75:15
week [12]-38:8, 50:6, 58:21, 58:22, 59:4, 60:19, 71:6, 166:11, 167:18, 170:6,
186:15, 253:15
weekend [5] - 38:22,
38:23, 68:25, 261:3, 285:23
weekends [1] - 68:16
weeks [8]-10:8, 53:28, 130:19, 132:2, 135:23, 147:22, 253:13, 257:12
Weeks [1] - 192:10
weighing [1] - 119:4
WELCOME \({ }_{[1]}\) - 6:3
Welcome [1]-4:3
welcome [1] - 6:5
wellness [3]-46:16,
46:17, 46:19
Wells [1] - 64:2
west [1]-210:9
wet [1] - 252:11
what'd [2]-131:4, 172:11
what's-her-name [2] -
162:28, 163:2
whatsoever [1] -
203:23
wheelchair [7] -
271:27, 273:8,
275:2, 275:9,
275:10, 275:11
wheelchairs [1] 252:12
wheelhouse [1] 118:17
wheels [1] - 173:2
whereas [1] - 273:10
whichever [1] - 207:24
whistle [1] - 133:12
whoa [2]-30:19, 123:21
whole [26] - 42:20,
65:13, 67:8, 77:1, 105:9, 130:13, 139:9, 139:16, 145:23, 150:13, 156:10, 159:8, 159:26, 165:24, 166:24, 167:5, 168:22, 168:23, 188:12, 193:10, 197:20, 264:22, 282:26, 285:10, 286:5
wholesaler [1]-71:9 whop [1]-219:4 whop-sided [1] 219:4
widowed [1] - 70:22 wife's [1] - 170:6 wiggle [1] - 208:7 will-call [1] - 234:18 will-calls [1] - 230:23 willing [2] - 69:9, 89:2 WILTERS [53]-7:20, 7:23, 7:28, 8:6,

10:28, 11:4, 11:13, 11:20, 14:20, 15:4, 15:13, 15:21, 15:28, 16:8, 18:17, 18:24, 20:1, 20:4, 21:4,
21:14, 21:21, 21:24,
21:28, 22:2, 22:19,
23:8, 23:11, 23:16,
23:24, 23:28, 24:18,
24:22, 24:26, 25:1,
25:4, 25:14, 25:16,
25:19, 25:28, 26:4,
26:8, 26:13, 27:27,
28:1, 28:27, 30:14,
30:19, 30:22, 31:19,
32:2, 32:5, 32:22,
32:25
Wilters [3]-2:27,
7:18, 285:23
wind [1] - 180:11
wipeout \({ }_{[1]}\) - 44:17
Wisconsin [2] -
148:24, 189:16
wish [6] - 11:20, 13:7,
107:9, 201:28,
203:17, 246:18
wishes [1] - 277:22
witness [1]-23:3
witnesses [3]-22:27,
22:28, 23:12
woman [1]-69:19
women [1] - 70:23
wonder [1]-52:27
wonderful \({ }_{[1]}\) - 165:12
wondering [1] - 91:1
words [4]-73:15,
75:17, 121:25, 290:2
workers' [4]-185:13,
185:14, 186:21, 187:10
workflow [1] - 119:6
works [7]-34:4, 71:6, 120:16, 122:5,
225:25, 234:27,
266:10
world [9]-62:13,
62:27, 98:27,
104:18, 128:28,
234:26, 235:3,
235:4, 253:24
worried [1] - 197:23
worry [2] - 66:7, 272:6
worst [1] - 43:26
worth [7] - 16:4,
25:27, 36:5, 105:17,
166:26, 173:16,
239:7
worthless [3]-11:24,
24:21, 28:11
wound [1]-193:9
wow [1]-28:25
wrestled [1] - 76:26
write [2]-61:4, 110:14
writing [1] - 72:25
wrote [1] - 174:11
\begin{tabular}{|c|}
\hline \(\mathbf{X}\) \\
\hline \(\mathbf{X Y Z}_{[1]}-92: 25\) \\
\hline \(\mathbf{Y}\) \\
\hline
\end{tabular}
y'all [104] - 19:8,
23:21, 24:10, 29:22,
30:23, 31:20, 31:21,
31:25, 31:26, 31:27,
32:5, 32:25, 33:1,
54:6, 62:13, 63:1,
63:9, 64:18, 64:22,
64:27, 66:22, 67:23,
72:24, 73:2, 77:1,
77:26, 78:22, 80:14,
82:14, 82:22, 83:19,
84:19, 85:22, 86:9,
92:18, 96:26, 99:15,
114:5, 114:25,
115:1, 118:13,
129:11, 131:4,
131:5, 131:11,
131:27, 133:28,
136:17, 137:18,
139:27, 141:3,
143:3, 144:20,
148:7, 155:9, 157:5, 160:13, 163:12,
163:18, 164:27,
165:8, 166:23,
167:17, 170:22,
177:18, 182:24,
184:10, 187:27,
188:6, 188:16,
196:17, 196:18,
198:2, 198:11,
198:14, 198:15,
199:2, 202:16,
205:2, 216:18
224:23, 225:24,
229:26, 247:3,
248:19, 248:24,
260:19, 261:17,
268:7, 278:5,
278:10, 280:23,
283:18, 283:19,
284:21, 286:22,
287:26, 288:27,
289:15
y'all's [6] - 19:7,
118:23, 163:12,
192:12, 197:26,

