

PROCEEDINGS HELD BEFORE THE
BALDWIN COUNTY COMMISSION
(Special Meeting)
Thursday, August 29, 2019

The following proceedings were held on this
the 29th day of August, 2019, at the Baldwin
County Administration Building, Conference Room,
322 Courthouse Square, Bay Minette, Alabama,
before Susan C. Andrews, Certified Court Reporter
Number 287.

A P P E A R A N C E

COUNTY COMMISSIONERS PRESENT:

Charles F. (Skip) Gruber, Chairman

Billie Jo Underwood

Joe Davis, III

James E. (Jeb) Ball

ALSO PRESENT:

Wayne Dyess, County Administrator,

Administration Department

Deidra Hanak, Director, Personnel Department

Anu Gary, Administration/Records Manager,

Administration Department

**BALDWIN COUNTY COMMISSION SPECIAL MEETING
COUNTY CLERK/TREASURER POSITION AND SPECIAL SCHOOL TAX ELECTIONS 08/29/2019**

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P R O C E E D I N G S

COMMISSION CHAIRMAN CHARLES F. (SKIP)

GRUBER: I've got 8:15. Would you mind doing the invocation, and you do the Pledge.

COMMISSIONER JOE DAVIS, III: I'd be glad to.

WELCOME BY THE CHAIRMAN

COMMISSION CHAIRMAN CHARLES F. (SKIP)

GRUBER: Thank you. All right. Welcome, everyone, to the special meeting of the Baldwin County Commission on March the 29th of 2019.

At this time I've asked Commissioner Underwood to us lead in the invocation and followed by the Pledge from Commissioner Davis.

INVOCATION

COMMISSIONER BILLIE JO UNDERWOOD: Bow with me, please.

(Commissioner Billie Jo Underwood led in prayer.)

PLEDGE OF ALLEGIANCE

COMMISSIONER JOE DAVIS, III: Join me humble and proud in the Pledge of Allegiance.

(The Pledge of Allegiance was recited.)

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INSERT THE SPECIAL MEETING CALL LETTER INTO THE RECORD

COMMISSION CHAIRMAN CHARLES F. (SKIP)

GRUBER: All right. Do I hear a motion that we put
the -- place the call letter into the minutes?

COMMISSIONER JAMES E. (JEB) BALL: So
moved.

COMMISSIONER BILLIE JO UNDERWOOD: Second.

COMMISSIONER JOE DAVIS, III: Second.

COMMISSION CHAIRMAN CHARLES F. (SKIP)

GRUBER: I have a motion by Commissioner Ball,
seconded by Commissioner Underwood. Any further
discussion?

(No response.)

COMMISSION CHAIRMAN CHARLES F. (SKIP)

GRUBER: If not, all in favor, signify by saying
aye.

(Commissioners say "aye" in unison.)

COMMISSION CHAIRMAN CHARLES F. (SKIP)

GRUBER: Opposed?

(No response.)

COMMISSION CHAIRMAN CHARLES F. (SKIP)

GRUBER: The ayes have it. Thank you very much.

2 - CONFIRM, RATIFY AND APPROVE THE APPOINTMENT OF
INSPECTORS AND ELECTION OFFICIALS, INCLUDING, BUT NOT
LIMITED TO, ONE RETURNING OFFICER AND THREE MANAGERS FOR
THE SPECIAL SCHOOL TAX ELECTIONS (DISTRICT 7 (AM. 382)
SCHOOL TAX DISTRICT IN BALDWIN COUNTY (SPANISH FORT),

ALABAMA, AND DISTRICT 9 (AM. 382) SCHOOL TAX DISTRICT IN
BALDWIN COUNTY (FAIRHOPE), ALABAMA) ON SEPTEMBER 17,
2019 - BOARD OF EDUCATION

COMMISSION CHAIRMAN CHARLES F. (SKIP)

GRUBER: I guess what we'll do first now is let's go ahead and get the school stuff out of the way. And that way, you know, we can -- We won't have to stop our interviews. So if that's all right with y'all, we'll -- we'll proceed to that.

ATTORNEY DAVID CONNER: Mr. Chairman, as you bring those up, I've got a couple of small changes on each one as we go.

COMMISSION CHAIRMAN CHARLES F. (SKIP)

GRUBER: Okay. All right. And, if you don't mind, if you'll read those changes.

ATTORNEY DAVID CONNER: Yes, sir.

COMMISSION CHAIRMAN CHARLES F. (SKIP)

GRUBER: That -- that way we've got them. Okay.

MR. WAYNE DYESS: Mr. Chairman, the second item on our agenda is the adoption of Resolution 2019-142, which confirms, ratifies, and approves the appointment of returning officers, managers, and election officials, including but not limited to one returning officer and three managers for each precinct for the September 17th, 2019, special school tax election, District 7, the school tax district in Baldwin County, Alabama. And their -- the poll workers are attached to the -- to your

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1 agenda item.

2 David, have you got some changes?

3 ATTORNEY DAVID CONNER: Yes, sir. Which --
4 which -- which one are you on?

5 MR. WAYNE DYESS: The first one.

6 COMMISSION CHAIRMAN CHARLES F. (SKIP)

7 GRUBER: Okay.

8 ATTORNEY DAVID CONNER: Mr. Chairman, when
9 I -- we made -- when I originally did this, we had
10 both elections in one document.

11 COMMISSION CHAIRMAN CHARLES F. (SKIP)

12 GRUBER: Okay.

13 ATTORNEY DAVID CONNER: And I split them
14 out into two, because they're really two different
15 special elections.

16 COMMISSION CHAIRMAN CHARLES F. (SKIP)

17 GRUBER: Okay.

18 ATTORNEY DAVID CONNER: So in the first
19 whereas paragraph on each document, it says:
20 Whereas, the Baldwin County Commission of Baldwin
21 County, Alabama has ordered special elections --

22 COMMISSION CHAIRMAN CHARLES F. (SKIP)

23 GRUBER: Uh-huh.

24 ATTORNEY DAVID CONNER: -- each one of them
25 should say a special election. That was something
26 I didn't catch, but I caught this morning when I
27 looked at it again. So --

28 COMMISSION CHAIRMAN CHARLES F. (SKIP)

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1 GRUBER: Okay.

2 ATTORNEY DAVID CONNER: -- it should say
3 the Baldwin County Commission has ordered a special
4 election.

5 COMMISSION CHAIRMAN CHARLES F. (SKIP)

6 GRUBER: Okay.

7 COMMISSIONER JAMES E. (JEB) BALL: And
8 that's it?

9 ATTORNEY DAVID CONNER: That's it.

10 COMMISSION CHAIRMAN CHARLES F. (SKIP)

11 GRUBER: Okay.

12 COMMISSIONER JOE DAVIS, III: A special
13 election.

14 COMMISSION CHAIRMAN CHARLES F. (SKIP)

15 GRUBER: All right. Do I --

16 COMMISSIONER JAMES E. (JEB) BALL:
17 Mr. Chairman, I make a motion we adopt Resolution
18 2019-142 --

19 COMMISSION CHAIRMAN CHARLES F. (SKIP)

20 GRUBER: Okay.

21 COMMISSIONER JOE DAVIS, III: Second.

22 COMMISSION CHAIRMAN CHARLES F. (SKIP)

23 GRUBER: With the -- with --

24 COMMISSIONER JAMES E. (JEB) BALL: With
25 the -- with the change that's recommended by our
26 staff attorney that says that the -- has ordered a
27 special election.

28 COMMISSION CHAIRMAN CHARLES F. (SKIP)

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1 GRUBER: Okay. All right. All right. I've got a
2 motion made by Commissioner Ball. Do I hear a
3 second?

4 COMMISSIONER JOE DAVIS, III: Second.

5 COMMISSION CHAIRMAN CHARLES F. (SKIP)

6 GRUBER: Second by Commissioner Davis. Any further
7 discussion?

8 (No response.)

9 COMMISSION CHAIRMAN CHARLES F. (SKIP)

10 GRUBER: If not, all in favor, signify by saying
11 aye.

12 (Commissioners say "aye" in unison.)

13 COMMISSION CHAIRMAN CHARLES F. (SKIP)

14 GRUBER: Opposed?

15 (No response.)

16 COMMISSION CHAIRMAN CHARLES F. (SKIP)

17 GRUBER: The ayes have it.

18

19 **3 - IN ADDITION, THE COUNTY COMMISSION WILL TAKE ANY**
20 **OTHER ACTION DEEMED NECESSARY RELATED TO THE SEPTEMBER**
21 **17, 2019, SPECIAL SCHOOL TAX ELECTIONS AND CONSIDER**
22 **AND/OR AUTHORIZE ANY OTHER ACTIONS NECESSARY TO CONDUCT**
23 **COUNTY BUSINESS**

24 COMMISSION CHAIRMAN CHARLES F. (SKIP)

25 GRUBER: Next.

26 MR. WAYNE DYESS: Mr. Chairman, next is a
27 similar item. This is Number 2 on your -- Number 3
28 on your agenda this morning.

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1 It's adopt -- the staff recommendation is adopt
2 Resolution 2019-113, which confirms, ratifies, and
3 approves the appointment of returning officers,
4 managers, and election officials, including but not
5 limited to one returning officer and three managers
6 for each precinct for the September 17th, 2019,
7 special school tax -- special school tax election
8 in District 9 in Baldwin County.

9 ATTORNEY DAVID CONNER: And, Mr. Chairman,
10 I make a recommendation to make the same changes in
11 the first whereas.

12 COMMISSION CHAIRMAN CHARLES F. (SKIP)

13 GRUBER: Okay. All right.

14 COMMISSIONER JAMES E. (JEB) BALL:
15 Mr. Chairman, I make a motion that we adopt
16 Resolution 2019-113 with the changes occurring as
17 recommended by staff's counsel changing the word or
18 making the word a special election.

19 COMMISSION CHAIRMAN CHARLES F. (SKIP)

20 GRUBER: Okay.

21 COMMISSIONER JOE DAVIS, III: I second.

22 COMMISSION CHAIRMAN CHARLES F. (SKIP)

23 GRUBER: I've got a motion made by Commissioner
24 Ball and seconded by Commissioner Davis. Any
25 further discussion?

26 (No response.)

27 COMMISSION CHAIRMAN CHARLES F. (SKIP)

28 GRUBER: If not, all in favor, signify by saying

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1 aye.

2 (Commissioners say "aye" in unison.)

3 COMMISSION CHAIRMAN CHARLES F. (SKIP)

4 GRUBER: The ayes have it. All right. Now --

5 ATTORNEY DAVID CONNER: Mr. Chairman, I
6 don't think y'all need me anymore, so I'm going to
7 step out --

8 COMMISSION CHAIRMAN CHARLES F. (SKIP)

9 GRUBER: Okay. Okay.

10 ATTORNEY DAVID CONNER: -- finish up with
11 the agenda items.

12 COMMISSION CHAIRMAN CHARLES F. (SKIP)

13 GRUBER: All right.

14 MR. WAYNE DYESS: Thank you.

15 ATTORNEY DAVID CONNER: Thank you.

16 COMMISSION CHAIRMAN CHARLES F. (SKIP)

17 GRUBER: Thank you very much.

18 ATTORNEY DAVID CONNER: Thank y'all.

19

20 **1 - INTERVIEW AND CHOOSE A CANDIDATE FOR THE APPOINTED**

21 **POSITION OF CLERK/TREASURER**

22 MR. WAYNE DYESS: Mr. Chairman, where do
23 you want the applicants to -- to sit? Do you want
24 them to sit right here?

25 COMMISSION CHAIRMAN CHARLES F. (SKIP)

26 GRUBER: Yeah. They can sit at the table.

27 COMMISSIONER BILLIE JO UNDERWOOD: I need
28 to trade.

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1 COMMISSION CHAIRMAN CHARLES F. (SKIP)

2 GRUBER: They can sit at the table.

3 COMMISSIONER BILLIE JO UNDERWOOD: I need
4 to change. I need to sit over there.

5 MR. WAYNE DYESS: Right here? All right.

6 COMMISSIONER BILLIE JO UNDERWOOD: I don't
7 want to be sitting beside them. I want to be able
8 to --

9 COMMISSIONER JOE DAVIS, III: Yeah. They
10 need to be able to --

11 COMMISSIONER BILLIE JO UNDERWOOD: -- sit
12 across from them. That's not appropriate.

13 COMMISSIONER JOE DAVIS, III: And we still
14 have four; is that right, Deidra?

15 MS. DEIDRA HANAK: Yes, sir.

16 COMMISSIONER JOE DAVIS, III: There was
17 one -- We had five.

18 MS. DEIDRA HANAK: Yes, sir.

19 COMMISSIONER JOE DAVIS, III: All right.
20 Thank you.

21

22 **1-A - INTERVIEW OF KARMEN STILL**

23 MS. DEIDRA HANAK: This is Karmen Still.

24 COMMISSIONER JOE DAVIS III: Good morning.

25 COMMISSIONER JAMES E. (JEB) BALL: Good
26 morning.

27 COMMISSIONER BILLIE JO UNDERWOOD: Good
28 morning.

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1 MS. KARMEN STILL: Good morning.

2 COMMISSION CHAIRMAN CHARLES F. (SKIP)

3 GRUBER: Well, good morning. And thank you for
4 taking your time out to come interview for the
5 position of -- of Clerk/Treasurer.

6 We've just, you know, got to go through a
7 process that, you know, that we have to go through
8 to select that person. So --

9 MS. KARMEN STILL: Absolutely. Thank
10 you --

11 COMMISSION CHAIRMAN CHARLES F. (SKIP)

12 GRUBER: And, again, I appreciate you --

13 MS. KARMEN STILL: -- for having me.

14 COMMISSION CHAIRMAN CHARLES F. (SKIP)

15 GRUBER: -- taking your time out to apply, you
16 know. So if y'all want to, if you want -- you want
17 anything -- you got anything you want to say first
18 of all?

19 MS. DEIDRA HANAK: I don't think so.

20 COMMISSION CHAIRMAN CHARLES F. (SKIP)

21 GRUBER: Okay. All right. Okay. All right. Then
22 we will just go ahead and start the interview then.

23 MS. KARMEN STILL: Okay.

24 COMMISSIONER JAMES E. (JEB) BALL: I'll let
25 Commissioner Underwood start.

26 COMMISSIONER JOE DAVIS, III: Yes.

27 COMMISSIONER BILLIE JO UNDERWOOD: Well,
28 I --

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1 MS. KARMEN STILL: Okay.

2 COMMISSIONER BILLIE JO UNDERWOOD: I didn't
3 know if you just wanted to start out and just tell
4 us a little bit about yourself in person rather
5 than what we've just heard --

6 MS. KARMEN STILL: Okay.

7 COMMISSIONER BILLIE JO UNDERWOOD: -- or
8 what's on the paper.

9 MS. KARMEN STILL: Okay. Yes.

10 COMMISSIONER BILLIE JO UNDERWOOD: So if
11 you just want to give us an introduction for you.

12 MS. KARMEN STILL: Yes.

13 COMMISSIONER BILLIE JO UNDERWOOD: Okay.

14 MS. KARMEN STILL: Absolutely. Well, I
15 grew in up Bay Minette. I went to school here,
16 graduated from Baldwin County High School and went
17 to Troy University. It was Troy State at the time.
18 I eventually got an accounting degree and moved
19 to Birmingham after college and worked for a CPA
20 firm, Ernst & Young. And then I worked for another
21 company for a few years and then moved back here in
22 2000, to be just closer to my family and, you know,
23 be back home.

24 And I started at Standard Furniture in 2000,
25 when I moved back, and was there for almost
26 19 years, a couple of months shy of 19 years.

27 And so I'm obviously in a -- in a transition
28 position right now with a small company who's a

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1 friend of our family's.

2 And so I've been living back in Bay Minette
3 since 2006. I lived in Fairhope when I first moved
4 back. And so I'm just --

5 COMMISSION CHAIRMAN CHARLES F. (SKIP)

6 GRUBER: Uh-huh. (Indicates affirmatively.)

7 MS. KARMEN STILL: -- happy to be here this
8 morning.

9 COMMISSIONER BILLIE JO UNDERWOOD: Okay.
10 So I guess I -- I am new to this type of a
11 situation, myself, as far as interviewing people.
12 But --

13 MS. KARMEN STILL: Yes, I understand.

14 COMMISSIONER BILLIE JO UNDERWOOD: -- I
15 have just a couple of questions, and only two. And
16 I'm going to ask the same questions to each of the
17 applicants.

18 MS. KARMEN STILL: Okay.

19 COMMISSIONER BILLIE JO UNDERWOOD: And this
20 is a leadership position.

21 MS. KARMEN STILL: Yes.

22 COMMISSIONER BILLIE JO UNDERWOOD: And it's
23 probably no secret that I'm also an accountant. So
24 I --

25 MS. KARMEN STILL: I've heard that.

26 COMMISSIONER BILLIE JO UNDERWOOD: I'm not
27 concerned about so much of the technical aspects of
28 doing this job as I am --

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1 MS. KARMEN STILL: Uh-huh. (Indicates
2 affirmatively.)

3 COMMISSIONER BILLIE JO UNDERWOOD: -- the
4 leadership qualities --

5 MS. KARMEN STILL: Uh-huh. (Indicates
6 affirmatively.)

7 COMMISSIONER BILLIE JO UNDERWOOD: -- that
8 this job has --

9 MS. KARMEN STILL: Right.

10 COMMISSIONER BILLIE JO UNDERWOOD: -- that
11 go along with it.

12 MS. KARMEN STILL: Right.

13 COMMISSIONER BILLIE JO UNDERWOOD: So I
14 have two questions. And the first question is --
15 Let me make sure I can see it. I'm little bit
16 older here. Things are a little blurry without
17 these. So when you are assigned to work with new
18 people --

19 MS. KARMEN STILL: Yes.

20 COMMISSIONER BILLIE JO UNDERWOOD: -- how
21 do you go about getting to know them, how they
22 work, and what their strengths and weaknesses are?

23 MS. KARMEN STILL: Those are good
24 questions. Well, I would spend some one-on-one
25 time. I mean, I -- I have respect for all people
26 and get to know them on an individual basis and --
27 and ask them questions.

28 I would have them tell me, you know, how they

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1 feel about their job and what they like and dislike
2 and just to get the conversation going.

3 And I would like to know -- I would learn all
4 their processes. And because I'm sure there are
5 very established processes here, which is
6 wonderful.

7 And then probably sit with them and -- and
8 watch them, you know, individually and -- and just
9 try to understand and really understand them.
10 Because they are the ones that do the work.

11 And the little company -- I say little. I
12 mean, it's just a small company compared to
13 Standard, that I'm working for now. I have been
14 there a few months. I started on a part-time
15 contract basis, and now I am full-time.

16 And I -- so I've had to experience that
17 recently and, you know, just going into a new
18 environment and just really treat people with
19 respect and support and just get their input and --
20 and their comments and, you know, and just try to
21 understand and try to help them find out what they
22 think needs to be improved and try to support them
23 in that and make things better for them, so as --
24 you know, as much as I could. So --

25 COMMISSIONER BILLIE JO UNDERWOOD: Okay.

26 COMMISSIONER JAMES E. (JEB) BALL: Can I do
27 a followup on that? When you came into Standard,
28 what did you come into there?

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1 MS. KARMEN STILL: A long time ago.

2 COMMISSIONER JAMES E. (JEB) BALL: Yeah.
3 Did you -- well, I mean, did you come -- did you
4 come into there and have some employees that were
5 already there that -- that kind of had to follow
6 your lead and --

7 MS. KARMEN STILL: I did not. Actually, I
8 started there -- Because that was a long time ago.

9 COMMISSIONER JAMES E. (JEB) BALL: Yeah.

10 MS. KARMEN STILL: I was a lot younger.
11 And I did not have any employees. But I -- I think
12 about six months in, I started hiring employees.

13 COMMISSIONER JAMES E. (JEB) BALL: Okay.

14 MS. KARMEN STILL: And -- and so I had to
15 learn, you know. So I've been working as a
16 supervisor for --

17 COMMISSIONER JAMES E. (JEB) BALL: Right.
18 So how many -- after you left Standard after
19 19 years, how many employees did you have working
20 for you?

21 MS. KARMEN STILL: At one time up to like
22 35 for 40. I mean, I had the entire finance
23 department, accounts receivable. Throughout the
24 years, I had other departments. Because at times
25 we were downsizing, you know, when the economy was
26 not as, you know, positive. And so I had to take
27 on like the parts department, for example.

28 So I had to, you know, learn new people and --

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1 and learn their processes. And so I have a lot of
2 experience stepping into different positions, being
3 adaptable, and -- and then -- and adding, I
4 guess --

5 COMMISSIONER JAMES E. (JEB) BALL: Right.

6 MS. KARMEN STILL: -- departments over the
7 years and, you know, just change. There was --
8 there was a lot of change there over 19 years,
9 so --

10 COMMISSIONER JAMES E. (JEB) BALL: Okay.

11 MS. KARMEN STILL: -- a lot of growth
12 and --

13 COMMISSIONER BILLIE JO UNDERWOOD: Okay.
14 My second question is -- And -- and I will --
15 Both of these, both questions, the first question
16 and this question are both behavior-based
17 questions.

