

PROCEEDINGS HELD BEFORE THE
BALDWIN COUNTY COMMISSION
(Special Work Session)
Tuesday, November 12, 2019

The following proceedings were held on this
the 12th day of November, 2019, at the Baldwin
County Central Annex, Conference Room, 22251
Palmer Street, Robertsdale, Alabama, before Susan
C. Andrews, Certified Court Reporter Number 287.

A P P E A R A N C E**COUNTY COMMISSIONERS PRESENT:**

Billie Jo Underwood, Chairman

Charles F. (Skip) Gruber

James E. (Jeb) Ball

Joe Davis, III

ALSO PRESENT:

Wayne Dyess, County Administrator,

Administration Department

Deidra Hanak, Director, Personnel Department

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

I N D E X

Welcome By the Chairman.....	4
Invocation.....	4
Pledge of Allegiance.....	4
1 - Interview and Choose a Candidate For the Appointed Position of County Building Official.....	5
1-A - Interview of Steven (Erik) Cortinas.....	9
1-B - Interview of Lance Jones.....	30
1-C - Interview of Paul Eric Butler.....	45
1-D - Interview of Edward Lowe.....	60
1-E - Interview of Eddie Harper.....	77
1-F - Interview of Mark Savasta.....	97
1-G - Interview of Brandan Franklin.....	117
2 - Adjournment.....	168

P R O C E E D I N G S**WELCOME BY THE CHAIRMAN**

COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

Okay. We're all here. Let's call this meeting to order -- It's 10:49 a.m. -- the Baldwin County Special Work Session meeting agenda.

COMMISSIONER JAMES E. (JEB) BALL: Who do want to do the prayer and the Pledge?

COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
How about you do the prayer and Joe do the Pledge?

COMMISSIONER JOE DAVIS III: Thank you.

COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
You're welcome.

INVOCATION

COMMISSIONER JAMES E. (JEB) BALL: Bow with me, please.

(Commissioner James E. (Jeb) Ball led in prayer.)

PLEDGE OF ALLEGIANCE

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

(The Pledge of Allegiance was recited.)

1 - INTERVIEW AND CHOOSE A CANDIDATE FOR THE APPOINTED**POSITION OF COUNTY BUILDING OFFICIAL**

COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

Okay. You wanted to say something?

MS. DEIDRA HANAK: Yes. So we have the one candidate that is from Houston.

COMMISSIONER JAMES E. (JEB) BALL: Uh-huh.
(Indicates affirmatively.)

MS. DEIDRA HANAK: And he was in town and was supposed to fly home yesterday, but he changed this flight and his rental car. And he asked if we reimburse him the difference, which is about \$329.

COMMISSIONER JAMES E. (JEB) BALL: Well, why'd he do that?

MS. DEIDRA HANAK: So he could be here today.

COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
It wasn't a requirement for him to be here in person. He just happened to be in town already. So he didn't make the trip to come for the interview; is that correct?

MS. DEIDRA HANAK: Correct. I think it was just a different --

COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
That's just a different -- well, I mean, usually those are discussed ahead of time, so I don't think that we would be obligated to be that, would be my -- I know that we shouldn't make a formal -- I

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 mean, that could be a request that --

2 COMMISSIONER JAMES E. (JEB) BALL: That's
3 going to have to be a request, I think, if I'm not
4 mistaken. We --

5 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
6 That would have to be a request that --

7 COMMISSIONER JAMES E. (JEB) BALL: --
8 could --

9 COMMISSION CHAIRMAN BILLIE JO
10 UNDERWOOD: -- comes before --

11 COMMISSIONER JAMES E. (JEB) BALL: -- put
12 on something, and we have to vote on it?

13 MS. DEIDRA HANAK: Well, I would be --

14 COMMISSIONER CHARLES F. (SKIP) GRUBER: In
15 the past --

16 MS. DEIDRA HANAK: I would put it on next
17 week's agenda.

18 COMMISSIONER CHARLES F. (SKIP) GRUBER: --
19 they have done -- they have paid -- people like
20 that, they have paid their -- their thing to come
21 here. I mean --

22 COMMISSIONER JOE DAVIS, III: In this case,
23 we're not paying the flight. We're just paying the
24 difference.

25 COMMISSIONER CHARLES F. (SKIP) GRUBER:
26 We're just paying the difference.

27 MS. DEIDRA HANAK: We're just paying the
28 difference in changing.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSIONER CHARLES F. (SKIP) GRUBER: I
2 mean, in the past, we've paid it. I mean, you
3 know --

4 MS. DEIDRA HANAK: And it's --

5 COMMISSIONER JOE DAVIS, III: What was --

6 MS. DEIDRA HANAK: -- offered --

7 COMMISSIONER JOE DAVIS III: Excuse me.

8 What was communicated to all our applicants,
9 whether they were out of town or not?

10 MS. DEIDRA HANAK: Well, he was the only
11 one that was out of town.

12 COMMISSIONER JOE DAVIS, III: Okay.

13 MS. DEIDRA HANAK: And he just asked if we
14 would be willing to. And so I had to bring it -- I
15 was going to bring it up in the work session, but
16 everything was moving so fast, so I just thought I
17 would wait until -- until this.

18 But y'all can think about it. And if y'all
19 decide even towards the end that y'all want to do
20 that, then I can put it on next week's meeting.

21 COMMISSIONER JOE DAVIS, III: I guess my
22 question was if he was the only one out of town,
23 out of the county, what was told about coming to
24 this interview? Was he told anything about
25 reimbursement or anything like that?

26 MS. DEIDRA HANAK: No, sir. He just --

27 COMMISSIONER JOE DAVIS, III: It was not --

28 MS. DEIDRA HANAK: -- asked.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSIONER JOE DAVIS, III: -- addressed
2 at all?

3 MS. DEIDRA HANAK: Yeah.

4 COMMISSIONER JOE DAVIS, III: Okay. So it
5 wasn't on the front end. He just asked?

6 MS. DEIDRA HANAK: Originally, he asked if
7 he could be interviewed on Friday. And -- and I
8 told him that was not -- we were not able to do
9 that. We have the open meetings act, you know, and
10 we already had it advertised.

11 COMMISSIONER JOE DAVIS, III: Advertised.
12 Okay. And he was in the area, so this -- so he
13 stayed over for the interview.

14 MS. DEIDRA HANAK: Correct.

15 COMMISSIONER JOE DAVIS, III: It's a little
16 different than us paying his full fair from Houston
17 or wherever.

18 MS. DEIDRA HANAK: I'll let you talk about
19 that, and I will bring in Mr. Cortinas.

20 COMMISSIONER JAMES E. (JEB) BALL: So -- so
21 we're basically going to be running 30 minutes
22 behind, 30 minutes behind on every one of them?

23 MS. DEIDRA HANAK: (Indicates
24 affirmatively.) Have to get it zipped up.

25 COMMISSIONER JAMES E. (JEB) BALL: Okay.
26 Not too bad.

27 MS. DEIDRA HANAK: Unless we get it zipped
28 up quick. We might be able to catch up.

1-A - INTERVIEW OF STEVEN (ERIK) CORTINAS

MS. DEIDRA HANAK: This is Mr. Erik Cortinas.

COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
Good morning.

MS. DEIDRA HANAK: Commissioner Underwood.

COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
Billie Jo Underwood.

COMMISSIONER CHARLES F. (SKIP) GRUBER:
Good morning.

COMMISSIONER JOE DAVIS, III: Joe Davis.
Good to see you, sir.

COMMISSIONER JAMES E. (JEB) BALL: Jeb Ball.

COMMISSIONER CHARLES F. (SKIP) GRUBER:
Good morning.

COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
Thank you, Erik, for coming today.

MR. STEVEN (ERIK) CORTINAS: Thank you for allowing me to.

COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
Actually, I think we will just start down -- I have one question for each person today.

Would y'all like me to ask my question first and then y'all follow me, go down the line?

COMMISSIONER JOE DAVIS, III: I've got one, maybe two.

COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 But first we want to let you tell us a little bit
2 about yourself.

3 MR. STEVEN (ERIK) CORTINAS: Sure.

4 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
5 Maybe about five minutes.

6 MR. STEVEN (ERIK) CORTINAS: Sure, I'm Erik
7 Cortinas. I am the Building Official for the City
8 of Fairhope. I have actually been in that position
9 twice. I was in that position from 2000 to 2005.
10 And then I worked -- went to work in private
11 industry, and came back in 2012. I've been there
12 since.

13 One of the things -- work that I did when I was
14 in private industry, I built a couple condos in
15 Orange Beach, and then I was a contraction quality
16 control manager for the Navy at the Pensacola Naval
17 Air Station.

18 If you work military construction, they require
19 that position certification from the Corps of
20 Engineers. And I was the QC manager for the
21 National Flight Academy project, which is adjacent
22 to the museum. And I did the hanger extension and
23 the housing for Airforce personnel.

24 And, you know, from -- from my side, it was
25 good for me, professionally, because it gave me an
26 opportunity to kind of sit on the other side of the
27 table.

28 Up to that point, with what I did, I'd been an

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 engineer inspector. I'd been, you know, kind of
2 over site. And it gave me a chance to actually
3 understand what the contractors go through, kind of
4 gave me some empathy for -- for what they deal
5 with.

6 So it was -- it was great for my professional
7 development. And it, I think, prepared me better
8 for when I was -- when I came back to the position.

9 I -- I can sit and talk to a contractor or sit
10 and talk to a citizen. And I've been in their
11 shoes. And that -- it's something that has been
12 invaluable to me.

13 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
14 Okay. I'll just start out by pretty much -- people
15 that were selected were -- had the basic
16 qualifications.

17 MR. STEVEN (ERIK) CORTINAS: Yes, ma'am.

18 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
19 So I'm not going to go over any that kind of stuff.

20 MR. STEVEN (ERIK) CORTINAS: Sure.

21 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
22 My question is a behavior-based question.

23 MR. STEVEN (ERIK) CORTINAS: Okay.

24 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
25 And it's if you were to leave your current position
26 today, is someone ready to take your place? And,
27 if not, how are you preparing someone; and, if so,
28 what process did you use to get someone ready?

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. STEVEN (ERIK) CORTINAS: To get someone
2 ready? I do have someone that can step in. They
3 do not have all of the certifications that I have,
4 but I have a tendency to try to work with people
5 and -- and try to show them the things that happen.

6 Fairhope is kind of a unique situation. For
7 years, we didn't have an engineering department.
8 So, over the years, as a lot of new ordinances were
9 written, they were deferred to the Building
10 Official.

11 So I'm not just, you know, responsible for
12 building. I -- I administer the right-of-way
13 ordinance. I administer all the environment
14 protection ordinances. We have a wetlands
15 ordinance. We have a red clay and staining soil
16 ordinance.

17 I was the one -- I know the -- the City is one
18 of the municipalities that imposes impact fees.
19 And so I drafted the impact fee ordinance and dealt
20 with the consultants through that process.

21 You know, I handle the dangerous building, the
22 condemnations. And so there's a lot of things that
23 go into the job in Fairhope that are maybe a little
24 different than other cities.

25 You know, the Building Official is the chief
26 code enforcement person for the City. So those
27 ordinances had a tendency to kind of fall to the
28 Building Official. So you've got to kind of be,

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 you know, a quasi expert in a lot of different
2 things.

3 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

4 So are you saying that if you were to leave your
5 current position, there is someone in place? They
6 could handle it? They just don't have the
7 specific -- all the certifications? Which, now,
8 you have more certifications than are particularly
9 necessary for this particular job.

10 MR. STEVEN (ERIK) CORTINAS: Yes, ma'am.

11 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
12 Okay.

13 MR. STEVEN (ERIK) CORTINAS: There are
14 other people that can step in. Like now we have an
15 engineering department. So right-of-ways will
16 probably go to the engineering department, which is
17 where it probably should be.

18 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
19 And have you helped them, or is it -- Was it your
20 process or not your process to helped them get to
21 that point?

22 MR. STEVEN (ERIK) CORTINAS: Yes, ma'am, it
23 was. I'm -- I'm the one who brought it up.

24 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
25 Okay.

26 MR. STEVEN (ERIK) CORTINAS: And I worked
27 with our new department heads. And so we have --
28 between all of those responsibilities -- It may be

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 different departments, but we have someone that can
2 step in and handle those things --

3 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

4 Okay.

5 MR. STEVEN (ERIK) CORTINAS: -- if I were
6 to leave.

7 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

8 All right. Thank you.

9 COMMISSIONER JOE DAVIS, III: Very good.
10 If I could. Share with me an example of a project
11 or a program that you've had a part in making
12 better. And it could have been something you did
13 last week, but it also could have been something at
14 your first job. So tell us a little bit about a
15 project -- And you really -- it makes you proud to
16 be a part of it --

17 MR. STEVEN (ERIK) CORTINAS: Sure.

18 COMMISSIONER JOE DAVIS, III: -- large or
19 small.

20 MR. STEVEN (ERIK) CORTINAS: Sure. You
21 know, there are -- I would -- I would tend to go
22 more towards since I've been there since 2012,
23 because I have specific experience in terms of
24 getting out there and actually building the
25 buildings --

26 COMMISSIONER JOE DAVIS, III: Uh-huh.

27 (Indicates affirmatively.)

28 MR. STEVEN (ERIK) CORTINAS: -- that I did

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 not necessarily have before I did a lot of heavy
2 commercial construction. And one of them was
3 working with Vince Booth, when we did his mixed use
4 downtown on the Objects Building.

5 There was issues that came up on -- on code
6 reviews. And I was able to look at it and help him
7 find alternative ways to accomplish what we wanted
8 to accomplish. It might not have been the method
9 he was originally thinking.

10 COMMISSIONER JOE DAVIS, III: Uh-huh.
11 (Indicates affirmatively.)

12 MR. STEVEN (ERIK) CORTINAS: But being, you
13 know -- having done the work and seen it, I had a
14 perspective on ways I could give advise. You know,
15 I think that's something a lot of inspectors don't
16 really want to do --

17 COMMISSIONER JOE DAVIS, III: Uh-huh.
18 (Indicates affirmatively.)

19 MR. STEVEN (ERIK) CORTINAS: -- but if
20 you -- if you can do it and you can enforce the
21 rules at the same time, I -- I think that that's a
22 responsibility. You know, you're -- you're the
23 City's expert. And you should be able to help
24 guide them in a way to help them accomplish what
25 they need.

26 COMMISSIONER JOE DAVIS, III: Sounds like
27 you try to figure out a way to say yes rather than
28 just say no. Is that --

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. STEVEN (ERIK) CORTINAS: Sure.

2 COMMISSIONER JOE DAVIS, III: -- a correct
3 statement?

4 MR. STEVEN (ERIK) CORTINAS: You know, yes,
5 sir. I've spent a lot of time in Fairhope kind of
6 pulling people across the finish line.

7 You have, you know -- a lot of code -- code
8 officials kind of will push with you a code book.
9 It -- it's a whole lot better circumstance and a
10 better relationship if you take the extra time to
11 kind of convince them this is why we have to do it.
12 Let me help you find a way to meet these
13 requirements. And that's something that it's, you
14 know -- it -- it's something that I think I have a
15 responsibility to do.

16 COMMISSIONER JOE DAVIS, III: One -- one
17 last question, pretty broad brush, but what do you
18 see is next in technology --

19 MR. STEVEN (ERIK) CORTINAS: Okay.

20 COMMISSIONER JOE DAVIS, III: -- in your
21 arena that will be able to enable you to move
22 Baldwin County forward as we grow?

23 MR. STEVEN (ERIK) CORTINAS: Sure. I know
24 of departments that have started using drone
25 technology.

26 COMMISSIONER JOE DAVIS, III: Uh-huh.
27 (Indicates affirmatively.)

28 MR. STEVEN (ERIK) CORTINAS: That's

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 something that you could look at. There are --
2 there are applications where that would be
3 appropriate. There are some where it would not be,
4 because you get into privacy issue when you're
5 flying a drone over a group of houses. But there
6 are things you can use that for to be able to
7 verify that things are done correctly.

8 I know other departments that are also using
9 remote inspections. Some of them are doing it by
10 video, if it's something that's minor, something
11 that needs to be looked at quickly instead someone
12 having to wait 24 hours to get an inspector back
13 out there.

14 There are -- there are ways that you could look
15 at doing remote inspections, if you have a
16 situation where you are so busy that you're
17 delaying projects.

18 COMMISSIONER JOE DAVIS, III: Uh-huh.
19 (Indicates affirmatively.)

20 MR. STEVEN (ERIK) CORTINAS: Having been a
21 contractor, delays are money.

22 COMMISSIONER JOE DAVIS, III: Sure they
23 are.

24 MR. STEVEN (ERIK) CORTINAS: And I know
25 that we're not supposed to necessarily take that
26 into account, but that also doesn't mean we should
27 disregard it. Because these are expensive
28 projects. These are things that --

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSIONER JOE DAVIS, III: Sure.

2 MR. STEVEN (ERIK) CORTINAS: -- they need
3 to do. And having been a contractor, when you see
4 work going on, I see paychecks. I see families
5 being able to pay their mortgage. I see kids being
6 able to go to school.

7 So as long as it's done in a manner that --
8 that follows the rules and protects the safely, I
9 think that's something that should be considered.
10 I don't think it should govern a decision, but I
11 think it should be considered.

12 COMMISSIONER JOE DAVIS, III: Thank you
13 very much.

14 MR. STEVEN (ERIK) CORTINAS: Yes, sir.

15 COMMISSIONER JOE DAVIS, III: Thank you.

16 COMMISSIONER JAMES E. (JEB) BALL: The only
17 thing that I always add to -- to all this is just
18 that, you know, I always thank you for coming and
19 taking the time to interview and --

20 MR. STEVEN (ERIK) CORTINAS: Yes, sir.

21 COMMISSIONER JAMES E. (JEB) BALL: -- are
22 also willing to want to do this job. It's unique,
23 unlike any other jobs, same description --

24 MR. STEVEN (ERIK) CORTINAS: Uh-huh.
25 (Indicates affirmatively.)

26 COMMISSIONER JAMES E. (JEB) BALL: -- but
27 the format that's laid out for your employment is a
28 little bit different, because it's what's called a

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 contract.

2 MR. STEVEN (ERIK) CORTINAS: Yes, sir.

3 COMMISSIONER JAMES E. (JEB) BALL: Of
4 course, if you know, the guy you're replacing, he's
5 retiring.

6 MR. STEVEN (ERIK) CORTINAS: Right.

7 COMMISSIONER JAMES E. (JEB) BALL: So he's
8 been here quite a while. And it worked well for
9 him. But I just always like to let the people know
10 that's interviewing, that, you know, we're already
11 a year into our term. We've got three more years.
12 And I don't know if any of us will be sitting here
13 in three more years. And if you get the job,
14 the -- the other Commission that comes in could
15 terminate your employment --

16 MR. STEVEN (ERIK) CORTINAS: Right.

17 COMMISSIONER JAMES E. (JEB) BALL: -- if
18 they see fit, with no cause or with cause. And I
19 just didn't know how your feelings were. You
20 wouldn't be here today interviewing if you have
21 hesitation --

22 MR. STEVEN (ERIK) CORTINAS: Sure.

23 COMMISSIONER JAMES E. (JEB) BALL: -- for
24 that, I wouldn't believe.

25 MR. STEVEN (ERIK) CORTINAS: Well, I'm not
26 going to say that it's not something that I've not
27 thought about. But, at the -- at the same time,
28 right now, pretty much all of us serve at the

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 pleasure of the mayor.

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

3 MR. STEVEN (ERIK) CORTINAS: And we could
4 be terminated at any time, depending on the
5 circumstances.

6 I -- I know Mike. I actually was working at
7 Fairhope when Mike originally got the job. And I
8 know he's been here, you know, a good bit.

9 And Frank Santa Cruz, who was here before him,
10 Frank actually was part of the reason I got into
11 code enforcement. I went and sat with Frank when I
12 spent ten years as an engineering inspector for a
13 firm.

14 And I asked him, how do you go about the
15 process of doing this? And Frank was very much a
16 mentor to me. He guided me through the process and
17 helped me.

18 And I know Frank was here 15, 20 years before
19 that. So I know you don't have a history of
20 replacing this position, but that doesn't mean it
21 can't happen. And -- and I understand that.

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

24 MR. STEVEN (ERIK) CORTINAS: Yes, sir.

25 COMMISSIONER CHARLES F. (SKIP) GRUBER: The
26 question, I know you're -- I don't know -- you
27 don't -- have dealt with a lot. You know, we've
28 got the Coastal Management Program.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. STEVEN (ERIK) CORTINAS: Yes, sir.

2 COMMISSIONER CHARLES F. (SKIP) GRUBER: You
3 know, with the -- and it's very important to us.

4 Because we have to work the Fish and Wildlife. And
5 Fish and Wildlife is a different bread of animals.

6 MR. STEVEN (ERIK) CORTINAS: I understand.

7 COMMISSIONER CHARLES F. (SKIP) GRUBER: I
8 don't know if you've had any chance to work with
9 them.

10 MR. STEVEN (ERIK) CORTINAS: I have. I
11 have.

12 COMMISSIONER CHARLES F. (SKIP) GRUBER:
13 But, you know, they -- they're are very flip-flop.
14 You know, and they kind of will make decision and
15 drop on it. And then they'll say, oh, no, I
16 mean -- this is a program that -- but we have to
17 have it.

18 MR. STEVEN (ERIK) CORTINAS: Right.

19 COMMISSIONER CHARLES F. (SKIP) GRUBER: You
20 know, because, you know -- And we get paid to do
21 it. So, you know, so we accept it.

22 But that is a program, you know, that is very,
23 very important to us. And, you know, all the
24 changes that we make just -- You know, I didn't
25 know how you felt, you know, about that.

26 Because it -- it's a -- it's a big -- it's a
27 great big thing. And I know you haven't had
28 experience working with the coastal stuff with --

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. STEVEN (ERIK) CORTINAS: Well,
2 actually --

3 COMMISSIONER CHARLES F. (SKIP) GRUBER: --
4 with, you know, the City of Fairhope. I know you
5 didn't. But I know probably when you was dealing
6 with the project with the -- the project at the
7 Wharf, that was a little different, you know. But
8 it still didn't consist, you know, of the offsets,
9 the CCL line and all that other stuff, you know,
10 that --

11 MR. STEVEN (ERIK) CORTINAS: Right.

12 COMMISSIONER CHARLES F. (SKIP) GRUBER: --
13 that -- that's required to maintain.

14 MR. STEVEN (ERIK) CORTINAS: Yes, sir.
15 Well, you know, Fairhope has both coastal and river
16 flood zones. So I deal -- all of that stuff down
17 by the bay is coastal flood zone.

18 COMMISSIONER CHARLES F. (SKIP) GRUBER: But
19 it's not -- it's -- you don't have a CCL line like
20 Fort Morgan does.

21 MR. STEVEN (ERIK) CORTINAS: Right.

22 COMMISSIONER CHARLES F. (SKIP) GRUBER: I
23 mean, you've got the beach dunes and all. It's --
24 it's a complete -- plus you're dealing with
25 endangered species and all that other stuff that,
26 you know, normally you wouldn't get involved in --

27 MR. STEVEN (ERIK) CORTINAS: Right.

28 COMMISSIONER CHARLES F. (SKIP) GRUBER: --

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 but you -- you do with this, you know. Now, the
2 turtles is another one. It's stuff coming out.
3 So, I mean, it's going to be -- it's going to be a
4 mess. It's going to be hard.

5 MR. STEVEN (ERIK) CORTINAS: Yes, sir.
6 Well, I -- I dealt with that to some extent when I
7 was working at the Navy base.

8 Someone was trying to donate a very large what
9 they call flying boat to the Naval Aviation museum.
10 The only way to get it on was to come on the beach
11 and get it in.

12 And I -- I dealt with US Fish and Wildlife on
13 that, because there were habitats in the shore
14 front that they would not allow us to do it. The
15 Navy ended up having to turn down the vessel. And
16 that was something that I did get involved in.

17 CCL works very similar, or to a large degree,
18 to a limb wall line. And I had a conversation
19 actually last week with a gentleman who's dealing
20 with coastal flood zone on a limb wall line.

21 It isn't anything that I can't learn to do if
22 it is something I know very little about. I --
23 I -- feel like I'm pretty good at adapting and
24 being able to deal with other agencies. You
25 mentioned that they changed there tune regularly.

26 COMMISSIONER CHARLES F. (SKIP) GRUBER: All
27 the time.

28 MR. STEVEN (ERIK) CORTINAS: That's the

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 United States Navy all day long. I -- I dealt with
2 them with Facilities Command. And they love to
3 sign a contract and then come back and tell you,
4 well, that wasn't our intent.

5 And so that's not -- that's something that you
6 just have to be able to -- you have to have the
7 personality to be able to deal with that. And I --
8 I feel like I do.

9 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
10 All right. Any other questions Mr. Cortinas?

11 COMMISSIONER JAMES E. (JEB) BALL: I don't
12 have any.

13 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
14 All right. Well, thank you so much.

15 MR. STEVEN (ERIK) CORTINAS: Thank you,
16 ma'am. May I say one thing?

17 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
18 Yes, sir, please.

19 MR. STEVEN (ERIK) CORTINAS: One of the
20 things that I -- I wanted to -- you know, and I
21 think most of you know that. With Fairhope, we
22 permit in our police jurisdiction. Good or bad,
23 right or wrong, that's the decision that the City
24 fathers, you know, city council made years ago.

25 So I am a county resident. I live in the
26 un-zoned county outside of Fairhope. I deal with
27 both your zoned areas in Fairhope and your un-zoned
28 areas.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 So I have a pretty good understanding. I have
2 a lot of conversations with the county residents
3 asking me why I'm coming to Fairhope.

4 I deal with D. J. Hart and Linda Lee at
5 Planning and Zoning all the time, because we
6 enforce permitting in Point Clear and Montrose.

7 So I'm familiar with your zoning. I deal with
8 Bill Kelly and Kit Kaiser all the time over at the
9 health department.

10 So I -- I understand, I think, a little bit how
11 the rural county is and how they feel, because I
12 live right around a rural area in the un-zoned
13 county.

14 So being a county resident myself and -- and
15 dealing with county residents pretty much on a
16 daily basis with what I'm doing, I -- I think I
17 have a pretty good understanding of what the County
18 faces and some of your challenges and some of the
19 dynamics that you have to deal with, with your
20 citizens, because I am.

21 COMMISSIONER JOE DAVIS, III: Very good.

22 COMMISSIONER CHARLES F. (SKIP) GRUBER:
23 Well, you know, that brings up, you know -- being
24 that you mentioned that, that does bring up, you
25 know -- We have a lot of conflict with that part of
26 it.

27 MR. STEVEN (ERIK) CORTINAS: Yes, sir.

28 COMMISSIONER CHARLES F. (SKIP) GRUBER: You

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 know, we see it. Our Building Official sees it,
2 you know, trying to regulate stuff -- the City's
3 trying to regulate stuff in the county that they
4 have no business doing beginning with.

5 MR. STEVEN (ERIK) CORTINAS: Yes, sir.

6 COMMISSIONER CHARLES F. (SKIP) GRUBER: I
7 mean, they cannot enforce city ordinances within
8 the county, and they're doing it.

9 MR. STEVEN (ERIK) CORTINAS: Understood.

10 COMMISSIONER CHARLES F. (SKIP) GRUBER:
11 And, you know, it's -- it's wrong. And I know they
12 say there's an agreement, but there is no
13 agreement. I mean, it was a -- something that was
14 done with the sheriff many years ago.

15 MR. STEVEN (ERIK) CORTINAS: Uh-huh.
16 (Indicates affirmatively.)

17 COMMISSIONER CHARLES F. (SKIP) GRUBER: It
18 had nothing do with the Planning Department, but
19 the Planning Department got pulled into it.

20 But it's, you know -- what -- what's going on
21 is totally wrong. And, you know, I don't know if
22 you see that, but --

23 MR. STEVEN (ERIK) CORTINAS: Well, I --

24 COMMISSIONER CHARLES F. (SKIP) GRUBER: --
25 it's -- it's -- as a -- like you said, you're a
26 county resident. And you've got City coming out
27 there telling you what you can do on your property.
28 And you have no so-say whatsoever about the

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 government that's regulating your -- your --

2 COMMISSIONER JOE DAVIS, III: Who you don't
3 get to vote for.

4 MR. STEVEN (ERIK) CORTINAS: I understand.

5 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I
6 think that --

7 MR. STEVEN (ERIK) CORTINAS:
8 Professionally --

9 COMMISSION CHAIRMAN BILLIE JO
10 UNDERWOOD: -- no one's challenged that yet. And I
11 think that that's where we really need to look
12 into -- we need to challenge the fact that
13 Fairhope's doing a little bit of those things.

14 MR. STEVEN (ERIK) CORTINAS: Sure.

15 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
16 Seriously. I mean, you didn't make those laws.

17 MR. STEVEN (ERIK) CORTINAS: No, ma'am I
18 did not. I will -- I will say this. My job --
19 my -- I'm a -- I'm a -- I'm a rule enforcer by
20 profession. I'm a rule follower by nature. I
21 don't ask for favors. I don't ask to cut to the
22 front of the line. I wait my turn.

23 I have to enforce the rules and regulations
24 that my employer, be it the City or the County, has
25 chosen to adopt, without prejudice and without
26 favor.

27 So I -- the way that I operate, I tend to use a
28 literal interpretation in the code. Because I

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 don't want to be sitting in the courtroom later on
2 trying think about what I told somebody. I can
3 tell you what I told them. I told them what was in
4 the book.

5 Now, if there's a way to help them accomplish
6 what they want to accomplish within the rules, then
7 that's my responsibility.

8 But, regardless, that would be something that
9 is above my ability to influence. So I enforce the
10 rules that my governing body has chosen to adopt,
11 regardless of personal feelings.

12 My personal opinion is irrelevant. And I don't
13 give my personal opinion, because it can't help
14 or -- you know, it can't help the situation one way
15 or another.

16 There are things that we do that -- that are
17 difficult. And I have to do them. That's my job.
18 I can do it respectfully. I can do it politely and
19 try to help folks accomplish what they want.

20 But, in the end, that is my professional
21 obligation and that is my responsibility. And
22 that's -- that's how I conduct myself.

23 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
24 Well, to followup on that comment that you just
25 made, sometimes responding politely, people don't
26 take it that way, because they're not hearing what
27 they want to hear.

28 MR. STEVEN (ERIK) CORTINAS: Sure.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

2 So I understand how you can be mis-taken. Because
3 that is our position. We can be mis-taken as well.

4 MR. STEVEN (ERIK) CORTINAS: Yes, ma'am.

5 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

6 Any other questions for Mr. Cortinas?

7 (No response.)

8 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

9 I -- I just want to thank you. Because you
10 applying is a complement that you would want to
11 work for us. So I appreciate that.

12 MR. STEVEN (ERIK) CORTINAS: Absolutely.
13 Yes, ma'am.

14 COMMISSIONER JAMES E. (JEB) BALL: Thank
15 you very much, Mr. Cortinas.

16 COMMISSIONER JOE DAVIS, III: Thank you.

17 MR. STEVEN (ERIK) CORTINAS: Ma'am, it was
18 a pleasure to meet you.

19 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
20 Thank you.

21 MR. STEVEN (ERIK) CORTINAS: Good to see
22 you.

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

25 MR. STEVEN (ERIK) CORTINAS: Sir, I'll come
26 around to you.

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

1 MR. STEVEN (ERIK) CORTINAS: Thank you.

2
3 **1-B - INTERVIEW OF LANCE JONES**

4 MS. DEIDRA HANAK: We have Mr. Lance Jones.
5 Commissioner Underwood.

6 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
7 Hi, Mr. Jones.

8 MR. LANCE JONES: Nice to meet you.

9 COMMISSIONER JOE DAVIS, III: Mr. Jones,
10 Joe Davis. Nice to meet you.

11 COMMISSIONER JAMES E. (JEB) BALL: Jeb
12 Ball.

13 MR. LANCE JONES: Nice to meet you.

14 MR. WAYNE DYESS: Wayne Dyess.

15 MR. LANCE JONES: Nice to meet you.

16 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
17 Thank you, Lance, for applying.

18 MR. LANCE JONES: Thank y'all for the
19 opportunity.

20 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
21 Most of your skill sets was in your stuff, so
22 that's not really the questions I'm going to be
23 asking you.

24 MR. LANCE JONES: Okay.

25 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I
26 have -- I would like for you to just start off and
27 tell us maybe up to five minutes of -- of about
28 yourself.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. LANCE JONES: Okay. I'm a -- My name
2 is Lance Jones. I'm a resident of Baldwin County.
3 I've lived here 28 years.

4 I've worked for the City of Gulf Shores for
5 14 -- almost 14 years now. I have probably 24
6 years of construction experience. I started out in
7 the field as a plumber, worked as an electrician,
8 went on to become a carpenter foreman in there.

9 I feel like I have a strong work ethic.
10 Started out very young having to work to help
11 support my family. And I go to church at
12 Crossroads. I don't how deep on personal you want
13 me to be.

14 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
15 It's just whatever you want to tell us.

16 MR. LANCE JONES: Okay. I go to church at
17 Crossroads where I'm a member there. I've been
18 married to my wife for 21 years this year. I've
19 been with her for 26 years. We started dating when
20 I was a freshman in high school.

21 COMMISSIONER JOE DAVIS, III: Good.

22 MR. LANCE JONES: What I'm trying to say is
23 I'm dedicated. You know, when I commit to
24 something, I don't look for something else. You
25 know, I stay focused on the task at hand and try to
26 do it to the best of my ability.

27 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
28 All right. Is that it?

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. LANCE JONES: That's it.

2 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

3 Okay. Well, what we've done for everyone else,
4 we'll do the same thing, is we'll go down the line
5 and ask you questions. I have one question.

6 MR. LANCE JONES: Okay.

7 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

8 My question is a behavior-based question.

9 MR. LANCE JONES: Okay.

10 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

11 And I'll just read it to you. If you were to leave
12 your current position today, is someone ready to
13 take your place; if not, how are you preparing
14 someone; and, if so, what process did you use to
15 get somebody ready?

16 MR. LANCE JONES: I do have someone that
17 could step up and take my place. He's been with us
18 for six years now.

19 And that is one of the jobs that I'm tasked
20 with, is preparing the other inspectors. That way
21 the -- I'm not a Building Official, as you see in
22 my papers -- in my resume and all. Part of my job
23 is educating the other inspectors, preparing them.

24 The way I look at things, to be a good leader,
25 you have to surround yourself with great people.
26 And so that's what I try to do every day. So I
27 believe probably at least two of them can step up
28 and take my place today.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

2 Okay. Very good. Thank you.

3 COMMISSIONER JOE DAVIS, III: All right,
4 Mr. Jones. Give us an example of a project or a
5 program you had a part in making things better.
6 And could have been back from your first job, or it
7 could have been two weeks ago, but a project that
8 you're proud of and that you felt that you were a
9 part of making it happen.

10 MR. LANCE JONES: Okay. Okay. Something
11 that's recent but very controversial in the City of
12 Gulf Shores.

13 COMMISSIONER JOE DAVIS, III: We do deal
14 with controversy from time to time as well.

15 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
16 Familiar with that.

17 MR. LANCE JONES: It's an apartment complex
18 that's starting to develop. I was -- I did the
19 plan review for that project. We get a lot of
20 calls. You know, people don't like apartments.
21 They live in condos, and they don't like apartments
22 to be built.

23 And so I got a lot of phone calls with --
24 or about that with particular project. And so I've
25 had to help educate the surrounding people about
26 the project, the looks of the project.

27 And it's actually taking off as we speak.
28 They're coming out of the ground, you know, with it

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 now.

2 So I'm -- and I'm over that project, basically.
3 I'm doing all the inspections so far with that
4 project. And so what I'm trying to say is I don't
5 back away from the controversy. I try to help
6 educate --

7 COMMISSIONER JOE DAVIS, III: There you go.

8 MR. LANCE JONES: -- you know, and --

9 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
10 That's the one that's been in the press a lot.

11 COMMISSIONER JOE DAVIS, III: Yeah, oh,
12 yeah.

13 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
14 So you're the one responsible --

15 MR. LANCE JONES: I have. I have, along
16 with Brandan, you know.

17 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
18 Yeah.

19 MR. LANCE JONES: I know he's coming a
20 little later, so I don't want to build him up too
21 much. But, you know, I am -- you know, I don't
22 back away from it, you know.

23 But I don't -- I listen to what people have to
24 say and then try to help educate them, you know,
25 moving forward. You know, the project is going to
26 happen, so let's, you know, get it completed the
27 best way we can.

28 COMMISSIONER JOE DAVIS, III: All right.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 Let me ask you, what do you see -- what's next in
2 technology in your area and in the area that you
3 would be joining us that you think will help move
4 Baldwin County forward?

5 MR. LANCE JONES: I think we have
6 implemented a computer-based system in Gulf Shores.
7 All inspections, all planned reviews, all plans,
8 everything is computer-based.

9 So and I'm not -- I've done a little research
10 on Baldwin County, but I don't think that they are
11 there yet. And so I would like to see maybe the
12 same concept, using a computer-based system.

13 That way when we go -- when we out to do a job,
14 that builder, he don't have to drive from Mobile
15 down here to sign a piece of paper. He's able to
16 see that inspection right then online.

17 They can schedule their inspections online.
18 They can e-mail, contact us with questions.
19 Everything is done through that computer system.

20 COMMISSIONER JOE DAVIS, III: Okay.

21 MR. LANCE JONES: And it's convenient for
22 the contractors. It's convenient for the
23 inspectors. You're able to see right then and
24 there. You know, it's almost realtime. I would
25 like -- It's helped us. And I would like to
26 continue that.

27 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
28 How long have y'all used that?

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. LANCE JONES: We had that particular
2 system probably five years now.

3 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
4 Okay.

5 COMMISSIONER JOE DAVIS, III: Very good.

6 MR. LANCE JONES: We was one of the ones
7 they used as the guinea pig, so to speak. So we
8 had to tweak it, you know, as we was going through.
9 But I think we have it now where everybody can use
10 it.

11 COMMISSIONER JOE DAVIS, III: An additional
12 sidebar from that question. Have you had any
13 experience or do you see us moving forward with
14 utilizing drones to do some things that otherwise
15 takes the manpower and boots on the ground to do?

16 MR. LANCE JONES: I do. We have actually
17 had some drones. I know some people that use
18 drones instead of having their employees crawl on
19 roofs.

20 You know, a lot of our structures are four
21 stories plus along the beach. So they do use
22 drones to inspect the roof, nail patterns, filling
23 the roof decks, things of that nature.

24 COMMISSIONER JOE DAVIS, III: Sure.

25 MR. LANCE JONES: So I, you know -- I could
26 see that being a real possibility.

27 COMMISSIONER JOE DAVIS, III: Good. Thank
28 you.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSIONER JAMES E. (JEB) BALL: My
2 question to every candidate -- first of all, not --
3 it's not a question, but just thank you for coming
4 and taking the time to want to interview and take
5 this job.

6 The -- the thing is this is a unique position
7 within our organization, because we have ten of
8 these, and all are what's called contract.

9 We're already a year into our term. We've got
10 three more years left. And then, you know, all
11 four of us could be replaced in an election at any
12 given time.

13 MR. LANCE JONES: Right.

14 COMMISSIONER JAMES E. (JEB) BALL: If
15 that's the case, you know, sometimes the
16 Commission, they may want to see change.

17 MR. LANCE JONES: Right.

18 COMMISSIONER JAMES E. (JEB) BALL: And your
19 job is not guaranteed. And I just didn't know how
20 you felt about that. Most of these guys that have
21 been here are retiring.

22 MR. LANCE JONES: Right.

23 COMMISSIONER JAMES E. (JEB) BALL: So it
24 seems like the track record, if you do a good job,
25 you know, you're pretty much -- It's hard to just
26 go out and find Building Inspectors --

27 MR. LANCE JONES: Right.

28 COMMISSIONER JAMES E. (JEB) BALL: -- just

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 on the whim. So I just wanted to know how you felt
2 about that -- that -- this position and how it --
3 does it scare you, or you're okay with it?

4 MR. LANCE JONES: Well, that is -- I mean,
5 that is, of course, a concern. But, you know, if
6 you look at it, the position I have, tomorrow is
7 not guaranteed, either, you know.

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

9 MR. LANCE JONES: And that's the way you
10 have to approach it. You know, you can't let fear
11 run what you do. But, of course, it is a concern,
12 you know.

13 And I spoke with my wife about it, you know.
14 She has a good career, you know. And it would be
15 hard to start over, but you'll never get ahead if
16 you don't try.

17 COMMISSIONER JOE DAVIS, III: That's right.
18 Very good.

19 COMMISSIONER JAMES E. (JEB) BALL: Thank
20 you.

21 COMMISSIONER CHARLES F. (SKIP) GRUBER:
22 Lance, I know you come from Gulf Shores, and you
23 deal with the Coastal Management Program.

24 MR. LANCE JONES: Yes, sir.

25 COMMISSIONER CHARLES F. (SKIP) GRUBER: As
26 you realize, that's a very sophisticated animal.

27 MR. LANCE JONES: Right.

28 COMMISSIONER CHARLES F. (SKIP) GRUBER: And

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 we do have a lot of problems, I hate to say it,
2 with Fish and Wildlife.

3 MR. LANCE JONES: Right.

4 COMMISSIONER CHARLES F. (SKIP) GRUBER:
5 They'll tell us, well, this is fine. And then we
6 go and do something. And then we turn around.
7 Well, no, we're not going to do it that way. And
8 it puts us in a bad, bad position.

9 MR. LANCE JONES: Right.

10 COMMISSIONER CHARLES F. (SKIP) GRUBER: You
11 know, Mike had to go back a lot of times and get
12 with those folks and make them come forward to do
13 it. I don't know if y'all deal with that at Gulf
14 Shores as much.

15 MR. LANCE JONES: We do.

16 COMMISSIONER CHARLES F. (SKIP) GRUBER: You
17 know, but -- you know what I'm talking about?

18 MR. LANCE JONES: Yes, sir.

19 COMMISSIONER CHARLES F. (SKIP) GRUBER: You
20 know, it's -- it's -- it can get ugly.

21 MR. LANCE JONES: Right.

22 COMMISSIONER CHARLES F. (SKIP) GRUBER:
23 And, you know, we should get a way of working it
24 out. Just, you know, the Feds, they just ain't
25 going to do it.

26 MR. LANCE JONES: Uh-huh. (Indicates
27 affirmatively.)

28 COMMISSIONER CHARLES F. (SKIP) GRUBER:

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 They'll tell us, you know -- Well, piers are one
2 big thing, you know, these dune walkovers -- They
3 tell us one thing and then turn around one way to
4 do it, well, no, we want it different.

5 MR. LANCE JONES: Right.

6 COMMISSIONER CHARLES F. (SKIP) GRUBER: I
7 mean, and here you've got a person that's investing
8 thousands of dollars. You know, now he's -- he's
9 wrong.

10 MR. LANCE JONES: Right.

11 COMMISSIONER CHARLES F. (SKIP) GRUBER:
12 And, you know, we don't really get involved in it,
13 but, yet, we don't issue the permits for the dune
14 walkover, but we get involved in it because of the
15 coastal management thing.

16 MR. LANCE JONES: Right.

17 COMMISSIONER CHARLES F. (SKIP) GRUBER: So
18 it makes it -- makes it tough for us. And I just,
19 you know -- I don't know if you deal with it down
20 there. I don't know if you have to deal with it
21 like we have.

22 MR. LANCE JONES: We deal with it on a
23 daily basis. We covered the coastline up to, what,
24 probable six years ago, I think? Gulf Shores had
25 the building jurisdiction to the Fort --

26 COMMISSIONER CHARLES F. (SKIP) GRUBER:
27 Yeah.

28 MR. LANCE JONES: -- Fort Morgan. So when

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 I started with Gulf Shores, you know, we had the
2 entire area.

3 COMMISSIONER CHARLES F. (SKIP) GRUBER:
4 Yeah.

5 MR. LANCE JONES: And so we deal with it.
6 Now, we do -- I hate to bring the City up. We do
7 permit dune walkovers to make sure they meet the
8 guidelines that are enforced by ADEM and the
9 Coastal Program.

10 We do work hand and hand, or I work hand in
11 hand with Fish and Wildlife. I met with Bill Lynn
12 numerous times on different projects with sea
13 turtles, beach mice.

14 You know, it's okay to build a new dune walk,
15 but we can't elevate an existing dune walk without
16 going through it.

17 So it is complicated, you know, on their
18 requirements. I've met with them for nearly
19 14 years now. But, you know, I'm very confident
20 that that would continue.

21 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
22 Okay. All right. Well, is there anything else
23 you'd like to add?

24 MR. LANCE JONES: How -- I guess, you know,
25 I've known Mike for years. Are y'all looking to
26 replace him --

27 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
28 He retiring. Yes.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. LANCE JONES: -- pretty quickly?

2 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

3 Uh-huh. (Indicates affirmatively.)

4 MR. LANCE JONES: Okay. And with -- I've
5 looked at personnel, of course, with Baldwin
6 County. If I were offered the job and step into
7 the position, what am I getting into personnelwise,
8 you know?

9 COMMISSIONER CHARLES F. (SKIP) GRUBER:

10 Well --

11 MR. LANCE JONES: I've noticed that Kirk,
12 you know -- I talked to him a couple weeks ago.

13 COMMISSIONER CHARLES F. (SKIP) GRUBER: We
14 have -- right now we have Freddy Homer, who is --
15 you know Fred.

16 MR. LANCE JONES: Yes, sir.

17 COMMISSIONER CHARLES F. (SKIP) GRUBER:
18 He's our deputy director. We have one in Bay
19 Minette, Ryan Stewart.

20 MR. LANCE JONES: Uh-huh. (Indicates
21 affirmatively.)

22 COMMISSIONER CHARLES F. (SKIP) GRUBER: He
23 takes care of everything. We have Claude, which is
24 fixing to retire in January.

25 MR. LANCE JONES: I heard.

26 COMMISSIONER CHARLES F. (SKIP) GRUBER: And
27 then we just hired a fellow by the name of Lee.
28 Lee is onboard.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. LANCE JONES: Okay.

2 COMMISSIONER CHARLES F. (SKIP) GRUBER:

3 We've got Rob Madison.

4 MR. LANCE JONES: Okay.

5 COMMISSIONER CHARLES F. (SKIP) GRUBER:

6 He's -- he's got some certifications, but he's
7 still young. We're in the process of hiring
8 another person, you know, to fill some voids that
9 we've had.