BALDWIN COUNTY COMMISSION SPECIAL MEETING - BUDGET DELIBERATIONS 08/27/2018
\begin{tabular}{|c|c|}
\hline \[
\begin{aligned}
& \text { 260:28 } \\
& \text { YEAR }[1]-7: 15
\end{aligned}
\] & \[
\begin{gathered}
27: 4,27: 13 \\
\text { years }[44]-12: 7
\end{gathered}
\] \\
\hline Year [12]-4:7, 16:12, & 25:11, 31:22, 34:17, \\
\hline \[
\begin{aligned}
& 24: 12,24: 14,46: 28 \\
& 48: 5,155: 13
\end{aligned}
\] & \[
\begin{aligned}
& 36: 28,37: 16,60: 11, \\
& 74: 2,75: 28,76: 27
\end{aligned}
\] \\
\hline 155:16, 156:23, & 83:18, 85:19, 88:11, \\
\hline 218:1, 246:5, 249:21 & 88:25, 89:6, 89:15, \\
\hline year [114] - 8:19, 9:22, & 89:22, 89:23, 90:18, \\
\hline 10:17, 11:6, 14:21, & 96:25, 105:2, \\
\hline 16:12, 17:21, 17:26, & 105:21, 109:18, \\
\hline 18:12, 19:20, 19:28, & 111:16, 118:24, \\
\hline 21:5, 22:23, 24:17, & 118:25, 120:12, \\
\hline 25:11, 25:15, 26:23, & 121:23, 122:2, \\
\hline 26:26, 27:1, 27:3, & 132:13, 180:25, \\
\hline 27:4, 27:5, 27:7, & 187:2, 187:3, \\
\hline 27:9, 27:13, 28:2, & 199:16, 218:24, \\
\hline 29:9, 33:10, 34:5, & 251:27, 255:22, \\
\hline 35:28, 36:12, 43:27, & 256:20, 268:5, \\
\hline 45:23, 46:1, 46:4, & 272:9, 272:13 \\
\hline 46:8, 47:2, 47:6, & yellow [1] - 188:10 \\
\hline 48:10, 51:27, 51:28, & young [1] - 89:11 \\
\hline 56:6, 69:9, 70:24, & younger [1] - 68:15 \\
\hline 72:15, 73:18, 73:27, & \\
\hline 74:15, 76:10, 77:1, & Z \\
\hline 88:4, 93:21, 96:17 & \\
\hline 96:22, 106:6, 106:9, & zero [8]-28:18, 31:11, \\
\hline 111:15, 113:17, & 32:10, 210:5, 210:7, \\
\hline 115:10, 115:21, & 224:9, 238:28, 287:8 \\
\hline 123:28, 130:20, & zeros [1] - 29:3 \\
\hline 133:4, 144:25, & zip [1] - 241:6 \\
\hline 146:10, 148:6, & zone [4]-226:1, \\
\hline 156:23, 156:24, & 230:14, 231:9 \\
\hline 177:8, 186:22, & zones [4]-226:6, \\
\hline 187:3, 189:7, & 226:13, 230:24, \\
\hline 191:25, 192:15, & 247:10 \\
\hline 192:16, 192:21, & Zoning [1] - 114:17 \\
\hline 193:12, 194:1, & \\
\hline 194:8, 195:15, & \\
\hline 208:1, 218:2, 219:3, & \\
\hline 219:6, 219:14, & \\
\hline 220:10, 220:17, & \\
\hline 220:22, 221:10, & \\
\hline 222:11, 222:23, & \\
\hline 227:14, 249:5, & \\
\hline 251:9, 252:17, & \\
\hline 257:20, 257:24, & \\
\hline 263:16, 266:16, & \\
\hline 269:16, 269:27, & \\
\hline 270:27, 272:20, & \\
\hline 276:4, 278:18, & \\
\hline 287:13, 287:24 & \\
\hline year's [10] - 17:22, & \\
\hline 157:4, 186:26, & \\
\hline 224:18, 248:20, & \\
\hline 262:3, 263:14, & \\
\hline 271:1, 278:24 & \\
\hline year-old [1] - 70:24 & \\
\hline year-to-date [5] - & \\
\hline 26:26, 27:1, 27:3, & \\
\hline
\end{tabular}

\section*{COUNTY COMMISSION}

BALDWIN COUNTY
312 Courthouse Square, Suite 12
MEMBEAS
DISTRICT 1 FRANK BURT JF
BAY MINETTE, ALABAMA 36507
2 CHRIS ELLIOTT
(251) 937-0264

Fax (251) 580-2500
www.baldwincountyal.gov

May 1, 2018

ATTACHMENT NO.
\(\qquad\)

Mr. Ronald J. Cink
County Administrator
Baldwin County Commission
312 Courthouse Square, Suite 12
Bay Minette, Alabama 36507

Dear Mr. Cink:
Pursuant to Section 11-3-8 (b), Code of Alabama 1975, "A county commission may schedule a special meeting [of the Baldwin County Commission] when determined necessary in writing by a majority of the members of the commission, or in the case of an emergency, upon call of the chair."