18 MS. KARMEN STILL: Uh-huh. (Indicates
19 affirmatively.)

20 COMMISSIONER BILLIE JO UNDERWOOD: They
21 have nothing to do with your ability to be an
22 accountant.

23 MS. KARMEN STILL: Okay.

24 COMMISSIONER BILLIE JO UNDERWOOD: Okay.
25 So -- And that is all based on -- around a
26 leadership quality.

27 MS. KARMEN STILL: Yes.

28 COMMISSIONER BILLIE JO UNDERWOOD: And,

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1 before I ask the question, one thing that makes a
2 great leader a great leader, a good leader, is the
3 ability to add value to people.

4 MS. KARMEN STILL: Yes.

5 COMMISSIONER BILLIE JO UNDERWOOD: And how
6 do you add value to people? You value people.

7 MS. KARMEN STILL: I do.

8 COMMISSIONER BILLIE JO UNDERWOOD: And
9 so --

10 MS. KARMEN STILL: Yes.

11 COMMISSIONER BILLIE JO UNDERWOOD: So that
12 is one thing that is so important to me.

13 MS. KARMEN STILL: Yes.

14 COMMISSIONER BILLIE JO UNDERWOOD: And so
15 this question here is more in the management and
16 supervisory skills that you would be able to, you
17 know, implement. So here we go again. My red
18 glasses don't really match my shirt.

19 Some managers keep a very close check on their
20 departments or teams.

21 MS. KARMEN STILL: Uh-huh. (Indicates
22 affirmatively.)

23 COMMISSIONER BILLIE JO UNDERWOOD: Others
24 use a loose rein.

25 MS. KARMEN STILL: Uh-huh. (Indicates
26 affirmatively.)

27 COMMISSIONER BILLIE JO UNDERWOOD: Describe
28 to me the level of control you prefer.

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1 MS. KARMEN STILL: Probably somewhere in
2 the middle. I don't -- I -- I don't like to be
3 micromanaged. I don't feel like I am a -- I've
4 ever been a micromanager.

5 I think -- but I do think it's important to --
6 to stay on top of things. So I think it's
7 important to have metrics in place and visibility.

8 You know, decide what's important, what I need
9 to know, if it's daily, weekly, monthly and, you
10 know, have a checklist and some way for them to
11 report back to me where I know exactly what I need
12 to know.

13 And then if there's a problem, then I'll
14 address it. But, you know, I think it's all about
15 visibility and -- and setting expectations. I
16 mean, that's critical.

17 I want to know what would be expected of me and
18 I would want all of my employees to know exactly
19 what's expected of them. And then if they don't
20 meet that or if I didn't meet that, I'd want to
21 know immediately so I could address it. And --

22 COMMISSIONER BILLIE JO UNDERWOOD: Agreed.

23 MS. KARMEN STILL: -- you know --

24 COMMISSIONER BILLIE JO UNDERWOOD:
25 Expectations are --

26 MS. KARMEN STILL: They're so important.

27 COMMISSIONER BILLIE JO UNDERWOOD: How do
28 you know --

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1 MS. KARMEN STILL: Absolutely.

2 COMMISSIONER BILLIE JO UNDERWOOD: -- about
3 that?

4 MS. KARMEN STILL: I agree.

5 COMMISSIONER BILLIE JO UNDERWOOD: That's
6 one of the --

7 MS. KARMEN STILL: I just want to know, you
8 know. Please tell me. And -- and I feel people
9 deserve that.

10 COMMISSIONER BILLIE JO UNDERWOOD:
11 Absolutely.

12 MS. KARMEN STILL: And people want to do
13 well. They just need to know. And you have to
14 have to communicate. I'm big on communication.

15 COMMISSIONER BILLIE JO UNDERWOOD: Okay.
16 Thank you. That's all I have for now.

17 MS. KARMEN STILL: Okay. Any questions?

18 COMMISSIONER JOE DAVIS, III: If I could,
19 share with me your experiences or your thoughts
20 relative to in moving things along and getting
21 better at what we do. What -- How do you see and
22 what have your experiences been relative to an
23 evaluation process?

24 MS. KARMEN STILL: Evaluation of employees?

25 COMMISSIONER JOE DAVIS, III: Of employees,
26 and it happening at each and every level. What --
27 what's your experience there and how do you --
28 what -- what would be your plan?

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1 MS. KARMEN STILL: Okay. Well, I have very
2 strong feelings about evaluations, because I have
3 worked in environments where they were not
4 important enough, to me.

5 So similar to, you know, my last response, it's
6 very important for people to know where they stand.
7 I believe in -- I mean, I -- Of course, it depends
8 on the procedure for the County, you know.

9 COMMISSIONER JOE DAVIS, III: Sure.

10 MS. KARMEN STILL: If -- if it's an annual
11 official review process, you know, that's one
12 thing. And -- and I would expect that, I suppose.

13 But I believe in constant communication. I
14 mean, like, you don't wait until the annual
15 process. I mean, you have -- I mean, I would like
16 to have weekly staff meetings just to stay on top
17 of all the tasks. But then as far --

18 COMMISSIONER JOE DAVIS, III: Sure.

19 MS. KARMEN STILL: That doesn't always give
20 you all the communication you need to talk about
21 problems and what people might be feeling or
22 what -- if I have a problem with someone, what I
23 might need to address with them.

24 So I would say like monthly checkups or, you
25 know, just how are you doing? How are you feeling?
26 What are -- what problems are you encountering, or
27 what can I help you with?

28 And that would be on a regular basis. And then

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1 if there's a problem, obviously, that would have to
2 be dealt with a little more extensively.

3 COMMISSIONER JOE DAVIS, III: All right.
4 What about timelines? We've got a lot of projects
5 going on. You did at Standard. You did at the --
6 you do at the company you're working with now. We
7 have a lot of timelines. And sometimes it's about
8 making sure all the timelines are moving forward.

9 MS. KARMEN STILL: Yes.

10 COMMISSIONER JOE DAVIS, III: Have you had
11 some experience, or what's your thoughts on -- on
12 managing that?

13 MS. KARMEN STILL: Yes. Well, I think it's
14 important. I like to work with like action plans
15 where you have due dates for each task, I mean, you
16 know, in a plan you have lots of steps. And -- and
17 what -- I'm always asking. What's the next step?

18 I mean, you know, every meeting there should be
19 action items that come from that, and then you
20 follow up in the next meeting or, you know -- And
21 then, like, I have to -- Because there are a lot of
22 things going on. You know, you have to have --

23 COMMISSIONER JOE DAVIS, III: Sure.

24 MS. KARMEN STILL: -- checklists and -- and
25 plans. And so -- And then the next time you are
26 with that same group, you should have accomplished
27 those things; and, if not, there should be reasons
28 and -- or, you know, valid reasons.

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1 COMMISSIONER JOE DAVIS, III: Sure.

2 MS. KARMEN STILL: So --

3 COMMISSIONER JOE DAVIS, III: Well, part of
4 what we need -- And I think you have the experience
5 to do that, but part of what we need is being able
6 to move these projects forward --

7 MS. KARMEN STILL: Yes.

8 COMMISSIONER JOE DAVIS, III: -- and make
9 sure that as we do these things, that we get better
10 as we do it.

11 MS. KARMEN STILL: Right.

12 COMMISSIONER JOE DAVIS, III: And what's
13 next is my phrase. Because --

14 MS. KARMEN STILL: That's right.

15 COMMISSIONER JOE DAVIS, III: -- think
16 about what --

17 MS. KARMEN STILL: Right.

18 COMMISSIONER JOE DAVIS, III: -- technology
19 has done back when you started at Standard and now.
20 So it's --

21 MS. KARMEN STILL: Exactly.

22 COMMISSIONER JOE DAVIS, III: I think
23 that's important for us to recognize evaluation,
24 not only of the individuals, but of the projects
25 themselves. And you'd need to --

26 MS. KARMEN STILL: Yeah.

27 COMMISSIONER JOE DAVIS, III: -- give us
28 feedback so we can --

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1 MS. KARMEN STILL: Absolutely.

2 COMMISSIONER JOE DAVIS, III: We want you
3 to run the show. We just want to be able to get
4 information from you --

5 MS. KARMEN STILL: Right. Accurate --

6 COMMISSIONER JOE DAVIS, III: -- and --

7 MS. KARMEN STILL: -- and timely
8 information --

9 COMMISSIONER JOE DAVIS, III: Yeah.

10 MS. KARMEN STILL: -- then -- that you can
11 use to make decisions.

12 COMMISSIONER JOE DAVIS, III: Very good.
13 Thank you.

14 MS. KARMEN STILL: Yeah. Absolutely.

15 COMMISSIONER JAMES E. (JEB) BALL: I don't
16 have that much. And we've known each other for a
17 long time. And I know -- I know your character. I
18 know your person. I know that you -- you -- you --
19 you're a hard worker.

20 The only -- And I commend people that come in
21 here that -- that does these interviews. You know
22 we're on a -- the -- kind of a crazy system here
23 with these employees. And we have ten of these
24 employees that are called contract laborers.

25 MS. KARMEN STILL: Right.

26 COMMISSIONER JAMES E. (JEB) BALL: And
27 they -- they are not a merit-based employee for our
28 County. And so, technically, you're -- you're good

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1 as the Commission is good, you know.

2 MS. KARMEN STILL: Right.

3 COMMISSIONER JAMES E. (JEB) BALL: And --
4 and, you know, there -- there's always a chance
5 that -- We wouldn't be interviewing for this
6 position if something doesn't happen down the line
7 one of these days.

8 And I just always thank the people that come in
9 here to do these interviews, for the willingness to
10 want to take on a job that you don't know the
11 uncertainties about. How do you --

12 MS. KARMEN STILL: Right.

13 COMMISSIONER JAMES E. (JEB) BALL: How do
14 you feel about that?

15 MS. KARMEN STILL: Well, that would have
16 scared me probably six months ago. But now that
17 I've come into a more uncertain, you know --

18 COMMISSIONER JAMES E. (JEB) BALL: Well --

19 MS. KARMEN STILL: -- point after 19 years,
20 it's --

21 COMMISSIONER JAMES E. (JEB) BALL: That's
22 right.

23 MS. KARMEN STILL: -- very scary to be
24 moving into another phase. And -- But I think
25 you -- I would -- You plan for that.

26 COMMISSIONER JAMES E. (JEB) BALL: Right.

27 MS. KARMEN STILL: You plan for that
28 financially. And, you know -- And I have learned

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1 that I can do other things just as well as --

2 COMMISSIONER JAMES E. (JEB) BALL: That's
3 right.

4 MS. KARMEN STILL: -- I did my job at
5 Standard. And so I just -- you just have to be
6 prepared.

7 COMMISSIONER JAMES E. (JEB) BALL: Well,
8 thank you for your willingness to come here today
9 and -- and talk with us.

10 MS. KARMEN STILL: Thank you.

11 COMMISSION CHAIRMAN CHARLES F. (SKIP)
12 GRUBER: Just I've got a couple questions there,
13 you know. The -- I know that you're used to doing
14 private type auditing and everything else. And
15 there's -- there's laws that pertain to what the
16 County can and cannot do.

17 MS. KARMEN STILL: Yes.

18 COMMISSION CHAIRMAN CHARLES F. (SKIP)
19 GRUBER: It's a big -- to me, there's a -- there is
20 a big difference. And, you know --

21 MS. KARMEN STILL: It's different.

22 COMMISSION CHAIRMAN CHARLES F. (SKIP)
23 GRUBER: And it's -- it's going to -- it's going to
24 take -- it's going to take a while to comprehend
25 all of --

26 MS. KARMEN STILL: A learning curve.

27 COMMISSION CHAIRMAN CHARLES F. (SKIP)

28 GRUBER: -- these things. Because, you know --

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1 MS. KARMEN STILL: Definitely.

2 COMMISSION CHAIRMAN CHARLES F. (SKIP)

3 GRUBER: -- we're based on -- everything we do is
4 by the legislative act or something.

5 MS. KARMEN STILL: Yeah.

6 COMMISSION CHAIRMAN CHARLES F. (SKIP)

7 GRUBER: So we have -- you know, we have to follow
8 all the rules. Not only that, with -- You know, we
9 do bonds. You know, we've got to be very careful
10 how we do our bonds and everything else.

11 We have to go through all this. It's -- it's
12 a -- it's a completely different system. And, you
13 know --

14 MS. KARMEN STILL: I do. I --

15 COMMISSIONER CHARLES F. (SKIP) GRUBER: --
16 it's a --

17 MS. KARMEN STILL: Yes. I --

18 COMMISSION CHAIRMAN CHARLES F. (SKIP)

19 GRUBER: It's a -- it's a big challenge. And I --
20 I know it's -- It doesn't seem like much
21 difference. But there is a difference.

22 MS. KARMEN STILL: I -- I agree. I read
23 the last audit, actually, which --

24 COMMISSION CHAIRMAN CHARLES F. (SKIP)

25 GRUBER: You know, and --

26 MS. KARMEN STILL: -- was very
27 entertaining.

28 COMMISSION CHAIRMAN CHARLES F. (SKIP)

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1 GRUBER: Well --

2 MS. KARMEN STILL: No.

3 COMMISSION CHAIRMAN CHARLES F. (SKIP)

4 GRUBER: And that's -- that's one thing, you know,
5 that, you know, when our -- on our audit, Baldwin
6 County is very, very proud of its audit.

7 MS. KARMEN STILL: You should be.

8 COMMISSION CHAIRMAN CHARLES F. (SKIP)

9 GRUBER: We have not had a finding in years. And
10 that comes because we've had good management.

11 MS. KARMEN STILL: Right.

12 COMMISSION CHAIRMAN CHARLES F. (SKIP)

13 GRUBER: We've had people that know their job
14 and --

15 MS. KARMEN STILL: Good controls.

16 COMMISSION CHAIRMAN CHARLES F. (SKIP)

17 GRUBER: -- do their job, you know.

18 MS. KARMEN STILL: Good processes.

19 COMMISSION CHAIRMAN CHARLES F. (SKIP)

20 GRUBER: And we work -- basically, you know, we
21 work on a Tuesday to Tuesday. Because we either
22 have a -- most of the time we have either a
23 workshop or -- But we have two meetings a month.
24 And, you know, and we have to make sure that our
25 bills are being paid.

26 MS. KARMEN STILL: Yes.

27 COMMISSION CHAIRMAN CHARLES F. (SKIP)

28 GRUBER: All of our stuff is online, you know, so

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1 that --

2 MS. KARMEN STILL: Right.

3 COMMISSION CHAIRMAN CHARLES F. (SKIP)

4 GRUBER: -- we can, you know, provide it. And it's
5 open to the public.

6 MS. KARMEN STILL: I saw that.

7 COMMISSION CHAIRMAN CHARLES F. (SKIP)

8 GRUBER: And, you know, so, I mean, you --

9 MS. KARMEN STILL: I was --

10 COMMISSION CHAIRMAN CHARLES F. (SKIP)

11 GRUBER: You -- you become very, very visible to
12 the public. And --

13 MS. KARMEN STILL: I -- I like that,
14 actually.

15 COMMISSION CHAIRMAN CHARLES F. (SKIP)

16 GRUBER: -- you know, it's -- you know, it's --
17 it's -- it's an interesting job.

18 MS. KARMEN STILL: Yes. Yes. I -- I
19 really did learn a lot by reading that. And I like
20 rules. And I like guidelines. And sometimes I
21 miss that.

22 You know, sometimes I've had to help establish
23 the rules and guidelines. And so I appreciate
24 structure a lot. And I respect that.

25 COMMISSION CHAIRMAN CHARLES F. (SKIP)

26 GRUBER: And, you know, and there will be -- there
27 will be some times when we have to do stuff that
28 you don't really want to do.

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1 MS. KARMEN STILL: I understand.

2 COMMISSION CHAIRMAN CHARLES F. (SKIP)

3 GRUBER: You know, and it's not -- not -- you know,
4 it's important for your department, that
5 department --

6 MS. KARMEN STILL: Right.

7 COMMISSION CHAIRMAN CHARLES F. (SKIP)

8 GRUBER -- so that it stays operable.

9 MS. KARMEN STILL: Absolutely.

10 COMMISSION CHAIRMAN CHARLES F. (SKIP)

11 GRUBER: And, you know, you've -- Also, with --
12 There's a lot of -- class work that's -- a lot
13 stuff that we recommend our people, you know, in
14 these higher position to go to get better
15 education.

16 MS. KARMEN STILL: That's right.

17 COMMISSION CHAIRMAN CHARLES F. (SKIP)

18 GRUBER: Because stuff changes, changes, changes,
19 changes --

20 MS. KARMEN STILL: Right.

21 COMMISSION CHAIRMAN CHARLES F. (SKIP)

22 GRUBER: -- all the time.

23 MS. KARMEN STILL: Right.

24 COMMISSION CHAIRMAN CHARLES F. (SKIP)

25 GRUBER: And we have to stay on top of them if we
26 want to keep --

27 MS. KARMEN STILL: Absolutely.

28 COMMISSION CHAIRMAN CHARLES F. (SKIP)

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1 GRUBER: -- what our auditor does and, you know,
2 working with auditors. I mean, we have an auditor
3 that's based -- that's -- that's based in Foley
4 that's here all the time.

5 MS. KARMEN STILL: Okay.

6 COMMISSIONER BILLIE JO UNDERWOOD: A State
7 auditor.

8 COMMISSION CHAIRMAN CHARLES F. (SKIP)

9 GRUBER: I mean, and we provide them space. But --

10 MS. KARMEN STILL: Right.

11 COMMISSION CHAIRMAN CHARLES F. (SKIP)

12 GRUBER: -- they're in constant contact, and, you
13 know, with us. And they --

14 MS. KARMEN STILL: I think that's a great
15 resource.

16 COMMISSION CHAIRMAN CHARLES F. (SKIP)

17 GRUBER: They ask questions. And we want to be
18 able to give them that answer then. We don't want
19 to wait and say --

20 MS. KARMEN STILL: Right.

21 COMMISSION CHAIRMAN CHARLES F. (SKIP)

22 GRUBER: -- well, you know, I've got -- I don't
23 know where it's at. So --

24 MS. KARMEN STILL: Right.

25 COMMISSION CHAIRMAN CHARLES F. (SKIP)

26 GRUBER: You know, and we've got a good --
27 we've got a -- we've got an excellent staff that --
28 that -- that works with that. And I want to

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1 continue that to happen.

2 MS. KARMEN STILL: Oh, absolutely.

3 COMMISSION CHAIRMAN CHARLES F. (SKIP)

4 GRUBER: You know --

5 MS. KARMEN STILL: Yes.

6 COMMISSION CHAIRMAN CHARLES F. (SKIP)

7 GRUBER: -- I've been -- I've been part of this
8 Commission for now -- This is my fourth term. And
9 we have been very proud of our auditing system and
10 all that. I mean, and just -- I'd like to keep it
11 that way.

12 MS. KARMEN STILL: Absolutely. I agree.
13 Me, too.

14 COMMISSION CHAIRMAN CHARLES F. (SKIP)

15 GRUBER: Okay.

16 COMMISSIONER BILLIE JO UNDERWOOD: I just
17 need to follow up with one question that isn't
18 based on what I've already --

19 MS. KARMEN STILL: Okay.

20 COMMISSIONER BILLIE JO UNDERWOOD: --
21 ventured on. I firmly believe that with what your
22 resumé says, that you would be able to -- it would
23 be a learning curve. And it would be like we have
24 all three been drinking from the firehouse. And
25 that --

26 MS. KARMEN STILL: Right. Right.

27 COMMISSIONER BILLIE JO UNDERWOOD: It's
28 getting old. It's kind of like people always

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1 started to say, "at the end of the day."

2 MS. KARMEN STILL: Yeah.

3 COMMISSIONER BILLIE JO UNDERWOOD:
4 "Drinking out of the firehose" is kind of
5 getting --

6 MS. KARMEN STILL: Yeah.

7 COMMISSIONER BILLIE JO UNDERWOOD: -- a
8 little old to me. But it will --

9 MS. KARMEN STILL: Yes.

10 COMMISSIONER BILLIE JO UNDERWOOD: -- be
11 like that. But the -- the --

12 MS. KARMEN STILL: Yes.

13 COMMISSIONER BILLIE JO UNDERWOOD: -- one
14 thing --

15 MS. KARMEN STILL: I agree.

16 COMMISSIONER BILLIE JO UNDERWOOD: -- I did
17 want to -- to point out was that based on the --
18 the -- your application, you listed a -- a minimum
19 salary requirement. And that minimum salary
20 requirement is at the very top end of our range.

21 And due to the fact that you have not worked in
22 governmental accounting, even though you have
23 bookoodles of experience, we have also reduced the
24 scope of this particular position from the prior
25 Clerk/Treasurer's position that was here. It did
26 have the Sales Tax Department underneath it.

27 MS. KARMEN STILL: Right.

28 COMMISSIONER BILLIE JO UNDERWOOD: Now,

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1 even though it's still a lot of work, it is not
2 as -- quite extensive as it is.

3 Do you feel like that, not based on any other
4 job that you've ever done, but based on this job,
5 that your minimum requirement would still have to
6 be at that level?