10 MR. LANCE JONES: Right.

11 COMMISSIONER CHARLES F. (SKIP) GRUBER: So
12 you're talking about coming into a staff that
13 has --

14 COMMISSIONER JAMES E. (JEB) BALL: We're in
15 the building process.

16 MR. LANCE JONES: Right.

17 COMMISSIONER CHARLES F. (SKIP) GRUBER:
18 Green.

19 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
20 You'd be building --

21 COMMISSIONER CHARLES F. (SKIP) GRUBER:
22 Claude had --

23 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
24 You'd be building --

25 COMMISSIONER CHARLES F. (SKIP) GRUBER: --
26 the most experience of any. And you've got Freddy.
27 And everybody else and brand-spanking-new.

28 MR. LANCE JONES: And I'm used to that.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 You know, like I said --

2 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

3 It's --

4 COMMISSIONER CHARLES F. (SKIP) GRUBER:

5 It's a big challenge.

6 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

7 The department didn't blow up or anything. It's
8 just --

9 MR. LANCE JONES: Oh, I understand.

10 COMMISSION CHAIRMAN BILLIE JO

11 UNDERWOOD: -- a lot of retiring out.

12 MR. LANCE JONES: They've been here a long
13 time. I've known them all for a long time, you
14 know, and respect every one of them greatly.

15 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

16 Well, good. I just want to thank you for applying.

17 MR. LANCE JONES: I thank y'all for --

18 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

19 Commissioner Ball alluded to that already, but it's
20 a complement to us that you would even consider
21 working for us. And I've -- my brother is a
22 builder in that area, and --

23 MR. LANCE JONES: I know him well. Great
24 man.

25 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

26 Well, I think so, but I'm a little prejudiced.

27 MR. LANCE JONES: Yeah.

28 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 Well, thank you so much. Okay.

2 MR. LANCE JONES: Thank you.

3 COMMISSIONER CHARLES F. (SKIP) GRUBER:

4 Thank you so very much.

5 MR. LANCE JONES: Thank you for your time.

6 COMMISSIONER JOE DAVIS, III: Thank you,
7 sir.

8 MR. LANCE JONES: Thank you. Thank you.
9 Thank you.

10

11 **1-C - INTERVIEW OF PAUL ERIC BUTLER**

12 MS. DEIDRA HANAK: We have Mr. Eric Butler.

13 MR. ERIC BUTLER: Hello, Commissioners.

14 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
15 Hi, Eric.

16 MR. ERIC BUTLER: Hello. How are you,
17 ma'am?

18 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
19 Good.

20 COMMISSIONER JOE DAVIS, III: Eric, Joe
21 Davis.

22 MR. ERIC BUTLER: Nice to meet you, sir.

23 COMMISSIONER JAMES E. (JEB) BALL: Jeb
24 Ball. How are you?

25 MR. ERIC BUTLER: Nice to meet you,
26 Mr. Ball.

27 COMMISSIONER CHARLES F. (SKIP) GRUBER:
28 Commissioner Gruber.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. ERIC BUTLER: Commissioner Gruber, nice
2 to meet you, sir.

3 MR. WAYNE DYESS: Wayne Dyess.

4 MR. ERIC BUTLER: Nice to meet you.

5 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
6 Thank you for being here.

7 MR. ERIC BUTLER: Thank you all.

8 COMMISSIONER JOE DAVIS, III: Thank you.

9 MR. ERIC BUTLER: Thank you for allowing me
10 to interview for this position.

11 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
12 Okay, Eric. We'll just start this out. We're
13 doing the same thing for everybody. We'll start
14 out by letting you give us about a five-minute
15 review about yourself.

16 MR. ERIC BUTLER: Okay.

17 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
18 And then we'll go down the line. Each one of us
19 will have a question or two; okay?

20 MR. ERIC BUTLER: Okay.

21 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
22 All right. Thank you.

23 MR. ERIC BUTLER: Sounds great. Thank you
24 all, once again, for allowing me the opportunity.
25 If you don't mind, may I use notes --

26 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
27 Sure. Certainly.

28 MR. ERIC BUTLER: -- little cheat notes

1 here in case a forget anything.

2 I've been in the building industry ever since I
3 come out of high school. I started off with Brim
4 Construction out of Mobile, worked as truck parts
5 runner for them.

6 I became an apprentice very quickly. They
7 taught me how to plumb, how to work commercial
8 construction job sites, such as fiber. We run lots
9 of plastics, lots of stainless steel, lots of
10 different metals throughout that -- throughout that
11 business.

12 I didn't see the benefits for a long-term
13 career and family development within the
14 construction industry, so I've moved over to take
15 on some leadership roles with Home Depot.

16 I started as a master plumping specialist with
17 Home Depot. They quickly promoted me to department
18 supervisor and then to a key carrier.

19 While working at Home Depot as a key carrier,
20 they left me in charge of the store for many hours
21 at a time alone. I was essentially directly below
22 the assistant managers.

23 I had a team of sometimes up to 12, 14 team
24 members. I performed direct reviews, evaluations.
25 I assisted with hiring. I assisted with
26 development of these employees. I also had to
27 assist with discipline.

28 There was a lot of development while dealing

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 with employees with Home Depot that's kind of
2 steered my career the way it's going. I learned
3 how to deal with people, people relationships,
4 their struggles, their opportunities. I've learned
5 how to speak and communicate with people to develop
6 them and move them toward a career path that they
7 enjoyed going toward.

8 I've developed quite a few people to do better
9 than I have within the retail business. There are
10 several guys that I look back and think, hey, these
11 guys were brand-new when they came to me.

12 And I taught them, you know, how to manage
13 people, how to -- how to deal with different --
14 different issues. And -- and they're store
15 managers today.

16 I chose not to take that path, because retail
17 is very strenuous on a family. You have to work
18 weekends. You have to work holidays. You have to
19 work all nights of the day, days and nights.

20 So I decided to get into the government field.
21 Daphne, Richard Merchant over in Daphne gave me my
22 opportunity to get into it.

23 Richard is a great guy. He pretty much wanted
24 me to take his place the whole time I was there.
25 Day one, he came to me and like, Eric, I'm retiring
26 in five years. Can you -- can you take my Building
27 Official spot, if given the opportunity?

28 So he started developing me. I did not stay

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 with Daphne long. I moved over to Foley. It's
2 closer to home for me, better opportunity there.

3 But they also had some people there getting
4 close to retirement. And just as soon as I moved
5 in with Chuck and Merriam, Merriam confronted me.

6 Look, I'm retiring in a few years. Would you
7 be interested in taking my place? So she started
8 developing me toward the Building Official role.

9 I'm scheduled to go to a class in December,
10 which is a building official certificate, one of
11 three, depending how this plays out. I'm scheduled
12 to go. I'm going, as far as I know. So we'll --
13 we'll play that by ear.

14 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
15 Okay.

16 MR. ERIC BUTLER: Thank you.

17 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
18 All right. Well, then in all fairness, we ask the
19 same question to everyone. So and my question is
20 more of a behavior-based question, because I'm not
21 qualified to select somebody on their Building
22 Official skills.

23 I take it that everybody applying has the basic
24 requirements to meet the position, although I know
25 there's a lot in place that I don't technically
26 know about.

27 But if you were it leave your current position
28 today -- And you've already alluded to this in your

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 past jobs. But if you were to leave your current
2 position today, is someone ready to take your
3 place? If not, how are preparing someone; and, if
4 so, what process did you use to get someone ready?

5 MR. ERIC BUTLER: No, there is not someone
6 prepared to take my place, as we sit, in the City
7 of Foley.

8 The City of Foley is extremely busy. In the
9 last fiscal year, myself, alone, I've done over
10 3400 inspections. And I've done over 84
11 residential plan reviews and over 20 commercial
12 plan reviews.

13 I have talked to Chuck and Merriam and let them
14 know we're not meeting the deadlines for
15 inspections. We're -- we're consistently over. We
16 need another inspector. We run a very small staff
17 there.

18 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
19 So are you just three?

20 MR. ERIC BUTLER: Three, three inspectors.

21 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
22 Okay.

23 MR. ERIC BUTLER: Yes, ma'am.

24 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
25 So that answers that.

26 MR. ERIC BUTLER: I would -- I would love
27 to tell, yes, I have someone --

28 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 But that's out of your --

2 MR. ERIC BUTLER: -- ready to go.

3 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

4 Particularly, that's out of your hands.

5 MR. ERIC BUTLER: Yes, ma'am.

6 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

7 But you -- you're saying you have asked for --

8 MR. ERIC BUTLER: Correct.

9 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

10 Okay. Thank you.

11 MR. ERIC BUTLER: Yes, ma'am.

12 COMMISSIONER JOE DAVIS, III: All right.

13 Let's talk about an example of a project or a
14 program that you were a part of either early in
15 your career or maybe recent that you really feel
16 proud of being a part of making something work or
17 work better than it used to. Can you think of an
18 example of that?

19 MR. ERIC BUTLER: Absolutely. There are
20 several, actually. In my field, I look out for the
21 safety of the homeowners and the community, number
22 one. I work for the citizens.

23 When I came onboard at Foley -- we've already
24 covered how busy they are. And the busier you are,
25 the easier it is to overlook major issues.

26 There is an apartment complex that I was
27 charged with COing. I was not part of any of the
28 other inspections. I come in at the very last step

1 to CO this one.

2 And while walking these apartments, I noticed
3 that the balconies did not look to be as
4 structurally sound as they should. So I placed the
5 Certificate of Occupancy on hold.

6 And I went to the office and I pulled up their
7 plans. And I did find a major flaw in their
8 construction versus what they had on their plans on
9 this particular project.

10 The engineer engineered a six-by-six post in
11 the middle to go from the floor all the way to the
12 roof on the third level. The site superintendant
13 allowed a screen company manufacturer to come in
14 use an aluminum two-by-three post in that corner.

15 It took about three months of working with the
16 engineers and the site supervisors and the
17 superintendants to recognize that that was a major
18 flaw and was putting a lot of people at risk and to
19 change that design.

20 They wanted to go with the screen company's
21 engineer. Well, the engineering of the building,
22 he wouldn't buy off on it. He's got to buy off on
23 it, because, structurally, it's his. He can't have
24 someone come in below you and oversee what the main
25 engineering has signed off on.

26 COMMISSIONER JOE DAVIS, III: Okay.

27 MR. ERIC BUTLER: So that is one of many of
28 my accomplishments. I drive by there daily, and I see

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 the porches that I see people hanging out on in the
2 summertime. And I feel that they are safer to have
3 people on them.

4 COMMISSIONER JOE DAVIS, III: Very good.
5 Second question, now. What do you see as next in
6 the technology arena that would affect your work
7 and future work and the technology that help us as
8 we grow make Baldwin County better?

9 MR. ERIC BUTLER: Within my direct contact,
10 I see providing safer structures easier with
11 technology. When I started off, I was going
12 inspections on carbon paper, don't have any plans
13 in front of me. I didn't have anything.

14 Now I can go out there with tablets. And I
15 can -- I may not be an expert with structural
16 design, but I can pull it up on this tablet, pull
17 up the structural plans, and I can see, you know,
18 what -- what we're supposed to have, where it's
19 supposed to be.

20 COMMISSIONER JOE DAVIS, III: Kind of a
21 corollary question. Have you had experience or do
22 you see the need for possibly using drones to do
23 some of the things and making it more effective,
24 more cost conscious?

25 MR. ERIC BUTLER: Absolutely. Absolutely.
26 You can see things from above on tall structures
27 that you can't see. You can get a quicker view.
28 It's got to be cost effective.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 You know, you don't want to risk your personnel
2 from climbing up on unsafe structures. You can use
3 those drones to get a visual on it.

4 COMMISSIONER JOE DAVIS, III: Are y'all
5 using any now?

6 MR. ERIC BUTLER: No, sir.

7 COMMISSIONER JOE DAVIS, III: Okay. Thank
8 you very much.

9 MR. ERIC BUTLER: You're welcome.

10 COMMISSIONER JAMES E. (JEB) BALL: Thank
11 you for being here today.

12 MR. ERIC BUTLER: Yes, sir.

13 COMMISSIONER JAMES E. (JEB) BALL: I've got
14 one question. I always ask people about their
15 feelings of the job position, itself, because
16 everything else is going to get covered by the
17 other Commissioners here.

18 This is what we call a contract position. And
19 we've already made it through one year of our term
20 with our current Building Official, who is
21 retiring.

22 So the contract is good for another three
23 years. And depending on how the election goes and,
24 you know, that kind of stuff, we could all four be
25 replaced, or all still be here again next time.

26 So the contract employees are just as good as
27 Commission is, which, I guess, in your situation
28 working for a City is probably about the same

1 feeling.

2 How to you feel about applying for a job that
3 there is not a certainty of -- I guess anybody's
4 job is not certain, but this one's for sure to be
5 voted out, you know, with the change of the guard,
6 so --

7 MR. ERIC BUTLER: Right.

8 COMMISSIONER JAMES E. (JEB) BALL: -- so
9 speak. So how do you feel about that?

10 MR. ERIC BUTLER: I questioned that
11 initially. But looking at the person that's being
12 replaced, he was there for 20-plus years. I think
13 that -- that says -- that says a lot for the
14 position.

15 I believe that if you come to work every day
16 and communicate with your leaders and do as great a
17 job as you can, you don't have anything to worry
18 about.

19 COMMISSIONER JAMES E. (JEB) BALL: How do
20 you feel coming into a -- a staff that you would be
21 coming into that's pretty much all brand-new.

22 That doesn't -- we're retiring out, how many,
23 three, I think, out of that department altogether.
24 So you're losing, I would say, a lot more than
25 25 years of experience there.

26 And we got all brand-new, green people in there
27 that the new Building Official, who would probably
28 be a little bit new yourself, would somehow or

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 other have to team build and --

2 MR. ERIC BUTLER: Right. I see that as a
3 benefit, really. When you come in with a whole new
4 group of people, it -- it's easier to take and
5 implement the vision with a newer group than it is
6 what a more mature group, in my opinion.

7 I enjoy working with people, teaching,
8 training. I hope that anyone that works under me
9 can do better than me every single day of the week.
10 And I think that's a benefit with a newer group.

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

13 COMMISSIONER CHARLES F. (SKIP) GRUBER:
14 Eric, I know you -- the City of Foley probably
15 don't deal with the Coastal Management Program, you
16 know, that we have here. You know, it's a very
17 stringent program that we have to deal with, with
18 Fish and Wildlife and everything down there in Fort
19 Morgan.

20 MR. ERIC BUTLER: Right.

21 COMMISSIONER CHARLES F. (SKIP) GRUBER:
22 And, you know, they can be a little cantankerous at
23 times, give us false information. I don't know if
24 you want to call it false, but they'll give us
25 information and then turn around and say, well, oh,
26 no, that's not what we meant.

27 That makes it hard on us, and it makes it
28 hard -- it's been making it hard on Mike to make a

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 decision on what he can do.

2 And I just, you know -- It's one of the things,
3 you know, that it happens daily. I just didn't
4 want you coming in blind sighted and find
5 something, you know, that's -- it's -- it's going
6 to make it that much harder.

7 Plus, you also have to have this certification,
8 which, you know, is -- I don't think you have that
9 one at this time.

10 MR. ERIC BUTLER: No, sir, I do not.

11 COMMISSIONER CHARLES F. (SKIP) GRUBER: And
12 then there's, you know -- I don't know if you have
13 your Building Official certificate, you know,
14 Building Official, I don't know if you have that
15 one at this point.

16 MR. ERIC BUTLER: No, sir, I don't. That
17 was given an opportunity, which I start in
18 December, that program.

19 COMMISSIONER CHARLES F. (SKIP) GRUBER:
20 But, you know, that's some of the things, you know,
21 that happen. And that's -- the coastal is one of
22 our -- that's where we get more stuff than anything
23 else, you know.

24 That's one of our most senior people is
25 retiring. I don't know if you know Claude. Claude
26 is retiring. And he's going to leave that with
27 somebody that is fresh off the green pasture.

28 MR. ERIC BUTLER: Right.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSIONER CHARLES F. (SKIP) GRUBER: So,
2 I mean, it's going to be a great big challenge, you
3 know, for whoever is selected for this position to
4 deal with it.

5 MR. ERIC BUTLER: Yes, sir.

6 COMMISSIONER CHARLES F. (SKIP) GRUBER: I'm
7 just putting that upfront --

8 MR. ERIC BUTLER: Right.

9 COMMISSIONER CHARLES F. (SKIP) GRUBER: --
10 to let you it's -- it's going -- it's going to be a
11 big challenge.

12 MR. ERIC BUTLER: Yes.

13 COMMISSIONER JAMES E. (JEB) BALL: And one
14 more thing. Do you have any experience with
15 coastal floodplain management?

16 MR. ERIC BUTLER: I do. I don't have any
17 documented experience. Within my reviews with the
18 City of Foley, I've reviewed eight, eight or more
19 residential homes that are in flood zones.

20 Of course, I work with Chuck on a daily basis.
21 I guess he was just nominated vice-president for
22 the -- the floodplain association.

23 So he's -- on a daily basis, he's feeding me
24 flood certificates. Hey, this is what you look for
25 on these certificates. When you look at this job,
26 you know, you have to make sure that they're --
27 they're all permitted properly.

28 So -- so I do have some working knowledge with

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 the coastal flood zones, but there is a strong
2 opportunity to improve that.

3 COMMISSIONER CHARLES F. (SKIP) GRUBER:
4 That's another thing that our -- Mike -- that's one
5 of the things that -- he's the one that certifies
6 all that stuff. Because he's the only one that can
7 certify them.

8 You know, it has to be the head official that
9 certifies those. So it's important. It's very
10 important. And we do deal a lot with them, too.

11 MR. ERIC BUTLER: Yes, sir. It is very
12 important.

13 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
14 Okay. Do you have any final comments you'd like to
15 make?

16 MR. ERIC BUTLER: I would like to thank you
17 all for the opportunity. I'm not a very good
18 interviewer, so I hope my paperwork here kind of
19 helps you guys make a decision.

20 Thank y'all. And I know you guys will make a
21 great decision moving forward. I'm looking forward
22 to working with whoever you all put into place,
23 even if I'm still in Foley or wherever I'm at.

24 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
25 Well, as you probably met some of the people in the
26 lobby, a lot of people from Baldwin County are
27 interested in this job. But I wanted to thank you
28 for -- I take it as a complement that you would

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 even apply to want to work for us. And I
2 appreciate you very much.

3 MR. ERIC BUTLER: You're welcome.

4 COMMISSIONER JOE DAVIS, III: Same here.

5 MR. ERIC BUTLER: Thank you, sir.

6 COMMISSIONER JAMES E. (JEB) BALL: Thank
7 you so much.

8 MR. ERIC BUTLER: Yes, sir.

9 COMMISSIONER JAMES E. (JEB) BALL: Have a
10 good day.

11 MR. ERIC BUTLER: Nice meeting you.

12 COMMISSIONER JOE DAVIS, III: Thank you.

13 MR. ERIC BUTLER: Great seeing you. Thank
14 you ma'am.

15 MS. DEIDRA HANAK: Thank you.

16 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
17 Y'all want a five-minute break or keep going?

18 COMMISSIONER JAMES E. (JEB) BALL: Let's
19 keep going.

20 COMMISSIONER JOE DAVIS, III: Yeah.

21 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
22 All right. Roll with it.

23

24 **1-D - INTERVIEW OF EDWARD LOWE**

25 MS. DEIDRA HANAK: This is Mr. Edward Lowe.

26 MR. EDWARD LOWE: Good morning.

27 MS. DEIDRA HANAK: This is Commissioner
28 Underwood.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. EDWARD LOWE: Hello.

2 COMMISSIONER JOE DAVIS, III: Hello. Joe
3 Davis.

4 MR. EDWARD LOWE: Mr. Davis.

5 COMMISSIONER JOE DAVIS, III: Nice to see
6 you, sir.

7 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
8 You'll be sitting over here.

9 COMMISSIONER CHARLES F. (SKIP) GRUBER:
10 Commissioner Gruber.

11 MR. EDWARD LOWE: Nice to meet you.

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

14 COMMISSIONER JOE DAVIS, III: Yeah. Right
15 here.

16 COMMISSIONER JAMES E. (JEB) BALL: The hot
17 seat.

18 COMMISSIONER JOE DAVIS, III: There you go.

19 MR. EDWARD LOWE: Thanks for having me.

20 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
21 I'll start out and let you know that we thank you
22 for being here today. And each one of us will go
23 down and ask a question.

24 But we'll start out with you giving us a
25 five-minute overview of what you'd like to tell us
26 about yourself, whether it's about personal or
27 business or whatever. It's up to you; okay.

28 MR. EDWARD LOWE: Okay. Sure. Well, you

1 know, I've had a full career in -- in code
2 enforcement and municipal government. Initially,
3 when I got out of school, I worked for Delta
4 Airlines, so in Birmingham, Alabama. Had a layoff.
5 And I was building houses at the time and doing
6 some construction. Owned my own business. And
7 housing market slowed down.

8 And the mayor at the time asked me if I would
9 be interested in -- in doing some work for the
10 City. So I did contract work, some waterline
11 installation and stuff and just kind of involved
12 through the process to City Manager, which in a
13 small town, like any rural community, you just --
14 you just gain hats.

15 You know, one day -- you know, I've done
16 everything from catching chickens out of an
17 intersection in the street to managing plan unit
18 developments.

19 We built a new hospital recently. We've built
20 a new college facility recently. And so, you know,
21 I think that we're essentially a product of our
22 environment. And I've had very interesting
23 environment.

24 Also, I've worked for an elected body for quite
25 sometime, so I'm sensitive to, I guess, what
26 y'all -- what y'all experience in the process of
27 managing the public and perception that we all deal
28 with.

1 And -- and I think it matters. I mean,
2 functionally and -- and factually, you know, I
3 think all municipal employees do their job very
4 well.

5 But the perception sometimes is, you know,
6 there's some waste or some slack or whatever. And
7 I'm sensitive to that. I think that's maybe
8 something that I bring that -- that most of the
9 other candidate may not have.

10 Just built a house out at Fort Morgan at Cabana
11 Beach, been driving down here about every weekend
12 for a year for that process. And I've enjoyed it.

13 I'm down to painting and doing some tile work
14 on the porch, but I'm pretty close. And I might
15 have took off most the summer to fish, but -- but,
16 anyway, we're kind of back to finishing that up.

17 My wife and I, we're going to live in that
18 area, regardless of the outcome of this process.
19 You know, and I've built for my family a lot of
20 houses, quite a few houses and houses for other
21 people.

22 But it's different on the coast, you know. I
23 was familiar with the -- with the codes. But every
24 community, you know, has its own nuances of how
25 codes are enforced and how some of the things that
26 are more important to the code enforcement group
27 and -- and some of the things that -- that they
28 have to consider and the process of protecting

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 their communities.

2 And I went through everything from ITP to the,
3 you know -- to the wetlands permit and then setback
4 variances. And so I have a good -- a good
5 indoctrination, I guess you'd -- you'd say, to the
6 process.

7 And I appreciate it, though. I mean, I've
8 gotten to know the community a little better. And
9 I understand their vision and -- and the reason why
10 these restrictions are in place.

11 And it's a level playing field. You know,
12 everybody has the same set of rules. So it's
13 interesting. And it's different than what I do on
14 a daily basis, so it's kind of like therapy for me.

15 I'm blessed with two grown sons. They're both
16 off the payroll. I got one that's a practicing
17 attorney locally and then one that's a marketing
18 director for a company in Chattanooga.

19 So they -- they kind of like the idea that
20 we'll be at the beach, you know. Mom and dad will
21 be a place to come and visit. That's, you know --
22 that's kind of a quick rundown --

23 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
24 Okay.

25 MR. EDWARD LOWE: -- of --

26 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
27 All right.

28 MR. EDWARD LOWE: -- what I do.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

2 All right. Well, then I'll start with the
3 question. I ask a question. My question is more
4 of a behavior-based question. I'm not really
5 technically qualified to know anything about the
6 inner workings of a Building Inspector. It's not
7 my profession.

8 So my question is if you were to leave your
9 current position -- And I'll back up. We ask -- I
10 ask the same question to everybody.

11 MR. EDWARD LOWE: Okay.

12 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

13 If you were to leave your current position today,
14 is someone ready to take your place? If not, how
15 are you preparing someone; and, if so, what process
16 did you use to get someone ready?

17 MR. EDWARD LOWE: The answer is yes, the
18 short answer, from the succession plan. I have an
19 agreement with the current mayor in this term.
20 He -- he understood that I did not intend to stay
21 another term.

22 So we've got three options. And I guess it
23 kind of goes back to the fact that I've gained a
24 lot of hats through the years. But we knew that --
25 that we needed to diversify the responsibilities.
26 You know, I'm the airport manager, too, and -- and
27 some other things.

28 Essentially, we put three people in place.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 We've hired a human resource guy who's a sharp
2 young man. And I'm -- I'm certified public
3 personnel. But, you know, he'll be doing the work
4 now. He'll be able to take that part.

5 I've hired a young lady that's currently
6 working on her master in public relations. We're
7 going to -- we're going to divide -- She'll be the
8 City Administrator.

9 And I just recently have gotten one of my
10 current Building Inspectors certified as a Building
11 Official.

12 So we've been in the process for this 36 of
13 either promoting from within or hiring from the
14 outside to help prepare for my departure.

15 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
16 So you're planning on relocated --

17 MR. EDWARD LOWE: Regardless.

18 COMMISSION CHAIRMAN BILLIE JO
19 UNDERWOOD: -- to Baldwin County, regardless of
20 this position?

21 MR. EDWARD LOWE: Yes, ma'am.

22 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
23 This just happened to pop up; right?

24 MR. EDWARD LOWE: Yes, ma'am.

25 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
26 All right. Well, thank you.

27 COMMISSIONER JOE DAVIS, III: Very good.
28 And welcome to paradise. That's what I say to

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 everybody.

2 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

3 That's his --

4 COMMISSIONER JOE DAVIS, III: Give us an
5 example of a project or a program that you've
6 worked on either recently or maybe early on in your
7 career that you're really proud of it making a
8 difference.

9 MR. EDWARD LOWE: I appreciate that
10 question, because I am very proud of our
11 association with Wallace State Community College.
12 We, like a lot of small towns, have struggled with
13 our downtown. You know, it just kept
14 deteriorating. The -- the real estate values
15 declined.

16 We had -- at one time, we had 26 empty
17 buildings. And we have just a five-block downtown,
18 so we're not talking about a tremendous geographic
19 size place.

20 But the previous mayor, although he got sick,
21 I -- I convinced him that college -- Because I was
22 paying for two kids in college at one time. I
23 said, you know, look. There is a tremendous amount
24 of money that flows with students.

25 I mean, everybody has paid some amount of money
26 towards an education. And we did not have a junior
27 college located in town.

28 And so I started soliciting different colleges

1 to put an annex or a satellite campus. But it's an
2 economic development project, because I wanted to
3 house it downtown.

4 So I got Wallace State to commit. And they
5 said, look, we'd love to come, but we don't have
6 any money to build a building.

7 And I'll try to streamline this. But I got
8 Governor Ivey and I got a grant for \$2.3 million
9 from Governor Ivey.

10 We built the -- First, we converted 18,000
11 square feet into a technical campus. And then we
12 just finished 15,000 square feet in academic. And
13 we've got plans for third phase.

14 You know, we can see the -- the tax collections
15 improve. But I'll tell you what's the -- the most
16 satisfying result, is seeing those kids downtown
17 with backpacks.

18 And I say kids. They're -- they're students
19 from 19 to 30. But we have -- we have some
20 programs in place where we're training young ladies
21 that are struggling being a single mother.

22 We're paying for the childcare. We're teaching
23 them how to weld. And we're coaching them, giving
24 them a little life coaching.

25 And that's probably -- And I've done a lot of
26 stuff, but that's probably the most satisfying
27 thing that -- that I've been associated with
28 recently.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSIONER JOE DAVIS, III: Very good.

2 That strikes a cord with me, because I was a
3 business manager at a tech college in Thomasville,
4 Alabama.

5 MR. EDWARD LOWE: Okay.

6 COMMISSIONER JOE DAVIS, III: The smartest
7 people I know know how build things, make things,
8 repair things, and program things.

9 MR. EDWARD LOWE: Absolutely.

10 COMMISSIONER JOE DAVIS, III: And I applaud
11 you for that. That's a great example.

12 MR. EDWARD LOWE: Thank you.

13 COMMISSIONER JOE DAVIS, III: Give me an
14 idea of what do you see next in -- next in
15 technology, in how it could help Baldwin County
16 move forward with you as our Building Inspector.

17 MR. EDWARD LOWE: Well, I've looked
18 geographically at Baldwin County. It's huge. I
19 mean, you know, I don't have to tell y'all.

20 The -- the logistics of managing something like
21 this, it almost is a necessity that you embrace
22 some technology and -- and possibly some more
23 modern -- I don't want to say not conventional work
24 practices.

25 But with this new generation, what I'm finding
26 is they don't have quite the same idea of how work
27 is done. And I don't want to sound like I'm
28 detrimental, but they work different than we do.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 I mean, you know, we probably all grew up 10,
2 12 hours a day as the norm. They like -- they're
3 task oriented. And they use technology very
4 efficiently to accomplish a task, and they're done.
5 I mean, you know, they wait for the next task.

6 So I think technology is a key, especially to
7 this job. I know that there are satellite offices.
8 I know that there's a deputy building official in
9 Fairhope. I haven't been to the office, but in
10 that area.

11 I think communication, some of the direct
12 technology will make a huge difference in how
13 efficiently -- how you operate that efficiently.

14 COMMISSIONER JOE DAVIS, III: Very good.
15 Have you had or considered around the area in
16 utilizing drones for some of the inspections and
17 that sort of thing? Do you have any experience in
18 that?

19 MR. EDWARD LOWE: We use drones in a couple
20 different things. And I -- I do manage the
21 airport. But we've got public safety drones, but
22 we also -- we do have some -- we have tornadoes in
23 North Central Alabama. So and I -- I am the cost
24 estimator, so I do that by drone.

25 Now, I have a -- I have a public safety guy
26 that -- that I delegate most of the actual flying
27 and producing that --

28 COMMISSIONER JOE DAVIS, III: Sure.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. EDWARD LOWE: -- to. But our ISO
2 rating is a four. And I'm sorry. I don't know
3 what Baldwin County's is in general. I didn't have
4 time to look that up.

5 But part of that is because, as a Building
6 Official, you know, I set aside some time to not
7 necessarily go behind these guys, but -- but just
8 involved in it instead of just being behind the
9 desk.

10 You need to get out there. And this is one way
11 I can get out there, technologywise, and see what
12 they're doing.

13 Also, you know, we -- we have an appointed
14 utility board. So we work very closely with them.
15 So when we're doing a subdivision application, you
16 know, we map all of that with a GIS system. And we
17 fly the drone footage ourself.

18 COMMISSIONER JOE DAVIS, III: Very good.
19 Thank you, sir.

20 COMMISSIONER JAMES E. (JEB) BALL: All
21 right. I've got a question. Yours is different,
22 because you said the reason for leaving work is
23 retiring, and you're applying for another job. So
24 one of my questions is, what, you just want to keep
25 doing something down here?

26 MR. EDWARD LOWE: Oh, absolutely. I guess
27 maybe that's a misstatement on my part. I'm
28 retiring because I'm -- I'm soon to be eligible for

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 25 years with the state system.

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

3 MR. EDWARD LOWE: And one of the things
4 that interested me in the job is it's listed as a
5 contract job.

6 Now, I don't know the ins and outs of it, but
7 my -- what I was hoping is that I could contract
8 with Baldwin County and not be subject to the
9 retirement system.

10 You know, that may -- that may -- I may be
11 wasting y'all's time. It may not be possible. It
12 may be strictly just consultants are eligible to do
13 that. But the retirement system, you know, said it
14 depends on how the contract is --

15 COMMISSIONER JOE DAVIS, III: Drawn up.

16 MR. EDWARD LOWE: -- drawn up. So I won't
17 retire. I mean, I've been working since I was 11.
18 I'll work 10 to 12 more years actively and then --

19 COMMISSIONER JAMES E. (JEB) BALL: Well,
20 that was my -- one of my other questions. The
21 contract position -- And we've got a Personnel
22 Director over here. She can correct me if I'm
23 wrong, or Commissioner Gruber, because he's been
24 doing this a while.

25 The contracted position is a legislative kind
26 of appointed position that they -- they've created
27 these ten slots for the Commission to oversee.

28 And these are our direct points of contact that

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 we have for us, as Commissioners, to be able to
2 either discipline, talk, guide. We have ten of
3 these, and the Building Official is one of them.

4 With that being said, just like you're already
5 working with government now, your job is only as
6 good as either the mayor or this Commission.

7 MR. EDWARD LOWE: Sure.

8 COMMISSIONER JAMES E. (JEB) BALL: And so I
9 think you're -- you're -- you ought to be fully
10 confident that you know that isn't promised the
11 next go around, electionwise, because we all four
12 could be gone.

13 So I just wanted to know your feelings on that,
14 which I think you already kind of explained that.
15 But Deidra would be able to answer that question
16 about the retirement.

17 I think you are subject to the retirement
18 system as a contract employee. And even if you --
19 I don't think there is anything you could word in
20 the contract differently.

21 MS. DEIDRA HANAK: It's not. There's a --
22 there's a limit every year that you have -- that
23 you -- that you can make, which, I believe, is
24 31,000. And --

25 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
26 You'd have to decide if you want to retire or not.

27 COMMISSIONER CHARLES F. (SKIP) GRUBER: I'm
28 in -- I'm in that group.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSIONER JAMES E. (JEB) BALL: So you'd
2 be losing money.

3 COMMISSIONER JOE DAVIS, III: I'm in that
4 group.

5 MR. EDWARD LOWE: Well, to be honest, I
6 would be losing money anyway. Because my current
7 salary is \$159,400. So, you know, that's a pretty
8 good lick in itself from a business consideration.

9 I'm -- I'm, you know -- I guess if there's not
10 an opportunity to discuss a consulting contract in
11 the same capacity -- And I've read the legislation.
12 And, you know, then I may have wasted --

13 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
14 It's a very --

15 MR. EDWARD LOWE: -- all of y'all's time.

16 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
17 It's a very unique position. I would not say
18 without an attorney telling me exactly. But it --
19 it might be very -- you would be treated
20 differently than any of the other nine. And I
21 don't know --

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

23 COMMISSION CHAIRMAN BILLIE JO
24 UNDERWOOD: -- that that would be the -- the -- the
25 desire. And I'm just speaking as one person --

26 MR. EDWARD LOWE: Sure.

27 COMMISSION CHAIRMAN BILLIE JO
28 UNDERWOOD: -- you know.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. EDWARD LOWE: Yeah.

2 COMMISSIONER JOE DAVIS, III: As it works
3 right now, our compensation is such as members of
4 Commission that I draw my retirement and this
5 salary up until it reaches 31,000.

6 MR. EDWARD LOWE: Right.

7 COMMISSIONER JOE DAVIS, III: And then I'll
8 go through August and December without getting,
9 then start in January -- it runs with the calendar
10 year.

11 MR. EDWARD LOWE: Uh-huh. (Indicates
12 affirmatively.)

13 COMMISSIONER JOE DAVIS, III: But you do
14 have to factor that in to --

15 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
16 And that would drop off very much quicker with --

17 COMMISSIONER JOE DAVIS, III: The salary,
18 yeah. Sure.

19 MR. EDWARD LOWE: Well, there are other
20 things. You know, I've got -- I've got ten -- when
21 I came on in my current position, the contract
22 allows me to accrue vacation instead of having a
23 severance package.

24 So I've got, you know, ten months vacation
25 after 20-something years that would have to process
26 through, too. But, I mean, you know, still, I hate
27 that I've wasted y'all's time.

28 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 No.

2 COMMISSIONER JOE DAVIS, III: You've not
3 wasted it.

4 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
5 You've not waited it.

6 COMMISSIONER JOE DAVIS, III: We look
7 forward to having you in paradise.

8 MR. EDWARD LOWE: Well, I'm coming, you
9 know, one way or the other. Probably would just be
10 with a private entity at this point.

11 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
12 All right. Well, I -- I just want to thank you.

13 MR. EDWARD LOWE: Sure.

14 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
15 All right. And I take it as a complement that you
16 would even want to work for us.

17 MR. EDWARD LOWE: I appreciate your time.
18 Absolutely. It is paradise.

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

20 MR. EDWARD LOWE: That's why I'm coming.

21 COMMISSIONER JOE DAVIS, III: Thank you,
22 sir.

23 MR. EDWARD LOWE: Absolutely. Thank you.

24 COMMISSIONER JAMES E. (JEB) BALL: Thank
25 you sir.

26 COMMISSIONER JOE DAVIS, III: Thank you.

27 MR. EDWARD LOWE: Nice to meet you.

28 MS. DEIDRA HANAK: Nice to meet you.

1 COMMISSIONER JOE DAVIS, III: Interesting.

2

3

4

1-E - INTERVIEW OF EDDIE HARPER

5 MS. DEIDRA HANAK: Mr. Eddie Harper.

6 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

7 Billie Jo Underwood.

8 MR. EDDIE HARPER: Eddie Harper. Nice to
9 meet you.

10 COMMISSIONER JOE DAVIS, III: Joe Davis.

11 MR. EDDIE HARPER: Nice to meet you.

12 COMMISSIONER JAMES E. (JEB) BALL: How are
13 you doing, sir? Jeb Ball.

14 MR. EDDIE HARPER: Nice to meet you.

15 COMMISSIONER CHARLES F. (SKIP) GRUBER:
16 Commissioner Gruber.

17 MR. EDDIE HARPER: Nice to meet you.

18 COMMISSIONER JOE DAVIS, III: You need to
19 be on the other side, the hot seat.

20 MS. DEIDRA HANAK: Hot seat.

21 COMMISSIONER JOE DAVIS, III: There we go.

22 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
23 First of all, Mr. Harper, thank you for applying
24 for this position. We -- this is -- we do this the
25 same way for each applicant.

26 MR. EDDIE HARPER: Okay.

27 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
28 We'll start out with you giving us a five-minute

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 overview about yourself.

2 MR. EDDIE HARPER: Okay.

3 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
4 Whatever you want to tell us, whether it's about
5 the job, or personal, or why you want to be here,
6 or your experience, or whatever.

7 MR. EDDIE HARPER: Okay.

8 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
9 And then we'll start out. We'll go down the line.
10 I'll start off with one question, and then rest
11 will have one or two. And then we'll wrap up;
12 okay?

13 MR. EDDIE HARPER: Sounds good to me.

14 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
15 Thank you very much.

16 MR. EDDIE HARPER: Okay. I'll start at the
17 beginning then. It's a little bit personal. I
18 grew up in Meridian, Mississippi. I joined the
19 military at 17 years old, then came back and was
20 going to college, business degree, got activated in
21 Desert Storm.

22 So I went to that for about nine months, and
23 then came back and fell in love and -- and started
24 building my business at that point in time.

25 I was -- owned my own electrical business for
26 12-1/2 years. And then I owned my own contracting
27 business for 12-1/2 years.

28 And during that time, I got married. I have

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 two boys. I have two boys that are 18 and 21.
2 Both of them are out of the house at this point, in
3 college. So I'm an empty-nester.

4 And did that until I get ready to try to move
5 away from where I was at and moved to a community
6 that I could try to start thinking about retirement
7 in, you know, eventually.

8 And I always vacationed here in Orange Beach.
9 And so I decided to move here. And I've been here
10 now five years full time.

11 I applied for an inspector job in Orange Beach,
12 got that. I've been doing that now for 3-1/2
13 years. And another than that, just -- I was in
14 politics for a while.

15 I don't know if I put that on my application or
16 not, but I was one of you guys, I guess. In
17 Mississippi we call them Supervisors --

18 COMMISSIONER JOE DAVIS, III: Okay.

19 MR. EDDIE HARPER: -- County Supervisors.
20 And I served during Hurricane Katrina. I served on
21 the Commission, appointed by Hailey Barber after
22 Hurricane Katrina to help rebuild Mississippi.

23 And I was also involved in emergency management
24 a good bit. So I'm NEMS certified. And, like I
25 said, I understand the politics of -- of the job,
26 because I understand that there is a code that we
27 follow.

28 And I understand that code is not always black

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 and white. There is a lot of gray areas in there.
2 And that's where the politics comes involved. So I
3 think that's a good experience that I bring to the
4 table.

5 But other than that, I just -- I think the
6 things I put in my application about my
7 construction background, my political background,
8 my emergency management background, certified
9 floodplain manager background, I think that all of
10 that will contribute to helping your job stay easy.

11 Because of the Building Official's job should
12 be to keep somebody in here complaining to you guys
13 on what's happening on a daily basis out there in
14 the field.

15 I managed -- when I was on the Board of
16 Supervisors, we had about 350 employees under us.
17 And our budget was about \$50 million. So I think
18 that I've got that as a strong point, and just
19 working with, you know, human relations and
20 employee relationship. And understanding all that
21 is a big deal.

22 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
23 Okay.

24 MR. EDDIE HARPER: That's me in a nutshell.

25 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
26 All right. Thank you.

27 COMMISSIONER JOE DAVIS, III: Very good.

28 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 I'll start out with even though I have mixed a
2 little mud and struck a few joints in my life, I'm
3 not technically -- don't know about much about
4 Building Inspectors. So mine is just going to be a
5 behavior-based question.

6 My question is if you were to leave your
7 current position today, is someone ready to take
8 your place? If not, how are you preparing someone;
9 and, if so, what process do you use to get someone
10 ready?

11 MR. EDDIE HARPER: Well, if I left today,
12 if I did get the job and put in my notice, I would
13 try to work with them as much as I could about how
14 much time was needed for them to replace me. Then
15 I would also work with you guys about how quickly
16 you're wanting someone to come onboard.

17 As far as working, we have four Building
18 Inspectors that work for the City of Orange Beach.
19 And we have just added the fourth one, because of
20 what's in the pipeline, because of how busy we are.

21 So right now we're a little bit overstaffed. I
22 think that would be sufficient to be able to leave
23 and give them time to hire somebody, post the job,
24 and go through the hiring process of being able to
25 find somebody to replace me.

26 But I don't think it would put them in a bind
27 if I left, you know, just in the two-week
28 timeframe.

1 But I have been responsible in my office for
2 doing the training for the recent inspector we just
3 hired. They ride with me every day. And I've been
4 training him. We did that, now, maybe 2-1/2 months
5 ago.

6 And I'm also over the process that we've just
7 went completely digital in Orange Beach with our
8 permitting. And I built all of that. So I'm
9 responsible for training all of our inspectors on
10 how to use the citizen serve software.

11 And anybody in our city limits now can be at
12 their house, on their cellphone, anywhere they want
13 to be and apply for a permit, pay for a permit,
14 request inspections, do everything.

15 And I'm responsible for building that whole
16 program, along with my office manager. She and I
17 have been doing that for a little over a year and a
18 half now.

19 So I think that, again, with the bringing
20 someone onboard already, because of what we see in
21 the pipeline, and getting -- going completely
22 digital to make it easier and completely user
23 friendly for the public, you know, and protect the
24 files, you know -- because if a hurricane comes and
25 we got blown away down there and we lose all of the
26 paper files, and now everything is backed up on
27 three different Clouds.

28 And so I think that's -- that would be what I

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 would think would be, you know, sufficient
2 preparedness for me leaving my current position --

3 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

4 Okay.

5 MR. EDDIE HARPER: -- and bringing in
6 somebody else to replace me.

7 COMMISSIONER JOE DAVIS, III: Mr. Harper,
8 give us an example of a project or a program that
9 you've had a big part or a small part in that
10 you're really proud of being a part of.

11 MR. EDDIE HARPER: Okay.

12 COMMISSIONER JOE DAVIS, III: And it can be
13 recent, or it can be back earlier in you career or
14 whatever. Give us an example of that.

15 MR. EDDIE HARPER: Can I give a couple?

16 COMMISSIONER JOE DAVIS, III: Sure.

17 MR. EDDIE HARPER: Okay. The -- being on
18 the Rebuild Mississippi Commission, we were
19 appointed after Hurricane Katrina. I was real
20 proud of that, about the new standards and
21 everything, guidelines that would be required
22 along, you know, the gulf coast and even into my
23 area, which is Middle Mississippi.

24 COMMISSIONER JOE DAVIS, III: Sure.

25 MR. EDDIE HARPER: And we worked with FEMA
26 and the Corps and everything else to come up with
27 those guidelines that we wanted to implement. So
28 that's one that I would be proud of.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 The other is the citizens serve that I just
2 talked about, is implementing, you know, going
3 completely, you know, digital.

4 And then, also, I worked with the CRS program
5 in Orange Beach to where our Community Rating
6 System -- you know, we try to maintain as -- as
7 best we can.

8 It's -- it's fairly easy for a community to
9 come in at a seven or an eight to keep your
10 insurance rates down. And I'm -- I'm responsible
11 for gathering all the information for CRS,
12 repetitive loss, and things to make sure that our
13 rating stays as low as possible.

14 And we're actually on the verge of trying to go
15 down one more level with our -- you know, with our
16 outreach programs and activities and things like
17 that that we're about to do. So I'm proud of that,
18 too.

19 COMMISSIONER JOE DAVIS, III: Very good.
20 Super. And you almost answered my next question,
21 because I'm about getting people to talk about
22 what's next in technology.

23 MR. EDDIE HARPER: Uh-huh. (Indicates
24 affirmatively.)

25 COMMISSIONER JOE DAVIS, III: And it sounds
26 like that you've been on the cutting. Is there
27 anything in the -- in the future that you would
28 like to see added to what you've put in place?

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 I'm very impressed with what you've put in
2 place, but are there other things? What's out
3 there? What's next?

4 MR. EDDIE HARPER: We are actually in the
5 process -- My big boss just came to me and now he
6 wants me to work on helping bring the Planning
7 Commission onboard, because we've got the
8 inspection process onboard.

9 So now we're going to go with the Planning
10 Commission and the Planning and Zoning Department
11 and bring it onboard with the applications and
12 things.

13 And we also just implemented a completely
14 digital files for our plans. All of our plans are
15 completely digital. We have the big blue beam
16 system that's in my office and all the markups for
17 the plans.

18 And we need to bring on another one of those
19 for our Planning Commission and then get the -- the
20 whole process of -- from -- from somebody's thought
21 process of wanting to build a business or a house
22 all the way to the CO, when it's issued, to the CO.

23 And then also being able to -- we also have a
24 backup plan that I've been working on that's with
25 iAuditor that's on our iPads.

26 And it's not -- it's not internet based. It's
27 completely on your iPad to where if you can -- if
28 we have no cell service of any kind, we can still

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 do this.