Therefore, taking into account the aforementioned, coupled with the fact that this request is not styled an emergency, please be advised that a majority of members of the Baldwin County Commission have determined in writing and by this instrument that it is necessary to conduct Special Meetings of the Baldwin County Commission for the dates/times/places as follows:

\author{
Monday, July 23, 2018 \\ 8:30 a.m. \\ Baldwin County Central Annex \\ County Commission Conference Room \\ 22251 Palmer Street \\ Robertsdale, Alabama 36567 \\ Tuesday, July 24, 2018 \\ 1:30 p.m. \\ Baldwin County Central Annex II Building \\ Third Floor Conference Room \\ 22070 Highway 59 \\ Robertsdale, Alabama 36567 \\ Monday, August 6, 2018 \\ 8:30 a.m. \\ Baldwin County Central Annex \\ County Commission Conference Room \\ 22251 Palmer Street \\ Robertsdale, Alabama 36567
}

Monday, August 13, 2018
8:30 a.m.
Baldwin County Central Annex
County Commission Conference Room
22251 Palmer Street
Robertsdale, Alabama 36567

Monday, August 27, 2018
8:30 a.m.
Baldwin County Central Annex
County Commission Conference Room
22251 Palmer Street
Robertsdale, Alabama 36567

\section*{Tuesday, August 28, 2018}

9:30 a.m.
Fairhope Satellite Courthouse
County Commission Conference Room
1100 Fairhope Avenue
Fairhope, Alabama 36532

The purpose for the special meeting is to:
[1] Conduct Baldwin County Fiscal Year 2018-2019 Budget Deliberations.

Please make the necessary arrangements for the conduct of said Special Meetings.


\section*{Request}

I have 15 attorney positions currently.
I need at least 1 more attorney position and I need to be able to complete with Mobile County District Attorney's office. Mobile's starting salary \$55,000 and Montgomery's starting salary is \$52,000.

Increasing 12 positions by \(\$ 5,000\)

3 positions by \(\$ 7,000\)
Total salary increase of \(\$ 81,000\)
Benefits 44\%
\(\$ 35,640\)
\(\$ 116,640\)

New ADA position \(\$ 45,000\)
Benefits 44\%
\(\$ 19,800\)
\$64,800

Request for Assistant District Attorney Salaries
\(\$ 116,640\)
\(\$ \mathbf{6 4 , 8 0 0}\)
\(\$ 181,440\)

Vehicles: Ford Fusion - \(\mathbf{\$ 1 6 , 7 9 8 \times 5 = \$ 8 3 , 9 9 0}\)
\(\$ 16,798 \times 4=\$ 67,192\)
\(\$ 16,798 \times 3=\$ 50,394\)
Ford Fiesta- \(\$ 14,956 \times 5=\$ 74,780\)
\(\$ 14,956 \times 4=\$ 59,824\)
\(\$ 14,956 \times 3=\$ 44,868\)

Ford Focus - \(\$ 15,833 \times 5=\$ 79,165\)
\(\$ 15,833 \times 4=\$ 63,332\)
\(\$ 15,833 \times 3=\$ 47,499\)
Chevy Trax- \(\$ 18,106 \times 5=\$ 90,530\)
\(\$ 18,106 \times 4=\$ 72,424\)
\(\$ 18,106 \times 3=\$ 54,318\)