7 MS. KARMEN STILL: Well, I mean, obviously
8 that would be my preference. But, I mean, I would
9 entertain, you know, something --

10 COMMISSIONER BILLIE JO UNDERWOOD: Due to
11 the fact that there is morale, you know --

12 MS. KARMEN STILL: Yeah.

13 COMMISSIONER BILLIE JO UNDERWOOD: You
14 know, you have to understand morale of -- of
15 coworkers and do things like that. And I was just
16 curious that if --

17 MS. KARMEN STILL: Right.

18 COMMISSIONER BILLIE JO UNDERWOOD: -- if
19 that was a -- a definite that you needed. You
20 know, I just wanted to make sure, because it's
21 stated in your resumé.

22 MS. KARMEN STILL: Right.

23 COMMISSIONER BILLIE JO UNDERWOOD: And I
24 wanted --

25 MS. KARMEN STILL: Right.

26 COMMISSIONER BILLIE JO UNDERWOOD: I was
27 just trying to clarify that.

28 MS. KARMEN STILL: Well, I'm -- I would

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1 never say a hundred percent either way. I mean, I
2 would --

3 COMMISSIONER BILLIE JO UNDERWOOD: You
4 would entertain --

5 MS. KARMEN STILL: -- entertain whatever
6 your --

7 COMMISSIONER JOE DAVIS, III: So the
8 negotiation --

9 MS. KARMEN STILL: -- thought was there.

10 COMMISSIONER JOE DAVIS, III: -- is up for
11 discussion?

12 COMMISSIONER BILLIE JO UNDERWOOD: Okay.

13 MS. KARMEN STILL: Yes. I mean, whatever
14 was appropriate.

15 COMMISSIONER BILLIE JO UNDERWOOD: Okay.
16 All right. And -- and that's not to diminish, you
17 know --

18 MS. KARMEN STILL: Right.

19 COMMISSIONER BILLIE JO UNDERWOOD: --
20 anything at all. I'm just trying to assess that
21 and --

22 MS. KARMEN STILL: Right. I understand.

23 COMMISSIONER BILLIE JO UNDERWOOD: --
24 everything.

25 COMMISSIONER JAMES E. (JEB) BALL: I'm --
26 I'm -- I'll follow up on top of that. Just as
27 Chairman Gruber said, that -- that we need the best
28 of the best at this position. And in order to

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1 retain the best of the best, you pay them. And so
2 that's -- I just wanted to make that comment for
3 the record.

4 MS. KARMEN STILL: Yes.

5 COMMISSIONER JOE DAVIS, III: Mr. Chairman,
6 if we could.

7 Availability?

8 MS. KARMEN STILL: Yes.

9 COMMISSIONER JOE DAVIS, III: We go through
10 this process. We needed someone in this job
11 yesterday. But --

12 MS. KARMEN STILL: It has been a long
13 process.

14 COMMISSIONER JOE DAVIS, III: It is. It
15 is. Your availability would be? What would your
16 timeline be once you're offered the job?

17 MS. KARMEN STILL: I would just want to
18 give like two weeks notice.

19 COMMISSIONER JOE DAVIS, III: Okay.

20 MS. KARMEN STILL: Minimum. I mean, so --
21 I've got to -- I would have to wrap some things up.

22 COMMISSIONER JOE DAVIS, III: Sure. And
23 that's fair to your current employer.

24 MS. KARMEN STILL: Right.

25 COMMISSIONER JOE DAVIS, III: Yeah. Okay.

26 MS. KARMEN STILL: Yeah. But I already
27 have my replacement there working with us. So
28 that's --

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1 COMMISSIONER JOE DAVIS, III: Okay.
2 MS. KARMEN STILL: -- that's a plus.
3 COMMISSIONER JOE DAVIS, III: Sure.
4 COMMISSIONER BILLIE JO UNDERWOOD: Okay.
5 COMMISSION CHAIRMAN CHARLES F. (SKIP)
6 GRUBER: Okay.
7 COMMISSIONER BILLIE JO UNDERWOOD: I think
8 I'm good.
9 COMMISSIONER JAMES E. (JEB) BALL: Good.
10 COMMISSIONER JOE DAVIS, III: I'm fine.
11 COMMISSION CHAIRMAN CHARLES F. (SKIP)
12 GRUBER: Okay.
13 MS. KARMEN STILL: Thank you all.
14 COMMISSIONER JAMES E. (JEB) BALL: Thanks
15 for coming by.
16 MS. KARMEN STILL: I appreciate it very
17 much.
18 COMMISSIONER JOE DAVIS, III: Thank you.
19 MS. KARMEN STILL: All right. Y'all have a
20 great day.
21 MS. DEIDRA HANAK: Thank you so much.
22
23 **1-B - INTERVIEW OF DONNA BRYARS**
24 MS. DEIDRA HANAK: Okay. Y'all ready for
25 Round 2? Ms. Donna Bryars.
26 MS. DONNA BRYARS: Good morning.
27 COMMISSION CHAIRMAN CHARLES F. (SKIP)
28 GRUBER: Well, good morning.

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1 MS. DONNA BRYARS: Yes, sir.

2 COMMISSION CHAIRMAN CHARLES F. (SKIP)

3 GRUBER: You know, you know the position that we're
4 advertising for --

5 MS. DONNA BRYARS: Yes, sir.

6 COMMISSION CHAIRMAN CHARLES F. (SKIP)

7 GRUBER: -- being as you're sitting in as interim,
8 you know. But we've got -- I think we've got some
9 questions we just want to ask everyone.

10 And so, being that said, you know, Billie Jo,
11 do you want to go, start again first?

12 COMMISSIONER BILLIE JO UNDERWOOD: I will.
13 I will. I'm asking two main questions.

14 MS. DONNA BRYARS: Sure.

15 COMMISSIONER BILLIE JO UNDERWOOD: And
16 those are behavior-based questions.

17 MS. DONNA BRYARS: Okay.

18 COMMISSIONER BILLIE JO UNDERWOOD: Okay.

19 And as far as I'm concerned, we're not worried
20 about the technical aspects of this job; okay? So
21 these -- these two questions, one is on
22 interpersonal skills. And it is: When you are
23 assigned to work with new people, how do you go
24 about getting to know them, how they work, and what
25 are their strengths and weaknesses?

26 And I want you to think about this for just a
27 second, because you might already be working in
28 this department, but there are new people that you

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1 would be working with, and like us and everybody
2 else. So that's kind of where I'm going; okay?

3 MS. DONNA BRYARS: Okay.

4 COMMISSIONER BILLIE JO UNDERWOOD: It's not
5 necessarily the people that are right under you.
6 But in your position, you would be working with a
7 lot of people.

8 MS. DONNA BRYARS: Okay. All right. So
9 I'm going to let you repeat it over again.

10 COMMISSIONER BILLIE JO UNDERWOOD: Sure.

11 MS. DONNA BRYARS: Thank you so much.

12 COMMISSIONER BILLIE JO UNDERWOOD: I wanted
13 to know that -- Really, this question is kind of
14 awkward for someone that's worked here. So I --

15 MS. DONNA BRYARS: Yeah.

16 COMMISSIONER BILLIE JO UNDERWOOD: So I
17 didn't want you to --

18 MS. DONNA BRYARS: Exactly.

19 COMMISSIONER BILLIE JO UNDERWOOD: When you
20 are assigned to work with new people, how do you go
21 about getting to know them, how they work, and what
22 their strengths and weaknesses are?

23 MS. DONNA BRYARS: Just so I would say that
24 just open communication. And the more -- the more
25 that you interact with these people, the more you
26 get to know who they are. Just open conversation.
27 Gosh. It hard for me to -- I'm sorry. I need to
28 get my thoughts together this morning.

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1 COMMISSIONER BILLIE JO UNDERWOOD: I would
2 say that I'm more interested in leadership
3 qualities. And this is part of the -- the
4 leadership qualities. So that's where it's coming
5 from, you know.

6 MS. DONNA BRYARS: Yes, ma'am. In the past
7 when I have -- For instance, being interim
8 Clerk/Treasurer and getting to know everyone here,
9 just for me, I do a lot of listening to -- to
10 people. And -- and that way I get to learn who
11 these -- who you are. And then I have a better
12 understanding of how -- how to approach people.

13 COMMISSIONER BILLIE JO UNDERWOOD: Uh-huh.
14 (Indicates affirmatively.) Okay. Well, the -- the
15 next question is a behavior-based question that is
16 on management and supervisory skills. This
17 question says: Some managers keep a very close
18 check on their departments or teams. Others use a
19 loose rein. Describe to me the level of control
20 that you prefer.

21 MS. DONNA BRYARS: So I would say I'm
22 definitely hands off. Because most of the people
23 on my staff have been with the County for as long
24 as me, if -- maybe even longer than me. So I -- I
25 definitely stand behind their decisions. And I
26 think they are more than capable of handling
27 their -- their jobs.

28 But I am also there for any questions they

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1 might have or any problems that come up. So I
2 think it's very important to keep open
3 communication with your people, and that they also
4 know that they can come to you for any questions
5 they may have.

6 COMMISSIONER BILLIE JO UNDERWOOD: Okay.
7 All right. Very good.

8 COMMISSIONER JOE DAVIS, III: Donna?

9 MS. DONNA BRYARS: Yes, sir.

10 COMMISSIONER JOE DAVIS, III: Talk to me
11 about -- Give me an example of where you've been
12 involved in a project -- And it may be in the
13 interim capacity. It may be in something else --
14 where you were part of moving and improving a
15 project so the end result was better. Do you have
16 an example that comes to mind?

17 MS. DONNA BRYARS: Let's see. I would
18 definitely say over the last twelve years with the
19 County, that has been one of -- my focus is to
20 any -- anything that we can make more efficient is
21 so very important.

22 And so I have -- I have people come to me all
23 the time to make these kinds of decisions or say,
24 you know, I really think there's a better way of
25 doing this.

26 And then we sit down together as a team and to
27 come up with plans and come up with ways that will
28 make it easier.

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1 One particular instance that comes to mind was
2 years ago, during elections, we actually, believe
3 it or not -- And the Chairman can tell you this,
4 but we would literally manually write -- write --
5 type checks --

6 COMMISSION CHAIRMAN CHARLES F. (SKIP)
7 GRUBER: Uh-huh. (Indicates affirmatively.)

8 MS. DONNA BRYARS: -- for elections for
9 poll workers. And so we -- we said we've got to
10 stop doing this. This is just crazy, you know,
11 doing this type stuff.

12 So what we did was is we took the time out and
13 worked with Violetta with Probate and got the
14 information from her for all the poll workers and
15 their addresses. And we inputted in our general
16 ledger system.

17 And that way we were able to cut checks through
18 the system versus actually having someone -- We
19 actually typed checks at that time, if it's -- if
20 you can believe it.

21 And people would take these. And they actually
22 looked like vouchers. So they didn't really even
23 look like checks. And people take them -- just
24 take them to the bank. And they were like, is this
25 really a check?

26 But, anyway, that's something that's just an
27 example of a process, a procedure that we've
28 implemented and changed that really made a

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1 difference. It saved so much time by doing that.

2 COMMISSIONER BILLIE JO UNDERWOOD: Okay.

3 COMMISSIONER JOE DAVIS, III: I'm sorry.

4 Tell me about -- You've had experience in your
5 twelve years with us. Tell me about how you value
6 the evaluation process relative to performance and
7 improvements and capabilities as to what's next
8 that we'll have down the road. Tell me how you
9 view that.

10 MS. DONNA BRYARS: So I think evaluations
11 are so important. And they need to be true
12 evaluations.

13 Whenever I do an evaluation, I really put some
14 thought into it. You know, we know our employees.
15 We supervise them every day. So I think it's so
16 very important to take the time out and to get it
17 right and do a true evaluation on their skills and
18 abilities. So that's my approach to that.

19 COMMISSIONER JOE DAVIS, III: Okay. All
20 right. Thank you.

21 COMMISSIONER JAMES E. (JEB) BALL: Donna, I
22 always thank the candidates that come here and
23 interview with us. Because, of course, you know
24 working with the County what position you sit in as
25 a contract employee. And you could be here one day
26 in and not the next. It -- it changes your merit
27 status to a different status.

28 And I always -- Especially when we have people

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1 that are already merit employees that want to step
2 up to this position, I commend those people highly.

3 My question to you would be: If, for some
4 reason, all these interviews go as -- as planned --
5 And this -- this scenario happened with our EMA
6 Department. We had a couple of County employees
7 that interviewed for the job, and they did not get
8 it. Somebody brand-new that nobody knew got the
9 job. I have watched that department grow around
10 the new person and accept him and really help him
11 out with his duties.

12 If, for some reason, this didn't go your way
13 and you do not get the position, what are your
14 plans? Do you plan on going back to your
15 merit-based position and helping the new
16 Clerk/Treasurer out to the fullest or -- I mean --

17 MS. DONNA BRYARS: Of course. Of course.

18 COMMISSIONER JAMES E. (JEB) BALL: Okay.

19 MS. DONNA BRYARS: So, as you know, me and
20 Cian are friends.

21 COMMISSIONER JAMES E. (JEB) BALL: Right.

22 MS. DONNA BRYARS: And she's interviewing
23 today. And I think the world of her. I think
24 she's awesome. And -- and I've spoke with her.
25 And I said, if it's not me, I hope it's you. And,
26 you know, we have your, you know, full support. I
27 mean, we're -- we're going to -- No matter who it
28 is, we're going to -- you know, we're going to step

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1 up to the plate. And --

2 COMMISSIONER JAMES E. (JEB) BALL: I mean,
3 because if it's a -- if it's a brand-new person
4 that's never been in the office before, then that
5 is where y'all's leadership, your -- your knowledge
6 would be integral --

7 MS. DONNA BRYARS: Yeah.

8 COMMISSIONER JAMES E. (JEB) BALL: -- in
9 transitioning that person. And -- and I -- and,
10 you know, the teamwork up there is -- is -- is --
11 is going good now. And -- and I like the way
12 things are moving. I just wanted to just ask you
13 that question. And I appreciate your answer.

14 MS. DONNA BRYARS: Sure. Sure.

15 MR. WAYNE DYESS: Mr. Chairman?

16 COMMISSION CHAIRMAN CHARLES F. (SKIP)
17 GRUBER: Well, you know, there's -- you know, you
18 know the system. You know how it -- you know how
19 it works with all -- with everything that's going
20 on.

21 And I just -- you know, I'd like to, you know,
22 reiterate, you know, what Commissioner Ball has
23 said about the appointed position, you know. This
24 contract will be for three years, you know.
25 Because it's -- That's what everybody else's is.
26 It's -- it's a four-year contract.

27 But being now it'll be about a three-year, I
28 mean, and I don't want make somebody do something

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1 and it fall into something and then later on it
2 happened. And I know you've got twelve --
3 twelve --

4 MS. DONNA BRYARS: Twelve years.

5 COMMISSION CHAIRMAN CHARLES F. (SKIP)

6 GRUBER: -- here.

7 MS. DONNA BRYARS: Yes, sir.

8 COMMISSION CHAIRMAN CHARLES F. (SKIP)

9 GRUBER: So, I mean, you're invested pretty good
10 into this system. And I don't want -- I don't want
11 you to jeopardize, you know, any of that. And, I
12 mean --

13 MS. DONNA BRYARS: Yes, sir.

14 COMMISSION CHAIRMAN CHARLES F. (SKIP)

15 GRUBER: -- I know this is your -- totally your
16 decision, you know. But I just -- I'd like to put
17 that caution out there, you know, on something like
18 that, you know. And --

19 MS. DONNA BRYARS: Yes, sir. Thank you.

20 COMMISSION CHAIRMAN CHARLES F. (SKIP)

21 GRUBER: And who knows, you know? But -- And I
22 do -- I do appreciate, you know, that, you stepping
23 up and --

24 COMMISSIONER JOE DAVIS, III: Certainly.

25 COMMISSIONER JAMES E. (JEB) BALL:

26 Absolutely.

27 COMMISSIONER JOE DAVIS, III: Yeah. We all
28 do.

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1 COMMISSION CHAIRMAN CHARLES F. (SKIP)

2 GRUBER: -- taking the -- the -- the lead of it.

3 And --

4 MS. DONNA BRYARS: Thank you, gentlemen.

5 COMMISSION CHAIRMAN CHARLES F. (SKIP)

6 GRUBER: -- you're doing that. You've been doing
7 that.

8 MS. DONNA BRYARS: I really appreciate
9 that.

10 COMMISSION CHAIRMAN CHARLES F. (SKIP)

11 GRUBER: You've been doing it.

12 MS. DONNA BRYARS: And I appreciate the
13 opportunity sitting here today and having this
14 opportunity. I do definitely think I'm capable of
15 the job.

16 I know I have a lot to learn. I will
17 definitely tell you that. I am -- I'm working on
18 my, you know, speaking skills. It's a little out
19 of my comfort zone just because I haven't really
20 done much of that. But I am up for the challenge.
21 And -- and I -- I love challenges. So this is --
22 this is awesome.

23 COMMISSIONER BILLIE JO UNDERWOOD: Well,
24 this is -- Thank you for -- for stepping up, first
25 of all. But some of you know that I just got back
26 from a four-day leadership training.

27 And the number one thing that was stressed was
28 a -- a characteristic of a good leader, a great

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1 leader, is adding value to people. And how you add
2 value to people is to simply value people.

3 And I think that that is one of the things that
4 is so important in a leader. And this position is
5 a leadership position. And I just wanted to thank
6 you for -- I've not felt any hiccup at all.

7 MS. DONNA BRYARS: Yeah. Well, everything
8 has really been very smooth. And I can't say
9 enough about my staff. I mean, they are awesome.
10 They are some of the smartest people that I know.
11 And I'm just very blessed to have their support.

12 COMMISSIONER JOE DAVIS, III: Yeah.

13 COMMISSIONER BILLIE JO UNDERWOOD: Well, I
14 think that your ability to express that, you know,
15 that you -- you do see that if you want to grow,
16 that is another character of a leader, the ability
17 to realize that we need to grow. Because if you
18 ever stop growing, what do you do? So thank you.

19 MS. DONNA BRYARS: That's right.

20 COMMISSIONER JAMES E. (JEB) BALL: Thank
21 you, Donna.

22 COMMISSIONER JOE DAVIS, III: Thank you.

23 MS. DONNA BRYARS: Thank you.

24 COMMISSIONER CHARLES F. (SKIP) GRUBER:
25 And -- and -- and, again, but I -- And I want to
26 say again that with our audits, you know, you've
27 been through many of them. And I've been
28 impressed, you know, how y'all keep this County

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1 straight.

2 MS. DONNA BRYARS: Oh, yes.

3 COMMISSION CHAIRMAN CHARLES F. (SKIP)

4 GRUBER: I mean, I --

5 MS. DONNA BRYARS: And that's very
6 important to --

7 COMMISSION CHAIRMAN CHARLES F. (SKIP)

8 GRUBER: You know, the --

9 MS. DONNA BRYARS: -- to us. I mean --

10 COMMISSION CHAIRMAN CHARLES F. (SKIP)

11 GRUBER: -- stuff that --

12 MS. DONNA BRYARS: -- that's what we
13 strive --

14 COMMISSION CHAIRMAN CHARLES F. (SKIP)

15 GRUBER: The stuff that the Financial Department
16 and Accounting goes through -- Every little ticket
17 they get, they make sure it's verifiable so
18 that there's nothing can come back later on, you
19 know, and -- and you -- you get us hammered for a
20 finding.

21 MS. DONNA BRYARS: Yeah.

22 COMMISSION CHAIRMAN CHARLES F. (SKIP)

23 GRUBER: And, you know, and it's -- and it's -- it
24 takes very -- a lot of scrutiny. And y'all apply
25 that scrutiny no matter who is it. And, I mean,
26 that's -- that's the thing. I mean, you know,
27 if -- if one of us make a mistake --

28 COMMISSIONER JAMES E. (JEB) BALL: That's

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1 right.

2 COMMISSION CHAIRMAN CHARLES F. (SKIP)

3 GRUBER: -- we're going to get nailed, you know.

4 So --

5 COMMISSIONER JAMES E. (JEB) BALL: That's

6 right.

7 COMMISSION CHAIRMAN CHARLES F. (SKIP)

8 GRUBER: But, you know, and I appreciate that.

9 COMMISSIONER JAMES E. (JEB) BALL: That's

10 right.

11 MS. DONNA BRYARS: Yeah.

12 COMMISSION CHAIRMAN CHARLES F. (SKIP)

13 GRUBER: A lot of other organizations, they don't
14 want to --

15 MS. DONNA BRYARS: And we're very proud of
16 that. I will tell you that that is something --

17 COMMISSIONER JOE DAVIS, III: Sure.

18 MS. DONNA BRYARS: -- that we're hugely
19 proud of. And we don't plan on ever having any --

20 COMMISSIONER JOE DAVIS, III: Yeah.

21 MS. DONNA BRYARS: -- as far as I'm
22 concerned, any findings.

23 COMMISSIONER JOE DAVIS, III: Well, and
24 staying on -- staying on the lookout for what's
25 next, because everything changes.

