

March 22, 2018

## MOBILE COUNTY COMMISSION

The Mobile County Commission met in regular session in the Government Plaza Multi-Purpose Room, in the City of Mobile, Alabama, on Thursday, March 22, 2018, at 1:30 P. M. The following members of the Commission were present: Connie Hudson, President, Jerry L. Carl, and Merceria Ludgood, Members. President Hudson chaired the meeting.

---

## AGENDA #1

APPROVE CONDUCTING INTERVIEWS BY SKYPE/  
PUBLIC WORKS DIRECTOR AND COUNTY  
ENGINEER POSITIONS

The interviews were conducted by skype: James Crane, applying for County Engineer and Public Works Director, Kenneth Bradley, applying for County Engineer and Public Works Director, and Jerry Stokes, applying for County Engineer. Court Reporter's Transcripts (Freedom Court Reporting) attached.

---

## AGENDA #2

COMMISSION ANNOUNCEMENTS  
AND/OR COMMENTS

There were no announcements and/or comments.

---

March 22, 2018

AGENDA #3

ADJOURN

Commissioner Carl moved, seconded by Commissioner Ludgood, that the Board approve a request for motion to adjourn until March 26, 2018.

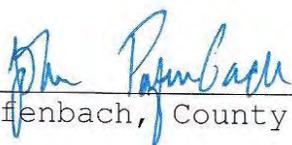
Motion carried unanimously.

  
\_\_\_\_\_  
Connie Hudson, President

  
\_\_\_\_\_  
Jerry L. Carl, Member

  
\_\_\_\_\_  
Merceria Ludgood, Member

ATTEST:

  
\_\_\_\_\_  
John Paffenbach, County Administrator

1 MOBILE COUNTY COMMISSION  
2 MOBILE COUNTY COMMISSION  
3 205 GOVERNMENT STREET  
4 MOBILE, ALABAMA 36602  
5  
6 THURSDAY; MARCH 22, 2018  
7 1:30 P.M.  
8  
9  
10 IN RE: MOBILE COUNTY COMMISSION MEETING  
11 MINUTES  
12  
13  
14 INTERVIEWS FOR THE POSITION OF COUNTY ENGINEER  
15 AND/OR PUBLIC WORKS DIRECTOR  
16  
17  
18  
19 CONNIE HUDSON, COMMISSION PRESIDENT  
20 MERCERIA LUDGOOD, DISTRICT 1  
21 JERRY CARL, DISTRICT 3  
22  
23 REPORTED BY: PATRICIA TAYLOR, CCR

1	I N D E X
2	- - -
3	CALL TO ORDER.....PAGE 3
4	
5	INTERVIEW OF JAMES CRANE (VIA SKYPE)..PAGE 4
6	FOR THE POSITION OF PUBLIC WORKS DIRECTOR
7	AND COUNTY ENGINEER
8	INTERVIEW OF KENNETH BRADLEY.....PAGE 61
9	FOR THE POSITION OF COUNTY ENGINEER
10	AND PUBLIC WORKS DIRECTOR
11	INTERVIEW OF JERRY STOKES (VIA SKYPE).PAGE 93
12	FOR THE POSITION OF COUNTY ENGINEER
13	
14	MEETING CONCLUDED.....PAGE 139
15	COURT REPORTING CERTIFICATE.....PAGE 141
16	
17	
18	
19	
20	
21	
22	
23	

1 1:20 p.m.

2 - - -

3 INTERVIEW OF JAMES CRANE

4 - - -

5 MS. HUDSON: This meeting is  
6 now called to order. And the  
7 purpose of today's meeting is to  
8 continue with the interviews that  
9 we've been conducting for the  
10 County Engineer and Public Works  
11 Director and Chief Engineer of the  
12 Division of Public Roads.

13 And today we have three  
14 candidates.

15 (Skype call ringing.)

16 MS. HUDSON: Hello.

17 MR. CRANE (VIA SKYPE): Hello.  
18 How are you doing?

19 MS. HUDSON: Doing very well.  
20 Thank you. For the record, our  
21 first interview today is Mr. James  
22 Crane. And he is interviewing for  
23 the position of County Engineer

1 and Public Works Director.

2 Mr. Crane, good afternoon.

3 MR. CRANE (VIA SKYPE): How  
4 are you doing today?

5 MS. HUDSON: We're doing  
6 great. Thank you. I am  
7 Commissioner Hudson. To my right  
8 is Commissioner Jerry Carl. To my  
9 left is Commissioner Merceria  
10 Ludgood.

11 We appreciate you joining us  
12 via Skype this afternoon. We  
13 thank you for your interest in  
14 these positions.

15 And the way we will conduct  
16 this interview is to begin with,  
17 we will ask you to introduce  
18 yourself and give us any  
19 information that you would like  
20 for us to know about you and then  
21 we will go through a series.

22 We'll take turns asking you  
23 some questions and give you an

1 opportunity to respond.

2 At the end of the interview,  
3 if you have any questions of us,  
4 we will save time for that as  
5 well.

6 MR. CRANE (VIA SKYPE): Okay.  
7 Sounds good.

8 MS. HUDSON: Okay. So we will  
9 go ahead and move forward and just  
10 allow you a chance to introduce  
11 yourself.

12 MR. CRANE (VIA SKYPE): Well,  
13 I appreciate the opportunity to  
14 interview with you folks. I'm  
15 excited about the opportunity.

16 The -- my -- my personal life,  
17 I -- I was born and raised in the  
18 area. I went off to a small high  
19 school not too far from a little  
20 town. I went to a university and  
21 studied civil engineer. I went to  
22 the University of Illinois and  
23 graduated with a Bachelor of

1 Science in civil engineering in  
2 1996.

3 From there, I -- to kind of  
4 round out my professional career  
5 to go Illinois Department of -- or  
6 Indiana Department of  
7 Transportation.

8 My full first-time job prior  
9 to that, I was a -- spent three  
10 months at the -- at a work study  
11 co-op program with the Illinois  
12 Department of Transportation,  
13 Illinois.

14 So from Indiana Department of  
15 Transportation, I worked up in the  
16 Chicago Lake area in Gary and  
17 Hammond up in the northwest region  
18 of Indiana, which is heavy  
19 industrial, lots of traffic. At  
20 the time, Indiana was doing a lot  
21 of rebuild projects.

22 I spent three years there.  
23 Decided that -- I was in the

1 Illinois Army National Guard and I  
2 was gaining rank and I was getting  
3 promoted to Master Sergeant. So I  
4 thought it would be good to get  
5 back towards central Illinois  
6 because I was coming down every  
7 weekend for drill and I had a  
8 specialty at work, so I decided to  
9 come back in the -- and worked at  
10 a couple of different firms in  
11 central Illinois. The first one  
12 being Sader for about ten months.  
13 And then I went and worked for a  
14 firm for three years, Champagne  
15 Daily Associates, which has been  
16 bought out a couple of times since  
17 then.

18 And from there the -- the old  
19 home town county engineering job  
20 came open. So I put my hat in the  
21 ring a little over 15 years ago  
22 and was selected as the county  
23 engineer for Douglas County and

1 I've been here ever since.

2 Privately, personally: I'm  
3 married for 18 years. I have two  
4 sons. One is a senior getting  
5 ready to graduate. I've got  
6 another son who's a sophomore.  
7 My -- my son is a senior right  
8 now. He's, you know, doing the  
9 old college selection process,  
10 trying to figure out where he  
11 wants to go. He has an  
12 appointment to West Point if he  
13 chooses to take it.

14 MR. CARL: Nice.

15 MR. CRANE (VIA SKYPE): And  
16 probably for a couple of weeks if  
17 he decides to go off to New York  
18 for four years. So it's a pretty  
19 exciting time in the Crane  
20 household.

21 MS. HUDSON: Well, excellent.  
22 Very good. Okay. I think  
23 Commissioner Carl will start us

1                   off here. He has the first  
2                   question.

3           BY MR. CARL:

4           Q    Thank you for your service and  
5           congratulations on your son talking about West  
6           Point. That's big.

7           A    Yeah. It's -- it's -- it's pretty  
8           humbling. It's -- he's worked his rear end  
9           off for it, so it's -- it's all his decision  
10          to go where he wants to go. Thank you very  
11          much.

12          Q    All right. Fantastic. We've got a  
13          list of just stock questions that we were  
14          provided. If you see us looking and reading  
15          straight off of it. We try to ask everyone  
16          these same questions although we can vary off  
17          if we hear something that we want to explore a  
18          little deeper. We can ask questions off it.  
19          But let me start on some leadership questions.

20                   How would you describe your leadership  
21          style? And give us an example of how that  
22          style applies?

23          A    So my leadership style is kind of a

1            hybrid of, you know, all the successes and  
2            failures over my career; multiple facets.  
3            With my military experience in -- in  
4            leadership in those roles is different from  
5            civilian roles obviously. But there's a lot  
6            of things that are pretty intertwinable.

7                        But I don't really demand respect; I  
8            kind of try to earn it. I will never ask any  
9            employees or subordinates to do something that  
10           I wasn't willing to do.

11                      I -- I, you know, really try to make a  
12           collaborative effort and -- and build teams.  
13           Anything I'm in, whether it's coaching  
14           basketball, football or being a county  
15           engineer or a consulting engineer or, you  
16           know -- you know, a military member in the for  
17           that matter. So a leader is only as strong as  
18           its supporting staff. And the better trained  
19           and equipped they are, the better off you are  
20           and as a team in general.

21                      I try to be a subject matter expert in  
22           everything I do. And if I don't know an  
23           answer, I will try to find an answer that I

1 can convey that to who I'm working with.

2 But, you know, for example, I -- I  
3 spent a lot of time -- we were a small shop  
4 and we -- we're -- we do a lot of things  
5 together with my technicians, my interns, my  
6 IT staff. We -- you know -- you know, if  
7 there's a storm surge and somebody needs to be  
8 involved, I'm the guy at the bottom of the  
9 hole with water up to my waist, you know,  
10 slopping mud or, you know, putting stuff in,  
11 working together, and just trying to do what  
12 needs to be done to get the job.

13 Q How cold is it up there right now?

14 A It's actually not too bad. We're  
15 about 50 degrees. But they're forecasting  
16 snow for the weekend. So we may have taken  
17 the truck -- plowed the trucks a little soon.

18 Q Well, it's beautiful down here. We're  
19 talking about going to the beach. So --

20 A Oh, yeah.

21 Q Yeah. Well --

22 BY MS. HUDSON:

23 Q Mr. Crane, as a follow-up question to

1           that: How many employees do you currently  
2           supervise in your department?

3           A     So -- so right now I supervise -- I  
4           have basically three branches, you know, in  
5           Illinois. I don't know if you watch the news  
6           but it's not real good at the moment. So we  
7           actually contract a little bit.

8                     But currently I have one technician as  
9           my senior tech. I've got two IT folks and an  
10          administrative assistant. I do have a couple  
11          of contractual employees that we utilize for  
12          some of our federal bookkeeping to help us  
13          with the burden and as well as some, you know,  
14          construction inspection, some survey work use,  
15          primary consultants on our various, various  
16          contracts to help with some of those  
17          functions.

18                    We're in the process in the next year  
19          or two, and hopefully sooner, we've got some  
20          pretty large projects coming up to where we're  
21          going to have to expand again and get some  
22          head count put in place.

23                    And then -- so we -- we -- we kind of

1 self -- in the meantime in Illinois and in the  
2 country in general, but more so in Illinois,  
3 just try to get through the hump and still to  
4 great things. But then, you know, we're  
5 coming to a time where we have to -- we're  
6 going to have to staff up -- staff up and make  
7 sure we can meet our needs.

8 Q Okay.

9 BY MR. CARL:

10 Q And what's the population of that  
11 county?

12 A We're just shy of 20,000.

13 Q Okay.

14 A And -- and one of the unique things we  
15 do have -- I'm kind of back to the staffing.  
16 We do -- we're one of four counties in the  
17 state of Illinois -- pretty much every county  
18 is under county and township jurisdiction, so  
19 everything is pretty well centralized. We're  
20 -- our state and federal funding is funded  
21 through IDOT and -- and the Illinois  
22 Department of Transportation, from that  
23 direction. But a lot of our roads, township

1 roads, are maintained by Township Highway  
2 elected highway commissioners.

3 So we have the agreement in place  
4 where we actually contract our maintenance.  
5 Our county highway system is actually, you  
6 know, field work that we -- you know, patching  
7 potholes, mowing, culvert replacement, things  
8 like that with them.

9 So, you know, I have direct, you know,  
10 four or five employees from time to time.  
11 I've got nine highway commissioners that are  
12 under contract with my maintenance department.

13 The county decided about the first  
14 year I was here -- they were in the process of  
15 doing it -- to eliminate the maintenance  
16 department at the highway level. It was very  
17 ineffective unfortunately. It could have been  
18 fixed but was literally too far down the path.  
19 So we went ahead and made the transition and  
20 we moved all of maintenance to -- to the  
21 townships.

22 Q Okay. Thank you.

23 MS. HUDSON: Commissioner

1 Ludgood?

2 BY MS. LUDGOOD:

3 Q How do you currently develop key  
4 employees, those people who you identify as  
5 being potentially strong, you know, who are  
6 going to probably do a really good job? How  
7 do you develop them?

8 And then the other side of the  
9 question is: How do you develop the ones that  
10 appear to be really more challenging or  
11 struggling in a position?

12 A So that's a great question. So, you  
13 know, I'd have to go back three or four years  
14 in my memory bank to -- to answer the second  
15 part of that.

16 But, you know, we -- okay. We -- we  
17 are very cross-trained in my department out of  
18 necessity. So I try to afford any opportunity  
19 I can to get them into a -- to any kind of  
20 training that's available anywhere in the  
21 state, whether it's nuclear density training,  
22 whether it's any kind of inspection training  
23 or, you know, written inspections, you know,

1 for the federal standard.

2 So, you know, we -- we always, you  
3 know, try to make sure everybody is current in  
4 their training.

5 I -- I employ -- I was afforded the  
6 opportunity of being -- afforded the  
7 opportunity to be an intern and really get the  
8 jump on my career working at the co-op for the  
9 state of Illinois.

10 I always try to employ one or two  
11 college engineering students every year to get  
12 them some field experience in practical  
13 mileage and application, get them some design  
14 time. They have to put a proposal together,  
15 maybe manage a small, you know, construction  
16 project under my guidance.

17 And then I -- and those ones that are  
18 successful and capable that look like they'll  
19 become great engineers at some point, we bring  
20 them back year after year until they graduate.

21 And the ones that don't then, you  
22 know, maybe it's not going to work out. We  
23 always -- it probably means working with them

1 longer than I probably should. But they're  
2 young, they need to learn.

3 As far as handling an employee who's  
4 maybe not performing, not -- not a rising  
5 star, or maybe abusing the system, I had one  
6 instance when I had an employee that I  
7 actually went to high school with that was  
8 kind of abusing the system and -- and -- and  
9 built the case against him. A great guy and  
10 still -- somehow still friends through it all.  
11 But we ended up having to release him because  
12 it just -- you know, gave him the opportunity  
13 to grow, taught him how to survey, became one  
14 of my main survey techs. But then he just  
15 kind of got lazy and started, you know -- so,  
16 you know, a tough decision, but it had to  
17 get -- had to make it happen.

18 So, you know, you try to remediate as  
19 much as you can. But -- but sometimes, you  
20 know, it's hard in government situations. But  
21 sometimes you've got to cut the cord and let  
22 people go. And sometimes that process -- in  
23 this case, we were able to bend the -- the

1 unemployment case and -- and all the money  
2 that the county had to pay on that behalf was  
3 reimbursed back. So --

4 Q All right. Thank you.

5 A But always try to develop. Always try  
6 to develop first and give every opportunity,  
7 make a decision, you know, that they -- it's  
8 not going to work.

9 Q Okay.

10 BY MS. HUDSON:

11 Q Mr. Crane, I'm sure you will agree  
12 that building a rapport with others is an  
13 important component, and especially in a job  
14 as either a county engineer or a public works  
15 director.

16 What we have here in Mobile County, a  
17 much larger department. Engineering is  
18 approximately 50 people; public works, about  
19 250. And for someone to come in, it would be  
20 important to establish rapport, not only with  
21 employees but with other department heads,  
22 with commissioners. What is your style? How  
23 would you go about doing that for each of

1           these entities?

2           A     I think it's pretty simple.  It's just  
3           being -- being a human being to begin with.  
4           You know, unfortunately some people, when they  
5           get into positions of power, as you -- as  
6           you -- I'm sure you've all seen in different  
7           aspects of life, you know, sometimes power  
8           goes in the wrong way and people take it the  
9           wrong way.

10                     It -- what it really comes down to,  
11           you know, if -- if I was selected for this  
12           position and was -- and was hired, I mean, I  
13           will answer to you folks.

14                     So my job, you know, just like in  
15           Douglas County, I have seven county board  
16           members.  My job is to make them look good.  
17           And for -- for me to make them look good is  
18           that I have to make sure my people around me  
19           and the surrounding people look good.

20                     And, you know, it -- if a citizen has  
21           an issue with something and I don't address  
22           it, there are people they're going to call on  
23           here.  And then that doesn't make them look

1 good.

2 So it's -- it's very important to  
3 build up relationships within the department,  
4 and especially the community because that's  
5 who we're serving is the public and it's their  
6 tax dollars. We've got to be good stewards of  
7 their money and we have to do what's right for  
8 them to get them, you know, to work, school,  
9 to the beach, to wherever in a safe manner.

10 But then, you know, you also have to  
11 -- here in Douglas County, unfortunately,  
12 we -- we're right at the tail end of the --  
13 the election season for the primary elections.  
14 And we had some -- some ugly races against  
15 people from state departments trying to get  
16 that sheriff's job and such.

17 But we -- we would -- we would always  
18 meet, you know, every month or so, sometimes  
19 more as department -- as department heads to  
20 discuss -- or each department to -- what our  
21 needs are, how we can share.

22 For example, the county IT staff is  
23 under my umbrella. And -- and is it the best

1 fit? Probably not. But I'm -- I'm the only  
2 department that has the budget that can  
3 support them. So, you know, they -- they work  
4 in the majority of other offices. You know,  
5 they spend more time in other offices doing IT  
6 work than they do working for me.

7 But it's -- it's a good relationship  
8 to be able to know what each department's  
9 needs are, you know, what the common  
10 equipment, common software, common platforms.

11 And then -- and then outside  
12 stakeholders is -- is definitely, you know, a  
13 key. We're -- we're unique in Douglas County.  
14 The county has 20,000 people. In -- in the  
15 south part of -- the southwest part of the  
16 county, we have a very large Amish community.  
17 And when you're talking Amish community and  
18 transportation networks where a large part of  
19 the population, large amount of, you know,  
20 buggy traffic, horses, horse and buggy,  
21 slow-moving vehicles and the fast-moving  
22 traffic stream with, you know, the modern  
23 farming, huge equipment like you see down

1           there, too.

2                        But it's -- it's a hazard at times.

3           So, you know, I have a pretty good working  
4           relationship with the Amish community. But it  
5           took me sitting down in the front yard for a  
6           major road improvement project in their  
7           community, drinking iced tea and lemonade with  
8           the Amish bishops and make sure that they're  
9           okay with what we were going to do.

10                      So it really boiled down to being a  
11           good decent human being and honest and -- and,  
12           you know, the goal is, you know, treat others  
13           as you want to be treated. So --

14                      Q    Okay.

15                      A    But, yeah, that -- I'm sure I can  
16           speak for -- I just try to do what you would  
17           want done to you. Make sure that everybody  
18           has a say. Sometimes the answer is no. And a  
19           lot of times the answer is no. And the  
20           unfortunate job is for the county engineer and  
21           I'm sure the public works director, you know.

22                      Like my umbrella is permitting,  
23           oversight, flood plane, you know, stuff and

1 things like that. Well, I have to say no a  
2 lot. I had to say no to a guy again today.  
3 And, you know, it's just the way it is. And,  
4 so -- but you explain why it's no and what you  
5 can do to rectify it after the variance or  
6 what have you, what the law is and what the  
7 ordinances say and let them make that decision  
8 on how they want to proceed. So --

9 Q Okay. Thank you.

10 BY MR. CARL:

11 Q Have you ever been in a situation  
12 where you were less successful as a leader  
13 than you wanted to be of course? And what did  
14 you learn from that experience?