\section*{Total Requested:}
\(\$ 181,440\) salaries
\(\$ 75,000\) vehicles
\(\$ 256,440\)
\begin{tabular}{|c|c|c|c|c|c|}
\hline \multirow[t]{2}{*}{\begin{tabular}{|cc|}
\hline Commission Decision Items \\
\hline & \\
\hline & Project Description \\
\hline
\end{tabular}} & \multirow[b]{2}{*}{Requested By} & \multirow[t]{2}{*}{\[
\begin{gathered}
\text { Amount } \\
\text { included in } \\
\text { Budget }
\end{gathered}
\]} & \multirow[t]{2}{*}{Amount not included in Budget} & \multirow[b]{2}{*}{Code} & \multirow[b]{2}{*}{Notes} \\
\hline & & & & & \\
\hline \multicolumn{6}{|l|}{} \\
\hline Administration - floor replacement in chambers, library, and commission & RC & 25,000 & & 51125.5231 & \\
\hline Administration - personnel & RC & & 3,376 & 51125 salaries/fringe & \(5 \%\) increase to 1 employee's salary \\
\hline Administration - portable restroom tralier contribution & RC & 14,950 & & 51125.5499 & \\
\hline Animal Shelter - air conditioned adoption trailer & GJ & 35,000 & & 55410.5500 & \\
\hline Animal Shelter - intake building & RC & N/A & & & Discussion item \\
\hline Animal Shelter - personnel & GJ & 72,164 & 13,247 & 55410 salaries/fringe & 1 new position (Animal Resource Supervisor); 3 position reclass requests; 4 create/promote/abolish requests \\
\hline Archives - Alabama 200 & FA & 45,500 & & 51906.5150.200 & Book-25,000, paraphernalia 5k, Paintings-20k/2yrs - this is the 2nd year \\
\hline Archives - documentaries & FA & 17,100 & & 51906.5150 & 6 documentaries at \(\$ 2850\) a piece \\
\hline Baldwin Co. Library Co-Op - Appropriations Request & LReed & 96,798 & & 57100.5299 & 96,797.25 to match state aid and a waiver of rent for the year (approx 12,700) \\
\hline Budget - personnel & RC & & 2,418 & 51725 salaries/fringe & reclassification request - Purchasing Director \\
\hline Budget - replace 2 air conditioning units on Budget/Purchasing building & WG & 4,600 & & 51725.5231 & \\
\hline Building Inspection-truck & MH & 24,000 & & 52710.5550 & \\
\hline Building Maint - LED lighting county wide project & J & 20,000 & & 51555.5231.0001 & \\
\hline Building Maint - personnel & ル & 26,624 & 11,098 & 51995 salaries/fringe & 1 new position (PT Office Assist III); reclass of Bldg Maint Engineer III and Bldg Maint Supervisor \\
\hline Building Maint - roofing (BM BOE 95k, BM Jail 94.5k, Misc shingle replace 9.5k) & ル & 199,000 & & 51555.TBD & currently in 51555.5524 .113002 \\
\hline Building Maint - vehicles (with service bodies) - 2 & H & 75,000 & & 51995.5550 & \\
\hline Building Maint -trailers (2-1 open, 1 closed) & \(\mu\) & 5,000 & & 51995.5219 & \\
\hline CIS - Hyper V Failover Project - year 2 of 3 & BP & 102,000 & & 51965.5500 & \\
\hline CIS - personnel & BP & \((1,647)\) & & & abolish 1 position; create/promote/abolish 1 position; promote/abolish 1 position \\
\hline CIS - Remote BCC Broadcast System & BP & 135,000 & & 51965.TBD & currently in 51965.5150 until account established \\
\hline Cls - vehicle (Ford Explorer) & BP & 24,959 & & 51965.5550 & Replace Dodge Durango \\
\hline Clerk Treasurer - Finance - personnel & KC & 9,026 & & 51700 salaries/fringe & create/promote abolish 3 positions \\
\hline Clerk Treasurer - Sales Tax - personnel & KC & 97,211 & & 51750 salaries/fringe & 2 new positions (PT Dept Lic. Inspec II \& Audit Comp Officer); reclass of Sales Tax Coor \\
\hline COA - personnel & KC & 973 & & 56200 salaries/fringe & create/promote/abolish 1 position \\
\hline Coroner - personnel & SV/ BP & 30,907 & & 52400 salaries/fringe & 1 new position - Admin Support Specialist । \\
\hline Courthouse (Bay Minette) - Courtroom 7 renovation & & 250,000 & & 51988.5524 & \\
\hline Courthouse (Bay Minette) - telepresence replacement - Courtroom 6 & BP & 4,200 & & 51988.5211.1 & \\
\hline Courthouse (Fairhope) - parking resurfacing and paving (east side) & GB & 71,656 & & 51994.5231 & \\
\hline Custodial - personnel & WG & 19,318 & & 51996 salaries/fringe & 1 new position - PT Custodian \\
\hline EMA - printing brochures/pamphlets/magazines & JP & 15,000 & & 52300.5211.03 & \\
\hline EMA - lean-to & JP & 100,000 & & 52300.5500 & \\