26 MS. DONNA BRYARS: Yeah.

27 COMMISSIONER JOE DAVIS, III: And if we're
28 doing something well, we can try to do it --

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1 MS. DONNA BRYARS: And if we continue to do
2 our job the way we're supposed and --

3 COMMISSIONER JOE DAVIS, III: There you go.

4 MS. DONNA BRYARS: -- we'll continue to be
5 successful. So --

6 COMMISSIONER JOE DAVIS, III: Very good.

7 COMMISSIONER JAMES E. (JEB) BALL: Thank
8 you for stopping by.

9 COMMISSION CHAIRMAN CHARLES F. (SKIP)
10 GRUBER: Thank you very much.

11 MS. DONNA BRYARS: Thank you so much.

12 COMMISSIONER JAMES E. (JEB) BALL: Thank
13 you very much.

14 MS. DONNA BRYARS: Yes, sir. Thank you so
15 much.

16 COMMISSION CHAIRMAN CHARLES F. (SKIP)
17 GRUBER: Thank you.

18 MS. DONNA BRYARS: Thank you.

19 COMMISSIONER BILLIE JO UNDERWOOD: Thank
20 you.

21 MS. DONNA BRYARS: I appreciate it. I
22 appreciate you so much.

23
24 **1-C - INTERVIEW OF ELIZABETH PARMER**

25 MS. DEIDRA HANAK: All right. We have
26 Ms. Parmer here.

27 COMMISSIONER JOE DAVIS, III: Hey, how are
28 you doing?

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1 MS. DEIDRA HANAK: Just have a seat.

2 MS. ELIZABETH PARMER: No pressure like
3 seven against one. No pressure.

4 COMMISSIONER JOE DAVIS, III: We're pretty
5 harmless.

6 MS. ELIZABETH PARMER: That's good to know.

7 COMMISSIONER JOE DAVIS, III: And we've all
8 been on that side of the table.

9 COMMISSION CHAIRMAN CHARLES F. (SKIP)
10 GRUBER: The door doesn't need to be closed,
11 because it's an open meeting.

12 COMMISSIONER BILLIE JO UNDERWOOD: I
13 thought I had it closed earlier.

14 COMMISSIONER JAMES E. (JEB) BALL: It's
15 been closed the whole time.

16 COMMISSIONER JOE DAVIS, III: It has been.

17 COMMISSION CHAIRMAN CHARLES F. (SKIP)
18 GRUBER: I -- I opened it.

19 COMMISSIONER JOE DAVIS, III: Yeah. All
20 right. Okay.

21 COMMISSION CHAIRMAN CHARLES F. (SKIP)

22 GRUBER: All right. Good morning.

23 MS. ELIZABETH PARMER: Good morning.

24 COMMISSION CHAIRMAN CHARLES F. (SKIP)

25 GRUBER: How are you doing this morning?

26 MS. ELIZABETH PARMER: I'm doing pretty
27 well. Thank you.

28 COMMISSION CHAIRMAN CHARLES F. (SKIP)

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1 GRUBER: Good. First of all, I want to thank you
2 for taking your -- the time to fill out an
3 application and to apply for this position.

4 You know, it's one of our most important
5 positions that we have in the County, is to make
6 sure that we stay within our finances and
7 everything else.

8 So -- But I do thank you so much for your --
9 your time and -- and coming here for the interview.
10 And --

11 MS. ELIZABETH PARMER: Thank you for the
12 opportunity.

13 COMMISSION CHAIRMAN CHARLES F. (SKIP)

14 GRUBER: -- we'll start with Commissioner
15 Underwood.

16 We'll start with your question first.

17 COMMISSIONER BILLIE JO UNDERWOOD: I have
18 two questions that are behavior-based questions.

19 MS. ELIZABETH PARMER: Okay.

20 COMMISSIONER BILLIE JO UNDERWOOD: It is --
21 Based on your application and your resumé, you
22 possess the technical skills for the job. And I
23 firmly believe that as a CPA. But I know there is
24 a learning curve but -- from going from certain
25 organizations to other organizations. But, at the
26 same time, the basics are there if you have those
27 skills.

28 And so I'm -- I'm committed to believing that.

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1 That's not going to be a -- a -- a in the -- in --
2 in -- But here's my two questions.

3 Okay. It says: When you are assigned to work
4 with new people, how do you go about getting to
5 know them, how they work, and what their strengths
6 and weaknesses are?

7 MS. ELIZABETH PARMER: I think you just
8 have to assign tasks and make sure you have an
9 open-door policy, that if they have questions,
10 they're not afraid to come and ask you, or if they
11 need guidance, that they can -- hey, you've given
12 me this to do, and this is what I think it is, but
13 I don't know if I'm on the right track. I don't
14 want to spin -- you know, spin my wheels for two
15 and three days doing what you've asked or -- And
16 that's kind of how I do it when I'm getting a new
17 task as well, is I just want that communication to
18 be open.

19 And, I mean, as far as getting to know people,
20 just small talk. You know, I don't -- I think you
21 have to be professional, so you can't cross the
22 personal line too much --

23 COMMISSIONER BILLIE JO UNDERWOOD: Uh-huh.
24 (Indicates affirmatively.)

25 MS. ELIZABETH PARMER: -- or it becomes
26 hard to be a supervisor as well as a -- a worker.
27 That's not a good word, but you know what I mean.

28 It's -- it's hard to -- You've got to -- you've

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1 got to keep the professional line there drawn so
2 that you don't start to be -- be a crutch if you're
3 a friend to that person. Or, you know, you can
4 sympathize and emphasize with people, but there's
5 still a job to be done at the end of the day.

6 COMMISSIONER BILLIE JO UNDERWOOD: Okay.
7 So --

8 MS. ELIZABETH PARMER: I don't know if that
9 answers your question or not.

10 COMMISSIONER BILLIE JO UNDERWOOD: Well,
11 how do you evaluate their strengths and weaknesses
12 more or less, you know, like to determine? Because
13 that's going to be a big factor in --

14 MS. ELIZABETH PARMER: Yeah. I don't --

15 COMMISSIONER BILLIE JO UNDERWOOD: -- how
16 you --

17 MS. ELIZABETH PARMER: I don't know
18 specifically. I mean, you just have to see how
19 they do the work.

20 And if they -- if they do come to you with a
21 lot of questions or, you know -- I -- I have two
22 people under me right now. And one is really,
23 really good at operations, and the other is really,
24 really good at the technical, Excel, things like
25 that. And -- and I just discovered that.

26 Because one can go out into the -- into the
27 park -- I work at the park at OWA right now. They
28 can go out into the park during a business day, and

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1 she can figure things out and come back and say
2 that's wrong. But if you ask her to put together a
3 spreadsheet, per se, there's a lot of errors in
4 that spreadsheet.

5 COMMISSIONER BILLIE JO UNDERWOOD: Okay.

6 MS. ELIZABETH PARMER: But she can
7 communicate well in an e-mail as far as verbiage
8 goes and communicate the point across. She's just
9 not as strong. And -- and we just learned that
10 just from all three of us working together.

11 I mean, it -- it really just took time. And --
12 and so slowly what's happened is the one person has
13 become more of my reporting person, and she's
14 become more of my in-the-field, hey, they're
15 having -- this doesn't look right when it comes
16 through. I need you need to go out there and try
17 to figure it out.

18 COMMISSIONER BILLIE JO UNDERWOOD: Through
19 your relationship building --

20 MS. ELIZABETH PARMER: It's just --

21 COMMISSIONER BILLIE JO UNDERWOOD: --
22 you've been able to --

23 MS. ELIZABETH PARMER: Uh-huh. (Indicates
24 affirmatively.)

25 COMMISSIONER BILLIE JO UNDERWOOD: --
26 assess these strengths and weaknesses --

27 MS. ELIZABETH PARMER: Right.

28 COMMISSIONER BILLIE JO UNDERWOOD: -- in

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1 those people. Okay.

2 MS. ELIZABETH PARMER: And it's really just
3 working with them and giving them different things
4 to do and --

5 COMMISSIONER BILLIE JO UNDERWOOD: Okay.

6 MS. ELIZABETH PARMER: -- and where they --
7 they struggle or don't struggle, you know.

8 COMMISSIONER BILLIE JO UNDERWOOD: Good
9 answer. Thank you.

10 MS. ELIZABETH PARMER: Okay.

11 COMMISSIONER BILLIE JO UNDERWOOD: My other
12 question is going to be on more of a area
13 management supervisory skill behavior-based
14 question. Okay. Some managers keep a close check
15 on their departments or teams, and others use a
16 loose rein. Describe to me the level of control
17 that you prefer.

18 MS. ELIZABETH PARMER: I am a control
19 freak, but I try not to be a micromanager. Like my
20 team knows what everybody is responsible for. We
21 have a -- And I hate to use where I am now. But --

22 COMMISSIONER JOE DAVIS, III: No.

23 MS. ELIZABETH PARMER: -- that's how I'm
24 doing it right now. But we have a matrix with each
25 person, and it has a list of what everybody is
26 responsible for.

27 And, you know, I just -- I'll e-mail and say,
28 hey, let me know where you are with this. Let me

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1 know where you are with this. And we just all
2 communicate back and forth.

3 And if I -- if I see things not getting done,
4 I'll jump in and be a little bit more -- I hate
5 micromanager. But, you know, stay on top of them a
6 little bit more.

7 But right now my team just knows what they need
8 to do. And we've established the -- the deadlines.
9 And we've talked about it in team meetings. And --
10 and we just -- They just do it. So if they don't,
11 it just depends on the situation and the person, I
12 think.

13 COMMISSIONER BILLIE JO UNDERWOOD: Okay.
14 Thank you.

15 MS. ELIZABETH PARMER: Thank you.

16 COMMISSIONER JOE DAVIS, III: Tell me
17 about, whether your current job, even your college
18 experience or other jobs that you've had, tell me
19 about where you've dealt with taking a project from
20 where it is to where it could be and should be.
21 And what's that process like? And you could give
22 as much detail or as little as you want to. But
23 part of what we're about is what's next.

24 MS. ELIZABETH PARMER: Uh-huh. (Indicates
25 affirmatively.)

26 COMMISSIONER JOE DAVIS, III: And we're
27 always expected certainly to abide by all the laws,
28 all the procedures. And then we also want our

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1 procedures and our processes to be updated and
2 current.

3 So do you have some experience in moving
4 something along that you can share with us?

5 MS. ELIZABETH PARMER: I do. I've been at
6 OWA since they were still dirt on the ground. So
7 I've -- I've taken that literally from where there
8 was nothing in place to where it is now.

9 So we started with just the park. The park was
10 the first thing to be built. And so I developed
11 all the processes. I developed all the reporting
12 structure. And everything that's there as far as
13 finance goes now, I've -- I've done it.

14 I was -- I was the one man, one person
15 accounting department for about the first five
16 months that I was there. So, I mean, I developed
17 everything, the reporting structure, the
18 reporting -- the format of the financials.

19 And it was just -- I mean, we piggybacked a
20 little bit off of CIEDA, which is the -- the owner
21 of the park and everything, which rolls up to the
22 drive. But we piggybacked off that.

23 But it was -- I did all of it, I mean, every
24 process that we have in place. We have a year -- a
25 yearly audit with external auditors. So it's been
26 through two of those now, and they haven't found
27 anything yet. Fingers crossed.

28 COMMISSIONER JOE DAVIS, III: Okay. Good.

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1 MS. ELIZABETH PARMER: So it's just --
2 Yeah. And we update our processes as things -- I
3 mean, we try to be proactive, but also reactive.
4 When -- when things happen that you didn't
5 necessarily infiltrate in the process, you go back
6 and you rewrite it and reissue it --

7 COMMISSIONER JOE DAVIS, III: Learn things.

8 MS. ELIZABETH PARMER: -- for those type
9 things, uh-huh, so it doesn't happen again.

10 COMMISSIONER JOE DAVIS, III: All right.
11 You -- you currently have two employees. Have you
12 ever --

13 MS. ELIZABETH PARMER: I have twenty.

14 COMMISSIONER JOE DAVIS, III: Okay. That
15 was getting to my point. Okay. You've got two
16 heads. That was my point.

17 MS. ELIZABETH PARMER: Uh-huh. (Indicates
18 affirmatively.)

19 COMMISSIONER JOE DAVIS, III: Because what
20 we have is some -- It's required. It's
21 necessary -- an evaluation process --

22 MS. ELIZABETH PARMER: Uh-huh. (Indicates
23 affirmatively.)

24 COMMISSIONER JOE DAVIS, III: -- of
25 everybody.

26 MS. ELIZABETH PARMER: Everybody.

27 COMMISSIONER JOE DAVIS, III: The people
28 evaluate us in terms of whether we stay in our job.

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1 MS. ELIZABETH PARMER: Right.

2 COMMISSIONER JOE DAVIS, III: And,
3 likewise, we have a process that deals with
4 evaluating personnel.

5 Tell me about how you currently do that or
6 would like to do that where you've got -- I didn't
7 realized you had twenty --

8 MS. ELIZABETH PARMER: So I -- I have five
9 full-time people in my Finance Department. And
10 then we also cover cash control in the park.

11 COMMISSIONER JOE DAVIS, III: Okay.

12 MS. ELIZABETH PARMER: So we have about
13 thirteen seasonal part-time people in that. So
14 five full-time is what I manage on a day-to-day
15 basis. But then I have the thirteen others that do
16 roll up.

17 COMMISSIONER JOE DAVIS, III: Okay.

18 MS. ELIZABETH PARMER: I'm sorry. I got a
19 cold like two days ago.

20 But as far as my -- we do annual evaluations.
21 And the way ours are set up is the person has
22 evaluate themselves first, and then it comes back to
23 the manager. And they do an evaluation, and then
24 it has to go through HR and the general manager.
25 And then the actual manager delivers it to the
26 person.

27 COMMISSIONER JOE DAVIS, III: Okay.

28 MS. ELIZABETH PARMER: But I try to give

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1 ongoing feedback. I mean, if I see somebody is
2 doing something well, I try to tell them, you know,
3 you did a great job on that. I really appreciate
4 all your hard work. But it has to go that same way
5 if they're not doing something --

6 COMMISSIONER JOE DAVIS, III: Good.

7 MS. ELIZABETH PARMER: -- that needs to
8 be -- You know, they're hard conversations. But --

9 COMMISSIONER JOE DAVIS, III: Do your
10 employees feel or know that this is a process that
11 might influence their compensation down the road?

12 MS. ELIZABETH PARMER: Yes.

13 COMMISSIONER JOE DAVIS, III: Okay.

14 MS. ELIZABETH PARMER: They do, yes. We
15 typically only give merit raises at evaluation
16 dates.

17 COMMISSIONER JOE DAVIS, III: Okay. Thank
18 you.

19 MS. ELIZABETH PARMER: We're not -- we're
20 not at the point of bonuses or anything yet, so
21 that hasn't been an issue.

22 COMMISSIONER JOE DAVIS, III: Okay. Thank
23 you very much.

24 COMMISSIONER JAMES E. (JEB) BALL: So my
25 question has been to everybody, because they cover
26 most of it and it'd be redundant if I just keep
27 asking.

28 So the -- the thing is, is with this position,

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1 it's -- it's one of our appointed positions or
2 contract positions. We do have a majority -- all
3 of our employees are merit-based employees, except
4 ten people and -- and, of course, us, the elected
5 officials.

6 But with the appointed positions, and the
7 Clerk/Treasurer being one of those, basically what
8 you're in for is, since we've already gone through
9 almost a year, you'd -- you'd have a three-year
10 contract.

11 MS. ELIZABETH PARMER: Okay.

12 COMMISSIONER JAMES E. (JEB) BALL: That
13 contract is renewable with the next new Commission.
14 And none of us could be sitting here next -- at
15 that time. We could be four new Commissioners.
16 And, at their discretion, they can change out your
17 job, that job, her job, his job, all the
18 contractors that we have here and have a whole new
19 staff.

20 And so anybody that sits in your position for
21 an interview, I just always like for them to be
22 aware of the -- of the -- of what you're signing up
23 for as -- And it's -- and it's guaranteed as the
24 Commission allows. And -- and I always thank
25 people for their willingness. Did you know that
26 about this job?

27 MS. ELIZABETH PARMER: I did. And it -- it
28 is a little bit of a concern. I mean, I have three

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1 children, you know.

2 COMMISSIONER JAMES E. (JEB) BALL: Right.

3 MS. ELIZABETH PARMER: And I'm not the main
4 breadwinner, but I'm the one that carries the
5 benefits and the regular paycheck. My husband is a
6 chiropractor in town.

7 COMMISSIONER JAMES E. (JEB) BALL: Right.

8 MS. ELIZABETH PARMER: And so he owns his
9 own business. So it's not quite the same as
10 getting a regular, you know, monthly paycheck in
11 the bank. So --

12 COMMISSIONER JAMES E. (JEB) BALL: Right.

13 MS. ELIZABETH PARMER: -- it's a concern.
14 But at the same time, no risk, no reward. I mean,
15 I'm driving an hour and a half one way to work
16 right now. So --

17 COMMISSIONER JAMES E. (JEB) BALL: Right.

18 MS. ELIZABETH PARMER: -- this is about
19 thirty minutes from our house.

20 COMMISSIONER JAMES E. (JEB) BALL: Okay.

21 MS. ELIZABETH PARMER: So there's -- It's
22 just -- Yeah.

23 COMMISSIONER JAMES E. (JEB) BALL: Well,
24 I -- and I just -- I just thank each of our
25 candidates for -- for -- for being willing to -- to
26 come in here and -- and, you know, drop everything
27 that you're doing now, quit your lifestyle, the
28 job, come to a job that -- that there's

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1 uncertainty. And you'll be willing to do that.

2 That says a lot about a person. So --

3 COMMISSIONER JOE DAVIS, III: It certainly
4 does.

5 MS. ELIZABETH PARMER: Well, I mean, I just
6 think if you do the right thing and you -- you
7 follow what you believe in and -- and you're not
8 being unethical in what you do, then things will
9 fall into place --

10 COMMISSIONER JAMES E. (JEB) BALL: That's
11 right.

12 MS. ELIZABETH PARMER: -- as you need them.

13 COMMISSIONER JAMES E. (JEB) BALL: Well,
14 thank you so much.

15 COMMISSIONER JOE DAVIS, III: A good -- a
16 good outlook.

17 COMMISSION CHAIRMAN CHARLES F. (SKIP)
18 GRUBER: I've got a question. They -- In auditing,
19 I know there's -- You know, working in a private
20 sector is a little bit different from the
21 governmental, you know. And we have to abide by
22 different rules than anybody else would.

23 MS. ELIZABETH PARMER: Uh-huh. (Indicates
24 affirmatively.)

25 COMMISSION CHAIRMAN CHARLES F. (SKIP)

26 GRUBER: You know, and it takes a lot of -- a lot
27 of time understanding, you know, what the laws are.
28 Because they're different. You know, they're --

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1 they're -- they're different for us because
2 we're -- we're -- we're regulated by what happens
3 within the legislation.

4 I mean, there's a legislation passed that says
5 we will do it this way and we will do it this way.
6 And, you know, it's -- you know -- you know,
7 county, you know, it can be different, you know.
8 It's, you know -- And you're number, number.

9 Sometimes this is not the case always, you
10 know. And I didn't know if you -- I don't know. I
11 think you did a little bit of work with the tribe.
12 And I think they were kind of the same way. They
13 had the --

14 MS. ELIZABETH PARMER: Yeah.

15 COMMISSION CHAIRMAN CHARLES F. (SKIP)

16 GRUBER: -- Federal guidelines you had to go by
17 then.

18 MS. ELIZABETH PARMER: Right.

19 COMMISSION CHAIRMAN CHARLES F. (SKIP)

20 GRUBER: And, you know, then -- Well, it's not so
21 much Federal, but you had your own tribal.

22 MS. ELIZABETH PARMER: Right. Mine's kind
23 of --

24 COMMISSION CHAIRMAN CHARLES F. (SKIP)

25 GRUBER: Because they were the government.

26 MS. ELIZABETH PARMER: Yeah. Well, mine's
27 kind of mixed, because I worked for CIEDA for about
28 three and a half years. And they are very

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1 governmental. They follow GASB, you know. But
2 then when I moved to OWA, we're actually State
3 LLC's down there.

4 COMMISSION CHAIRMAN CHARLES F. (SKIP)

5 GRUBER: Uh-huh. (Indicates affirmatively.)

6 MS. ELIZABETH PARMER: We do roll up into
7 the tribe. We roll up into CIEDA's financials and
8 into the tribes overall. So I'm kind of a -- of a
9 hybrid almost.