15 A Oh, I mean, absolutely. Many times.  
16 I -- you know, I think -- I think one of the  
17 strong traits of a -- of a leader is to  
18 understand that you're not perfect and that  
19 you're going to make mistakes and that you  
20 understand that, you know, you have to learn  
21 from those mistakes.

22 You know, there's a saying, you know,  
23 the definition of insanity is doing the same

1           thing over and over and over again and hoping  
2           for a different result. So, you know, if you  
3           keep doing the same thing, making the same  
4           mistake, you're not going to, you know,  
5           correct yourself. You can't expect somebody  
6           else to, you know, correct the problem for  
7           you.

8                         So, I -- I make mistakes every day,  
9           and I learn something every day. So, you  
10          know, sometimes you make the wrong decision.  
11          I -- I'm a school board member. And sometimes  
12          we have to make tough decisions that you  
13          second guess yourself. But you have to stand  
14          by them. You know, you may get calls or you  
15          get political heat and public heat because you  
16          fired that favorite coach, you know. But I  
17          know why he was fired. Nobody else will ever  
18          know, but you know. You just have to stand by  
19          that and -- and then be -- with some of those  
20          things, though, you have to be completely  
21          transparent, especially in the government  
22          setting, to make sure that, you know, there's  
23          no hidden agenda. Everything is done in the

1 open. But your decisions are public and you  
2 have a good standing of why you made the  
3 decision.

4 Now, if it wasn't the right decision,  
5 then you -- you know, you fix it and go to the  
6 next one. And hopefully you won't repeat it.

7 Q Thank you.

8 BY MS. LUDGOOD:

9 Q Either in your current role as a  
10 county engineer or even in your role as part  
11 of the Guard, what strategies do you use to  
12 try to build morale among those you supervise?  
13 And I think in Illinois, y'all haven't had  
14 enough budgeting in, what, a year?

15 A Oh, yeah.

16 Q Well, we won't even go there.

17 A I know. We -- I -- I mean, and that's  
18 a big deal. And I think we're -- I think it's  
19 going to happen to us again. So morale in  
20 Illinois is low. Morale at the Illinois  
21 Department of -- Department of Transportation  
22 is low. They -- they reorganized again to try  
23 to save some money and -- and save money that

1 the state does have.

2 At one point in time, I think it was  
3 behind like six or eight million dollars, our  
4 pension payments at the Illinois level.

5 And -- and -- and that -- we went through  
6 eight months two years ago of not receiving  
7 any of our state -- state money. And they  
8 were shutting down state contracts and federal  
9 contracts because they couldn't pay the  
10 contractors.

11 So the best I can do is -- is control  
12 my little 40 acres, you know. There's bad  
13 stuff that happens that's above you. And I  
14 just -- I -- it's my job as -- as the  
15 department head to make sure that my people  
16 are taken care of. And that if they're having  
17 a bad day, that, you know, they're allowed to  
18 have a bad day. But I can't let my actions  
19 all the time, you know, make -- make the  
20 climate bad for -- for the -- of the  
21 department.

22 Am I perfect? No. Because sometimes  
23 you get bad and sometimes you can't shield

1           your emotions all the time. But, you know,  
2           it's my job to make sure that, you know, we  
3           work through any issue and try to deflect any  
4           outside problems that could affect us locally.

5                     And when you're talking money and the  
6           state of Illinois not giving us money we're  
7           supposed to get by statute, sometimes that's  
8           pretty difficult. But, you know, it -- it --  
9           morale is -- is -- you know, it's a serious  
10          thing, no matter if you're in the military or  
11          in a government agency or wherever you're at,  
12          if it's, you know, a school setting, whatever,  
13          if morale is bad, you can't get anything  
14          accomplished.

15                    So, you know, sometimes, you know --  
16          and every employee is different. Sometimes it  
17          takes a pat on the back. Sometimes it takes a  
18          little bit of pressure as to, you know, hey,  
19          you need to get back on track and do what you  
20          need to do. Sometimes we'll step back away,  
21          take a breath, and we'll work through this  
22          together. And sometimes it's just, you know,  
23          I have to step in and -- and show them: This

1 is what we need done.

2 And, so, sometimes it's just the  
3 understanding of what needs to be done in that  
4 circumstance. So, you receive some training  
5 so they have the knowledge and the ability to  
6 go on from there.

7 Q Okay. Thank you.

8 BY MS. HUDSON:

9 Q Mr. Crane, with your employees, what  
10 type of key performance measures do you use to  
11 monitor their performance and to make sure  
12 that whatever direction you give them or  
13 whatever responsibilities they have, they're  
14 actually following through? How do you  
15 monitor that?

16 A So it's a small shop. You know,  
17 it's -- it's -- I don't really -- I don't have  
18 a formal process of like, you know,  
19 documentation of -- of what -- you know, how  
20 to track that as -- as performance goes.

21 But, you know, I -- for example,  
22 during the winter we do most of our bridge  
23 inspections. So my -- my chief technician, we

1 a have deadline. I -- you know, we have to do  
2 each one by a certain inspection date.

3 I have to, in turn, upload those in  
4 the state database by the inspection date.  
5 And it'll be reports on the district level,  
6 then on to the state level.

7 So, you know, things like that, just  
8 day-to-day operations, you -- I can -- I know  
9 where they're at in their process. We're so  
10 close knit. I -- I see my -- all of my  
11 employees every day for multiple hours every  
12 day. And, so, I know that they're actually  
13 engaged. I know when they -- when -- if  
14 they're getting their work done or not. You  
15 know, from time to time we have -- I have a --  
16 my administrative assistant has been at the  
17 county for like 35 years. She retired three  
18 or four years ago, and we hired a new lady to  
19 replace her.

20 And it's -- it's not an easy task with  
21 the government county and -- and, you know,  
22 with the change in -- in state laws and  
23 regulations. And sometimes she struggles.

1           And sometimes she goes down the rat hole  
2           and -- and doesn't get what needs to be done  
3           in a timely manner. And I'm always there. I  
4           can, you know, reel her back in and say: You  
5           need -- you're over-thinking it. It's easy.  
6           It's just -- just do this and we're good. You  
7           don't have to worry about all of this other.  
8           So it's -- it's easier in my -- my position  
9           now to manage productivity because I see it  
10          every day.

11           Q     In an operation that's not so small,  
12           such as ours, how do you --

13           A     Right.

14           Q     -- envision going about monitoring and  
15           ensuring productivity?

16           A     So I have an organizational chart, a  
17           revised charge. So I am assuming that's  
18           what's operating under now. You know,  
19           every -- every level of leadership, one leader  
20           can only control so many people. So -- or the  
21           public works probably has four people to  
22           report to him, a county engineer that had six  
23           people to report to him.

1                   The need of the job of -- of managing  
2                   those folks and giving them clear guidance of  
3                   what needs to be done and what the priority of  
4                   work is and timelines and deadlines are and  
5                   then follow them up with that. And then  
6                   giving them the tools to be successful if  
7                   they're not.

8                   So, you know, as far as going down to  
9                   the -- the guy putting patch material on a --  
10                  on a state route somewhere or on a county  
11                  route somewhere, you know -- you know,  
12                  that's -- that's hard to judge, you know,  
13                  it's -- at -- as upper level. But his  
14                  superior, his -- that's his person who he  
15                  reports to, their job to make sure. And it --  
16                  and it builds up the tree, you know. That's  
17                  how it would work.

18                  I mean, it would -- it would take  
19                  clear guidance from a guy like me or whoever  
20                  you would hire to make sure that happened.  
21                  And -- and -- and performance levels will  
22                  change over time just based on your  
23                  technology, based on, you know, your

1           capability, your manpower, budgets, weather.

2                     You know, you guys don't have to worry  
3           about pre-thaw weather like we do. But it's  
4           possible that you can lose a car pretty quick  
5           on some of our roads. And, unfortunately, we  
6           can't fix things like that when it's below 50  
7           degrees. So -- you know, so, they're --  
8           they're different challenges. And it's  
9           something I would definitely have to grow  
10          into.

11                    Q    Thank you.

12          BY MR. CARL:

13                    Q    Tell me about the biggest change in a  
14          work situation that you had to manage. And  
15          how did you cope with it?

16                    A    I was the change from the -- our --  
17          our having a three-person maintenance staff to  
18          transitioning that to the township control for  
19          maintaining our highways. And it -- it was  
20          such a big deal at the time, I've actually  
21          been across the state giving presentation to  
22          different units and different townships and --  
23          and different organizations on how we make the

1 transition.

2 Because the transition wasn't -- was  
3 difficult in its own right, you know, getting  
4 rid of the surplus equipment, you know, make  
5 notes. Those relationships work where if we  
6 had problems that we were, you know, able to  
7 address them. Is it a perfect system? No.  
8 But it -- it gives better service to our  
9 citizens.

10 But it's -- it's a process that it was  
11 two years in the making before I took the job.  
12 And it took two years of me being here before  
13 we finally got it done. And it was a -- it  
14 was a big change.

15 I -- I know one big change in the  
16 department when I came is -- and I will take  
17 on lots of -- lot of roles. And I -- I do all  
18 the highway designs, flood plane analysis, the  
19 hydraulic stuff that I can do in-house to save  
20 taxpayer money. And I've been able to do that  
21 in a smaller department. But then I still  
22 have that knowledge. We can do it. And  
23 that's been a change that some of my -- my

1 technicians -- because, you know, they don't  
2 like doing it. But they were able to do more  
3 work.

4 So the -- the biggest change is  
5 probably the transition of the -- of the  
6 township maintenance back -- the county to the  
7 township. And we would go back the other way,  
8 I don't know why, but...

9 Q Thank you.

10 MS. HUDSON: If we can just  
11 take a few moments, Mr. Crane, we  
12 need to break for just a minute.

13 MR. CRANE (VIA SKYPE): Okay.

14 MS. HUDSON: Can you hang on?  
15 Okay.

16 MR. CRANE (VIA SKYPE): I'll  
17 hang on.

18 (Recess taken.)

19 MS. HUDSON: I think we are  
20 ready to resume the questions --

21 MR. CRANE (VIA SKYPE): Okay.

22 MS. HUDSON: -- for the  
23 position. Commissioner Ludgood,

1                   it's your turn.

2           BY MS. LUDGOOD:

3           Q    I have a few questions about  
4           budgeting.  Would you describe your role in  
5           developing your budget implementation and  
6           administration?  If you're the person who has  
7           to monitor it, if you could talk to us about  
8           that process and how involved you been in it.

9           A    Yes.  So it's -- it's 100 percent my  
10          responsibility in both the development, the  
11          implementation.  And -- and -- and -- and I  
12          guess the -- the county board ultimately  
13          approves it.  But once they approve my budget  
14          that I present to them, then I manage it 100  
15          percent, line item by line item, approving  
16          every expenditure for the county's side of  
17          the -- the county money.

18                   For our state -- state money funding  
19          projects, the same thing happens.  I develop a  
20          cost estimate.  I generally put a proposal and  
21          the contract together with the county board  
22          approval and then the -- the actual project  
23          itself through my employee.  But then I'm the

1 final signature on -- on everything that comes  
2 through the office.

3 So anything that comes in that  
4 requires -- you know, even if it's a penny in,  
5 we track. And if it's a penny out, we track  
6 it. It's deposited. But -- but 100 percent  
7 of the budget process is -- is my  
8 responsibility. And I --

9 Q What is your budget?

10 A Right now this year, my general  
11 highway budget is about -- I believe it's  
12 \$750,000 for my general highway.

13 We have a county township bridge fund  
14 that we bill to help cost share a project.  
15 It's at 500,000 this year.

16 We have a matching account that we  
17 use. That's at 400,000.

18 And then our general maintenance  
19 budget for the county and the townships  
20 together is roughly about 1.5 million.

21 And then depending the workload and  
22 funding from the federal and state grants, you  
23 know, we -- last year we did 3.8 million

1 dollars' worth of resurfacing work and  
2 \$600,000 patching jobs.

3 So for our standards, you know, four  
4 to five million dollars in a year is a big  
5 construction season with the manpower we have.

6 So last year, you know, probably total  
7 budget of about six.

8 Q Okay.

9 A And -- and I've been here going on 15  
10 years. And I've -- I've been in the black  
11 every year. And we actually -- I've -- I've  
12 grown my fund balance from about 600,000 to  
13 about 900,000 over the last 15 years. Which,  
14 you know, again, I -- I'm short staffed some  
15 folks and what have you, doing a lot on my  
16 own. And it helps offset those costs. But  
17 for a small county, we're in pretty good  
18 shape.

19 Q And what's the size of the county's  
20 budget, the entire?

21 A So the -- the entire county budget --  
22 so the general fund has got some problems. So  
23 they -- they pretty well -- we're on a hiring

1 freeze. We have not -- we have not -- no  
2 increases except for their -- the sheriff's  
3 union got a pay increase. A couple of other  
4 agencies got pay increases that probably  
5 shouldn't have. It's causing strife within  
6 the county government system here.

7 But I think they -- overall, I think  
8 the sheriff's department is about 1.5 million.  
9 The health department is about a million. And  
10 then you have the treasurer's office at  
11 courts, about 600,000. So, I think the grand  
12 total on the operational side, probably seven,  
13 eight -- eight million dollars for them.

14 Actually cash on hand, most of the  
15 cash on hand is what my funds are for that as  
16 far as our motor fuel tax, my tax county  
17 highway funds and all of my reserves.

18 Q Okay. Thank you.

19 BY MS. HUDSON:

20 Q Well, as a follow-up to that, who  
21 handles your grant writing? Do you do --

22 A Yeah. So I -- I do most of that.

23 If -- if it's a -- if it's my department, I

1 will write the grant. I will put most of it  
2 together. We did -- however, we hired a  
3 consultant to -- to do a major bridge for a  
4 million-dollar-plus structure on the county  
5 system that we then were able to secure the  
6 money. It's scheduled to be built in 2022.  
7 So I -- we did hire that help to, you know,  
8 put that document together, and then with my  
9 oversight. It helped where it needed to be  
10 helped.

11 But -- but a lot of the stuff I try to  
12 write it myself. But then if I need to, we  
13 can get outside assistance through a  
14 consultant. And what I'm starting to realize  
15 now, it's just a lot cheaper to maybe hire a  
16 consultant once in a while and not have that  
17 head count and have the liability and the  
18 overhead, you know, and just use them when  
19 they're needed. And it's starting to work out  
20 pretty well.

21 Q Okay. Mr. Crane, should you be  
22 appointed to either of these positions that  
23 you've applied for here at Mobile County, what

1           would you, in either, intend to accomplish in  
2           your first year or your first few months?  
3           When you come, what do you see as your first  
4           steps and overall accomplishments your first  
5           year?

6           A     There would definitely -- if I  
7           understand, I -- I am -- I have -- I can't say  
8           for sure.  But I've now -- I -- I was just  
9           looking at your website and your -- your  
10          department website and your engineering  
11          department.  And I know, you know, Mr. Kegley  
12          is your acting engineer.  You know, there's a  
13          lot of experience there, so I know that I have  
14          a -- a tall hill to climb to make that point  
15          to be able to -- even to be considered to be  
16          appointed.

17                 But if that will be the case, you  
18          know, with the knowledge that you currently  
19          have, my first priority would just be able to  
20          get to know the staff and -- and -- and, you  
21          know, try to figure -- you know, get those  
22          relationships, you know, established to find  
23          out exactly what strengths and weaknesses are

1 and, you know -- you know, how we can improve  
2 the situation, if there are any need to  
3 improve and improve services if they need to  
4 be improved to -- for the citizens of Mobile  
5 County and -- and -- and all of those  
6 thousands of people who drive through.

7 But, yeah, the first order of business  
8 would be really to -- to develop and foster a  
9 working relationship with everybody that is  
10 currently there and -- and under you guy's  
11 guidance, too, you know, do what you would see  
12 as a vision for the organization, either one.

13 Q Thank you.

14 BY MR. CARL:

15 Q All right. Let's see here. How do  
16 you enlist support of your staff to establish  
17 a common approach to solving a problem?

18 A So when -- I think, you know, when it  
19 comes -- you know, being a government agency,  
20 we -- we have to live and abide by statutes,  
21 policy, and ordinances and those, you know,  
22 guidelines that have been passed by, you know,  
23 previous commissions or boards or

1 organizations.

2 So I -- I think the primary goal is  
3 to -- you know, sometimes I try to be black  
4 and white and -- and make sure that  
5 everything -- you know, it's written a certain  
6 way and that's what we have to follow. All of  
7 the policy guidelines need to be followed.

8 And -- and to ensure that, you know,  
9 everybody is -- is on the same sheet of music  
10 following the same policies. That's -- that's  
11 the first, you know.

12 But then also just have a good work  
13 relationship with them and understanding  
14 what -- you know, maybe what their decision  
15 process is as far as what they're doing, how  
16 they're working, and -- and how you can foster  
17 that.

18 Q Okay. Thank you.

19 BY MS. LUDGOOD:

20 Q So how large is your commission, your  
21 county commission?

22 A We -- yeah. We have seven county  
23 board members.

1 Q Okay. And are they elected from  
2 districts?

3 A Yes, they -- they are elected from  
4 districts throughout the county.

5 Q Do you report directly to them?

6 A So I report to -- we are as -- as a --  
7 as a setting of committees, so I report  
8 directly to a road -- road and bridge  
9 committee, which is three members of the  
10 county board. So we meet every month, 9:00  
11 a.m. on the second Wednesday of the month. So  
12 that's when I report all of my -- to get  
13 county board approval. I report it at that  
14 meeting for inclusion on -- at the full county  
15 board meeting the follow week. And, so, like  
16 plat planning and --

17 Q Okay. And, so, who does your  
18 evaluation? Is it a member of the road and  
19 bridge committee of the commission or is it  
20 the full commission?

21 A So, it should be the full county board  
22 with guys from the -- the highway committee.  
23 But I can you tell that it's only happened one

1 time in 15 years.

2 Q Okay.

3 A So I -- you know, I mean, we -- I  
4 guess we're kind of evaluated every time I  
5 meet with -- the work relationship I have with  
6 them, if my -- if there's something they don't  
7 like, they let me know. But as a formal  
8 written, you know, policy or procedure, it  
9 just does not happen for Douglas.

10 Q Well, I was asking because in this  
11 position you will report to directly to the  
12 commission. And that's why I was just  
13 wondering whether you were in a similar kind  
14 of reporting situation now or if this would be  
15 different.

16 A So it -- it would be -- you know,  
17 if -- if -- if you guys had separate meetings  
18 outside of your monthly or bimonthly  
19 commission meeting, then this would be exactly  
20 kind of how it would feel.

21 But as far as I guess the county  
22 board, the seven members together, it's --  
23 they do their business upon the recommendation

1 of the committee.

2 Now, if they have a question or a  
3 clarification or what have you, I'm in the  
4 peanut gallery and they call me up and -- and  
5 I'll explain something.

6 You know, for -- for example, if a  
7 resolution is on the table on the -- on the  
8 Wednesday board meeting, you know, the day  
9 after the primary election, which our county  
10 clerk -- you know, I did all the hard lifting  
11 for her, so we got through that without much  
12 problem.

13 Q So do you like having that level of  
14 committee between you and the commission or  
15 would you feel just as comfortable reporting  
16 directly to us?

17 A You know, I don't know for sure. I --  
18 I -- I...

19 Q You answered --

20 A It's being a part of it. I mean, I --  
21 when -- when we -- when I report to the  
22 committee, it's more of an informal -- it's  
23 informal with all the parts and everything.

1 But it -- it's more personal, you know.

2 When we go to the full county board  
3 members, it's more of a business meeting. You  
4 know, the press is always there. You know,  
5 the -- there's all -- any kind of visitors or  
6 whoever wants to speak to the board, they're  
7 there. So, I mean, it's really a lot of  
8 stuff.

9 So it -- you know, having that -- and  
10 I know your situation is different because you  
11 three are the three. So it would be study  
12 session, you know, department heads  
13 separately, then your business meeting, I -- I  
14 think there could be some merit to that.