2 And it maps the location of where you're at.

3 And you can go around, do the damage assessments.

4 It's a special damage assessment program that I've
5 been building.

6 And you'll be able to map the damage of each
7 individual property. And then when the online
8 system -- online system does come back on, you'll
9 be able to put that in an Excel format and ship
10 that to FEMA. And they'll know what our damage is,
11 how bad our damage is, and everything just
12 instantly like that.

13 COMMISSIONER JOE DAVIS, III: Very good.

14 MR. EDDIE HARPER: Okay.

15 COMMISSIONER JOE DAVIS, III: Very good.

16 Thank you very much.

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

18 Mr. Harper, my question is, is when you apply, I
19 see that you probably studied the -- the contract
20 term that's used to justify this employment.

21 We have ten contract employees that work
22 directly under the Commission's discretion. And,
23 you know, those employment terms for -- usually, as
24 you can see, our Building Inspector is retiring
25 after 20-plus years. So he's made it through a lot
26 of different Commissioners.

27 MR. EDDIE HARPER: Right.

28 COMMISSIONER JAMES E. (JEB) BALL: So I

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 think when people stay the course and do their job,
2 usually those guys keep their job. But if all of
3 us got voted out of office next go around -- Which
4 I hope that doesn't happen --

5 MR. EDDIE HARPER: Right.

6 COMMISSIONER JAMES E. (JEB) BALL: -- but
7 if it did, you'd have a whole new body that --
8 that's in here. And they can -- they can rehire
9 all ten new people --

10 MR. EDDIE HARPER: Sure.

11 COMMISSIONER JAMES E. (JEB) BALL: -- if
12 they wanted to. How do you feel about applying for
13 a job that's not so certain? I mean, I'm sure you
14 wake up every morning, and you're at the mayor's
15 discretion of City of Orange Beach.

16 MR. EDDIE HARPER: Yes, sir. Yes. That's
17 what I was going to say. He can pretty much do the
18 same thing.

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

20 MR. EDDIE HARPER: And, like I said, I've
21 been in your position before. And we -- when we
22 brought on several new members during different
23 terms, you know, we did replace some people.

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

25 MR. EDDIE HARPER: But I just think at that
26 point in time, your job performance speaks for
27 itself.

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

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. EDDIE HARPER: You know, and if you
2 have a good working relationship with the -- with
3 the people that are under you, the Commissioners
4 that served before you --

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

6 MR. EDDIE HARPER: -- and, you know, and
7 then the citizens -- And I think the citizens will
8 have a big input in whether or not, you know, this
9 guy has caused more problems than he has solutions.

10 Then you'll just go from there and just try to
11 make sure that you just present yourself to the
12 best ability, you know, that you can, and let --
13 let the Good Lord take care of it.

14 COMMISSIONER JAMES E. (JEB) BALL: How --
15 how far would you be away from -- Have you ever
16 looked into getting your Certified Building
17 Official License?

18 MR. EDDIE HARPER: I have. I'm working on
19 my certification. I'm a master electrician. And I
20 just -- I just took another certification last week
21 and passed it.

22 And I don't know if this will come out right,
23 but certifications are one thing, and knowing what
24 you're doing is other thing.

25 And my 25 years of experience being a
26 contractor brings me the experience that -- in the
27 field that you actually know what you're looking
28 at.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 Anybody can go down there and take a
2 certification. You can take that certification six
3 times, back to back to back to back to back. And
4 by the time you've taken it six time in two weeks,
5 you can pass it. But that still doesn't know --
6 doesn't mean that you know what you're doing.

7 And so I have been working on those
8 certifications as I could, because I've been
9 implementing the citizens serve software. And
10 that's been taking up more -- a whole lot more than
11 my 40-hour week.

12 So I just got the permitting software online.
13 I had a break. I went and did another
14 certification.

15 But going to get any certifications that you
16 guys would like me to have or that I think I needed
17 would be no problem whatsoever.

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

20 COMMISSIONER CHARLES F. (SKIP) GRUBER: I
21 know you're pretty well probably familiar with the
22 Coastal Management Program.

23 MR. EDDIE HARPER: Yes, sir.

24 COMMISSIONER CHARLES F. (SKIP) GRUBER: You
25 know, it's very, very important to us.

26 MR. EDDIE HARPER: Yes, sir.

27 COMMISSIONER CHARLES F. (SKIP) GRUBER: You
28 know, all of Fort Morgan is under that. And, you

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 know, they -- they, at times, have been very
2 cantankerous --

3 MR. EDDIE HARPER: Uh-huh. (Indicates
4 affirmatively.) Yes.

5 COMMISSIONER CHARLES F. (SKIP) GRUBER -- in
6 giving -- I hate to say it -- in giving us false
7 information and then coming back and saying, well,
8 no, that's not what I said. And it makes -- and it
9 makes it -- it's been making it hard for Mike --

10 MR. EDDIE HARPER: Right.

11 COMMISSIONER CHARLES F. (SKIP) GRUBER: --
12 to help him make decisions with false information.
13 And then we have to go back and try to correct
14 that.

15 MR. EDDIE HARPER: Right.

16 COMMISSIONER CHARLES F. (SKIP) GRUBER:
17 Okay. And it's -- that's similar to things, you
18 know, that you would -- you would have to -- to
19 look at, you know, if you were selected.

20 MR. EDDIE HARPER: Yes, sir.

21 COMMISSIONER CHARLES F. (SKIP) GRUBER: Not
22 only that, I don't know if you know it, but, you
23 know, just about the whole staff is brand-new.

24 MR. EDDIE HARPER: Okay.

25 COMMISSIONER CHARLES F. (SKIP) GRUBER:
26 We're losing Claude January the 1st. He's gone.

27 MR. EDDIE HARPER: Right.

28 COMMISSIONER CHARLES F. (SKIP) GRUBER:

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 That gives us basically one senior person that's
2 got more than five years. And that's Freddy. I
3 don't know if you know Freddy.

4 MR. EDDIE HARPER: I do not.

5 COMMISSIONER CHARLES F. (SKIP) GRUBER:
6 He's our deputy director. Then we've got Brian
7 Stewart in Bay Minette.

8 MR. EDDIE HARPER: Uh-huh. (Indicates
9 affirmatively.)

10 COMMISSIONER CHARLES F. (SKIP) GRUBER: And
11 we've got Rob Madison. We just hired a young
12 fellow by the name of Lee, who has not even taken
13 his test yet. I think Rob has taken a couple of
14 tests. And we've got another one we're fixing to
15 hire, made an offer, but he has no experience
16 either.

17 MR. EDDIE HARPER: Right.

18 COMMISSIONER CHARLES F. (SKIP) GRUBER: So
19 you're coming into a completely new system.

20 MR. EDDIE HARPER: Yes, sir.

21 COMMISSIONER CHARLES F. (SKIP) GRUBER:
22 Basically, you know, trying to get stuff. And
23 it's -- it's -- it's going to be a tough row to
24 hoe.

25 MR. EDDIE HARPER: Right.

26 COMMISSIONER CHARLES F. (SKIP) GRUBER: I
27 mean, you know, because there's going to be more
28 put on you as the director to make sure that they

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 don't have the stuff -- somebody has to know what
2 to tell these folks.

3 MR. EDDIE HARPER: Right.

4 COMMISSIONER CHARLES F. (SKIP) GRUBER: We
5 can't -- we can't shut operations down.

6 MR. EDDIE HARPER: Right.

7 COMMISSIONER CHARLES F. (SKIP) GRUBER: I
8 mean, you know, so it's going to take a lot of
9 knowledge. And, you know, I know it doesn't mean a
10 whole lot, but a lot of these certifications do
11 mean something. Because, I mean, that means you
12 have that knowledge to -- to do these things. And
13 that's why we request that be -- have these
14 things --

15 MR. EDDIE HARPER: Yes, sir.

16 COMMISSIONER CHARLES F. (SKIP) GRUBER: --
17 you know, floodplain management, you know, you get
18 into the floodplain down there.

19 MR. EDDIE HARPER: Yes, sir.

20 COMMISSIONER CHARLES F. (SKIP) GRUBER: You
21 know, and the Building Official has to signoff on
22 every one of those things.

23 MR. EDDIE HARPER: Yes, sir.

24 COMMISSIONER CHARLES F. (SKIP) GRUBER: He
25 has to make sure, you know, that it's done
26 properly.

27 MR. EDDIE HARPER: Yes, sir.

28 COMMISSIONER CHARLES F. (SKIP) GRUBER: So,

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 I mean, you know, it -- it's a big -- it's a big
2 thing.

3 MR. EDDIE HARPER: Yes, sir, it is.

4 COMMISSIONER CHARLES F. (SKIP) GRUBER: It
5 is. Just, you know -- that's just information, you
6 know.

7 MR. EDDIE HARPER: I think that, you know,
8 a good leader, you know, takes his people that he
9 has under him, and he finds their strengths and
10 their weaknesses, and then he points them in a good
11 direction that they need to be in. And he
12 surrounds himself with the people that might have
13 the expertise that he does not have.

14 And then you also do that with -- I know that
15 this -- this division is broken up into different
16 satellites as far as, you know, Foley's satellite
17 and the Foley and the Bay Minette.

18 And so you take those -- you take and put your
19 strengths in right places and you give them the
20 training that they need.

21 I'm big on training, big on classes. And --
22 and, you know, I -- I did say, you know, I'm an
23 empty-nester. So I'm a -- I live in Orange Beach.
24 I'll be able to dedicate full time to being able to
25 make sure that I'm where I need to be when I need
26 to be and make sure that the people are getting the
27 training that they deserve and that they need.

28 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 Okay. Well, that's -- that's a good comment there.
2 I just wanted to -- to wrap this up. If you have
3 anything else you would like to say briefly to us.

4 Or, if not, I just want to tell you that I take
5 it as a complement that you would apply for this
6 position and that you would want to work for us at
7 Baldwin County.

8 And I want to followup on a quick comment. You
9 know, sometimes being able to walk into a
10 department that -- that could be built up --

11 MR. EDDIE HARPER: Right.

12 COMMISSION CHAIRMAN BILLIE JO

13 UNDERWOOD: -- might be a benefit to anybody.

14 MR. EDDIE HARPER: It could.

15 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

16 So regardless of who gets this position, they're
17 going to have to do the same thing.

18 MR. EDDIE HARPER: Yes. I agree with that.
19 And I accept that challenge. I really do.

20 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

21 All right.

22 MR. EDDIE HARPER: Because it would be a
23 challenge. I mean, like you said, you know, you
24 need the people under you that -- that -- that you
25 can trust and that when they bring you information,
26 you can -- you can take that information as -- as
27 knowledgeable. And so I think it would be a
28 challenge, but I -- but I think it's something

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 that, you know --

2 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

3 All right.

4 MR. EDDIE HARPER: -- it would be doable.

5 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

6 Well, thank you.

7 MR. EDDIE HARPER: Yeah. Thank you. But
8 as far as adding anything, I wanted to thank you
9 guys. I've been in your seat before, and I
10 understand the -- you know, the process of how this
11 goes.

12 And I -- I respect each and every one of you
13 doing what you do for -- for public office. I
14 don't think I ever want to hold public office
15 again.

16 That's one of the reasons I moved away, because
17 I -- I just got the -- the -- the people walking to
18 your dinner table and -- and in the parking lot
19 and, you know, calling house your house at seven
20 o'clock in the morning. I'll pray for y'all every
21 day.

22 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

23 Thank you.

24 COMMISSIONER JAMES E. (JEB) BALL: Thank
25 you so much.

26 COMMISSIONER CHARLES F. (SKIP) GRUBER:

27 Thank you very much.

28 MR. EDDIE HARPER: Have a good one.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSIONER JAMES E. (JEB) BALL: Thank
2 you.

3 MR. EDDIE HARPER: And thank you for
4 service.

5 COMMISSIONER JAMES E. (JEB) BALL: Yes,
6 sir. Thank you.

7 COMMISSIONER JOE DAVIS, III: I grew up in
8 Thomasville, and I know exactly where Meridian is.
9 And Rush Hospital is building a hospital in
10 Thomasville.

11 MR. EDDIE HARPER: Yeah. I wired in Rush
12 Hospital --

13 COMMISSIONER JOE DAVIS, III: Oh, did you?

14 MR. EDDIE HARPER: -- back in my electrical
15 days.

16 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
17 Thank you for service.

18 MR. WAYNE DYESS: Pleasure meeting you.

19 MR. EDDIE HARPER: Yes, sir. Thank you.

20 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I
21 need to take a five-minute break.

22 COMMISSIONER CHARLES F. (SKIP) GRUBER: Can
23 we take five minutes real quick?

24 COMMISSIONER JOE DAVIS, III: Yeah, I think
25 so.

26 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
27 Okay.

28 COMMISSIONER JOE DAVIS, III: Me, too.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
2 Five minutes, Deidra.

3
4 (A recess was taken at 12:22 p.m.)
5 (The Baldwin County Special Work Session resumed at
6 12:27 p.m.)
7

8 **1-F - INTERVIEW OF MARK SAVASTA**

9 COMMISSIONER JOE DAVIS, III: Hello. How
10 are you, sir?

11 MR. MARK SAVASTA: Hello.

12 MS. DEIDRA HANAK: Mark Savasta,
13 Ms. Underwood.

14 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
15 Hi. Billie Jo Underwood.

16 COMMISSIONER JOE DAVIS, III: Hi. I'm Joe
17 Davis.

18 MR. MARK SAVASTA: Nice to meet you.

19 COMMISSIONER JOE DAVIS, III: Nice to meet
20 you, sir.

21 COMMISSIONER JAMES E. (JEB) BALL: James
22 Ball. How are you?

23 MR. MARK SAVASTA: Hi.

24 COMMISSIONER CHARLES F. (SKIP) GRUBER:
25 Charles Gruber.

26 MR. MARK SAVASTA: Hi. The phones are off.
27 I was working out there.

28 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 Okay. Okay, Mark. My name is Billie Jo Underwood.
2 And thank you so much for -- for applying and
3 coming to the interview. And we will do the same
4 thing we did for everyone else.

5 MR. MARK SAVASTA: Sure.

6 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
7 We'll start out by letting you give us a
8 five-minute overview about yourself, anything you
9 want to tell us; job, personal, or anything; okay?

10 MR. MARK SAVASTA: Okay.

11 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
12 And then we'll go down the line. Each of us will
13 ask you one or two questions, and then we'll wrap
14 it up. And you can give us a little -- if you have
15 any final brief comments; okay?

16 MR. MARK SAVASTA: All right.

17 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
18 Thank you.

19 MR. MARK SAVASTA: I'm originally from
20 Pittsburgh, Pennsylvania. This is actually my
21 third career. I was in financial services in
22 proprietary school business.

23 When I left the -- I was between jobs in the --
24 in Chicago, between career education corporation
25 and Kaplan University. I -- Katrina hit. Excuse
26 me. My voice is quivering, but I have a cold. I
27 have a cold.

28 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I

1 understand. I took sinus medicine earlier.

2 MR. MARK SAVASTA: I came down and
3 volunteered for Katrina. And that's how I ended up
4 on the coast.

5 I stayed here for about a year after we were
6 done working. I starting helping writing grants
7 for people. And it was time to look for a job.

8 And there's just no universities down here that
9 would be in the market of what I did. My last job
10 was with Kaplan University. I was the
11 vice-president of graduate admission for the
12 graduate school course.

13 And so I looked into -- I've always done
14 construction all of my life. Either I've owned the
15 properties or rentals or I've built. So that was
16 always my first love, but it was my second career.

17 And I applied for the Building Department in
18 Pascagoula. And I didn't think I would get the
19 job, simply because I was from out of town. No one
20 knew me.

21 What I wasn't aware of was that I'd been in
22 there so many times asking questions that they
23 definitely knew me. So I got hired.

24 And, from there, I went to Southern University,
25 Southern Miss, and got my construction engineer
26 degree. When I do a job, I always try to gain as
27 much education as I can. I also started getting
28 certifications. That's where I think I got my

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 first three.

2 As you look at my resume, you'll see that I've
3 really taken to getting the certifications that are
4 necessary for doing this job and just getting
5 overall knowledge of what you do.

6 Moved from there to Alabama, was there for a
7 year in Mobile County. I went to Longview for
8 2-1/2 years. And now I'm in Houston.

9 So that begs the question, if I were sitting on
10 your side, why would I want to move from Houston?
11 It's the forth largest city.

12 A lot of things happen there. We have 1300
13 people come in to our lobby a day to talk about
14 permits. We have just under 2,000 plans in que.
15 We do anywhere from 2,000 to 2500. I'm not trying
16 to sell you on Houston, by the way. Anywhere from
17 2,000 --

18 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
19 That won't happen here.

20 MR. MARK SAVASTA: -- to 2500 inspections.

21 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I
22 hold my breath going through Houston.

23 MR. MARK SAVASTA: It is busy. I'll give
24 you that. It's a job that fits me very well, but
25 it's not the gulf coast.

26 So when I came down here, I fell in love with
27 it. My wife's from Pascagoula. And that's why
28 we're here.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

2 Okay. All right. Well --

3 MR. MARK SAVASTA: That the short version.

4 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

5 Okay.

6 COMMISSIONER JOE DAVIS, III: Sure.

7 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

8 And that's what we like today. If you -- if you
9 were to leave your current position today, is
10 somebody ready to take your place? If not, how are
11 preparing someone; and, if so, what process did you
12 use to get someone ready?

13 MR. MARK SAVASTA: In my interview with the
14 City of Houston, they asked me a similar type
15 question. And I'll answer with the same type
16 answer I'll give you. My first two top priorities
17 are typically cross training and succession.

18 So to answer your question specifically, we
19 embarked on becoming an ICC preferred provider,
20 which we are now. We started our ICC chapter. For
21 whatever reason, the City of Houston never had one
22 or had let it go.

23 We've our HR department has partnered up with
24 our -- with the building department. And we're
25 working on a soft skills. Because a lot of times
26 what happens is when someone comes out of the field
27 and comes to the Building Department, they've got
28 some rough edges.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 So we got that going and had out -- outreach to
2 Eastern Gateway Community College. And we're in
3 the process, under handshake right now, of
4 converting our -- And this will apply to your
5 folks, too -- your certifications to college
6 credits.

7 So there will be, hopefully by next year
8 sometime, a college -- an associates degree
9 specifically for Building Departments. So that's
10 how I'm preparing them.

11 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
12 Okay. Thank you very much.

13 MR. MARK SAVASTA: You're welcome.

14 COMMISSIONER JOE DAVIS, III: Very good.
15 Share with us an example of a program or a project
16 that you've been part of, a big part or a small
17 part, that you're proudest of. And it may have
18 been something you've done recently, or it could
19 have been something from back in your career. But
20 describe that to us, please.

21 MR. MARK SAVASTA: Are you interested in a
22 construction project or just a project?

23 COMMISSIONER JOE DAVIS, III: A project.

24 MR. MARK SAVASTA: What I'm embarking on
25 right now, it would be that project, working with
26 the Eastern Gateway Community College to get that
27 degree program for ladies and gentlemen that are in
28 the Building Department.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 One of the problems that we have as a whole is
2 that when we go -- what you're doing right now, you
3 have to reach into outside sources, resources, I
4 guess, rather than looking really hard at the group
5 you have.

6 Now, you may be. I don't know that to be true
7 or not, but that is typically a problem. At the
8 permitting center in the building code enforcement,
9 which I am in charge of, I have just under 500
10 staff. And they had go outside to get a Building
11 Official. And I found that unbelievable.

12 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
13 That's amazing.

14 MR. MARK SAVASTA: So that's why I've
15 embarked so heavily on that, is because that's part
16 of the succession. I mean, that's just --

17 COMMISSIONER JOE DAVIS, III: Sure.

18 MR. MARK SAVASTA: -- that's a huge part.
19 So that would be my crown jewel.

20 COMMISSIONER JOE DAVIS, III: Okay.

21 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
22 Okay.

23 COMMISSIONER JOE DAVIS, III: Very good.
24 All right. Second question.

25 MR. MARK SAVASTA: Yes.

26 COMMISSIONER JOE DAVIS, III: Relative to
27 what's next, and technology particularly, what do
28 you see as something that you have either just

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 started or would like to start or could see
2 starting that would make Baldwin County great if
3 you're selected for this position?

4 MR. MARK SAVASTA: Well, I've gone through
5 this twice with two other jurisdictions, going from
6 100 paper to 100 electronic. And while it's a
7 struggle for the staff and -- and everyone involved
8 inside, it's just as hard for the folks outside.

9 We've -- we've taken the time -- I also was in
10 charge of the transition. And we've -- we've done
11 outreach where we'll come to your company.

12 If you have 30 or 40 people, we'll come to your
13 company. And the small companies, we'll have them
14 come the permit center.

15 But if you have a company of that size, we'll
16 come out to your company and train you one-on-one
17 in a group. So I would say that moving -- unless
18 you're already electronic. I wouldn't know that,
19 but that --

20 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
21 I'd like to know that. Are we?

22 MR. MARK SAVASTA: It would also be
23 extremely helpful in the field for the inspectors.

24 COMMISSIONER JOE DAVIS, III: All right.
25 Let me ask a question relative to have you had
26 experience or are you pursuing in your department
27 the utilization of drones to do some of the
28 inspections and the --

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. MARK SAVASTA: It would interesting. I
2 have to be honest with you. I can see the value.

3 COMMISSIONER JOE DAVIS, III: Sure.

4 MR. MARK SAVASTA: Absolutely see the
5 value. We're looking at it now, but it's nothing
6 that -- we have an election. So we're waiting
7 until January.

8 COMMISSIONER JOE DAVIS, III: I understand.
9 Got to wait to see who's who; right? I understand.
10 Thank you very much.

11 MR. MARK SAVASTA: My pleasure.

12 COMMISSIONER JAMES E. (JEB) BALL: All
13 right. So just a couple things. We appreciate you
14 coming --

15 MR. MARK SAVASTA: Thank you.

16 COMMISSIONER JAMES E. (JEB) BALL -- down
17 this way, a long way to -- to interview for this
18 job. I don't know what I'd do if I had to go up to
19 Houston to interview for a job. It would be kind
20 of a culture shock for me.

21 One thing is, is, as you know, we're an elected
22 body by the people.

23 MR. MARK SAVASTA: Uh-huh. (Indicates
24 affirmatively.)

25 COMMISSIONER JAMES E. (JEB) BALL: We --
26 each one of us run at large for our office. And
27 this county is quite large. It's over 200,000
28 people. So we -- we cover a lot of area.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 One of the things that's unique about this
2 position that you're applying for is it's one of
3 ten what we call contracted positions that work
4 directly under the Commission.

5 With that being said, the job is, I guess, like
6 any other job -- Every time I say this, if
7 anybody's working in a government position, it's
8 only as good as the four people sitting here.

9 If -- if for some reason we all got voted out
10 in three years, then you have a new four people
11 sitting here that could -- with these ten people,
12 they could change all ten of them --

13 MR. MARK SAVASTA: Uh-huh. (Indicates
14 affirmatively.)

15 COMMISSIONER JAMES E. (JEB) BALL: -- and
16 have ten brand-new ones. That's kind of, you
17 know -- it hasn't happened like that before, but
18 I'm just saying it could.

19 Usually -- Our Building Official that's been
20 with us has been here over 20-plus years. So
21 that's a good track record, because he's been
22 through -- if you've been here 25-plus years,
23 you've been through plenty of Commissioners.

24 MR. MARK SAVASTA: Right.

25 COMMISSIONER JAMES E. (JEB) BALL: And so
26 I -- I think this is position, once you, you know,
27 you get in there and you -- you do the job and do
28 it like it's supposed to be done, you're kind of

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 left alone for a little while.

2 So but I just wanted to see how you felt about
3 applying and taking a job that could, you know, not
4 be there.

5 MR. MARK SAVASTA: Did I mention we're
6 having an election in Houston right now?

7 COMMISSIONER JAMES E. (JEB) BALL: That's
8 right.

9 MR. MARK SAVASTA: Actually, we're all in
10 the same boat over there. We're all -- from my
11 position on up is executive positions. And should
12 the mayor lose the race, the runoff, we stand the
13 same possibility.

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

15 COMMISSIONER CHARLES F. (SKIP) GRUBER:
16 Okay. I know y'all -- down in Texas -- we have
17 what we call a Coastal Management Program.

18 MR. MARK SAVASTA: Yes, sir.

19 COMMISSIONER CHARLES F. (SKIP) GRUBER: I
20 don't know if you're familiar with that. I don't
21 know if they do that in Texas. But there's one
22 that's, you know, got a CCL line, a construction
23 line that, you know, we kept -- we've got to
24 maintain. And it's got a lot of Federal
25 regulations in it.

26 MR. MARK SAVASTA: The flood -- the
27 flood --

28 COMMISSIONER CHARLES F. (SKIP) GRUBER:

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 It's not flood. It has to do with the coast
2 management. It's called a construction CCL line.

3 MR. MARK SAVASTA: I'm not familiar with
4 it.

5 COMMISSIONER CHARLES F. (SKIP) GRUBER:
6 But, anyway, it -- it's -- it's a system that we
7 have. We've got the beaches. You know, we can't
8 let people build forward of the construction line
9 and all this other stuff. So we have a lot of
10 stuff we have to maintain --

11 MR. MARK SAVASTA: Sure.

12 COMMISSIONER CHARLES F. (SKIP) GRUBER: --
13 to take care of it. And the problem we have a lot
14 of times is with the Federal Government telling us
15 one thing.

16 Somebody comes to get a permit for like a -- a
17 dune walkover. And they say, okay, yeah, that's
18 fine, and then later on say, oh, no, that's not --
19 so it's making it tough on our head Building
20 Official, because he's the one that has to deal
21 with it.

22 MR. MARK SAVASTA: Right.

23 COMMISSIONER CHARLES F. (SKIP) GRUBER: So
24 now you've got to go back and try to work out
25 something to get this corrected. Because, you
26 know, they're not going -- they're not going to
27 give you what you need.

28 It's like the Federal Government. They change

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 their mind every time you turn around. So, I mean,
2 that's one of the things, you know, that's --
3 that's -- the Building Official has as one of his
4 biggest things, is trying to work with these folks.
5 Because they're not -- they're not consistent.
6 And, you know, they're good people.

7 MR. MARK SAVASTA: Uh-huh. (Indicates
8 affirmatively.)

9 COMMISSIONER CHARLES F. (SKIP) GRUBER:
10 But, you know, they have got -- we've got the
11 turtle stuff. You know, there's stuff that's
12 coming up, new regulations, you know, they require
13 us, you know.

14 And, you know, be able to get a Certificate of
15 Occupancy, they have to approve it. And getting
16 them to approve something is hard.

17 And you've got a person here that's got a
18 construction loan. And now he's got to come off
19 that construction loan for a house. And, you know,
20 what does he do, you know?

21 And it falls -- it falls in the building
22 department's realm to try and take care of all this
23 stuff. So and the government was shutdown for a
24 while. And we -- luckily we didn't have anybody
25 that was that close to finishing a project, but it
26 causes a problem.

27 Not only that, our -- we had some senior staff
28 here for quite a few years. And this year it looks

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 like, you know, they've all decided that, you know,
2 they're going to retire.

3 We lost our deputy director. We're losing our
4 director. We're losing one of our senior personnel
5 January the 1st. He's retiring.

6 And so that leaves us with basically two people
7 that have over five years experience. Freddy, he's
8 our deputy director. He filled that slot. He
9 works out the Fairhope office.

10 So and then we've got Ron Stewart, who works in
11 Bay Minette. He has several years. These are all
12 good people. And then we've got Rob Madison, who's
13 been here maybe a year, a year and a half. We just
14 hired a young person that's going through the
15 course. He hasn't taken the first test yet.

16 MR. MARK SAVASTA: Uh-huh. (Indicates
17 affirmatively.)

18 COMMISSIONER CHARLES F. (SKIP) GRUBER: And
19 we just made an offer to another young gentleman.
20 And he hasn't had the course yet. But trying to
21 find Building Officials or Building Inspectors is
22 just about impossible.

23 MR. MARK SAVASTA: It's difficult.

24 COMMISSIONER CHARLES F. (SKIP) GRUBER:
25 It's a -- it's a field out there that's -- that
26 nobody wants to touch. And I saw -- This is --
27 this is -- I don't want you to think that, you
28 know, you're coming in here and it's going to be --

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 It's going to be a struggle if you're -- you know,
2 if you're selected. I mean, it's -- it's just
3 something I think you need know about.

4 MR. MARK SAVASTA: Well, thank you. We
5 have the same issue over there, believe it or not.
6 We have 50 vacancies. And a lot of times, filling
7 the vacancies that are very difficult would be the
8 mechanic, the electrical, plumbing, and building.

9 COMMISSIONER CHARLES F. (SKIP) GRUBER:
10 Because -- they're -- they're -- these trades are
11 very, very important.

12 MR. MARK SAVASTA: Sure.

13 COMMISSIONER CHARLES F. (SKIP) GRUBER: You
14 know, you're looking at putting people in houses
15 that I say, yes, I'm certified. Yes, it's built to
16 code.

17 MR. MARK SAVASTA: Uh-huh. (Indicates
18 affirmatively.)

19 COMMISSIONER CHARLES F. (SKIP) GRUBER: And
20 if they don't know what they're talking about, you
21 can -- you can evidently -- you know, if you're not
22 certified to do that, it puts us in a position
23 where we're liable.

24 MR. MARK SAVASTA: Sure.

25 COMMISSIONER CHARLES F. (SKIP) GRUBER:
26 And, you know, it's -- it's a cruel world out
27 there.

28 MR. MARK SAVASTA: And it's -- and it's not

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 only your -- your issue. It's a nationwide issue.
2 Two or three weeks ago, I was in the -- at the ICC
3 national conference.

4 And I think -- And don't quote me on the
5 numbers, but they were in the hundreds of thousands
6 of electricians, mechanical, plumbing, and builders
7 that we just don't have them.

8 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
9 Technical skills is a trade now. That is -- this
10 is -- that is an issue in all industry --

11 MR. MARK SAVASTA: Yes.

12 COMMISSION CHAIRMAN BILLIE JO
13 UNDERWOOD: -- not just the building inspecting.

14 MR. MARK SAVASTA: That's right.

15 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I
16 know that we have a lot of -- well, unemployment is
17 at an all-time record low.

18 MR. MARK SAVASTA: Right.

19 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
20 But I want to say that I -- I feel confident that
21 that wouldn't be a problem because of working in
22 such a large area, that you are -- I know -- I will
23 say this. At first when we posted this position,
24 we weren't hardly getting any applications. And
25 then right toward the end, they all came in. So
26 I'll take it as a complement that you wanted to
27 apply to work for us.

28 MR. MARK SAVASTA: Sure.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

2 So thank you very much.

3 MR. MARK SAVASTA: Thank you.

4 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

5 Okay.

6 MR. MARK SAVASTA: Appreciate it.

7 COMMISSIONER JOE DAVIS, III: Very good.

8 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

9 Is that all?

10 COMMISSIONER CHARLES F. (SKIP) GRUBER: Do
11 you have any questions for us that you would like?

12 MR. MARK SAVASTA: Who does the flood?

13 COMMISSIONER CHARLES F. (SKIP) GRUBER: The
14 what?

15 MR. MARK SAVASTA: The flooding.

16 COMMISSIONER CHARLES F. (SKIP) GRUBER:
17 That comes under the --

18 MR. MARK SAVASTA: I'm already the
19 floodplain manager.

20 COMMISSIONER CHARLES F. (SKIP) GRUBER:
21 Yeah. And that -- and the Building Official, he
22 has to signoff on every application that's --

23 MR. MARK SAVASTA: Right.

24 COMMISSIONER CHARLES F. (SKIP) GRUBER: --
25 submitted.

26 MR. MARK SAVASTA: Right.

27 COMMISSIONER CHARLES F. (SKIP) GRUBER: You
28 know, that's -- that's part of it. You know, we've

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 got -- we've people that do the paperwork and
2 stuff.

3 And, you know, it's -- you know, and they have
4 to have the certificates and make sure they're --
5 they're correct and everything else to do that and
6 then, you know, matching up with the floodplain
7 maps.

8 And we just got a new set of maps just not long
9 ago. You know, it took us, you know, six years to
10 get what was supposed to have taken a year to get.
11 And -- and it ended up six or seven years later, we
12 got them.

13 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
14 All right.

15 COMMISSIONER CHARLES F. (SKIP) GRUBER:
16 Actually, as a matter of fact, after Hurricane
17 Katrina --

18 MR. MARK SAVASTA: Right.

19 COMMISSIONER CHARLES F. (SKIP) GRUBER: --
20 we were supposed to get ours redone.

21 MR. MARK SAVASTA: Uh-huh. (Indicates
22 affirmatively.)

23 COMMISSIONER CHARLES F. (SKIP) GRUBER: We
24 just got then last year.

25 MR. MARK SAVASTA: Wow.

26 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
27 You know, in all fairness, with you not knowing as
28 much about Baldwin County as maybe some of the

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 other applicants that have applied --

2 MR. MARK SAVASTA: Sure.

3 COMMISSION CHAIRMAN BILLIE JO

4 UNDERWOOD: -- as far as I'm concerned, I -- I
5 can't speak for anyone else, but I will tell you
6 that the three here were just elected a year ago.
7 Commissioner Gruber has been here a while. He was
8 also a County employee for many years.

9 But I've learned some things from these
10 interviews about what's going on in -- in your
11 arena and some of the arenas that maybe we're at an
12 opportunity for this department to be at the
13 beginning.

14 So even though we're -- maybe have some
15 inexperience at this point in time, it might be an
16 opportunity to build something almost from the
17 ground up that would be at an -- at an -- at an
18 opportune time, when technology has afforded itself
19 to make your job better for both the department and
20 for the people.

21 MR. MARK SAVASTA: Well, I'm sure if I were
22 your candidate, that's usually one of the things I
23 do, is I'm always looking to improve the
24 department. Like I said, my -- my interest was on
25 the education side in Houston. And we'll -- we'll
26 fulfill that.

27 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
28 Well, thank you very much.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. MARK SAVASTA: Even if I'm here, we'll
2 fulfill that.

3 COMMISSIONER JOE DAVIS, III: There you go.

4 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
5 Thank you very much.

6 MR. MARK SAVASTA: Thank you.

7 COMMISSIONER JOE DAVIS, III: Okay.

8 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
9 Any other questions?

10 COMMISSIONER CHARLES F. (SKIP) GRUBER: Got
11 anything of us?

12 MR. MARK SAVASTA: No. I just -- in -- in
13 closing, as I started saying in the beginning,
14 I've -- I've doing this all life.

15 But when I did start into code, I found out how
16 much I really didn't know. That's why I went after
17 the certifications so heavily.

18 Because when you're out in the field, you tend
19 to believe that I know how to do this. And when
20 you get into the code. Oh, my gosh. Well, maybe I
21 didn't know as much as I thought I did.

22 I -- I -- I can tell you that regardless of who
23 you pick, I think you'll do -- you'll do just fine,
24 from seeing all those gentlemen out there.

25 This is something that I don't like. This is
26 something I love. This is something I'll do
27 forever. So just -- just know that when I go in,
28 I'm all in.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

2 Thank you very much.

3 COMMISSIONER JAMES E. (JEB) BALL: Thank
4 you.

5 COMMISSIONER JOE DAVIS, III: Very good.
6 Thank you so much.

7 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
8 Thank you.

9 COMMISSIONER JOE DAVIS, III: Thank you,
10 sir.

11 MR. MARK SAVASTA: Thank you.

12 COMMISSIONER JAMES E. (JEB) BALL: Pleasure
13 meeting you.

14 COMMISSIONER CHARLES F. (SKIP) GRUBER:
15 Thank you so very much.

16 MR. MARK SAVASTA: Pleasure. May I leave
17 this way?

18 MS. DEIDRA HANAK: Oh, absolutely.

19 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
20 You may. Thank you.

21 One more.

22 COMMISSIONER JOE DAVIS, III: One more.

23 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I
24 think, yeah.

25

26 **1-G - INTERVIEW OF BRANDAN FRANKLIN**

27 MS. DEIDRA HANAK: Mr. Franklin,
28 Commissioner Underwood.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. BRANDAN FRANKLIN: Pleasure to meet
2 you.

3 COMMISSIONER JOE DAVIS, III: Hey. Joe
4 Davis. Good to see you.

5 COMMISSIONER JAMES E. (JEB) BALL: What's
6 up, buddy?

7 MR. BRANDAN FRANKLIN: Mr. Gruber.

8 MS. DEIDRA HANAK: We have you in the hot
9 seat right here in the middle.

10 COMMISSIONER JOE DAVIS, III: There you go.

11 MR. BRANDAN FRANKLIN: I wouldn't have it
12 any other way.

13 COMMISSIONER JOE DAVIS, III: There you go.

14 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
15 Okay. Brandan, thank you for applying for the job.
16 I'll tell you the way we've done these interviews.
17 You're the last one; okay?

18 MR. BRANDAN FRANKLIN: Make a lasting
19 impression then.

20 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
21 That's right. You'll get the opportunity. Okay.
22 How we start is we'll give you like five minutes to
23 give an overview of yourself. Talk about your --
24 whatever you want to talk about; okay?

25 MR. BRANDAN FRANKLIN: Okay.

26 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
27 It doesn't matter if it's about the actual job
28 itself, personal, anything. It's -- it's your five

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 minutes, approximately. We don't have a timer on
2 it.

3 And then we'll go down the line and each one of
4 us will ask you one or two questions. And then
5 we'll come back at end, and if you've got any
6 closing comments, and then we'll wrap it up.

7 MR. BRANDAN FRANKLIN: Sounds great.

8 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
9 Is that good?

10 MR. BRANDAN FRANKLIN: Sounds good.

11 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
12 All right. Thank you.

13 MR. BRANDAN FRANKLIN: So lifetime resident
14 of Baldwin County. I was born and raised in Bay
15 Minette. And until this past May, live there all
16 my life.

17 Grew up in a construction family. My mother,
18 her father, and three brothers all were in
19 construction. So I think was kind of destined for
20 the construction industry, fortunately.

21 At 12 years old -- Just a quick story. All
22 my -- all my family relatives worked for my
23 grandfather, you know, growing up.

24 I'd always go -- We lived right down the street
25 from -- Pawpaw, can I work for you? No, you're not
26 big enough. 12 years old, never forget it.

27 Pawpaw, can I work for you this summer?

28 So he said, I'll tell you what. If you go over

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 there in the corner of the garage and pick up the
2 roll of roof and bring it to me, I'll let you work
3 for me. Worst mistake I ever made in my life is
4 picking that roll of roofing up.

5 But, no, been -- been in construction for the
6 majority of my life, doing things, you know,
7 working for them, with the family.

8 After high school, I got into doing electrical
9 work. I used to wire all the Dobbins homes. And
10 then went to work for some different contractors
11 doing that, and all the while, trying to get to
12 school and get my education as well.

13 That kind of evolved. And I was doing some
14 electrical work in Gulf Shores. And the Building
15 Official at the time asked me, said, hey, you know,
16 would you like a job? And I thought, well, he's
17 got some electrical work he needs me to do.

18 But, no, it was actually to be a Building
19 Inspector. I never thought I'd be on this side of
20 it. But I applied, got the job, 27 years old. And
21 by 29 years old, I became the Building Official for
22 the City of Gulf Shores.

23 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
24 When was that?

25 MR. BRANDAN FRANKLIN: That was '03.

26 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
27 Okay.

28 MR. BRANDAN FRANKLIN: 2003.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

2 Just trying to get a timeframe on what was going on
3 in Gulf Shores.

4 MR. BRANDAN FRANKLIN: 2003, you know. I'm
5 29 --

6 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

7 It was wide open then.

8 MR. BRANDAN FRANKLIN: I'm 29 years old and
9 the Building Official. I was just amazed. But I
10 didn't have the job two months, and the City of Bay
11 Minette called me and said, hey, we'd like to offer
12 you the same position up here, same money.

13 So I went to the mayor at the time. Mayor,
14 they want me come to Bay Minette; same money, same
15 job. And he said, well, congratulations. You'll
16 love it up there, right there in your hometown.

17 Dadgum it. It didn't really work the way I
18 wanted it to.

19 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

20 He called your bluff.

21 MR. BRANDAN FRANKLIN: He did.

22 COMMISSIONER JOE DAVIS, III: Ended up
23 taking --

24 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

25 Got to know Bodie.

26 MR. BRANDAN FRANKLIN: Wow. But I did. I
27 went to Bay Minette. And then Ivan hit, as we all
28 know.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 So right after Ivan, two months later, Gulf
2 Shores called me and was like, we would love to
3 have you back. Things aren't working out with guy
4 who replaced you, and we'd love to have you back up
5 here. We've got a lot of issues going on.

6 And so I did. I went back to Gulf Shores
7 January of 2005. Best move I ever made. Gone
8 through so much down there.

9 When I got there, FEMA was ready to strip the
10 flood insurance program from Gulf Shores because of
11 things they were doing. ADEM was ready to take the
12 delegation away from Gulf Shores for the coastal
13 program.

14 And I was able to mend those fence and take
15 those responsibilities back, keep them with the
16 City, and really develop some great relationships
17 with the agencies involved there.

18 And -- and then just evolving through time and
19 creating a resilient and sustainable community,
20 what I'd like to feel like I've done in Gulf
21 Shores, or had a big hand in playing there.

22 And that just kind of gives you an idea of
23 where I come from and how got where I am today.

24 Now, I'm a big family man. I have a son that
25 just started Auburn this past fall, a freshman at
26 Auburn. I don't know if y'all are Alabama fans,
27 which some of us are. You'll have to forgive me.

28 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 We won't hold that against. If you don't hold it
2 against me, I won't hold it against you.

3 MR. BRANDAN FRANKLIN: That's right.

4 COMMISSIONER JOE DAVIS, III: Our oldest
5 son graduated from Auburn. I went to Alabama, but
6 that's another story. He went to the right place
7 at the time.

8 MR. BRANDAN FRANKLIN: So but I -- like I
9 said, just moved to Gulf Shores recently. And, you
10 know, this position came open.

11 And it's like, wow, I drove back and forth from
12 Bay Minette for almost 18 -- right at 18 years to
13 Gulf Shores and finally get two blocks from city
14 hall.

15 But I felt like I was led to apply for this
16 position, and, you know, having a role in seeing
17 where the county is going and just knowing how fast
18 it's growing and everything.

19 And when I drive through Gulf Shores and look
20 at all projects that's been constructed since I've
21 been there, it gives you a sense of pride in
22 knowing everything that's there.

23 And being able to take that and apply that
24 countywide and know that I have a role in that, I
25 could have a role in that, I think that would be a
26 great honor.

27 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
28 Okay. Well, I'm going to ask you the same question

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 I asked everyone else. But I just have one more
2 question before I get started with that one
3 question, which is just a behavior-based question.

4 The question is -- it's about compensation.
5 Because there was a salary range listed, although I
6 know it's not concrete. But you had put a minimum
7 amount that is much higher than what our current
8 Building Inspector is making, and also above the
9 range. And I was wondering if that is negotiable.

10 MR. BRANDAN FRANKLIN: I -- I don't think
11 it would be.

12 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
13 Okay.

14 MR. BRANDAN FRANKLIN: I really don't.

15 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
16 Well, that's -- I just wanted to know. Okay.
17 Okay. So I'll ask the question then.

18 If you were to leave your current position
19 today, is someone ready to take your place? And,
20 if not, how are you preparing someone; and, if so,
21 what process did you use to get someone ready?

22 MR. BRANDAN FRANKLIN: To get someone ready
23 to take my place?

24 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
25 Uh-huh. (Indicates affirmatively.)

26 MR. BRANDAN FRANKLIN: I have developed a
27 great staff. I surround myself with great
28 employees. And I have been very fortunate.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 And some of staff that have -- I have one in
2 particular. I know he interviewed with you guys
3 earlier today. I have always helped lead and guide
4 him and always encourage him to, you know, advance.

5 And, in that, knowing that if I were to have
6 this, I would not have one problem at all knowing
7 that Lance Jones was ready to step into the
8 Building Official position for Gulf Shores.

9 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
10 Awesome.

11 MR. BRANDAN FRANKLIN: And even -- even
12 with that, if I'm not your person, I would highly
13 recommend Lance Jones for this position.

14 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
15 Okay. Thank you.

16 COMMISSIONER JOE DAVIS, III: Very good.
17 My question, you've kind of answered it, but let
18 this say it this way. Over your career, recent or
19 things in your early jobs, give us an idea and a
20 discussion about a project or a program that you
21 were a part of doing that made things better.

22 MR. BRANDAN FRANKLIN: Several projects.
23 One of the -- one of the biggest ones we just
24 recently finished with the Gulf Coast
25 revitalization.

26 I had a huge role in that in developing the
27 team in Gulf Shores with the oversight, working
28 with Fish and Wildlife, ADEM, the Coastal Program,

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 and taking away some parking places and helping
2 negotiate with FEMA how we were able to swap
3 some -- Basically it was land swaps to allow us to
4 be able to build a new lifeguard -- I guess the
5 lifeguard station that we have, revitalize the
6 restrooms, and even the restrooms on the east end,
7 working with Fish and Wildlife specifically with
8 the beach mouse habitat that we had to go through
9 in that area and having that new restroom
10 facilities but also public safety.

11 COMMISSIONER JOE DAVIS, III: Okay.

12 MR. BRANDAN FRANKLIN: Really, I take pride
13 in that one. That was a huge complement to see.

14 COMMISSIONER JOE DAVIS, III: Second
15 question has to do what's next. What do you see
16 what's next in -- particularly in the technology
17 arena as we're getting bigger every day?

18 MR. BRANDAN FRANKLIN: Uh-huh. (Indicates
19 affirmatively.)

20 COMMISSIONER JOE DAVIS, III: What do you
21 see that's on the horizon, technologywise, that
22 will help Baldwin County prosper even more?

23 MR. BRANDAN FRANKLIN: One of the things I
24 was able to do in Gulf Shores, we've gone almost
25 completely paperless. So I -- I was -- I did have
26 a leading role in that. That was one of my main
27 goals. Hey, if we can get paperless, this makes
28 everything better.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 We went from having three carbon copies,
2 writing inspection reports and leaving it on the
3 job site to now everything is e-mailed. So it's
4 realtime.

5 All the contractors that's working on that
6 project, they know exactly things -- you know, if
7 it passes or fails at that point in time. They
8 don't have to leave the job site. They don't have
9 to make phone calls.

10 So with the amount of construction that's going
11 on, and we're at -- you know, I don't know that
12 we'll ever see the '05, '06 days, but it's really
13 large right now.