10 COMMISSIONER BILLIE JO UNDERWOOD: It is
11 kind of like a proprietary that's -- that's part
12 of --

13 MS. ELIZABETH PARMER: Uh-huh. (Indicates
14 affirmatively.)

15 COMMISSIONER BILLIE JO UNDERWOOD: Okay.

16 MS. ELIZABETH PARMER: It is. Like Foley
17 Holdings is owned by CIEDA. And they're considered
18 the parent companies --

19 COMMISSIONER BILLIE JO UNDERWOOD: Okay.

20 MS. ELIZABETH PARMER: -- for all of our
21 state LLC's. So we try to follow the GASB and
22 the -- I mean, it's -- it's kind of a hybrid --

23 COMMISSION CHAIRMAN CHARLES F. (SKIP)

24 GRUBER: Uh-huh. (Indicates affirmatively.)

25 MS. ELIZABETH PARMER: -- as far as --

26 COMMISSION CHAIRMAN CHARLES F. (SKIP)

27 GRUBER: Yeah.

28 MS. ELIZABETH PARMER: But, yeah. The -- I

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1 mean, I have experience in the government just from
2 being at CIEDA, because they were very governmental
3 based --

4 COMMISSION CHAIRMAN CHARLES F. (SKIP)

5 GRUBER: Yeah.

6 MS. ELIZABETH PARMER: -- very budgeted.

7 COMMISSION CHAIRMAN CHARLES F. (SKIP)

8 GRUBER: And Baldwin County has been very, very,
9 very, very fortunate. We have not had any findings
10 in years.

11 MS. ELIZABETH PARMER: Well, I wouldn't
12 like to start that.

13 COMMISSION CHAIRMAN CHARLES F. (SKIP)

14 GRUBER: We would want you to. I don't know if
15 you've had a chance to see our --

16 COMMISSIONER JOE DAVIS, III: Yeah.

17 COMMISSION CHAIRMAN CHARLES F. (SKIP)

18 GRUBER: I don't know if you looked at our audit.
19 But, you know, it's -- it's impressive, you know,
20 total. You know, I -- I know it's -- An audit is
21 boring to sit down and read that thing. But, you
22 know, it's --

23 MS. ELIZABETH PARMER: No.

24 COMMISSION CHAIRMAN CHARLES F. (SKIP)

25 GRUBER: It -- it -- it tells you a lot about the
26 organization.

27 MS. ELIZABETH PARMER: Right.

28 COMMISSION CHAIRMAN CHARLES F. (SKIP)

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1 GRUBER: And as -- as a member of this Commission,
2 for several things, I am very proud of that,
3 because it -- it takes a lot to happen. And we --
4 and we want to keep it that way. So I just want,
5 you know -- And, you know, I'm just --

6 MS. ELIZABETH PARMER: It's always a sigh
7 of relief when the auditors leave and issue their
8 report with no findings.

9 COMMISSIONER JAMES E. (JEB) BALL: Exactly.

10 COMMISSION CHAIRMAN CHARLES F. (SKIP)

11 GRUBER: And it -- and it can get -- you know, it
12 can get hard, you know, at -- at times. And, you
13 know, we work -- we basically work from meeting to
14 meeting. Everything has to be done by a certain
15 time.

16 We have guidelines we have to follow, because
17 we have certain things. And, also, the checking,
18 we have probably seventy different accounts out
19 there that a person has to be in. So it's a --
20 it's a lot -- a lot of stuff.

21 Now, you know -- you know, just -- just a
22 little bit of --

23 MS. ELIZABETH PARMER: That's a lot.

24 COMMISSION CHAIRMAN CHARLES F. (SKIP)

25 GRUBER: I mean, you know, it -- it is a lot more.
26 But we have every different thing that's -- And
27 it's because it's regulated by what --

28 MS. ELIZABETH PARMER: All the funds.

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1 COMMISSION CHAIRMAN CHARLES F. (SKIP)

2 GRUBER: -- what we have to do.

3 MS. ELIZABETH PARMER: Uh-huh. (Indicates
4 affirmatively.)

5 COMMISSION CHAIRMAN CHARLES F. (SKIP)

6 GRUBER: And I don't want somebody to be scared and
7 say, my goodness. They get the job and say, oh,
8 no. What happened, you know?

9 MS. ELIZABETH PARMER: I think I do twenty
10 checking accounts right now --

11 COMMISSION CHAIRMAN CHARLES F. (SKIP)

12 GRUBER: Yeah.

13 MS. ELIZABETH PARMER: -- believe it or
14 not, with all the --

15 COMMISSIONER BILLIE JO UNDERWOOD: To --
16 to --

17 MS. ELIZABETH PARMER: But twenty to
18 seventy is a pretty big leap to --

19 COMMISSIONER BILLIE JO UNDERWOOD: To
20 add -- to add to that, that is just a particular
21 process that's in place.

22 MS. ELIZABETH PARMER: Right.

23 COMMISSIONER BILLIE JO UNDERWOOD: That's
24 not a requirement.

25 COMMISSIONER JOE DAVIS, III: That's right.

26 MS. ELIZABETH PARMER: Right.

27 COMMISSIONER JOE DAVIS, III: And that's
28 one of the things. We're about what's next. You

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1 know, it's what technology is going to do --

2 MS. ELIZABETH PARMER: Uh-huh. (Indicates
3 affirmatively.)

4 COMMISSIONER JOE DAVIS, III: -- what the
5 requirements are going to do. And then we're
6 subject to the legislature. They will tell us a
7 project, and then they will tell us how to do it.

8 And then we have to make sure we can interpret
9 that in a way that doesn't get us in trouble and
10 ultimately get them in trouble. So it's always
11 about what's next. Do it good, do it well, but can
12 we do it better?

13 MS. ELIZABETH PARMER: Right. Work harder
14 not -- smarter, not harder.

15 COMMISSIONER JOE DAVIS, III: There you go.

16 MS. ELIZABETH PARMER: Thank you.

17 COMMISSIONER BILLIE JO UNDERWOOD: Okay.
18 Do you have any questions?

19 MS. ELIZABETH PARMER: No. I mean, I've
20 researched a little bit. I haven't done an
21 extensive balance of research. I've been pretty
22 busy. It's our budget season at work. We're --
23 Are y'all fiscal year or calendar year?

24 COMMISSIONER JAMES E. (JEB) BALL: We're
25 fiscal year.

26 MS. ELIZABETH PARMER: So y'all are as
27 well.

28 COMMISSIONER BILLIE JO UNDERWOOD: Yeah.

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1 MS. ELIZABETH PARMER: Yeah. So I
2 literally -- I presented budgets yesterday.

3 COMMISSIONER BILLIE JO UNDERWOOD: We
4 did --

5 MS. ELIZABETH PARMER: So --

6 COMMISSIONER BILLIE JO UNDERWOOD: We did,
7 too.

8 COMMISSION CHAIRMAN CHARLES F. (SKIP)
9 GRUBER: Well, we're -- we're -- we're at the tail
10 end of ours just because it has to be approved by
11 October the 1st. So that's --

12 MS. ELIZABETH PARMER: So that's how ours
13 is as well. So --

14 COMMISSIONER BILLIE JO UNDERWOOD: Yeah.

15 MS. ELIZABETH PARMER: So --

16 COMMISSION CHAIRMAN CHARLES F. (SKIP)

17 GRUBER: I mean, it's --

18 COMMISSIONER BILLIE JO UNDERWOOD: We're
19 winding down. We're almost there.

20 MS. ELIZABETH PARMER: Yeah. So I -- You
21 know, the only thing is the appointed thing is a
22 little -- not concerning, but it is -- like you
23 said, it is a risk.

24 COMMISSIONER BILLIE JO UNDERWOOD: Well --

25 MS. ELIZABETH PARMER: You know, what --

26 COMMISSIONER JAMES E. (JEB) BALL: I think
27 our --

28 MS. ELIZABETH PARMER: What happened to the

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1 prior person? Did she leave? Was she -- he or
2 she. I don't know. I mean, what is the likelihood
3 that that happens?

4 COMMISSIONER BILLIE JO UNDERWOOD: Well, I
5 would say that the way I look at a job -- Now, I --
6 I come from a private family firm. I'm a CPA -- is
7 that it doesn't -- I don't think any job is
8 guaranteed. I think it's all based on you; okay?

9 COMMISSIONER JAMES E. (JEB) BALL: That's
10 right.

11 MS. ELIZABETH PARMER: Okay.

12 COMMISSIONER BILLIE JO UNDERWOOD: And so I
13 think that people really put too much into that,
14 myself. Because if you do what you're supposed to
15 do, and if you do the right thing -- Sometimes you
16 can't control certain circumstances. But you can
17 be fired from any job.

18 You -- But most people fire themselves; okay?
19 I can't never tell you that somebody's never been
20 done wrong.

21 MS. ELIZABETH PARMER: Right.

22 COMMISSIONER BILLIE JO UNDERWOOD: But at
23 the same point in time, people generally fire
24 themselves. I'd really not like to allude to the
25 previous Clerk/Treasurer, because she was just --
26 Her -- her contract was cancelled without cause.

27 MS. ELIZABETH PARMER: Okay.

28 COMMISSIONER BILLIE JO UNDERWOOD: And I

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1 believe we were just looking for a different
2 direction.

3 COMMISSIONER JOE DAVIS, III: Okay.

4 MS. ELIZABETH PARMER: Okay.

5 COMMISSIONER BILLIE JO UNDERWOOD: Okay.

6 COMMISSIONER JAMES E. (JEB) BALL: If you
7 do the right thing, you'll be here for a long time.

8 MS. ELIZABETH PARMER: Okay.

9 COMMISSIONER JOE DAVIS, III: That's right.
10 And -- and to note, originally these contracted
11 people were on one-year contracts.

12 MR. WAYNE DYESS: Uh-huh. (Indicates
13 affirmatively.)

14 COMMISSIONER JOE DAVIS, III: And the
15 previous Commissions early on realized that that
16 was -- that was at best a revolving door --

17 MS. ELIZABETH PARMER: Right.

18 COMMISSIONER JOE DAVIS, III: -- process.
19 So it went to --

20 MS. ELIZABETH PARMER: Right. You get
21 somebody trained and --

22 COMMISSIONER JOE DAVIS, III: -- the four
23 years.

24 MS. ELIZABETH PARMER: -- they're out the
25 door.

26 COMMISSIONER JOE DAVIS, III: Yeah. It --
27 it --

28 COMMISSIONER BILLIE JO UNDERWOOD: Yeah.

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1 COMMISSIONER JOE DAVIS, III: -- went to
2 the four years, tied to the election of the
3 Commissioners.

4 COMMISSIONER BILLIE JO UNDERWOOD: And we
5 have some contract people that have been here for
6 many years.

7 COMMISSIONER JAMES E. (JEB) BALL: Sure.

8 COMMISSIONER BILLIE JO UNDERWOOD: How long
9 has Mike Howell been here? How long has --

10 MR. WAYNE DYESS: About twenty years.

11 COMMISSIONER BILLIE JO UNDERWOOD: You
12 know, so I think that, you know, I -- I really --

13 MS. ELIZABETH PARMER: Don't put so much
14 into it.

15 COMMISSIONER BILLIE JO UNDERWOOD: I
16 really --

17 MS. ELIZABETH PARMER: You know it's there,
18 but don't put so much stock into it.

19 COMMISSIONER BILLIE JO UNDERWOOD: I think
20 that people put a little too much into that. Yeah.

21 COMMISSIONER JOE DAVIS, III: Well, and one
22 of the things, too, Billie Jo is a CPA. I grew up
23 in business and run all kind of organizations,
24 banks, brokerages, colleges, all that sort of
25 stuff.

26 When we ask you a numbers question, I think we
27 ought to get a numbers answer. And if you don't
28 have it, just say we don't have it but we'll get

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1 it.

2 And so that's the way I roll. And when you
3 don't get a numbers answer, it creates some red
4 flags.

5 COMMISSIONER BILLIE JO UNDERWOOD: Okay.

6 MS. ELIZABETH PARMER: That's --

7 COMMISSIONER BILLIE JO UNDERWOOD: I'll
8 leave with one little thing, is -- And I just got
9 back from a leadership conference. They're going
10 to get sick of me in a minute, after a few days.

11 But one of the great aspects to a leader is the
12 ability to add value to people. And it's very
13 simple. How you add value to people is you value
14 people. How do you feel about that?

15 MS. ELIZABETH PARMER: I do think the
16 people that you're -- you surround yourself with
17 make you who you are, I mean, to an extent. You
18 are who you are based on your upbringing. But I do
19 think the people you surround yourself with do make
20 you a -- a better a person, or not, if you choose
21 the wrong people.

22 COMMISSIONER BILLIE JO UNDERWOOD: But the
23 biggest thing is you need to be able to add value
24 to others to exhibit great leadership. So is
25 that -- Do you agree that valuing people is how --

26 MS. ELIZABETH PARMER: Oh, absolutely.
27 Yes.

28 COMMISSIONER BILLIE JO UNDERWOOD: Okay.

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1 MS. ELIZABETH PARMER: I do think you
2 should value your people. Yes.

3 COMMISSIONER BILLIE JO UNDERWOOD: Okay.

4 MS. ELIZABETH PARMER: Yes.

5 COMMISSIONER BILLIE JO UNDERWOOD: All
6 right.

7 MS. ELIZABETH PARMER: Yes.

8 COMMISSIONER BILLIE JO UNDERWOOD: Okay.
9 Well --

10 COMMISSIONER JOE DAVIS, III: Some of the
11 best ideas can come from the folks further down --

12 MS. ELIZABETH PARMER: Correct.

13 COMMISSIONER JOE DAVIS, III: -- the line.

14 MS. ELIZABETH PARMER: Right.

15 COMMISSIONER JOE DAVIS, III: And we --
16 They need to feel comfortable in bringing things
17 forward.

18 MS. ELIZABETH PARMER: Right. And I think
19 there's ways to do that that aren't monetary.
20 Like -- you know, like I said, we've been in
21 budgets. We had to do a big month end. And I sent
22 all my people a little edible arrangement, you
23 know, one day when I -- you know, just something so
24 that they knew --

25 COMMISSIONER BILLIE JO UNDERWOOD: So
26 that --

27 MS. ELIZABETH PARMER: -- that, you know, I
28 know it's been a hard couple of weeks, but I do

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1 appreciate all the hours, you know, just little
2 things like that.

3 COMMISSIONER JOE DAVIS, III: Sure. That's
4 caring.

5 MS. ELIZABETH PARMER: And then telling
6 them when they do a good job and, you know, things
7 like that, things that I would want from -- from my
8 leader.

9 COMMISSIONER BILLIE JO UNDERWOOD: Thank
10 you.

11 COMMISSIONER JAMES E. (JEB) BALL: Thank
12 you.

13 MS. ELIZABETH PARMER: Thank y'all.

14 COMMISSIONER BILLIE JO UNDERWOOD: You're
15 fine.

16 MS. DEIDRA HANAK: Hope you feel better
17 soon.

18 MS. ELIZABETH PARMER: Thank you.

19 COMMISSION CHAIRMAN CHARLES F. (SKIP)
20 GRUBER: Thank you so very much.

21 MS. ELIZABETH PARMER: Nice to meet you.

22 COMMISSIONER JAMES E. (JEB) BALL: Nice to
23 meet you.

24 COMMISSION CHAIRMAN CHARLES F. (SKIP)
25 GRUBER: Thank you very much.

26 MS. ELIZABETH PARMER: Thank you.

27 MR. WAYNE DYESS: Pleasure to meet you.

28 MS. ELIZABETH PARMER: You, too.

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1 MS. DEIDRA HANAK: You nice to meet you.

2 MS. ELIZABETH PARMER: Thank you.

3 COMMISSION CHAIRMAN CHARLES F. (SKIP)

4 GRUBER: We're -- we're going to go ahead and take
5 a -- How long do you think going to be.

6 MS. DEIDRA HANAK: I can e-mail her real
7 quick. I know she was just asking which room it
8 was in. So --

9 COMMISSION CHAIRMAN CHARLES F. (SKIP)

10 GRUBER: Oh, she was close by?

11 MS. DEIDRA HANAK: She should be. I'll
12 e-mail her.

13 COMMISSIONER JAMES E. (JEB) BALL: We're
14 ahead.

15 MS. DEIDRA HANAK: I told --

16 COMMISSIONER BILLIE JO UNDERWOOD: Oh,
17 we're -- we're ahead of time, aren't we?

18 MS. DEIDRA HANAK: You're very ahead of
19 time. So I told her to be here at 10:00.

20 COMMISSIONER BILLIE JO UNDERWOOD: Well, we
21 can take a break. It's not her fault.

22 COMMISSIONER JAMES E. (JEB) BALL: Yeah.
23 We can't just sit here and just stay on the record.

24 COMMISSION CHAIRMAN CHARLES F. (SKIP)

25 GRUBER: Y'all want to take a break?

26 COMMISSIONER BILLIE JO UNDERWOOD: We
27 can -- we can --

28 COMMISSION CHAIRMAN CHARLES F. (SKIP)

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1 GRUBER: Let's take a break.

2 COMMISSIONER BILLIE JO UNDERWOOD: We can
3 fill out our --

4 COMMISSIONER JOE DAVIS, III: Yeah.

5 COMMISSIONER JAMES E. (JEB) BALL: Be
6 filling out our stuff, but we can take a break.

7 COMMISSIONER JOE DAVIS, III: Yeah. Take a
8 break. And then we can --

9 COMMISSION CHAIRMAN CHARLES F. (SKIP)

10 GRUBER: We'll take a break at this time.

11

12 (A recess was taken at 9:25 a.m.)

13 (The Special Meeting resumed at 9:40 a.m.)

14

15 **1-D - INTERVIEW OF CIAN HARRISON**

16 COMMISSION CHAIRMAN CHARLES F. (SKIP)

17 GRUBER: We're back in session. So --

18 COMMISSIONER JAMES E. (JEB) BALL: Thank
19 you for coming on.

20 COMMISSIONER BILLIE JO UNDERWOOD: Hey,
21 Cian.

22 MS. CIAN HARRISON: Good morning.

23 MS. DEIDRA HANAK: She is very flexible in
24 the time that she could come.

25 MS. CIAN HARRISON: Oh, yeah.

26 COMMISSIONER JAMES E. (JEB) BALL: Thank
27 you so much.

28 MS. CIAN HARRISON: Of course, absolutely.

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1 Do y'all mind if I just put my purse right back
2 here?

3 COMMISSIONER JOE DAVIS, III: Sure.

4 COMMISSIONER BILLIE JO UNDERWOOD: Sure.

5 COMMISSIONER JOE DAVIS, III: I've got mine
6 underneath.

7 MS. CIAN HARRISON: Okay.

8 COMMISSIONER JOE DAVIS, III: I really do.
9 I've got my briefcase --

10 MS. CIAN HARRISON: That's awesome.

11 COMMISSIONER BILLIE JO UNDERWOOD: A man
12 bag.

13 COMMISSIONER JOE DAVIS, III: A man bag.

14 MR. WAYNE DYESS: A man bag.

15 COMMISSIONER JOE DAVIS, III: Yeah,
16 something like that.

17 COMMISSION CHAIRMAN CHARLES F. (SKIP)
18 GRUBER: Okay. Well, Cian, thank you so very much
19 for applying for this position. And I thank you
20 for doing that, because we're looking -- we're
21 looking for the best of the best, you know, and,
22 you know, because of the importance of this. You
23 being -- knowing, I think, a little bit already,
24 how important this is to us.

25 MS. CIAN HARRISON: Absolutely. And I
26 appreciate the opportunity.

27 COMMISSION CHAIRMAN CHARLES F. (SKIP)

28 GRUBER: You know, it's --

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1 MS. CIAN HARRISON: Thank you.

2 COMMISSION CHAIRMAN CHARLES F. (SKIP)

3 GRUBER: -- the -- You know, we rely on our
4 Clerk/Treasurer to keep us in good standing. And
5 so --

6 MS. CIAN HARRISON: Of course.

7 COMMISSION CHAIRMAN CHARLES F. (SKIP)

8 GRUBER: Anyway, so I'll -- I'll let Billie Jo
9 start. She's going to start --

10 MS. CIAN HARRISON: Okay.

11 COMMISSION CHAIRMAN CHARLES F. (SKIP)

12 GRUBER: -- with the first question, and we'll go
13 from there.

14 MS. CIAN HARRISON: Absolutely.

15 COMMISSIONER BILLIE JO UNDERWOOD: My
16 questions are more behavior-based questions.

17 MS. CIAN HARRISON: Okay.

18 COMMISSIONER BILLIE JO UNDERWOOD: And
19 there's two of them.

20 MS. CIAN HARRISON: Okay.

21 COMMISSIONER BILLIE JO UNDERWOOD: And if
22 you want me to repeat the first question, because
23 it's real lengthy, that's not a problem. But the
24 first question is interpersonal skills-based.

25 I'm not really worried about the technical
26 aspects of this job more so than I am the
27 leadership capacity. Because I believe that you
28 wouldn't be here if you didn't possess the skill

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1 set.

2 MS. CIAN HARRISON: Right.

3 COMMISSIONER BILLIE JO UNDERWOOD: Okay?

4 MS. CIAN HARRISON: Right.

5 COMMISSIONER BILLIE JO UNDERWOOD: So when
6 you are assigned to work with new people, how do
7 you go about getting to know them, how they work,
8 and what their strengths and weaknesses are?

9 MS. CIAN HARRISON: So when we have new
10 individuals, I guess I probably just try to connect
11 with them. That's very important. I think without
12 the connection, you can't go any further.

13 I believe you have to not only learn about what
14 their strengths and weaknesses are within the
15 business setting, but also a little bit about
16 their -- their personal thing as well. Because I
17 think that's very important.

18 So in order to grow, I also try to open up for
19 myself and let them know a little bit about me so
20 that they feel comfortable working with me as an
21 individual.

22 Because I think that sometimes you can be a
23 little intimidating whenever you get to know each
24 other and you're new. And for them to feel
25 comfortable and to feel like they can come and
26 communicate with me would be very, very important
27 to me. If they cannot communicate with me, then
28 we're not going to make any progress.

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1 So that's really -- that's really my -- would
2 be my main focus, is that connection and
3 communication.