15 But I'm -- I've not worked in that  
16 situation. I don't know. I don't know for  
17 sure, to be honest with you. I know it's --  
18 it's easier to discuss specific issues and  
19 problems like project related in a more  
20 intimate setting than on the grand stage.

21 You know, there's a place and a place  
22 for the grand stage. You know, like public  
23 hearings on certain projects and things like

1           that are required. But to develop some things  
2           before that to say: Well, here's what I'm  
3           trying to do. What do you think?

4                     You know, sometimes it's hard to go to  
5           my boss on a grand setting and say: Hey, I  
6           have this idea. What do you think? And if  
7           they say: No, we're not interested, then that  
8           kind of doesn't look for good both for the  
9           county and myself and if I'm shut down in  
10          front of everybody. So having that -- that  
11          subcommittee role is -- is -- is -- is helpful  
12          in a lot of ways.

13                    Q   Well, in our setting, in an instance  
14          like that, you would just come to each of us  
15          to talk about it --

16                    A   Okay.

17                    Q   -- as opposed to having to just put  
18          any good ideas you had out in front of us, you  
19          know, at that time. You could test the waters  
20          with us ahead of time.

21                    A   Right.

22                    Q   And typically the only things that we  
23          hear is a project comes in a meeting because

1           it's gone way south and we're having to --

2           A     Right.

3           Q     -- ask the bonding company to finish  
4           it or, you know, something like that.

5           A     Yeah.  And -- and I know when I have  
6           an issue with something that -- that my  
7           committee or the -- the county board needs to  
8           know about, I call my committee chairman, who  
9           happens to be the county board chairman and  
10          say:  Hey, Mr. Marson, I've just got to let  
11          you this is what happened.  This is what I  
12          did.  And you're probably going to hear about  
13          it.  So, communication is key both ways.

14                         MR. CARL:  I compare it to  
15                         having three wives, by the way.

16                         MR. CRANE (VIA SKYPE):  Yeah.

17                         MS. LUDGOOD:  Or three  
18                         husbands.

19                         MR. CARL:  Or three husbands,  
20                         whichever way you look at it.

21          A     No, I -- I think I -- I've reached out  
22          to individual members.  I've had individual  
23          members come to me on issues on -- on issues

1           within their -- their districts, you know.  
2           And sometimes I have to say no. We've got  
3           roads in worse shape. And let's go look at  
4           it, you know, and, so, it just -- it just has  
5           to be -- it has to be worked out together.  
6           You know, budgets are small and slim. I don't  
7           care what side of the government it is, if  
8           it's Mobile, New York, Chicago, Cook County,  
9           you know, you have to operate within your  
10          means. And sometimes you have to say no.

11                       MS. HUDSON: Very true.

12                       Commissioners, do you have any  
13                       more questions? Commissioner?

14                       MR. CARL: I'm wrapped up.

15                       MS. HUDSON: And I am as well.  
16                       Do you have any questions that  
17                       you'd like to ask us?

18                       MR. CRANE (VIA SKYPE): Yeah,  
19                       I have a few here. Just -- I  
20                       don't currently have my license in  
21                       Alabama, so I'm not real familiar  
22                       with Alabama laws and regulations.  
23                       But is the county engineer

1 contract, is it five or six years.

2 Or is it just --

3 MS. HUDSON: I'm sorry. What  
4 was your question? You kind of  
5 froze up there on us.

6 MR. CRANE (VIA SKYPE): Well,  
7 is the --

8 MS. HUDSON: We need to  
9 reestablish our connection. You  
10 have all of a sudden started  
11 freezing up on us.

12 MR. CARL: Ask him if he can  
13 call back.

14 MS. HUDSON: Can you hang up  
15 and call back, please.

16 MR. CRANE (VIA SKYPE): Okay.

17 (Recess taken.)

18 MS. HUDSON: Mr. Crane, can  
19 you hear us?

20 MR. CRANE (VIA SKYPE): Yes.

21 MS. HUDSON: Well, we're not  
22 hearing you very well still.

23 MR. CRANE (VIA SKYPE): Is

1                   that better?

2                   MS. LUDGOOD:   That's better.

3                   Yeah.

4                   MR. CARL:    Oh, yeah.   That's

5                   fine.

6                   MS. HUDSON:   Okay.   Let's try

7                   that again.   What was your

8                   question again.

9                   MR. CRANE (VIA SKYPE):   So is

10                  the -- is the position a five-year

11                  contract?   Is there a contract

12                  length assigned with the county

13                  engineer job.

14                  MS. HUDSON:   No, there's no

15                  contract length.   No.   It's --

16                  MR. CRANE (VIA SKYPE):   Okay.

17                  MS. HUDSON:   It's an

18                  appointment by the commission.

19                  And you become part of the merit

20                  system.

21                  MR. CRANE (VIA SKYPE):   Okay.

22                  MS. HUDSON:   Okay.

23                  MS. LUDGOOD:   Another

1 question?

2 MR. CRANE (VIA SKYPE): And I  
3 started to freeze on my end too,  
4 now. It may be my end. So I -- I  
5 know you guys did the study on  
6 the -- the review of your --  
7 your -- your systems and your --  
8 your public works and your  
9 engineer groups. And that report  
10 date is June 14th, 2017. My  
11 question is: I'm assuming that  
12 you guys have -- have implemented  
13 that -- that structure in place  
14 now.

15 MS. HUDSON: We have.

16 MR. CRANE (VIA SKYPE): And  
17 then I guess have you seen any  
18 improvement, your goal that you're  
19 trying to -- like some of the  
20 things that were addressed in the  
21 report, have you seen improvement  
22 with that -- with that  
23 reassignment?

1 MS. HUDSON: Well, at this  
2 point in time, the last 18 months,  
3 of course, we've had an interim  
4 county engineer and a public works  
5 director.

6 So I think we have seen some  
7 improvement as far as the  
8 administration and public works  
9 and engineering beginning to  
10 really work together as a team.  
11 Whereas, before it was sort of  
12 just a separate environment. And  
13 there wasn't nearly as much as  
14 cooperation and collaboration. In  
15 that we've seen great improvement  
16 with.

17 But as far as implementing any  
18 big changes in both of those  
19 department, I think because we've  
20 been in an interim situation, I  
21 think things have been improved,  
22 but to some limited degree.

23 MS. LUDGOOD: And that was --

1 MR. CRANE (VIA SKYPE): Okay.

2 MS. LUDGOOD: -- some things  
3 that we were holding back on  
4 because we wanted the new leader  
5 in place to be a part of that  
6 moving forward. We didn't want to  
7 completely move forward and then  
8 step in. We were this close  
9 (demonstrating) where we could  
10 just hold that in abeyance. And,  
11 so, on the other aspects of it,  
12 our leader, the new leaders would  
13 be the people who would guide us  
14 through the rest of it.

15 MR. CRANE (VIA SKYPE): Okay.

16 MR. CARL: And I would say  
17 yes -- there's been a lot of  
18 positive changes in the last 18  
19 months, especially with people's  
20 attitudes.

21 MR. CRANE (VIA SKYPE): That's  
22 good. Yeah. I read that report.

23 And, yeah, I did -- I could see

1                   there were some -- definitely some  
2                   issues. (Freezing frame)  
3                   commission (freezing frame) -- so  
4                   are there any other big issues,  
5                   like I'm -- you know, if I'm  
6                   appointed that I should be aware  
7                   of that you -- like, you know, if  
8                   I walked in to tomorrow, the first  
9                   day at work, you know, I want you  
10                  to solve this.

11                 MS. HUDSON: I'm sure that'll  
12                 happen.

13                 MR. CARL: But --

14                 MR. CRANE (VIA SKYPE): Okay.

15                 MR. CARL: -- just remember:  
16                 I'm always right.

17                 MS. HUDSON: No, I am. No. I  
18                 think that you would find that you  
19                 have a lot of talent, a lot of  
20                 experience and expertise and  
21                 probably be blown away by the  
22                 staff that we have here and the  
23                 great job that they do. We can't

1 say enough good things about our  
2 people.

3 MS. LUDGOOD: We have lots and  
4 lots of rain. And we have lots of  
5 dirt roads.

6 MS. HUDSON: Yeah.

7 MS. LUDGOOD: And, so, if you  
8 come in on a rainy day, your phone  
9 is going to be ringing off the  
10 hook.

11 MS. HUDSON: Yeah. We have  
12 our own unique issues.

13 MR. CRANE (VIA SKYPE): Yeah.  
14 Unfortunately we're starting to go  
15 to a lot of dirt roads, too. It's  
16 kind of a shame. We had really  
17 nice roads for a while and we're  
18 going backwards unfortunately. I  
19 guess my last question would be:  
20 You know, obviously, I applied for  
21 both positions. I just have a  
22 question about the  
23 confidentiality, you know, how we

1                   move forward, if there a -- you  
2                   know, I don't know if you're going  
3                   to go to a final list or another  
4                   interview. What is the process  
5                   you see going forward?

6                   MS. HUDSON: Mr. Crane, we  
7                   have not planned for more  
8                   interviews. After we conclude  
9                   today, I anticipate that the  
10                  commission will make a decision  
11                  and it should be very soon.

12                 MS. LUDGOOD: And typically  
13                  the only way -- if you're  
14                  concerned about references and  
15                  reference checks, I think that  
16                  would only be done in the event of  
17                  an offer. If we anticipate an  
18                  offer, that's the only way that  
19                  the reference check will be done.  
20                  And you will been aware so that  
21                  you could talk to your people and  
22                  so nobody would be hit by  
23                  surprise.

1 MR. CRANE (VIA SKYPE): Right.

2 And -- and I talked -- I have  
3 this -- like a regional engineer  
4 for the IDOT. I talked to him  
5 about this and a few other key  
6 people. But obviously, you know,  
7 I'm in a good situation in trying  
8 to maybe better myself. I'd hate  
9 to burn that bridge, you know, if  
10 they --

11 MS. HUDSON: Right.

12 MR. CRANE (VIA SKYPE): --  
13 thought I was, you know, baling  
14 ship, you know. And --

15 MS. HUDSON: Well, Mr. Crane,  
16 this is a public meeting, you  
17 understand.

18 MR. CRANE (VIA SKYPE): Yes.

19 MS. HUDSON: There are no  
20 members of media here. But it is  
21 being transcribed. It's a public  
22 meeting. So --

23 MR. CRANE (VIA SKYPE): That's

1 fine.

2 MS. HUDSON: Okay.

3 MR. CRANE (VIA SKYPE): That's  
4 fine. Yeah. So I just -- there's  
5 lot of things to work out. And I  
6 know there's issues. So -- and  
7 I'm sure that there's a lot of  
8 high quality people applying for  
9 this position and I'm sure you'll  
10 get a great candidate, whether  
11 it's me or somebody else. So --  
12 but I -- I -- I don't have any  
13 further questions. And I really  
14 thank you for the time and today  
15 and -- and out of your busy day.  
16 If you have any questions, feel  
17 free to contact me. If you need  
18 references, I can provide those if  
19 needed.

20 MS. HUDSON: Thank you. We  
21 are most grateful for your time  
22 and for your interest. And we  
23 appreciate your candor and your

1 responses. And, Commissioners,  
2 anything else?

3 MS. LUDGOOD: No.

4 MS. HUDSON: Okay. Well,  
5 thank you very much. And we  
6 should be back in touch very soon.  
7 Okay.

8 MR. CRANE (VIA SKYPE): Okay.  
9 Thank you very much.

10 MR. CARL: Thank you, James.

11 MS. HUDSON: Have a great  
12 afternoon.

13 MR. CRANE (VIA SKYPE): Have a  
14 great day.

15 2:17 p.m.

16 (Recess taken.)

17 - - -

18

19

20

21

22

23

1 2:25 p.m.

2 INTERVIEW OF KENNETH BRADLEY

3 - - -

4 MS. HUDSON: Our next  
5 applicant is Mr. Kenneth P.  
6 Bradley, and he is applying for  
7 the position of County Engineer  
8 and Public Works Director.

9 And we welcome you. Thank you  
10 for --

11 MR. BRADLEY: Thank you.

12 MS. HUDSON: -- joining us and  
13 thank you for your interest in  
14 these two positions.

15 MR. BRADLEY: Thank you.

16 MS. HUDSON: The way we have  
17 conducted the interviews so far,  
18 what we'll do is give you an  
19 opportunity to introduce yourself  
20 and tell us anything about you  
21 that you would like us to know.

22 And then after that, we will  
23 begin a round of questions. We'll

1 take turns.

2 And at the end we'll give you  
3 an opportunity if you have any  
4 questions of us.

5 MR. BRADLEY: Okay.

6 MS. HUDSON: So without  
7 further ado, we'll just turn it  
8 over to you.

9 MR. BRADLEY: Okay. I'm  
10 Kenneth Paul Bradley, Jr. And I'm  
11 originally from Mobile. I  
12 graduated from Baker High School  
13 in 1994.

14 MR. CARL: All right. Go  
15 hornets.

16 MR. BRADLEY: And -- yeah.  
17 Exactly. And -- and I was  
18 appointed to the Military Academy  
19 from there and attended there and  
20 I graduated with a civil  
21 engineering degree there in 1998.

22 And, like all other cadets, I  
23 was commissioned as a Second

1 Lieutenant in the army in -- in  
2 the engineer branch. And I was  
3 stationed at various assignments  
4 in Fort Benning, Georgia, at Fort  
5 Hood, Texas. And I deployed to  
6 Kuwait, Iraq, and Bosnia between  
7 1998 and 2005 when I was -- when I  
8 was on active duty.

9 I'm still on active duty right  
10 now but I'm active Guard and  
11 Reserve in the Mississippi  
12 National Guard for another two  
13 weeks.

14 MR. CARL: Thank you for your  
15 service.

16 MR. BRADLEY: Thank you.

17 MS. HUDSON: Where do you do  
18 your drills?

19 MR. BRADLEY: Right now,  
20 I'm -- I'm -- I'm at the Vicksburg  
21 armory for the -- I'm the  
22 administrative officer for the  
23 168th Engineer Brigade. So I'm

1 the full-time representative --

2 MS. HUDSON: Okay.

3 MR. BRADLEY: -- during the  
4 week.

5 MS. HUDSON: Okay.

6 MR. BRADLEY: So I supervise  
7 67 personnel during the week. And  
8 we have two battalions underneath  
9 us. And that's a total of 1600  
10 people overall with our part-time  
11 personnel and our full-time  
12 personnel combined. And those are  
13 our two engineer battalions.

14 We have, you know, various  
15 specialties beneath us. We have  
16 the HR folks. We have logistics  
17 personnel. We -- we have some --  
18 some specialty ordinance folks and  
19 then a lot of engineers that do a  
20 full spectrum of engineering,  
21 everything from vertical, you  
22 know, building structures to road  
23 building to survey design and then

1                   combat engineering were you -- I'm  
2                   placing my fields, reducing  
3                   structures, those type of things  
4                   and doing it within the combat  
5                   environment, support tanks and --  
6                   and environment. So --

7                   MS. HUDSON: Okay, all right.  
8                   Anything else?

9                   MR. BRADLEY: Well, I would --  
10                  I would want to add that I have a  
11                  master's degree from the  
12                  University of Missouri, Missouri  
13                  Science and Technology. And also  
14                  I'm a licensed professional  
15                  engineer in Missouri, Mississippi  
16                  and Alabama.

17                  MS. HUDSON: Okay. Very good.

18                  BY MR. CARL:

19                  Q All right. I'm Commissioner Jerry  
20                  Carl. And we've got a list of stock questions  
21                  here we're asking everyone. So if we hear  
22                  something we want to vary off of, you'll see  
23                  us jump in there.

1           A    Sure.

2           Q    How would you describe your leadership  
3           style?  And explain how that would adapt, how  
4           this applies to your style.

5           A    Well, with --

6           Q    Did I say that right?  How would you  
7           describe your leadership style?  I'm sorry.  
8           Give an example of how this applies to this  
9           style.

10          A    Okay.  Well, there's a lot of  
11          different labels that -- that people have, the  
12          various leadership styles.

13                 And what -- what I attempt to do is  
14          apply the appropriate leadership technique for  
15          the -- for the instance.  You know, sometimes  
16          you need to be more in the autocratic mode.  
17          If you have a new employee maybe that doesn't  
18          understand exactly what -- what their role is  
19          and what they can do.  You may have to get a  
20          little more -- pay more -- a little attention,  
21          give them a little bit -- you know, a little  
22          bit more direction.

23                 You may have a more senior personnel.

1           You may have a more complex project where you  
2           have to, you know, give them -- give them a  
3           lot more leeway to be able to conduct their --  
4           their job and to where they -- they can  
5           perform in that, in -- in the thing you've  
6           assigned them to do.

7                         And the biggest thing for my  
8           leadership philosophy is to -- to make sure  
9           that I'm putting subordinates in a position to  
10          be successful. Because ultimately we've  
11          employed everyone to do a particular job. And  
12          we're looking for them to do that job. And  
13          you have to do what's necessary to put them in  
14          that position to be successful.

15                        But sometimes folks come in and maybe  
16          not necessarily have the -- the certifications  
17          that they need and you may have to help them  
18          get -- get into that position where they can  
19          actually perform the way -- the way that you  
20          want them to perform. And then some folks are  
21          ready to do the job, you know. So --

22                                 MS. HUDSON: Okay.

23                                 MR. CARL: Thank you.

1 MS. HUDSON: I don't know if  
2 I've introduced you yet. This is  
3 Commissioner Merceria Ludgood.

4 MR. BRADLEY: Ms. Ludgood,  
5 nice to meet you.

6 MS. LUDGOOD: Nice to meet  
7 you, too.

8 BY MS. LUDGOOD:

9 Q Oh, my question. I'm sorry. I was  
10 like, oh my God, a home boy. That was what I  
11 was just thinking. Welcome home.

12 A Yeah. I'm -- I'm hoping to be -- you  
13 know, my family and I were trying to relocate.  
14 That's a large part of why I'm interviewing  
15 for this job. I've finished my service. I'm  
16 trying to -- I'm trying to get back in the  
17 Mobile area.

18 I've got a two year old. And, you  
19 know, trying to give him at least the same  
20 opportunities I had when I -- when I came up.  
21 Because, I mean, I'm a product of the Mobile  
22 County public schools. And I was able to go  
23 to West Point and have a pretty successful

1 military career. So I want to make sure he  
2 gets the same opportunities, you know.

3 MS. HUDSON: Right.

4 BY MS. LUDGOOD:

5 Q Have you given some thought to the  
6 transfer from kind of your public sector in  
7 the military role to this kind of public  
8 sector role? And what do you view as  
9 challenges or opportunities? What do you see  
10 about it?

11 A I think it -- to me, it's kind of --  
12 I -- I enjoy public service, obviously, if you  
13 serve in the military. I think it's just a  
14 good opportunity to be able to serve closer --  
15 closer to home.

16 And I've -- you know, I've served the  
17 nation. And -- and even in the National  
18 Guard, you're still serving the nation. I  
19 served the state of Mississippi. I was there  
20 during Katrina in Bay St. Louis in -- in -- in  
21 working with various agencies. And that was a  
22 good opportunity.

23 That's the -- that was really the

1 first opportunity in my career I had to -- to  
2 be able to work with people at least, you  
3 know, fairly close to -- to -- to home.  
4 And -- and that -- that kind of opened my eyes  
5 to some things. I -- it's been -- it would be  
6 great to still continue public service and be  
7 able to do it here, you know, where I'm from.

8 MR. CARL: Baker has changed a  
9 little bit since you've been  
10 there, by the way.

11 MR. BRADLEY: Yeah, it --  
12 it -- it has. They -- it's a lot  
13 different. I have a sister that's  
14 13 years younger than me. And it  
15 was different then when I wen to  
16 graduation with her. And it's a  
17 lot different now. So --

18 MR. CARL: Busting at the  
19 seams.

20 BY MS. HUDSON:

21 Q Well, Mr. Bradley, like any other  
22 positions, either of these positions that you  
23 would appointed to, it would be very important

1 to be able to establish a rapport not only  
2 with employees but also with other department  
3 heads, with outside agencies --

4 A Absolutely.

5 Q -- and particularly with commissioners  
6 because both of these positions report  
7 directly to the three commissioners.