\hline EMA - Telepresence upgrade & JP & 40,000 & & 52300.5235 & \\
\hline EMA - two message boards & JP & 24,000 & & 52300.5500 & \\
\hline JDC - personnel & RB & 2,227 & & 52610 salaries/fringe & create/promote abolish 1 position \\
\hline Personnel - personnel & AR & 41,826 & 0 & 51962 salaries/fringe & new position - Admin Supp Spec lij; reclass of Assist Personnel Direct \& Risk Manager \\
\hline Personnel-salary survey & AR & 100,000 & & 51962.5150 & \\
\hline Probate - computer software (implementation fee) & Judge Russell & 115,000 & & 51300.5235 & \\
\hline Probate - personnel & Judge Russell & 36,278 & & 51300 salaries/fringe & new position - License Revenue Officer \\
\hline Revenue - personnel & TF & & 2,013 & 51600 salaries/fringe & reclassification request - Administrator of Collections \\
\hline Transportation - BRATS - Communication Equipment & TR & 28,000 & & 51930.5251.1 & \\
\hline Transportation - BRATS - personnel (Fund 143-Admin) & TR & & 4,509 & 51930 salaries/fringe & reclassification request \\
\hline Transportation - BRATS - personnel (Fund 143-Ops) & TR & \((70,206)\) & 73,065 & 51935 salaries/fringe & abolish 3 vacant PT driver positions (in budget); reclassification request (not in budget) \\
\hline Transportation - BRATS - Southern Linc Conversion & TR & 30,000 & & 51930.5251.TBD & currently in 51930.5251.1 \\
\hline Transportation - BRATS Daphne Hub & TR & 250,000 & & 51930.5599.002 & \\
\hline Transportation-BRATS FH Transfer Center & TR & 600,000 & & 51930.5599 .003 & \\
\hline Transportation - BRATS generator (Fund 143) & TR & 66,670 & & 51930.5540 & \\
\hline Transportation-8RATS RD boarding shelter & TR & 100,000 & & 51930.5500 & \\
\hline Transportation - BRATS SF Park \& Ride & TR & 632,890 & & 51930.5599 .001 & \\
\hline Transportation - BRATS vehicles (6) (Fund 143) & TR & 354,000 & & 51930.5550 & T. Rider reduced from 676 k to 354 k (from 11 buses to 6) \\
\hline Transportation - County Transportation personnel (Fund 103) & TR & & 1,513 & 5135 C salaries/fringe & reclassification request \\
\hline Transportation - County Transportation (Fund 103) -van & TR & & & \(5135 C .5550\) & \\
\hline Misc. Approprations - Airbus & & 40,000 & & not currently in budget - late request & 40k a year for 5 years (total of 200k) \\
\hline Misc. Appropriations - Repair Baldwin & & 6,000 & & not currently in budget - late request & \\
\hline Misc. Apppropriations - Coastal Alabama Partnership & W Blankenship & 25,000 & & 51990.5299.011 & \\
\hline Misc. Approprations - Historical Commission & C Campbell & 93,000 & & 51990.5352 & 93 k removed - still on board with historical signs, but because of the delay in getting them done, wait a year \\
\hline Misc. Appropriations - Alabmaa CoOp Extension Service & E Huckabay & 53,854 & & 51990.5390 & \\
\hline Misc. Appropriations - Baldwin Co. Heritage Museum & J Taylor & 18,200 & & 51990.5299.003 \& 51990.5299.0031 & req of 30 k operations/ 3200 waiver reduced to 15 k ops/ 3200 waiver \\
\hline
\end{tabular}
\begin{tabular}{|c|c|c|c|c|c|}
\hline Misc. Appropriations - Bay Minette Rotary Club & & 500 & & 51990.5362 & 500 is what has been given to them historically. They have not responded to requests for a FY18 report or a FY19 allocation request \\
\hline Misc. Appropriations - BC Economic Development Alliance & LLawson & 380,000 & & 51990.5410 & \\
\hline Misc. Appropriations - BC Soil \& Water Conservation & R Bryars & 75,500 & & 51990.5400, 51990.5400.001 & req of 75,500 ops/ 31,750 for the Watershed Coordinator reduced to 75,500 ops \\
\hline Misc. Appropriations - Chambers - Central Baldwin & G Quezada & 1,000 & & 51990.5294 & \\
\hline Misc. Appropriations - Chambers - Eastern Shore & C Williams & 1,000 & & 51990.5294 & \\
\hline Misc. Appropriations - Chambers - North Baldwin & A Davis & 1,000 & & 51990.5294 & reduced from 1500 to 1000 \\
\hline Misc. Appropriations - Chambers - South Baldwin & D Watts & 1,000 & & 51990.5294 & Gateway Initiative - \$15K; Additional approp - \$7500 for a Total of \$22,500; reduced to 1000 \\
\hline Misc. Appropriations - Commission Discretionary Fund & & 25,000 & & 51990.5342 & statutory; will fund 10 k request from Battleship Commission \\