4 COMMISSIONER BILLIE JO UNDERWOOD: Okay.

5 MS. CIAN HARRISON: So --

6 COMMISSIONER BILLIE JO UNDERWOOD: All
7 right. The second question is a management and
8 supervisory skills --

9 MS. CIAN HARRISON: Uh-huh. (Indicates
10 affirmatively.)

11 COMMISSIONER BILLIE JO UNDERWOOD: -- based
12 question. It says: Some managers keep very a
13 close check on their departments or teams. Other
14 use a loose rein. Describe to me the level of
15 control that you prefer.

16 MS. CIAN HARRISON: So I -- I -- I believe
17 in letting your people do what they are hired to
18 do. I -- I -- We -- we look at our individuals.
19 We look at their strengths and weaknesses, again.
20 There may be some need for some additional
21 assistance along the way for some individuals.

22 But for the most part, if -- if I'm hiring or
23 if I have an individual working within my section,
24 I want to give them the -- the freedom to be able
25 to use their minds and to be able to open up and
26 see new -- I -- so I can see it from their
27 perspective, I guess is what I'm trying to say.
28 I -- Everyone is at a different level within this

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1 organization. And they're all so completely
2 important, from A to Z.

3 And so as far as the leadership and oversight
4 of what they do, you have to be sure they're doing
5 what they're supposed to be doing. I mean, you
6 can't just give them complete freedom and no
7 supervision.

8 But at the same time, I believe that you have
9 to give them the ability to use their minds and
10 to -- and -- and to learn things from their
11 perspective.

12 Because just because you may have an accounting
13 degree or you may have a CPA license doesn't mean
14 you can see it from their perspective, you know.

15 So, for me, it's always important to have
16 meetings and -- and team building times, for us to
17 be able to listen to each other and learn from
18 that.

19 Because I know from where I'm at right now,
20 Highway, Terri has been my rock. She has been here
21 for twenty-something years. She may not have an
22 accounting degree, but she --

23 COMMISSIONER BILLIE JO UNDERWOOD: Knows
24 it.

25 MS. CIAN HARRISON: -- she knows Highway.
26 She knows what's going on. She's worked from the
27 barns all the way up to where she is right now.

28 And if I have a question, I am -- come in my

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1 office. We need to discuss this. And we just
2 bounce things off of each other so that I know the
3 accounting side.

4 I may not have known the Highway side when I
5 came in. But, for me, if I can reach out and grab
6 some of that information that's she's obtained over
7 these years, it's invaluable to me.

8 So I hope I answered your question.

9 COMMISSIONER BILLIE JO UNDERWOOD: You did.

10 MS. CIAN HARRISON: Okay. I hope did.

11 COMMISSIONER BILLIE JO UNDERWOOD:

12 Because -- because I wasn't looking for a
13 technical.

14 MS. CIAN HARRISON: Okay.

15 COMMISSIONER BILLIE JO UNDERWOOD: I was
16 looking for --

17 MS. CIAN HARRISON: Okay. I mean, I hope
18 so. Because that's really how I feel about it.

19 COMMISSIONER BILLIE JO UNDERWOOD: Okay.

20 MS. CIAN HARRISON: Yes.

21 COMMISSIONER BILLIE JO UNDERWOOD: All
22 right.

23 COMMISSIONER JOE DAVIS, III: All right.
24 In your current job or in some previous job or even
25 back in your college experience, share with us,
26 have you been involved in a project or something
27 where you started it at one level and you feel real
28 good about bringing it along to accomplish things

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1 and adapt to change?

2 MS. CIAN HARRISON: So if I have a -- like
3 an actual project itself?

4 COMMISSIONER JOE DAVIS, III: Yeah. And --
5 and you could us details or not. But I'm
6 interested in how you got to the point that we
7 needed. Because I'm about what's next.

8 MS. CIAN HARRISON: Sure.

9 COMMISSIONER JOE DAVIS, III: Technology
10 and anything else.

11 MS. CIAN HARRISON: That's the way I am.

12 COMMISSIONER JOE DAVIS, III: So if you've
13 had some experiences, please share that with us.

14 MS. CIAN HARRISON: I have lots of
15 experiences, I guess.

16 COMMISSIONER JOE DAVIS, III: That's great.

17 MS. CIAN HARRISON: So one thing that I
18 always think about and I actually think about it
19 for the County is in the CPA firm that I was a part
20 of, back before I started there, everything was
21 paper. Paper was everywhere. I mean, we had rooms
22 just to store paper.

23 And we transitioned to a paperless system
24 within our CPA firm. And to do that was -- it was
25 a team effort, so it wasn't something I did
26 individually. I'm not sure if that's what you were
27 referring to --

28 COMMISSIONER JOE DAVIS, III: That was --

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1 MS. CIAN HARRISON: -- or not.

2 COMMISSIONER JOE DAVIS, III: No.

3 MS. CIAN HARRISON: Okay.

4 COMMISSIONER JOE DAVIS, III: And -- and,
5 in fact, the team part is even more important --

6 MS. CIAN HARRISON: Okay.

7 COMMISSIONER JOE DAVIS, III: -- to me.

8 MS. CIAN HARRISON: So what we had to do is
9 we had to actually go through and work. And -- and
10 we were a rather large CPA firm. I'm not sure if
11 you're familiar with Warren Averett, but --

12 COMMISSIONER JOE DAVIS, III: Yes, I am.

13 MS. CIAN HARRISON: -- like seven hundred
14 plus CPA's. I mean, we are all over the Southeast.
15 And so it took a -- a great effort.

16 So I was more one of the leadership people
17 within my -- my office and the Foley -- We had a
18 Foley office. But we had to work within teams from
19 all over the Southeast.

20 And so we would have to learn what the best
21 practices were, how to go about this to not lose
22 data, who's going to be in charge of what, what the
23 processes were, and transition from those -- all of
24 those files and papers into that paperless system.

25 But, beyond that, what even became more
26 difficult or more of a challenge, I guess I -- I
27 should say, is -- is really changing the mindset of
28 individuals who were so familiar with using paper.

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1 Because it's very hard to do that.

2 COMMISSIONER JOE DAVIS, III: That's right.

3 MS. CIAN HARRISON: I mean, there for a
4 while, we were doing both. I mean, we would -- It
5 was bad. We could have a tax return to do and we
6 would print everything and use the paper and then
7 go back and document within the electronic file.

8 COMMISSIONER JOE DAVIS, III: Y'all had to
9 run parallel for a while.

10 MS. CIAN HARRISON: You did until people
11 just really got familiar with that. And --

12 COMMISSIONER BILLIE JO UNDERWOOD: Let go.

13 MS. CIAN HARRISON: Yeah. And let go. And
14 it was a challenge. It was a huge challenge
15 actually. So -- But once we did that, it was
16 amazing to see how we all just pulled together.

17 And, I mean, it was a process. And it took a
18 very long time. But the outcome was -- was very,
19 very positive and very -- It was much more
20 efficient.

21 We also opened up offices. We could have staff
22 come in, because we didn't have paper stored in
23 there. And when it was time to find something, you
24 didn't have to go dig through paper files. I mean,
25 it just became a much more efficient organization
26 because of it. So --

27 COMMISSIONER JOE DAVIS, III: Okay.

28 Another question that --

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1 MS. CIAN HARRISON: Sure.

2 COMMISSIONER JOE DAVIS, III: -- is on my
3 plate, so into speak. And we've asked the same
4 questions of everyone.

5 MS. CIAN HARRISON: Okay.

6 COMMISSIONER JOE DAVIS, III: It has to do
7 with evaluations --

8 MS. CIAN HARRISON: Sure.

9 COMMISSIONER JOE DAVIS, III: -- and
10 personnel, and, here again, what's next and the
11 evaluation process.

12 Tell us a little bit about -- And you can
13 reference now, but even some of your other
14 experiences about --

15 MS. CIAN HARRISON: Okay.

16 COMMISSIONER JOE DAVIS, III: -- evaluating
17 personnel.

18 MS. CIAN HARRISON: Okay. I'll start with
19 the CPA firm, if it's okay, because --

20 COMMISSIONER JOE DAVIS, III: Sure.

21 MS. CIAN HARRISON: -- that was -- that was
22 a little different than what we do. I came here
23 and, you know, I kind of had to adjust a little
24 bit.

25 What we did in the CPA firm was we -- they
26 would give each partner who oversaw a group of
27 CPA's, give the partner a -- basically they would
28 review, I guess, the financials. And they would

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1 say, okay, you have five percent this year to
2 distribute within your people.

3 And they gave them the flexibility to evaluate
4 their individuals. They did it through a -- a
5 paper process to begin with, and then we went
6 electronic.

7 They had a -- an actual -- I wish I could
8 remember the name. But we -- they had a program
9 that they used that they would go in and they could
10 do this for all of their individuals and give, you
11 know, things that we can work on. They would tell
12 us things that we did great so we could learn from
13 that.

14 And then as far as our evaluation goes, then
15 our partner would have the ability to say, okay,
16 this individual, you know, they did -- they did
17 good, but they didn't go above and beyond maybe.
18 So I'm going to give them the two-and-a-half
19 percent; whereas, this individual over here, they
20 were here busting it. They were working with the
21 team. They were making processes better. And that
22 individual may have gotten seven percent.

23 So they had the flexibility, but they only got
24 a total of, say, five percent --

25 COMMISSIONER BILLIE JO UNDERWOOD: Of
26 the --

27 MS. CIAN HARRISON: -- to distribute.

28 COMMISSIONER BILLIE JO UNDERWOOD: Of the

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1 total.

2 MS. CIAN HARRISON: That's right. But they
3 could distribute that at different levels. That
4 seemed to work well. It was -- You know, of
5 course, it was still up to the partner's
6 discretion.

7 But from that point, there were a few levels of
8 review. So it wasn't that that partner made that
9 decision, and then it stopped with that partner.
10 That partner made the decision and then that
11 information went to the next level of partners.
12 Then -- then that level went even to the final
13 level.

14 And if you had someone who had two-and-a-half
15 percent versus seven percent, you really had to
16 validate that. I mean, it's not something you
17 could just say, oh, it's just because that's what I
18 decided. I mean, you had to have valid reasons for
19 that.

20 COMMISSIONER JOE DAVIS, III: It was more
21 than a popularity contest.

22 MS. CIAN HARRISON: Absolutely.
23 Absolutely. And so that's the way we did it there.
24 Here, of course, we have -- I think it's a one --
25 or -- or it's a -- maybe a three-page sheet, I
26 think it is.

27 And they go through, and it -- and it asks you
28 to comment on specific ones and -- and grade those.

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1 I do -- since I've been in the budget meetings
2 yesterday, I -- I -- I do feel like average, the
3 average Joe can get the same thing as the person
4 who's here really, really trying to make things
5 better.

6 And at -- at some point in time, it -- it makes
7 me believe that the person who's really trying is
8 just going to sink down into that average level.

9 Hopefully they don't, because I would hope that
10 they wouldn't, because that's -- that's a personal
11 thing. It's -- it's about you as a person. But I
12 can see that that could happen.

13 So I would -- I would like to see that change
14 somewhat. I'm not exactly sure what that structure
15 would be. We'd have to investigate that a little
16 bit more.

17 COMMISSIONER JOE DAVIS, III: Okay. Very
18 good.

19 MS. CIAN HARRISON: Okay.

20 COMMISSIONER JOE DAVIS, III: Thank you,
21 ma'am.

22 MS. CIAN HARRISON: Absolutely.

23 COMMISSIONER JAMES E. (JEB) BALL: I -- I
24 don't have too much of a -- of a question. Mine is
25 more of a -- just a statement. And I've -- I've
26 made the same statement to the rest of their
27 candidates.

28 And first we thank you for coming here. And

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1 you know how these -- these positions work if -- if
2 you're working with the County. You'll be leaving
3 something that's pretty secure to come into
4 something that's not so sure.

5 MS. CIAN HARRISON: Right.

6 COMMISSIONER JAMES E. (JEB) BALL: And they
7 are usually four-year contracts. But,
8 unfortunately, this -- these are three-year
9 contracts.

10 MS. CIAN HARRISON: Right.

11 COMMISSIONER JAMES E. (JEB) BALL: And I
12 just commend you for wanting to step out and be
13 willing to go from where you are now to step into
14 this position knowing the uncertainties.

15 MS. CIAN HARRISON: Absolutely.

16 COMMISSIONER JAMES E. (JEB) BALL: And --
17 and that -- that's just it. I just wanted to thank
18 you for --

19 MS. CIAN HARRISON: Well, thank you.

20 COMMISSIONER JAMES E. (JEB) BALL: --
21 taking the time and --

22 MS. CIAN HARRISON: I mean, I talked to
23 Joey about it, you know. And -- and I've sat and
24 really thought about it. And -- and I guess the
25 way I look at it is I'm going to do my best, if I'm
26 sitting at the Highway Department or if I'm sitting
27 in this position.

28 COMMISSIONER JAMES E. (JEB) BALL: Right.

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1 MS. CIAN HARRISON: I'm going to do
2 whatever it takes for me to get the job done. And
3 if -- if I'm doing something that shouldn't be done
4 a certain way, I mean, I'm all about communication.
5 Just let me know. I will do whatever I can to try
6 to fix whatever that issue is so that we can move
7 forward and make things better.

8 So, for me, it -- it was -- it was definitely
9 in my thought process. But, at the same time, I --
10 I feel very confident in -- I guess in -- in my
11 abilities, not to sound like I -- I -- I -- Because
12 I do not know everything, of course, by any means.

13 But I feel -- I guess I feel more confident in
14 just who I am as an individual, to know that I'm
15 going to -- whatever those abilities may be, I'm
16 going to learn and adapt and grow.

17 COMMISSIONER JAMES E. (JEB) BALL: That's
18 right.

19 MS. CIAN HARRISON: That's really what I'm
20 looking for. Because I came from the financial
21 world. And government is a different beast. I'm
22 learning about government. But, either way, it's
23 accounting.

24 COMMISSIONER JAMES E. (JEB) BALL: That's
25 right.

26 MS. CIAN HARRISON: And it's -- it's the
27 underlying. The statements may have different
28 names. The titles of the accounts may have

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1 different names. The people may have different
2 names. But it's all really the same thing.

3 COMMISSIONER BILLIE JO UNDERWOOD:
4 Accounting.

5 MS. CIAN HARRISON: That's exactly right.
6 So I -- I believe it's more about I know where to
7 go and look. I know where to go and ask questions.
8 I know where to go find the information.

9 But it's more about me being able to build the
10 confidence and trust of the team that we have here
11 at the County to be able to say this is the
12 direction that we need to be heading and how do we
13 get there? That's really what I'm looking for. So
14 if I can't make it better, I don't want to be a
15 part of it.

16 COMMISSIONER JAMES E. (JEB) BALL: Thanks,
17 Cian.

18 MS. CIAN HARRISON: That's --

19 COMMISSIONER JOE DAVIS, III: Thank you
20 very much.

21 MS. CIAN HARRISON: That's where I'm at.

22 COMMISSIONER JOE DAVIS, III: That's --
23 that's wonderful.

24 MS. CIAN HARRISON: So --

25 COMMISSION CHAIRMAN CHARLES F. (SKIP)

26 GRUBER: Cian, you know --

27 MS. CIAN HARRISON: Yeah.

28 COMMISSION CHAIRMAN CHARLES F. (SKIP)

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1 GRUBER: -- you know already that, you know, there
2 is a difference between public --

3 MS. CIAN HARRISON: Absolutely.

4 COMMISSION CHAIRMAN CHARLES F. (SKIP)

5 GRUBER: -- accounting and governmental accounting.

6 MS. CIAN HARRISON: Right.

7 COMMISSION CHAIRMAN CHARLES F. (SKIP)

8 GRUBER: I mean, it doesn't -- it doesn't sound
9 like it. But, you know, everything we do is
10 regulated by state legislation or whatever or -- or
11 rules that we have to follow, you know. And you
12 can do certain things in the private sector, but
13 you'd better not do it here. It's the same way
14 with municipality versus --

15 COMMISSIONER JOE DAVIS, III: That's
16 exactly right.

17 COMMISSION CHAIRMAN CHARLES F. (SKIP)

18 GRUBER: -- versus government. It's a
19 completely -- it's -- it's different. Every level
20 has a different thing.

21 MS. CIAN HARRISON: Absolutely.

22 COMMISSION CHAIRMAN CHARLES F. (SKIP)

23 GRUBER: And I think you understand that now. And,
24 you know, it's -- it's very important to us. And
25 Baldwin County is very proud of its record, you
26 know.

27 MS. CIAN HARRISON: Oh, you should be.

28 COMMISSION CHAIRMAN CHARLES F. (SKIP)

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1 GRUBER: And we have --

2 MS. CIAN HARRISON: It's got a great
3 record.

4 COMMISSION CHAIRMAN CHARLES F. (SKIP)

5 GRUBER: You know, we have not had any findings,
6 you know, knock on wood or whatever, you know.
7 But --

8 MS. CIAN HARRISON: I'll knock with you.

9 COMMISSION CHAIRMAN CHARLES F. (SKIP)

10 GRUBER: But, you know, -- you know, the -- the --
11 it's -- it's very important for us because --

12 MS. CIAN HARRISON: Right.

13 COMMISSION CHAIRMAN CHARLES F. (SKIP)

14 GRUBER: -- that is part of our rating, our
15 everything of what we can -- what we can look
16 for --

17 MS. CIAN HARRISON: Right.

18 COMMISSION CHAIRMAN CHARLES F. (SKIP)

19 GRUBER: -- in the future for our bonding or --

20 MS. CIAN HARRISON: Sure.

21 COMMISSION CHAIRMAN CHARLES F. (SKIP)

22 GRUBER: -- whatever we have to do. Because if we
23 start getting a bunch of findings and everything
24 else, you know, our credibility goes down the
25 tubes.

26 MS. CIAN HARRISON: That's right.

27 COMMISSION CHAIRMAN CHARLES F. (SKIP)

28 GRUBER: And I don't want that to --

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1 MS. CIAN HARRISON: That's right.

2 COMMISSION CHAIRMAN CHARLES F. (SKIP)

3 GRUBER: -- to ever happen, you know. At one time,
4 it was -- it was bad, you know. The County -- the
5 County wasn't -- wasn't worth a whole lot.

6 MS. CIAN HARRISON: Uh-huh. (Indicates
7 affirmatively.)

8 COMMISSION CHAIRMAN CHARLES F. (SKIP)

9 GRUBER: And it's changed. And I want to keep it
10 that way.

11 MS. CIAN HARRISON: Right.

12 COMMISSION CHAIRMAN CHARLES F. (SKIP)

13 GRUBER: And -- But, like I say, I do thank you for
14 your, you know, being able -- willing to step
15 forward. And I think you realize now, you know,
16 what the difference is.

17 MS. CIAN HARRISON: Oh, yes. I do.

18 COMMISSION CHAIRMAN CHARLES F. (SKIP)

19 GRUBER: And --

20 MS. CIAN HARRISON: It's -- it's funny.

21 COMMISSION CHAIRMAN CHARLES F. (SKIP)

22 GRUBER: And --

23 MS. CIAN HARRISON: I still sometimes feel
24 like I'm drinking through a -- I guess, as Joey
25 calls it, a fire hydrant, I think is what he says,
26 or a water -- a firehose or --

27 COMMISSIONER JOE DAVIS, III: A firehose.

28 MS. CIAN HARRISON: -- something. Yeah.

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1 COMMISSIONER JOE DAVIS, III: We do that,
2 too, ourselves.

3 MS. CIAN HARRISON: And -- Because
4 sometimes I'm just like, okay, wait. Hold up.
5 We've got to slow down for a second and let me
6 figure out where we're headed. But it -- it -- it
7 is very different. And --

8 COMMISSION CHAIRMAN CHARLES F. (SKIP)
9 GRUBER: And it's trying, you know. I mean,
10 there's a -- there's a lot to it. And there's a
11 lot to keep up with.

12 MS. CIAN HARRISON: Uh-huh. (Indicates
13 affirmatively.)

14 COMMISSION CHAIRMAN CHARLES F. (SKIP)
15 GRUBER: You know, it's -- You know, and you've
16 seen the Highway Department. When you get into
17 this, I mean, it's -- We've got probably maybe
18 seventy-something checking accounts.

19 MS. CIAN HARRISON: Oh, yeah. I've heard.

20 COMMISSION CHAIRMAN CHARLES F. (SKIP)

21 GRUBER: Yeah. I mean, but -- I mean, it's -- but
22 it's --

23 MS. CIAN HARRISON: Yeah.

24 COMMISSION CHAIRMAN CHARLES F. (SKIP)

25 GRUBER: -- so much, you know.

26 MS. CIAN HARRISON: Yes.

27 COMMISSION CHAIRMAN CHARLES F. (SKIP)

28 GRUBER: And, you know, and I think it's -- you

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1 know, it's -- it's just something that, you know,
2 that's the way we were created, and that's the
3 way --

4 MS. CIAN HARRISON: Sure.

5 COMMISSION CHAIRMAN CHARLES F. (SKIP)

6 GRUBER: -- we have to do business.

7 MS. CIAN HARRISON: Sure.

8 COMMISSION CHAIRMAN CHARLES F. (SKIP)

9 GRUBER: And I -- you know, and I want to -- I want
10 to keep it that way.

11 MS. CIAN HARRISON: Sure. Absolutely.

12 I -- I agree a hundred percent.

13 COMMISSION CHAIRMAN CHARLES F. (SKIP)

14 GRUBER: Yeah.

15 MS. CIAN HARRISON: I just -- I would like
16 to say a little something, if that's okay.

17 COMMISSION CHAIRMAN CHARLES F. (SKIP)

18 GRUBER: Okay. Yeah. Please do.

19 MS. CIAN HARRISON: Because I think it's
20 funny when people hear CPA, you know, they think of
21 this is a person that goes and sits behind the desk
22 and just does tax work or audit work.