8 So give us an idea of what your style  
9 is in trying to establish a rapport with your  
10 employees and your subordinates as well as  
11 other people that you deal with --

12 A Sure.

13 Q -- and report to.

14 A Well, the -- the position I'm in right  
15 now is a much -- it's -- it's a tradition  
16 military position. I have an established  
17 chain of command. I have subordinates. And  
18 I'm that link between my subordinates and my  
19 superiors.

20 The previous job I had, I was the  
21 director of environment programs for  
22 Mississippi National Guard and I had to work  
23 with every state agency that -- the remotely

1 touched on -- on environmental issues on our  
2 installations and included all the cultural --  
3 cultural resources, national resources,  
4 forestry.

5 So we had to work with a lot of  
6 different agencies. And -- and some of them  
7 may have only had a tangential relationship  
8 with what we were doing. But it was important  
9 to make sure that they were -- they were  
10 included and -- and we could -- we could  
11 leverage those relationships, you know.

12 So it was important that -- that we --  
13 that we had a -- a good rapport with all of --  
14 all of the various agencies. And I think that  
15 that -- that -- that experience would be well  
16 for this job to be able to interact with --  
17 with -- with other agencies, the public, and  
18 still be able to, you know, manage the -- your  
19 subordinates to move them towards the goals  
20 that are set by -- by -- by, in -- in this  
21 case, the commissioners.

22 Q Okay.

23 //

1 BY MR. CARL:

2 Q Thank you. Where do you think your  
3 past colleagues would say about your ability  
4 to communicate?

5 A I think they would -- would say that  
6 I -- that I have no difficulty communicating  
7 with -- with -- with anyone, being forthright  
8 with individuals and able to articulate fairly  
9 complex issues and put them into a bite-size  
10 format so that folks can understand so that --  
11 so that the right decision can be arrived at.

12 And, like I was saying on that  
13 environmental job, I was kind of a -- you  
14 know, the general officers and the acting  
15 general folks in the National Guard, they --  
16 you know, they -- they don't deal with  
17 environmental stuff on a daily basis. And it  
18 was my job to make sure I had the expertise to  
19 provide them with articulate informative  
20 researched opinions to where they could make  
21 informed decisions. So -- so I -- I -- I  
22 think that they would -- they would say I was  
23 able to do that on a regular basis.

1 BY MS. LUDGOOD:

2 Q So what strategies do you use for  
3 feedback, for motivating employees,  
4 particularly in a setting where there may be  
5 morale issues?

6 A Well, that's the best thing you can do  
7 is make yourself available and be, you know,  
8 approachable.

9 And sometimes you have to break down  
10 the -- the -- those approachable barriers  
11 because folks feel that they -- you know,  
12 based on their position or past experience,  
13 that they -- they may not be able to have a  
14 discussion with certain people in certain  
15 position.

16 And I'm -- I'm a Lieutenant Colonel  
17 right now. But it's very important to me that  
18 if we're on project sites and everything that  
19 I at least walk the ground and make sure  
20 I'm -- I -- I -- I have, you know, discussions  
21 with individual operators of equipment and --  
22 and make sure they understand they're part of  
23 a team, and that it's absolutely critical what

1           they're -- what they're doing.

2                     And it may -- it may only be just a --  
3           a minor interaction.  But -- but I've seen a  
4           lot through my career that people don't take  
5           the time to actually know the people that they  
6           work with.  And it doesn't -- it really  
7           doesn't take a lot of time to -- to -- to --  
8           to get to know somebody.

9                     And, at the same time, you don't have  
10          to be everybody's buddy.  But --

11                    MR. CARL:  Yeah.

12                    A    -- you know, to know that, you know,  
13          hey, you're important to this organization.

14                    MR. CARL:  It's easy to fall  
15          into that trap in management.

16                    MR. BRADLEY:  Yeah.  It's --  
17          it's -- it's very easy to lock  
18          yourself up in the office and --

19                    MR. CARL:  Yeah.

20                    MR. BRADLEY:  -- worry about  
21          your problems.

22                    BY MS. HUDSON:

23                    Q    And I realize that the private sector

1 is different from the government sector as far  
2 as how you deal with employees. But coming to  
3 the private sector, it's a little different  
4 when we talk about building morale and rapport  
5 because it's not such -- it's still a chain of  
6 command. But still motivating employees is --

7 A Sure.

8 Q -- is more -- I don't know --  
9 sometimes more involved. But what  
10 strategies --

11 MS. HUDSON: And I think this  
12 goes to the question you asked.

13 BY MS. HUDSON:

14 Q What do you foresee as a way -- I  
15 mean, we have a public works department, 250  
16 or so people, engineering about 50. What  
17 things would do? Any ideas to be able to help  
18 build morale and get people working as a team?

19 A Well, when you have morale issue,  
20 there's -- there's a -- there's a number of  
21 things that can drive that. And -- and  
22 sometimes it's -- it's multiple problems  
23 and -- and you have to figure out what -- what

1           those issues are to begin with.

2                       And I guess what I was telling  
3           Commissioner Ludgood on that first step, you  
4           have to be able to understand the -- the --  
5           the personnel you're working for, you know,  
6           what -- what the obstacles may be for them  
7           being successful in those positions and why  
8           that -- that morale has -- has decreased.

9                       As far as strategies, there's --  
10          there's not a silver bullet to -- to inspire  
11          folks to perform better in their jobs or  
12          perform in their jobs in the first place.

13                      So I -- I -- I don't know that I have  
14          a -- have a -- the -- the -- the right answer  
15          that'll -- that'll magically lift spirits  
16          across the board. But -- but I -- I just  
17          think it's -- it's extremely important to make  
18          people understand that they're valued in an  
19          organization. And there's a lot of different  
20          ways.

21                      In the military, we do all kinds of  
22          stuff where we'll go out and -- and we'll  
23          have, you know, quarterly get-togethers, you

1 know --

2 Q Okay.

3 A -- where people --

4 Q That's kind of where I'm going with  
5 that.

6 A Yeah. So where people can get to know  
7 each other in a -- in a -- in a -- in a more  
8 calm environment, in a -- in an unthreatening  
9 environment.

10 And I know my dad worked for the Corps  
11 down here. Every year they had a picnic out  
12 at the Coast Guard base. I know me, as a  
13 child, I knew everybody that he worked with  
14 because they had a little basketball  
15 tournament and they had little games and  
16 competition stuff and everybody got to know  
17 each other in an unthreatening environment.  
18 And it seemed -- it seemed to work for them.

19 For us it -- it -- it  
20 definitely works. But it's a hassle sometimes  
21 to put those things together. But they end up  
22 paying off because people -- you know, you  
23 know somebody's wife or.

1 MS. HUDSON: Right.

2 A All right. You know somebody's wife  
3 or somebody's family.

4 MS. LUDGOOD: No worries.

5 MR. CARL: Yeah.

6 MS. LUDGOOD: I'm usually the  
7 one who does that.

8 MR. BRADLEY: Yeah.

9 MS. HUDSON: I may have to  
10 just throw it at you.

11 (Recess taken.)

12 MS. HUDSON: I talk with my  
13 hands. I'm always knocking things  
14 over.

15 MR. BRADLEY: Yeah. That's  
16 kind of why I didn't want the  
17 water. But --

18 MS. HUDSON: That's quite all  
19 right.

20 MR. BRADLEY: But it got a  
21 little bit warmer today than I  
22 thought it was going to be.

23 MR. CARL: You're further

1 south, you know.

2 MR. BRADLEY: Yeah. Yeah. It  
3 does make a little bit of a  
4 difference. There is a little bit  
5 of a difference between that I-20  
6 corridor and the I-10.

7 MR. CARL: Yeah. There is.

8 BY MR. CARL:

9 Q Tell me about the big changes in a  
10 work situation that you've had to manage. And  
11 how did you cope with it?

12 A I tell you, I -- I'm -- I'm going to  
13 give you two answers here. One -- one real  
14 quick was just a change in -- in the  
15 environment. I went to that environmental  
16 position. I actually had no active duty  
17 soldiers beneath me. They were all state  
18 employees. So that was -- that was a change  
19 in environment for me personally.

20 Then as far as work environment, every  
21 -- it's roughly every two years we have a  
22 different Adjunct General come in, in the  
23 Mississippi National Guard. And every single

1           one we've had has had completely different  
2           priorities as to what they wanted to see and  
3           how they wanted to see it and the direction  
4           that they thought the organization needed to  
5           go in.

6                        So, it was on a pretty regular basis  
7           you had to kind of get a good feel for what --  
8           what the new Adjunct General wanted and how --  
9           and how he wanted to see it.

10                      And sometimes it's took a little while  
11           to -- to try to -- try to figure out what it  
12           was. Of course, he was -- he was new to the  
13           job as well. So sometimes, you know, what he  
14           wanted initially, you know, six months later  
15           it changed again, you know. But, fortunately,  
16           the ones that we had while I was there, they  
17           were -- they were all pretty good. And  
18           they -- and they all eventually figured the  
19           job out and they figured out how to articulate  
20           to folks and -- and, you know, we were able to  
21           be a pretty successful organization.

22                      Q    So is your dad still with the Corps?

23                      A    He retired a couple of years ago. He

1           actually works at Volkert now.

2           Q     Okay.

3           A     And -- and he's -- I keep telling him,  
4           you know, you -- you retired. He kind of --  
5           for a period of about five years and said he  
6           was going to retire from the Corps. And now  
7           he -- the two years, he said, well, I'm just  
8           going to retire, retire. But he keeps on  
9           showing up for work. So at -- at -- at some  
10          point, you know, it's -- it's -- I said it's  
11          okay to just retire at some point, you know.

12          Q     Make a slot for --

13          A     But he keeps on working.

14          Q     Make a slot for somebody else to move  
15          in.

16          A     Yeah.

17                       MS. HUDSON: He doesn't know  
18                       how not to work.

19                       MR. BRADLEY: Yeah. He really  
20                       doesn't. He keeps punching a  
21                       clock. And he -- I don't think he  
22                       knows how to operate otherwise.

23                       MR. CARL: Yeah.

1 MS. HUDSON: Commissioner

2 Ludgood?

3 BY MS. LUDGOOD:

4 Q I think I had one other question and  
5 that is: How do you currently develop your  
6 key employees? And I would imagine you have  
7 some who come in highly motivated and ready to  
8 go. And you know that they're going to be a  
9 star. And how do you take that person and  
10 help them develop to realize their potential?  
11 And then the flip side of that is the person  
12 who comes in who's less fully formed and who  
13 may be struggling, maybe have a little  
14 challenge, how do you work with those two to  
15 try to get the most you can out of them?

16 A Yeah. Of course, you have to just  
17 kind of work in an initial assessment. The  
18 first thing you look at on paper, if they  
19 actually have -- you know, sometimes you're  
20 forced in a situation where you may have to  
21 hire someone and -- and bring them along, like  
22 you were saying, like if somebody has limited  
23 experience.

1                   And you would want to work towards  
2                   getting any kind of schooling certificates  
3                   that they -- or certifications that they need  
4                   to perform that job to get them to a baseline.

5                   And then at -- at that point,  
6                   hopefully they're not in a position in  
7                   isolation. Hopefully there are other people  
8                   in the organization that perform similar  
9                   functions and create an environment for them  
10                  to mentor or shadow personnel in the early  
11                  going to where they -- they -- they could at  
12                  least see what right looks like and -- and --  
13                  and help them to come along.

14                  That's -- that's -- that's very common  
15                  in the military that we -- that we have that,  
16                  that we're -- we're -- folks have what we call  
17                  battle buddies where you work together with a  
18                  guy. And he may not be much more experienced  
19                  than you. But he may have enough to bring you  
20                  along a little bit further.

21                  And then someone who you know is going  
22                  to be, you know, a stellar performer, you want  
23                  to make sure that -- that you give them

1           opportunities to maybe see some things outside  
2           the realm of what they're working in just then  
3           because they may be somebody who needs to have  
4           an opportunity for -- for progression in the  
5           future.

6                        So you may do some -- do some cross  
7           training in cross functional areas and you may  
8           allow them to do some things a little bit  
9           outside of their -- outside of their comfort  
10          zone to where they can get that experience and  
11          prepare them in the future. Because you may  
12          be in a situation down the road where you need  
13          somebody to fill that -- fill that position.  
14          And if you have someone with at least a little  
15          bit of experience in that area, it'd be  
16          helpful, you know.

17                    Q    Thank you.

18                    BY MS. HUDSON:

19                    Q    What key performance measures do you  
20           use to monitor the performance of the people  
21           who report to you to make sure that they are  
22           being productive and staying on track?

23                    A    Well, you -- you always have your

1 baseline of what -- what the expectation of  
2 that position is and what those requirements  
3 are.

4 If they're -- you know, the easiest  
5 thing is going to be weekly, monthly, and, you  
6 know, quarterly and annually requirements.  
7 You're going to -- you're going to follow up  
8 with them and sure meeting they're those.

9 And every engineer has done critical  
10 path methods. And it's just -- it's just  
11 beaten into our skulls as engineers to where  
12 there are certain dates and certain times that  
13 you want someone to meet if you have the  
14 suspense out there. And it's -- sometimes  
15 it's hard and fast. You write those down that  
16 you want to see certain things prior to that  
17 final product. And then other times you have  
18 it mentally mapped out to where you want to  
19 see.

20 If I'm hearing certain feedback from  
21 him at certain points I know that they're --  
22 that they're -- you know, on smaller tasks, I  
23 know that they're -- they're tracking on to

1 meet that ultimate goal.

2 Q Right. Public works, that's a little  
3 bit different animal than engineering and how  
4 would you would track productivity and  
5 performance also. Any different thoughts  
6 there?

7 A I was just saying that -- that, you  
8 know, in the -- in the engineering world, you  
9 just have that running through your mind all  
10 the time. Where are we at exactly in -- in --  
11 in making this happen. So you're kind of  
12 always checking to see kind of where -- where  
13 things are in -- in -- in the process.

14 And I guess you're saying with public  
15 works you have to -- you know, it's kind of  
16 a -- a little bit longer process. Is that --  
17 is that what you're getting at?

18 Q It's just different responsibilities  
19 and, you know, just different jobs, scope of  
20 work. You have a lot of people who are out  
21 working in the field that are out, the road  
22 crews. And they're cleaning ditches, you  
23 know. There's a lot of -- like in

1           engineering, I mean, you may have inspections  
2           and so forth. But it's just different  
3           responsibilities.

4                        Since you've applied for both jobs, I  
5           was just wondering, you know, if you would  
6           handle them differently as far as trying to  
7           track performance and productivity.

8           A    I don't -- I don't have a -- a  
9           particular method to -- to track it other than  
10          to -- than -- than to follow up with people,  
11          where they're at, at different points --

12          Q    Okay.

13          A    -- with -- with what they're tasked to  
14          do. I have some basic -- some basic things  
15          that I do as -- as far as -- as using the --  
16          using the -- using the tasks on Outlook,  
17          coming back to where I can follow up later on  
18          or if I have a -- if I have a particular  
19          question or I want to ping someone on a  
20          particular detail to make sure that everything  
21          is coming along and --

22          Q    Do you have regular follow-up  
23          meetings?

1           A    Oh -- oh, yeah. Yeah. That's --  
2           that's kind of what I'm -- what I'm getting at  
3           is you kind of plug those in where it's  
4           attached to -- to your task and your calendar.  
5           And then you -- then you can ping those  
6           individuals for those -- those particular  
7           times.

8                     Now -- now, folks working in the  
9           field, you know, you can -- if you're work on  
10          a longer-term task, you know, you could -- you  
11          could schedule it out. If you need go and  
12          work on this particular stretch of road for  
13          two weeks, you know, you -- you can schedule a  
14          followup. Okay. Tuesday and Thursday I'm  
15          going to ask about these particular things or  
16          I'm going to look at these folks or one of the  
17          subordinate supervisors to -- to follow up  
18          on -- on a particular detail of that project.

19          Q    Okay.

20          A    You know, I -- I consider it all kind  
21          of a -- a project, whether it is anybody is  
22          working on it. I'm using that term kind of  
23          generic.

1 BY MS. LUDGOOD:

2 Q So critical path is a term of art?

3 A Uh-huh.

4 Q Okay. Where, like to the lay person,  
5 it would be just be taking the project,  
6 breaking it down with timelines and that kind  
7 of thing for --

8 A The critical path, it -- it looks  
9 at -- there may be all of these other  
10 activities that need to take place. But  
11 there's a certain line of activities that have  
12 to happen in a certain sequence to actually  
13 produce that product at that end point.

14 Q Okay.

15 MS. HUDSON: Any other  
16 questions, Commissioners?

17 MR. CARL: I'm good.

18 MS. LUDGOOD: No. I'm good.

19 MS. HUDSON: Do you have any  
20 questions of us?

21 MR. BRADLEY: No. No, I don't  
22 think so. I appreciate y'all's  
23 time.

1 MS. HUDSON: Absolutely.

2 MR. CARL: I hope you brought  
3 your family, man. You're going to  
4 spend the weekend, right?

5 MR. BRADLEY: We're going to  
6 hang out for a couple of days. My  
7 wife is an attorney and she's  
8 going to have to get back to  
9 Jackson on Saturday for --

10 MR. CARL: Uh-oh.

11 MR. BRADLEY: -- some stuff  
12 that's going on. So we're going  
13 to turn back around tomorrow. But  
14 it's just the way it is sometimes.

15 MS. HUDSON: My daughter,  
16 until about eight months ago, was  
17 in the -- she was a JAG officer.  
18 And she drilled in Jackson. She's  
19 with the Alabama Guard now at Fort  
20 Whiting.

21 MR. BRADLEY: Okay. Well,  
22 that's -- I know you're proud of  
23 her.

1 MS. HUDSON: Oh, yeah.

2 MR. BRADLEY: The JAG, they  
3 got -- they got it pretty good,  
4 though.

5 MS. HUDSON: Yeah. I think  
6 she might even admit that.

7 MR. BRADLEY: Yeah. Not too  
8 bad.

9 MS. HUDSON: Yeah. But,  
10 anyway, we will conclude the  
11 interviews today. And I  
12 anticipate that we'll make a  
13 decision very shortly, very soon.  
14 And as soon as that happens,  
15 you'll be notified, okay?

16 MR. BRADLEY: Okay, all right.  
17 Well, thank y'all very much.

18 MS. HUDSON: Thank you. Have  
19 a great afternoon.

20 MR. CARL: Thank you.

21 2:52 p.m.

22 (Recess taken.)

23 - - -

1 3:08 p.m.

2 INTERVIEW OF JERRY STOKES

3 - - -

4 BY MS. HUDSON:

5 Q Good afternoon.

6 A Hello.

7 Q Mr. Stokes, can you hear us okay?

8 A Yeah. Can you hear me okay?

9 Q We can. We can.

10 A Good.

11 Q Well, thank you for joining us for --

12 in this expedited scheduled. It worked out

13 that we were able to talk you with a little

14 bit earlier. So we appreciate your ability to

15 be able to meet us earlier than scheduled.

16 I'm Commissioner Hudson. To my right is

17 Commissioner Carl. To my left is Commissioner

18 Merceria Ludgood.

19 A Hello.

20 Q Good after. We appreciate you joining

21 us. And we -- we thank you for your interest

22 in applying for the position of county

23 engineer. And for the record -- And we to

1           have a court reporter transcribing the meeting  
2           today. It is a public meeting. Our applicant  
3           is Mr. Jerry Dudley Stokes. We he is applying  
4           for the position of Mobile County engineer.

5                     Mr. Stokes, what we have -- what we  
6           have done with the other applicants, we're  
7           giving everyone a chance to introduce  
8           themselves and tell us about yourself and  
9           anything that you would like to for us to  
10          know. And then we will go through a series of  
11          questions. And we will take turns asking  
12          those. And then at the end of that, we'll  
13          give you an opportunity to ask us any  
14          questions that you might have about the Mobile  
15          County; okay?