\hline Misc. Appropriations - DSD Services Group & & 24,000 & & 51990.5150.005 & \\
\hline Misc. Appropriations - Gulf Coast RC \& D Board & R Perry & 3,250 & & 51990.5371 & \\
\hline Misc. Appropriations - Lobby Contract Adams \& Reese & & 72,000 & & 51990.5150 .003 & \\
\hline Misc. Appropriations - Lobby Contract Christie Strategy Group & & 42,000 & & 51990.5150.004 & \\
\hline Misc. Appropriations - Lobby Contract Van Scoyoc Assoc & & 114,000 & & 51990.5150.001 & \\
\hline Misc. Appropriations - Mobile Bay National Estuary Program & Roberta Swann & 50,000 & & 51990.5344 & \\
\hline Misc. Appropriations - Cindy Haber Center Inc. (formerly the MR/DD Board) & Cindy Haber & 30,000 & & 51990.5346 & \\
\hline Misc. Appropriations - SAIL senior center/hurricane evac & Comm Gruber & 150,000 & & TBD - in 51990.5290 for Budget purposes & \\
\hline Misc. Appropriations - Alabama Forestry Commission & \(R\) Fields & & & TBD - in 51990.5290 for Budget purposes & AFC is requesting a new full sized, extended cab 4WD pick up truck; Commission will gift a used highway truck to AFC; 25 k removed \\
\hline Misc. Appropriations-Good Counsel Homes & K Trattles & & & TBD - in 51990.5290 for Budget purposes & reduced to from 20k to 0 \\
\hline Misc. Appropriations - Feeding the Gulf Coast & CP & & & TBD - in 51990.5290 for Budget purposes & reduced from 9 k to 0 \\
\hline Misc. Appropriations - contingency & & 50,000 & & 51990.5290 & \\
\hline Misc. Appropriations - SARPC & R Rhodes & 89,832 & & 51990.5332 & \\
\hline Misc. Appropriations - SAWDC & STaylor & 22,500 & & 51990.5299.012 & \\
\hline Misc. Appropriations - Swift Coles Home & C Campbell & 12,000 & & 51908.5230 & \\
\hline Misc. Appropriations - USS Alabama Battleship Commission & J Cobb & . & & 51990.5299.004 & to be funded from the 25 k in 51990.5342 \\
\hline Misc. Appropriations - West Florida Regulatory Planning Commission & & 13,891 & & 51990.5299.005 & \\
\hline Sheriff -16 patrol vehicles (Chevy Tahoes) & Sheriff & 576,000 & & 52100.5550 & \\
\hline Sheriff - 2 investigation vehicles & Sheriff & 60,000 & & 52100.5550 & \\
\hline Sheriff - 4 police pursuit vehicles (Ford 150s) & Sheriff & 144,000 & & 52100.5550 & \\
\hline Sheriff - 6 School Resource Officer vehicles & Sheriff & 216,000 & & 52100.5550 & \\
\hline Sheriff - 24 Motorola radios for vehicles & Sheriff & 144,000 & & 52100.5550 .3 & \\
\hline Sheriff - 23 video systems & Sheriff & 138,000 & & 52100.5550 .3 & \\
\hline Sheriff - 13 Motorola hand held radios & Sheriff & 65,000 & & 52100.5255 & \\
\hline Sheriff - various vehicle equipment & Sheriff & 330,300 & & 52100.5211.3 & \\
\hline Sheriff - patrol boat, GPS navigation, Sonar, FLIR & Sheriff & & & 52100.5540 & 125 k removed by Sheriff \\
\hline Sheriff - 5 license plate recognition systems & Sheriff & - & & 52100.5540 & 100k removed by Sheriff \\
\hline Sheriff - 6th console in Dispatch & Sheriff & - & & 52100.5542 & 110k removed by Sheriff \\
\hline Sheriff - paint the Robertsdale Sheriff Office building & Sheriff & 30,000 & & 52100.5231 & \\
\hline Jail - air handler for Corrections center & Sheriff & 8,000 & & 5220.5540 & \\
\hline Jail - 2 AC units & Sheriff & 10,000 & & 52200.5540 & \\
\hline Jail - transport vehicle (Chevy Tahoe) & Sheriff & 36,000 & & 5220.5550 & \\
\hline Jail - elevator upgrade & Sheriff & & & 5220.5500 & 90k removed by Sheriff \\
\hline Jail - replacement of HVAC controls & Sheriff & 588,433 & & 52200.5500 & \\
\hline Jail -dryer & Sheriff & 8,000 & & 52200.5540 & \\
\hline Jail - replace fire alarm panels & Sheriff & 46,000 & & 52200.5540 & \\
\hline Jail - Motorola radio for vehicle & Sheriff & 6,000 & & 52200.5500 .3 & \\
\hline Jail - Ford Explorer for Cpt. Thicklin & Sheriff & & & 52200.5550 & 30k removed by Sheriff \\
\hline Jail- replacement Dodge Charger for Lt. Bryars & Sheriff & - & & 52200.5550 & \\
\hline Jail - misc vehicle equipment & Sheriff & 6,000 & & 52200.5211 .3 & 3 k removed by Sheriff \\
\hline Community Corrections - \(4 \times 4\) truck with tow package & Sheriff & \(\bigcirc\) & & 52708.5500 & 32 k removed by Sheriff \\