23 COMMISSIONER BILLIE JO UNDERWOOD: I hope
24 not.

25 MS. CIAN HARRISON: I hope not, too.
26 But -- but I do think that that happens at times.
27 And I -- I want to explain a little bit about what
28 I did for the firm as -- as part of my duties.

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1 COMMISSION CHAIRMAN CHARLES F. (SKIP)

2 GRUBER: Yes.

3 MS. CIAN HARRISON: We had a -- we have
4 a -- a -- we had lots of different avenues for
5 accounting. And there are lots of different
6 avenues.

7 But one of the areas that I -- I really worked
8 in and I am very passionate about is called
9 outsourcing CFO and controller services. And that
10 is an area that I -- I -- I've worked in
11 wholeheartedly.

12 I was the main person in the Foley office that
13 would be sent out to companies to slide in as the
14 CFO or slide in as the controller position to help
15 transition an accounting system, to help implement
16 policies and procedures, to review their accounting
17 system to help find efficiencies in their
18 accounting systems. I would work with the CEO and
19 the COO to help better their organization.

20 That was something that I absolutely loved
21 about this profession. And it was so awesome,
22 because you got to see so many different companies
23 and how they came from the ground up and what made
24 them tick and -- and what made them what they are
25 today.

26 And that was really -- I did taxes. I mostly
27 did those company's taxes. So I would go in, work
28 with those companies. And I had -- I had everyone

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1 from small physician offices to large physician
2 offices to very large pharmaceutical companies to
3 multi -- multimillion dollar insurance agencies.

4 And I would -- I would go in and help them,
5 everything from payroll to accounts payable to
6 anything they needed within the accounting world.
7 And -- and that's just something I'm very
8 passionate about.

9 Like I said, if I can't help you make it
10 better, I don't need to be a part of it. So if I
11 could go in and see that there were deficiencies or
12 things that we could help in, and if I didn't have
13 the answer, I would go find the answer. So that's
14 a lot of what I did within the CPA world.

15 The other thing that I would do is I had --
16 Our -- our top client for our firm in that area was
17 this large insurance company. And our job was to
18 keep their books clean, to have audit documentation
19 available, and to provide it to the auditors for
20 the audit to be sure that they got a clean audit.
21 And I would spend several hours every single day to
22 be sure that that happened for this one company.

23 So I just wanted you to see it from that
24 perspective, because it's not -- my background is
25 not just about the tax side of it or anything like
26 that. I -- I really love -- Joey says I'm crazy.

27 I'm sorry to keep referencing him, but he's --
28 he thinks I'm -- I'm out of my mind, because I love

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1 to sit behind a spreadsheet and go through it and
2 dig through it and find what we need to do. But --

3 COMMISSIONER BILLIE JO UNDERWOOD: That
4 means I am, too.

5 MS. CIAN HARRISON: Yeah. But that --
6 that's -- that's what makes me happy. So --

7 COMMISSIONER JAMES E. (JEB) BALL: Thank
8 you for your passion.

9 MS. CIAN HARRISON: Yes.

10 COMMISSIONER JOE DAVIS, III: That's
11 exactly right. Because it's obvious.

12 MS. CIAN HARRISON: Well, thank you.

13 COMMISSIONER JOE DAVIS, III: It's obvious.

14 MS. CIAN HARRISON: Yeah.

15 COMMISSIONER BILLIE JO UNDERWOOD: Well,
16 it's -- it's obvious. But, you know, an aspect of
17 a great leader is the ability to add value to
18 people. And how do you add value to people? It's
19 just simply valuing people.

20 MS. CIAN HARRISON: Uh-huh. (Indicates
21 affirmatively.)

22 COMMISSIONER BILLIE JO UNDERWOOD: And it
23 sounds like to me that you have a good grasp on
24 that. And so I appreciate that. And then your
25 ability to want to grow, that's --

26 MS. CIAN HARRISON: Yeah.

27 COMMISSIONER BILLIE JO UNDERWOOD: -- that
28 really means a lot.

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1 MS. CIAN HARRISON: If we don't grow, we
2 are going to no longer exist.

3 COMMISSIONER BILLIE JO UNDERWOOD: Right.

4 MS. CIAN HARRISON: So we have to --

5 COMMISSIONER JOE DAVIS, III: That's right.

6 MS. CIAN HARRISON: -- look to the future
7 and see how to better things.

8 COMMISSIONER JOE DAVIS, III: What's next?

9 MS. CIAN HARRISON: That's right. I am so
10 excited about Tyler Technologies. I'm just telling
11 you right now. I cannot wait. I am -- What it's
12 going to do for the Highway Department alone is
13 going to be amazing. And so --

14 COMMISSIONER JOE DAVIS, III: There you go.
15 Great to hear.

16 COMMISSIONER BILLIE JO UNDERWOOD: And the
17 rest of the world.

18 MS. CIAN HARRISON: Yeah. I am very, very
19 excited.

20 COMMISSIONER BILLIE JO UNDERWOOD: Yeah.

21 MS. CIAN HARRISON: Yeah. So, yes. So
22 thank you so very much --

23 COMMISSIONER JOE DAVIS, III: Thank you,
24 Cian.

25 MS. CIAN HARRISON: -- for your time. I
26 really appreciate it. And I -- I just pray that
27 you guys can make the right decision for the
28 County, whatever that may be.

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1 COMMISSIONER JAMES E. (JEB) BALL: Yes.

2 COMMISSIONER BILLIE JO UNDERWOOD: Because
3 it'll affect you either way.

4 MS. CIAN HARRISON: That's -- that's right.
5 That is exactly right. Yes. Absolutely. Are
6 y'all -- are you finished with me?

7 COMMISSIONER JAMES E. (JEB) BALL: We're
8 good.

9 MS. CIAN HARRISON: Okay. Thank you.

10 COMMISSIONER JOE DAVIS, III: We're good.

11 MS. CIAN HARRISON: That was pretty
12 painless; right?

13 COMMISSIONER JAMES E. (JEB) BALL: Yeah.
14 That's right.

15 COMMISSION CHAIRMAN CHARLES F. (SKIP)
16 GRUBER: We try to make it that way.

17 MS. CIAN HARRISON: That's right. So do
18 you -- do you know when you'll be making the
19 decision?

20 COMMISSIONER JAMES E. (JEB) BALL: Today.
21 Today.

22 MS. CIAN HARRISON: Today? Oh, wow. Okay.

23 COMMISSIONER JAMES E. (JEB) BALL: Yeah.
24 Thank you.

25 COMMISSIONER BILLIE JO UNDERWOOD: Thank
26 you so much.

27 COMMISSIONER CHARLES F. (SKIP) GRUBER:
28 Thank you so very much.

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1 MS. CIAN HARRISON: Thank you so much.

2 COMMISSIONER JOE DAVIS, III: Thank you
3 kindly.

4 MS. DEIDRA HANAK: Good to see you.

5 COMMISSION CHAIRMAN CHARLES F. (SKIP)

6 GRUBER: All right.

7 COMMISSIONER BILLIE JO UNDERWOOD: That's
8 my Roll Tide glass.

9 COMMISSIONER JOE DAVIS, III: There you go.
10 Okay.

11

12 **1-E - SELECTION OF A CANDIDATE FOR THE APPOINTED**

13 **POSITION OF CLERK/TREASURER**

14 COMMISSION CHAIRMAN CHARLES F. (SKIP)

15 GRUBER: That concludes the -- all the applicants
16 that we had applied and that we have chosen to
17 interview. So -- She can come in.

18 MR. WAYNE DYESS: I think it's Suzie from
19 Pensacola.

20 COMMISSION CHAIRMAN CHARLES F. (SKIP)

21 GRUBER: All right. So then I guess at this time
22 then what we will do, we will -- All right. We'll
23 get --

24 COMMISSIONER JAMES E. (JEB) BALL: We'll do
25 the --

26 COMMISSION CHAIRMAN CHARLES F. (SKIP)

27 GRUBER: Do you want to do the whiteboard again?
28 And if -- Deidra, if you will be so kind to --

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1 MS. DEIDRA HANAK: My area of expertise.

2 COMMISSION CHAIRMAN CHARLES F. (SKIP)

3 GRUBER: -- do what, you know -- And if you'll put
4 the candidates down. And we'll give the numbers,
5 and we'll go from that. And if there's anybody
6 that wants to discuss numbers on it --

7 MS. DEIDRA HANAK: Who was the third one?

8 COMMISSION CHAIRMAN CHARLES F. (SKIP)

9 GRUBER: Elizabeth. Yeah.

10 MS. DEIDRA HANAK: Do y'all need a few
11 minutes to calculate all your stuff?

12 COMMISSIONER BILLIE JO UNDERWOOD: Yeah.

13 COMMISSIONER JOE DAVIS, III: I'm ready, if
14 my math is right. I hope it is.

15 COMMISSIONER BILLIE JO UNDERWOOD: Go ahead
16 and do theirs. I'm still adding. Because I -- I
17 just -- I did something wrong.

18 COMMISSIONER JAMES E. (JEB) BALL: Here.
19 I'll just hand it. I mean, do we -- do we need to
20 call them out, or can we just hand you like that
21 and --

22 MS. DEIDRA HANAK: Yeah.

23 COMMISSIONER JOE DAVIS, III: Oh, yeah.
24 Let me do that. Let me make sure I've got --

25 COMMISSIONER JAMES E. (JEB) BALL: I just
26 made it simple.

27 COMMISSIONER JOE DAVIS, III: Here.

28 MS. DEIDRA HANAK: I like simple.

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1 COMMISSION CHAIRMAN CHARLES F. (SKIP)

2 GRUBER: I don't have -- I don't have that sheet.

3 COMMISSIONER JAMES E. (JEB) BALL: It's on
4 your -- it's on this right here, sir.

5 COMMISSIONER CHARLES F. (SKIP) GRUBER: Oh,
6 okay. Okay. Okay. Okay.

7 COMMISSIONER BILLIE JO UNDERWOOD: Okay.

8 COMMISSIONER JOE DAVIS, III: Let's see.

9 COMMISSIONER BILLIE JO UNDERWOOD: I sure
10 hope I added it right. You would think I'd know
11 how to do that. I've been distracted lately from
12 my regular occupation.

13 COMMISSIONER JOE DAVIS, III: Tell me about
14 it. Oops.

15 COMMISSIONER BILLIE JO UNDERWOOD: You
16 know, somebody -- Well, we're in an open meeting.

17 MS. DEIDRA HANAK: If I get this right --
18 Sometimes my skills aren't very good.

19 COMMISSIONER JOE DAVIS: Do we keep these
20 or --

21 COMMISSION MEMBER JEB BALL: We give them
22 to Deidra.

23 COMMISSIONER JOE DAVIS, III: Yeah. That's
24 what I thought. Okay.

25 MS. DEIDRA HANAK: It's Cian.

26 COMMISSION CHAIRMAN CHARLES F. (SKIP)

27 GRUBER: Okay.

28 MS. DEIDRA HANAK: I'm going to have to

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1 start writing prettier.

2 COMMISSIONER BILLIE JO UNDERWOOD: I can
3 read it.

4 COMMISSION CHAIRMAN CHARLES F. (SKIP)

5 GRUBER: Okay. So, you know, if y'all want to
6 discuss it anymore -- but it looks like, you know,
7 that Cian is, you know, the -- by far. I think
8 she's the -- she's the choice of what we'd like to
9 see. And I think she -- I think that listening to
10 her, she was --

11 COMMISSIONER BILLIE JO UNDERWOOD: She blew
12 me away.

13 COMMISSION CHAIRMAN CHARLES F. (SKIP)

14 GRUBER: She's -- she's got a lot to offer for this
15 County. She's impressive.

16 And, you know, and I know my numbers are a
17 little bit -- you know, I don't give fives for --
18 for much, you know. So, yeah. But, anyway, I'm
19 looking forward to, you know, her.

20 If y'all vote -- if we want to go ahead and --
21 and vote for that, you know, that's up to y'all,
22 you know. But, you know, so -- or if y'all want to
23 go back and re-interview some more -- like, you
24 know, whatever y'all want to do.

25 MS. DEIDRA HANAK: So if -- if Cian is the
26 one that y'all want, we need to decide on a salary.

27 COMMISSION CHAIRMAN CHARLES F. (SKIP)

28 GRUBER: Uh-huh. (Indicates affirmatively.)

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1 MS. DEIDRA HANAK: -- as well.

2 COMMISSION CHAIRMAN CHARLES F. (SKIP)

3 GRUBER: Uh-huh. (Indicates affirmatively.)

4 COMMISSIONER JOE DAVIS, III: Well, let
5 me --

6 COMMISSION CHAIRMAN CHARLES F. (SKIP)

7 GRUBER: Yeah. We need to decide.

8 COMMISSIONER JOE DAVIS, III: Mr. Chairman,
9 let me ask you something. At some point -- And I
10 may be confusing it with something else. But at
11 some point, we talked about what the numbers would
12 be if we threw out the high and the low and took
13 the average of the two. Is that something that
14 would materially impact our result or not?

15 COMMISSION CHAIRMAN CHARLES F. (SKIP)

16 GRUBER: I -- I don't know if you want to throw the
17 low numbers out and see what that looks like.

18 COMMISSIONER BILLIE JO UNDERWOOD: I think
19 it would come the same.

20 COMMISSION CHAIRMAN CHARLES F. (SKIP)

21 GRUBER: It think it -- Looking at it --

22 COMMISSIONER BILLIE JO UNDERWOOD: I'm
23 looking at it right now.

24 COMMISSIONER CHARLES F. (SKIP) GRUBER: --
25 it would come the same, I think.

26 COMMISSIONER BILLIE JO UNDERWOOD: I mean,
27 as far as the -- It might not be the exact same
28 variation, but I think it would be -- Because I'm

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1 looking at the high/low because it's -- it's easy
2 to do. Because Karmin and Cian are both the top.
3 And, well, I don't know. Go ahead and do it. Do
4 the high/low.

5 MS. DEIDRA HANAK: I thought we were
6 talking about salary.

7 COMMISSIONER JAMES E. (JEB) BALL: No. No.
8 No.

9 MS. DEIDRA HANAK: Oh, okay. So the
10 highest of the scores for her and then -- that's
11 the highest, and the low and then the average of
12 those?

13 COMMISSIONER JAMES E. (JEB) BALL: The
14 average of the other ones as well; right?

15 COMMISSIONER JOE DAVIS, III: Uh-huh.
16 (Indicates affirmatively.)

17 MR. WAYNE DYESS: Yeah. Just add those two
18 together. The high -- the middle -- midrange.

19 COMMISSION CHAIRMAN CHARLES F. (SKIP)
20 GRUBER: Two numbers.

21 MS. DEIDRA HANAK: Oh, okay.

22 COMMISSION CHAIRMAN CHARLES F. (SKIP)

23 GRUBER: So, I mean, you know --

24 MS. DEIDRA HANAK: So that would be --

25 COMMISSIONER JOE DAVIS, III: 78, 75.

26 MS. DEIDRA HANAK: 75.

27 COMMISSIONER JAMES E. (JEB) BALL: That 75
28 is --

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1 MR. WAYNE DYESS: Add together.

2 COMMISSIONER JAMES E. (JEB) BALL: 75.

3 COMMISSIONER JOE DAVIS, III: The total of
4 those.

5 MS. DEIDRA HANAK: I don't think I was in
6 this part last time when y'all did it. I'm sorry.

7 COMMISSIONER BILLIE JO UNDERWOOD: I don't
8 remember.

9 COMMISSION CHAIRMAN CHARLES F. (SKIP)

10 GRUBER: That's 75.

11 COMMISSIONER JOE DAVIS, III: Yeah. When
12 we throw out the high number and the low number --

13 COMMISSION CHAIRMAN CHARLES F. (SKIP)

14 GRUBER: It still comes in the same.

15 COMMISSIONER JOE DAVIS, III: -- it's
16 probably going to come out the same way. But it --

17 COMMISSION CHAIRMAN CHARLES F. (SKIP)

18 GRUBER: It does come out the same thing.

19 COMMISSIONER JOE DAVIS, III: It would be a
20 consistent way of --

21 COMMISSION CHAIRMAN CHARLES F. (SKIP)

22 GRUBER: Yeah.

23 COMMISSIONER JAMES E. (JEB) BALL: My -- my
24 concern is, is do we -- do we want to lose her in
25 Highway? That's my concern, that she's so good
26 at -- at that department. And Joey is willing to
27 let her go, but it's going to be a blow to him.

28 COMMISSION CHAIRMAN CHARLES F. (SKIP)

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1 GRUBER: Well, the only thing, you know, looking at
2 the thing, you know, that this -- that'll open the
3 job for somebody else, you know. I mean -- I mean,
4 she's willing to do this. And, I mean --

5 COMMISSIONER BILLIE JO UNDERWOOD: I --
6 I'm -- I did not look at technical skills on
7 anybody. I didn't look at the fact that they
8 worked for the County or that they worked for a
9 private. I looked at their leadership and their
10 interview. And that was where my difference came
11 in. And that's solely on me.

12 I really didn't know any of them. I have known
13 Cian a long time, but I've -- I -- I talked to her
14 more sitting here than I ever have in my life.

15 So there was no -- you know, as far as I -- I
16 left it open. And that's just where I'm at. And
17 mine's based solely on interview. So I don't know
18 if anybody else wants to share their thoughts.

19 I -- I feel like that we're in a position right
20 now where that I knew we had someone that -- from
21 Highway that we could work with that transition.
22 Because we do -- We were working fine without a
23 Clerk/Treasurer right now as far as functioning.
24 So I think that that would be something we could
25 work with.

26 Now, I think that we had some excellent outside
27 people come in to interview. And it's very -- It's
28 not an easy decision. It's not an easy decision.

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1 COMMISSIONER JOE DAVIS, III: Yeah.

2 COMMISSIONER JAMES E. (JEB) BALL: Well,
3 do -- do we -- What do we do? Do we vote on this?

4 COMMISSION CHAIRMAN CHARLES F. (SKIP)

5 GRUBER: Yeah. We'll have to vote. Yes. Now, you
6 know, if we have to -- If that's what we want to
7 do, if we want to offer Cian the position, I think
8 that's something we need to make a -- a motion to
9 offer her that position. So --

10 COMMISSIONER JOE DAVIS, III: If she's
11 chosen, then what's the process to get Joey a
12 person in her place? How does that work?

13 MS. DEIDRA HANAK: So we -- we'll just post
14 the position for him. And I'm sure that he will be
15 willing to work with y'all in the transition and
16 when to transition or if we need to wait until we
17 hire someone so she could help him.

18 COMMISSIONER JOE DAVIS, III: Who is the
19 we? Who hires them?

20 COMMISSION CHAIRMAN CHARLES F. (SKIP)

21 GRUBER: Who hires them? Joey does.

22 MS. DEIDRA HANAK: Joey.

23 COMMISSION CHAIRMAN CHARLES F. (SKIP)

24 GRUBER: Joey is -- handles that. Joey. And
25 that's his --

26 COMMISSIONER BILLIE JO UNDERWOOD: And --
27 and we could give him two weeks. That --

28 COMMISSION CHAIRMAN CHARLES F. (SKIP)

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1 GRUBER: Yeah.

2 COMMISSIONER BILLIE JO UNDERWOOD: --
3 wouldn't be a problem.

4 COMMISSION CHAIRMAN CHARLES F. (SKIP)

5 GRUBER: Yeah.

6 COMMISSIONER BILLIE JO UNDERWOOD: Or
7 even --

8 COMMISSION CHAIRMAN CHARLES F. (SKIP)

9 GRUBER: I mean, we -- Right now, we've got the --

10 COMMISSIONER BILLIE JO UNDERWOOD: We could
11 start October 1.

12 COMMISSION CHAIRMAN CHARLES F. (SKIP)

13 GRUBER: We've got the bases covered. If you want
14 to wait, if we would like to wait until this
15 person --

16 COMMISSIONER BILLIE JO UNDERWOOD: October
17 1.

18 COMMISSION CHAIRMAN CHARLES F. (SKIP)

19 GRUBER: -- is hired and then make that
20 transition -- Because right now it's -- it's
21 covered. We've got an interim handling it. You
22 know, Donna is handling it, if y'all want to wait.
23 And when there's -- a replacement is hired -- I
24 mean, it'll -- it'll probably be, what, four weeks,
25 a month?

26 MS. DEIDRA HANAK: Yeah. It's a two-week
27 to post and then depending on --

28 COMMISSION CHAIRMAN CHARLES F. (SKIP)

BALDWIN COUNTY COMMISSION SPECIAL MEETING
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1 GRUBER: The interviews.