16                    A    Okay.

17                    Q    So we'll just go ahead and let you get  
18                    started.

19                    A    Okay. Well, I appreciate the  
20                    opportunity. So I'm Jerry Stokes. And I  
21                    worked for the McClain County for 14 years.  
22                    And I've been the county engineer for two  
23                    years, the assistant county engineer for six

1           years prior to that. And I started at the  
2           County in 2003 as just a regular civil  
3           engineer on staff. And I ran design projects  
4           and -- and -- and ran projects as a resident  
5           engineer and designed projects and then  
6           progressed from there.

7                         And then I went to Bradley University,  
8           which is in Peoria, Illinois. And then after  
9           I graduated, I worked for a consulting firm  
10          called Cobb Work and Tilly (phonetic). I was  
11          the aviation division of Cobb Work and Tilly.  
12          And so we did work all around Illinois and  
13          some -- some other airports around -- around  
14          the US doing design work and consulting work  
15          for them.

16                        I'm a real laid-back guy, energetic.  
17          I like to -- a real sports nut and outdoor,  
18          hunter, golf all of that type stuff.

19          BY MR. CARL:

20                        Q     Roll Tide, by the way.

21                        A     What is that?

22                        Q     Roll Tide. Alabama football. I -- I  
23          guess I will take the first question here?

1 MS. HUDSON: Okay.

2 BY MR. CARL:

3 Q How would you describe your leadership  
4 style, and give us an example of how -- how to  
5 apply it?

6 A Okay. I'm probably more of -- I would  
7 say like a participative leadership style. I  
8 like to get other -- get people's input on --  
9 on a -- on a decision and try to -- try to  
10 take -- look at all aspects of the decision  
11 before -- before it gets made, look -- try to  
12 talk to people that have experience in, you  
13 know -- a certain issues arises.

14 You know, we lost a -- one of our  
15 bridge guys that -- thirty years of  
16 experience. He just retired here about a year  
17 ago. So that was kind of, you know -- I would  
18 always go to him to, you know, find an answer,  
19 you know, if we had a problem on another truck  
20 or another issue, he'd, you know -- he had  
21 done that, so I would reach out to him.

22 And so then I would then go to the  
23 other resident engineer and talk to -- talk to

1           them and see how to -- kind of coach them  
2           along. So kind of -- kind of a combination  
3           of, you know, participative but then also  
4           coaching some of -- some of the younger guys  
5           that might have just came on the staff.

6           BY MS. LUDGOOD:

7           Q     So I'd like to know a little bit about  
8           your current department, your current county  
9           where -- where you're the county engineer now,  
10          your budgets, whether you are involved in the  
11          preparation of the budget, whether you are the  
12          person who monitors those budget.

13          A     Sure. So McClain County is -- is  
14          biggest county Illinois as far as lane area  
15          goes. And we take care of around 366 miles of  
16          road and 87 bridges. And so -- And it's also  
17          broken up -- and the county is broken up into  
18          -- we're a township government, so we have  
19          thirty townships. And amongst those 30  
20          townships, there is another 1400 miles of  
21          road.

22                         So our annual budget for -- for  
23          McClain County is around 12 million dollars.

1 And that's broken out into -- into four --  
2 four different funds. We have kind of a --  
3 what we call a highway fund, that is a general  
4 fund that most of our operating systems come  
5 out that. Then we have a bridge fund, and  
6 then a matching fund, and a fuel tax fund.

7 So in the fuel tax, we get about two  
8 hundred thousand dollar. And that comes from  
9 the state. And so -- so that's basically  
10 used -- used to do all of the capital  
11 projects, capital improvement projects.

12 And then the bridge fund is based on a  
13 certain tax -- the tax levee at the county.  
14 And we just use that all of structural --  
15 structural projects throughout the county.

16 And, so -- so I have been -- So when I  
17 was assistant, you know, I did a lot of the  
18 cost estimating and -- and kind of prepared  
19 the budget that way. And then when I became  
20 the county engineer, you know, I was in charge  
21 of the overall budget.

22 And so we would -- we'd go out and we  
23 would drive the roads. And we'd rate all the

1 roads and then determine what capital project  
2 need to be and then start there and then --  
3 and then go and look what or operational fees  
4 are going to need to be and what additional  
5 equipment that was going to be need to  
6 purchase and that type of thing.

7 BY MS. HUDSON:

8 Q As a follow-up, just so I understand,  
9 make sure I've got this straight, does McClain  
10 County -- is McClain County responsible for  
11 maintaining the roads in three of the  
12 townships?

13 A Not -- not -- no, not quite. We -- we  
14 it's more of an advisory role with the  
15 townships. We -- so they're -- they're --  
16 they get a township motor fuel tax. And so  
17 that -- all that has to come through the  
18 county engineer. So we -- we monitor their  
19 expenditures on that.

20 And so let's say if like one township  
21 may get, you know, \$100,000 a year in motor  
22 fuel tax funds, and they spent that on roads.  
23 But we monitor how that is spent and what is

1 spent on. And then they -- but they're their  
2 own taxing body.

3 So but we also do an -- we're also an  
4 advisory role. So if they -- if they have a  
5 problem on a road, they will contact us. And  
6 we will go out and look at it and, you know,  
7 kind of give an engineering analysis on it.

8 We do a lot of drainage work, culvert  
9 work for them. And -- and so we do that type  
10 of stuff. We do all of the bridge inspection  
11 for -- for the townships in that regard.

12 So -- so we have 87 bridges on the  
13 County side, and they have like 290 the  
14 township side. So, you know, we're inspecting  
15 those every two to four years, depending on  
16 the interval. But then, you know, we also  
17 looking -- looking out for their best interest  
18 economically and making sure they're spending  
19 their motor -- motor fuel tax.

20 Q So you monitor, but they -- they  
21 basically generate their own funds for the  
22 road projects?

23 A Correct. Correct. Yes.

1           Q    Because I thought 12 million dollars  
2           would not go that far for 30 townships.

3           A    No. No. And they get kind of mad  
4           because we don't -- I -- I -- you know, I tell  
5           them that we can't spend County money on -- on  
6           the township projects unless it, you know,  
7           qualifies for certain -- certain issues.

8                    But, yeah, they -- But we try to help  
9           them out whenever we can. Because we have --  
10          you know, we have a lot of equipment and  
11          manpower to do it whereas some of the -- some  
12          of the Townships they just don't have -- you  
13          know, they don't have a small Cat or anything  
14          in their -- in their townships. So their's is  
15          real low. And so they just don't have a good  
16          tax base. And I think, you know, each  
17          township probably has anywhere from 30 to 50  
18          miles of the roads. And so the amount of the  
19          money they get isn't -- doesn't go very far.

20          Q    All right. In -- in your role, I'm  
21          sure you know how important establishing  
22          rapport is with your employees as well other  
23          department directors with -- who you were

1 report directly to. And I'm assuming that's  
2 your -- your County Board. Do you report  
3 directly to the County Board?

4 A (Nods head.)

5 Q Okay. Tell us a little bit about  
6 your -- your style in -- in dealing with  
7 people, in establishing rapport, in -- in  
8 building relationships with employees and so  
9 forth. What's your style?

10 A Some -- I'm a laid back guy. And I'm,  
11 you know able to get along with everybody  
12 at -- at all different levels. Kind of -- I  
13 kind of have a knack for reading people and,  
14 you know, their personalities and, you know,  
15 what -- what they have and how they're going  
16 to respond to certain things, not only on the  
17 employee side, but, you know, the county board  
18 members and -- and that. So we have 20 county  
19 board members --

20 Q 20?

21 A -- throughout McClain County, 20.

22 Q You see we have three.

23 A Yeah. So -- so --

1 Q Wow.

2 A -- it's like I said, we're a rural  
3 county, a lot -- a lot of agricultural, but  
4 we're Bloomington normal is a population of  
5 right at 150,000 probably, maybe, maybe a  
6 little bit less.

7 And so, you know, kind of an urban,  
8 rural area. And so, yeah, 20 county board  
9 members, so some of them are from the -- from  
10 the area, and some of them from the rural  
11 area.

12 And then they're made up of -- So our  
13 transportation committee is made up of seven  
14 members of -- of the 20. So that's who I  
15 report to.

16 Q Okay.

17 A And so that's how all the -- all the  
18 funding, the budget and everything gets  
19 presented -- presented to the seven members.

20 Q Okay.

21 A And then -- then that -- then that  
22 committee reports to the county board. And  
23 then if there's a critical issue or something

1 needs to be addressed, then I would have to  
2 maybe present it to the board in that case.

3 BY MS. LUDGOOD:

4 Q So you really only have to deal with  
5 seven, not 20, for the most part?

6 A For the most part, yeah. Yeah.  
7 They're all -- they're kind of all together.  
8 And they -- you know, some of them are on the  
9 committee, on -- on -- on transportation  
10 committee for a couple of years. And they  
11 might get moved to another committee.

12 So they know the operation. So, you  
13 know, if there's a constituent that, you know,  
14 reach out and have an issue, they'll contact  
15 certain county board member who will then  
16 contact me at highway department. And then,  
17 you know, I'll look -- look into their  
18 concerns.

19 But as far as establishing a rapport,  
20 you know, I think it's -- there's just a lot,  
21 you know, different personalities and being  
22 able to -- to -- to mix that, you know, I  
23 think I do a real good job of. Our -- at the

1 highway department, we have an engineering  
2 staff of about 10 people and then we have a  
3 maintenance crew of around 18 to 20.

4 And so when I first start at the  
5 County, I was -- we were doing projects with  
6 our own maintenance crew staff. And so I was  
7 kind of -- kind of basically leading the  
8 charge and -- and directing them on what to do  
9 on a daily basis.

10 And so then I started moving up to  
11 assistant county engineer. So I still had  
12 that same -- same rapport with -- with the --  
13 the individuals that work here. And I think  
14 that helped kind the smooth the transition in  
15 with the county engineer.

16 And -- and, you know, I do have a  
17 maintenance foreman that, you know, I talk to  
18 every day, you know on a daily. We talk  
19 things through, what -- what he's got planned  
20 and what -- what I think needs to be done as  
21 far as whatever, you know, the kind of project  
22 that we're going to be starting.

23 Q Okay. Very good. Thank you.

1 BY MR. CARL:

2 Q How do you -- how do you enlist the  
3 support from your staff to establish a common  
4 approach to solving a problem?

5 A We -- we kind look at all aspects and,  
6 you know, look at what the problem is and how  
7 much -- you know, we ran into a problem like  
8 out in the field, what -- what -- you know,  
9 what -- what it's going to cost to correct it  
10 or what, you know -- what's the best measures  
11 for, you know -- for the taxpayer to spend  
12 that money, but also for the -- you know, for  
13 the -- for the overall job itself.

14 For example, if -- if we're on a job,  
15 we run into a soft spot in -- in there, you  
16 know, how -- what's the best route to fix it,  
17 the best course of action. We can -- we can  
18 wait a few days and take care, you know, try  
19 to fix it up, or dig it all out and replace  
20 it.

21 So we kind of look at -- you know,  
22 look at the impact of -- of the overall job.

23 And we may look and see if we're going to save

1 money somewhere else, or if we don't do  
2 anything, how that is going to affect -- how  
3 that's going to be affected down the line.

4 Q Thank you.

5 BY MS. LUDGOOD:

6 Q So I -- I have a -- I guess kind of a  
7 two-part question, maybe three parts. I'm not  
8 sure. But in -- is -- It's really about  
9 growing employees. And I'm curious to know  
10 what strategies you use in trying to develop  
11 employees, particularly an employee who is  
12 maybe -- maybe marginal or maybe not come in  
13 fully formed for a position, how to you grow  
14 that employee.

15 You see the potential, but they aren't  
16 quite there. What strategies do you use to  
17 try to grow that employee. And then the  
18 second part of the question is how do you --  
19 what strategies do you use to build morale  
20 among your -- among your employees?

21 We have -- we're coming off of what  
22 we've been told are some morale issue  
23 within -- you know, within this particular

1 function of this county. And in this role,  
2 you would be the leader, kind of setting the  
3 vision for how to improve that. So I'm just  
4 curious how -- I'd like to know what strategy  
5 would you use for that?

6 A So I think at first I would probably  
7 take a laid back approach with them, just kind  
8 of -- I would, know you -- I don't know. Do  
9 you guys kind of like -- does -- does -- would  
10 the county engineer be doing like formal  
11 reviews of all of the employees, as -- you  
12 know, like yearly reviews?

13 Because that's what -- like typically  
14 right now I do -- do reviews of -- of  
15 engineering staff. And so, you know, I -- I  
16 give them -- you know, I kind of give them  
17 like three or four things they're doing good,  
18 but I also kind of give them three or four  
19 things to work on and improve on. That way,  
20 you know, they kind of know where I'm coming  
21 from and -- and what -- what I'd like to see  
22 them -- them improve on. And hopefully they  
23 can grow into -- grow into becoming a better

1 engineer project manager, but also, you know,  
2 improving -- improving their skills to --  
3 to -- to -- to make them a better -- a better  
4 employee.

5 As far as building morale, you know,  
6 that's -- that could, you know, be tough.  
7 It's more of a -- I think it's just earning  
8 their respect and knowing that, you know, they  
9 can make a mistake, that -- that, you know,  
10 you -- you kind of have their back. But, you  
11 know, tell them that they need to improve  
12 on -- improve on, you know, whatever they did.  
13 But then you can also kind of -- you know,  
14 being able to joke with them, you know, talk  
15 about sports, talk -- you know, just kind of  
16 talk about things other than work. And that  
17 kind of helps to deliver -- you know, develop  
18 a rapport and, you know, help build the morale  
19 so they can trust you. And if you can build  
20 that trust, then they're liable to try to be  
21 more productive in their -- in their work.

22 Q Thank you.

23 //

1 BY MS. HUDSON:

2 Q What -- what type of performance  
3 measures do you have in place to make sure  
4 that you are you're monitoring and -- and  
5 measuring performance and productivity of your  
6 employees? Does this involve meetings? Does  
7 this involve -- I mean, how often do you get  
8 involved in -- in the monitoring of the  
9 productivity?

10 A So it kind of -- you know, in the  
11 winter -- so up here Illinois, we're  
12 probably -- we're kind of limited to about  
13 eight months of construction. So we don't  
14 necessarily do construction all year round.

15 So a lot of times in -- in the winter,  
16 we working on doing the design work for -- for  
17 the next year to start construction. And  
18 so -- so we could have -- we probably do, you  
19 know, biweekly staff meetings every --  
20 every -- with staff to kind of see where  
21 they're at on projects, you know, what they  
22 have coming up.

23 It's a little harder to do during the

1 summer, because everybody's out usually  
2 building something, a bridge project, a road  
3 project. So it's kind of hard to get all  
4 the -- get the whole staff together.

5 But in the wintertime, we'll have a  
6 couple guys working on bridges, a couple guys  
7 working on roads. And so I wouldn't say  
8 necessarily -- you know, we don't really have  
9 performance measures. We kind of have  
10 deadlines of when the projects are going out  
11 to bid.

12 And so we just make sure that on those  
13 weekly meetings, where things are at. And a  
14 lot of it depends on the type of funding.  
15 Because sometime they're federal funds. We  
16 might be waiting on a consultant to -- to  
17 finish their bridge plans, where we might be  
18 waiting on a right-of-way issue, or it just  
19 kind of depends on -- on a certain project.

20 But, you know, a lot of the time,  
21 what -- what really gets us is if -- So the --  
22 the 30 Townships -- you know, Bloomington is  
23 like centrally located in McClain County. But

1 the surrounding Townships around the -- around  
2 the area, and so they have a little more tax  
3 base, and so they have a lot more money to do  
4 things with.

5 And so they'll want to resurface a  
6 road. So then they'll come in and want --  
7 want us to that for them, you know, do the  
8 engineering for them. Well, those -- those  
9 projects seem to kind of, you know, fall by  
10 the wayside, because we're concentrating on  
11 the County projects. So you've got to -- got  
12 to try to keep those -- you know, those going  
13 and -- and guys working on those. We're  
14 moving those in the right direction.

15 So I wouldn't say it's necessarily  
16 performance measures, but it -- it -- it's  
17 kind of -- you know, we kind of have a list of  
18 things. And when we -- since we only have,  
19 you know, nine people on the staff, we kind of  
20 know -- we try and space out the projects so  
21 they can get all done in -- in one year.

22 Q That makes sense. And as a follow-up,  
23 who -- who handling your grant writing? Do

1           you -- do you handle grants?

2           A     Usually me or the assistant county  
3           engineer. We don't -- We apply for some types  
4           of grants through -- through the highway  
5           department. Like we have what they call a  
6           tarpen (phonetic) grant from semi-truck  
7           traffic, or there might be like a high-tech  
8           grant, which is an enhancement grant for bike  
9           trails. So we do -- we do all that at the  
10          staff level and then -- and then submit those  
11          types of applications through the -- through  
12          IDOT.

13          Q     Okay.

14          BY MR. CARL:

15          Q     Tell us about -- One of the biggest  
16          changes in a work situation that you have had  
17          and how you've coped with it.

18          A     Um --

19          BY MS. HUDSON:

20          Q     Good change or bad.

21          A     Meaning -- What's that?

22          Q     I said good change or bad change.

23          A     Person -- like personnel level or just

1 actual like constriction project level or --

2 BY MR. CARL:

3 Q Any -- anything that justifies as big  
4 change.

5 A Okay.

6 BY MS. HUDSON:

7 Q Responsibilities, whatever.

8 A Just --

9 BY MS. LUDGOOD:

10 Q Like going from resident engineer to  
11 being the boss.

12 BY MS. HUDSON:

13 Q Yeah.

14 A Sure. Yeah. Okay. That's where I  
15 was going to go. So the -- the previous  
16 county engineer was -- before I became county  
17 engineer was there for about six years. And  
18 we were close to the same age. And then he  
19 took -- he ended up taking a job with -- still  
20 with McClain County, but he went to the county  
21 administration.

22 So -- so he left. And then so  
23 basically I was named interim county engineer

1           and then became the county engineer. So it  
2           was -- as county -- as assistant county  
3           engineer, I was involved -- you know, he kept  
4           me involved in a lot -- a lot of the  
5           information.

6                        But when it was -- it was quite a  
7           change with all of the decisionmaking was --  
8           was becoming on your shoulders and that. And  
9           I have handled it -- handled it well. You  
10          know, kind of sometimes I'd have a take a step  
11          back and just kind of look at the whole  
12          situation. But, you know, I think it's  
13          really -- really -- really helped me along  
14          to -- you know, to help me become a better  
15          engineer and a better administrator.

16          BY MR. CARL:

17                 Q     Thank you.

18          BY MS. LUDGOOD:

19                 Q     My -- my final question: How do you  
20          provide feedback to your employees, and how to  
21          you currently recognize their achievements?

22                 A     So -- we do -- when we do the yearly  
23          reviews, and I -- you know, so if, you know,

1           they've done a good job throughout the year  
2           and they've improved on -- on the -- on the  
3           things that I wanted them to work on the year  
4           before, you know, I -- I make sure I tell them  
5           that.

6                     You know, it's hard for it being a  
7           government agency to really do a lot more. I  
8           mean, I try to take them out to lunch and --  
9           and -- and make them -- encourage them that  
10          they did a good job and -- and -- and, you  
11          know, try to at least, you know, recognize --  
12          like we had a -- we just hired a -- a project  
13          manager here last spring. And he just out of  
14          the school. And I think he was having --  
15          having some issues with his confidence. He  
16          just want sure of himself out on the job with  
17          contractor and that. And he actually posted  
18          some stuff on Facebook. And it -- it got back  
19          to me. And so, you know, I sat him down and  
20          just kind of reassured him that I had the  
21          confidence in him to do the job that I knew --  
22          that I knew that he could do it. And he  
23          needed to develop his confidence, that we were

1 here to support him however we could. But,  
2 you know, putting it on Facebook doesn't help  
3 overall view of county or, you know, things  
4 like that.

5 So I addressed one thing, but just to  
6 reassure him that, you know, we're -- we're  
7 here to help him however we can and, you know,  
8 try to grow his confidence.

9 And I think -- it seems like this  
10 winter he -- he's seems to be more comfortable  
11 and getting -- getting in the swing of things  
12 with -- with being here at the highway  
13 department.

14 BY MS. HUDSON:

15 Q I think you kind of answered the  
16 question I was going to ask about how you  
17 would handle conflicts with employees. So I  
18 think you covered that. So I think that -- I  
19 think I've -- I'm satisfied.