14 I just take into consideration we did 262
15 houses, new single-family houses in Gulf Shores
16 last year. That's not even counting the total
17 commercial projects.

18 COMMISSIONER JOE DAVIS, III: Right.

19 MR. BRANDAN FRANKLIN: But being able to
20 submit the plans online and having everything
21 digital, we're not killing near as many trees,
22 being a whole lot more environmental friendly, but
23 also just having that available at your fingertips
24 with the software that we have. And it wasn't very
25 expensive so.

26 COMMISSIONER JOE DAVIS, III: And you would
27 consider that very customer friendly, I would
28 assume?

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. BRANDAN FRANKLIN: My permit -- my
2 permit clerk hates it, but my building inspectors
3 love it. And the contractors and owners absolutely
4 love it, because there's so much available online
5 that they can put up at any time.

6 COMMISSIONER JOE DAVIS, III: Okay. Very
7 good. Thanks.

8 COMMISSIONER JAMES E. (JEB) BALL: Only
9 point I make is when we're interviewing y'all is
10 you know that we're an elected body, of course.
11 Probably the same thing with your situation with
12 the City of Gulf Shores. You've been there a long
13 time. Mike's been with us a long time. But we all
14 four might not be here in three years.

15 MR. BRANDAN FRANKLIN: Uh-huh. (Indicates
16 affirmatively.)

17 COMMISSIONER JAMES E. (JEB) BALL: It could
18 be four different people. And we've got ten
19 employees, Building Official being one of those
20 employees, that are unique just to the
21 Commissioners.

22 And, you know, at any time, you know, if a new
23 Commission took over, you know, or a partly new
24 Commission, this -- this -- three new and one old
25 or whatever, they could make the decision to
26 replace those contract individuals. How do you
27 feel about that situation?

28 MR. BRANDAN FRANKLIN: So far I've been

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 fortunate to make it through three different mayors
2 and administrations in Gulf Shores. With that, I
3 think if you're doing your job and you're doing it
4 well --

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

6 MR. BRANDAN FRANKLIN: -- then I don't feel
7 like you should have a problem. I think I've got a
8 personality that I get along pretty well with my
9 superiors, with the executive branch in Gulf
10 Shores, and also developing that relationship
11 inside the community so no one, regardless who
12 runs, who takes their place, I feel confident.

13 COMMISSIONER CHARLES F. (SKIP) GRUBER: You
14 know, you know the coastal situation better than
15 anybody else does.

16 MR. BRANDAN FRANKLIN: Yes, sir.

17 COMMISSIONER CHARLES F. (SKIP) GRUBER: You
18 know, we deal constantly -- you know -- you know,
19 you had Fort Morgan at one time.

20 MR. BRANDAN FRANKLIN: Yes, sir.

21 COMMISSIONER CHARLES F. (SKIP) GRUBER: So
22 you know what we're going through with Fish and
23 Wildlife. They are the most cantankerous people.
24 You know, they'll tell us one thing and come back a
25 little bit later and say, oh, no, that's not what
26 we meant.

27 MR. BRANDAN FRANKLIN: They never do that,
28 Mr. Gruber.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSIONER CHARLES F. (SKIP) GRUBER:

2 I -- I know that don't do -- do that. But, you
3 know, I mean, that's one of the things, you know
4 that Mike's had to really, you know -- And it --
5 it's -- it's trying on him, you know.

6 It's, you know -- the amount of construction
7 that's going on down there and all the regulations,
8 and, I mean, that's -- that's something -- you're
9 aware of that. You've been there. It's -- it's --
10 it's disheartening.

11 MR. BRANDAN FRANKLIN: Yes, sir. It is.
12 It is. And, you know, I -- I will say that working
13 with Fish and Wildlife throughout this entire
14 process, this is -- you know we started with beach
15 mouse way back when.

16 And we actually developed an HCP plan, worked
17 with consultants. And right at the very last
18 moment, Fish and Wildlife changed the rules to the
19 game.

20 COMMISSIONER CHARLES F. (SKIP) GRUBER:

21 Uh-huh. (Indicates affirmatively.)

22 MR. BRANDAN FRANKLIN: And that was so
23 disheartening. Because I had spent a lot of time
24 with Ms. Carolyn Doughty, when she was council
25 person at the time. So I understand completely
26 what you're talking about.

27 But knowing that and knowing how they work and
28 just the relationships that I have with all of them

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 in the Daphne field office and knowing that
2 changes, too --

3 COMMISSIONER CHARLES F. (SKIP) GRUBER:
4 Yeah.

5 MR. BRANDAN FRANKLIN: -- you get new
6 people in and new mindsets, new -- new ways of
7 thinking.

8 And that is something, just be able to adjust
9 and being able to appease them, but yet there's a
10 fine line there.

11 I always call it a double-edged sword, making
12 sure that we're following their regulations and
13 guidelines, because everything they can control,
14 but yet being able to work through it with
15 homeowners and our contractors as well.

16 It's been a difficult task. You are so right.
17 But having the relationships that I have with
18 everyone there, the new guys, Bill Lynn going in.
19 And Shannon Holbrook, she's really pushing the sea
20 turtle friendly lighting aspect.

21 COMMISSIONER CHARLES F. (SKIP) GRUBER: And
22 it's going to get worse. You know, and, you know,
23 they have got the ability to hold up the -- the CO.

24 MR. BRANDAN FRANKLIN: Yes, sir.

25 COMMISSIONER CHARLES F. (SKIP) GRUBER: You
26 know, because then they go down there, they have to
27 signoff before you issue that CO.

28 MR. BRANDAN FRANKLIN: And that has been an

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 issue, because it was -- In Gulf Shores, we
2 actually adopted sea turtle lighting once back in
3 '06.

4 COMMISSIONER CHARLES F. (SKIP) GRUBER:
5 Uh-huh. (Indicates affirmatively.)

6 MR. BRANDAN FRANKLIN: That's one of the
7 things you feel like you're doing the right thing,
8 being environmentally friendly and helping. And,
9 boy, I wish that -- A lot of times, we end up
10 enforcing their regulations. And --

11 COMMISSIONER CHARLES F. (SKIP) GRUBER:
12 That's the problem.

13 MR. BRANDAN FRANKLIN: -- they're asking us
14 to do their enforcement. And it puts you in a bad
15 situation.

16 COMMISSIONER CHARLES F. (SKIP) GRUBER:
17 Yeah. That's what -- that's what we're getting
18 into.

19 MR. BRANDAN FRANKLIN: Yes, sir.

20 COMMISSIONER CHARLES F. (SKIP) GRUBER: You
21 know, we're enforcing their regulations. We have
22 no control over their regs, but, yet, we have to --
23 we have to make sure that they follow them.

24 MR. BRANDAN FRANKLIN: Yes, sir.

25 COMMISSIONER CHARLES F. (SKIP) GRUBER:
26 And, I mean, and -- and it -- it makes it hard on
27 our Building Official, and it makes it hard our
28 staff. Because they don't know, you know. And

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 they change their mind.

2 MR. BRANDAN FRANKLIN: One week you may be
3 doing something, and the next week it'll be
4 completely different.

5 COMMISSIONER CHARLES F. (SKIP) GRUBER:
6 Yeah.

7 MR. BRANDAN FRANKLIN: You know, we're
8 following our regulations, our ordinance to a T.
9 And now they're coming back. Well, we prefer that
10 they do more and go above and beyond.

11 And it's hard. Whenever you have something in
12 writing, it's easy to enforce. But when they
13 prefer something --

14 COMMISSIONER CHARLES F. (SKIP) GRUBER:
15 Yeah. Yeah.

16 MR. BRANDAN FRANKLIN: -- it's --

17 COMMISSIONER CHARLES F. (SKIP) GRUBER: And
18 that the problem. They prefer a lot of stuff, but
19 it's --

20 MR. BRANDAN FRANKLIN: They do.

21 COMMISSIONER CHARLES F. (SKIP) GRUBER: But
22 they won't back it up with any regulations.

23 MR. BRANDAN FRANKLIN: Yes, sir. It's a
24 handful.

25 COMMISSIONER CHARLES F. (SKIP) GRUBER: And
26 another thing I want you to be aware of, you know.
27 We're going to have a real young staff coming up.
28 You know, Claude is retiring the 1st of January.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. BRANDAN FRANKLIN: Yes, sir.

2 COMMISSIONER CHARLES F. (SKIP) GRUBER:

3 And -- and you know Freddy, don't you?

4 MR. BRANDAN FRANKLIN: Yes, sir.

5 COMMISSIONER CHARLES F. (SKIP) GRUBER:

6 Well, Freddy is basically our senior person.

7 MR. BRANDAN FRANKLIN: Okay.

8 COMMISSIONER CHARLES F. (SKIP) GRUBER: And
9 then you've got Brian Stewart, who is in Bay
10 Minette. I think you know Brian.

11 MR. BRANDAN FRANKLIN: Yes, sir.

12 COMMISSIONER CHARLES F. (SKIP) GRUBER: And
13 then we have Rob Madison. I don't know if you know
14 Rob. He's been here a little over a year.

15 MR. BRANDAN FRANKLIN: Okay.

16 COMMISSIONER CHARLES F. (SKIP) GRUBER: And
17 we just hired another person, who just hasn't taken
18 any of his tests yet. And just hired another one
19 that hasn't taken his test.

20 So, I mean, there is a lot going on in the
21 thing. So, I mean, it's going to be -- it's not
22 going to be a -- a cake walk.

23 MR. BRANDAN FRANKLIN: Right.

24 COMMISSIONER CHARLES F. (SKIP) GRUBER: I
25 mean, it's going to be a lot more -- a lot of
26 responsibility getting those folks --

27 MR. BRANDAN FRANKLIN: Ready.

28 COMMISSIONER CHARLES F. (SKIP) GRUBER --

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 where they need to be, you know.

2 MR. BRANDAN FRANKLIN: But that -- that
3 could work for you and against you.

4 COMMISSIONER CHARLES F. (SKIP) GRUBER: Oh
5 yes.

6 MR. BRANDAN FRANKLIN: It can.

7 COMMISSIONER CHARLES F. (SKIP) GRUBER:
8 Yeah. You know, you can build -- Sometimes you go
9 into a place, you know, that's -- the staff --

10 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
11 Got their heels dug in.

12 COMMISSIONER CHARLES F. (SKIP) GRUBER --
13 you know, are pretty well set in their mind.
14 They're going to do things they want. But if
15 you've got somebody coming in that doesn't --

16 MR. BRANDAN FRANKLIN: You can mold them.

17 COMMISSIONER CHARLES F. (SKIP) GRUBER:
18 Mold them, yeah.

19 MR. BRANDAN FRANKLIN: You're right. So
20 that's something, you know. One of my questions I
21 may have. You know, if offered the position, maybe
22 look at the Building Department budget just to see
23 where the training and what's allowed in different
24 aspects, because, just what you're saying, getting
25 them certified and getting them in the right step.

26 COMMISSIONER CHARLES F. (SKIP) GRUBER:
27 Yeah.

28 MR. BRANDAN FRANKLIN: Because there's

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 nothing worse than walking out on a job site and
2 having somebody question your ability and being
3 incompetent.

4 When I first hired on at Gulf Shores, I was
5 thrown to wolves. And -- and I found out just how
6 important -- And I think if you'll look at my
7 certifications, I've 13 or 14 certifications. And
8 most of them were taken in my first two years of
9 employment --

10 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

11 While --

12 MR. BRANDAN FRANKLIN: -- because I wanted
13 to --

14 COMMISSION CHAIRMAN BILLIE JO
15 UNDERWOOD: -- you were inspecting people.

16 MR. BRANDAN FRANKLIN: I wanted to back up
17 what I was saying.

18 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
19 Right.

20 MR. BRANDAN FRANKLIN: And so I find that
21 very important.

22 COMMISSIONER CHARLES F. (SKIP) GRUBER: It
23 is important. Because, you know, you're -- these
24 inspectors have to know what they're doing, because
25 you're putting people in houses that you say is
26 safe.

27 MR. BRANDAN FRANKLIN: Uh-huh. (Indicates
28 affirmatively.)

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSIONER CHARLES F. (SKIP) GRUBER:

2 That's what -- that's what all building inspectors
3 are saying, is this house is safe.

4 MR. BRANDAN FRANKLIN: Yes, sir.

5 COMMISSIONER CHARLES F. (SKIP) GRUBER: And
6 so, you know, and if he doesn't do his job and
7 something happens, you know, it could be -- it
8 could be a bad situation.

9 MR. BRANDAN FRANKLIN: Do not want that
10 liability.

11 COMMISSIONER CHARLES F. (SKIP) GRUBER: And
12 you don't want that liability.

13 MR. BRANDAN FRANKLIN: No, sir.

14 COMMISSIONER CHARLES F. (SKIP) GRUBER:
15 But, anyway, I appreciate what you've done. And I
16 don't know if you've got any other questions.

17 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I
18 just -- Do you have any closing remarks or -- I --
19 I want to followup, because I did ask you the
20 salary question.

21 MR. BRANDAN FRANKLIN: Yes, ma'am.

22 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
23 Your current position, would it -- does it entail,
24 though -- I think I heard you're also the EMA
25 Director of Gulf Shores, or is that --

26 MR. BRANDAN FRANKLIN: I am. I am.

27 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
28 Whereas, this position wouldn't -- wouldn't have

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 that portion involved.

2 MR. BRANDAN FRANKLIN: Correct.

3 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
4 Okay. So is there anything you'd like to add on
5 that?

6 MR. BRANDAN FRANKLIN: Salarywise, or just
7 knowing that -- eliminating that EMA portion of it?
8 I have thought about that.

9 With the EMA position -- After the 2010 oil
10 spill is actually whenever I took that on. And,
11 Mr. Gruber, you know, I was basically -- we had an
12 agreement with the County at that time. And I
13 presented it to the County Commissioners to
14 basically be their voice --

15 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
16 Okay.

17 MR. BRANDAN FRANKLIN: -- for that area.
18 And after that, I was given the EMA Coordinator
19 position for the City.

20 And that is something that I really like and I
21 have enjoyed doing. But with that comes a lot of
22 responsibility. You're either going to be the
23 hero, or you're going to be the goat --

24 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
25 Right.

26 MR. BRANDAN FRANKLIN: -- one of the two.

27 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
28 It's not about --

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 MR. BRANDAN FRANKLIN: And, knock on wood,
2 we haven't had a -- had a storm since. So it's
3 just a matter of time before it comes.

4 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
5 Okay. Well, as I told the other ones, I take it as
6 a complement that you would even apply for the
7 position to want to work for us.

8 I have family member that work in your area
9 regularly. And they speak highly of you. So thank
10 you.

11 MR. BRANDAN FRANKLIN: Well, I appreciate
12 that. They are some of the finest.

13 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
14 Well, I'm a little prejudiced.

15 MR. BRANDAN FRANKLIN: Laid the block on my
16 house.

17 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
18 Hopefully he laid it right. Thank you so much.

19 MR. BRANDAN FRANKLIN: But I -- I would
20 like to leave you with this. Knowing that what
21 position entails, knowing how fast this county is
22 growing, knowing the different environmental
23 aspects that you have, just what we're talking
24 about, whether it's Fish and Wildlife, ADEM on the
25 coast, but also taking that and applying it to,
26 say, Little River, Fairhope, there's so many
27 different -- there's a huge range.

28 And growing up in Bay Minette and knowing the

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 demographics there, knowing what you would apply
2 there would be different from Gulf Shores, from an
3 Ono Island, from a Fairhope area, you know, Point
4 Clear areas of the world, I think that's why
5 knowing my salary range and knowing -- knowing that
6 if you work for one city, it's easy to apply
7 ordinances, because you're within that one range,
8 and knowing what all it's going to take and being
9 able to take that into the future. I think you'll
10 get your money's worth.

11 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
12 And we serve at large. We serve at large as well.
13 So I've had to learn about Little River, too.

14 COMMISSIONER JAMES E. (JEB) BALL: Brandan,
15 if you -- if you were to assume this position, you
16 don't have a problem -- I mean, you already drove
17 18 years. Could you get used to driving back to
18 Bay Minette every day?

19 MR. BRANDAN FRANKLIN: Well, that was --

20 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
21 You don't have to --

22 MR. BRANDAN FRANKLIN: -- that was one of
23 the questions, office location.

24 COMMISSIONER CHARLES F. (SKIP) GRUBER:
25 Right now it's in Foley.

26 COMMISSIONER JAMES E. (JEB) BALL: It's in
27 Foley. That's right.

28 COMMISSIONER CHARLES F. (SKIP) GRUBER:

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 That's where -- that's the main office. We've got
2 our --

3 COMMISSIONER JAMES E. (JEB) BALL: Foley
4 and Fairhope.

5 COMMISSIONER CHARLES F. (SKIP) GRUBER:
6 We've got our coastal program there and everything
7 else. You know, and that's where -- that's where
8 Mike has kind of made home.

9 COMMISSIONER JAMES E. (JEB) BALL: I was
10 just messing with you Brandan.

11 COMMISSIONER CHARLES F. (SKIP) GRUBER: But
12 he's got --

13 MR. BRANDAN FRANKLIN: Main headquarters
14 and expectations and visiting each location. So
15 that wasn't nice, Jeb.

16 COMMISSIONER CHARLES F. (SKIP) GRUBER: You
17 know Kim? You know Kim, don't you?

18 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I
19 mean, you can always evolve your -- your
20 department. I've learned a lot from -- Okay. I
21 might have mixed a little mud and struck a few
22 joints in my life, but I am not -- it's not my
23 profession; okay? I'm a CPA. Numbers are my
24 thing, not building codes. But I would just say
25 that I've learned a lot from listening to all the
26 different applicants today --

27 COMMISSIONER JOE DAVIS, III: Sure.

28 COMMISSION CHAIRMAN BILLIE JO

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 UNDERWOOD: -- about opportunities with technology,
2 different things like that. So I think that
3 whoever gets this position has an opportunity to
4 build this department the way they want, with
5 having the -- the maybe lesser experienced staff.

6 MR. BRANDAN FRANKLIN: Okay.

7 COMMISSIONER JOE DAVIS, III: You set the
8 new bar.

9 MR. BRANDAN FRANKLIN: Mike has done a fine
10 job, but I really think --

11 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
12 Yeah. There's nothing wrong -- I'm not saying --

13 COMMISSIONER JOE DAVIS, III: Taking it to
14 a --

15 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
16 Yeah.

17 COMMISSIONER JOE DAVIS, III: -- new level.

18 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
19 It's a new day. It's a new day.

20 COMMISSIONER JOE DAVIS, III: Sure.

21 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
22 It's a new day. Every day is a new day.

23 COMMISSIONER JOE DAVIS, III: It is.

24 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
25 We can't go back to yesterday, no matter what we
26 want to do.

27 MR. BRANDAN FRANKLIN: And that's --
28 knowing that and just knowing what -- having that

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 relationship already with the County and County
2 employees and knowing the differences between the
3 different departments and knowing some of the ideas
4 you can bring into this is -- is -- it's exciting.

5 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
6 Well, thank you so much.

7 COMMISSIONER JOE DAVIS, III: Very good.

8 COMMISSIONER JAMES E. (JEB) BALL: Thanks,
9 Brandan.

10 MR. BRANDAN FRANKLIN: Pleasure meeting
11 you.

12 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
13 Nice to meet you.

14 COMMISSIONER CHARLES F. (SKIP) GRUBER:
15 Take care. Appreciate it.

16 MR. BRANDAN FRANKLIN: Thank you. Coming
17 in last, I didn't know if it was good or bad.
18 They're probably going to be hungry.

19 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
20 I'm hungry.

21 COMMISSIONER JOE DAVIS, III: Oh, yeah.

22 COMMISSIONER JAMES E. (JEB) BALL: We've
23 got 15 minutes to make another meeting.

24 MR. BRANDAN FRANKLIN: Thank you.

25 MR. WAYNE DYESS: Speaking of food, do you
26 want us to get food for y'all before the next
27 meeting?

28 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 I -- I don't mind just --

2 MR. WAYNE DYESS: We could go get some,
3 bring in some Subway or something.

4 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
5 Bring us in, then we can finish this out, or do
6 y'all want to --

7 COMMISSIONER JAMES E. (JEB) BALL: We need
8 finish it.

9 COMMISSIONER JOE DAVIS, III: Yeah, we need
10 to.

11 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
12 Okay.

13 COMMISSIONER JOE DAVIS, III: Yeah, that
14 would be --

15 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I
16 would like a Zaxby's salad.

17 COMMISSIONER JAMES E. (JEB) BALL: We've
18 got a Chris Elliott meeting at 1:30.

19 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
20 Well, if we're late, we're late. I mean --

21 COMMISSIONER JOE DAVIS, III: Where is that
22 meeting?

23 COMMISSIONER JAMES E. (JEB) BALL: I don't
24 want anything. Right here.

25 COMMISSIONER JOE DAVIS, III: Okay.

26 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
27 I'll go get my own food. Don't bring me anything,
28 if they're not eating.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSIONER JOE DAVIS, III: Yeah. Let's
2 take a new minutes to do whatever we need to do.
3 We have some scoring to do.

4 COMMISSIONER JAMES E. (JEB) BALL: Should
5 we take Edward Lowe's name off the chart?

6 COMMISSIONER JOE DAVIS, III: Yeah. Sounds
7 like he, in effect, withdrew it. And I understand
8 it.

9 COMMISSIONER CHARLES F. (SKIP) GRUBER: Who
10 is that?

11 COMMISSIONER JAMES E. (JEB) BALL: The guy,
12 Edward Lowe, with the retirement thing.

13 COMMISSIONER JOE DAVIS, III: Yeah.

14 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I
15 didn't even rate him because of --

16 COMMISSIONER CHARLES F. (SKIP) GRUBER:
17 Retirement is going to kill him.

18 COMMISSIONER JOE DAVIS, III: Reminder.
19 We've got a special meeting at 10:30 today, and we
20 have one at 1:30.

21 COMMISSIONER JAMES E. (JEB) BALL: Did you
22 just now get that?

23 COMMISSIONER JOE DAVIS, III: I just now
24 got that.

25 COMMISSIONER JAMES E. (JEB) BALL: We just
26 went to the one at 10:30.

27 COMMISSIONER JOE DAVIS, III: Yeah, I know.
28 But I thought it interesting that I just got

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 informed about it.

2 COMMISSIONER JAMES E. (JEB) BALL: So a
3 reminder.

4 COMMISSIONER JOE DAVIS, III: Yeah. A
5 reminder you're late.

6 MS. DEIDRA HANAK: Going to go on the
7 record to say that Edward Lowe asked me no less
8 than 15 questions about the job, but not at one
9 time did he ever ask me --

10 COMMISSIONER JOE DAVIS, III: About the
11 benefits --

12 MS. DEIDRA HANAK: -- about retirement and
13 how it worked and subcontracting.

14 COMMISSIONER JAMES E. (JEB) BALL: That's
15 what I was asking Commissioner Gruber. I was like,
16 why didn't he ever asked that? It's crazy that he
17 didn't think about it.

18 MS. DEIDRA HANAK: He asked me about County
19 car. He asked me about Skyping. He asked me about
20 bonuses or longevity.

21 COMMISSIONER JAMES E. (JEB) BALL: And so
22 we've giving you numbers on these?

23 MS. DEIDRA HANAK: Yes.

24 COMMISSIONER JAMES E. (JEB) BALL: So my
25 numbers are --

26 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
27 What's that I smell?

28 MS. DEIDRA HANAK: Probably my lunch.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

2 Oh, no. It's the marker. I smelled a chemical.

3 COMMISSIONER JAMES E. (JEB) BALL: My
4 numbers for Erik is a 31 overall. I don't think
5 Joe has got his added up yet.

6 COMMISSIONER JOE DAVIS, III: I haven't got
7 mine. Give me a second.

8 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
9 I'm not ready yet.

10 MS. DEIDRA HANAK: Do you want me to go
11 down the line for all of y'all?

12 COMMISSIONER JAMES E. (JEB) BALL: Okay.
13 Lance, Lance 39. Eric Butler was a 31. Eddie
14 Harper was a 39. Mark Savasta, a 29. And Brandan
15 Franklin, a 42.

16 COMMISSIONER CHARLES F. (SKIP) GRUBER: Got
17 yours ready?

18 COMMISSIONER JAMES E. (JEB) BALL: I'm
19 done.

20 COMMISSIONER CHARLES F. (SKIP) GRUBER:
21 Have you got yours ready, Joe?

22 COMMISSIONER JOE DAVIS, III: Yes, I do.
23 Let's do Lance Jones, I've got him at 42. Eric
24 Butler, I've got him a 34. Eddie Harper, I've got
25 him at 43. Mark -- Starts with an S, last name --
26 32. I've got Erik, 35. And then Brandan Franklin,
27 I'm pulling it, because of the compensation.

28 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 Okay.

2 COMMISSIONER JOE DAVIS, III: So I don't
3 see us -- well, I won't say anything.

4 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
5 Okay. I'm ready. Erik Cortinas, 37. Lance
6 Jones -- wait a minute. I might have added this
7 wrong. No. 32.5. Let me make sure I added that
8 right. One, two, three, four, five, six.

9 MS. DEIDRA HANAK: Sometime I do halves.
10 Depends.

11 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
12 Oh, I missed this last one. Hang on a minute. I
13 put the total in the last one, so I don't have one
14 in this last one. It'd be 35. I didn't think that
15 was right.

16 COMMISSIONER JOE DAVIS, III: I'm just
17 curious. How did you get a .5? Did you just think
18 it was a .5?

19 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
20 I've been doing a half.

21 COMMISSIONER JOE DAVIS, III: Oh.

22 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
23 Can you only do a whole?

24 MS. DEIDRA HANAK: No. You can do half.

25 COMMISSIONER JOE DAVIS, III: You can do
26 half. Sorry. I was just curious.

27 MS. DEIDRA HANAK: Sometime I do it when
28 it's more I'm a little -- not quite --

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

2 Not quite a 3, not quite a 4.

3 COMMISSIONER JOE DAVIS, III: I understand.

4 I just had to ask.

5 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

6 Did that help you out, Joe?

7 COMMISSIONER JOE DAVIS, III: It did.

8 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

9 Eric Butler 31. Eddie Harper 38.5. Mark Savasta
10 32.5. Brandan Franklin 36. But I'm kind of like
11 Joe with the compensation. Okay.

12 COMMISSIONER CHARLES F. (SKIP) GRUBER: All
13 right. 22.

14 MS. DEIDRA HANAK: Erik?

15 COMMISSIONER CHARLES F. (SKIP) GRUBER:

16 Erik. 20, 20, 21, 28, and 34.

17 MS. DEIDRA HANAK: All right. I can't
18 count this in my head if we want to be accurate.

19 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I
20 think you need to be accurate.

21 MS. DEIDRA HANAK: I can make -- I can give
22 it a good go.

23 COMMISSIONER JAMES E. (JEB) BALL: We need
24 to -- I think we need to definitely have a
25 discussion --

26 COMMISSIONER JOE DAVIS, III: We do.

27 COMMISSIONER JAMES E. (JEB) BALL: -- on
28 the bottom one.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

2 Okay. Let's have a discussion on the bottom one.

3 His requested amount is basically \$130,000 -- 129
4 and some-odd dollars. And that would be the second
5 highest paid position in the County at this point
6 in time.

7 COMMISSIONER JAMES E. (JEB) BALL: Does
8 that matter?

9 COMMISSIONER CHARLES F. (SKIP) GRUBER:
10 Does that matter?

11 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
12 Well, it matters to me as far as it wasn't what was
13 even advertised.

14 And I think that he sounds extremely happy with
15 the job that he has in Gulf Shores right now and
16 doesn't want to take less pay.

17 But, at the same time, he would be willing to
18 come here if he had at least equal pay or more.
19 But I don't think that this job -- it's fair to
20 this job to set this position up that much higher
21 than -- than what we had conceptually thought about
22 it.

23 And -- the fact that he's doing more duties in
24 Gulf Shores than he would be doing overall, I mean,
25 being EMA Director, we pay EMA Director another
26 90-plus thousand dollars.

27 So -- so that's just why I asked the question
28 going in. That faucet is dripping. That's

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 bothering me. Hold on.

2 COMMISSIONER JOE DAVIS, III: Well, and my
3 point is we advertised the job. We gave a range.

4 Deidra did he reach out to you and ask you any
5 questions about the range?

6 MS. DEIDRA HANAK: No, sir.

7 COMMISSIONER JOE DAVIS, III: It's a little
8 presumptuous, I think, that you can come in and
9 blow people away to the point that you're going to
10 go beyond your range.

11 The range is reasonable. Then everybody else
12 that's a contracted person -- I mean, we've got
13 people that are under 100,000. They don't always
14 have to be in the same nest.

15 But it's a little presumptuous that you can
16 apply for a job and then go in and ask for more pay
17 than what's presented.

18 COMMISSIONER JAMES E. (JEB) BALL: I think
19 our top jobs that he have our contracts, if we
20 ranked them, would be our Highway Engineer and then
21 our Building Official, and then they go from there.

22 COMMISSIONER CHARLES F. (SKIP) GRUBER:
23 But, you know --

24 COMMISSIONER JAMES E. (JEB) BALL: And --
25 and Mike's retiring. We're losing two more. That
26 boy right there at bottom has got more experience
27 than any of those people combined up there.

28 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 only --

2 COMMISSIONER CHARLES F. (SKIP) GRUBER:

3 Well, not only that, I mean, you know, I looked at
4 his experience with Baldwin County and --

5 COMMISSIONER JAMES E. (JEB) BALL: He has a
6 coastal community.

7 COMMISSIONER CHARLES F. (SKIP) GRUBER --
8 plus this position has been underpaid for many
9 years. And it's been discussed. And that's one of
10 the reasons that Mike is leaving, is because, you
11 know, he has people that come in that make -- that
12 were given more money than he was given.

13 And this is -- this is -- this is an
14 important -- an important job. I mean --

15 COMMISSIONER JOE DAVIS, III: They're all
16 important. We shouldn't --

17 COMMISSIONER CHARLES F. (SKIP) GRUBER:
18 We've got people that --

19 COMMISSIONER JOE DAVIS, III: -- have them
20 if they're not important.

21 COMMISSIONER CHARLES F. (SKIP) GRUBER:
22 We've got people that depend on this. I mean, and
23 I don't want to take this thing lightly as --

24 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
25 Well, okay.

26 COMMISSIONER JAMES E. (JEB) BALL: So how
27 can we even score Brandan then?

28 COMMISSIONER CHARLES F. (SKIP) GRUBER: We

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 can't.

2 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

3 We can't.

4 COMMISSIONER JAMES E. (JEB) BALL: Well, I
5 mean --

6 COMMISSIONER CHARLES F. (SKIP) GRUBER: And
7 that's -- that's a shame, to me. You know, I mean,
8 looking at -- we're looking at, to me, one of the,
9 you know -- what -- we -- three of us at least
10 think he was a fairly top candidate. And then now
11 we're just throwing him --

12 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

13 Well --

14 COMMISSIONER CHARLES F. (SKIP) GRUBER: I
15 mean -- and, I mean, the -- the decision is what we
16 want to do with the salary.

17 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

18 Okay. Well, it's obvious that he is Jeb's and
19 Skip's top candidate. He was not my top candidate.

20 COMMISSIONER JOE DAVIS, III: He's not
21 mine, either.

22 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

23 And so if you would like for Joe to score him, we
24 can score him and do the totals. That's all I know
25 to do. Feedback?

26 COMMISSIONER JAMES E. (JEB) BALL: It can't
27 be done like that, not in my opinion, because all
28 you've got to do is some numbers up in your head

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 and get him lower than everybody else. And then
2 it's, you know --

3 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
4 Well, that can kind of work on any of them. You
5 can kind of make the numbers work on the one you
6 want.

7 COMMISSIONER JOE DAVIS, III: Sure.

8 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
9 You know?

10 COMMISSIONER JAMES E. (JEB) BALL: How? I
11 just gave you my --

12 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
13 I'm just saying --

14 COMMISSIONER JAMES E. (JEB) BALL: I gave
15 you my --

16 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
17 I'm talking about when you're ranking them, when
18 ranking them. You have to somehow know that, you
19 know, kind of in your mind which one was your top,
20 you know -- I don't think it's a surprise when you
21 get to the bottom which one comes out on top by the
22 numbers.

23 COMMISSIONER CHARLES F. (SKIP) GRUBER:
24 Well, some of the top ones where they're ranked
25 right now don't even have half the certificates
26 that they need to be here anyway.

27 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
28 Well, I think --

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSIONER JOE DAVIS, III: Then we
2 shouldn't have interviewed them if that was a
3 requirement.

4 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
5 Well --

6 COMMISSIONER CHARLES F. (SKIP) GRUBER: It
7 is.

8 COMMISSIONER JOE DAVIS, III: No.

9 COMMISSIONER CHARLES F. (SKIP) GRUBER: It
10 is.

11 COMMISSIONER JOE DAVIS, III: If we
12 required them to have it all before we interviewed
13 them, then we should have said so.

14 COMMISSIONER CHARLES F. (SKIP) GRUBER: It
15 was -- it was -- it was in the job application.
16 It's required that you have this. And we pulled
17 out everybody that had the closest we could to
18 having these -- most of these certificates. Am I
19 not right?

20 MS. DEIDRA HANAK: The way that it's worded
21 in the job description, the only requirement is the
22 Building Official certification within the first
23 year of employment. The rest of them, I had asked
24 Mike of what the job needed to have, and the other
25 ones are what he listed.

26 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
27 Well, he's not -- Erik Cortinas is not the highest.
28 And he's probably -- out of the scores we have.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 But he has every certification that Brandan has,
2 according to the spreadsheet that you gave us.

3 COMMISSIONER JOE DAVIS, III: Yeah.

4 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
5 And so does one other person. I can't remember
6 which one.

7 MS. DEIDRA HANAK: The one that --

8 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
9 Mark.

10 MS. DEIDRA HANAK: -- pulled his thing.

11 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
12 Mark or --

13 COMMISSIONER JAMES E. (JEB) BALL: Lowe,
14 Lowe had all of them.

15 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
16 So --

17 COMMISSIONER JOE DAVIS, III: All right.
18 If you need me to put a number -- And I'm not going
19 pull one out of the hat, because there's my form.
20 It just happens to be my lowest score. It's a 30.

21 MS. DEIDRA HANAK: 30.

22 COMMISSIONER JOE DAVIS, III: And there is
23 it right there.

24 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
25 And it was already written.

26 COMMISSIONER JOE DAVIS, III: It was
27 already written down. But I pulled it because he
28 says the only way he'd take it is us giving him

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 more money. Okay. We may miss on him, but we may
2 have lost him next year to something else. So I
3 was not that impressed.

4 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
5 Well, it was also the same thing that happened when
6 he left Gulf Shores, you know, the first time was
7 about money. So --

8 COMMISSIONER JOE DAVIS, III: Hey, I
9 understand you've got to take care of your family.
10 But to apply for a job that you already knew you
11 won't take the salary range, that was wasting his
12 time and my time as far as I'm concerned.

13 MS. DEIDRA HANAK: Okay. So we have the
14 total of the four. We have the average of the
15 four. And then I took out the lowest and the
16 highest. And this is what the average is in the
17 green. And so Eddie Harper scored the highest on
18 both -- No. Excuse me. He scored higher -- Am I
19 losing my mind?

20 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
21 Got a regular calculator?

22 MS. DEIDRA HANAK: You know what? Y'all
23 continue to talk amongst yourselves. Apparently I
24 have --

25 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
26 I'll help you out if you'll scoot over a little bit
27 where I can see all the numbers. Thank you, ma'am.

28 COMMISSIONER JAMES E. (JEB) BALL: Tell me

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 that concept again, how you arrived at all that.

2 MS. DEIDRA HANAK: Last time we had -- we
3 took out the highest and lowest of each one when we
4 did the Clerk/Treasurer to make sure --

5 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
6 Well, the highest is 42. Okay. 42 and 30. And so
7 you're getting an --

8 COMMISSIONER JAMES E. (JEB) BALL: And so
9 like on Lance Jones --

10 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
11 35, what's your 35? What's that circled number
12 mean?

13 MS. DEIDRA HANAK: I was just trying to --
14 okay. So this is where I took out highest the
15 lowest and I averaged these two.

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

17 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
18 So you averaged the two middle numbers? You
19 averaged the middle numbers?

20 MS. DEIDRA HANAK: Yeah.

21 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
22 Okay. Well, then that's correct. It is 35 then on
23 the middle, the middle numbers, 36 and 34 at the
24 very bottom. Okay. And then the middle numbers,
25 the 43 and 21 on Harper?

26 MS. DEIDRA HANAK: So Franklin is out by
27 just a little bit, by taking out the highest and
28 the lowest, than Eddie Harper.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

2 38.75. Yes. 38.75. Yes.

3 COMMISSIONER JAMES E. (JEB) BALL: What's
4 the --

5 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
6 Eddie Harper does get the highest.

7 COMMISSIONER JAMES E. (JEB) BALL: What was
8 the salary range, Deidra? I can't remember.

9 MS. DEIDRA HANAK: I believe we posted it
10 90 to 110.

11 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
12 Well, are we ready to make an offer or not today?
13 In the past, we have.

14 COMMISSIONER JOE DAVIS, III: I'm okay with
15 it. But evidently some feel that --

16 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
17 Well, I think that probably two are and two aren't.

18 COMMISSIONER JAMES E. (JEB) BALL: I'm --
19 I'm okay with it. If that's how it worked out, I'm
20 okay with it. We've been okay every other time
21 we've done this.

22 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
23 Okay.

24 COMMISSIONER JOE DAVIS, III: The high -- I
25 mean, throwing out the high/low, I mean, that's
26 something I might have mentioned way back, but
27 that's -- that keeps things from being unduly
28 skewed either way.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

2 True.

3 COMMISSIONER JOE DAVIS, III: So then you
4 get the average of the other two. I'm okay with
5 it.

6 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
7 Well, then Mr. Harper got the highest scores. Do
8 we asked -- He's asked for a range between 90 and
9 110. Anyone want to make a suggestion on a
10 price -- I mean, not a price.

11 COMMISSIONER JAMES E. (JEB) BALL: What's
12 he making now?

13 COMMISSIONER JOE DAVIS, III: Yeah. Do we
14 know his compensation now?

15 MS. DEIDRA HANAK: He gave me that.

16 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
17 Well, if he said 90's good and he's still got to
18 get his certification, do we want to give him --

19 COMMISSIONER JOE DAVIS, III: Well, that's
20 another thing to consider. If somebody's got to --

21 COMMISSIONER JAMES E. (JEB) BALL: The only
22 certification he's lacking is Building Official.

23 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
24 That's it.

25 COMMISSIONER CHARLES F. (SKIP) GRUBER:
26 That's the only one he's got.

27 COMMISSIONER JAMES E. (JEB) BALL: No.
28 That's the only one he's lacking.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

2 The only one lacking. And he did make the
3 explanation as to why he didn't actually have it.

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

5 MS. DEIDRA HANAK: All right. So his
6 salary -- salary request is 93,600.

7 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

8 Well, do we want to offer him 93,600?

9 COMMISSIONER JOE DAVIS, III: Offer him 95.

10 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
11 95?

12 COMMISSIONER JAMES E. (JEB) BALL: Without
13 the certificate?

14 COMMISSIONER CHARLES F. (SKIP) GRUBER:
15 Without --

16 COMMISSIONER JOE DAVIS, III: Well 93 and
17 then --

18 COMMISSIONER JAMES E. (JEB) BALL: Well, if
19 we offer him 93 and --

20 COMMISSIONER JOE DAVIS, III: -- when he
21 gets --

22 COMMISSIONER JAMES E. (JEB) BALL: -- when
23 he gets the certificate, give him a boost.

24 COMMISSIONER JOE DAVIS, III: That would be
25 good.

26 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
27 Okay. That would be good.

28 COMMISSIONER JAMES E. (JEB) BALL: Offer

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 him what he wanted.

2 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

3 Offer him the 93,600, you said?

4 MS. DEIDRA HANAK: Uh-huh. (Indicates
5 affirmatively.)

6 MR. WAYNE DYESS: Now, did you say he had
7 to have it before -- within a year?

8 MS. DEIDRA HANAK: Within a year.

9 MR. WAYNE DYESS: Is that just our policy
10 or --

11 MS. DEIDRA HANAK: That's what the job
12 description has.

13 MR. WAYNE DYESS: Okay.

14 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
15 Do we want -- is it -- would it be put in place
16 once he comes -- or just give him his annual
17 review?

18 MS. DEIDRA HANAK: Do an annual review.

19 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
20 Okay. All right. He just has to complete it
21 within one year anyway?

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

23 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
24 Okay. All right. Well, okay.

25 COMMISSIONER JOE DAVIS, III: Do we know
26 when these people are available and how soon do we
27 need them available?

28 COMMISSIONER JAMES E. (JEB) BALL: I think

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 he was one that gave two-weeks notice.

2 MS. DEIDRA HANAK: Yeah, he said two weeks.

3 COMMISSIONER JAMES E. (JEB) BALL: He's
4 City of Orange Beach, so he's cut and dry.

5 COMMISSIONER JOE DAVIS, III: Oh, yeah.
6 He's as tech savvy -- He's the most tech savvy --

7 COMMISSIONER JAMES E. (JEB) BALL: Oh,
8 yeah. He built that program and all that stuff.

9 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
10 He's the one that went out on the job site and my
11 nephew was using a drone. And we went back to his
12 office and asked -- trying to figure out a way that
13 they could use a drone.

14 COMMISSIONER JOE DAVIS, III: He is --

15 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I
16 never met these guys before. Just because my
17 brother works in Gulf Shores and Orange Beach don't
18 have nothing to do with me.

19 COMMISSIONER JOE DAVIS, III: I don't know
20 any of them and --

21 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I
22 never met one of them.

23 COMMISSIONER JAMES E. (JEB) BALL: Well,
24 he's -- I liked him. And he -- he did development
25 a whole computer software system that made them --

26 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
27 Very tech --

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

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 totally paperless.

2 COMMISSIONER JOE DAVIS, III: Yeah.

3 COMMISSIONER JAMES E. (JEB) BALL: So any
4 way we advance our --

5 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
6 You know, we probably wouldn't go wrong with
7 anybody on that board.

8 COMMISSIONER JOE DAVIS, III: Well, I --

9 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
10 You know what I'm saying?

11 COMMISSIONER JOE DAVIS, III: I'm not
12 saying we would go wrong.

13 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
14 But I'm just saying that, you know -- Okay. Do you
15 want to --

16 MS. DEIDRA HANAK: I'll call him and offer
17 him the position. And then do we want to talk
18 about reimbursing Mr. Savasta?

19 COMMISSIONER JAMES E. (JEB) BALL: We
20 decided to do that, I thought.

21 COMMISSIONER JOE DAVIS, III: I think
22 that'd be the appropriate thing to do.

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

24 COMMISSIONER JOE DAVIS, III: He's not
25 asking for transportation --

26 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
27 No. He was a --

28 COMMISSIONER JOE DAVIS, III: -- to and --

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSION CHAIRMAN BILLIE JO

2 UNDERWOOD: -- very nice man.

3 COMMISSIONER JOE DAVIS, III: -- from.

4 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

5 Very nice man.

6 COMMISSIONER JAMES E. (JEB) BALL: He's
7 asking for, what, \$325?

8 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
9 Very nice man.

10 COMMISSIONER JOE DAVIS, III: Yeah, yeah.

11 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
12 Very, very nice man. Matter of fact, I learned
13 something from him.

14 COMMISSIONER JOE DAVIS, III: Yeah. He's
15 going move to paradise, too.

16 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
17 That's right.

18 COMMISSIONER JOE DAVIS, III: I think.

19 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I
20 think that's awesome about the credits.

21 MS. DEIDRA HANAK: Mr. Harper just sent me
22 a thank you note for the interview.

23 MR. WAYNE DYESS: That's good timing,
24 wasn't it?

25 MS. DEIDRA HANAK: Good timing.

26 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
27 Well, do you want to see --

28 COMMISSIONER JAMES E. (JEB) BALL: Do we

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 just --

2 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
3 What's the protocol?

4 MS. DEIDRA HANAK: I'm going to let y'all
5 eat. And I'll go ahead call him, if you'd like.

6 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
7 I'd like to get some food.

8 COMMISSIONER JOE DAVIS, III: Give all this
9 back?

10 MS. DEIDRA HANAK: Yes, I need those.

11 COMMISSIONER JOE DAVIS, III: All right.
12 I've got to say the conversation and the dialog
13 that we've shared coming to this point stays in
14 this room. Is that --

15 COMMISSIONER JAMES E. (JEB) BALL: No.
16 It's public record.

17 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
18 Public record.

19 MS. DEIDRA HANAK: I mean, I don't discuss
20 it.

21 COMMISSIONER JOE DAVIS, III: Okay. Well,
22 it's public record. So anybody -- any of the
23 applicants can -- Okay. That's fine.

24 COMMISSIONER JAMES E. (JEB) BALL: I think,
25 if they want, they can go back and look through
26 their folders; right?

27 MS. DEIDRA HANAK: I've never had anybody
28 request to come and look at their interview forms.

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

1 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:

2 Well --

3 COMMISSIONER JOE DAVIS, III: I was just
4 thinking Susan was one of the team. I didn't think
5 about it. It was a stupid question, wasn't it? I
6 just don't want to have to explain to any of them
7 why they didn't get it.

8 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I
9 actually -- I -- I don't even know one of them and
10 I don't --

11 COMMISSIONER JOE DAVIS, III: I don't know
12 any of them. That --

13 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I
14 just know --

15 COMMISSIONER JOE DAVIS, III: -- made it
16 much easier --

17 COMMISSION CHAIRMAN BILLIE JO
18 UNDERWOOD: -- his wife.

19 COMMISSIONER JOE DAVIS, III: -- for me.

20 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD: I
21 just know his wife.

22 COMMISSIONER JAMES E. (JEB) BALL: Who's
23 that?

24 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
25 Eric --

26 COMMISSIONER JAMES E. (JEB) BALL: Are we
27 done?

28 COMMISSION CHAIRMAN BILLIE JO

1 UNDERWOOD: -- Butler.

2
3 2 - ADJOURNMENT

4 COMMISSIONER JAMES E. (JEB) BALL: Can we
5 have a motion to adjourn this meeting?

6 COMMISSIONER JOE DAVIS, III: I make that
7 motion.

8 COMMISSIONER JAMES E. (JEB) BALL: Ask that
9 question.

10 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
11 Will you make that motion?

12 COMMISSIONER JOE DAVIS, III: I will make a
13 motion --

14 COMMISSIONER JAMES E. (JEB) BALL: Second.

15 COMMISSIONER JOE DAVIS, III: -- that we
16 adjourn this meeting.

17 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
18 Second?