2 MS. DEIDRA HANAK: -- interviews and when
3 the meetings fall --

4 COMMISSION CHAIRMAN CHARLES F. (SKIP)

5 GRUBER: Yeah.

6 MS. DEIDRA HANAK: -- it's -- we could
7 possibly have someone in there by October 1st.

8 COMMISSION CHAIRMAN CHARLES F. (SKIP)

9 GRUBER: Yeah.

10 MS. DEIDRA HANAK: But that's -- that's --
11 and that's all dependent on the applicant --

12 COMMISSION CHAIRMAN CHARLES F. (SKIP)

13 GRUBER: Yep.

14 MS. DEIDRA HANAK: -- and their notice at
15 their work.

16 COMMISSION CHAIRMAN CHARLES F. (SKIP)

17 GRUBER: Yeah.

18 COMMISSIONER BILLIE JO UNDERWOOD: I think
19 anybody that we hire is really sitting in a good
20 position, because we have a great interim, you
21 know.

22 MS. DEIDRA HANAK: Oh, yeah. Absolutely.

23 COMMISSIONER BILLIE JO UNDERWOOD: So --

24 COMMISSION CHAIRMAN CHARLES F. (SKIP)

25 GRUBER: Okay.

26 COMMISSIONER BILLIE JO UNDERWOOD: Well, do
27 you need a dollar amount, or we need to vote --

28 COMMISSION CHAIRMAN CHARLES F. (SKIP)

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1 GRUBER: We --

2 COMMISSIONER BILLIE JO UNDERWOOD: -- on
3 the person first?

4 COMMISSION CHAIRMAN CHARLES F. (SKIP)

5 GRUBER: First. Yeah. And we need to find out and
6 see what -- and what we need to find out is what
7 their salary will be, too, you know.

8 COMMISSIONER BILLIE JO UNDERWOOD: Okay.
9 She did put a -- a minimum requirement in there.

10 COMMISSION CHAIRMAN CHARLES F. (SKIP)

11 GRUBER: What was her --

12 MS. DEIDRA HANAK: It was one twelve
13 (\$112,000).

14 COMMISSIONER BILLIE JO UNDERWOOD: One
15 twelve (\$112,000). One twelve (\$112,000).

16 COMMISSION CHAIRMAN CHARLES F. (SKIP)

17 GRUBER: Huh?

18 COMMISSIONER BILLIE JO UNDERWOOD: One
19 twelve (\$112,000), something. Some oddball figure.

20 COMMISSION CHAIRMAN CHARLES F. (SKIP)

21 GRUBER: Yeah.

22 MS. DEIDRA HANAK: Like one twelve
23 (\$112,000) fine.

24 COMMISSION CHAIRMAN CHARLES F. (SKIP)

25 GRUBER: Well, that's -- lines up with, you know --
26 I think that lines up with what we --

27 COMMISSIONER BILLIE JO UNDERWOOD: It does.

28 COMMISSION CHAIRMAN CHARLES F. (SKIP)

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1 GRUBER: You know, so --

2 COMMISSIONER BILLIE JO UNDERWOOD: It --
3 well, it's exactly half of what the scale is, one
4 hundred (\$100,000) to one twenty-five (\$125,000).

5 COMMISSION CHAIRMAN CHARLES F. (SKIP)

6 GRUBER: Okay.

7 COMMISSIONER BILLIE JO UNDERWOOD: So, I
8 mean, we could offer her more or less. It's
9 whatever we --

10 COMMISSION CHAIRMAN CHARLES F. (SKIP)

11 GRUBER: Right.

12 COMMISSIONER BILLIE JO UNDERWOOD: -- want
13 to do. She --

14 COMMISSION CHAIRMAN CHARLES F. (SKIP)

15 GRUBER: I think -- Well, we -- if we start out
16 with this, you know, the -- if we do a one twelve
17 (\$112,000), you know, her asking price, you know.
18 And, plus, you know, it's midrange. So --

19 COMMISSIONER BILLIE JO UNDERWOOD: I
20 wouldn't have a problem with that.

21 COMMISSION CHAIRMAN CHARLES F. (SKIP)

22 GRUBER: Yeah. So -- Okay. Are y'all ready to
23 make a motion on this?

24 COMMISSIONER JOE DAVIS, III: Is that one
25 twelve, five (\$112,500) or one twelve (\$112,000)?

26 MS. DEIDRA HANAK: Well, I heard one twelve
27 (\$112,000). She had one twelve, five (\$112,500).

28 COMMISSIONER BILLIE JO UNDERWOOD: One

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1 twelve, five (\$112,500).

2 COMMISSION CHAIRMAN CHARLES F. (SKIP)

3 GRUBER: One twelve, five (\$112,500). Is that what
4 she had?

5 COMMISSIONER JOE DAVIS, III: Yeah.

6 COMMISSION CHAIRMAN CHARLES F. (SKIP)

7 GRUBER: Okay.

8 COMMISSIONER JOE DAVIS, III: That's what
9 she had.

10 COMMISSION CHAIRMAN CHARLES F. (SKIP)

11 GRUBER: Put it at -- put it at what she had.

12 MS. DEIDRA HANAK: All right.

13 COMMISSION CHAIRMAN CHARLES F. (SKIP)

14 GRUBER: Okay.

15 COMMISSIONER JOE DAVIS, III: Well, if I
16 could, I -- My numbers are lower than others. And
17 that's just difference in styles and such. But --

18 COMMISSIONER BILLIE JO UNDERWOOD: Well,
19 Skip's are, too. So --

20 COMMISSIONER JOE DAVIS, III: Pardon?

21 COMMISSIONER BILLIE JO UNDERWOOD: I mean,
22 Skip's are kind of lower, too.

23 COMMISSIONER JOE DAVIS, III: Well, I can't
24 explain his. I'm trying to explain mine.

25 COMMISSIONER BILLIE JO UNDERWOOD: Yeah.

26 COMMISSIONER JOE DAVIS, III: Because I
27 don't know many fives. I'll be honest with you.

28 COMMISSION CHAIRMAN CHARLES F. (SKIP)

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1 GRUBER: That's just my --

2 COMMISSIONER JOE DAVIS, III: I mean,
3 that's just my -- My personal thing is if you're
4 that good, why are you still here? Because you
5 could be, you know, running AT&T or something.

6 But I don't mean that disrespectful of our
7 folks. But when you get into evaluations and you
8 get into those kinds of things -- Maybe I'm a
9 harder grader than some. But I've been around this
10 block several times from several vantage points.
11 So I'm not apologizing for my scores. But I just
12 felt like I needed to say that.

13 COMMISSION CHAIRMAN CHARLES F. (SKIP)

14 GRUBER: Well, my -- my scores are what they are,
15 and it's what I felt, you know, that --

16 COMMISSIONER JOE DAVIS, III: That's me.

17 COMMISSION CHAIRMAN CHARLES F. (SKIP)

18 GRUBER: -- what the, you know, person came across
19 to me, to what I -- my -- my thinking is.

20 COMMISSIONER JOE DAVIS, III: Yeah.

21 COMMISSION CHAIRMAN CHARLES F. (SKIP)

22 GRUBER: And if you can look, you know, it's not
23 far out from what everybody else is. That's
24 what -- I think we were all pretty well --

25 COMMISSIONER JOE DAVIS, III: Yeah.

26 COMMISSIONER BILLIE JO UNDERWOOD: Well, I
27 think --

28 COMMISSION CHAIRMAN CHARLES F. (SKIP)

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1 GRUBER: -- on the -- on the same --

2 COMMISSIONER BILLIE JO UNDERWOOD: -- we
3 had four very good candidates.

4 COMMISSION CHAIRMAN CHARLES F. (SKIP)

5 GRUBER: We did.

6 COMMISSIONER JOE DAVIS, III: Oh, no
7 question. I don't think we could go wrong --

8 COMMISSION CHAIRMAN CHARLES F. (SKIP)

9 GRUBER: I don't think we could --

10 COMMISSIONER JOE DAVIS, III: -- with any
11 of them.

12 COMMISSION CHAIRMAN CHARLES F. (SKIP)

13 GRUBER: -- have done anything, you know.

14 COMMISSIONER JOE DAVIS, III: Right.

15 COMMISSION CHAIRMAN CHARLES F. (SKIP)

16 GRUBER: And -- and I will say one other thing, you
17 know. The -- the candidate that we had -- the
18 other candidate that -- that applied, if you look
19 at what her e-mail says, it said once she seen what
20 was in the audit and how complicated it was, she
21 didn't want it, you know. She didn't feel that she
22 could -- she could handle. I mean, and that was --
23 that was fantastic right there.

24 COMMISSIONER JOE DAVIS, III: That --
25 that's a good, honest assessment --

26 COMMISSIONER BILLIE JO UNDERWOOD: It was
27 honorable.

28 COMMISSIONER JOE DAVIS, III: -- a

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1 self-evaluation.

2 COMMISSION CHAIRMAN CHARLES F. (SKIP)

3 GRUBER: A self-evaluation.

4 COMMISSIONER JOE DAVIS, III: That's right.

5 COMMISSION CHAIRMAN CHARLES F. (SKIP)

6 GRUBER: So, I mean, you know, so I think all the
7 candidates were -- were -- were great.

8 COMMISSIONER JOE DAVIS, III: Sure.

9 COMMISSIONER BILLIE JO UNDERWOOD: Well,
10 I'll say one more thing. I think that from moving
11 forward, this is a leadership position. And that
12 was what we were -- what I was looking for. I
13 can't say what other people were looking for. And
14 I think everybody was qualified that --

15 COMMISSION CHAIRMAN CHARLES F. (SKIP)

16 GRUBER: Uh-huh. (Indicates affirmatively.)

17 COMMISSIONER BILLIE JO UNDERWOOD: -- that
18 applied.

19 COMMISSION CHAIRMAN CHARLES F. (SKIP)

20 GRUBER: Well, the thing about it, she will
21 still -- she will still be part of the team, you
22 know. She'll still be -- And -- and she can be
23 there for Joey for a while.

24 I mean, you know, it's not -- it's not the --
25 You know, I know he's -- he's got this thing. But,
26 you know, any of these other people that, you know,
27 would want to could go in and apply for that job
28 and, you know --

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1 COMMISSIONER JOE DAVIS, III: That's right.

2 COMMISSION CHAIRMAN CHARLES F. (SKIP)

3 GRUBER: -- and be a good candidate for him. I
4 mean, so, you know, I mean, we've got to look --
5 what we're looking at is what's good for the whole
6 Commission, you know, as far as --

7 COMMISSIONER JOE DAVIS, III: That's right.

8 COMMISSION CHAIRMAN CHARLES F. (SKIP)

9 GRUBER: -- you know, all the way around.

10 COMMISSIONER JOE DAVIS, III: That's right.

11 COMMISSION CHAIRMAN CHARLES F. (SKIP)

12 GRUBER: To my -- that's my opinion, you know.

13 So --

14 COMMISSIONER JOE DAVIS, III: And the great
15 part is, someone referenced it's not like we're in
16 a lurch. In other words, Donna is doing the --

17 COMMISSION CHAIRMAN CHARLES F. (SKIP)

18 GRUBER: Donna is --

19 COMMISSIONER JOE DAVIS, III: -- job now.
20 And accounting on the Highway side is being --
21 being dealt with well. So we're not in -- we're
22 not in a pinch.

23 COMMISSION CHAIRMAN CHARLES F. (SKIP)

24 GRUBER: No, we're not in a pinch. It's not like
25 that -- that it was vacant and there's nothing else
26 going, you know, that we've got to have it, you
27 know, we've got to fill that position today. So --
28 But so okay. Before we leave, let's see. Do we

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1 want to go ahead and appoint --

2 COMMISSIONER BILLIE JO UNDERWOOD: We --

3 COMMISSIONER JAMES E. (JEB) BALL: We never
4 voted on it this. I mean, she's -- she's the
5 one --

6 COMMISSIONER BILLIE JO UNDERWOOD: We never
7 voted on it. It's just based on the highest
8 scores.

9 COMMISSION CHAIRMAN CHARLES F. (SKIP)
10 GRUBER: Well, we can still have to vote on it.

11 COMMISSIONER JAMES E. (JEB) BALL: Well, we
12 vote on that at the meeting, at the --

13 COMMISSION CHAIRMAN CHARLES F. (SKIP)
14 GRUBER: This is the meeting. This is a
15 special-meeting called for this purpose.

16 COMMISSIONER JAMES E. (JEB) BALL: I know.
17 But we've never voted on candidates.

18 COMMISSIONER BILLIE JO UNDERWOOD: Like
19 make a --

20 COMMISSIONER JAMES E. (JEB) BALL: We've
21 never --

22 COMMISSIONER BILLIE JO UNDERWOOD: Like
23 make a --

24 COMMISSION CHAIRMAN CHARLES F. (SKIP)
25 GRUBER: Well, we still have to --

26 COMMISSIONER BILLIE JO UNDERWOOD: -- a
27 motion and a second that -- We never did that, did
28 we?

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1 COMMISSIONER JAMES E. (JEB) BALL: We've
2 never done that.

3 COMMISSION CHAIRMAN CHARLES F. (SKIP)

4 GRUBER: Well, we -- Before -- Well --

5 COMMISSIONER JAMES E. (JEB) BALL: When
6 we --

7 COMMISSION CHAIRMAN CHARLES F. (SKIP)

8 GRUBER: Okay. All right. We just --

9 MS. DEIDRA HANAK: So this is --

10 COMMISSION CHAIRMAN CHARLES F. (SKIP)

11 GRUBER: This is ridiculous.

12 COMMISSIONER BILLIE JO UNDERWOOD: Did we
13 do a motion and a second?

14 COMMISSION CHAIRMAN CHARLES F. (SKIP)

15 GRUBER: Yeah. Yeah, we did.

16 COMMISSIONER BILLIE JO UNDERWOOD: I
17 didn't --

18 COMMISSION CHAIRMAN CHARLES F. (SKIP)

19 GRUBER: We offered the -- we offered them the --
20 we offered them the positions. Yes, we did.

21 COMMISSIONER BILLIE JO UNDERWOOD: Well,
22 then if that's what's necessary, then, you know,
23 I'll make a motion.

24 COMMISSIONER JOE DAVIS, III: This action
25 is two out of ten, the contract people.

26 COMMISSION CHAIRMAN CHARLES F. (SKIP)

27 GRUBER: We -- we make a -- we make a motion to
28 offer this position to -- We're not giving them the

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1 job today. We're just --

2 COMMISSIONER BILLIE JO UNDERWOOD: We're
3 making a motion to offer.

4 COMMISSION CHAIRMAN CHARLES F. (SKIP)

5 GRUBER: -- making a motion to offer them --

6 COMMISSIONER BILLIE JO UNDERWOOD: Okay.

7 COMMISSION CHAIRMAN CHARLES F. (SKIP)

8 GRUBER: -- this position.

9 COMMISSIONER BILLIE JO UNDERWOOD: I make a
10 motion to offer this position to Cian Harrison at a
11 hundred and twelve, five (\$112,500).

12 COMMISSION CHAIRMAN CHARLES F. (SKIP)

13 GRUBER: Okay. I've got a motion made by
14 Commissioner Underwood to offer Cian Harrison the
15 position as Clerk/Treasurer for a price of one
16 thousand, one hundred and -- one --

17 COMMISSIONER BILLIE JO UNDERWOOD: One
18 twelve (\$112,000).

19 COMMISSION CHAIRMAN CHARLES F. (SKIP)

20 GRUBER: -- a hundred and twelve thousand and five
21 hundred dollars (\$112,500).

22 COMMISSIONER JAMES E. (JEB) BALL: Second.

23 COMMISSION CHAIRMAN CHARLES F. (SKIP)

24 GRUBER: Do I hear a second? Seconded by
25 Commissioner Ball.

26 COMMISSIONER JOE DAVIS, III: Did you
27 second?

28 COMMISSIONER JAMES E. (JEB) BALL: I

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1 seconded.

2 COMMISSION CHAIRMAN CHARLES F. (SKIP)

3 GRUBER: Okay. All right. Any further discussion?

4 (No response.)

5 COMMISSION CHAIRMAN CHARLES F. (SKIP)

6 GRUBER: If not, all in favor, signify by saying
7 aye.

8 (Most Commissioners say "aye" in unison.)

9 COMMISSIONER JAMES E. (JEB) BALL: No.

10 COMMISSION CHAIRMAN CHARLES F. (SKIP)

11 GRUBER: Okay. Okay.

12 COMMISSIONER JAMES E. (JEB) BALL: For the
13 record, I'm a no.

14 COMMISSION CHAIRMAN CHARLES F. (SKIP)

15 GRUBER: Let the record show that Commissioner --
16 Commissioner Ball voted no. Okay. All right.

17

18 **4 - PUBLIC COMMENT**

19 COMMISSION CHAIRMAN CHARLES F. (SKIP)

20 GRUBER: So all right. Let's see. What else is
21 next? There's no public.

22

23 **5 - PRESS QUESTIONS**

24 COMMISSION CHAIRMAN CHARLES F. (SKIP)

25 GRUBER: No press.

26

27 **6 - COMMISSIONER COMMENTS**

28 COMMISSION CHAIRMAN CHARLES F. (SKIP)

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1 GRUBER: Commission comments. Any comments from
2 the Commissioners?

3 COMMISSIONER BILLIE JO UNDERWOOD: Thank
4 y'all.

5 COMMISSIONER JOE DAVIS, III: No.

6 COMMISSION CHAIRMAN CHARLES F. (SKIP)

7 GRUBER: Commissioner Davis?

8 COMMISSIONER JOE DAVIS, III: No.

9 COMMISSION CHAIRMAN CHARLES F. (SKIP)

10 GRUBER: Commissioner Ball?

11 COMMISSIONER JAMES E. (JEB) BALL: I don't
12 have any.

13 COMMISSION CHAIRMAN CHARLES F. (SKIP)

14 GRUBER: I'd just like to thank everyone for, you
15 know, being here today and then -- and going
16 through this process of what we accomplished. And
17 so, again, thank all the ones that were -- were
18 participating.

19

20 **7 - ADJOURNMENT**

21 COMMISSION CHAIRMAN CHARLES F. (SKIP)

22 GRUBER: And, with that being said, do I hear a
23 motion that we adjourn?

24 COMMISSIONER JAMES E. (JEB) BALL: I make
25 that motion.

26 COMMISSION CHAIRMAN CHARLES F. (SKIP)

27 GRUBER: I've got a motion made --

28 COMMISSIONER JOE DAVIS, III: Second.

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1 COMMISSION CHAIRMAN CHARLES F. (SKIP)

2 GRUBER: -- by Commissioner Ball. Do I hear a
3 second?

4 COMMISSIONER JOE DAVIS, III: Second.

5 COMMISSION CHAIRMAN CHARLES F. (SKIP)

6 GRUBER: Seconded by Commissioner Davis. Any other
7 discussion?

8 (No response.)

9 COMMISSION CHAIRMAN CHARLES F. (SKIP)

10 GRUBER: If not, all in favor, signify by saying
11 aye.

12 (Commissioners say "aye" in unison.)

13 COMMISSION CHAIRMAN CHARLES F. (SKIP)

14 GRUBER: We are adjourned at 10:28. Thank y'all
15 very much for your attention.

16

17 (The Baldwin County Commission Special meeting was
18 adjourned at 10:28 a.m.)

19

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Brian J. Underwood

C E R T I F I C A T E

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

**BALDWIN COUNTY COMMISSION SPECIAL MEETING
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\$	3			
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COUNTY COMMISSION

BALDWIN COUNTY
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MEMBERS
DISTRICT 1. JAMES E. BALL
2. JOE DAVIS, III
3. BILLIE JO UNDERWOOD
4. CHARLES F. GRUBER

August 13, 2019

Mr. Wayne Dyess
County Administrator
Baldwin County Commission
312 Courthouse Square, Suite 12
Bay Minette, Alabama 36507

Dear Mr. Dyess:

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 a Special Meeting of the Baldwin County Commission for the date/time/place as follows:

Thursday, August 29, 2019

8:15 a.m.


Baldwin County Administration Building
County Commission Chambers or Conference Room
322 Courthouse Square
Bay Minette, Alabama 36507

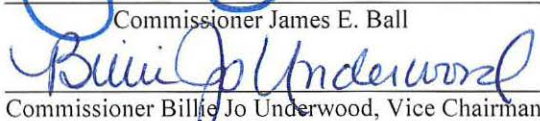
The purpose for the special meeting is to:

- [1] Interview and choose a candidate for the appointed position of Clerk/Treasurer.
- [2] Confirm, ratify and approve the appointment of Inspectors and Election Officials, including, but not limited to, one returning Officer and three Managers for the Special School Tax Elections (District 7 (Am. 382) School Tax District in Baldwin County (Spanish Fort), Alabama, and District 9 (Am. 382) School Tax District in Baldwin County (Fairhope), Alabama) on September 17, 2019 – Board of Education.
- [2] In addition, the County Commission will take any other action deemed necessary related to the September 17, 2019, Special School Tax Elections and consider and/or authorize any other actions necessary to conduct County business.

Please make the necessary arrangements for the conduct of the Special Meeting.

Sincerely,



Commissioner James E. Ball


Commissioner Billie Jo Underwood, Vice Chairman



Commissioner Joe Davis, III


Commissioner Charles F. Gruber, Chairman