20 MS. HUDSON: Do you have any  
21 questions of us?

22 MR. STOKES: I just have a  
23 couple. So how -- how long was

1 the previous county engineer  
2 there?

3 MS. HUDSON: 47 years.

4 MR. STOKES: Wow.

5 MS. HUDSON: And it was the --  
6 the positions were combined,  
7 public works director and county  
8 engineer. And he oversaw all of  
9 that operation.

10 You have to -- I mean, he --  
11 he grew into it over those 47  
12 years. He just didn't assume  
13 that. It just sort grew and  
14 evolved.

15 MR. STOKES: Okay.

16 MS. HUDSON: But, you know,  
17 this size county and the  
18 responsibility -- the  
19 reorganization that we did  
20 actually separated those  
21 positions. They work very closely  
22 together, but they actually are  
23 separate and apart. And both will

1 report directly to the commission.

2 MR. STOKES: Okay. And then  
3 so I was kind of curious about --  
4 I notice in the application and  
5 online about the -- the  
6 Pay-As-You-Go program. So that --  
7 so is that like a referendum that  
8 was done through -- through  
9 county?

10 MS. LUDGOOD: It was  
11 authorized by state legislature.  
12 And it allow us every two or four  
13 years to pick a set of roads. And  
14 they go on ballot. And the public  
15 votes to tax themselves a certain  
16 millage to fund those roads that  
17 are in that program.

18 And we used to do if -- let's  
19 see. For a long time, it was just  
20 every four years. Now we've  
21 started pretty much doing it every  
22 two years. Those are typically  
23 resurfacing projects.

1                   You're doing what we call a  
2                   grade, drain, base, pave, you  
3                   know, bringing one from a dirt  
4                   road to a paved, it typically  
5                   takes a lot longer it get that  
6                   done, longer than two years.

7                   But, yeah, but it is a program  
8                   where the citizens vote to tax  
9                   themselves -- assess themselves,  
10                  not tax, assess themselves that  
11                  millage to pay for our programs.

12                  MS. HUDSON: It's six and a  
13                  half mills. And -- and it be in  
14                  existence, the particular program  
15                  for Mobile County -- the actual --  
16                  the revenue has been -- was first  
17                  passed, I think, in 1924 or  
18                  something. But it was folded into  
19                  the Pay-As-You-Go program in  
20                  around 1977; is that correct?

21                  So it's been in existence that  
22                  long. And the citizens continue  
23                  to vote for it, because they have

1                   so much confidence in it. It is  
2                   the envy of all the other counties  
3                   in the State of Alabama. We are  
4                   the only County. With that  
5                   program. It has allowed us to be  
6                   ver proactive with road building  
7                   and resurfacing. And, so, we're  
8                   real proud of that program.

9                   MR. STOKES: Sure. I read  
10                  that and I was like that is --  
11                  that's excellent.

12                 MS. LUDGOOD: A good part of  
13                  the money is spent inside our  
14                  municipalities. So we work with  
15                  them. They identify their  
16                  priority streets.

17                 And it -- it's not a set  
18                  amount. It just kind of a  
19                  floating amount, depending on the  
20                  size -- the size of program.

21                 But all of them have streets,  
22                  are able to participate. So  
23                  that -- that helps us supplement

1                   their budget. Because they are  
2                   like your townships. They don't  
3                   have enough money to do what they  
4                   need to do. So the Pay-As-You-Go  
5                   is as critical for them as it is  
6                   for us.

7                   MS. HUDSON: But they  
8                   contribute to it with that six and  
9                   a half mills. Everybody  
10                  throughout the county with an ad  
11                  valorem tax contributes to that.  
12                  So that's why --

13                  MR. STOKES: Okay. Sure.

14                  MS. HUDSON: You know,  
15                  that's -- that's why we try to --  
16                  to distribute out, you know.

17                  MR. STOKES: Sure.

18                  MS. HUDSON: As well as the  
19                  unincorporated areas. So, anyway,  
20                  any other questions?

21                  MR. STOKES: No, I don't  
22                  believe so. I appreciate the  
23                  opportunity.

1 MR. HUDSON: Well, certainly.  
2 We -- This concludes -- today  
3 concludes our interviews. And so  
4 we will establish a plan on how we  
5 will go forward with a selection.  
6 And then we anticipate having that  
7 done very, very quickly.

8 MR. STOKES: Okay.

9 MS. HUDSON: And we will back  
10 in touch with you to let you know.

11 MR. STOKES: Okay.

12 MS. HUDSON: Okay? Thank you.

13 MR. STOKES: Thank you. And I  
14 appreciation it.

15 MR. CARL: Thank you, Jerry.

16 MS. HUDSON: Have a good  
17 afternoon.

18 MR. STOKES: All right.

19 MS. HUDSON: Bye-bye. All  
20 right.

21 (Skype interview with James  
22 Crane concluded.)

23 3:37 p.m.

1 MS. HUDSON: I did want to --  
2 Before we adjourn, and -- and I  
3 have a suggestion going forward  
4 how we would handle this. And you  
5 let me know, you know, if you --  
6 if you agree or disagree or  
7 what -- if you think -- have  
8 another idea.

9 But in our -- on our -- during  
10 our meeting Monday, if -- if you  
11 know at that particular time  
12 who -- And these are positions  
13 that you would have as your number  
14 1 choice, we can each state our  
15 number 1 choice. And, I mean, if.  
16 If one of us -- if two of us have  
17 as the same choice, one has as a  
18 second choice, I mean, if we want  
19 to discuss, you know, and -- and  
20 see if we can reach a consensus.  
21 But I think, you know, it -- like  
22 everything else we do, it comes  
23 down to a majority.

1 MR. CARL: Oh, yeah. That --  
2 that goes without saying.

3 MS. HUDSON: But, the first  
4 thing -- I mean, if -- if there's  
5 discussion -- because I tell you  
6 what, we -- we have some great  
7 talent here. And -- and there are  
8 several people that interviewed  
9 for -- for both of these positions  
10 that I think would you do a great  
11 job in working for us. But, you  
12 know, unfortunately, we can only  
13 select one.

14 MR. CARL: Does our -- does  
15 our vote necessarily have to be  
16 public?

17 MS. HUDSON: Well, I've  
18 asked -- I've asked about that.  
19 And I talked to Don about it. Do  
20 you want --

21 MS. JONES: I mean, I think a  
22 vote does, or does it --

23 MS. LUDGOOD: I -- I think the

1                   vote does -- we have question  
2                   about -- because the character and  
3                   good name?

4                   MS. HUDSON: I mean, do you  
5                   think it -- it rises to the level?  
6                   Because when I asked Jay, he  
7                   didn't seem -- I mean, we can  
8                   broach that again with him.

9                   MS. LUDGOOD: I'd just like to  
10                  know that. Because if we are  
11                  going -- saying one person is --

12                  MR. CARL: Can we not on paper  
13                  maybe narrow it down to two each?

14                  MS. HUDSON: Well, I had asked  
15                  about that. And I don't know if  
16                  that constitutes --

17                  MR. CARL: I mean, I want to  
18                  go back --

19                  MS. HUDSON: -- meeting, you  
20                  know.

21                  MR. CARL: For my own benefit,  
22                  I'm going to go back. And I know  
23                  the ones that I'm going to discard

1 for whatever reason. And then  
2 it's going to be matter of one or  
3 two in each category. Some -- one  
4 is actually going to be three.  
5 But if I've got to narrow that  
6 down to two, you know, I think  
7 maybe putting in writing and  
8 comparing it would -- would help  
9 all of us.

10 MS. HUDSON: Well, I'm  
11 agreeable to whatever is legally  
12 allowable, you know, as far as  
13 that goes. I -- I think, you  
14 know, our attorney needs to --

15 MR. CARL: He can --

16 MS. HUDSON: We need some  
17 legal -- we need an umbrella, some  
18 legal guidance here. And I think  
19 hopefully maybe tomorrow we can  
20 obtain that.

21 MR. CARL: He's got a wedding.

22 MS. HUDSON: Well, not all  
23 day. He's going to be free

1                   sometime or other. We get in  
2                   touch with him. But we -- we need  
3                   to know if it's -- so -- so if  
4                   it's allowable to narrow that  
5                   selection down with like a top two  
6                   in each -- for each  
7                   position and -- and -- and --

8                   MR. CARL: We can peek that  
9                   back through Donna and see how  
10                  close we are.

11                  MS. LUDGOOD: Could -- could  
12                  we set our selection date at April  
13                  9? And than that would give us  
14                  enough time to figure out what our  
15                  options are in terms of --

16                  MS. HUDSON: Is that the  
17                  next --

18                  MS. LUDGOOD: Yeah. It's  
19                  April 9.

20                  MS. HUDSON: That's our next  
21                  Monday meeting after --

22                  MS. LUDGOOD: No.

23                  MS. HUDSON: -- after Monday?

1 MS. LUDGOOD: Uh-huh.

2 MS. JONES: If you wanted to  
3 do it in the -- If you wanted to  
4 do it sooner, you could do it in  
5 conference before. So whenever  
6 the next meeting is after that,  
7 y'all could make your decision if  
8 you're ready.

9 MS. HUDSON: I was -- you  
10 know, I was thinking if -- if --  
11 if we had to state publicly who we  
12 were supporting, that, you know  
13 the sooner as opposed to later --

14 MR. CARL: I don't see how  
15 that -- that would be an issue.

16 MS. JONES: I mean, I think  
17 that you -- the candidate --

18 MR. CARL: I mean, if we -- if  
19 we if two of us agree in whatever  
20 form, obviously through -- through  
21 our staff, we know it's going to  
22 be that person -- or three agree,  
23 I mean, it's that person. We just

1                   make that announcement. I think  
2                   if we get up and we start debating  
3                   who and what pubically, we're  
4                   going to hurt some feelings.

5                   MS. HUDSON: I -- I --  
6                   that's --

7                   MR. CARL: And that's what I'm  
8                   more worried about.

9                   MS. HUDSON: And I don't know  
10                  that we have. We could --

11                  MR. CARL: It's at least --

12                  MS. HUDSON: We don't have to  
13                  state our --

14                  MR. CARL: -- four of these  
15                  people --

16                  MS. HUDSON: -- top two for  
17                  the position. We just state our  
18                  top one. And -- and if we come up  
19                  with three different people,  
20                  obviously, we're going to have  
21                  to -- we may even have to wait  
22                  until April, if that is the case.

23                  MS. JONES: Well, I mean, you

1                   could, if you --

2                   MR. CARL: We could poll that  
3 before.

4                   MS. JONES: -- wanted to.  
5 Submit it to HR. Each of your  
6 submit your top candidates. And  
7 then if there are two that are the  
8 same, I could tell you all.

9                   MS. HUDSON: You could come  
10 and -- and -- and sit with us and  
11 let us know if we -- we have a  
12 majority or a consensus, either  
13 one. But -- but it's -- I mean, I  
14 just didn't want that take away  
15 the option of any kind of a  
16 discussion if -- if there was one  
17 that was different than the other  
18 two, if -- if -- if you wanted an  
19 opportunity to discuss. That's  
20 why I'm bringing it up.

21                   MR. CARL: I really don't want  
22 to debate people in -- in.

23                   MS. HUDSON: Okay.

1 MR. CARL: We've got to work  
2 with four of them.

3 MS. HUDSON: I don't disagree  
4 with you.

5 MR. CARL: You know, at least  
6 two them are going to get their  
7 feelings hurt.

8 MS. HUDSON: Right. I don't  
9 disagree with you.

10 MR. CARL: I mean --

11 MS. HUDSON: I just want to  
12 make sure that we're kind of all  
13 on the same page. You know, I  
14 think can --

15 MS. LUDGOOD: Because we have  
16 five internal candidate.

17 MS. HUDSON: But, then again,  
18 you know, we need to make sure we  
19 don't step over the line as far as  
20 open meeting goes.

21 MR. CARL: Oh, yeah. I mean,  
22 we're not got to --

23 MS. JONES: We just have to

1 get legal to give us some  
2 guidance.

3 MR. CARL: Three of us get  
4 together and do it.

5 MS. HUDSON: So if that's --  
6 if that's acceptable, if -- and  
7 how much -- I don't know how much  
8 time you need. If you want submit  
9 it, your top -- submit your top  
10 candidates for each of the -- for  
11 each of the city position to  
12 Donna.

13 MR. CARL: I'm leaving town.  
14 You'll have mine before five.

15 MS. HUDSON: Today?

16 MR. CARL: Yes.

17 MS. HUDSON: Okay. All right.  
18 You'll have mine, too.

19 MR. CARL: It'll take it. It  
20 takes a week --

21 MS. HUDSON: And it's fine if  
22 you need more time. Don't --  
23 don't make us feel --

1 MS. LUDGOOD: Are you saying  
2 top one or two?

3 MS. HUDSON: Top one?

4 MS. LUDGOOD: All right.  
5 Okay.

6 MS. JONES: Then we I get  
7 those, then I can let y'all know  
8 who the top who the top --

9 MS. HUDSON: I mean --

10 MS. JONES: If there were  
11 two -- I can just -- yeah, I could  
12 also you know who the -- if there  
13 was one that got two votes.

14 MS. HUDSON: Sure.

15 MS. JONES: Or all three votes  
16 or how --

17 MS. HUDSON: Yeah.

18 MR. CARL: Or three -- you got  
19 three votes for three different  
20 people.

21 MS. JONES: Three different  
22 ones.

23 MS. HUDSON: If we got three

1 different ones, then we've got to  
2 go back to drawing board.

3 MS. JONES: Yeah. I may mean  
4 we have to have another meeting to  
5 discuss it.

6 MS. LUDGOOD: For me if there  
7 were two and it was -- my one was  
8 the outlier, I will make it  
9 unanimous.

10 MR. CARL: I think that's an  
11 excellent idea, the same way y'all  
12 did on the RESTORE Council. Even  
13 though I know it probably didn't  
14 feel that way, it still wound up a  
15 that way.

16 MS. HUDSON: I think that's  
17 good. So we'll give that to you.  
18 You check back with us. Do you --  
19 do you have any idea how long you  
20 would need?

21 MS. LUDGOOD: I can know -- I  
22 mean, what's today?

23 MS. HUDSON: Today is --

1 MR. CARL: Friday -- Thursday,  
2 Thursday.

3 MS. LUDGOOD: Tomorrow. I  
4 will give it to you tomorrow.

5 MS. HUDSON: So potentially we  
6 could vote on it on Monday, if  
7 we -- I mean, there's no point in  
8 holding it over if we can reach a  
9 decision. And they are ready.  
10 They want --

11 MR. CARL: I'm ready to get  
12 this -- put this to bed.

13 MS. HUDSON: So get back with  
14 us tomorrow when you get --

15 MS. JONES: I'll -- I'll be in  
16 a little bit late in the morning,  
17 but I should hopefully be in by  
18 10:30.

19 MS. HUDSON: Okay. And so  
20 Monday we can -- we can have it on  
21 the agenda. And in the meantime,  
22 what is process for letting the  
23 other -- letting the -- Before it

1 goes on the agenda -- I'm just --  
2 what would be the appropriate  
3 thing to do in terms of notifying  
4 people before it goes public like  
5 that?

6 MS. JONES: Well, the way I do  
7 other candidates -- Of course,  
8 they're not usually public that  
9 everybody knows, but we would  
10 notify the one that we selected  
11 that they are the -- but you are  
12 going to do in it in a meeting --  
13 and then we would send letters out  
14 to those who didn't. And they  
15 wouldn't know until after the  
16 fact.

17 MS. HUDSON: Well, then if you  
18 could be ready with notifications  
19 to go out immediately, whether it  
20 was e-mail or whatever, so that  
21 they are not hearing it  
22 secondhand, because we do have  
23 four people -- five people --

1 MS. JONES: Well, if they come  
2 to the meeting, they are going  
3 to -- to know.

4 MS. HUDSON: Well, in case  
5 they aren't, I mean, just for  
6 protocol's sake.

7 MS. JONES: I will be ready.  
8 We will send it out right after  
9 the meeting.

10 MS. HUDSON: Okay.

11 MS. JONES: Make sure that  
12 we're ready to do that.

13 MS. HUDSON: And like I said,  
14 I -- I -- I think that the -- the  
15 qualifications of really  
16 everybody, you know, it was  
17 impressive. And -- and I think we  
18 had some really good candidates.  
19 We did. We had good candidates.

20 MR. CARL: I'm thinking the  
21 snail stalker.

22 MS. HUDSON: With that said,  
23 do we have -- is there anything

1                   else before we adjourn? Any  
2                   motion to adjourn?

3                   MS. LUDGOOD: So moved.

4                   MR. CARL: Second.

5                   MS. HUDSON: We stand  
6                   adjourned. Thank you all.

7                   3:47 p.m.

8

9

10                   PROCEEDINGS CONCLUDED

11

12

13

14

15

16

17

18

19

20

21

22

23

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23

C E R T I F I C A T E

STATE OF ALABAMA )  
COUNTY OF CONECUH )

I hereby certify that the above and foregoing transcript of proceedings was taken down by me in machine shorthand, and the questions and answers thereto were transcribed by means of computer-aided transcription, and that the foregoing represents a true and correct transcript of the proceedings given by said witness upon said hearing.

I further certify that I am neither of counsel nor of kin to the parties to the action, nor am I in anywise interested in the result of said cause.

I further certify that I am duly licensed by the Alabama Board of Court Reporting and the Mississippi Board of Certified Court Reporters, as a Certified Court Reporter as evidenced by the ACCR

1 number following my name below.