\hline Community Corrections - vehicle to replace Dodge Charger & Sheriff & 35,000 & & 52708.5500 & \\
\hline Community Corrections \(-6 \times 12\) dual axle enclosed trailer & Sheriff & 3,750 & & 52708.5540 & \\
\hline Community Corrections - vehicle equipment & Sheriff & & & 52708.5211.3 & 6 k removed by Sheriff \\
\hline Community Corrections - Motorola radio for vehicle & Sheriff & . & & 52708.5500.3 & 6k removed by Sheriff \\
\hline Sub-Total General Fund and Subsidized Funds & & 7,669,034 & 111,239 & & \\
\hline & & & & & \\
\hline Highway Funds & & & & & \\
\hline AREA 100: & & & & & \\
\hline
\end{tabular}
\begin{tabular}{|c|c|c|c|c|}
\hline Recoat roof & J Long & 28,000 & 53111.5231 & \\
\hline Limb Truck & J Nunnally & 153,237 & 53111.5560 & \\
\hline Mini-X & J Nunnally & 120,950 & 53111.5560 & \\
\hline Tractor & J Nunnally & 68,988 & 53111.5560 & \\
\hline Roller Mini Asphalt & J Nunnally & 39,796 & 53111.5560 & \\
\hline Straw Blower & J Nunnally & 31,265 & 53111.5560 & \\
\hline Truck - F450 Flatbed w/ side & J Nunnally & 47,645 & 53111.5560 & \\
\hline Truck - F150 4x4 crew cab & J Nunnally & 31,775 & 53111.5550 & \\
\hline Hydro Seeder & J Nunnally & 67,096 & 53111.5560 & \\
\hline Truck - F150 EXT cab & J Nunnally & 26,650 & 53111.5550 & \\
\hline Sweeper & J Nunnally & - & 53111.5560 & 58k removed by Joey \\
\hline Truck-F150 EXT cab & J Nunnally & - & 53111.5550 & 27k removed by Joey \\
\hline Dozer & J Nunnally & - & 53111.5560 & 185k removed by Joey \\
\hline Truck - F150 EXT cab & J Nunnally & - & 53111.5560 & 426k removed by Joey \\
\hline & SUBTOTAL AIOO & 615,402 & & \\
\hline AREA 200: & & & & \\
\hline Pole Barn & J Nunnally & 41,000 & 53112.5500 & \\
\hline Parking Lot Resurface & J Nunnally & 20,500 & 53112.5231 & \\
\hline Barn Re-wire & J Nunnally & 20,000 & 53112.5231 & \\
\hline Barn roof & J Nunnally & 45,000 & 53112.5231 & \\
\hline Mini-Excavator & J Nunnally & 59,168 & 53112.5560 & \\
\hline Roller Mini-Asphalt & J Nunnally & 39,797 & 53112.5560 & \\
\hline Excavator & J Nunnally & 300,492 & 53112.5560 & \\
\hline Shear & J Nunnally & 28,214 & 53112.5560 & \\
\hline Truck with Bucket Boom Lift & J Nunnally & 129,612 & 53112.5560 & \\
\hline Truck - F550 Flatbed & J Nunnally & 51,250 & 53112.5560 & \\
\hline Truck - F150 Crew Cab & J Nunnally & 28,700 & 53112.5550 & \\
\hline Trucks - F550 & J Nunnally & & 53112.5560 & 51k removed by Joey \\
\hline Trucks - (2) F150 & J Nunnally & - & 53112.5550 & 54k removed by Joey \\
\hline Roller Pneumatic & J Nunnally & - & 53112.5550 & 93k removed by Joey \\
\hline Road Widener & J Nunnally & - & 53112.5560 & 189k removed by Joey \\
\hline Utility Trailer & J Nunnally & - & 53112.5219 & 2 k removed by joey \\
\hline Tractor & J Nunnally & - & 53112.5560 & 69k removed by joey \\
\hline Grader (2) & J Nunnally & - & 53112.5560 & 469 k removed by Joey \\
\hline Dozer & J Nunnally & - & 53112.5560 & 185k removed by Joey \\
\hline & SUBTOTAL A200 & 763,733 & & \\
\hline AREA 300: & & & & \\
\hline Gradall & J Nunnally & 385,493 & 53113.5560 & \\
\hline Shear & J Nunnally & 28,214 & 53113.5560 & \\
\hline Mini-X & J Nunnally & 120,950 & 53113.5560 & \\
\hline Truck & J Nunnally & 47,645 & 53113.5560 & \\
\hline Asphalt Truck - Flatbed & J Nunnally & 96,993 & 53113.5560 & \\
\hline Asphalt Patcher & J Nunnally & 37,912 & 53113.5560 & \\
\hline Roller Mini Asphalt & J Nunnally & 53,300 & 53113.5560 & \\
\hline Trailer & J Nunnally & - & 53113.5560 & 31k removed by Joey \\
\hline Tractor (2) & J Nunnally & - & 53113.5560 & 138k removed by Joey \\
\hline Truck (3) - (2) F150 EXT 4x4, (1) f150 Crew 4x4 & J Nunnally & - & 53113.5550 & 91k removed by Joey \\
\hline Dozer & J Nunnally & \(=\) & 53113.5560 & 185k removed by Joey \\
\hline Service Truck & J Nunnally & - & 53113.5560 & 71k removed by Joey \\
\hline Passenger Van & J Nunnally & \(\bigcirc\) & 53113.5560 & 27k removed by Joey \\
\hline Trailer & J Nunnally & - & 53113.5560 & 7 k removed by Joey \\
\hline Message Sign for Pickup & J Nunnally & \(\bigcirc\) & 53113.5560 & 7 k removed by Joey \\
\hline Message Sign & J Nunnally & & 53113.5560 & 14k removed by Joey \\