19 COMMISSIONER JAMES E. (JEB) BALL: Second.

20 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
21 Got a motion and a second. All those in favor,
22 signify by saying aye.

23 (Commissioners say "aye" in unison.)

24 COMMISSION CHAIRMAN BILLIE JO UNDERWOOD:
25 Thank y'all for helping me out. I'm a little
26 tired.

27 (The Baldwin County Commission Special Work Session was
28 adjourned at 1:33 p.m.)

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 WORK SESSION 11/12/2019

\$	1:33 [1] - 168:28 1st [3] - 90:26, 110:5, 133:28	34 [3] - 147:24, 149:16, 158:23 3400 [1] - 50:10 35 [5] - 147:26, 148:14, 158:11, 158:22 350 [1] - 80:16 36 [3] - 66:12, 149:10, 158:23 37 [1] - 148:5 38.5 [1] - 149:9 38.75 [2] - 159:2 39 [2] - 147:13, 147:14	A	adjourned [1] - 168:28 ADJOURNMENT [1] - 168:3 Adjournment [1] - 3:17 adjust [1] - 131:8 administer [2] - 12:12, 12:13 Administration [1] - 2:10 administrations [1] - 129:2 Administrator [2] - 2:9, 66:8 admission [1] - 99:11 adopt [2] - 27:25, 28:10 adopted [1] - 132:2 advance [2] - 125:4, 164:4 advertised [4] - 8:10, 8:11, 150:13, 151:3 advise [1] - 15:14 affect [1] - 53:6 affirmatively [29] - 5:8, 8:24, 14:27, 15:11, 15:18, 16:27, 17:19, 18:25, 26:16, 39:27, 42:3, 42:21, 75:12, 84:24, 90:4, 91:9, 105:24, 106:14, 109:8, 110:17, 111:18, 114:22, 124:25, 126:19, 128:16, 130:21, 132:5, 136:28, 162:5 afforded [1] - 115:18 agencies [2] - 23:24, 122:17 agenda [2] - 4:7, 6:17 ago [9] - 24:24, 26:14, 33:7, 40:24, 42:12, 82:5, 112:2, 114:9, 115:6 agree [1] - 94:18 agreement [4] - 26:12, 26:13, 65:19, 138:12 ahead [3] - 5:26, 38:15, 166:5 aided [1] - 169:9 ain't [1] - 39:24 Air [1] - 10:17 Airforce [1] - 10:23 Airlines [1] - 62:4 airport [2] - 65:26, 70:21 Alabama [7] - 1:15, 62:4, 69:4, 70:23, 100:6, 122:26, 123:5 ALABAMA [1] - 169:3
\$130,000 [1] - 150:3 \$159,400 [1] - 74:7 \$325 [1] - 165:7 \$329 [1] - 5:12 \$50 [1] - 80:17	2	4	a.m [1] - 4:6 ability [5] - 28:9, 31:26, 88:12, 131:23, 136:2 able [35] - 8:8, 8:28, 15:6, 15:23, 16:21, 17:6, 18:5, 18:6, 23:24, 24:6, 24:7, 35:15, 35:23, 66:4, 73:1, 73:15, 81:22, 81:24, 85:23, 86:6, 86:9, 93:24, 94:9, 109:14, 122:14, 123:23, 126:2, 126:4, 126:24, 127:19, 131:8, 131:9, 131:14, 140:9 absolutely [11] - 29:12, 51:19, 53:25, 69:9, 71:26, 76:18, 76:23, 105:4, 117:18, 128:3 academic [1] - 68:12 Academy [1] - 10:21 accept [2] - 21:21, 94:19 accomplish [7] - 15:7, 15:8, 15:24, 28:5, 28:6, 28:19, 70:4 accomplishes [1] - 52:28 according [1] - 156:2 account [1] - 17:26 accrue [1] - 75:22 accurate [2] - 149:18, 149:20 act [1] - 8:9 activated [1] - 78:20 actively [1] - 72:18 activities [1] - 84:16 actual [2] - 70:26, 118:27 adapting [1] - 23:23 add [3] - 18:17, 41:23, 138:4 added [5] - 81:19, 84:28, 147:5, 148:6, 148:7 adding [1] - 95:8 additional [1] - 36:11 addressed [1] - 8:1 ADEM [4] - 41:8, 122:11, 125:28, 139:24 adjacent [1] - 10:21 adjourn [2] - 168:5, 168:16	adjourned [1] - 168:28 ADJOURNMENT [1] - 168:3 Adjournment [1] - 3:17 adjust [1] - 131:8 administer [2] - 12:12, 12:13 Administration [1] - 2:10 administrations [1] - 129:2 Administrator [2] - 2:9, 66:8 admission [1] - 99:11 adopt [2] - 27:25, 28:10 adopted [1] - 132:2 advance [2] - 125:4, 164:4 advertised [4] - 8:10, 8:11, 150:13, 151:3 advise [1] - 15:14 affect [1] - 53:6 affirmatively [29] - 5:8, 8:24, 14:27, 15:11, 15:18, 16:27, 17:19, 18:25, 26:16, 39:27, 42:3, 42:21, 75:12, 84:24, 90:4, 91:9, 105:24, 106:14, 109:8, 110:17, 111:18, 114:22, 124:25, 126:19, 128:16, 130:21, 132:5, 136:28, 162:5 afforded [1] - 115:18 agencies [2] - 23:24, 122:17 agenda [2] - 4:7, 6:17 ago [9] - 24:24, 26:14, 33:7, 40:24, 42:12, 82:5, 112:2, 114:9, 115:6 agree [1] - 94:18 agreement [4] - 26:12, 26:13, 65:19, 138:12 ahead [3] - 5:26, 38:15, 166:5 aided [1] - 169:9 ain't [1] - 39:24 Air [1] - 10:17 Airforce [1] - 10:23 Airlines [1] - 62:4 airport [2] - 65:26, 70:21 Alabama [7] - 1:15, 62:4, 69:4, 70:23, 100:6, 122:26, 123:5 ALABAMA [1] - 169:3
'03 [1] - 120:25 '05 [1] - 127:12 '06 [2] - 127:12, 132:3	20 [2] - 3:17, 168:3 2,000 [3] - 100:14, 100:15, 100:17 2-1/2 [2] - 82:4, 100:8 2.3 [1] - 68:8 20 [4] - 20:18, 50:11, 149:16 20-plus [3] - 55:12, 86:25, 106:20 20-something [1] - 75:25 200,000 [1] - 105:27 2000 [1] - 10:9 2003 [2] - 120:28, 121:4 2005 [2] - 10:9, 122:7 2010 [1] - 138:9 2012 [2] - 10:11, 14:22 2019 [2] - 1:5, 1:13 21 [4] - 31:18, 79:1, 149:16, 158:25 22 [1] - 149:13 22251 [1] - 1:14 24 [2] - 17:12, 31:5 25 [3] - 55:25, 72:1, 88:25 25-plus [1] - 106:22 2500 [2] - 100:15, 100:20 26 [2] - 31:19, 67:16 262 [1] - 127:14 27 [1] - 120:20 28 [2] - 31:3, 149:16 287 [2] - 1:16, 169:23 29 [4] - 120:21, 121:5, 121:8, 147:14	4 [4] - 3:4, 3:5, 3:6, 149:2 40 [1] - 104:12 40-hour [1] - 89:11 42 [4] - 147:15, 147:23, 158:6 43 [2] - 147:25, 158:25 45 [1] - 3:12	5	5 [3] - 3:8, 148:17, 148:18 50 [1] - 111:6 500 [1] - 103:9
1	3	6	6	60 [1] - 3:13
1 [2] - 3:7, 5:1 1-A [2] - 3:9, 9:1 1-B [2] - 3:11, 30:3 1-C [2] - 3:12, 45:11 1-D [2] - 3:13, 60:24 1-E [2] - 3:14, 77:4 1-F [2] - 3:15, 97:8 1-G [2] - 3:16, 117:26 10 [2] - 70:1, 72:18 100 [2] - 104:6 100,000 [1] - 151:13 10:30 [2] - 145:19, 145:26 10:49 [1] - 4:6 11 [1] - 72:17 110 [2] - 159:10, 160:9 117 [1] - 3:16 12 [6] - 1:5, 47:23, 70:2, 72:18, 119:21, 119:26 12-1/2 [2] - 78:26, 78:27 129 [1] - 150:3 12:22 [1] - 97:4 12:27 [1] - 97:6 12th [1] - 1:13 13 [1] - 136:7 1300 [1] - 100:12 14 [5] - 31:5, 41:19, 47:23, 136:7 15 [3] - 20:18, 143:23, 146:8 15,000 [1] - 68:12 168 [1] - 3:17 17 [1] - 78:19 18 [4] - 79:1, 123:12, 140:17 18,000 [1] - 68:10 19 [1] - 68:19 1:30 [2] - 144:18, 145:20	3 [1] - 149:2 3-1/2 [1] - 79:12 30 [8] - 3:11, 8:21, 8:22, 68:19, 104:12, 156:20, 156:21, 158:6 31 [3] - 147:4, 147:13, 149:9 31,000 [2] - 73:24, 75:5 32 [1] - 147:26 32.5 [2] - 148:7, 149:10	7	7	77 [1] - 3:14
		8	8	84 [1] - 50:10
		9	9	9 [1] - 3:10 90 [2] - 159:10, 160:8 90's [1] - 160:17 90-plus [1] - 150:26 93 [2] - 161:16, 161:19 93,600 [3] - 161:6, 161:8, 162:3 95 [2] - 161:9, 161:11 97 [1] - 3:15

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

all-time [1] - 112:17 ALLEGIANCE [1] - 4:22 Allegiance [2] - 4:24, 4:27 Allegiance..... .. [1] - 3:6 allow [2] - 23:14, 126:3 allowed [2] - 52:13, 135:23 allowing [3] - 9:20, 46:9, 46:24 allows [1] - 75:22 alluded [2] - 44:19, 49:28 almost [7] - 31:5, 35:24, 69:21, 84:20, 115:16, 123:12, 126:24 alone [3] - 47:21, 50:9, 107:1 ALSO [1] - 2:8 alternative [1] - 15:7 altogether [1] - 55:23 aluminum [1] - 52:14 amazed [1] - 121:9 amazing [1] - 103:13 amount [6] - 67:23, 67:25, 124:7, 127:10, 130:6, 150:3 AND [1] - 5:1 Andrews [1] - 1:16 ANDREWS [1] - 169:21 animal [1] - 38:26 animals [1] - 21:5 annex [1] - 68:1 Annex [1] - 1:14 annual [2] - 162:16, 162:18 answer [6] - 65:17, 65:18, 73:15, 101:15, 101:16, 101:18 answered [2] - 84:20, 125:17 answers [1] - 50:25 anyway [6] - 63:16, 74:6, 108:6, 137:15, 154:26, 162:21 anywise [1] - 169:15 apartment [2] - 33:17, 51:26 apartments [3] - 33:20, 33:21, 52:2 appease [1] - 131:9 applaud [1] - 69:10 applicant [1] - 77:25 applicants [4] - 7:8,	115:1, 141:26, 166:23 application [5] - 71:15, 79:15, 80:6, 113:22, 155:15 applications [3] - 17:2, 85:11, 112:24 applied [4] - 79:11, 99:17, 115:1, 120:20 apply [13] - 60:1, 82:13, 86:18, 94:5, 102:4, 112:27, 123:15, 123:23, 139:6, 140:1, 140:6, 151:16, 157:10 applying [13] - 29:10, 30:17, 44:16, 49:23, 55:2, 71:23, 77:23, 87:12, 98:2, 106:2, 107:3, 118:15, 139:25 Appointed [1] - 3:7 APPOINTED [1] - 5:1 appointed [4] - 71:13, 72:26, 79:21, 83:19 appreciate [10] - 29:11, 60:2, 64:7, 67:9, 76:17, 105:13, 113:6, 137:15, 139:11, 143:15 apprentice [1] - 47:6 approach [1] - 38:10 appropriate [2] - 17:3, 164:22 approve [2] - 109:15, 109:16 area [16] - 8:12, 25:12, 35:2, 41:2, 44:22, 63:18, 70:10, 70:15, 83:23, 105:28, 112:22, 126:9, 138:17, 139:8, 140:3 areas [4] - 24:27, 24:28, 80:1, 140:4 arena [4] - 16:21, 53:6, 115:11, 126:17 arenas [1] - 115:11 arrived [1] - 158:1 aside [1] - 71:6 aspect [1] - 131:20 aspects [2] - 135:24, 139:23 assessment [1] - 86:4 assessments [1] - 86:3 assist [1] - 47:27 assistant [1] - 47:22 assisted [2] - 47:25 associated [1] - 68:27 associates [1] - 102:8	association [2] - 58:22, 67:11 assume [2] - 127:28, 140:15 attorney [2] - 64:17, 74:18 Auburn [3] - 122:25, 122:26, 123:5 August [1] - 75:8 available [4] - 127:23, 128:4, 162:26, 162:27 average [3] - 157:14, 157:16, 160:4 averaged [3] - 158:15, 158:18, 158:19 Aviation [1] - 23:9 aware [3] - 99:21, 130:9, 133:26 awesome [2] - 125:10, 165:20 aye [2] - 168:22, 168:23 B backed [1] - 82:26 background [4] - 80:7, 80:8, 80:9 backpacks [1] - 68:17 backup [1] - 85:24 bad [8] - 8:26, 24:22, 39:8, 86:11, 132:14, 137:8, 143:17 balconies [1] - 52:3 BALDWIN [2] - 1:3, 169:4 Baldwin [22] - 1:13, 4:6, 16:22, 31:2, 35:4, 35:10, 42:5, 53:8, 59:26, 66:19, 69:15, 69:18, 71:3, 72:8, 94:7, 97:5, 104:2, 114:28, 119:14, 126:22, 152:4, 168:27 BALL [139] - 4:8, 4:17, 5:7, 5:13, 6:2, 6:7, 6:11, 8:20, 8:25, 9:13, 18:16, 18:21, 18:26, 19:3, 19:7, 19:17, 19:23, 20:2, 20:22, 24:11, 29:14, 30:11, 37:1, 37:14, 37:18, 37:23, 37:28, 38:19, 43:14, 45:23, 54:10, 54:13, 55:8, 55:19, 56:11, 58:13, 60:6, 60:9, 60:18,	61:12, 61:16, 71:20, 72:2, 72:19, 73:8, 74:1, 76:24, 77:12, 86:17, 86:28, 87:6, 87:11, 87:19, 87:24, 87:28, 88:5, 88:14, 89:18, 95:24, 96:1, 96:5, 97:21, 105:12, 105:16, 105:25, 106:15, 106:25, 107:7, 107:14, 117:3, 117:12, 118:5, 128:8, 128:17, 129:5, 140:14, 140:26, 141:3, 141:9, 143:8, 143:22, 144:7, 144:17, 144:23, 145:4, 145:11, 145:21, 145:25, 146:2, 146:14, 146:21, 146:24, 147:3, 147:12, 147:18, 149:23, 149:27, 150:7, 151:18, 151:24, 152:5, 152:26, 153:4, 153:26, 154:10, 154:14, 156:13, 157:28, 158:8, 158:16, 159:3, 159:7, 159:18, 160:11, 160:21, 160:27, 161:12, 161:18, 161:22, 161:28, 162:22, 162:28, 163:3, 163:7, 163:23, 163:28, 164:3, 164:19, 164:23, 165:6, 165:28, 166:15, 166:24, 167:22, 167:26, 168:4, 168:8, 168:14, 168:19 Ball [9] - 2:6, 4:20, 9:14, 30:12, 44:19, 45:24, 45:26, 77:13, 97:22 bar [1] - 142:8 Barber [1] - 79:21 base [1] - 23:7 based [10] - 11:22, 32:8, 35:6, 35:8, 35:12, 49:20, 65:4, 81:5, 85:26, 124:3 basic [2] - 11:15, 49:23 basis [6] - 25:16,	40:23, 58:20, 58:23, 64:14, 80:13 bay [1] - 22:17 Bay [12] - 42:18, 91:7, 93:17, 110:11, 119:14, 121:10, 121:14, 121:27, 123:12, 134:9, 139:28, 140:18 Beach [11] - 10:15, 63:11, 79:8, 79:11, 81:18, 82:7, 84:5, 87:15, 93:23, 163:4, 163:17 beach [7] - 22:23, 23:10, 36:21, 41:13, 64:20, 126:8, 130:14 beaches [1] - 108:7 beam [1] - 85:15 became [2] - 47:6, 120:21 become [1] - 31:8 becoming [1] - 101:19 BEFORE [1] - 1:2 beginning [4] - 26:4, 78:17, 115:13, 116:13 begs [1] - 100:9 behavior [6] - 11:22, 32:8, 49:20, 65:4, 81:5, 124:3 behavior-based [6] - 11:22, 32:8, 49:20, 65:4, 81:5, 124:3 behind [4] - 8:22, 71:7, 71:8 below [2] - 47:21, 52:24 benefit [3] - 56:3, 56:10, 94:13 benefits [2] - 47:12, 146:11 best [5] - 31:26, 34:27, 84:7, 88:12, 122:7 better [15] - 11:7, 14:12, 16:9, 16:10, 33:5, 48:8, 49:2, 51:17, 53:8, 56:9, 64:8, 115:19, 125:21, 126:28, 129:14 between [5] - 13:28, 98:23, 98:24, 143:2, 160:8 beyond [2] - 133:10, 151:10 big [19] - 21:26, 21:27, 40:2, 44:5, 58:2, 58:11, 80:21, 83:9, 85:5, 85:15, 88:8,
---	--	---	---	--

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

<p>93:1, 93:21, 102:16, 119:26, 122:21, 122:24</p> <p>bigger [1] - 126:17</p> <p>biggest [2] - 109:4, 125:23</p> <p>Bill [3] - 25:8, 41:11, 131:18</p> <p>Billie [5] - 2:4, 9:8, 77:7, 97:15, 98:1</p> <p>BILLIE [293] - 4:4, 4:10, 4:13, 5:3, 5:17, 5:24, 6:5, 6:9, 9:4, 9:7, 9:17, 9:21, 9:28, 10:4, 11:13, 11:18, 11:21, 11:24, 13:3, 13:11, 13:18, 13:24, 14:3, 14:7, 24:9, 24:13, 24:17, 27:5, 27:9, 27:15, 28:23, 29:1, 29:5, 29:8, 29:19, 30:6, 30:16, 30:20, 30:25, 31:14, 31:27, 32:2, 32:7, 32:10, 33:1, 33:15, 34:9, 34:13, 34:17, 35:27, 36:3, 41:21, 41:27, 42:2, 43:19, 43:23, 44:2, 44:6, 44:10, 44:15, 44:18, 44:25, 44:28, 45:14, 45:18, 46:5, 46:11, 46:17, 46:21, 46:26, 49:14, 49:17, 50:18, 50:21, 50:24, 50:28, 51:3, 51:6, 51:9, 59:13, 59:24, 60:16, 60:21, 61:7, 61:20, 64:23, 64:26, 65:1, 65:12, 66:15, 66:18, 66:22, 66:25, 67:2, 73:25, 74:13, 74:16, 74:23, 74:27, 75:15, 75:28, 76:4, 76:11, 76:14, 77:6, 77:22, 77:27, 78:3, 78:8, 78:14, 80:22, 80:25, 80:28, 83:3, 93:28, 94:12, 94:15, 94:20, 95:2, 95:5, 95:22, 96:16, 96:20, 96:26, 97:1, 97:14, 97:28, 98:6, 98:11, 98:17, 98:28, 100:18, 100:21, 101:1, 101:4, 101:7, 102:11, 103:12, 103:21, 104:20, 112:8, 112:12, 112:15, 112:19,</p>	<p>113:1, 113:4, 113:8, 114:13, 114:26, 115:3, 115:27, 116:4, 116:8, 117:1, 117:7, 117:19, 117:23, 118:14, 118:20, 118:26, 119:8, 119:11, 120:23, 120:26, 121:1, 121:6, 121:19, 121:24, 122:28, 123:27, 124:12, 124:15, 124:24, 125:9, 125:14, 135:10, 136:10, 136:14, 136:18, 137:17, 137:22, 137:27, 138:3, 138:15, 138:24, 138:27, 139:4, 139:13, 139:17, 140:11, 140:20, 141:18, 141:28, 142:11, 142:15, 142:18, 142:21, 142:24, 143:5, 143:12, 143:19, 143:28, 144:4, 144:11, 144:15, 144:19, 144:26, 145:14, 146:26, 147:1, 147:8, 147:28, 148:4, 148:11, 148:19, 148:22, 149:1, 149:5, 149:8, 149:19, 150:1, 150:11, 151:28, 152:24, 153:2, 153:12, 153:17, 153:22, 154:3, 154:8, 154:12, 154:16, 154:27, 155:4, 155:26, 156:4, 156:8, 156:11, 156:15, 156:24, 157:4, 157:20, 157:25, 158:5, 158:10, 158:17, 158:21, 159:1, 159:5, 159:11, 159:16, 159:22, 160:1, 160:6, 160:16, 160:23, 161:1, 161:7, 161:10, 161:26, 162:2, 162:14, 162:19, 162:23, 163:9, 163:15, 163:21, 163:26, 164:5,</p>	<p>164:9, 164:13, 164:26, 165:1, 165:4, 165:8, 165:11, 165:16, 165:19, 165:26, 166:2, 166:6, 166:17, 167:1, 167:8, 167:13, 167:17, 167:20, 167:24, 167:28, 168:10, 168:17, 168:20, 168:24</p> <p>bind [1] - 81:26</p> <p>Birmingham [1] - 62:4</p> <p>bit [13] - 10:1, 14:14, 18:28, 20:8, 25:10, 27:13, 55:28, 78:17, 79:24, 81:21, 129:25, 157:26, 158:27</p> <p>black [1] - 79:28</p> <p>blessed [1] - 64:15</p> <p>blind [1] - 57:4</p> <p>block [2] - 67:17, 139:15</p> <p>blocks [1] - 123:13</p> <p>blow [2] - 44:7, 151:9</p> <p>blown [1] - 82:25</p> <p>blue [1] - 85:15</p> <p>bluff [1] - 121:20</p> <p>Board [1] - 80:15</p> <p>board [2] - 71:14, 164:7</p> <p>boat [2] - 23:9, 107:10</p> <p>Bodie [1] - 121:25</p> <p>body [5] - 28:10, 62:24, 87:7, 105:22, 128:10</p> <p>bonuses [1] - 146:20</p> <p>book [2] - 16:8, 28:4</p> <p>boost [1] - 161:23</p> <p>Booth [1] - 15:3</p> <p>boots [1] - 36:15</p> <p>born [1] - 119:14</p> <p>boss [1] - 85:5</p> <p>bothering [1] - 151:1</p> <p>bottom [5] - 149:28, 150:2, 151:26, 154:21, 158:24</p> <p>bow [1] - 4:17</p> <p>boy [2] - 132:9, 151:26</p> <p>boys [2] - 79:1</p> <p>branch [1] - 129:9</p> <p>brand [6] - 43:27, 48:11, 55:21, 55:26, 90:23, 106:16</p> <p>brand-new [5] - 48:11, 55:21, 55:26, 90:23, 106:16</p> <p>brand-spanking-new</p>	<p>[1] - 43:27</p> <p>BRANDAN [86] - 117:26, 118:1, 118:7, 118:11, 118:18, 118:25, 119:7, 119:10, 119:13, 120:25, 120:28, 121:4, 121:8, 121:21, 121:26, 123:3, 123:8, 124:10, 124:14, 124:22, 124:26, 125:11, 125:22, 126:12, 126:18, 126:23, 127:19, 128:1, 128:15, 128:28, 129:6, 129:16, 129:20, 129:27, 130:11, 130:22, 131:5, 131:24, 131:28, 132:6, 132:13, 132:19, 132:24, 133:2, 133:7, 133:16, 133:20, 133:23, 134:1, 134:4, 134:7, 134:11, 134:15, 134:23, 134:27, 135:2, 135:6, 135:16, 135:19, 135:28, 136:12, 136:16, 136:20, 136:27, 137:4, 137:9, 137:13, 137:21, 137:26, 138:2, 138:6, 138:17, 138:26, 139:1, 139:11, 139:15, 139:19, 140:19, 140:22, 141:13, 142:6, 142:9, 142:27, 143:10, 143:16, 143:24</p> <p>Brandan [11] - 3:16, 34:16, 118:15, 140:14, 141:10, 143:9, 147:14, 147:26, 149:10, 152:27, 156:1</p> <p>bread [1] - 21:5</p> <p>break [3] - 60:17, 89:13, 96:21</p> <p>breath [1] - 100:22</p> <p>Brian [3] - 91:6, 134:9, 134:10</p> <p>brief [1] - 98:15</p> <p>briefly [1] - 94:3</p> <p>Brim [1] - 47:3</p>	<p>bring [16] - 7:14, 7:15, 8:19, 25:24, 41:6, 63:8, 80:3, 85:6, 85:11, 85:18, 94:25, 120:2, 143:4, 144:3, 144:5, 144:27</p> <p>bringing [2] - 82:19, 83:5</p> <p>brings [2] - 25:23, 88:26</p> <p>broad [1] - 16:17</p> <p>broken [1] - 93:15</p> <p>brother [2] - 44:21, 163:17</p> <p>brothers [1] - 119:18</p> <p>brought [2] - 13:23, 87:22</p> <p>brush [1] - 16:17</p> <p>buddy [1] - 118:6</p> <p>budget [2] - 80:17, 135:22</p> <p>build [11] - 34:20, 41:14, 56:1, 68:6, 69:7, 85:21, 108:8, 115:16, 126:4, 135:8, 142:4</p> <p>builder [2] - 35:14, 44:22</p> <p>builders [1] - 112:6</p> <p>BUILDING [1] - 5:2</p> <p>building [25] - 12:12, 12:21, 14:24, 40:25, 43:15, 43:20, 43:24, 47:2, 49:10, 52:21, 62:5, 68:6, 70:8, 78:24, 82:15, 86:5, 96:9, 101:24, 103:8, 109:21, 111:8, 112:13, 128:2, 137:2, 141:24</p> <p>Building [51] - 3:8, 10:7, 12:9, 12:25, 12:28, 15:4, 26:1, 32:21, 37:26, 48:26, 49:8, 49:21, 54:20, 55:27, 57:13, 57:14, 65:6, 66:10, 69:16, 71:5, 73:3, 80:11, 81:4, 81:17, 86:24, 88:16, 92:21, 99:17, 101:27, 102:9, 102:28, 103:10, 106:19, 108:19, 109:3, 110:21, 113:21, 120:14, 120:18, 120:21, 121:9, 124:8, 125:8, 128:19, 132:27, 135:22, 151:21, 155:22, 160:22</p>
--	--	--	--	--

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

buildings [2] - 14:25, 67:17 built [12] - 10:14, 33:22, 62:19, 63:10, 63:19, 68:10, 82:8, 94:10, 99:15, 111:15, 163:8 busier [1] - 51:24 business [13] - 26:4, 47:11, 48:9, 61:27, 62:6, 69:3, 74:8, 78:20, 78:24, 78:25, 78:27, 85:21, 98:22 busy [5] - 17:16, 50:8, 51:24, 81:20, 100:23 BUTLER [47] - 45:11, 45:13, 45:16, 45:22, 45:25, 46:1, 46:4, 46:7, 46:9, 46:16, 46:20, 46:23, 46:28, 49:16, 50:5, 50:20, 50:23, 50:26, 51:2, 51:5, 51:8, 51:11, 51:19, 52:27, 53:9, 53:25, 54:6, 54:9, 54:12, 55:7, 55:10, 56:2, 56:20, 57:10, 57:16, 57:28, 58:5, 58:8, 58:12, 58:16, 59:11, 59:16, 60:3, 60:5, 60:8, 60:11, 60:13 Butler [5] - 45:12, 147:13, 147:24, 149:9, 168:1 Butler.... [1] - 3:12 buy [2] - 52:22 BY [1] - 4:3	care [6] - 42:23, 88:13, 108:13, 109:22, 143:15, 157:9 career [13] - 38:14, 47:13, 48:2, 48:6, 51:15, 62:1, 67:7, 83:13, 98:21, 98:24, 99:16, 102:19, 125:18 Carolyn [1] - 130:24 carpenter [1] - 31:8 carrier [2] - 47:18, 47:19 case [3] - 6:22, 37:15, 47:1 catch [1] - 8:28 catching [1] - 62:16 caused [1] - 88:9 causes [1] - 109:26 CCL [5] - 22:9, 22:19, 23:17, 107:22, 108:2 cell [1] - 85:28 cellphone [1] - 82:12 center [2] - 103:8, 104:14 Central [2] - 1:14, 70:23 certain [2] - 55:4, 87:13 certainly [1] - 46:27 certainty [1] - 55:3 certificate [4] - 49:10, 57:13, 161:13, 161:23 Certificate [2] - 52:5, 109:14 certificates [5] - 58:24, 58:25, 114:4, 154:25, 155:18 certification [11] - 10:19, 57:7, 88:19, 88:20, 89:2, 89:14, 155:22, 156:1, 160:18, 160:22 Certification [1] - 169:23 certifications [14] - 12:3, 13:7, 13:8, 43:6, 88:23, 89:8, 89:15, 92:10, 99:28, 100:3, 102:5, 116:17, 136:7 certified [7] - 66:2, 66:10, 79:24, 80:8, 111:15, 111:22, 135:25 Certified [3] - 1:16, 88:16, 169:22 certifies [2] - 59:5, 59:9	certify [3] - 59:7, 169:6, 169:13 CHAIRMAN [294] - 4:3, 4:4, 4:10, 4:13, 5:3, 5:17, 5:24, 6:5, 6:9, 9:4, 9:7, 9:17, 9:21, 9:28, 10:4, 11:13, 11:18, 11:21, 11:24, 13:3, 13:11, 13:18, 13:24, 14:3, 14:7, 24:9, 24:13, 24:17, 27:5, 27:9, 27:15, 28:23, 29:1, 29:5, 29:8, 29:19, 30:6, 30:16, 30:20, 30:25, 31:14, 31:27, 32:2, 32:7, 32:10, 33:1, 33:15, 34:9, 34:13, 34:17, 35:27, 36:3, 41:21, 41:27, 42:2, 43:19, 43:23, 44:2, 44:6, 44:10, 44:15, 44:18, 44:25, 44:28, 45:14, 45:18, 46:5, 46:11, 46:17, 46:21, 46:26, 49:14, 49:17, 50:18, 50:21, 50:24, 50:28, 51:3, 51:6, 51:9, 59:13, 59:24, 60:16, 60:21, 61:7, 61:20, 64:23, 64:26, 65:1, 65:12, 66:15, 66:18, 66:22, 66:25, 67:2, 73:25, 74:13, 74:16, 74:23, 74:27, 75:15, 75:28, 76:4, 76:11, 76:14, 77:6, 77:22, 77:27, 78:3, 78:8, 78:14, 80:22, 80:25, 80:28, 83:3, 93:28, 94:12, 94:15, 94:20, 95:2, 95:5, 95:22, 96:16, 96:20, 96:26, 97:1, 97:14, 97:28, 98:6, 98:11, 98:17, 98:28, 100:18, 100:21, 101:1, 101:4, 101:7, 102:11, 103:12, 103:21, 104:20, 112:8, 112:12, 112:15, 112:19, 113:1, 113:4, 113:8, 114:13, 114:26, 115:3, 115:27, 116:4, 116:8, 117:1, 117:7, 117:19, 117:23, 118:14, 118:20, 118:26, 119:8, 119:11, 120:23, 120:26,	121:1, 121:6, 121:19, 121:24, 122:28, 123:27, 124:12, 124:15, 124:24, 125:9, 125:14, 135:10, 136:10, 136:14, 136:18, 137:17, 137:22, 137:27, 138:3, 138:15, 138:24, 138:27, 139:4, 139:13, 139:17, 140:11, 140:20, 141:18, 141:28, 142:11, 142:15, 142:18, 142:21, 142:24, 143:5, 143:12, 143:19, 143:28, 144:4, 144:11, 144:15, 144:19, 144:26, 145:14, 146:26, 147:1, 147:8, 147:28, 148:4, 148:11, 148:19, 148:22, 149:1, 149:5, 149:8, 149:19, 150:1, 150:11, 151:28, 152:24, 153:2, 153:12, 153:17, 153:22, 154:3, 154:8, 154:12, 154:16, 154:27, 155:4, 155:26, 156:4, 156:8, 156:11, 156:15, 156:24, 157:4, 157:20, 157:25, 158:5, 158:10, 158:17, 158:21, 159:1, 159:5, 159:11, 159:16, 159:22, 160:1, 160:6, 160:16, 160:23, 161:1, 161:7, 161:10, 161:26, 162:2, 162:14, 162:19, 162:23, 163:9, 163:15, 163:21, 163:26, 164:5, 164:9, 164:13, 164:26, 165:1, 165:4, 165:8, 165:11, 165:16, 165:19, 165:26, 166:2, 166:6, 166:17, 167:1, 167:8, 167:13, 167:17, 167:20,	167:24, 167:28, 168:10, 168:17, 168:20, 168:24 Chairman [1] - 2:4 Chairman..... [1] - 3:4 challenge [7] - 27:12, 44:5, 58:2, 58:11, 94:19, 94:23, 94:28 challenged [1] - 27:10 challenges [1] - 25:18 chance [2] - 11:2, 21:8 change [6] - 37:16, 52:19, 55:5, 106:12, 108:28, 133:1 changed [3] - 5:10, 23:25, 130:18 changes [2] - 21:24, 131:2 changing [1] - 6:28 chapter [1] - 101:20 charge [3] - 47:20, 103:9, 104:10 charged [1] - 51:27 Charles [2] - 2:5, 97:25 CHARLES [173] - 6:14, 6:18, 6:25, 7:1, 9:9, 9:15, 20:25, 21:2, 21:7, 21:12, 21:19, 22:3, 22:12, 22:18, 22:22, 22:28, 23:26, 25:22, 25:28, 26:6, 26:10, 26:17, 26:24, 29:27, 38:21, 38:25, 38:28, 39:4, 39:10, 39:16, 39:19, 39:22, 39:28, 40:6, 40:11, 40:17, 40:26, 41:3, 42:9, 42:13, 42:17, 42:22, 42:26, 43:2, 43:5, 43:11, 43:17, 43:21, 43:25, 44:4, 45:3, 45:27, 56:13, 56:21, 57:11, 57:19, 58:1, 58:6, 58:9, 59:3, 61:9, 73:27, 77:15, 89:20, 89:24, 89:27, 90:5, 90:11, 90:16, 90:21, 90:25, 90:28, 91:5, 91:10, 91:18, 91:21, 91:26, 92:4, 92:7, 92:16, 92:20, 92:24, 92:28, 93:4, 95:26, 96:22, 97:24, 107:15, 107:19, 107:28, 108:5, 108:12, 108:23, 109:9, 110:18, 110:24,
C				
Cabana [1] - 63:10 cake [1] - 134:22 calculator [1] - 157:21 calendar [1] - 75:9 campus [2] - 68:1, 68:11 Candidate [1] - 3:7 CANDIDATE [1] - 5:1 candidate [7] - 5:6, 37:2, 63:9, 115:22, 153:10, 153:19 cannot [1] - 26:7 cantankerous [3] - 56:22, 90:2, 129:23 capacity [1] - 74:11 car [2] - 5:11, 146:19 carbon [2] - 53:12, 127:1				

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

111:9, 111:13, 111:19, 111:25, 113:10, 113:13, 113:16, 113:20, 113:24, 113:27, 114:15, 114:19, 114:23, 116:10, 117:14, 129:13, 129:17, 129:21, 130:1, 130:20, 131:3, 131:21, 131:25, 132:4, 132:11, 132:16, 132:20, 132:25, 133:5, 133:14, 133:17, 133:21, 133:25, 134:2, 134:5, 134:8, 134:12, 134:16, 134:24, 134:28, 135:4, 135:7, 135:12, 135:17, 135:26, 136:22, 137:1, 137:5, 137:11, 137:14, 140:24, 140:28, 141:5, 141:11, 141:16, 143:14, 145:9, 145:16, 147:16, 147:20, 149:12, 149:15, 150:9, 151:22, 152:2, 152:7, 152:17, 152:21, 152:28, 153:6, 153:14, 154:23, 155:6, 155:9, 155:14, 160:25, 161:14 chart [1] - 145:5 Chattanooga [1] - 64:18 cheat [1] - 46:28 chemical [1] - 147:2 Chicago [1] - 98:24 chickens [1] - 62:16 chief [1] - 12:25 childcare [1] - 68:22 CHOOSE [1] - 5:1 Choose [1] - 3:7 chose [1] - 48:16 chosen [2] - 27:25, 28:10 Chris [1] - 144:18 Chuck [3] - 49:5, 50:13, 58:20 church [2] - 31:11, 31:16 circled [1] - 158:11 circumstance [1] -	16:9 circumstances [1] - 20:5 cities [1] - 12:24 citizen [2] - 11:10, 82:10 citizens [6] - 25:20, 51:22, 84:1, 88:7, 89:9 city [6] - 24:24, 26:7, 82:11, 100:11, 123:13, 140:6 City [28] - 10:7, 12:17, 12:26, 22:4, 24:23, 26:26, 27:24, 31:4, 33:11, 41:6, 50:6, 50:8, 54:28, 56:14, 58:18, 62:10, 62:12, 66:8, 81:18, 87:15, 101:14, 101:21, 120:22, 121:10, 122:16, 128:12, 138:19, 163:4 City's [2] - 15:23, 26:2 class [1] - 49:9 classes [1] - 93:21 Claude [6] - 42:23, 43:22, 57:25, 90:26, 133:28 clay [1] - 12:15 Clear [2] - 25:6, 140:4 clerk [1] - 128:2 Clerk/Treasurer [1] - 158:4 climbing [1] - 54:2 close [3] - 49:4, 63:14, 109:25 closely [1] - 71:14 closer [1] - 49:2 closest [1] - 155:17 closing [3] - 116:13, 119:6, 137:18 Clouds [1] - 82:27 CO [5] - 52:1, 85:22, 131:23, 131:27 coaching [2] - 68:23, 68:24 Coast [1] - 125:24 coast [6] - 63:22, 83:22, 99:4, 100:25, 108:1, 139:25 Coastal [7] - 20:28, 38:23, 41:9, 56:15, 89:22, 107:17, 125:28 coastal [12] - 21:28, 22:15, 22:17, 23:20, 40:15, 57:21, 58:15, 59:1, 122:12, 129:14, 141:6, 152:6	coastline [1] - 40:23 code [15] - 12:26, 15:5, 16:7, 16:8, 20:11, 27:28, 62:1, 63:26, 79:26, 79:28, 103:8, 111:16, 116:15, 116:20 codes [3] - 63:23, 63:25, 141:24 COing [1] - 51:27 cold [2] - 98:26, 98:27 collections [1] - 68:14 college [9] - 62:20, 67:21, 67:22, 67:27, 69:3, 78:20, 79:3, 102:5, 102:8 College [3] - 67:11, 102:2, 102:26 colleges [1] - 67:28 combined [1] - 151:27 coming [26] - 7:23, 9:18, 18:18, 23:2, 25:3, 26:26, 33:28, 34:19, 37:3, 43:12, 55:20, 55:21, 57:4, 76:8, 76:20, 90:7, 91:19, 98:3, 105:14, 109:12, 110:28, 133:9, 133:27, 135:15, 143:16, 166:13 Command [1] - 24:2 comment [3] - 28:24, 94:1, 94:8 comments [3] - 59:14, 98:15, 119:6 commercial [4] - 15:2, 47:7, 50:11, 127:17 COMMISSION [294] - 1:3, 4:4, 4:10, 4:13, 5:3, 5:17, 5:24, 6:5, 6:9, 9:4, 9:7, 9:17, 9:21, 9:28, 10:4, 11:13, 11:18, 11:21, 11:24, 13:3, 13:11, 13:18, 13:24, 14:3, 14:7, 24:9, 24:13, 24:17, 27:5, 27:9, 27:15, 28:23, 29:1, 29:5, 29:8, 29:19, 30:6, 30:16, 30:20, 30:25, 31:14, 31:27, 32:2, 32:7, 32:10, 33:1, 33:15, 34:9, 34:13, 34:17, 35:27, 36:3, 41:21, 41:27, 42:2, 43:19, 43:23, 44:2, 44:6, 44:10, 44:15, 44:18, 44:25, 44:28, 45:14, 45:18,	46:5, 46:11, 46:17, 46:21, 46:26, 49:14, 49:17, 50:18, 50:21, 50:24, 50:28, 51:3, 51:6, 51:9, 59:13, 59:24, 60:16, 60:21, 61:7, 61:20, 64:23, 64:26, 65:1, 65:12, 66:15, 66:18, 66:22, 66:25, 67:2, 73:25, 74:13, 74:16, 74:23, 74:27, 75:15, 75:28, 76:4, 76:11, 76:14, 77:6, 77:22, 77:27, 78:3, 78:8, 78:14, 80:22, 80:25, 80:28, 83:3, 93:28, 94:12, 94:15, 94:20, 95:2, 95:5, 95:22, 96:16, 96:20, 96:26, 97:1, 97:14, 97:28, 98:6, 98:11, 98:17, 98:28, 100:18, 100:21, 101:1, 101:4, 101:7, 102:11, 103:12, 103:21, 104:20, 112:8, 112:12, 112:15, 112:19, 113:1, 113:4, 113:8, 114:13, 114:26, 115:3, 115:27, 116:4, 116:8, 117:1, 117:7, 117:19, 117:23, 118:14, 118:20, 118:26, 119:8, 119:11, 120:23, 120:26, 121:1, 121:6, 121:19, 121:24, 122:28, 123:27, 124:12, 124:15, 124:24, 125:9, 125:14, 135:10, 136:10, 136:14, 136:18, 137:17, 137:22, 137:27, 138:3, 138:15, 138:24, 138:27, 139:4, 139:13, 139:17, 140:11, 140:20, 141:18, 141:28, 142:11, 142:15, 142:18, 142:21, 142:24, 143:5, 143:12, 143:19, 143:28, 144:4, 144:11, 144:15, 144:19, 144:26, 145:14, 146:26, 147:1, 147:8, 147:28,	148:4, 148:11, 148:19, 148:22, 149:1, 149:5, 149:8, 149:19, 150:1, 150:11, 151:28, 152:24, 153:2, 153:12, 153:17, 153:22, 154:3, 154:8, 154:12, 154:16, 154:27, 155:4, 155:26, 156:4, 156:8, 156:11, 156:15, 156:24, 157:4, 157:20, 157:25, 158:5, 158:10, 158:17, 158:21, 159:1, 159:5, 159:11, 159:16, 159:22, 160:1, 160:6, 160:16, 160:23, 161:1, 161:7, 161:10, 161:26, 162:2, 162:14, 162:19, 162:23, 163:9, 163:15, 163:21, 163:26, 164:5, 164:9, 164:13, 164:26, 165:1, 165:4, 165:8, 165:11, 165:16, 165:19, 165:26, 166:2, 166:6, 166:17, 167:1, 167:8, 167:13, 167:17, 167:20, 167:24, 167:28, 168:10, 168:17, 168:20, 168:24 Commission [15] - 19:14, 37:16, 54:27, 72:27, 73:6, 75:4, 79:21, 83:18, 85:7, 85:10, 85:19, 106:4, 128:23, 128:24, 168:27 Commission's [1] - 86:22 COMMISSIONER [522] - 4:8, 4:12, 4:17, 4:23, 5:7, 5:13, 6:2, 6:7, 6:11, 6:14, 6:18, 6:22, 6:25, 7:1, 7:5, 7:7, 7:12, 7:21, 7:27, 8:1, 8:4, 8:11, 8:15, 8:20, 8:25, 9:9, 9:11, 9:13, 9:15, 9:26, 14:9, 14:18, 14:26, 15:10, 15:17, 15:26, 16:2, 16:16, 16:20,
--	--	--	---	--