2

3

4

---

5 PATRICIA L. TAYLOR, CCR

6 Alabama License: CCR# 363

7 Expires 9/30/18

8 Mississippi License: CCR# 1907

9 Expires 8/18/2018

10 Commissioner for the

11 State of Alabama at Large

12 My Commission Expires: 12/31/20

13

14

15

16

17

18

19

20

21

22

23

<u>WORD INDEX</u>			
< \$ >	2005 63:7	< A >	Adjunct 80:22
\$100,000 99:21	2017 52:10	a.m 43:11	81:8
\$600,000 37:2	2018 1:6 141:9	abeyance 54:10	administration
\$750,000 36:12	2022 39:6	abide 41:20	35:6 53:8 114:21
< . >	205 1:3	ability 28:5 73:3	administrative
.PAGE 2:11	22 1:6	93:14	12:10 29:16 63:22
< 1 >	250 18:19 76:15	able 17:23 21:8	administrator
1 1:20 124:14, 15	290 100:13	33:6, 20 34:2 39:5	115:15
1.5 36:20 38:8	< 3 >	40:15, 19 67:3	admit 92:6
1:20 3:1	3 1:21 2:3	68:22 69:14 70:2,	ado 62:7
1:30 1:7	3.8 36:23	7 71:1 72:16, 18	advisory 99:14
10 105:2	3:08 93:1	73:8, 23 74:13	100:4
10:30 136:18	3:37 123:23	76:17 77:4 81:20	affect 27:4 107:2
100 35:9, 14 36:6	3:47 139:7	93:13, 15 102:11	afford 15:18
12 97:23 101:1	30 97:19 101:2, 17	104:22 109:14	afforded 16:5, 6
141:12	111:22 141:7	121:22	afternoon 4:2, 12
13 70:14	31 141:12	absolutely 23:15	60:12 92:19 93:5
139 2:14	35 29:17	71:4 74:23 91:1	123:17
14 94:21	363 141:6	abusing 17:5, 8	age 114:18
1400 97:20	366 97:15	Academy 62:18	agencies 38:4
141 2:15	36602 1:4	acceptable 133:6	69:21 71:3 72:6,
14th 52:10	< 4 >	accomplish 40:1	14, 17
15 7:21 37:9, 13	4 2:5	accomplished 27:14	agency 27:11
44:1	40 26:12	accomplishments	41:19 71:23 116:7
150,000 103:5	400,000 36:17	40:4	agenda 24:23
1600 64:9	47 118:3, 11	account 36:16	136:21 137:1
168th 63:23	< 5 >	ACCR 140:23	ago 7:21 26:6
18 8:3 53:2 54:18	50 11:15 18:18	achievements	29:18 81:23 91:16
105:3 141:7, 9	32:6 76:16 101:17	115:21	96:17
1907 141:8	500,000 36:15	acres 26:12	agree 18:11 124:6
1924 120:17	< 6 >	acting 40:12 73:14	129:19, 22
1977 120:20	600,000 37:12	action 106:17	agreeable 127:11
1994 62:13	38:11	140:17	agreement 14:3
1996 6:2	61 2:8	actions 26:18	agricultural 103:3
1998 62:21 63:7	67 64:7	active 63:8, 9, 10	ahead 5:9 14:19
< 2 >	< 8 >	80:16	47:20 94:17
2:17 60:15	8 141:9	activities 90:10, 11	airports 95:13
2:25 61:1	87 97:16 100:12	actual 35:22 114:1	ALABAMA 1:4
2:52 92:21	< 9 >	120:15	49:21, 22 65:16
20 102:18, 20, 21	9 128:13, 19 141:7	ad 122:10	91:19 95:22 121:3
103:8, 14 104:5	9:00 43:10	adapt 66:3	140:3, 20 141:6, 11
105:3 141:12	900,000 37:13	add 65:10	allow 5:10 85:8
20,000 13:12 21:14	93 2:11	additional 99:4	119:12
2003 95:2		address 19:21 33:7	allowable 127:12
		addressed 52:20	128:4
		104:1 117:5	allowed 26:17
		adjourn 124:2	121:5
		139:1, 2	Amish 21:16, 17
		adjourned 139:6	22:4, 8

<p><b>amount</b> 21:19 101:18 121:18, 19 <b>analysis</b> 33:18 100:7 <b>animal</b> 87:3 <b>announcement</b> 130:1 <b>annual</b> 97:22 <b>annually</b> 86:6 <b>answer</b> 10:23, 23 15:14 19:13 22:18, 19 77:14 96:18 <b>answered</b> 45:19 117:15 <b>answers</b> 80:13 140:9 <b>anticipate</b> 57:9, 17 92:12 123:6 <b>anybody</b> 89:21 <b>anyway</b> 92:10 122:19 <b>anywise</b> 140:17 <b>apart</b> 118:23 <b>appear</b> 15:10 <b>applicant</b> 61:5 94:2 <b>applicants</b> 94:6 <b>application</b> 16:13 119:4 <b>applications</b> 113:11 <b>applied</b> 39:23 56:20 88:4 <b>applies</b> 9:22 66:4, 8 <b>apply</b> 66:14 96:5 113:3 <b>applying</b> 59:8 61:6 93:22 94:3 <b>appointed</b> 39:22 40:16 55:6 62:18 70:23 <b>appointment</b> 8:12 51:18 <b>appreciate</b> 4:11 5:13 59:23 90:22 93:14, 20 94:19 122:22 <b>appreciation</b> 123:14 <b>approach</b> 41:17 106:4 108:7</p>	<p><b>approachable</b> 74:8, 10 <b>appropriate</b> 66:14 137:2 <b>approval</b> 35:22 43:13 <b>approve</b> 35:13 <b>approves</b> 35:13 <b>approving</b> 35:15 <b>approximately</b> 18:18 <b>April</b> 128:12, 19 130:22 <b>area</b> 5:18 6:16 68:17 85:15 97:14 103:8, 10, 11 112:2 <b>areas</b> 85:7 122:19 <b>arises</b> 96:13 <b>armory</b> 63:21 <b>Army</b> 7:1 63:1 <b>arrived</b> 73:11 <b>art</b> 90:2 <b>articulate</b> 73:8, 19 81:19 <b>asked</b> 76:12 125:18, 18 126:6, 14 <b>asking</b> 4:22 44:10 65:21 94:11 <b>aspects</b> 19:7 54:11 96:10 106:5 <b>assess</b> 120:9, 10 <b>assessment</b> 83:17 <b>assigned</b> 51:12 67:6 <b>assignments</b> 63:3 <b>assistance</b> 39:13 <b>assistant</b> 12:10 29:16 94:23 98:17 105:11 113:2 115:2 <b>Associates</b> 7:15 <b>assume</b> 118:12 <b>assuming</b> 30:17 52:11 102:1 <b>attached</b> 89:4 <b>attempt</b> 66:13 <b>attended</b> 62:19 <b>attention</b> 66:20 <b>attitudes</b> 54:20</p>	<p><b>attorney</b> 91:7 127:14 <b>authorized</b> 119:11 <b>autocratic</b> 66:16 <b>available</b> 15:20 74:7 <b>aviation</b> 95:11 <b>aware</b> 55:6 57:20  &lt; B &gt; <b>Bachelor</b> 5:23 <b>back</b> 7:5, 9 13:15 15:13 16:20 18:3 27:17, 19, 20 30:4 34:6, 7 50:13, 15 54:3 60:6 68:16 88:17 91:8, 13 102:10 108:7 109:10 115:11 116:18 123:9 126:18, 22 128:9 135:2, 18 136:13 <b>backwards</b> 56:18 <b>bad</b> 11:14 26:12, 17, 18, 20, 23 27:13 92:8 113:20, 22 <b>Baker</b> 62:12 70:8 <b>balance</b> 37:12 <b>baling</b> 58:13 <b>ballot</b> 119:14 <b>bank</b> 15:14 <b>barriers</b> 74:10 <b>base</b> 78:12 101:16 112:3 120:2 <b>based</b> 31:22, 23 74:12 98:12 <b>baseline</b> 84:4 86:1 <b>basic</b> 88:14, 14 <b>basically</b> 12:4 98:9 100:21 105:7 114:23 <b>basis</b> 73:17, 23 81:6 105:9 <b>basketball</b> 10:14 78:14 <b>battalions</b> 64:8, 13 <b>battle</b> 84:17 <b>Bay</b> 69:20 <b>beach</b> 11:19 20:9</p>	<p><b>beaten</b> 86:11 <b>beautiful</b> 11:18 <b>becoming</b> 108:23 115:8 <b>bed</b> 136:12 <b>beginning</b> 53:9 <b>behalf</b> 18:2 <b>believe</b> 36:11 122:22 <b>bend</b> 17:23 <b>beneath</b> 64:15 80:17 <b>benefit</b> 126:21 <b>Benning</b> 63:4 <b>best</b> 20:23 26:11 74:6 100:17 106:10, 16, 17 <b>better</b> 10:18, 19 33:8 51:1, 2 58:8 77:11 108:23 109:3, 3 115:14, 15 <b>bid</b> 111:11 <b>big</b> 9:6 25:18 32:20 33:14, 15 37:4 53:18 55:4 80:9 114:3 <b>biggest</b> 32:13 34:4 67:7 97:14 113:15 <b>bike</b> 113:8 <b>bill</b> 36:14 <b>bimonthly</b> 44:18 <b>bishops</b> 22:8 <b>bit</b> 12:7 27:18 66:21, 22 70:9 79:21 80:3, 4 84:20 85:8, 15 87:3, 16 93:14 97:7 102:5 103:6 136:16 <b>bite-size</b> 73:9 <b>biweekly</b> 110:19 <b>black</b> 37:10 42:3 <b>Bloomington</b> 103:4 111:22 <b>blown</b> 55:21 <b>board</b> 19:15 24:11 35:12, 21 42:23 43:10, 13, 15, 21 44:22 45:8 46:2, 6 48:7, 9 77:16</p>
--	--	---	--

<p>102:2, 3, 17, 19                  103:8, 22 104:2, 15                  135:2 140:20, 21  <b>boards</b> 41:23  <b>body</b> 100:2  <b>boiled</b> 22:10  <b>bonding</b> 48:3  <b>bookkeeping</b> 12:12  <b>born</b> 5:17  <b>Bosnia</b> 63:6  <b>boss</b> 47:5 114:11  <b>bottom</b> 11:8  <b>bought</b> 7:16  <b>boy</b> 68:10  <b>BRADLEY</b> 61:2, 6,                  11, 15 62:5, 9, 10,                  16 63:16, 19 64:3,                  6 65:9 68:4 70:11,                  21 75:16, 20 79:8,                  15, 20 80:2 82:19                  90:21 91:5, 11, 21                  92:2, 7, 16 95:7  <b>BRADLEY.PAGE</b>                  2:8  <b>branch</b> 63:2  <b>branches</b> 12:4  <b>break</b> 34:12 74:9  <b>breaking</b> 90:6  <b>breath</b> 27:21  <b>bridge</b> 28:22                  36:13 39:3 43:8,                  19 58:9 96:15                  98:5, 12 100:10                  111:2, 17  <b>bridges</b> 97:16                  100:12 111:6  <b>Brigade</b> 63:23  <b>bring</b> 16:19 83:21                  84:19  <b>bringing</b> 120:3                  131:20  <b>broach</b> 126:8  <b>broken</b> 97:17, 17                  98:1  <b>brought</b> 91:2  <b>buddies</b> 84:17  <b>buddy</b> 75:10  <b>budget</b> 21:2 35:5,                  13 36:7, 9, 11, 19                  37:7, 20, 21 97:11,</p>	<p>12, 22 98:19, 21                  103:18 122:1  <b>budgeting</b> 25:14                  35:4  <b>budgets</b> 32:1 49:6                  97:10  <b>buggy</b> 21:20, 20  <b>build</b> 10:12 20:3                  25:12 76:18                  107:19 109:18, 19  <b>building</b> 18:12                  64:22, 23 76:4                  102:8 109:5 111:2                  121:6  <b>builds</b> 31:16  <b>built</b> 17:9 39:6  <b>bullet</b> 77:10  <b>burden</b> 12:13  <b>burn</b> 58:9  <b>business</b> 41:7                  44:23 46:3, 13  <b>Busting</b> 70:18  <b>busy</b> 59:15  <b>Bye-bye</b> 123:19                    &lt; C &gt;  <b>cadets</b> 62:22  <b>calendar</b> 89:4  <b>CALL</b> 2:3 3:15                  19:22 45:4 48:8                  50:13, 15 84:16                  98:3 113:5 120:1  <b>called</b> 3:6 95:10  <b>calls</b> 24:14  <b>calm</b> 78:8  <b>candidate</b> 59:10                  129:17 132:16  <b>candidates</b> 3:14                  131:6 133:10                  137:7 138:18, 19  <b>candor</b> 59:23  <b>capability</b> 32:1  <b>capable</b> 16:18  <b>capital</b> 98:10, 11                  99:1  <b>car</b> 32:4  <b>care</b> 26:16 49:7                  97:15 106:18</p>	<p><b>career</b> 6:4 10:2                  16:8 69:1 70:1                  75:4  <b>CARL</b> 1:21 4:8                  8:14, 23 9:3 13:9                  23:10 32:12 41:14                  48:14, 19 49:14                  50:12 51:4 54:16                  55:13, 15 60:10                  62:14 63:14 65:18,                  20 67:23 70:8, 18                  73:1 75:11, 14, 19                  79:5, 23 80:7, 8                  82:23 90:17 91:2,                  10 92:20 93:17                  95:19 96:2 106:1                  113:14 114:2                  115:16 123:15                  125:1, 14 126:12,                  17, 21 127:15, 21                  128:8 129:14, 18                  130:7, 11, 14 131:2,                  21 132:1, 5, 10, 21                  133:3, 13, 16, 19                  134:18 135:10                  136:1, 11 138:20                  139:4  <b>case</b> 17:9, 23 18:1                  40:17 72:21 104:2                  130:22 138:4  <b>cash</b> 38:14, 15  <b>Cat</b> 101:13  <b>category</b> 127:3  <b>cause</b> 140:18  <b>causing</b> 38:5  <b>CCR</b> 1:23 141:5, 6,                  8  <b>central</b> 7:5, 11  <b>centralized</b> 13:19  <b>centrally</b> 111:23  <b>certain</b> 29:2 42:5                  46:23 74:14, 14                  86:12, 12, 16, 20, 21                  90:11, 12 96:13                  98:13 101:7, 7                  102:16 104:15                  111:19 119:15  <b>certainly</b> 123:1  <b>CERTIFICATEPA</b></p>	<p><b>GE</b> 2:15  <b>certificates</b> 84:2  <b>certifications</b> 67:16                  84:3  <b>Certified</b> 140:22, 22  <b>certify</b> 140:6, 15, 19  <b>chain</b> 71:17 76:5  <b>chairman</b> 48:8, 9  <b>challenge</b> 83:14  <b>challenges</b> 32:8                  69:9  <b>challenging</b> 15:10  <b>Champagne</b> 7:14  <b>chance</b> 5:10 94:7  <b>change</b> 29:22                  31:22 32:13, 16                  33:14, 15, 23 34:4                  80:14, 18 113:20,                  22, 22 114:4 115:7  <b>changed</b> 70:8                  81:15  <b>changes</b> 53:18                  54:18 80:9 113:16  <b>character</b> 126:2  <b>charge</b> 30:17                  98:20 105:8  <b>chart</b> 30:16  <b>cheaper</b> 39:15  <b>check</b> 57:19 135:18  <b>checking</b> 87:12  <b>checks</b> 57:15  <b>Chicago</b> 6:16 49:8  <b>Chief</b> 3:11 28:23  <b>child</b> 78:13  <b>choice</b> 124:14, 15,                  17, 18  <b>chooses</b> 8:13  <b>circumstance</b> 28:4  <b>citizen</b> 19:20  <b>citizens</b> 33:9 41:4                  120:8, 22  <b>city</b> 133:11  <b>civil</b> 5:21 6:1                  62:20 95:2  <b>civilian</b> 10:5  <b>clarification</b> 45:3  <b>cleaning</b> 87:22  <b>clear</b> 31:2, 19  <b>clerk</b> 45:10</p>
--	---	---	---

<p>climate 26:20                  climb 40:14                  clock 82:21                  close 29:10 54:8                  70:3 114:18                  128:10                  closely 118:21                  closer 69:14, 15                  coach 24:16 97:1                  coaching 10:13                  97:4                  Coast 78:12                  Cobb 95:10, 11                  cold 11:13                  collaboration 53:14                  collaborative 10:12                  colleagues 73:3                  college 8:9 16:11                  Colonel 74:16                  combat 65:1, 4                  combination 97:2                  combined 64:12                  118:6                  come 7:9 18:19                  40:3 47:14 48:23                  56:8 67:15 80:22                  83:7 84:13 98:4                  99:17 107:12                  112:6 130:18                  131:9 138:1                  comes 19:10 36:1,                  3 41:19 47:23                  83:12 98:8 124:22                  comfort 85:9                  comfortable 45:15                  117:10                  coming 7:6 12:20                  13:5 76:2 88:17,                  21 107:21 108:20                  110:22                  command 71:17                  76:6  <b>COMMISSION</b>                  1:1, 2, 10, 19 42:20,                  21 43:19, 20 44:12,                  19 45:14 51:18                  55:3 57:10 119:1                  141:12                  commissioned                  62:23</p>	<p>Commissioner 4:7,                  8, 9 8:23 14:23                  34:23 49:13 65:19                  68:3 77:3 83:1                  93:16, 17, 17                  141:10                  commissioners                  14:2, 11 18:22                  49:12 60:1 71:5, 7                  72:21 90:16                  commissions 41:23                  committee 43:9, 19,                  22 45:1, 14, 22                  48:7, 8 103:13, 22                  104:9, 10, 11                  committees 43:7                  commou 21:9, 10,                  10 41:17 84:14                  106:3                  communicate 73:4                  communicating                  73:6                  communication                  48:13                  community 20:4                  21:16, 17 22:4, 7                  company 48:3                  compare 48:14                  comparing 127:8                  competition 78:16                  completely 24:20                  54:7 81:1                  complex 67:1 73:9                  component 18:13                  computer-aided                  140:10                  concentrating                  112:10                  concerned 57:14                  concerns 104:18                  conclude 57:8                  92:10                  concluded 123:22                  139:10  <b>CONCLUDEDPAG</b>  <b>E 2:14</b>                  concludes 123:2, 3                  conduct 4:15 67:3                  conducted 61:17</p>	<p>conducting 3:9  <b>CONECUH</b> 140:4                  conference 129:5                  confidence 116:15,                  21, 23 117:8 121:1                  confidentiality                  56:23                  conflicts 117:17                  congratulations 9:5                  connection 50:9  <b>CONNIE</b> 1:19                  consensus 124:20                  131:12                  consider 89:20                  considered 40:15                  constituent 104:13                  constitutes 126:16                  constriction 114:1                  construction 12:14                  16:15 37:5 110:13,                  14, 17                  consultant 39:3, 14,                  16 111:16                  consultants 12:15                  consulting 10:15                  95:9, 14                  contact 59:17                  100:5 104:14, 16                  continue 3:8 70:6                  120:22                  contract 12:7 14:4,                  12 35:21 50:1                  51:11, 11, 15                  contractor 116:17                  contractors 26:10                  contracts 12:16                  26:8, 9                  contractual 12:11                  contribute 122:8                  contributes 122:11                  control 26:11                  30:20 32:18                  convey 11:1                  Cook 49:8                  co-op 6:11 16:8                  cooperation 53:14                  cope 32:15 80:11                  coped 113:17                  cord 17:21</p>	<p>Corps 78:10 81:22                  82:6                  correct 24:5, 6                  100:23, 23 106:9                  120:20 140:12                  corridor 80:6                  cost 35:20 36:14                  98:18 106:9                  costs 37:16  <b>Council</b> 135:12                  counsel 140:16                  count 12:22 39:17                  counties 13:16                  121:2                  country 13:2  <b>COUNTY</b> 1:1, 2,                  10, 14 2:7, 9, 12                  3:10, 23 7:19, 22,                  23 10:14 13:11, 17,                  18 14:5, 13 18:2,                  14, 16 19:15, 15                  20:11, 22 21:13, 14,                  16 22:20 25:10                  29:17, 21 30:22                  31:10 34:6 35:12,                  17, 21 36:13, 19                  37:17, 21 38:6, 16                  39:4, 23 41:5                  42:21, 22 43:4, 10,                  13, 14, 21 44:21                  45:9 46:2 47:9                  48:7, 9 49:8, 23                  51:12 53:4 61:7                  68:22 93:22 94:4,                  15, 21, 22, 23 95:2                  97:8, 9, 13, 14, 17,                  23 98:13, 15, 20                  99:10, 10, 18                  100:13 101:5                  102:2, 3, 17, 18, 21                  103:3, 8, 22 104:15                  105:5, 11, 15 108:1,                  10 111:23 112:11                  113:2 114:16, 16,                  20, 20, 23 115:1, 2,                  2 117:3 118:1, 7,                  17 119:9 120:15                  121:4 122:10                  140:4</p>
---	--	---	---