\hline Pump House & J Nunnally & 8,200 & 53113.5500 .01 & \\
\hline Pole Barn & J Nunnally & 15,375 & 53113.5500 .01 & \\
\hline & SUBTOTAL A300 & 794,082 & & \\
\hline \multicolumn{5}{|l|}{} \\
\hline Trailer-gooseneck & J Nunnally & 15,320 & 53135.5560 & \\
\hline Trailer - \(18{ }^{\text {' }} \mathrm{w} /\) side & J Nunnally & 2,147 & 53135.5219 & \\
\hline Truck - F450 Flatbed w/ side & J Nunnally & 47,645 & 53135.5560 & \\
\hline Truck - F150 Crew Cab 4x 4 & J Nunnally & 31,775 & 53135.5550 & \\
\hline Pole Barn & J Nunnally & 56,375 & 53135.5500 & \\
\hline Mower (3) & J Nunnally & 57,447 & 53135.5560 & \\
\hline Message Sign (2) & J Nunnally & 28,392 & 53135.5560 & \\
\hline
\end{tabular}
\begin{tabular}{|c|c|c|c|c|c|}
\hline Roller Mini-Asphalt & J Nunnally & 45,277 & & 53135.5560 & \\
\hline Roller Asphalt & J Nunnally & 140,466 & & 53135.5560 & \\
\hline Trailer & J Nunnally & - & & 53135.5560 & 8k removed by Joey \\
\hline Truck 8 yard Dump & J Nunnally & . & & 53135.5560 & 98k removed by Joey \\
\hline Trailer & J Nunnally & . & & 53135.5560 & 19k removed by Joey \\
\hline Skid Steer & J Nunnally & - & & 53135.5560 & 106k removed by Joey \\
\hline GPS receivers & J Nunnally & 34,000 & & 53151.5500 & \\
\hline Vehicle - (2) Ford Explorer (Permits) & J Nunnally & 57,400 & & 53510.5550 & \\
\hline Vehicle - (1) Ford Explorer (ROW) & J Nunnally & 28,700 & & 53600.5550 & \\
\hline Vehicle - (1) Ford F150 crew cab 4×4 (Admin) & J Nunnally & 36,900 & & 53100.5560 & \\
\hline Projects & J Nunnally & 3,155,000 & & 53100.5150.20182 & accounts TBD \\
\hline Resurfacing & J Nunnally & 5,368,898 & & 53100.5150.20183 & accounts TBD \\
\hline Personnel changes & J Nunnally & 10,548 & 147,257 & various salaries/fringe & See personnel change spreadsheet for details \\
\hline & SUBTOTAL Other & 9,116,290 & 147,257 & & \\
\hline Sub-Total Highway Funds & & 11,289,507 & 147,257 & & \\
\hline & & & & & \\
\hline Solid Waste Funds & & & & & \\
\hline Personnel changes & TGraham & 51,804 & 4,313 & various salaries/fringe & 1 new position; 3 create/promote/abolish for garbage coll; 2 promote/abolish removed (Off Admin/sr. Acct) \\
\hline Trac Loader & TGraham & 550,000 & & 54300.5500 & \\
\hline Army Truck & TGraham & 10,000 & & 54300.5500 & \\
\hline ATV Buggy & TGraham & 20,000 & & 54300.5500 & \\
\hline Walking Floor Trailer & TGraham & 85,000 & & 54325.5500 & \\
\hline Scale House/Additional Scale & TGraham & 225,000 & & 54330.5500 & \\
\hline Loader & TGraham & 250,000 & & 54330.5500 & \\
\hline Crew Truck (2) & TGraham & 100,000 & & 54850.5500 & \\
\hline 25-30 YD Garbage Truck (3) & TGraham & 750,000 & & 54800.5500 & \\
\hline 13 CY Garbage Truck & TGraham & 175,000 & & 54800.5500 & \\
\hline Pick Up Truck (2) & TGraham & 40,000 & & 54800.5500 & \\
\hline Roll Off with Loader & TGraham & 250,000 & & 54800.5500 & \\
\hline Truck Chassis (2) & TGraham & 300,000 & & 54800.5500 & \\
\hline Skid Steer & TGraham & & & 54802.5500 & 50k removed by T Graham \\
\hline Sub-Total Landfill \& Collections & & 2,806,804 & & & \\
\hline & & & & & \\
\hline Other Funds & & & & & \\
\hline Reappraisal-generator & T Faust & 193,710 & & 51810.5500 & generator \\
\hline Reappraisal - personnel changes & T Faust & 76,656 & 8,609 & 51810 salaries/fringe & 2 new positions; reclass of 5 positions \\
\hline Parks - projects & JN/MS & 210,000 & & 57200P.5150.TBD & currently in 57200p. 5150.05159 until accounts established; highway removed 1,212,500 \\
\hline Parks - personnel & JN/MS & 40,159 & 43,526 & 57200P salaries/fringe & 1 new position (Ops Supp Spec III); reclass of PT Gate Attendant \& Mechanic I \\
\hline Parks - vehicles (3) & JN/MS & 134,050 & & 57200P.5560 & 2F-450 trucks; 1 F150 extended cab 4x4 \\
\hline Parks - mowers (3) & JN/MS & 38,679 & & 57200P.5560 & \\
\hline Parks - tractor (1) & JN/MS & 20,830 & & 57200P.5560 & \\
\hline MPO - personnel & JN & & 4,689 & 51932 salaries/fringe & 10\% increase for 1 employee \\
\hline MPO - vehicle & JN & 28,700 & & 51935.5550 & Ford Explorer \\
\hline Sub-Total Other Funds & & 742,784 & & & \\
\hline Grand Total & & 22,508,129 & & & \\
\hline & & & & & \\
\hline
\end{tabular}```