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

16:26, 17:18, 17:22, 18:1, 18:12, 18:15, 18:16, 18:21, 18:26, 19:3, 19:7, 19:17, 19:23, 20:2, 20:22, 20:25, 21:2, 21:7, 21:12, 21:19, 22:3, 22:12, 22:18, 22:22, 22:28, 23:26, 24:11, 25:21, 25:22, 25:28, 26:6, 26:10, 26:17, 26:24, 27:2, 29:14, 29:16, 29:23, 29:27, 30:9, 30:11, 31:21, 33:3, 33:13, 34:7, 34:11, 34:28, 35:20, 36:5, 36:11, 36:24, 36:27, 37:1, 37:14, 37:18, 37:23, 37:28, 38:8, 38:17, 38:19, 38:21, 38:25, 38:28, 39:4, 39:10, 39:16, 39:19, 39:22, 39:28, 40:6, 40:11, 40:17, 40:26, 41:3, 42:9, 42:13, 42:17, 42:22, 42:26, 43:2, 43:5, 43:11, 43:14, 43:17, 43:21, 43:25, 44:4, 45:3, 45:6, 45:20, 45:23, 45:27, 46:8, 51:12, 52:26, 53:4, 53:20, 54:4, 54:7, 54:10, 54:13, 55:8, 55:19, 56:11, 56:13, 56:21, 57:11, 57:19, 58:1, 58:6, 58:9, 58:13, 59:3, 60:4, 60:6, 60:9, 60:12, 60:18, 60:20, 61:2, 61:5, 61:9, 61:12, 61:14, 61:16, 61:18, 66:27, 67:4, 69:1, 69:6, 69:10, 69:13, 70:14, 70:28, 71:18, 71:20, 72:2, 72:15, 72:19, 73:8, 73:27, 74:1, 74:3, 74:22, 75:2, 75:7, 75:13, 75:17, 76:2, 76:6, 76:19, 76:21, 76:24, 76:26, 77:1, 77:10, 77:12, 77:15, 77:18, 77:21, 79:18, 80:27, 83:7, 83:12, 83:16, 83:24, 84:19, 84:25, 86:13, 86:15, 86:17, 86:28, 87:6, 87:11, 87:19, 87:24, 87:28, 88:5, 88:14, 89:18, 89:20, 89:24, 89:27,	90:5, 90:11, 90:16, 90:21, 90:25, 90:28, 91:5, 91:10, 91:18, 91:21, 91:26, 92:4, 92:7, 92:16, 92:20, 92:24, 92:28, 93:4, 95:24, 95:26, 96:1, 96:5, 96:7, 96:13, 96:22, 96:24, 96:28, 97:9, 97:16, 97:19, 97:21, 97:24, 101:6, 102:14, 102:23, 103:17, 103:20, 103:23, 103:26, 104:24, 105:3, 105:8, 105:12, 105:16, 105:25, 106:15, 106:25, 107:7, 107:14, 107:15, 107:19, 107:28, 108:5, 108:12, 108:23, 109:9, 110:18, 110:24, 111:9, 111:13, 111:19, 111:25, 113:7, 113:10, 113:13, 113:16, 113:20, 113:24, 113:27, 114:15, 114:19, 114:23, 116:3, 116:7, 116:10, 117:3, 117:5, 117:9, 117:12, 117:14, 117:22, 118:3, 118:5, 118:10, 118:13, 121:22, 123:4, 125:16, 126:11, 126:14, 126:20, 127:18, 127:26, 128:6, 128:8, 128:17, 129:5, 129:13, 129:17, 129:21, 130:1, 130:20, 131:3, 131:21, 131:25, 132:4, 132:11, 132:16, 132:20, 132:25, 133:5, 133:14, 133:17, 133:21, 133:25, 134:2, 134:5, 134:8, 134:12, 134:16, 134:24, 134:28, 135:4, 135:7, 135:12, 135:17, 135:26, 136:22, 137:1, 137:5, 137:11, 137:14, 140:14, 140:24,	140:26, 140:28, 141:3, 141:5, 141:9, 141:11, 141:16, 141:27, 142:7, 142:13, 142:17, 142:20, 142:23, 143:7, 143:8, 143:14, 143:21, 143:22, 144:7, 144:9, 144:13, 144:17, 144:21, 144:23, 144:25, 145:1, 145:4, 145:6, 145:9, 145:11, 145:13, 145:16, 145:18, 145:21, 145:23, 145:25, 145:27, 146:2, 146:4, 146:10, 146:14, 146:21, 146:24, 147:3, 147:6, 147:12, 147:16, 147:18, 147:20, 147:22, 148:2, 148:16, 148:21, 148:25, 149:3, 149:7, 149:12, 149:15, 149:23, 149:26, 149:27, 150:7, 150:9, 151:2, 151:7, 151:18, 151:22, 151:24, 152:2, 152:5, 152:7, 152:15, 152:17, 152:19, 152:21, 152:26, 152:28, 153:4, 153:6, 153:14, 153:20, 153:26, 154:7, 154:10, 154:14, 154:23, 155:1, 155:6, 155:8, 155:9, 155:11, 155:14, 156:3, 156:13, 156:17, 156:22, 156:26, 157:8, 157:28, 158:8, 158:16, 159:3, 159:7, 159:14, 159:18, 159:24, 160:3, 160:11, 160:13, 160:19, 160:21, 160:25, 160:27, 161:4, 161:9, 161:12, 161:14, 161:16, 161:18, 161:20, 161:22, 161:24, 161:28, 162:22, 162:25, 162:28,	163:3, 163:5, 163:7, 163:14, 163:19, 163:23, 163:28, 164:2, 164:3, 164:8, 164:11, 164:19, 164:21, 164:23, 164:24, 164:28, 165:3, 165:6, 165:10, 165:14, 165:18, 165:28, 166:8, 166:11, 166:15, 166:21, 166:24, 167:3, 167:11, 167:15, 167:19, 167:22, 167:26, 168:4, 168:6, 168:8, 168:12, 168:14, 168:15, 168:19 Commissioner [13] - 4:20, 9:6, 30:5, 44:19, 45:28, 46:1, 60:27, 61:10, 72:23, 77:16, 115:7, 117:28, 146:15 COMMISSIONERS [1] - 2:3 Commissioners [9] - 45:13, 54:17, 73:1, 86:26, 88:3, 106:23, 128:21, 138:13, 168:23 commit [2] - 31:23, 68:4 communicate [2] - 48:5, 55:16 communicated [1] - 7:8 communication [1] - 70:11 communities [1] - 64:1 Community [4] - 67:11, 84:5, 102:2, 102:26 community [9] - 51:21, 62:13, 63:24, 64:8, 79:5, 84:8, 122:19, 129:11, 152:6 companies [1] - 104:13 company [6] - 52:13, 64:18, 104:11, 104:13, 104:15, 104:16 company's [1] - 52:20 compensation [5] - 75:3, 124:4, 147:27, 149:11, 160:14	complaining [1] - 80:12 complement [8] - 29:10, 44:20, 59:28, 76:15, 94:5, 112:26, 126:13, 139:6 complete [2] - 22:24, 162:20 completed [1] - 34:26 completely [11] - 82:7, 82:21, 82:22, 84:3, 85:13, 85:15, 85:27, 91:19, 126:25, 130:25, 133:4 complex [2] - 33:17, 51:26 complicated [1] - 41:17 computer [6] - 35:6, 35:8, 35:12, 35:19, 163:25, 169:9 computer-aided [1] - 169:9 computer-based [3] - 35:6, 35:8, 35:12 concept [2] - 35:12, 158:1 conceptually [1] - 150:21 concern [2] - 38:5, 38:11 concerned [2] - 115:4, 157:12 concrete [1] - 124:6 condemnations [1] - 12:22 condos [2] - 10:14, 33:21 conduct [1] - 28:22 conference [1] - 112:3 Conference [1] - 1:14 confident [4] - 41:19, 73:10, 112:20, 129:12 conflict [1] - 25:25 confronted [1] - 49:5 congratulations [1] - 121:15 conscious [1] - 53:24 consider [4] - 44:20, 63:28, 127:27, 160:20 consideration [2] - 74:8, 127:14 considered [3] - 18:9, 18:11, 70:15 consist [1] - 22:8 consistent [1] - 109:5 consistently [1] - 50:15
--	--	--	---	---

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

<p>constantly [1] - 129:18</p> <p>constructed [1] - 123:20</p> <p>construction [22] - 10:18, 15:2, 31:6, 47:8, 47:14, 52:8, 62:6, 80:7, 99:14, 99:25, 102:22, 107:22, 108:2, 108:8, 109:18, 109:19, 119:17, 119:19, 119:20, 120:5, 127:10, 130:6</p> <p>Construction [1] - 47:4</p> <p>consultants [3] - 12:20, 72:12, 130:17</p> <p>consulting [1] - 74:10</p> <p>contact [3] - 35:18, 53:9, 72:28</p> <p>continue [3] - 35:26, 41:20, 157:23</p> <p>contract [18] - 19:1, 24:3, 37:8, 54:18, 54:22, 54:26, 62:10, 72:5, 72:7, 72:14, 72:21, 73:18, 73:20, 74:10, 75:21, 86:19, 86:21, 128:26</p> <p>contracted [3] - 72:25, 106:3, 151:12</p> <p>contracting [1] - 78:26</p> <p>contraction [1] - 10:15</p> <p>contractor [4] - 11:9, 17:21, 18:3, 88:26</p> <p>contractors [6] - 11:3, 35:22, 120:10, 127:5, 128:3, 131:15</p> <p>contracts [1] - 151:19</p> <p>contribute [1] - 80:10</p> <p>control [3] - 10:16, 131:13, 132:22</p> <p>controversial [1] - 33:11</p> <p>controversy [2] - 33:14, 34:5</p> <p>convenient [2] - 35:21, 35:22</p> <p>conventional [1] - 69:23</p> <p>conversation [2] - 23:18, 166:12</p> <p>conversations [1] - 25:2</p> <p>converted [1] - 68:10</p> <p>converting [1] - 102:4</p> <p>convince [1] - 16:11</p>	<p>convinced [1] - 67:21</p> <p>Coordinator [1] - 138:18</p> <p>copies [1] - 127:1</p> <p>cord [1] - 69:2</p> <p>corner [2] - 52:14, 120:1</p> <p>corollary [1] - 53:21</p> <p>corporation [1] - 98:24</p> <p>Corps [2] - 10:19, 83:26</p> <p>correct [11] - 5:21, 5:22, 8:14, 16:2, 51:8, 72:22, 90:13, 114:5, 138:2, 158:22, 169:10</p> <p>corrected [1] - 108:25</p> <p>correctly [1] - 17:7</p> <p>Cortinas [8] - 8:19, 9:3, 10:7, 24:10, 29:6, 29:15, 148:5, 155:27</p> <p>CORTINAS [65] - 9:1, 9:19, 10:3, 10:6, 11:17, 11:20, 11:23, 12:1, 13:10, 13:13, 13:22, 13:26, 14:5, 14:17, 14:20, 14:28, 15:12, 15:19, 16:1, 16:4, 16:19, 16:23, 16:28, 17:20, 17:24, 18:2, 18:14, 18:20, 18:24, 19:2, 19:6, 19:16, 19:22, 19:25, 20:3, 20:24, 21:1, 21:6, 21:10, 21:18, 22:1, 22:11, 22:14, 22:21, 22:27, 23:5, 23:28, 24:15, 24:19, 25:27, 26:5, 26:9, 26:15, 26:23, 27:4, 27:7, 27:14, 27:17, 28:28, 29:4, 29:12, 29:17, 29:21, 29:25, 30:1</p> <p>Cortinas..... [1] - 3:10</p> <p>cost [3] - 53:24, 53:28, 70:23</p> <p>council [2] - 24:24, 130:24</p> <p>counsel [1] - 169:14</p> <p>count [1] - 149:18</p> <p>counting [1] - 127:16</p> <p>county [14] - 7:23, 24:25, 24:26, 25:2, 25:11, 25:13, 25:14, 25:15, 26:3, 26:8, 26:26, 105:27,</p>	<p>123:17, 139:21</p> <p>COUNTY [4] - 1:3, 2:3, 5:2, 169:4</p> <p>County [34] - 1:14, 2:9, 3:7, 4:6, 16:22, 25:17, 27:24, 31:2, 35:4, 35:10, 42:6, 53:8, 59:26, 66:19, 69:15, 69:18, 72:8, 79:19, 94:7, 97:5, 100:7, 104:2, 114:28, 115:8, 119:14, 126:22, 138:12, 138:13, 143:1, 146:18, 150:5, 152:4, 168:27</p> <p>County's [1] - 71:3</p> <p>countywide [1] - 123:24</p> <p>couple [6] - 10:14, 42:12, 70:19, 83:15, 91:13, 105:13</p> <p>course [10] - 19:4, 38:5, 38:11, 42:5, 58:20, 87:1, 99:12, 110:15, 110:20, 128:10</p> <p>Court [2] - 1:16, 169:22</p> <p>courtroom [1] - 28:1</p> <p>cover [1] - 105:28</p> <p>covered [3] - 40:23, 51:24, 54:16</p> <p>CPA [1] - 141:23</p> <p>crawl [1] - 36:18</p> <p>crazy [1] - 146:16</p> <p>created [1] - 72:26</p> <p>creating [1] - 122:19</p> <p>credits [2] - 102:6, 165:20</p> <p>cross [1] - 101:17</p> <p>Crossroads [2] - 31:12, 31:17</p> <p>crown [1] - 103:19</p> <p>CRS [2] - 84:4, 84:11</p> <p>cruel [1] - 111:26</p> <p>Cruz [1] - 20:9</p> <p>culture [1] - 105:20</p> <p>curious [2] - 148:17, 148:26</p> <p>current [18] - 11:25, 13:5, 32:12, 49:27, 50:1, 54:20, 65:9, 65:13, 65:19, 66:10, 74:6, 75:21, 81:7, 83:2, 101:9, 124:7, 124:18, 137:23</p> <p>customer [1] - 127:27</p> <p>cut [2] - 27:21, 163:4</p> <p>cutting [1] - 84:26</p>	<p>D</p> <p>dad [1] - 64:20</p> <p>dadgum [1] - 121:17</p> <p>daily [8] - 25:16, 40:23, 52:28, 57:3, 58:20, 58:23, 64:14, 80:13</p> <p>damage [5] - 86:3, 86:4, 86:6, 86:10, 86:11</p> <p>dangerous [1] - 12:21</p> <p>Daphne [4] - 48:21, 49:1, 131:1</p> <p>dating [1] - 31:19</p> <p>DAVIS [210] - 4:12, 4:23, 6:22, 7:5, 7:7, 7:12, 7:21, 7:27, 8:1, 8:4, 8:11, 8:15, 9:11, 9:26, 14:9, 14:18, 14:26, 15:10, 15:17, 15:26, 16:2, 16:16, 16:20, 16:26, 17:18, 17:22, 18:1, 18:12, 18:15, 25:21, 27:2, 29:16, 29:23, 30:9, 31:21, 33:3, 33:13, 34:7, 34:11, 34:28, 35:20, 36:5, 36:11, 36:24, 36:27, 38:8, 38:17, 45:6, 45:20, 46:8, 51:12, 52:26, 53:4, 53:20, 54:4, 54:7, 60:4, 60:12, 60:20, 61:2, 61:5, 61:14, 61:18, 66:27, 67:4, 69:1, 69:6, 69:10, 69:13, 70:14, 70:28, 71:18, 72:15, 74:3, 74:22, 75:2, 75:7, 75:13, 75:17, 76:2, 76:6, 76:19, 76:21, 76:26, 77:1, 77:10, 77:18, 77:21, 79:18, 80:27, 83:7, 83:12, 83:16, 83:24, 84:19, 84:25, 86:13, 86:15, 96:7, 96:13, 96:24, 96:28, 97:9, 97:16, 97:19, 101:6, 102:14, 102:23, 103:17, 103:20, 103:23, 103:26, 104:24, 105:3, 105:8, 113:7, 116:3, 116:7, 117:5, 117:9, 117:22, 118:3, 118:10, 118:13, 121:22, 123:4, 125:16, 126:11,</p>	<p>126:14, 126:20, 127:18, 127:26, 128:6, 141:27, 142:7, 142:13, 142:17, 142:20, 142:23, 143:7, 143:21, 144:9, 144:13, 144:21, 144:25, 145:1, 145:6, 145:13, 145:18, 145:23, 145:27, 146:4, 146:10, 147:6, 147:22, 148:2, 148:16, 148:21, 148:25, 149:3, 149:7, 149:26, 151:2, 151:7, 152:15, 152:19, 153:20, 154:7, 155:1, 155:8, 155:11, 156:3, 156:17, 156:22, 156:26, 157:8, 159:14, 159:24, 160:3, 160:13, 160:19, 161:4, 161:9, 161:16, 161:20, 161:24, 162:25, 163:5, 163:14, 163:19, 164:2, 164:8, 164:11, 164:21, 164:24, 164:28, 165:3, 165:10, 165:14, 165:18, 166:8, 166:11, 166:21, 167:3, 167:11, 167:15, 167:19, 168:6, 168:12, 168:15</p> <p>Davis [9] - 2:7, 9:11, 30:10, 45:21, 61:3, 61:4, 77:10, 97:17, 118:4</p> <p>days [3] - 48:19, 96:15, 127:12</p> <p>deadlines [1] - 50:14</p> <p>deal [25] - 11:4, 22:16, 23:24, 24:7, 24:26, 25:4, 25:7, 25:19, 33:13, 38:23, 39:13, 40:19, 40:20, 40:22, 41:5, 48:3, 48:13, 56:15, 56:17, 58:4, 59:10, 62:27, 80:21, 108:20, 129:18</p> <p>dealing [5] - 22:5, 22:24, 23:19, 25:15, 47:28</p>
--	--	--	--	--

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

dealt [5] - 12:19, 20:27, 23:6, 23:12, 24:1 December [3] - 49:9, 57:18, 75:8 decide [2] - 7:19, 73:26 decided [4] - 48:20, 79:9, 110:1, 164:20 decision [8] - 18:10, 21:14, 24:23, 57:1, 59:19, 59:21, 128:25, 153:15 decisions [1] - 90:12 decks [1] - 36:23 declined [1] - 67:15 dedicate [1] - 93:24 dedicated [1] - 31:23 deep [1] - 31:12 deferred [1] - 12:9 definitely [2] - 99:23, 149:24 degree [5] - 23:17, 78:20, 99:26, 102:8, 102:27 DEIDRA [72] - 5:5, 5:9, 5:15, 5:22, 6:13, 6:16, 6:27, 7:4, 7:6, 7:10, 7:13, 7:26, 7:28, 8:3, 8:6, 8:14, 8:18, 8:23, 8:27, 9:2, 9:6, 30:4, 45:12, 60:15, 60:25, 60:27, 73:21, 76:28, 77:5, 77:20, 97:12, 117:18, 117:27, 118:8, 146:6, 146:12, 146:18, 146:23, 146:28, 147:10, 148:9, 148:24, 148:27, 149:14, 149:17, 149:21, 151:6, 155:20, 156:7, 156:10, 156:21, 157:13, 157:22, 158:2, 158:13, 158:20, 158:26, 159:9, 160:15, 161:5, 162:4, 162:8, 162:11, 162:18, 163:2, 164:16, 165:21, 165:25, 166:4, 166:10, 166:19, 166:27 Deidra [5] - 2:11, 73:15, 97:2, 151:4, 159:8 delaying [1] - 17:17 delays [1] - 17:21	delegate [1] - 70:26 delegation [1] - 122:12 Delta [1] - 62:3 demographics [1] - 140:1 department [17] - 12:7, 13:15, 13:16, 13:27, 25:9, 44:7, 47:17, 55:23, 94:10, 101:23, 101:24, 104:26, 115:12, 115:19, 115:24, 141:20, 142:4 Department [9] - 2:10, 2:11, 26:18, 26:19, 85:10, 99:17, 101:27, 102:28, 135:22 department's [1] - 109:22 departments [4] - 14:1, 16:24, 17:8, 143:3 Departments [1] - 102:9 departure [1] - 66:14 Depot [4] - 47:15, 47:17, 47:19, 48:1 deputy [5] - 42:18, 70:8, 91:6, 110:3, 110:8 describe [1] - 102:20 description [3] - 18:23, 155:21, 162:12 Desert [1] - 78:21 deserve [1] - 93:27 design [2] - 52:19, 53:16 desire [1] - 74:25 desk [1] - 71:9 destined [1] - 119:19 deteriorating [1] - 67:14 detrimental [1] - 69:28 develop [3] - 33:18, 48:5, 122:16 developed [3] - 48:8, 124:26, 130:16 developing [4] - 48:28, 49:8, 125:26, 129:10 development [6] - 11:7, 47:13, 47:26, 47:28, 68:2, 163:24 developments [1] - 62:18 dialog [1] - 166:12 difference [6] - 5:12,	6:24, 6:26, 6:28, 67:8, 70:12 differences [1] - 143:2 different [35] - 5:23, 5:25, 8:16, 12:24, 13:1, 14:1, 18:28, 21:5, 22:7, 40:4, 41:12, 47:10, 48:13, 48:14, 63:22, 64:13, 67:28, 69:28, 70:20, 71:21, 82:27, 86:26, 87:22, 93:15, 120:10, 128:18, 129:1, 133:4, 135:23, 139:22, 139:27, 140:2, 141:26, 142:2, 143:3 differently [2] - 73:20, 74:20 difficult [4] - 28:17, 110:23, 111:7, 131:16 digital [6] - 82:7, 82:22, 84:3, 85:14, 85:15, 127:21 dinner [1] - 95:18 direct [4] - 47:24, 53:9, 70:11, 72:28 direction [1] - 93:11 directly [3] - 47:21, 86:22, 106:4 Director [5] - 2:11, 72:22, 137:25, 150:25 director [7] - 42:18, 64:18, 91:6, 91:28, 110:3, 110:4, 110:8 discipline [2] - 47:27, 73:2 discretion [2] - 86:22, 87:15 discuss [2] - 74:10, 166:19 discussed [2] - 5:26, 152:9 discussion [3] - 125:20, 149:25, 150:2 disheartening [2] - 130:10, 130:23 disregard [1] - 17:27 diversify [1] - 65:25 divide [1] - 66:7 division [1] - 93:15 doable [1] - 95:4 Dobbins [1] - 120:9 documented [1] - 58:17 dollars [3] - 40:8, 150:4, 150:26	donate [1] - 23:8 done [28] - 6:19, 15:13, 17:7, 18:7, 26:14, 32:3, 35:9, 35:19, 50:9, 50:10, 62:15, 68:25, 69:27, 70:4, 92:25, 99:6, 99:13, 102:18, 104:10, 106:28, 118:16, 122:20, 137:15, 142:9, 147:19, 153:27, 159:21, 167:27 double [1] - 131:11 double-edged [1] - 131:11 Doughty [1] - 130:24 down [35] - 9:22, 9:25, 22:16, 23:15, 32:4, 35:15, 40:19, 46:18, 56:18, 61:23, 62:7, 63:11, 63:13, 71:25, 78:9, 82:25, 84:10, 84:15, 89:1, 92:5, 92:18, 98:12, 99:2, 99:8, 100:26, 105:16, 107:16, 119:3, 119:24, 122:8, 130:7, 131:26, 147:11, 156:27, 169:7 downtown [5] - 15:4, 67:13, 67:17, 68:3, 68:16 drafted [1] - 12:19 draw [1] - 75:4 drawn [2] - 72:15, 72:16 dripping [1] - 150:28 drive [3] - 35:14, 52:28, 123:19 driving [2] - 63:11, 140:17 drone [6] - 16:24, 17:5, 70:24, 71:17, 163:11, 163:13 drones [10] - 36:14, 36:17, 36:18, 36:22, 53:22, 54:3, 70:16, 70:19, 70:21, 104:27 drop [2] - 21:15, 75:16 drove [2] - 123:11, 140:16 dry [1] - 163:4 dug [1] - 135:11 dune [6] - 40:2, 40:13, 41:7, 41:14, 41:15, 108:17 dunes [1] - 22:23 during [3] - 78:28,	79:20, 87:22 duties [1] - 150:23 DYESS [9] - 30:14, 46:3, 96:18, 143:25, 144:2, 162:6, 162:9, 162:13, 165:23 Dyess [3] - 2:9, 30:14, 46:3 dynamics [1] - 25:19
E				
e-mail [1] - 35:18 e-mailed [1] - 127:3 ear [1] - 49:13 early [3] - 51:14, 67:6, 125:19 easier [5] - 51:25, 53:10, 56:4, 82:22, 167:16 east [1] - 126:6 Eastern [2] - 102:2, 102:26 easy [4] - 80:10, 84:8, 133:12, 140:6 eat [1] - 166:5 eating [1] - 144:28 economic [1] - 68:2 EDDIE [62] - 77:4, 77:8, 77:11, 77:14, 77:17, 77:26, 78:2, 78:7, 78:13, 78:16, 79:19, 80:24, 81:11, 83:5, 83:11, 83:15, 83:17, 83:25, 84:23, 85:4, 86:14, 86:27, 87:5, 87:10, 87:16, 87:20, 87:25, 88:1, 88:6, 88:18, 89:23, 89:26, 90:3, 90:10, 90:15, 90:20, 90:24, 90:27, 91:4, 91:8, 91:17, 91:20, 91:25, 92:3, 92:6, 92:15, 92:19, 92:23, 92:27, 93:3, 93:7, 94:11, 94:14, 94:18, 94:22, 95:4, 95:7, 95:28, 96:3, 96:11, 96:14, 96:19 Eddie [9] - 3:14, 77:5, 77:8, 147:13, 147:24, 149:9, 157:17, 158:28, 159:6 edged [1] - 131:11 edges [1] - 101:28 educate [3] - 33:25, 34:6, 34:24				

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

<p>educating [1] - 32:23</p> <p>education [5] - 67:26, 98:24, 99:27, 115:25, 120:12</p> <p>EDWARD [38] - 60:24, 60:26, 61:1, 61:4, 61:11, 61:19, 61:28, 64:25, 64:28, 65:11, 65:17, 66:17, 66:21, 66:24, 67:9, 69:5, 69:9, 69:12, 69:17, 70:19, 71:1, 71:26, 72:3, 72:16, 73:7, 74:5, 74:15, 74:26, 75:1, 75:6, 75:11, 75:19, 76:8, 76:13, 76:17, 76:20, 76:23, 76:27</p> <p>Edward [5] - 3:13, 60:25, 145:5, 145:12, 146:7</p> <p>effect [1] - 145:7</p> <p>effective [2] - 53:23, 53:28</p> <p>efficiently [3] - 70:4, 70:13</p> <p>eight [3] - 58:18, 84:9</p> <p>either [12] - 38:7, 51:14, 66:13, 67:6, 73:2, 73:6, 91:16, 99:14, 103:28, 138:22, 153:21, 159:28</p> <p>elected [4] - 62:24, 105:21, 115:6, 128:10</p> <p>election [4] - 37:11, 54:23, 105:6, 107:6</p> <p>electionwise [1] - 73:11</p> <p>electrical [6] - 78:25, 96:14, 111:8, 120:8, 120:14, 120:17</p> <p>electrician [2] - 31:7, 88:19</p> <p>electricians [1] - 112:6</p> <p>electronic [2] - 104:6, 104:18</p> <p>elevate [1] - 41:15</p> <p>eligible [2] - 71:28, 72:12</p> <p>eliminating [1] - 138:7</p> <p>Elliott [1] - 144:18</p> <p>EMA [6] - 137:24, 138:7, 138:9, 138:18, 150:25</p> <p>embarked [2] - 101:19, 103:15</p> <p>embarking [1] -</p>	<p>102:24</p> <p>embrace [1] - 69:21</p> <p>emergency [2] - 79:23, 80:8</p> <p>empathy [1] - 11:4</p> <p>employee [3] - 73:18, 80:20, 115:8</p> <p>employees [11] - 36:18, 47:26, 48:1, 54:26, 63:3, 80:16, 86:21, 124:28, 128:19, 128:20, 143:2</p> <p>employer [1] - 27:24</p> <p>employment [6] - 18:27, 19:15, 86:20, 86:23, 136:9, 155:23</p> <p>empty [3] - 67:16, 79:3, 93:23</p> <p>empty-nester [2] - 79:3, 93:23</p> <p>enable [1] - 16:21</p> <p>encourage [1] - 125:4</p> <p>end [7] - 7:19, 8:5, 28:20, 112:25, 119:5, 126:6, 132:9</p> <p>endangered [1] - 22:25</p> <p>ended [4] - 23:15, 99:3, 114:11, 121:22</p> <p>enforce [6] - 15:20, 25:6, 26:7, 27:23, 28:9, 133:12</p> <p>enforced [2] - 41:8, 63:25</p> <p>enforcement [6] - 12:26, 20:11, 62:2, 63:26, 103:8, 132:14</p> <p>enforcer [1] - 27:19</p> <p>enforcing [2] - 132:10, 132:21</p> <p>Engineer [1] - 151:20</p> <p>engineer [4] - 11:1, 52:10, 52:21, 99:25</p> <p>engineered [1] - 52:10</p> <p>engineering [6] - 12:7, 13:15, 13:16, 20:12, 52:21, 52:25</p> <p>Engineers [1] - 10:20</p> <p>engineers [1] - 52:16</p> <p>enjoy [1] - 56:7</p> <p>enjoyed [3] - 48:7, 63:12, 138:21</p> <p>entail [1] - 137:23</p> <p>entails [1] - 139:21</p> <p>entire [2] - 41:2, 130:13</p> <p>entity [1] - 76:10</p> <p>environment [3] - 12:13, 62:22, 62:23</p>	<p>environmental [2] - 127:22, 139:22</p> <p>environmentally [1] - 132:8</p> <p>equal [1] - 150:18</p> <p>Eric [11] - 3:12, 45:12, 45:15, 45:20, 46:12, 48:25, 56:14, 147:13, 147:23, 149:9, 167:25</p> <p>ERIC [47] - 45:11, 45:13, 45:16, 45:22, 45:25, 46:1, 46:4, 46:7, 46:9, 46:16, 46:20, 46:23, 46:28, 49:16, 50:5, 50:20, 50:23, 50:26, 51:2, 51:5, 51:8, 51:11, 51:19, 52:27, 53:9, 53:25, 54:6, 54:9, 54:12, 55:7, 55:10, 56:2, 56:20, 57:10, 57:16, 57:28, 58:5, 58:8, 58:12, 58:16, 59:11, 59:16, 60:3, 60:5, 60:8, 60:11, 60:13</p> <p>ERIK [65] - 9:1, 9:19, 10:3, 10:6, 11:17, 11:20, 11:23, 12:1, 13:10, 13:13, 13:22, 13:26, 14:5, 14:17, 14:20, 14:28, 15:12, 15:19, 16:1, 16:4, 16:19, 16:23, 16:28, 17:20, 17:24, 18:2, 18:14, 18:20, 18:24, 19:2, 19:6, 19:16, 19:22, 19:25, 20:3, 20:24, 21:1, 21:6, 21:10, 21:18, 22:1, 22:11, 22:14, 22:21, 22:27, 23:5, 23:28, 24:15, 24:19, 25:27, 26:5, 26:9, 26:15, 26:23, 27:4, 27:7, 27:14, 27:17, 28:28, 29:4, 29:12, 29:17, 29:21, 29:25, 30:1</p> <p>Erik [10] - 3:9, 9:2, 9:18, 10:6, 147:4, 147:26, 148:5, 149:14, 149:16, 155:27</p> <p>especially [1] - 70:6</p> <p>essentially [3] - 47:21, 62:21, 65:28</p> <p>estate [1] - 67:14</p> <p>estimator [1] - 70:24</p> <p>ethic [1] - 31:9</p>	<p>evaluations [1] - 47:24</p> <p>eventually [1] - 79:7</p> <p>evidently [2] - 111:21, 159:15</p> <p>evolve [1] - 141:19</p> <p>evolved [1] - 120:13</p> <p>evolving [1] - 122:18</p> <p>exactly [3] - 74:18, 96:8, 127:6</p> <p>example [9] - 14:10, 33:4, 51:13, 51:18, 67:5, 69:11, 83:8, 83:14, 102:15</p> <p>Excel [1] - 86:9</p> <p>exciting [1] - 143:4</p> <p>Excuse [1] - 157:18</p> <p>excuse [2] - 7:7, 98:25</p> <p>executive [2] - 107:11, 129:9</p> <p>existing [1] - 41:15</p> <p>expectations [1] - 141:14</p> <p>expensive [2] - 17:27, 127:25</p> <p>experience [20] - 14:23, 21:28, 31:6, 36:13, 43:26, 53:21, 55:25, 58:14, 58:17, 62:26, 70:17, 78:6, 80:3, 88:25, 88:26, 91:15, 104:26, 110:7, 151:26, 152:4</p> <p>experienced [1] - 142:5</p> <p>expert [3] - 13:1, 15:23, 53:15</p> <p>expertise [1] - 93:13</p> <p>explain [1] - 167:6</p> <p>explained [1] - 73:14</p> <p>explanation [1] - 161:3</p> <p>extension [1] - 10:22</p> <p>extent [1] - 23:6</p> <p>extra [1] - 16:10</p> <p>extremely [3] - 50:8, 104:23, 150:14</p>	<p>fails [1] - 127:7</p> <p>fair [2] - 8:16, 150:19</p> <p>Fairhope [16] - 10:8, 12:6, 12:23, 16:5, 20:7, 22:4, 22:15, 24:21, 24:26, 24:27, 25:3, 70:9, 110:9, 139:26, 140:3, 141:4</p> <p>Fairhope's [1] - 27:13</p> <p>fairly [2] - 84:8, 153:10</p> <p>fairness [2] - 49:18, 114:27</p> <p>fall [2] - 12:27, 122:25</p> <p>falls [2] - 109:21</p> <p>false [4] - 56:23, 56:24, 90:6, 90:12</p> <p>familiar [6] - 25:7, 33:16, 63:23, 89:21, 107:20, 108:3</p> <p>families [1] - 18:4</p> <p>family [11] - 31:11, 47:13, 48:17, 63:19, 119:17, 119:22, 120:7, 122:24, 127:15, 139:8, 157:9</p> <p>fans [1] - 122:26</p> <p>far [10] - 34:3, 49:12, 81:17, 88:15, 93:16, 95:8, 115:4, 128:28, 150:12, 157:12</p> <p>fast [3] - 7:16, 123:17, 139:21</p> <p>father [1] - 119:18</p> <p>fathers [1] - 24:24</p> <p>faucet [1] - 150:28</p> <p>favor [2] - 27:26, 168:21</p> <p>favours [1] - 27:21</p> <p>fear [1] - 38:10</p> <p>Federal [3] - 107:24, 108:14, 108:28</p> <p>Feds [1] - 39:24</p> <p>fee [1] - 12:19</p> <p>feedback [1] - 153:25</p> <p>feeding [1] - 58:23</p> <p>feelings [4] - 19:19, 28:11, 54:15, 73:13</p> <p>fees [1] - 12:18</p> <p>feet [2] - 68:11, 68:12</p> <p>fell [2] - 78:23, 100:26</p> <p>fellow [2] - 42:27, 91:12</p> <p>felt [6] - 21:25, 33:8, 37:20, 38:1, 107:2, 123:15</p> <p>FEMA [4] - 83:25, 86:10, 122:9, 126:2</p> <p>fence [1] - 122:14</p> <p>few [6] - 48:8, 49:6, 63:20, 81:2, 109:28,</p>
--	---	---	--	---

F

faces [1] - 25:18

facilities [1] - 126:10

Facilities [1] - 24:2

facility [1] - 62:20

fact [5] - 27:12, 65:23, 114:16, 150:23, 165:12

factor [1] - 75:14

factually [1] - 63:2

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

<p>141:21 fiber [1] - 47:8 field [11] - 31:7, 48:20, 51:20, 64:11, 80:14, 88:27, 101:26, 104:23, 110:25, 116:18, 131:1 figure [2] - 15:27, 163:12 files [3] - 82:24, 82:26, 85:14 fill [1] - 43:8 filled [1] - 110:8 filling [2] - 36:22, 111:6 final [2] - 59:14, 98:15 finally [1] - 123:13 financial [1] - 98:21 fine [6] - 39:5, 108:18, 116:23, 131:10, 142:9, 166:23 finest [1] - 139:12 fingertips [1] - 127:23 finish [3] - 16:6, 144:5, 144:8 finished [2] - 68:12, 125:24 finishing [2] - 63:16, 109:25 firm [1] - 20:13 First [1] - 68:10 first [15] - 9:24, 10:1, 14:14, 33:6, 37:2, 77:23, 99:16, 100:1, 101:16, 110:15, 112:23, 136:4, 136:8, 155:22, 157:6 fiscal [1] - 50:9 fish [1] - 63:15 Fish [12] - 21:4, 21:5, 23:12, 39:2, 41:11, 56:18, 125:28, 126:7, 129:22, 130:13, 130:18, 139:24 fit [1] - 19:18 fits [1] - 100:24 five [19] - 10:5, 30:27, 36:2, 46:14, 48:26, 60:17, 61:25, 67:17, 77:28, 79:10, 91:2, 96:21, 96:23, 97:2, 98:8, 110:7, 118:22, 118:28, 148:8 five-block [1] - 67:17 five-minute [6] - 46:14, 60:17, 61:25, 77:28, 96:21, 98:8 fixing [2] - 42:24, 91:14</p>	<p>Flag [1] - 4:25 flaw [2] - 52:7, 52:18 Flight [1] - 10:21 flight [2] - 5:11, 6:23 flip [1] - 21:13 flip-flop [1] - 21:13 flood [11] - 22:16, 22:17, 23:20, 58:19, 58:24, 59:1, 107:26, 107:27, 108:1, 113:12, 122:10 flooding [1] - 113:15 floodplain [7] - 58:15, 58:22, 80:9, 92:17, 92:18, 113:19, 114:6 floor [1] - 52:11 flop [1] - 21:13 flows [1] - 67:24 fly [2] - 5:10, 71:17 flying [3] - 17:5, 23:9, 70:26 focused [1] - 31:25 folders [1] - 166:26 Foley [11] - 49:1, 50:7, 50:8, 51:23, 56:14, 58:18, 59:23, 93:17, 140:25, 140:27, 141:3 Foley's [1] - 93:16 folks [7] - 28:19, 39:12, 92:2, 102:5, 104:8, 109:4, 134:26 follow [3] - 9:25, 79:27, 132:23 follower [1] - 27:20 following [3] - 1:12, 131:12, 133:8 follows [1] - 18:8 followup [3] - 28:24, 94:8, 137:19 food [4] - 143:25, 143:26, 144:27, 166:7 footage [1] - 71:17 FOR [1] - 5:1 foregoing [2] - 169:7, 169:10 foreman [1] - 31:8 forever [1] - 116:27 forget [2] - 47:1, 119:26 forgive [1] - 122:27 form [1] - 156:19 formal [1] - 5:28 format [2] - 18:27, 86:9 forms [1] - 166:28 Fort [7] - 22:20, 40:25, 40:28, 56:18, 63:10, 89:28, 129:19</p>	<p>forth [2] - 100:11, 123:11 fortunate [2] - 124:28, 129:1 fortunately [1] - 119:20 forward [10] - 16:22, 34:25, 35:4, 36:13, 39:12, 59:21, 69:16, 76:7, 108:8 four [13] - 36:20, 37:11, 54:24, 71:2, 73:11, 81:17, 106:8, 106:10, 128:14, 128:18, 148:8, 157:14, 157:15 fourth [1] - 81:19 Frank [5] - 20:9, 20:10, 20:11, 20:15, 20:18 FRANKLIN [86] - 117:26, 118:1, 118:7, 118:11, 118:18, 118:25, 119:7, 119:10, 119:13, 120:25, 120:28, 121:4, 121:8, 121:21, 121:26, 123:3, 123:8, 124:10, 124:14, 124:22, 124:26, 125:11, 125:22, 126:12, 126:18, 126:23, 127:19, 128:1, 128:15, 128:28, 129:6, 129:16, 129:20, 129:27, 130:11, 130:22, 131:5, 131:24, 131:28, 132:6, 132:13, 132:19, 132:24, 133:2, 133:7, 133:16, 133:20, 133:23, 134:1, 134:4, 134:7, 134:11, 134:15, 134:23, 134:27, 135:2, 135:6, 135:16, 135:19, 135:28, 136:12, 136:16, 136:20, 136:27, 137:4, 137:9, 137:13, 137:21, 137:26, 138:2, 138:6, 138:17, 138:26, 139:1, 139:11, 139:15, 139:19, 140:19, 140:22,</p>	<p>141:13, 142:6, 142:9, 142:27, 143:10, 143:16, 143:24 Franklin [5] - 117:27, 147:15, 147:26, 149:10, 158:26 Franklin.... [1] - 3:16 Fred [1] - 42:15 Freddy [7] - 42:14, 43:26, 91:2, 91:3, 110:7, 134:3, 134:6 fresh [1] - 57:27 freshman [2] - 31:20, 122:25 Friday [1] - 8:7 friendly [5] - 82:23, 127:22, 127:27, 131:20, 132:8 front [4] - 8:5, 23:14, 27:22, 53:13 fulfill [2] - 115:26, 116:2 full [4] - 8:16, 62:1, 79:10, 93:24 fully [1] - 73:9 functionally [1] - 63:2 future [3] - 53:7, 84:27, 140:9</p>	<p>108:14, 108:28 government [6] - 27:1, 48:20, 62:2, 73:5, 106:7, 109:23 Governor [2] - 68:8, 68:9 graduate [2] - 99:11, 99:12 graduated [1] - 123:5 grandfather [1] - 119:23 grant [1] - 68:8 grants [1] - 99:6 gray [1] - 80:1 great [17] - 11:6, 21:27, 32:25, 44:23, 46:23, 48:23, 55:16, 58:2, 59:21, 60:13, 69:11, 104:2, 119:7, 122:16, 123:26, 124:27 greatly [1] - 44:14 green [4] - 43:18, 55:26, 57:27, 157:17 grew [4] - 70:1, 78:18, 96:7, 119:17 ground [3] - 33:28, 36:15, 115:17 group [10] - 17:5, 56:4, 56:5, 56:6, 56:10, 63:26, 73:28, 74:4, 103:4, 104:17 grow [2] - 16:22, 53:8 growing [4] - 119:23, 123:18, 139:22, 139:28 grown [1] - 64:15 GRUBER [173] - 6:14, 6:18, 6:25, 7:1, 9:9, 9:15, 20:25, 21:2, 21:7, 21:12, 21:19, 22:3, 22:12, 22:18, 22:22, 22:28, 23:26, 25:22, 25:28, 26:6, 26:10, 26:17, 26:24, 29:27, 38:21, 38:25, 38:28, 39:4, 39:10, 39:16, 39:19, 39:22, 39:28, 40:6, 40:11, 40:17, 40:26, 41:3, 42:9, 42:13, 42:17, 42:22, 42:26, 43:2, 43:5, 43:11, 43:17, 43:21, 43:25, 44:4, 45:3, 45:27, 56:13, 56:21, 57:11, 57:19, 58:1, 58:6, 58:9, 59:3, 61:9, 73:27, 77:15, 89:20, 89:24, 89:27, 90:5, 90:11,</p>
G				
<p>gain [2] - 62:14, 99:26 gained [1] - 65:23 game [1] - 130:19 garage [1] - 120:1 Gateway [2] - 102:2, 102:26 gathering [1] - 84:11 general [1] - 71:3 generation [1] - 69:25 gentleman [2] - 23:19, 110:19 gentlemen [2] - 102:27, 116:24 geographic [1] - 67:18 geographically [1] - 69:18 GIS [1] - 71:16 given [7] - 37:12, 48:27, 57:17, 138:18, 152:12, 169:11 goals [1] - 126:27 goat [1] - 138:23 gosh [1] - 116:20 govern [1] - 18:10 governing [1] - 28:10 Government [2] -</p>				

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

90:16, 90:21, 90:25, 90:28, 91:5, 91:10, 91:18, 91:21, 91:26, 92:4, 92:7, 92:16, 92:20, 92:24, 92:28, 93:4, 95:26, 96:22, 97:24, 107:15, 107:19, 107:28, 108:5, 108:12, 108:23, 109:9, 110:18, 110:24, 111:9, 111:13, 111:19, 111:25, 113:10, 113:13, 113:16, 113:20, 113:24, 113:27, 114:15, 114:19, 114:23, 116:10, 117:14, 129:13, 129:17, 129:21, 130:1, 130:20, 131:3, 131:21, 131:25, 132:4, 132:11, 132:16, 132:20, 132:25, 133:5, 133:14, 133:17, 133:21, 133:25, 134:2, 134:5, 134:8, 134:12, 134:16, 134:24, 134:28, 135:4, 135:7, 135:12, 135:17, 135:26, 136:22, 137:1, 137:5, 137:11, 137:14, 140:24, 140:28, 141:5, 141:11, 141:16, 143:14, 145:9, 145:16, 147:16, 147:20, 149:12, 149:15, 150:9, 151:22, 152:2, 152:7, 152:17, 152:21, 152:28, 153:6, 153:14, 154:23, 155:6, 155:9, 155:14, 160:25, 161:14 Gruber [12] - 2:5, 45:28, 46:1, 61:10, 72:23, 77:16, 97:25, 115:7, 118:7, 129:28, 138:11, 146:15 guaranteed [2] - 37:19, 38:7 guard [1] - 55:5 guess [14] - 7:21, 41:24, 54:27, 55:3,	58:21, 62:25, 64:5, 65:22, 71:26, 74:9, 79:16, 103:4, 106:5, 126:4 guide [3] - 15:24, 73:2, 125:3 guided [1] - 20:16 guidelines [4] - 41:8, 83:21, 83:27, 131:13 guinea [1] - 36:7 Gulf [34] - 31:4, 33:12, 35:6, 38:22, 39:13, 40:24, 41:1, 120:14, 120:22, 121:3, 122:1, 122:6, 122:10, 122:12, 122:20, 123:9, 123:13, 123:19, 125:8, 125:24, 125:27, 126:24, 127:15, 128:12, 129:2, 129:9, 132:1, 136:4, 137:25, 140:2, 150:15, 150:24, 157:6, 163:17 gulf [2] - 83:22, 100:25 guy [7] - 19:4, 48:23, 66:1, 70:25, 88:9, 122:3, 145:11 guys [15] - 37:20, 48:10, 48:11, 59:19, 59:20, 71:7, 79:16, 80:12, 81:15, 87:2, 89:16, 95:9, 125:2, 131:18, 163:16	118:8, 146:6, 146:12, 146:18, 146:23, 146:28, 147:10, 148:9, 148:24, 148:27, 149:14, 149:17, 149:21, 151:6, 155:20, 156:7, 156:10, 156:21, 157:13, 157:22, 158:2, 158:13, 158:20, 158:26, 159:9, 160:15, 161:5, 162:4, 162:8, 162:11, 162:18, 163:2, 164:16, 165:21, 165:25, 166:4, 166:10, 166:19, 166:27 Hanak [1] - 2:11 hand [6] - 31:25, 41:10, 41:11, 122:21 handful [1] - 133:24 handle [3] - 12:21, 13:6, 14:2 hands [1] - 51:4 handshake [1] - 102:3 hang [1] - 148:12 hanger [1] - 10:22 hanging [1] - 53:1 happy [1] - 150:14 hard [13] - 23:4, 37:25, 38:15, 56:27, 56:28, 90:9, 103:4, 104:8, 109:16, 132:26, 132:27, 133:11 harder [1] - 57:6 hardly [1] - 112:24 HARPER [62] - 77:4, 77:8, 77:11, 77:14, 77:17, 77:26, 78:2, 78:7, 78:13, 78:16, 79:19, 80:24, 81:11, 83:5, 83:11, 83:15, 83:17, 83:25, 84:23, 85:4, 86:14, 86:27, 87:5, 87:10, 87:16, 87:20, 87:25, 88:1, 88:6, 88:18, 89:23, 89:26, 90:3, 90:10, 90:15, 90:20, 90:24, 90:27, 91:4, 91:8, 91:17, 91:20, 91:25, 92:3, 92:6, 92:15, 92:19, 92:23, 92:27, 93:3, 93:7, 94:11, 94:14, 94:18, 94:22, 95:4, 95:7, 95:28, 96:3, 96:11, 96:14, 96:19	Harper [13] - 77:5, 77:8, 83:7, 86:18, 147:14, 147:24, 149:9, 157:17, 158:25, 158:28, 159:6, 160:7, 165:21 harper [1] - 77:23 Harper..... [1] - 3:14 Hart [1] - 25:4 hat [1] - 156:19 hate [4] - 39:1, 41:6, 75:26, 90:6 hates [1] - 128:2 hats [2] - 62:14, 65:24 HCP [1] - 130:16 head [4] - 59:8, 108:19, 149:18, 153:28 headquarters [1] - 141:13 heads [1] - 13:27 health [1] - 25:9 hear [1] - 28:27 heard [2] - 42:25, 137:24 hearing [1] - 28:26 heavily [2] - 103:15, 116:17 heavy [1] - 15:1 heels [1] - 135:11 HELD [1] - 1:2 held [1] - 1:12 hello [4] - 45:13, 61:2, 97:9, 97:11 Hello [2] - 45:16, 61:1 help [21] - 15:6, 15:23, 15:24, 16:12, 28:5, 28:13, 28:14, 28:19, 31:10, 33:25, 34:5, 34:24, 35:3, 53:7, 66:14, 69:15, 79:22, 90:12, 126:22, 149:6, 157:26 helped [5] - 13:19, 13:20, 20:17, 35:25, 125:3 helpful [1] - 104:23 helping [6] - 80:10, 85:6, 99:6, 126:1, 132:8, 168:25 helps [1] - 59:19 hereby [1] - 169:6 hero [1] - 138:23 hesitation [1] - 19:21 Hi [2] - 30:7, 45:15 hi [4] - 97:15, 97:16, 97:23, 97:26 high [4] - 31:20, 47:3, 120:8, 159:24 high/low [1] - 159:25	higher [3] - 124:7, 150:20, 157:18 highest [10] - 150:5, 155:27, 157:16, 157:17, 158:3, 158:6, 158:14, 158:27, 159:6, 160:7 highly [2] - 125:12, 139:9 Highway [1] - 151:20 himself [1] - 93:12 hire [2] - 81:23, 91:15 hired [10] - 42:27, 66:1, 66:5, 82:3, 91:11, 99:23, 110:14, 134:17, 134:18, 136:4 hiring [4] - 43:7, 47:25, 66:13, 81:24 history [1] - 20:19 hit [2] - 98:25, 121:27 hoe [1] - 91:24 Holbrook [1] - 131:19 hold [8] - 52:5, 95:14, 100:22, 123:1, 123:2, 131:23, 151:1 holidays [1] - 48:18 Home [4] - 47:15, 47:17, 47:19, 48:1 home [3] - 5:10, 49:2, 141:8 homeowners [2] - 51:21, 131:15 Homer [1] - 42:14 homes [2] - 58:19, 120:9 hometown [1] - 121:16 honest [2] - 74:5, 105:2 honor [1] - 123:26 hope [3] - 56:8, 59:18, 87:4 hopefully [2] - 102:7, 139:18 hoping [1] - 72:7 horizon [1] - 126:21 Hospital [2] - 96:9, 96:12 hospital [2] - 62:19, 96:9 hot [4] - 61:16, 77:19, 77:20, 118:8 hours [3] - 17:12, 47:20, 70:2 house [10] - 63:10, 68:3, 79:2, 82:12, 85:21, 95:19, 109:19, 137:3, 139:16
---	--	--	---	--

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

<p>houses [9] - 17:5, 62:5, 63:20, 111:14, 127:15, 136:25</p> <p>housing [2] - 10:23, 62:7</p> <p>Houston [11] - 5:6, 8:16, 100:8, 100:10, 100:16, 100:22, 101:14, 101:21, 105:19, 107:6, 115:25</p> <p>HR [1] - 101:23</p> <p>huge [6] - 69:18, 70:12, 103:18, 125:26, 126:13, 139:27</p> <p>human [2] - 66:1, 80:19</p> <p>humble [1] - 4:24</p> <p>hundreds [1] - 112:5</p> <p>hungry [2] - 143:18, 143:20</p> <p>Hurricane [4] - 79:20, 79:22, 83:19, 114:16</p> <p>hurricane [1] - 82:24</p>	<p>75:7, 75:13, 75:17, 76:2, 76:6, 76:19, 76:21, 76:26, 77:1, 77:10, 77:18, 77:21, 79:18, 80:27, 83:7, 83:12, 83:16, 83:24, 84:19, 84:25, 86:13, 86:15, 96:7, 96:13, 96:24, 96:28, 97:9, 97:16, 97:19, 101:6, 102:14, 102:23, 103:17, 103:20, 103:23, 103:26, 104:24, 105:3, 105:8, 113:7, 116:3, 116:7, 117:5, 117:9, 117:22, 118:3, 118:10, 118:13, 121:22, 123:4, 125:16, 126:11, 126:14, 126:20, 127:18, 127:26, 128:6, 141:27, 142:7, 142:13, 142:17, 142:20, 142:23, 143:7, 143:21, 144:9, 144:13, 144:21, 144:25, 145:1, 145:6, 145:13, 145:18, 145:23, 145:27, 146:4, 146:10, 147:6, 147:22, 148:2, 148:16, 148:21, 148:25, 149:3, 149:7, 149:26, 151:2, 151:7, 152:15, 152:19, 153:20, 154:7, 155:1, 155:8, 155:11, 156:3, 156:17, 156:22, 156:26, 157:8, 159:14, 159:24, 160:3, 160:13, 160:19, 161:4, 161:9, 161:16, 161:20, 161:24, 162:25, 163:5, 163:14, 163:19, 164:2, 164:8, 164:11, 164:21, 164:24, 164:28, 165:3, 165:10, 165:14, 165:18, 166:8, 166:11, 166:21, 167:3, 167:11, 167:15, 167:19, 168:6, 168:12, 168:15</p>	<p>impact [2] - 12:18, 12:19</p> <p>implement [2] - 56:5, 83:27</p> <p>implemented [2] - 35:6, 85:13</p> <p>implementing [2] - 84:2, 89:9</p> <p>important [15] - 21:3, 21:23, 59:9, 59:10, 59:12, 63:26, 89:25, 111:11, 136:6, 136:21, 136:23, 152:14, 152:16, 152:20</p> <p>imposes [1] - 12:18</p> <p>impossible [1] - 110:22</p> <p>impressed [2] - 85:1, 157:3</p> <p>impression [1] - 118:19</p> <p>improve [3] - 59:2, 68:15, 115:23</p> <p>incompetent [1] - 136:3</p> <p>indicates [6] - 8:23, 16:27, 39:26, 42:3, 42:20, 91:8</p> <p>Indicates [23] - 5:8, 14:27, 15:11, 15:18, 17:19, 18:25, 26:16, 75:11, 84:23, 90:3, 105:23, 106:13, 109:7, 110:16, 111:17, 114:21, 124:25, 126:18, 128:15, 130:21, 132:5, 136:27, 162:4</p> <p>individual [1] - 86:7</p> <p>individuals [1] - 128:26</p> <p>indoctrination [1] - 64:5</p> <p>industry [6] - 10:11, 10:14, 47:2, 47:14, 112:10, 119:20</p> <p>inexperience [1] - 115:15</p> <p>influence [1] - 28:9</p> <p>information [8] - 56:23, 56:25, 84:11, 90:7, 90:12, 93:5, 94:25, 94:26</p> <p>informed [1] - 146:1</p> <p>inner [1] - 65:6</p> <p>input [1] - 88:8</p> <p>inside [2] - 104:8, 129:11</p> <p>inspect [1] - 36:22</p>	<p>inspecting [2] - 112:13, 136:15</p> <p>inspection [3] - 35:16, 85:8, 127:2</p> <p>inspections [13] - 17:9, 17:15, 34:3, 35:7, 35:17, 50:10, 50:15, 51:28, 53:12, 70:16, 82:14, 100:20, 104:28</p> <p>Inspector [5] - 65:6, 69:16, 86:24, 120:19, 124:8</p> <p>inspector [6] - 11:1, 17:12, 20:12, 50:16, 79:11, 82:2</p> <p>Inspectors [5] - 37:26, 66:10, 81:4, 81:18, 110:21</p> <p>inspectors [10] - 15:15, 32:20, 32:23, 35:23, 50:20, 82:9, 104:23, 128:2, 136:24, 137:2</p> <p>installation [1] - 62:11</p> <p>instantly [1] - 86:12</p> <p>instead [4] - 17:11, 36:18, 71:8, 75:22</p> <p>insurance [2] - 84:10, 122:10</p> <p>intend [1] - 65:20</p> <p>intent [1] - 24:4</p> <p>interest [1] - 115:24</p> <p>interested [6] - 49:7, 59:27, 62:9, 72:4, 102:21, 169:15</p> <p>interesting [5] - 62:22, 64:13, 77:1, 105:1, 145:28</p> <p>internet [1] - 85:26</p> <p>interpretation [1] - 27:28</p> <p>intersection [1] - 62:17</p> <p>INTERVIEW [8] - 5:1, 9:1, 30:3, 45:11, 60:24, 77:4, 97:8, 117:26</p> <p>Interview [8] - 3:7, 3:9, 3:11, 3:12, 3:13, 3:14, 3:15, 3:16</p> <p>interview [12] - 5:21, 7:24, 8:13, 18:19, 37:4, 46:10, 98:3, 101:13, 105:17, 105:19, 165:22, 166:28</p> <p>interviewed [4] - 8:7, 125:2, 155:2, 155:12</p> <p>interviewer [1] - 59:18</p>	<p>interviewing [3] - 19:10, 19:20, 128:9</p> <p>interviews [2] - 115:10, 118:16</p> <p>invaluable [1] - 11:12</p> <p>investing [1] - 40:7</p> <p>INVOCATION [1] - 4:16</p> <p>Invocation..... [1] - 3:5</p> <p>involved [11] - 22:26, 23:16, 40:12, 40:14, 62:11, 71:8, 79:23, 80:2, 104:7, 122:17, 138:1</p> <p>iPad [1] - 85:27</p> <p>iPads [1] - 85:25</p> <p>irrelevant [1] - 28:12</p> <p>Island [1] - 140:3</p> <p>ISO [1] - 71:1</p> <p>issue [8] - 17:4, 40:13, 111:5, 112:1, 112:10, 131:27, 132:1</p> <p>issued [1] - 85:22</p> <p>issues [4] - 15:5, 48:14, 51:25, 122:5</p> <p>it'd [1] - 148:14</p> <p>it'll [1] - 133:3</p> <p>ITP [1] - 64:2</p> <p>itself [5] - 54:15, 74:8, 87:27, 115:18, 118:28</p> <p>Ivan [2] - 121:27, 122:1</p> <p>Ivey [2] - 68:8, 68:9</p>
I				
<p>iAuditor [1] - 85:25</p> <p>ICC [3] - 101:19, 101:20, 112:2</p> <p>idea [5] - 64:19, 69:14, 69:26, 122:22, 125:19</p> <p>ideas [1] - 143:3</p> <p>Ill [211] - 2:7, 4:12, 4:23, 6:22, 7:5, 7:7, 7:12, 7:21, 7:27, 8:1, 8:4, 8:11, 8:15, 9:11, 9:26, 14:9, 14:18, 14:26, 15:10, 15:17, 15:26, 16:2, 16:16, 16:20, 16:26, 17:18, 17:22, 18:1, 18:12, 18:15, 25:21, 27:2, 29:16, 29:23, 30:9, 31:21, 33:3, 33:13, 34:7, 34:11, 34:28, 35:20, 36:5, 36:11, 36:24, 36:27, 38:8, 38:17, 45:6, 45:20, 46:8, 51:12, 52:26, 53:4, 53:20, 54:4, 54:7, 60:4, 60:12, 60:20, 61:2, 61:5, 61:14, 61:18, 66:27, 67:4, 69:1, 69:6, 69:10, 69:13, 70:14, 70:28, 71:18, 72:15, 74:3, 74:22, 75:2,</p>				
				J
				<p>James [3] - 2:6, 4:20, 97:21</p> <p>JAMES [139] - 4:8, 4:17, 5:7, 5:13, 6:2, 6:7, 6:11, 8:20, 8:25, 9:13, 18:16, 18:21, 18:26, 19:3, 19:7, 19:17, 19:23, 20:2, 20:22, 24:11, 29:14, 30:11, 37:1, 37:14, 37:18, 37:23, 37:28, 38:19, 43:14, 45:23, 54:10, 54:13, 55:8, 55:19, 56:11, 58:13, 60:6, 60:9, 60:18, 61:12, 61:16, 71:20, 72:2, 72:19, 73:8, 74:1, 76:24, 77:12, 86:17, 86:28, 87:6, 87:11, 87:19, 87:24,</p>

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

87:28, 88:5, 88:14, 89:18, 95:24, 96:1, 96:5, 97:21, 105:12, 105:16, 105:25, 106:15, 106:25, 107:7, 107:14, 117:3, 117:12, 118:5, 128:8, 128:17, 129:5, 140:14, 140:26, 141:3, 141:9, 143:8, 143:22, 144:7, 144:17, 144:23, 145:4, 145:11, 145:21, 145:25, 146:2, 146:14, 146:21, 146:24, 147:3, 147:12, 147:18, 149:23, 149:27, 150:7, 151:18, 151:24, 152:5, 152:26, 153:4, 153:26, 154:10, 154:14, 156:13, 157:28, 158:8, 158:16, 159:3, 159:7, 159:18, 160:11, 160:21, 160:27, 161:12, 161:18, 161:22, 161:28, 162:22, 162:28, 163:3, 163:7, 163:23, 163:28, 164:3, 164:19, 164:23, 165:6, 165:28, 166:15, 166:24, 167:22, 167:26, 168:4, 168:8, 168:14, 168:19 January [7] - 42:24, 75:9, 90:26, 105:7, 110:5, 122:7, 133:28 Jeb [7] - 2:6, 4:20, 9:13, 30:11, 45:23, 77:13, 141:15 JEB [139] - 4:8, 4:17, 5:7, 5:13, 6:2, 6:7, 6:11, 8:20, 8:25, 9:13, 18:16, 18:21, 18:26, 19:3, 19:7, 19:17, 19:23, 20:2, 20:22, 24:11, 29:14, 30:11, 37:1, 37:14, 37:18, 37:23, 37:28, 38:19, 43:14, 45:23, 54:10, 54:13, 55:8, 55:19, 56:11, 58:13, 60:6, 60:9, 60:18, 61:12, 61:16, 71:20,	72:2, 72:19, 73:8, 74:1, 76:24, 77:12, 86:17, 86:28, 87:6, 87:11, 87:19, 87:24, 87:28, 88:5, 88:14, 89:18, 95:24, 96:1, 96:5, 97:21, 105:12, 105:16, 105:25, 106:15, 106:25, 107:7, 107:14, 117:3, 117:12, 118:5, 128:8, 128:17, 129:5, 140:14, 140:26, 141:3, 141:9, 143:8, 143:22, 144:7, 144:17, 144:23, 145:4, 145:11, 145:21, 145:25, 146:2, 146:14, 146:21, 146:24, 147:3, 147:12, 147:18, 149:23, 149:27, 150:7, 151:18, 151:24, 152:5, 152:26, 153:4, 153:26, 154:10, 154:14, 156:13, 157:28, 158:8, 158:16, 159:3, 159:7, 159:18, 160:11, 160:21, 160:27, 161:12, 161:18, 161:22, 161:28, 162:22, 162:28, 163:3, 163:7, 163:23, 163:28, 164:3, 164:19, 164:23, 165:6, 165:28, 166:15, 166:24, 167:22, 167:26, 168:4, 168:8, 168:14, 168:19 Jeb's [1] - 153:18 jewel [1] - 103:19 JO [293] - 4:4, 4:10, 4:13, 5:3, 5:17, 5:24, 6:5, 6:9, 9:4, 9:7, 9:17, 9:21, 9:28, 10:4, 11:13, 11:18, 11:21, 11:24, 13:3, 13:11, 13:18, 13:24, 14:3, 14:7, 24:9, 24:13, 24:17, 27:5, 27:9, 27:15, 28:23, 29:1, 29:5, 29:8, 29:19, 30:6, 30:16, 30:20, 30:25, 31:14, 31:27, 32:2, 32:7,	32:10, 33:1, 33:15, 34:9, 34:13, 34:17, 35:27, 36:3, 41:21, 41:27, 42:2, 43:19, 43:23, 44:2, 44:6, 44:10, 44:15, 44:18, 44:25, 44:28, 45:14, 45:18, 46:5, 46:11, 46:17, 46:21, 46:26, 49:14, 49:17, 50:18, 50:21, 50:24, 50:28, 51:3, 51:6, 51:9, 59:13, 59:24, 60:16, 60:21, 61:7, 61:20, 64:23, 64:26, 65:1, 65:12, 66:15, 66:18, 66:22, 66:25, 67:2, 73:25, 74:13, 74:16, 74:23, 74:27, 75:15, 75:28, 76:4, 76:11, 76:14, 77:6, 77:22, 77:27, 78:3, 78:8, 78:14, 80:22, 80:25, 80:28, 83:3, 93:28, 94:12, 94:15, 94:20, 95:2, 95:5, 95:22, 96:16, 96:20, 96:26, 97:1, 97:14, 97:28, 98:6, 98:11, 98:17, 98:28, 100:18, 100:21, 101:1, 101:4, 101:7, 102:11, 103:12, 103:21, 104:20, 112:8, 112:12, 112:15, 112:19, 113:1, 113:4, 113:8, 114:13, 114:26, 115:3, 115:27, 116:4, 116:8, 117:1, 117:7, 117:19, 117:23, 118:14, 118:20, 118:26, 119:8, 119:11, 120:23, 120:26, 121:1, 121:6, 121:19, 121:24, 122:28, 123:27, 124:12, 124:15, 124:24, 125:9, 125:14, 135:10, 136:10, 136:14, 136:18, 137:17, 137:22, 137:27, 138:3, 138:15, 138:24, 138:27, 139:4, 139:13, 139:17, 140:11, 140:20, 141:18, 141:28, 142:11, 142:15, 142:18,	142:21, 142:24, 143:5, 143:12, 143:19, 143:28, 144:4, 144:11, 144:15, 144:19, 144:26, 145:14, 146:26, 147:1, 147:8, 147:28, 148:4, 148:11, 148:19, 148:22, 149:1, 149:5, 149:8, 149:19, 150:1, 150:11, 151:28, 152:24, 153:2, 153:12, 153:17, 153:22, 154:3, 154:8, 154:12, 154:16, 154:27, 155:4, 155:26, 156:4, 156:8, 156:11, 156:15, 156:24, 157:4, 157:20, 157:25, 158:5, 158:10, 158:17, 158:21, 159:1, 159:5, 159:11, 159:16, 159:22, 160:1, 160:6, 160:16, 160:23, 161:1, 161:7, 161:10, 161:26, 162:2, 162:14, 162:19, 162:23, 163:9, 163:15, 163:21, 163:26, 164:5, 164:9, 164:13, 164:26, 165:1, 165:4, 165:8, 165:11, 165:16, 165:19, 165:26, 166:2, 166:6, 166:17, 167:1, 167:8, 167:13, 167:17, 167:20, 167:24, 167:28, 168:10, 168:17, 168:20, 168:24 Jo [5] - 2:4, 9:8, 77:7, 97:15, 98:1 job [78] - 12:23, 13:9, 14:14, 18:22, 19:13, 20:7, 27:18, 28:17, 32:22, 33:6, 35:13, 37:5, 37:19, 37:24, 42:6, 47:8, 54:15, 55:2, 55:4, 55:17, 58:25, 59:27, 63:3, 70:7, 71:23, 72:4, 72:5, 73:5, 78:5, 79:11, 79:25, 80:10,	80:11, 81:12, 81:23, 87:1, 87:2, 87:13, 87:26, 98:9, 99:7, 99:9, 99:19, 99:26, 100:4, 100:24, 105:18, 105:19, 106:5, 106:6, 106:27, 107:3, 115:19, 118:15, 118:27, 120:16, 120:20, 121:10, 121:15, 127:3, 127:8, 129:3, 136:1, 137:6, 142:10, 146:8, 150:15, 150:19, 150:20, 151:3, 151:16, 152:14, 155:15, 155:21, 155:24, 157:10, 162:11, 163:10 jobs [6] - 18:23, 32:19, 50:1, 98:23, 125:19, 151:19 JOE [210] - 4:12, 4:23, 6:22, 7:5, 7:7, 7:12, 7:21, 7:27, 8:1, 8:4, 8:11, 8:15, 9:11, 9:26, 14:9, 14:18, 14:26, 15:10, 15:17, 15:26, 16:2, 16:16, 16:20, 16:26, 17:18, 17:22, 18:1, 18:12, 18:15, 25:21, 27:2, 29:16, 29:23, 30:9, 31:21, 33:3, 33:13, 34:7, 34:11, 34:28, 35:20, 36:5, 36:11, 36:24, 36:27, 38:8, 38:17, 45:6, 45:20, 46:8, 51:12, 52:26, 53:4, 53:20, 54:4, 54:7, 60:4, 60:12, 60:20, 61:2, 61:5, 61:14, 61:18, 66:27, 67:4, 69:1, 69:6, 69:10, 69:13, 70:14, 70:28, 71:18, 72:15, 74:3, 74:22, 75:2, 75:7, 75:13, 75:17, 76:2, 76:6, 76:19, 76:21, 76:26, 77:1, 77:10, 77:18, 77:21, 79:18, 80:27, 83:7, 83:12, 83:16, 83:24, 84:19, 84:25, 86:13, 86:15, 96:7, 96:13, 96:24, 96:28, 97:9, 97:16, 97:19, 101:6, 102:14, 102:23, 103:17, 103:20,
--	--	---	--	--

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

103:23, 103:26, 104:24, 105:3, 105:8, 113:7, 116:3, 116:7, 117:5, 117:9, 117:22, 118:3, 118:10, 118:13, 121:22, 123:4, 125:16, 126:11, 126:14, 126:20, 127:18, 127:26, 128:6, 141:27, 142:7, 142:13, 142:17, 142:20, 142:23, 143:7, 143:21, 144:9, 144:13, 144:21, 144:25, 145:1, 145:6, 145:13, 145:18, 145:23, 145:27, 146:4, 146:10, 147:6, 147:22, 148:2, 148:16, 148:21, 148:25, 149:3, 149:7, 149:26, 151:2, 151:7, 152:15, 152:19, 153:20, 154:7, 155:1, 155:8, 155:11, 156:3, 156:17, 156:22, 156:26, 157:8, 159:14, 159:24, 160:3, 160:13, 160:19, 161:4, 161:9, 161:16, 161:20, 161:24, 162:25, 163:5, 163:14, 163:19, 164:2, 164:8, 164:11, 164:21, 164:24, 164:28, 165:3, 165:10, 165:14, 165:18, 166:8, 166:11, 166:21, 167:3, 167:11, 167:15, 167:19, 168:6, 168:12, 168:15 Joe [14] - 2:7, 4:11, 9:11, 30:10, 45:20, 61:2, 77:10, 97:16, 118:3, 147:5, 147:21, 149:6, 149:11, 153:23 join [1] - 4:23 joined [1] - 78:18 joining [1] - 35:3 joints [2] - 81:2, 141:22	JONES [64] - 30:3, 30:8, 30:13, 30:15, 30:18, 30:24, 31:1, 31:16, 31:22, 32:1, 32:6, 32:9, 32:16, 33:10, 33:17, 34:8, 34:15, 34:19, 35:5, 35:21, 36:1, 36:6, 36:16, 36:25, 37:13, 37:17, 37:22, 37:27, 38:4, 38:9, 38:24, 38:27, 39:3, 39:9, 39:15, 39:18, 39:21, 39:26, 40:5, 40:10, 40:16, 40:22, 40:28, 41:5, 41:24, 42:1, 42:4, 42:11, 42:16, 42:20, 42:25, 43:1, 43:4, 43:10, 43:16, 43:28, 44:9, 44:12, 44:17, 44:23, 44:27, 45:2, 45:5, 45:8 Jones [10] - 30:4, 30:7, 30:9, 31:2, 33:4, 125:7, 125:13, 147:23, 148:6, 158:9 Jones..... [1] - 3:11 junior [1] - 67:26 jurisdiction [2] - 24:22, 40:25 jurisdictions [1] - 104:5 justify [1] - 86:20	12:27, 12:28, 16:5, 16:8, 16:11, 21:14, 48:1, 53:20, 54:24, 59:18, 62:11, 63:16, 64:14, 64:19, 64:22, 65:23, 72:25, 73:14, 85:28, 105:19, 106:16, 106:28, 119:19, 120:13, 122:22, 125:17, 141:8, 149:10, 154:4, 154:5, 154:19 Kirk [1] - 42:11 Kit [1] - 25:8 knock [1] - 139:1 knowing [23] - 88:23, 114:27, 123:17, 123:22, 125:5, 125:6, 130:27, 131:1, 138:7, 139:20, 139:21, 139:22, 139:28, 140:1, 140:5, 140:8, 142:28, 143:2, 143:3 knowledge [4] - 58:28, 92:9, 92:12, 100:5 knowledgeable [1] - 94:27 known [2] - 41:25, 44:13	41:5, 41:24, 42:1, 42:4, 42:11, 42:16, 42:20, 42:25, 43:1, 43:4, 43:10, 43:16, 43:28, 44:9, 44:12, 44:17, 44:23, 44:27, 45:2, 45:5, 45:8 lance [3] - 30:4, 38:22, 147:13 land [1] - 126:3 large [9] - 14:18, 23:8, 23:17, 105:26, 105:27, 112:22, 127:13, 140:12 largest [1] - 100:11 last [17] - 14:13, 16:17, 23:19, 50:9, 51:28, 88:20, 99:9, 114:24, 118:17, 127:16, 130:17, 143:17, 147:25, 148:12, 148:13, 148:14, 158:2 lasting [1] - 118:18 late [3] - 144:20, 146:5 laws [1] - 27:16 layoff [1] - 62:4 lead [1] - 125:3 leader [2] - 32:24, 93:8 leaders [1] - 55:16 leadership [1] - 47:15 leading [1] - 126:26 learn [2] - 23:21, 140:13 learned [6] - 48:2, 48:4, 115:9, 141:20, 141:25, 165:12 least [3] - 32:27, 150:18, 153:9 leave [16] - 11:25, 13:4, 14:6, 32:11, 49:27, 50:1, 57:26, 65:8, 65:13, 81:6, 81:22, 101:9, 117:16, 124:18, 127:8, 139:20 leaves [1] - 110:6 leaving [4] - 71:22, 83:2, 127:2, 152:10 led [2] - 4:20, 123:15 Lee [4] - 25:4, 42:27, 42:28, 91:12 left [7] - 37:10, 47:20, 81:11, 81:27, 98:23, 107:1, 157:6 legislation [1] - 74:11 legislative [1] - 72:25 less [2] - 146:7, 150:16	lesser [1] - 142:5 letting [2] - 46:14, 98:7 level [4] - 52:12, 64:11, 84:15, 142:17 liability [2] - 137:10, 137:12 liable [1] - 111:23 License [1] - 88:17 lick [1] - 74:8 life [8] - 68:24, 81:2, 99:14, 116:14, 119:16, 120:3, 120:6, 141:22 lifeguard [2] - 126:4, 126:5 lifetime [1] - 119:13 lighting [2] - 131:20, 132:2 lightly [1] - 152:23 limb [2] - 23:18, 23:20 limit [1] - 73:22 limits [1] - 82:11 Linda [1] - 25:4 line [18] - 9:25, 16:6, 22:9, 22:19, 23:18, 23:20, 27:22, 32:4, 46:18, 78:9, 98:12, 107:22, 107:23, 108:2, 108:8, 119:3, 131:10, 147:11 listed [3] - 72:4, 124:5, 155:25 listen [1] - 34:23 listening [1] - 141:25 literal [1] - 27:28 live [6] - 24:25, 25:12, 33:21, 63:17, 93:23, 119:15 lived [2] - 31:3, 119:24 loan [2] - 109:18, 109:19 lobby [2] - 59:26, 100:13 locally [1] - 64:17 located [1] - 67:27 location [3] - 86:2, 140:23, 141:14 logistics [1] - 69:20 long-term [1] - 47:12 longevity [1] - 146:20 Longview [1] - 100:7 look [25] - 15:6, 17:1, 17:14, 27:11, 31:24, 32:24, 38:6, 48:10, 49:6, 51:20, 52:3, 58:24, 58:25, 67:23, 68:5, 71:4, 76:6, 90:19, 99:7, 100:2, 123:19, 135:22,
	K	L		
	Kaiser [1] - 25:8 Kaplan [2] - 98:25, 99:10 Katrina [6] - 79:20, 79:22, 83:19, 98:25, 99:3, 114:17 keep [7] - 60:17, 60:19, 71:24, 80:12, 84:9, 87:2, 122:15 keeps [1] - 159:27 Kelly [1] - 25:8 kept [2] - 67:13, 107:23 key [3] - 47:18, 47:19, 70:6 kids [4] - 18:5, 67:22, 68:16, 68:18 kill [1] - 145:17 killing [1] - 127:21 Kim [2] - 141:17 kin [1] - 169:14 kind [36] - 10:26, 11:1, 11:3, 11:19, 12:6,	lacking [3] - 160:22, 160:28, 161:2 ladies [2] - 68:20, 102:27 lady [1] - 66:5 laid [3] - 18:27, 139:15, 139:18 Lance [9] - 3:11, 30:17, 31:2, 125:7, 125:13, 147:13, 147:23, 148:5, 158:9 LANCE [64] - 30:3, 30:8, 30:13, 30:15, 30:18, 30:24, 31:1, 31:16, 31:22, 32:1, 32:6, 32:9, 32:16, 33:10, 33:17, 34:8, 34:15, 34:19, 35:5, 35:21, 36:1, 36:6, 36:16, 36:25, 37:13, 37:17, 37:22, 37:27, 38:4, 38:9, 38:24, 38:27, 39:3, 39:9, 39:15, 39:18, 39:21, 39:26, 40:5, 40:10, 40:16, 40:22, 40:28,		

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

136:6, 166:25, 166:28 looked [6] - 17:11, 42:5, 69:17, 88:16, 99:13, 152:3 looking [10] - 41:25, 55:11, 59:21, 88:27, 103:4, 105:5, 111:14, 115:23, 153:8 looks [2] - 33:26, 109:28 Lord [1] - 88:13 lose [2] - 82:25, 107:12 losing [8] - 55:24, 74:2, 74:6, 90:26, 110:3, 110:4, 151:25, 157:19 loss [1] - 84:12 lost [2] - 110:3, 157:2 love [12] - 24:2, 50:26, 68:5, 78:23, 99:16, 100:26, 116:26, 121:16, 122:2, 122:4, 128:3, 128:4 low [2] - 84:13, 112:17 LOWE [38] - 60:24, 60:26, 61:1, 61:4, 61:11, 61:19, 61:28, 64:25, 64:28, 65:11, 65:17, 66:17, 66:21, 66:24, 67:9, 69:5, 69:9, 69:12, 69:17, 70:19, 71:1, 71:26, 72:3, 72:16, 73:7, 74:5, 74:15, 74:26, 75:1, 75:6, 75:11, 75:19, 76:8, 76:13, 76:17, 76:20, 76:23, 76:27 Lowe [5] - 60:25, 145:12, 146:7, 156:13, 156:14 Lowe's [1] - 145:5 Lowe..... [1] - 3:13 lower [1] - 154:1 lowest [5] - 156:20, 157:15, 158:3, 158:15, 158:28 luckily [1] - 109:24 lunch [1] - 146:28 Lynn [2] - 41:11, 131:18	27:17, 29:4, 29:13, 29:17, 45:17, 50:23, 51:5, 51:11, 60:14, 66:21, 66:24, 137:21, 157:27 Madison [4] - 43:3, 91:11, 110:12, 134:13 mail [1] - 35:18 mailed [1] - 127:3 main [4] - 52:24, 126:26, 141:1, 141:13 maintain [4] - 22:13, 84:6, 107:24, 108:10 major [3] - 51:25, 52:7, 52:17 majority [1] - 120:6 man [7] - 44:24, 66:2, 122:24, 165:2, 165:5, 165:9, 165:12 manage [2] - 48:12, 70:20 managed [1] - 80:15 management [6] - 40:15, 58:15, 79:23, 80:8, 92:17, 108:2 Management [5] - 20:28, 38:23, 56:15, 89:22, 107:17 Manager [1] - 62:12 manager [7] - 10:16, 10:20, 65:26, 69:3, 80:9, 82:16, 113:19 managers [2] - 47:22, 48:15 managing [3] - 62:17, 62:27, 69:20 manner [1] - 18:7 manpower [1] - 36:15 manufacturer [1] - 52:13 map [2] - 71:16, 86:6 maps [3] - 86:2, 114:7, 114:8 MARK [65] - 97:8, 97:11, 97:18, 97:23, 97:26, 98:5, 98:10, 98:16, 98:19, 99:2, 100:20, 100:23, 101:3, 101:13, 102:13, 102:21, 102:24, 103:14, 103:18, 103:25, 104:4, 104:22, 105:1, 105:4, 105:11, 105:15, 105:23, 106:13, 106:24, 107:5, 107:9, 107:18,	107:26, 108:3, 108:11, 108:22, 109:7, 110:16, 110:23, 111:4, 111:12, 111:17, 111:24, 111:28, 112:11, 112:14, 112:18, 112:28, 113:3, 113:6, 113:12, 113:15, 113:18, 113:23, 113:26, 114:18, 114:21, 114:25, 115:2, 115:21, 116:1, 116:6, 116:12, 117:11, 117:16 mark [4] - 147:14, 147:25, 156:9, 156:12 Mark [4] - 3:15, 97:12, 98:1, 149:9 marker [1] - 147:2 market [2] - 62:7, 99:9 marking [2] - 33:9, 64:17 markups [1] - 85:16 married [2] - 31:18, 78:28 master [3] - 47:16, 66:6, 88:19 matching [1] - 114:6 matter [7] - 114:16, 118:27, 139:3, 142:25, 150:8, 150:10, 165:12 matters [2] - 63:1, 150:12 mature [1] - 56:6 mayor [7] - 20:1, 62:8, 65:19, 67:20, 73:6, 107:12, 121:13 Mayor [1] - 121:13 mayor's [1] - 87:14 mayors [1] - 129:1 mean [59] - 5:25, 6:1, 6:21, 7:2, 17:26, 20:20, 21:16, 22:23, 23:3, 26:7, 26:13, 27:16, 38:4, 40:7, 58:2, 63:1, 64:7, 67:25, 69:19, 70:1, 70:5, 72:17, 75:26, 87:13, 89:6, 91:27, 92:8, 92:9, 92:11, 93:1, 94:23, 103:16, 109:1, 111:2, 130:3, 130:8, 132:26, 134:20, 134:21, 134:25, 140:16,	141:19, 144:20, 150:24, 151:12, 152:3, 152:14, 152:22, 153:5, 153:7, 153:15, 158:12, 159:25, 160:10, 166:19 means [2] - 92:11, 169:9 meant [2] - 56:26, 129:26 mechanic [1] - 111:8 mechanical [1] - 112:6 medicine [1] - 99:1 meet [23] - 16:12, 29:18, 30:8, 30:10, 30:13, 30:15, 41:7, 45:22, 45:25, 46:2, 46:4, 49:24, 61:11, 76:27, 76:28, 77:9, 77:11, 77:14, 77:17, 97:18, 97:19, 118:1, 143:13 meeting [17] - 4:5, 4:7, 7:20, 50:14, 60:11, 96:18, 117:13, 143:10, 143:23, 143:27, 144:18, 144:22, 145:19, 168:5, 168:16, 169:11, 169:12 meetings [1] - 8:9 member [2] - 31:17, 139:8 members [3] - 47:24, 75:3, 87:22 mend [1] - 122:14 mention [1] - 107:5 mentioned [3] - 23:25, 25:24, 159:26 mentor [1] - 20:16 Merchant [1] - 48:21 Meridian [2] - 78:18, 96:8 Merriam [3] - 49:5, 50:13 mess [1] - 23:4 messing [1] - 141:10 met [5] - 41:11, 41:18, 59:25, 163:16, 163:22 metals [1] - 47:10 method [1] - 15:8 mice [1] - 41:13 middle [7] - 52:11, 118:9, 158:18, 158:19, 158:23, 158:24 Middle [1] - 83:23	might [11] - 8:28, 15:8, 63:14, 74:19, 93:12, 94:13, 115:15, 128:14, 141:21, 148:6, 159:26 Mike [10] - 20:6, 20:7, 39:11, 41:25, 56:28, 59:4, 90:9, 141:8, 152:10, 155:24 mike [1] - 142:9 mike's [1] - 128:13 Mike's [2] - 130:4, 151:25 military [2] - 10:18, 78:19 million [2] - 68:8, 80:17 mind [7] - 46:25, 109:1, 133:1, 135:13, 144:1, 154:19, 157:19 mindsets [1] - 131:6 mine [3] - 81:4, 147:7, 153:21 Minette [12] - 42:19, 91:7, 93:17, 110:11, 119:15, 121:11, 121:14, 121:27, 123:12, 134:10, 139:28, 140:18 minimum [1] - 124:6 minor [1] - 17:10 minute [8] - 46:14, 60:17, 61:25, 77:28, 96:21, 98:8, 148:6, 148:12 minutes [10] - 8:21, 8:22, 10:5, 30:27, 96:23, 97:2, 118:22, 119:1, 143:23, 145:2 mis [2] - 29:2, 29:3 mis-taken [2] - 29:2, 29:3 miss [1] - 157:1 Miss [1] - 99:25 missed [1] - 148:12 Mississippi [5] - 78:18, 79:17, 79:22, 83:18, 83:23 misstatement [1] - 71:27 mistake [1] - 120:3 mistaken [1] - 6:4 mixed [3] - 15:3, 81:1, 141:21 Mobile [3] - 35:14, 47:4, 100:7 modern [1] - 69:23 mold [2] - 135:16, 135:18
M				
ma'am [17] - 11:17, 13:10, 13:22, 24:16,				

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

mom ^[1] - 64:20 moment ^[1] - 130:18 money ^[11] - 17:21, 67:24, 67:25, 68:6, 74:2, 74:6, 121:12, 121:14, 152:12, 157:1, 157:7 money's ^[1] - 140:10 months ^[6] - 52:15, 75:24, 78:22, 82:4, 121:10, 122:1 Montrose ^[1] - 25:6 Morgan ^[6] - 22:20, 40:28, 56:19, 63:10, 89:28, 129:19 morning ^[6] - 9:5, 9:10, 9:16, 60:26, 87:14, 95:20 mortgage ^[1] - 18:5 most ^[14] - 24:21, 30:21, 37:20, 43:26, 57:24, 63:8, 63:15, 68:15, 68:26, 70:26, 129:23, 136:8, 155:18, 163:6 mother ^[2] - 68:21, 119:17 motion ^[5] - 168:5, 168:7, 168:11, 168:13, 168:21 mouse ^[2] - 126:8, 130:15 move ^[9] - 16:21, 35:3, 48:6, 69:16, 79:4, 79:9, 100:10, 122:7, 165:15 moved ^[7] - 47:14, 49:1, 49:4, 79:5, 95:16, 100:6, 123:9 moving ^[5] - 7:16, 34:25, 36:13, 59:21, 104:17 MR ^[429] - 9:19, 10:3, 10:6, 11:17, 11:20, 11:23, 12:1, 13:10, 13:13, 13:22, 13:26, 14:5, 14:17, 14:20, 14:28, 15:12, 15:19, 16:1, 16:4, 16:19, 16:23, 16:28, 17:20, 17:24, 18:2, 18:14, 18:20, 18:24, 19:2, 19:6, 19:16, 19:22, 19:25, 20:3, 20:24, 21:1, 21:6, 21:10, 21:18, 22:1, 22:11, 22:14, 22:21, 22:27, 23:5, 23:28, 24:15, 24:19, 25:27, 26:5, 26:9, 26:15, 26:23, 27:4, 27:7, 27:14, 27:17, 28:28, 29:4, 29:12, 29:17, 29:21, 29:25, 30:1, 30:8, 30:13, 30:14, 30:15, 30:18, 30:24, 31:1, 31:16, 31:22, 32:1, 32:6, 32:9, 32:16, 33:10, 33:17, 34:8, 34:15, 34:19, 35:5, 35:21, 36:1, 36:6, 36:16, 36:25, 37:13, 37:17, 37:22, 37:27, 38:4, 38:9, 38:24, 38:27, 39:3, 39:9, 39:15, 39:18, 39:21, 39:26, 40:5, 40:10, 40:16, 40:22, 40:28, 41:5, 41:24, 42:1, 42:4, 42:11, 42:16, 42:20, 42:25, 43:1, 43:4, 43:10, 43:16, 43:28, 44:9, 44:12, 44:17, 44:23, 44:27, 45:2, 45:5, 45:8, 45:13, 45:16, 45:22, 45:25, 46:1, 46:3, 46:4, 46:7, 46:9, 46:16, 46:20, 46:23, 46:28, 49:16, 50:5, 50:20, 50:23, 50:26, 51:2, 51:5, 51:8, 51:11, 51:19, 52:27, 53:9, 53:25, 54:6, 54:9, 54:12, 55:7, 55:10, 56:2, 56:20, 57:10, 57:16, 57:28, 58:5, 58:8, 58:12, 58:16, 59:11, 59:16, 60:3, 60:5, 60:8, 60:11, 60:13, 60:26, 61:1, 61:4, 61:11, 61:19, 61:28, 64:25, 64:28, 65:11, 65:17, 66:17, 66:21, 66:24, 67:9, 69:5, 69:9, 69:12, 69:17, 70:19, 71:1, 71:26, 72:3, 72:16, 73:7, 74:5, 74:15, 74:26, 75:1, 75:6, 75:11, 75:19, 76:8, 76:13, 76:17, 76:20, 76:23, 76:27, 77:8, 77:11, 77:14, 77:17, 77:26, 78:2, 78:7, 78:13, 78:16, 79:19, 80:24, 81:11, 83:5, 83:11, 83:15, 83:17, 83:25, 84:23, 85:4, 86:14, 86:27, 87:5, 87:10, 87:16, 87:20, 87:25, 88:1, 88:6, 88:18, 89:23, 89:26, 90:3, 90:10, 90:15, 90:20, 90:24, 90:27, 91:4, 91:8, 91:17, 91:20, 91:25, 92:3, 92:6, 92:15, 92:19, 92:23, 92:27, 93:3, 93:7, 94:11, 94:14, 94:18, 94:22, 95:4, 95:7, 95:28, 96:3, 96:11, 96:14, 96:18, 96:19, 97:11, 97:18, 97:23, 97:26, 98:5, 98:10, 98:16, 98:19, 99:2, 100:20, 100:23, 101:3, 101:13, 102:13, 102:21, 102:24, 103:14, 103:18, 103:25, 104:4, 104:22, 105:1, 105:4, 105:11, 105:15, 105:23, 106:13, 106:24, 107:5, 107:9, 107:18, 107:26, 108:3, 108:11, 108:22, 109:7, 110:16, 110:23, 111:4, 111:12, 111:17, 111:24, 111:28, 112:11, 112:14, 112:18, 112:28, 113:3, 113:6, 113:12, 113:15, 113:18, 113:23, 113:26, 114:18, 114:21, 114:25, 115:2, 115:21, 116:1, 116:6, 116:12, 117:11, 117:16, 118:1, 118:7, 118:11, 118:18, 118:25, 119:7, 119:10, 119:13, 120:25, 120:28, 121:4, 121:8, 121:21, 121:26, 123:3, 123:8, 124:10, 124:14, 124:22, 124:26, 125:11, 125:22, 126:12, 126:18, 126:23, 127:19, 128:1, 128:15, 128:28, 129:6, 129:16, 129:20, 129:27, 130:11, 130:22, 131:5, 131:24, 131:28, 132:6, 132:13, 132:19, 132:24, 133:2, 133:7, 133:16, 133:20, 133:23, 134:1, 134:4, 134:7, 134:11, 134:15, 134:23, 134:27, 135:2, 135:6, 135:16, 135:19, 135:28, 136:12, 136:16, 136:20, 136:27, 137:4, 137:9, 137:13, 137:21, 137:26, 138:2, 138:6, 138:17, 138:26, 139:1, 139:11, 139:15, 139:19, 140:19, 140:22, 141:13, 142:6, 142:9, 142:27, 143:10, 143:16, 143:24, 143:25, 144:2, 162:6, 162:9, 162:13, 165:23 MS ^[72] - 5:5, 5:9, 5:15, 5:22, 6:13, 6:16, 6:27, 7:4, 7:6, 7:10, 7:13, 7:26, 7:28, 8:3, 8:6, 8:14, 8:18, 8:23, 8:27, 9:2, 9:6, 30:4, 45:12, 60:15, 60:25, 60:27, 73:21, 76:28, 77:5, 77:20, 97:12, 117:18, 117:27, 118:8, 146:6, 146:12, 146:18, 146:23, 146:28, 147:10, 148:9, 148:24, 148:27, 149:14, 149:17, 149:21, 151:6, 155:20, 156:7, 156:10, 156:21, 157:13, 157:22, 158:2, 158:13, 158:20, 158:26, 159:9, 160:15, 161:5, 162:4, 162:8, 162:11, 162:18, 163:2, 164:16, 165:21, 165:25, 166:4, 166:10, 166:19, 166:27 mud ^[2] - 81:2, 141:21 municipal ^[2] - 62:2, 63:3 municipalities ^[1] -	12:18 museum ^[2] - 10:22, 23:9 N nail ^[1] - 36:22 name ^[6] - 31:1, 42:27, 91:12, 98:1, 145:5, 147:25 National ^[1] - 10:21 national ^[1] - 112:3 nationwide ^[1] - 112:1 nature ^[2] - 27:20, 36:23 Naval ^[2] - 10:16, 23:9 Navy ^[4] - 10:16, 23:7, 23:15, 24:1 near ^[1] - 127:21 nearly ^[1] - 41:18 necessarily ^[3] - 15:1, 17:25, 71:7 necessary ^[2] - 13:9, 100:4 necessity ^[1] - 69:21 need ^[29] - 15:25, 18:2, 27:11, 27:12, 50:16, 53:22, 71:10, 77:18, 85:18, 93:11, 93:20, 93:25, 93:27, 94:24, 96:21, 108:27, 111:3, 135:1, 144:7, 144:9, 145:2, 149:20, 149:23, 149:24, 154:26, 156:18, 162:27, 166:10 needed ^[4] - 65:25, 81:14, 89:16, 155:24 needs ^[2] - 17:11, 120:17 negotiable ^[1] - 124:9 negotiate ^[1] - 126:2 NEMS ^[1] - 79:24 nephew ^[1] - 163:11 nest ^[1] - 151:14 nester ^[2] - 79:3, 93:23 never ^[8] - 38:15, 101:21, 119:26, 120:19, 129:27, 163:16, 163:22, 166:27 new ^[41] - 12:8, 13:27, 41:14, 43:27, 48:11, 55:21, 55:26, 55:27, 55:28, 56:3, 62:19, 62:20, 69:25, 83:20, 87:7, 87:9, 87:22,
---	---

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

90:23, 91:19, 106:10, 106:16, 109:12, 114:8, 126:4, 126:9, 127:15, 128:22, 128:23, 128:24, 131:5, 131:6, 131:18, 142:8, 142:17, 142:19, 142:22, 145:2 newer [2] - 56:5, 56:10 next [21] - 6:16, 7:20, 16:18, 35:1, 53:5, 54:25, 69:14, 70:5, 73:11, 84:20, 84:22, 85:3, 87:3, 102:7, 103:27, 126:15, 126:16, 133:3, 143:26, 157:2 nice [24] - 30:8, 30:10, 30:13, 30:15, 45:22, 45:25, 46:1, 60:11, 61:5, 61:11, 76:27, 76:28, 77:8, 77:11, 77:14, 77:17, 97:18, 97:19, 141:15, 143:13, 165:2, 165:5, 165:9, 165:12 Nice [1] - 46:4 nights [2] - 48:19 nine [2] - 74:20, 78:22 nobody [1] - 110:26 nominated [1] - 58:21 norm [1] - 70:2 normally [1] - 22:26 North [1] - 70:23 note [1] - 165:22 notes [2] - 46:25, 46:28 nothing [5] - 26:18, 105:5, 136:1, 142:12, 163:18 notice [2] - 81:12, 163:1 noticed [2] - 42:11, 52:2 November [2] - 1:5, 1:13 nuances [1] - 63:24 number [3] - 51:21, 156:18, 158:11 Number [1] - 1:16 numbers [13] - 112:5, 141:23, 146:22, 146:25, 147:4, 153:28, 154:5, 154:22, 157:27, 158:18, 158:19, 158:23, 158:24 numerous [1] - 41:12	nutshell [1] - 80:24 O o'clock [1] - 95:20 Objects [1] - 15:4 obligated [1] - 5:27 obligation [1] - 28:21 obvious [1] - 153:18 Occupancy [2] - 52:5, 109:15 odd [1] - 150:4 OF [10] - 4:22, 5:2, 9:1, 30:3, 45:11, 60:24, 77:4, 97:8, 117:26, 169:3 offer [10] - 91:15, 110:19, 121:11, 159:12, 161:8, 161:9, 161:19, 161:28, 162:3, 164:16 offered [3] - 7:6, 42:6, 135:21 office [14] - 52:6, 70:9, 82:1, 82:16, 85:16, 87:3, 95:13, 95:14, 105:26, 110:9, 131:1, 140:23, 141:1, 163:12 offices [1] - 70:7 OFFICIAL [1] - 5:2 official [3] - 49:10, 59:8, 70:8 Official [32] - 10:7, 12:10, 12:25, 12:28, 26:1, 32:21, 48:27, 49:8, 49:22, 54:20, 55:27, 57:13, 57:14, 66:11, 71:6, 73:3, 88:17, 92:21, 103:11, 106:19, 108:20, 109:3, 113:21, 120:15, 120:21, 121:9, 125:8, 128:19, 132:27, 151:21, 155:22, 160:22 Official's [1] - 80:11 Official..... [1] - 3:8 Officials [1] - 110:21 officials [1] - 16:8 offsets [1] - 22:8 oil [1] - 138:9 old [7] - 78:19, 119:21, 119:26, 120:20, 120:21, 121:8, 128:24	oldest [1] - 123:4 onboard [7] - 42:28, 51:23, 81:16, 82:20, 85:7, 85:8, 85:11 once [4] - 46:24, 106:26, 132:2, 162:16 one [146] - 5:5, 7:11, 7:22, 8:22, 9:23, 9:26, 10:13, 12:17, 13:23, 15:2, 16:16, 23:2, 24:16, 24:19, 28:14, 32:5, 32:19, 34:10, 34:14, 36:6, 40:1, 40:3, 42:18, 44:14, 46:18, 48:25, 49:10, 51:22, 52:1, 52:27, 54:14, 54:19, 57:2, 57:9, 57:15, 57:21, 57:24, 58:13, 59:4, 59:5, 59:6, 61:22, 62:15, 64:16, 64:17, 66:9, 67:16, 67:22, 71:10, 71:24, 72:3, 72:20, 73:3, 74:25, 76:9, 78:10, 78:11, 79:16, 81:19, 83:28, 84:15, 85:18, 88:23, 91:1, 91:14, 92:22, 95:12, 95:16, 95:28, 98:13, 99:19, 101:21, 103:1, 104:16, 105:21, 105:26, 106:1, 106:2, 107:21, 108:15, 108:20, 109:2, 109:3, 110:4, 115:22, 117:21, 117:22, 118:17, 119:3, 119:4, 124:1, 124:2, 125:1, 125:6, 125:23, 126:13, 126:23, 126:26, 128:19, 128:24, 129:11, 129:19, 129:24, 130:3, 132:6, 133:2, 134:18, 135:20, 138:26, 140:6, 140:7, 140:22, 145:20, 145:26, 146:8, 148:8, 148:12, 148:13, 148:14, 149:28, 150:2, 152:9, 153:8, 154:5, 154:19, 154:21, 156:5, 156:6, 156:7, 156:19, 158:3, 160:26, 160:28, 161:2, 162:21,	163:1, 163:10, 163:22, 167:4, 167:9 one's [2] - 27:10, 55:4 one-on-one [1] - 104:16 ones [6] - 36:6, 106:16, 125:23, 139:5, 154:24, 155:25 online [7] - 35:16, 35:17, 86:7, 86:8, 89:12, 127:20, 128:4 Ono [1] - 140:3 open [3] - 8:9, 121:7, 123:10 operate [2] - 27:27, 70:13 operations [1] - 92:5 opinion [4] - 28:12, 28:13, 56:6, 153:27 opportune [1] - 115:18 opportunities [2] - 48:4, 142:1 opportunity [14] - 10:26, 30:19, 46:24, 48:22, 48:27, 49:2, 57:17, 59:2, 59:17, 74:10, 115:12, 115:16, 118:21, 142:3 options [1] - 65:22 Orange [10] - 10:15, 79:8, 79:11, 81:18, 82:7, 84:5, 87:15, 93:23, 163:4, 163:17 order [1] - 4:6 ordinance [5] - 12:13, 12:15, 12:16, 12:19, 133:8 ordinances [5] - 12:8, 12:14, 12:27, 26:7, 140:7 organization [1] - 37:7 oriented [1] - 70:3 originally [4] - 8:6, 15:9, 20:7, 98:19 otherwise [1] - 36:14 ought [1] - 73:9 ourself [1] - 71:17 outcome [1] - 63:18 outreach [3] - 84:16, 102:1, 104:11 outs [1] - 72:6 outside [5] - 24:26, 66:14, 103:3, 103:10, 104:8 overall [3] - 100:5, 147:4, 150:24 overlook [1] - 51:25	oversee [2] - 52:24, 72:27 oversight [1] - 125:27 overstaffed [1] - 81:21 overview [4] - 61:25, 78:1, 98:8, 118:23 own [5] - 62:6, 63:24, 78:25, 78:26, 144:27 owned [4] - 62:6, 78:25, 78:26, 99:14 owners [1] - 128:3 P p.m [3] - 97:4, 97:6, 168:28 package [1] - 75:23 paid [6] - 6:19, 6:20, 7:2, 21:20, 67:25, 150:5 painting [1] - 63:13 Palmer [1] - 1:15 paper [4] - 35:15, 53:12, 82:26, 104:6 paperless [3] - 126:25, 126:27, 164:1 papers [1] - 32:22 paperwork [2] - 59:18, 114:1 paradise [4] - 66:28, 76:7, 76:18, 165:15 parking [2] - 95:18, 126:1 part [23] - 14:11, 14:16, 20:10, 25:25, 32:22, 33:5, 33:9, 51:14, 51:16, 51:27, 66:4, 71:5, 71:27, 83:9, 83:10, 102:16, 102:17, 103:15, 103:18, 113:28, 125:21 particular [5] - 13:9, 33:24, 36:1, 52:9, 125:2 particularly [4] - 13:8, 51:4, 103:27, 126:16 parties [2] - 169:11, 169:14 partly [1] - 128:23 partnered [1] - 101:23 parts [1] - 47:4 Pascagoula [2] - 99:18, 100:27 pass [1] - 89:5 passed [1] - 88:21 passes [1] - 127:7 past [6] - 6:15, 7:2,
---	--	---	--	---

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

<p>50:1, 119:15, 122:25, 159:13 pasture [1] - 57:27 path [2] - 48:6, 48:16 patterns [1] - 36:22 Paul [1] - 3:12 PAUL [1] - 45:11 Pawpaw [2] - 119:25, 119:27 pay [6] - 18:5, 82:13, 150:16, 150:18, 150:25, 151:16 paychecks [1] - 18:4 paying [8] - 6:23, 6:26, 6:27, 8:16, 64:11, 67:22, 68:22 payroll [1] - 64:16 Pennsylvania [1] - 98:20 Pensacola [1] - 10:16 people [68] - 6:19, 11:14, 12:4, 13:14, 16:6, 19:9, 28:25, 32:25, 33:20, 33:25, 34:23, 36:17, 48:3, 48:5, 48:8, 48:13, 49:3, 52:18, 53:1, 53:3, 54:14, 55:26, 56:4, 56:7, 57:24, 59:25, 59:26, 63:21, 65:28, 69:7, 84:21, 87:1, 87:9, 87:23, 88:3, 93:8, 93:12, 93:26, 94:24, 95:17, 99:7, 100:13, 104:12, 105:22, 105:28, 106:8, 106:10, 106:11, 108:8, 109:6, 110:6, 110:12, 111:14, 114:1, 115:20, 128:18, 129:23, 131:6, 136:15, 136:25, 151:9, 151:13, 151:27, 152:11, 152:18, 152:22, 162:26 perception [2] - 62:27, 63:5 performance [1] - 87:26 performed [1] - 47:24 permit [9] - 24:22, 41:7, 64:3, 82:13, 104:14, 108:16, 128:1, 128:2 permits [2] - 40:13, 100:14 permitted [1] - 58:27 permitting [4] - 25:6,</p>	<p>82:8, 89:12, 103:8 person [16] - 5:19, 9:23, 12:26, 40:7, 43:8, 55:11, 74:25, 91:1, 109:17, 110:14, 125:12, 130:25, 134:6, 134:17, 151:12, 156:5 personal [9] - 28:11, 28:12, 28:13, 31:12, 61:26, 78:5, 78:17, 98:9, 118:28 personality [2] - 24:7, 129:8 Personnel [2] - 2:11, 72:21 personnel [5] - 10:23, 42:5, 54:1, 66:3, 110:4 personnelwise [1] - 42:7 perspective [1] - 15:14 phase [1] - 68:13 phone [2] - 33:23, 127:9 phones [1] - 97:26 pick [2] - 116:23, 120:1 picking [1] - 120:4 piece [1] - 35:15 piers [1] - 40:1 pig [1] - 36:7 pipeline [2] - 81:20, 82:21 Pittsburgh [1] - 98:20 place [27] - 11:26, 13:5, 32:13, 32:17, 32:28, 48:24, 49:7, 49:25, 50:3, 50:6, 59:22, 64:10, 64:21, 65:14, 65:28, 67:19, 68:20, 81:8, 84:28, 85:2, 101:10, 123:6, 124:19, 124:23, 129:12, 135:9, 162:15 placed [1] - 52:4 places [2] - 93:19, 126:1 plan [7] - 33:19, 50:11, 50:12, 62:17, 65:18, 85:24, 130:16 planned [1] - 35:7 planning [1] - 66:16 Planning [7] - 25:5, 26:18, 26:19, 85:6, 85:9, 85:10, 85:19 plans [11] - 35:7, 52:7,</p>	<p>52:8, 53:12, 53:17, 68:13, 85:14, 85:17, 100:14, 127:20 plastics [1] - 47:9 play [1] - 49:13 playing [1] - 122:21 plays [1] - 49:11 pleasure [8] - 20:1, 29:18, 96:18, 105:11, 117:12, 117:16, 118:1, 143:10 Pledge [5] - 3:6, 4:9, 4:11, 4:24, 4:27 PLEDGE [1] - 4:22 plenty [1] - 106:23 plumb [1] - 47:7 plumber [1] - 31:7 plumbing [2] - 111:8, 112:6 plumping [1] - 47:16 plus [4] - 22:24, 36:21, 57:7, 152:8 Point [2] - 25:6, 140:3 point [15] - 10:28, 13:21, 57:15, 76:10, 78:24, 79:2, 80:18, 87:26, 115:15, 127:7, 128:9, 150:5, 151:3, 151:9, 166:13 points [2] - 72:28, 93:10 police [1] - 24:22 policy [1] - 162:9 politely [2] - 28:18, 28:25 political [1] - 80:7 politics [3] - 79:14, 79:25, 80:2 pop [1] - 66:23 porch [1] - 63:14 porches [1] - 53:1 portion [2] - 138:1, 138:7 POSITION [1] - 5:2 position [63] - 10:8, 10:9, 10:19, 11:8, 11:25, 13:5, 20:20, 29:3, 32:12, 37:6, 38:2, 38:6, 39:8, 42:7, 46:10, 49:24, 49:27, 50:2, 54:15, 54:18, 55:14, 58:3, 65:9, 65:13, 66:20, 72:21, 72:25, 72:26, 74:17, 75:21, 77:24, 81:7, 83:2, 87:21, 94:6, 94:16, 101:9, 104:3, 106:2, 106:7, 106:26, 107:11,</p>	<p>111:22, 112:23, 121:12, 123:10, 123:16, 124:18, 125:8, 125:13, 135:21, 137:23, 137:28, 138:9, 138:19, 139:7, 139:21, 140:15, 142:3, 150:5, 150:20, 152:8, 164:17 Position [1] - 3:7 positions [2] - 106:3, 107:11 possibility [2] - 36:26, 107:13 possible [2] - 72:11, 84:13 possibly [2] - 53:22, 69:22 post [3] - 52:10, 52:14, 81:23 posted [2] - 112:23, 159:9 practices [1] - 69:24 practicing [1] - 64:16 pray [1] - 95:20 prayer [3] - 4:9, 4:11, 4:20 prefer [3] - 133:9, 133:13, 133:18 preferred [1] - 101:19 prejudice [1] - 27:25 prejudiced [2] - 44:26, 139:14 prepare [1] - 66:14 prepared [2] - 11:7, 50:6 preparedness [1] - 83:2 preparing [10] - 11:27, 32:13, 32:20, 32:23, 50:3, 65:15, 81:8, 101:11, 102:10, 124:20 PRESENT [2] - 2:3, 2:8 present [1] - 88:11 presented [2] - 138:13, 151:17 president [2] - 58:21, 99:11 press [1] - 34:10 presumptuous [2] - 151:8, 151:15 pretty [17] - 11:14, 16:17, 19:28, 23:23, 25:1, 25:15, 25:17, 37:25, 42:1, 48:23, 55:21, 63:14, 74:7,</p>	<p>87:17, 89:21, 129:8, 135:13 previous [1] - 67:20 price [2] - 160:10 pride [2] - 123:21, 126:12 priorities [1] - 101:16 privacy [1] - 17:4 private [3] - 10:10, 10:14, 76:10 probable [1] - 40:24 problem [10] - 89:17, 103:7, 108:13, 109:26, 112:21, 125:6, 129:7, 132:12, 133:18, 140:16 problems [3] - 39:1, 88:9, 103:1 PROCEEDINGS [1] - 1:2 proceedings [3] - 1:12, 169:8, 169:16 process [31] - 11:28, 12:20, 13:20, 20:15, 20:16, 32:14, 43:7, 43:15, 50:4, 62:12, 62:26, 63:12, 63:18, 63:28, 64:6, 65:15, 66:12, 75:25, 81:9, 81:24, 82:6, 85:5, 85:8, 85:20, 85:21, 95:10, 101:11, 102:3, 124:21, 130:14 producing [1] - 70:27 product [1] - 62:21 profession [3] - 27:20, 65:7, 141:23 professional [2] - 11:6, 28:20 professionally [2] - 10:25, 27:8 Program [7] - 20:28, 38:23, 41:9, 56:15, 89:22, 107:17, 125:28 program [20] - 14:11, 21:16, 21:22, 33:5, 51:14, 56:17, 57:18, 67:5, 69:8, 82:16, 83:8, 84:4, 86:4, 102:15, 102:27, 122:10, 122:13, 125:20, 141:6, 163:8 programs [2] - 68:20, 84:16 project [27] - 10:21, 14:10, 14:15, 22:6, 33:4, 33:7, 33:19,</p>
--	---	--	---	---

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

33:24, 33:26, 34:2, 34:4, 34:25, 51:13, 52:9, 67:5, 68:2, 83:8, 102:15, 102:22, 102:23, 102:25, 109:25, 125:20, 127:6 projects [6] - 17:17, 17:28, 41:12, 123:20, 125:22, 127:17 promised [1] - 73:10 promoted [1] - 47:17 promoting [1] - 66:13 properly [2] - 58:27, 92:26 properties [1] - 99:15 property [2] - 26:27, 86:7 proprietary [1] - 98:22 prosper [1] - 126:22 protect [1] - 82:23 protecting [1] - 63:28 protection [1] - 12:14 protects [1] - 18:8 protocol [1] - 166:3 proud [10] - 4:24, 14:15, 33:8, 51:16, 67:7, 67:10, 83:10, 83:20, 83:28, 84:17 proudest [1] - 102:17 provider [1] - 101:19 providing [1] - 53:10 public [12] - 62:27, 66:2, 66:6, 70:21, 70:25, 82:23, 95:13, 95:14, 126:10, 166:16, 166:18, 166:22 pull [3] - 53:16, 156:19 pulled [5] - 26:19, 52:6, 155:16, 156:10, 156:27 pulling [2] - 16:6, 147:27 pursuing [1] - 104:26 push [1] - 16:8 pushing [1] - 131:19 put [20] - 6:11, 6:16, 7:20, 59:22, 65:28, 68:1, 79:15, 80:6, 81:12, 81:26, 84:28, 85:1, 86:9, 91:28, 93:18, 124:6, 128:5, 148:13, 156:18, 162:15 puts [3] - 39:8, 111:22, 132:14 putting [4] - 52:18, 58:7, 111:14, 136:25	Q QC [1] - 10:20 qualifications [1] - 11:16 qualified [2] - 49:21, 65:5 quality [1] - 10:15 quasi [1] - 13:1 que [1] - 100:14 questioned [1] - 55:10 questions [17] - 24:10, 29:6, 30:22, 32:5, 35:18, 71:24, 72:20, 98:13, 99:22, 113:11, 116:9, 119:4, 135:20, 137:16, 140:23, 146:8, 151:5 quick [5] - 8:28, 64:22, 94:8, 96:23, 119:21 quicker [2] - 53:27, 75:16 quickly [5] - 17:11, 42:1, 47:6, 47:17, 81:15 quite [10] - 19:8, 48:8, 62:24, 63:20, 69:26, 105:27, 109:28, 148:28, 149:2 quivering [1] - 98:26 quote [1] - 112:4	11:28, 12:2, 32:12, 32:15, 50:2, 50:4, 51:2, 65:14, 65:16, 79:4, 81:7, 81:10, 101:10, 101:12, 122:9, 122:11, 124:19, 124:21, 124:22, 125:7, 134:27, 147:9, 147:17, 147:21, 148:5, 159:12 real [5] - 36:26, 67:14, 83:19, 96:23, 133:27 realize [1] - 38:26 really [23] - 14:15, 15:16, 27:11, 30:22, 40:12, 51:15, 56:3, 65:4, 67:7, 83:10, 94:19, 100:3, 103:4, 116:16, 121:17, 122:16, 124:14, 126:12, 127:12, 130:4, 131:19, 138:20, 142:10 realm [1] - 109:22 realtime [2] - 35:24, 127:4 reason [5] - 20:10, 64:9, 71:22, 101:21, 106:9 reasonable [1] - 151:11 reasons [2] - 95:16, 152:10 Rebuild [1] - 83:18 rebuild [1] - 79:22 recent [5] - 33:11, 51:15, 82:2, 83:13, 125:18 recently [8] - 62:19, 62:20, 66:9, 67:6, 68:28, 102:18, 123:9, 125:24 recess [1] - 97:4 recited [1] - 4:27 recognize [1] - 52:17 recommend [1] - 125:13 record [7] - 37:24, 106:21, 112:17, 146:7, 166:16, 166:18, 166:22 red [1] - 12:15 redone [1] - 114:20 regardless [8] - 28:8, 28:11, 63:18, 66:17, 66:19, 94:16, 116:22, 129:11 regs [1] - 132:22 regular [1] - 157:21	regularly [2] - 23:25, 139:9 regulate [2] - 26:2, 26:3 regulating [1] - 27:1 regulations [9] - 27:23, 107:25, 109:12, 130:7, 131:12, 132:10, 132:21, 133:8, 133:22 rehire [1] - 87:8 reimburse [1] - 5:12 reimbursement [1] - 7:25 reimbursing [1] - 164:18 relations [2] - 66:6, 80:19 relationship [5] - 16:10, 80:20, 88:2, 129:10, 143:1 relationships [4] - 48:3, 122:16, 130:28, 131:17 relative [2] - 103:26, 104:25 relatives [1] - 119:22 relocated [1] - 66:16 remarks [1] - 137:18 remember [2] - 156:5, 159:8 reminder [3] - 145:18, 146:3, 146:5 remote [2] - 17:9, 17:15 rental [1] - 5:11 rentals [1] - 99:15 repair [1] - 69:8 repetitive [1] - 84:12 replace [6] - 41:26, 81:14, 81:25, 83:6, 87:23, 128:26 replaced [4] - 37:11, 54:25, 55:12, 122:4 replacing [2] - 19:4, 20:20 Reporter [2] - 1:16, 169:22 reports [1] - 127:2 represents [1] - 169:10 request [7] - 6:1, 6:3, 6:6, 82:14, 92:13, 161:6, 166:28 requested [1] - 150:3 require [2] - 10:18, 109:12 required [4] - 22:13, 83:21, 155:12,	155:16 requirement [3] - 5:18, 155:3, 155:21 requirements [3] - 16:13, 41:18, 49:24 research [1] - 35:9 resident [5] - 24:25, 25:14, 26:26, 31:2, 119:13 residential [2] - 50:11, 58:19 residents [2] - 25:2, 25:15 resilient [1] - 122:19 resource [1] - 66:1 resources [1] - 103:3 respect [2] - 44:14, 95:12 respectfully [1] - 28:18 responding [1] - 28:25 response [1] - 29:7 responsibile [1] - 84:10 responsibilities [3] - 13:28, 65:25, 122:15 responsibility [6] - 15:22, 16:15, 28:7, 28:21, 134:26, 138:22 responsible [5] - 12:11, 34:14, 82:1, 82:9, 82:15 rest [2] - 78:10, 155:23 restrictions [1] - 64:10 restroom [1] - 126:9 restrooms [2] - 126:6 result [2] - 68:16, 169:15 resume [2] - 32:22, 100:2 resumed [1] - 97:5 retail [2] - 48:9, 48:16 retire [4] - 42:24, 72:17, 73:26, 110:2 retirement [10] - 49:4, 72:9, 72:13, 73:16, 73:17, 75:4, 79:6, 145:12, 145:17, 146:12 retiring [16] - 19:5, 37:21, 41:28, 44:11, 48:25, 49:6, 54:21, 55:22, 57:25, 57:26, 71:23, 71:28, 86:24, 110:5, 133:28, 151:25 review [4] - 33:19, 46:15, 162:17,

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

162:18 reviewed [1] - 58:18 reviews [6] - 15:6, 35:7, 47:24, 50:11, 50:12, 58:17 revitalization [1] - 125:25 revitalize [1] - 126:5 Richard [2] - 48:21, 48:23 ride [1] - 82:3 right-of-way [1] - 12:12 right-of-ways [1] - 13:15 risk [2] - 52:18, 54:1 River [2] - 139:26, 140:13 river [1] - 22:15 Rob [6] - 43:3, 91:11, 91:13, 110:12, 134:13, 134:14 Robertsdale [1] - 1:15 role [6] - 49:8, 123:16, 123:24, 123:25, 125:26, 126:26 roles [1] - 47:15 roll [3] - 60:22, 120:2, 120:4 Ron [1] - 110:10 roof [4] - 36:22, 36:23, 52:12, 120:2 roofing [1] - 120:4 roofs [1] - 36:19 Room [1] - 1:14 room [1] - 166:14 rough [1] - 101:28 row [1] - 91:23 rule [2] - 27:19, 27:20 rules [7] - 15:21, 18:8, 27:23, 28:6, 28:10, 64:12, 130:18 run [4] - 38:11, 47:8, 50:16, 105:26 rundown [1] - 64:22 runner [1] - 47:5 running [1] - 8:21 runoff [1] - 107:12 runs [2] - 75:9, 129:12 rural [3] - 25:11, 25:12, 62:13 Rush [2] - 96:9, 96:11 Ryan [1] - 42:19	safer [2] - 53:2, 53:10 safety [4] - 51:21, 70:21, 70:25, 126:10 salad [1] - 144:16 salary [11] - 74:7, 75:5, 75:17, 124:5, 137:20, 140:5, 153:16, 157:11, 159:8, 161:6 salarywise [1] - 138:6 Santa [1] - 20:9 sat [1] - 20:11 satellite [3] - 68:1, 70:7, 93:16 satellites [1] - 93:16 satisfying [2] - 68:16, 68:26 SAVASTA [65] - 97:8, 97:11, 97:18, 97:23, 97:26, 98:5, 98:10, 98:16, 98:19, 99:2, 100:20, 100:23, 101:3, 101:13, 102:13, 102:21, 102:24, 103:14, 103:18, 103:25, 104:4, 104:22, 105:1, 105:4, 105:11, 105:15, 105:23, 106:13, 106:24, 107:5, 107:9, 107:18, 107:26, 108:3, 108:11, 108:22, 109:7, 110:16, 110:23, 111:4, 111:12, 111:17, 111:24, 111:28, 112:11, 112:14, 112:18, 112:28, 113:3, 113:6, 113:12, 113:15, 113:18, 113:23, 113:26, 114:18, 114:21, 114:25, 115:2, 115:21, 116:1, 116:6, 116:12, 117:11, 117:16 Savasta [4] - 97:12, 147:14, 149:9, 164:18 Savasta..... [1] - 3:15 savvy [2] - 163:6 saw [1] - 110:26 scare [1] - 38:3 schedule [1] - 35:17 scheduled [2] - 49:9, 49:11	school [8] - 18:6, 31:20, 47:3, 62:3, 98:22, 99:12, 120:8, 120:12 scoot [1] - 157:26 score [4] - 152:27, 153:23, 153:24, 156:20 scored [2] - 157:17, 157:18 scores [2] - 155:28, 160:7 scoring [1] - 145:3 screen [2] - 52:13, 52:20 sea [3] - 41:12, 131:19, 132:2 seat [5] - 61:17, 77:19, 77:20, 95:9, 118:9 second [10] - 53:5, 99:16, 103:24, 126:14, 147:7, 150:4, 168:14, 168:18, 168:19, 168:21 see [52] - 9:12, 16:18, 18:3, 18:4, 18:5, 19:18, 26:1, 26:22, 29:21, 32:21, 35:1, 35:11, 35:16, 35:23, 36:13, 36:26, 37:16, 47:12, 52:28, 53:1, 53:5, 53:10, 53:17, 53:22, 53:26, 53:27, 56:2, 61:5, 68:14, 69:14, 71:11, 82:20, 84:28, 86:19, 86:24, 100:2, 103:28, 104:1, 105:2, 105:4, 105:9, 107:2, 118:4, 126:13, 126:15, 126:21, 127:12, 135:22, 148:3, 157:27, 165:27 seeing [4] - 60:13, 68:16, 116:24, 123:16 sees [1] - 26:1 select [1] - 49:21 selected [5] - 11:15, 58:3, 90:19, 104:3, 111:2 sell [1] - 100:16 senior [5] - 57:24, 91:1, 109:27, 110:4, 134:6 sense [1] - 123:21 sensitive [2] - 62:25, 63:7 sent [1] - 165:21	seriously [1] - 27:16 serve [6] - 19:28, 82:10, 84:1, 89:9, 140:12 served [3] - 79:20, 88:4 service [3] - 85:28, 96:4, 96:17 services [1] - 98:21 session [1] - 7:15 Session [4] - 1:4, 4:7, 97:5, 168:27 set [6] - 64:12, 71:6, 114:8, 135:13, 142:7, 150:20 setback [1] - 64:3 sets [1] - 30:21 seven [3] - 84:9, 95:19, 114:11 several [5] - 48:10, 51:20, 87:22, 110:11, 125:22 severance [1] - 75:23 shame [1] - 153:7 Shannon [1] - 131:19 share [2] - 14:10, 102:15 shared [1] - 166:13 sharp [1] - 66:1 sheriff [1] - 26:14 ship [1] - 86:9 shock [1] - 105:20 shoes [1] - 11:11 shore [1] - 23:13 Shores [33] - 31:4, 33:12, 35:6, 38:22, 39:14, 40:24, 41:1, 120:14, 120:22, 121:3, 122:2, 122:6, 122:10, 122:12, 122:21, 123:9, 123:13, 123:19, 125:8, 125:27, 126:24, 127:15, 128:12, 129:2, 129:10, 132:1, 136:4, 137:25, 140:2, 150:15, 150:24, 157:6, 163:17 short [2] - 65:18, 101:3 show [1] - 12:5 shut [1] - 92:5 shutdown [1] - 109:23 sick [1] - 67:20 side [6] - 10:24, 10:26, 77:19, 100:10, 115:25, 120:19 sidebar [1] - 36:12	sighted [1] - 57:4 sign [2] - 24:3, 35:15 signed [1] - 52:25 signify [1] - 168:22 signoff [3] - 92:21, 113:22, 131:27 similar [3] - 23:17, 90:17, 101:14 simply [1] - 99:19 single [3] - 56:9, 68:21, 127:15 single-family [1] - 127:15 sinus [1] - 99:1 sit [4] - 10:26, 11:9, 50:6 site [7] - 11:2, 52:12, 52:16, 127:3, 127:8, 136:1, 163:10 sites [1] - 47:8 sitting [6] - 19:12, 28:1, 61:8, 100:9, 106:8, 106:11 situation [9] - 12:6, 17:16, 28:14, 54:27, 128:11, 128:27, 129:14, 132:15, 137:8 six [9] - 32:18, 40:24, 52:10, 89:2, 89:4, 114:9, 114:11, 148:8 six-by-six [1] - 52:10 size [2] - 67:19, 104:15 skewed [1] - 159:28 skill [1] - 30:21 skills [3] - 49:22, 101:25, 112:9 Skip [1] - 2:5 SKIP [173] - 6:14, 6:18, 6:25, 7:1, 9:9, 9:15, 20:25, 21:2, 21:7, 21:12, 21:19, 22:3, 22:12, 22:18, 22:22, 22:28, 23:26, 25:22, 25:28, 26:6, 26:10, 26:17, 26:24, 29:27, 38:21, 38:25, 38:28, 39:4, 39:10, 39:16, 39:19, 39:22, 39:28, 40:6, 40:11, 40:17, 40:26, 41:3, 42:9, 42:13, 42:17, 42:22, 42:26, 43:2, 43:5, 43:11, 43:17, 43:21, 43:25, 44:4, 45:3, 45:27, 56:13, 56:21, 57:11, 57:19, 58:1, 58:6, 58:9, 59:3, 61:9, 73:27, 77:15,
S				
safe [2] - 136:26, 137:3 safely [1] - 18:8				

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

89:20, 89:24, 89:27, 90:5, 90:11, 90:16, 90:21, 90:25, 90:28, 91:5, 91:10, 91:18, 91:21, 91:26, 92:4, 92:7, 92:16, 92:20, 92:24, 92:28, 93:4, 95:26, 96:22, 97:24, 107:15, 107:19, 107:28, 108:5, 108:12, 108:23, 109:9, 110:18, 110:24, 111:9, 111:13, 111:19, 111:25, 113:10, 113:13, 113:16, 113:20, 113:24, 113:27, 114:15, 114:19, 114:23, 116:10, 117:14, 129:13, 129:17, 129:21, 130:1, 130:20, 131:3, 131:21, 131:25, 132:4, 132:11, 132:16, 132:20, 132:25, 133:5, 133:14, 133:17, 133:21, 133:25, 134:2, 134:5, 134:8, 134:12, 134:16, 134:24, 134:28, 135:4, 135:7, 135:12, 135:17, 135:26, 136:22, 137:1, 137:5, 137:11, 137:14, 140:24, 140:28, 141:5, 141:11, 141:16, 143:14, 145:9, 145:16, 147:16, 147:20, 149:12, 149:15, 150:9, 151:22, 152:2, 152:7, 152:17, 152:21, 152:28, 153:6, 153:14, 154:23, 155:6, 155:9, 155:14, 160:25, 161:14 Skip's [1] - 153:19 Skyping [1] - 146:19 slack [1] - 63:6 slot [1] - 110:8 slots [1] - 72:27 slowed [1] - 62:7 small [7] - 14:19, 50:16, 62:13, 67:12, 83:9, 102:16, 104:13	smartest [1] - 69:6 smell [1] - 146:27 smelled [1] - 147:2 so-say [1] - 26:28 soft [1] - 101:25 software [5] - 82:10, 89:9, 89:12, 127:24, 163:25 soil [1] - 12:15 soliciting [1] - 67:28 solutions [1] - 88:9 some-odd [1] - 150:4 someone [33] - 11:26, 11:27, 11:28, 12:1, 12:2, 13:5, 14:1, 17:11, 23:8, 32:12, 32:14, 32:16, 50:2, 50:3, 50:4, 50:5, 50:27, 52:24, 65:14, 65:15, 65:16, 81:7, 81:8, 81:9, 81:16, 82:20, 101:11, 101:12, 101:26, 124:19, 124:20, 124:21, 124:22 sometime [4] - 62:25, 102:8, 148:9, 148:27 Sometimes [1] - 135:8 sometimes [5] - 28:25, 37:15, 47:23, 63:5, 94:9 son [2] - 122:24, 123:5 sons [1] - 64:15 soon [3] - 49:4, 71:28, 162:26 sophisticated [1] - 38:26 sorry [2] - 71:2, 148:26 sort [1] - 70:17 sound [2] - 52:4, 69:27 sounds [8] - 15:26, 46:23, 78:13, 84:25, 119:7, 119:10, 145:6, 150:14 sources [1] - 103:3 Southern [2] - 99:24, 99:25 spanking [1] - 43:27 speaking [2] - 74:25, 143:25 speaks [1] - 87:26 Special [4] - 1:4, 4:7, 97:5, 168:27 special [2] - 86:4, 145:19 specialist [1] - 47:16 species [1] - 22:25 specific [2] - 13:7,	14:23 specifically [3] - 101:18, 102:9, 126:7 spent [3] - 16:5, 20:12, 130:23 spill [1] - 138:10 spot [1] - 48:27 spreadsheet [1] - 156:2 square [2] - 68:11, 68:12 staff [13] - 43:12, 50:16, 55:20, 90:23, 103:10, 104:7, 109:27, 124:27, 125:1, 132:28, 133:27, 135:9, 142:5 staining [1] - 12:15 stainless [1] - 47:9 stand [1] - 107:12 standards [1] - 83:20 start [21] - 9:22, 11:14, 30:26, 38:15, 46:12, 46:13, 57:17, 61:21, 61:24, 65:2, 75:9, 77:28, 78:9, 78:10, 78:16, 79:6, 81:1, 98:7, 104:1, 116:15, 118:22 started [19] - 16:24, 31:6, 31:10, 31:19, 41:1, 47:3, 47:16, 48:28, 49:7, 53:11, 67:28, 78:23, 99:27, 101:20, 104:1, 116:13, 122:25, 124:2, 130:14 starting [3] - 33:18, 99:6, 104:2 Starts [1] - 147:25 State [2] - 67:11, 68:4 STATE [1] - 169:3 state [1] - 72:1 statement [1] - 16:3 States [1] - 24:1 Station [1] - 10:17 station [1] - 126:5 stay [5] - 31:25, 48:28, 65:20, 80:10, 87:1 stayed [2] - 8:13, 99:5 stays [2] - 84:13, 166:13 steel [1] - 47:9 steered [1] - 48:2 stereotype [1] - 169:8 step [9] - 12:2, 13:14, 14:2, 32:17, 32:27, 42:6, 51:28, 125:7, 135:25 STEVEN [65] - 9:1,	9:19, 10:3, 10:6, 11:17, 11:20, 11:23, 12:1, 13:10, 13:13, 13:22, 13:26, 14:5, 14:17, 14:20, 14:28, 15:12, 15:19, 16:1, 16:4, 16:19, 16:23, 16:28, 17:20, 17:24, 18:2, 18:14, 18:20, 18:24, 19:2, 19:6, 19:16, 19:22, 19:25, 20:3, 20:24, 21:1, 21:6, 21:10, 21:18, 22:1, 22:11, 22:14, 22:21, 22:27, 23:5, 23:28, 24:15, 24:19, 25:27, 26:5, 26:9, 26:15, 26:23, 27:4, 27:7, 27:14, 27:17, 28:28, 29:4, 29:12, 29:17, 29:21, 29:25, 30:1 Steven [1] - 3:9 Stewart [4] - 42:19, 91:7, 110:10, 134:9 still [8] - 22:8, 43:7, 54:25, 59:23, 75:26, 85:28, 89:5, 160:17 store [2] - 47:20, 48:14 stories [1] - 36:21 Storm [1] - 78:21 storm [1] - 139:2 story [2] - 119:21, 123:6 streamline [1] - 68:7 street [2] - 62:17, 119:24 Street [1] - 1:15 strengths [2] - 93:9, 93:19 strenuous [1] - 48:17 strictly [1] - 72:12 strikes [1] - 69:2 stringent [1] - 56:17 strip [1] - 122:9 strong [3] - 31:9, 59:1, 80:18 struck [2] - 81:2, 141:21 structural [2] - 53:15, 53:17 structurally [2] - 52:4, 52:23 structures [4] - 36:20, 53:10, 53:26, 54:2 struggle [2] - 104:7, 111:1 struggled [1] - 67:12 struggles [1] - 48:4	struggling [1] - 68:21 students [2] - 67:24, 68:18 studied [1] - 86:19 stuff [24] - 11:19, 21:28, 22:9, 22:16, 22:25, 23:2, 26:2, 26:3, 30:21, 54:24, 57:22, 59:6, 62:11, 68:26, 91:22, 92:1, 108:9, 108:10, 109:11, 109:23, 114:2, 133:18, 163:8 stupid [1] - 167:5 subcontracting [1] - 146:13 subdivision [1] - 71:15 subject [2] - 72:8, 73:17 submit [1] - 127:20 submitted [1] - 113:25 Subway [1] - 144:3 succession [3] - 65:18, 101:17, 103:16 sufficient [2] - 81:22, 83:1 suggestion [1] - 160:9 summer [2] - 63:15, 119:27 summertime [1] - 53:2 super [1] - 84:20 superintendent [1] - 52:12 superintendents [1] - 52:17 superiors [1] - 129:9 supervisor [1] - 47:18 supervisors [1] - 52:16 Supervisors [3] - 79:17, 79:19, 80:16 support [1] - 31:11 supposed [7] - 5:10, 17:25, 53:18, 53:19, 106:28, 114:10, 114:20 surprise [1] - 154:20 surround [2] - 32:25, 124:27 surrounding [1] - 33:25 surrounds [1] - 93:12 SUSAN [1] - 169:21 Susan [2] - 1:15, 167:4 sustainable [1] - 122:19 swap [1] - 126:2
---	--	---	--	---

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

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

140:20, 141:18, 142:1, 142:11, 142:15, 142:18, 142:21, 142:24, 143:5, 143:12, 143:19, 143:28, 144:4, 144:11, 144:15, 144:19, 144:26, 145:14, 146:26, 147:1, 147:8, 147:28, 148:4, 148:11, 148:19, 148:22, 149:1, 149:5, 149:8, 149:19, 150:1, 150:11, 151:28, 152:24, 153:2, 153:12, 153:17, 153:22, 154:3, 154:8, 154:12, 154:16, 154:27, 155:4, 155:26, 156:4, 156:8, 156:11, 156:15, 156:24, 157:4, 157:20, 157:25, 158:5, 158:10, 158:17, 158:21, 159:1, 159:5, 159:11, 159:16, 159:22, 160:1, 160:6, 160:16, 160:23, 161:1, 161:7, 161:10, 161:26, 162:2, 162:14, 162:19, 162:23, 163:9, 163:15, 163:21, 163:26, 164:5, 164:9, 164:13, 164:26, 165:2, 165:4, 165:8, 165:11, 165:16, 165:19, 165:26, 166:2, 166:6, 166:17, 167:1, 167:8, 167:13, 167:18, 167:20, 167:24, 168:1, 168:10, 168:17, 168:20, 168:24 Underwood [10] - 2:4, 9:6, 9:8, 30:5, 60:28, 77:7, 97:13, 97:15, 98:1, 117:28 unduly [1] - 159:27 unemployment [1] - 112:16 unique [6] - 12:6, 18:22, 37:6, 74:17, 106:1, 128:20	unison [1] - 168:23 unit [1] - 62:17 United [1] - 24:1 universities [1] - 99:8 University [3] - 98:25, 99:10, 99:24 unless [2] - 8:27, 104:17 unlike [1] - 18:23 unsafe [1] - 54:2 up [71] - 7:15, 8:24, 8:28, 10:28, 13:23, 15:5, 23:15, 25:23, 25:24, 30:27, 32:17, 32:27, 34:20, 40:23, 41:6, 44:7, 47:23, 52:6, 53:16, 53:17, 54:2, 61:27, 63:16, 65:9, 66:23, 70:1, 71:4, 72:15, 72:16, 75:5, 78:11, 78:18, 82:26, 83:26, 87:14, 89:10, 93:15, 94:2, 94:10, 96:7, 98:14, 99:3, 101:23, 105:18, 107:11, 109:12, 114:6, 114:11, 115:17, 118:6, 119:6, 119:17, 119:23, 120:1, 120:4, 121:12, 121:16, 121:22, 122:4, 128:5, 131:23, 132:9, 133:22, 133:27, 136:16, 139:28, 147:5, 150:20, 151:27, 153:28 upfront [1] - 58:7 US [1] - 23:12 user [1] - 82:22 utility [1] - 71:14 utilization [1] - 104:27 utilizing [2] - 36:14, 70:16	verify [1] - 17:7 version [1] - 101:3 versus [1] - 52:8 vessel [1] - 23:15 vice [2] - 58:21, 99:11 vice-president [2] - 58:21, 99:11 video [1] - 17:10 view [1] - 53:27 Vince [1] - 15:3 vision [2] - 56:5, 64:9 visit [1] - 64:21 visiting [1] - 141:14 visual [1] - 54:3 voice [2] - 98:26, 138:14 voids [1] - 43:8 volunteered [1] - 99:3 vote [2] - 6:12, 27:3 voted [3] - 55:5, 87:3, 106:9	week [8] - 14:13, 23:19, 56:9, 81:27, 88:20, 89:11, 133:2, 133:3 week's [2] - 6:17, 7:20 weekend [1] - 63:11 weekends [1] - 48:18 weeks [6] - 33:7, 42:12, 89:4, 112:2, 163:1, 163:2 WELCOME [1] - 4:3 Welcome [1] - 3:4 welcome [5] - 4:14, 54:9, 60:3, 66:28, 102:13 weld [1] - 68:23 wetlands [2] - 12:14, 64:3 Wharf [1] - 22:7 whatsoever [2] - 26:28, 89:17 whereas [1] - 137:28 whim [1] - 38:1 white [1] - 80:1 whole [13] - 16:9, 48:24, 56:3, 82:15, 85:20, 87:7, 89:10, 90:23, 92:10, 103:1, 127:22, 148:23, 163:25 why'd [1] - 5:14 wide [1] - 121:7 wife [5] - 31:18, 38:13, 63:17, 167:18, 167:21 wife's [1] - 100:27 Wildlife [12] - 21:4, 21:5, 23:12, 39:2, 41:11, 56:18, 125:28, 126:7, 129:23, 130:13, 130:18, 139:24 willing [3] - 7:14, 18:22, 150:17 wire [1] - 120:9 wired [1] - 96:11 wish [1] - 132:9 withdrew [1] - 145:7 wolves [1] - 136:5 wondering [1] - 124:9 wood [1] - 139:1 word [1] - 73:19 worded [1] - 155:20 workings [1] - 65:6 works [6] - 23:17, 56:8, 75:2, 110:9, 110:10, 163:17 world [2] - 111:26, 140:4 worry [1] - 55:17	worse [2] - 131:22, 136:1 worst [1] - 120:3 worth [1] - 140:10 wow [3] - 114:25, 121:26, 123:11 wrap [4] - 78:11, 94:2, 98:13, 119:6 writing [3] - 99:6, 127:2, 133:12 written [3] - 12:9, 156:25, 156:27
Y				
				y'all [26] - 7:18, 7:19, 9:24, 9:25, 30:18, 35:28, 39:13, 41:25, 44:17, 54:4, 59:20, 60:17, 62:26, 69:19, 95:20, 107:16, 122:26, 128:9, 143:26, 144:6, 147:11, 157:22, 166:4, 168:25 y'all's [3] - 72:11, 74:15, 75:27 year [25] - 19:11, 31:18, 37:9, 50:9, 54:19, 63:12, 73:22, 75:10, 82:17, 99:5, 100:7, 102:7, 109:28, 110:13, 114:10, 114:24, 115:6, 127:16, 134:14, 155:23, 157:2, 162:7, 162:8, 162:21 years [56] - 12:7, 12:8, 19:11, 19:13, 20:12, 20:18, 24:24, 26:14, 31:3, 31:5, 31:6, 31:18, 31:19, 32:18, 36:2, 37:10, 40:24, 41:19, 41:25, 48:26, 49:6, 54:23, 55:12, 55:25, 65:24, 72:1, 72:18, 75:25, 78:19, 78:26, 78:27, 79:10, 79:13, 86:25, 88:25, 91:2, 100:8, 106:10, 106:20, 106:22, 109:28, 110:7, 110:11, 114:9, 114:11, 115:8, 119:21, 119:26, 120:20, 120:21, 121:8, 123:12, 128:14, 136:8, 140:17, 152:9

BALDWIN COUNTY COMMISSION SPECIAL WORK SESSION 11/12/2019

yesterday [2] - 5:10,
142:25

young [9] - 31:10,
43:7, 66:2, 66:5,
68:20, 91:11,
110:14, 110:19,
133:27

yourself [10] - 10:2,
30:28, 32:25, 46:15,
55:28, 61:26, 78:1,
88:11, 98:8, 118:23

yourselves [1] -
157:23

Z

Zaxby's [1] - 144:16

zipped [2] - 8:24, 8:27

zone [2] - 22:17, 23:20

zoned [4] - 24:26,
24:27, 25:12

zones [3] - 22:16,
58:19, 59:1

Zoning [2] - 25:5,
85:10

zoning [1] - 25:7