<p>county's 35:16 37:19 couple 7:10, 16 8:16 12:10 38:3 81:23 91:6 104:10 111:6, 6 117:23 course 23:13 53:3 81:12 83:16 106:17 137:7 COURT 2:15 94:1 140:20, 22, 23 courts 38:11 covered 117:18 CRANE 2:5 3:3, 17, 22 4:2, 3 5:6, 12 8:15, 19 11:23 18:11 28:9 34:11, 13, 16, 21 39:21 48:16 49:18 50:6, 16, 18, 20, 23 51:9, 16, 21 52:2, 16 54:1, 15, 21 55:14 56:13 57:6 58:1, 12, 15, 18, 23 59:3 60:8, 13 123:22 create 84:9 crew 105:3, 6 crews 87:22 critical 74:23 86:9 90:2, 8 103:23 122:5 cross 85:6, 7 cross-trained 15:17 cultural 72:2, 3 culvert 14:7 100:8 curious 107:9 108:4 119:3 current 16:3 25:9 97:8, 8 currently 12:1, 8 15:3 40:18 41:10 49:20 83:5 115:21 cut 17:21  &lt; D &gt; dad 78:10 81:22 Daily 7:15 73:17 105:9, 18 database 29:4</p>	<p>date 29:2, 4 52:10 128:12 dates 86:12 daughter 91:15 day 24:8, 9 26:17, 18 29:11, 12 30:10 45:8 55:9 56:8 59:15 60:14 105:18 127:23 days 91:6 106:18 day-to-day 29:8 deadline 29:1 deadlines 31:4 111:10 deal 25:18 32:20 71:11 73:16 76:2 104:4 dealing 102:6 debate 131:22 debating 130:2 decent 22:11 Decided 6:23 7:8 14:13 decides 8:17 decision 9:9 17:16 18:7 23:7 24:10 25:3, 4 42:14 57:10 73:11 92:13 96:9, 10 129:7 136:9 decisionmaking 115:7 decisions 24:12 25:1 73:21 decreased 77:8 deeper 9:18 definitely 21:12 32:9 40:6 55:1 78:20 definition 23:23 deflect 27:3 degree 53:22 62:21 65:11 degrees 11:15 32:7 deliver 109:17 demand 10:7 demonstrating 54:9 density 15:21 Department 6:5, 6, 12, 14 12:2 13:22</p>	<p>14:12, 16 15:17 18:17, 21 20:3, 19, 19, 20 21:2 25:21, 21 26:15, 21 33:16, 21 38:8, 9, 23 40:10, 11 46:12 53:19 71:2 76:15 97:8 101:23 104:16 105:1 113:5 117:13 departments 20:15 department's 21:8 depending 36:21 100:15 121:19 depends 111:14, 19 deployed 63:5 deposited 36:6 describe 9:20 35:4 66:2, 7 96:3 design 16:13 64:23 95:3, 14 110:16 designed 95:5 designs 33:18 detail 88:20 89:18 determine 99:1 develop 15:3, 7, 9 18:5, 6 35:19 41:8 47:1 83:5, 10 107:10 109:17 116:23 developing 35:5 development 35:10 difference 80:4, 5 different 7:10 10:4 19:6 24:2 27:16 32:8, 22, 22, 23 44:15 46:10 66:11 70:13, 15, 17 72:6 76:1, 3 77:19 80:22 81:1 87:3, 5, 18, 19 88:2, 11 98:2 102:12 104:21 130:19 131:17 134:19, 21 135:1 differently 88:6 difficult 27:8 33:3 difficulty 73:6</p>	<p>dig 106:19 direct 14:9 directing 105:8 direction 13:23 28:12 66:22 81:3 112:14 directly 43:5, 8 44:11 45:16 71:7 102:1, 3 119:1 DIRECTOR 1:15 2:6, 10 3:11 4:1 18:15 22:21 53:5 61:8 71:21 118:7 directors 101:23 dirt 56:5, 15 120:3 disagree 124:6 132:3, 9 discard 126:23 discuss 20:20 46:18 124:19 131:19 135:5 discussion 74:14 125:5 131:16 discussions 74:20 distribute 122:16 DISTRICT 1:20, 21 29:5 districts 43:2, 4 49:1 ditches 87:22 Division 3:12 95:11 document 39:8 documentation 28:19 doing 3:18, 19 4:4, 5 6:20 8:8 14:15 18:23 21:5 23:23 24:3 34:2 37:15 42:15 65:4 72:8 75:1 95:14 105:5 108:10, 17 110:16 119:21 120:1 dollar 98:8 dollars 20:6 26:3 37:1, 4 38:13 97:23 101:1 Don 125:19 Donna 128:9 133:12</p>
---	---	---	---

<p><b>Douglas</b> 7:23 19:15 20:11 21:13 44:9 <b>drain</b> 120:2 <b>drainage</b> 100:8 <b>drawing</b> 135:2 <b>drill</b> 7:7 <b>drilled</b> 91:18 <b>drills</b> 63:18 <b>drinking</b> 22:7 <b>drive</b> 41:6 76:21 98:23 <b>Dudley</b> 94:3 <b>duly</b> 140:19 <b>duty</b> 63:8,9 80:16</p> <p>&lt; E &gt; <b>earlier</b> 93:14, 15 <b>early</b> 84:10 <b>earn</b> 10:8 <b>earning</b> 109:7 <b>easier</b> 30:8 46:18 <b>easiest</b> 86:4 <b>easy</b> 29:20 30:5 75:14, 17 <b>economically</b> 100:18 <b>effort</b> 10:12 <b>eight</b> 26:3, 6 38:13, 13 91:16 110:13 <b>either</b> 18:14 25:9 39:22 40:1 41:12 70:22 131:12 <b>elected</b> 14:2 43:1, 3 <b>election</b> 20:13 45:9 <b>elections</b> 20:13 <b>eliminate</b> 14:15 <b>e-mail</b> 137:20 <b>emotions</b> 27:1 <b>employ</b> 16:5, 10 <b>employed</b> 67:11 <b>employee</b> 17:3, 6 27:16 35:23 66:17 102:17 107:11, 14, 17 109:4 <b>employees</b> 10:9 12:1, 11 14:10 15:4 18:21 28:9 29:11 71:2, 10 74:3 76:2, 6 80:18</p>	<p>83:6 101:22 102:8 107:9, 11, 20 108:11 110:6 115:20 117:17 <b>encourage</b> 116:9 <b>ended</b> 17:11 114:19 <b>energetic</b> 95:16 <b>engaged</b> 29:13 <b>ENGINEER</b> 1:14 2:7, 9, 12 3:10, 11, 23 5:21 7:23 10:15, 15 18:14 22:20 25:10 30:22 40:12 49:23 51:13 52:9 53:4 58:3 61:7 63:2, 23 64:13 65:15 86:9 93:23 94:4, 22, 23 95:3, 5 96:23 97:9 98:20 99:18 105:11, 15 108:10 109:1 113:3 114:10, 16, 17, 23 115:1, 3, 15 118:1, 8 <b>engineering</b> 6:1 7:19 16:11 18:17 40:10 53:9 62:21 64:20 65:1 76:16 87:3, 8 88:1 100:7 105:1 108:15 112:8 <b>engineers</b> 16:19 64:19 86:11 <b>enhancement</b> 113:8 <b>enjoy</b> 69:12 <b>enlist</b> 41:16 106:2 <b>ensure</b> 42:8 <b>ensuring</b> 30:15 <b>entire</b> 37:20, 21 <b>entities</b> 19:1 <b>environment</b> 53:12 65:5, 6 71:21 78:8, 9, 17 80:15, 19, 20 84:9 <b>environmental</b> 72:1 73:13, 17 80:15</p>	<p><b>envision</b> 30:14 <b>envy</b> 121:2 <b>equipment</b> 21:10, 23 33:4 74:21 99:5 101:10 <b>equipped</b> 10:19 <b>especially</b> 18:13 20:4 24:21 54:19 <b>establish</b> 18:20 41:16 71:1, 9 106:3 123:4 <b>established</b> 40:22 71:16 <b>establishing</b> 101:21 102:7 104:19 <b>estimate</b> 35:20 <b>estimating</b> 98:18 <b>evaluated</b> 44:4 <b>evaluation</b> 43:18 <b>event</b> 57:16 <b>eventually</b> 81:18 <b>everybody</b> 16:3 22:17 41:9 42:9 47:10 78:13, 16 102:11 122:9 137:9 138:16 <b>everybody's</b> 75:10 111:1 <b>evidenced</b> 140:23 <b>evolved</b> 118:14 <b>exactly</b> 40:23 44:19 62:17 66:18 87:10 <b>example</b> 9:21 11:2 20:22 28:21 45:6 66:8 96:4 106:14 <b>excellent</b> 8:21 121:11 135:11 <b>excited</b> 5:15 <b>exciting</b> 8:19 <b>existence</b> 120:14, 21 <b>expand</b> 12:21 <b>expect</b> 24:5 <b>expectation</b> 86:1 <b>expedited</b> 93:12 <b>expenditure</b> 35:16 <b>expenditures</b> 99:19 <b>experience</b> 10:3 16:12 23:14 40:13 55:20 72:15 74:12</p>	<p>83:23 85:10, 15 96:12, 16 <b>experienced</b> 84:18 <b>expert</b> 10:21 <b>expertise</b> 55:20 73:18 <b>Expires</b> 141:7, 9, 12 <b>explain</b> 23:4 45:5 66:3 <b>explore</b> 9:17 <b>extremely</b> 77:17 <b>eyes</b> 70:4</p> <p>&lt; F &gt; <b>Facebook</b> 116:18 117:2 <b>facets</b> 10:2 <b>fact</b> 137:16 <b>failures</b> 10:2 <b>fairly</b> 70:3 73:8 <b>fall</b> 75:14 112:9 <b>familiar</b> 49:21 <b>family</b> 68:13 79:3 91:3 <b>Fantastic</b> 9:12 <b>far</b> 5:19 14:18 17:3 31:8 38:16 42:15 44:21 53:7, 17 61:17 76:1 77:9 80:20 88:6, 15 97:14 101:2, 19 104:19 105:21 109:5 127:12 132:19 <b>farming</b> 21:23 <b>fast</b> 86:15 <b>fast-moving</b> 21:21 <b>favorite</b> 24:16 <b>federal</b> 12:12 13:20 16:1 26:8 36:22 111:15 <b>feedback</b> 74:3 86:20 115:20 <b>feel</b> 44:20 45:15 59:16 74:11 81:7 133:23 135:14 <b>feelings</b> 130:4 132:7 <b>fees</b> 99:3</p>
---	---	--	---

<p><b>field</b> 14:6 16:12 87:21 89:9 106:8 <b>fields</b> 65:2 <b>figure</b> 8:10 40:21 76:23 81:11 128:14 <b>figured</b> 81:18, 19 <b>fill</b> 85:13, 13 <b>final</b> 36:1 57:3 86:17 115:19 <b>finally</b> 33:13 <b>find</b> 10:23 40:22 55:18 96:18 <b>fine</b> 51:5 59:1, 4 133:21 <b>finish</b> 48:3 111:17 <b>finished</b> 68:15 <b>fired</b> 24:16, 17 <b>firm</b> 7:14 95:9 <b>firms</b> 7:10 <b>first</b> 3:21 7:11 9:1 14:13 18:6 40:2, 2, 3, 4, 19 41:7 42:11 55:8 70:1 77:3, 12 83:18 95:23 105:4 108:6 120:16 125:3 <b>first-time</b> 6:8 <b>fit</b> 21:1 <b>five</b> 14:10 37:4 50:1 82:5 132:16 133:14 137:23 <b>five-year</b> 51:10 <b>fix</b> 25:5 32:6 106:16, 19 <b>fixed</b> 14:18 <b>flip</b> 83:11 <b>floating</b> 121:19 <b>flood</b> 22:23 33:18 <b>folded</b> 120:18 <b>folks</b> 5:14 12:9 19:13 31:2 37:15 64:16, 18 67:15, 20 73:10, 15 74:11 77:11 81:20 84:16 89:8, 16 <b>follow</b> 31:5 42:6 43:15 86:7 88:10,</p>	<p>17 89:17 <b>followed</b> 42:7 <b>following</b> 28:14 42:10 141:1 <b>followup</b> 89:14 <b>follow-up</b> 11:23 38:20 88:22 99:8 112:22 <b>football</b> 10:14 95:22 <b>forced</b> 83:20 <b>forecasting</b> 11:15 <b>foregoing</b> 140:7, 11 <b>foreman</b> 105:17 <b>foresee</b> 76:14 <b>forestry</b> 72:4 <b>form</b> 129:20 <b>formal</b> 28:18 44:7 108:10 <b>format</b> 73:10 <b>formed</b> 83:12 107:13 <b>Fort</b> 63:4, 4 91:19 <b>forth</b> 88:2 102:9 <b>forthright</b> 73:7 <b>fortunately</b> 81:15 <b>forward</b> 5:9 54:6, 7 57:1, 5 123:5 124:3 <b>foster</b> 41:8 42:16 <b>four</b> 8:18 13:16 14:10 15:13 29:18 30:21 37:3 98:1, 2 100:15 108:17, 18 119:12, 20 130:14 132:2 137:23 <b>frame</b> 55:2, 3 <b>free</b> 59:17 127:23 <b>freeze</b> 38:1 52:3 <b>freezing</b> 50:11 55:2, 3 <b>Friday</b> 136:1 <b>friends</b> 17:10 <b>front</b> 22:5 47:10, 18 <b>froze</b> 50:5 <b>fuel</b> 38:16 98:6, 7 99:16, 22 100:19 <b>full</b> 6:8 43:14, 20,</p>	<p>21 46:2 64:20 <b>full-time</b> 64:1, 11 <b>fully</b> 83:12 107:13 <b>function</b> 108:1 <b>functional</b> 85:7 <b>functions</b> 12:17 84:9 <b>fund</b> 36:13 37:12, 22 98:3, 4, 5, 6, 6, 12 119:16 <b>funded</b> 13:20 <b>funding</b> 13:20 35:18 36:22 103:18 111:14 <b>funds</b> 38:15, 17 98:2 99:22 100:21 111:15 <b>further</b> 59:13 62:7 79:23 84:20 140:15, 19 <b>future</b> 85:5, 11  &lt; G &gt; <b>gaining</b> 7:2 <b>gallery</b> 45:4 <b>games</b> 78:15 <b>Gary</b> 6:16 <b>general</b> 10:20 13:2 36:10, 12, 18 37:22 73:14, 15 80:22 81:8 98:3 <b>generally</b> 35:20 <b>generate</b> 100:21 <b>generic</b> 89:23 <b>Georgia</b> 63:4 <b>getting</b> 7:2 8:4 29:14 33:3 84:2 87:17 89:2 117:11, 11 <b>get-togethers</b> 77:23 <b>give</b> 4:18, 23 9:21 18:6 28:12 61:18 62:2 66:8, 21 67:2, 2 68:19 71:8 80:13 84:23 94:13 96:4 100:7 108:16, 16, 18 128:13 133:1 135:17 136:4</p>	<p><b>given</b> 69:5 140:13 <b>gives</b> 33:8 <b>giving</b> 27:6 31:2, 6 32:21 94:7 <b>go</b> 4:21 5:9 6:5 8:11, 17 9:10, 10 15:13 17:22 18:23 25:5, 16 28:6 34:7 46:2 47:4 49:3 56:14 57:3 62:14 68:22 77:22 81:5 83:8 89:11 94:10, 17 96:18, 22 98:22 99:3 100:6 101:2, 19 114:15 119:14 123:5 126:18, 22 135:2 137:19 <b>goal</b> 22:12 42:2 52:18 87:1 <b>goals</b> 72:19 <b>God</b> 68:10 <b>goes</b> 19:8 28:20 30:1 76:12 97:15 125:2 127:13 132:20 137:1, 4 <b>going</b> 11:19 12:21 13:6 15:6 16:22 18:8 19:22 22:9 23:19 24:4 25:19 30:14 31:8 37:9 48:12 56:9, 18 57:2, 5 78:4 79:22 80:12 82:6, 8 83:8 84:11, 21 86:5, 7, 7 89:15, 16 91:3, 5, 8, 12, 12 99:4, 5 102:15 105:22 106:9, 23 107:2, 3 111:10 112:12 114:10, 15 117:16 124:3 126:11, 22, 23 127:2, 4, 23 129:21 130:4, 20 132:6 137:12 138:2 <b>golf</b> 95:18 <b>good</b> 4:2 5:7 7:4 8:22 12:6 15:6 19:16, 17, 19 20:1, 6 21:7 22:3, 11</p>
--	--	---	--

<p>25:2 30:6 37:17 42:12 47:8, 18 54:22 56:1 58:7 65:17 69:14, 22 72:13 81:7, 17 90:17, 18 92:3 93:5, 10, 20 101:15 104:23 105:23 108:17 113:20, 22 116:1, 10 121:12 123:16 126:3 135:17 138:18, 19 <b>GOVERNMENT</b> 1:3 17:20 24:21 27:11 29:21 38:6 41:19 49:7 76:1 97:18 116:7 <b>grade</b> 120:2 <b>graduate</b> 8:5 16:20 <b>graduated</b> 5:23 62:12, 20 95:9 <b>graduation</b> 70:16 <b>grand</b> 38:11 46:20, 22 47:5 <b>grant</b> 38:21 39:1 112:23 113:6, 8, 8 <b>grants</b> 36:22 113:1, 4 <b>grateful</b> 59:21 <b>great</b> 4:6 13:4 15:12 16:19 17:9 53:15 55:23 59:10 60:11, 14 70:6 92:19 125:6, 10 <b>grew</b> 118:11, 13 <b>ground</b> 74:19 <b>groups</b> 52:9 <b>grow</b> 17:13 32:9 107:13, 17 108:23, 23 117:8 <b>growing</b> 107:9 <b>grown</b> 37:12 <b>Guard</b> 7:1 25:11 63:10, 12 69:18 71:22 73:15 78:12 80:23 91:19 <b>guess</b> 24:13 35:12 44:4, 21 52:17 56:19 77:2 87:14 95:23 107:6</p>	<p><b>guidance</b> 16:16 31:2, 19 41:11 127:18 133:2 <b>guide</b> 54:13 <b>guidelines</b> 41:22 42:7 <b>guy</b> 11:8 17:9 23:2 31:9, 19 84:18 95:16 102:10 <b>guys</b> 32:2 43:22 44:17 52:5, 12 96:15 97:4 108:9 111:6, 6 112:13 <b>guy's</b> 41:10  &lt; H &gt; <b>half</b> 120:13 122:9 <b>Hammond</b> 6:17 <b>hand</b> 38:14, 15 <b>handle</b> 88:6 113:1 117:17 124:4 <b>handled</b> 115:9, 9 <b>handles</b> 38:21 <b>handling</b> 17:3 112:23 <b>hands</b> 79:13 <b>hang</b> 34:14, 17 50:14 91:6 <b>happen</b> 17:17 25:19 44:9 55:12 87:11 90:12 <b>happened</b> 31:20 43:23 48:11 <b>happens</b> 26:13 35:19 48:9 92:14 <b>hard</b> 17:20 31:12 45:10 47:4 86:15 111:3 116:6 <b>harder</b> 110:23 <b>hassle</b> 78:20 <b>hat</b> 7:20 <b>hate</b> 58:8 <b>hazard</b> 22:2 <b>head</b> 12:22 26:15 39:17 102:4 <b>heads</b> 18:21 20:19 46:12 71:3 <b>health</b> 38:9</p>	<p><b>hear</b> 9:17 47:23 48:12 50:19 65:21 93:7, 8 <b>hearing</b> 50:22 86:20 137:21 140:14 <b>hearings</b> 46:23 <b>heat</b> 24:15, 15 <b>heavy</b> 6:18 <b>he'd</b> 96:20 <b>Hello</b> 3:16, 17 93:6, 19 <b>help</b> 12:12, 16 36:14 39:7 67:17 76:17 83:10 84:13 101:8 109:18 115:14 117:2, 7 127:8 <b>helped</b> 39:9, 10 105:14 115:13 <b>helpful</b> 47:11 85:16 <b>helps</b> 37:16 109:17 121:23 <b>hey</b> 27:18 47:5 48:10 75:13 <b>hidden</b> 24:23 <b>high</b> 5:18 17:7 59:8 62:12 <b>highly</b> 83:7 <b>high-tech</b> 113:7 <b>Highway</b> 14:1, 2, 5, 11, 16 33:18 36:11, 12 38:17 43:22 98:3 104:16 105:1 113:4 117:12 <b>highways</b> 32:19 <b>hill</b> 40:14 <b>hire</b> 31:20 39:7, 15 83:21 <b>hired</b> 19:12 29:18 39:2 116:12 <b>hiring</b> 37:23 <b>hit</b> 57:22 <b>hold</b> 54:10 <b>holding</b> 54:3 136:8 <b>hole</b> 11:9 30:1 <b>home</b> 7:19 68:10, 11 69:15 70:3</p>	<p><b>honest</b> 22:11 46:17 <b>Hood</b> 63:5 <b>hook</b> 56:10 <b>hope</b> 91:2 <b>hopefully</b> 12:19 25:6 84:6, 7 108:22 127:19 136:17 <b>hoping</b> 24:1 68:12 <b>hornets</b> 62:15 <b>horse</b> 21:20 <b>horses</b> 21:20 <b>hours</b> 29:11 <b>household</b> 8:20 <b>HR</b> 64:16 131:5 <b>HUDSON</b> 1:19 3:5, 16, 19 4:5, 7 5:8 8:21 11:22 14:23 18:10 28:8 34:10, 14, 19, 22 38:19 49:11, 15 50:3, 8, 14, 18, 21 51:6, 14, 17, 22 52:15 53:1 55:11, 17 56:6, 11 57:6 58:11, 15, 19 59:2, 20 60:4, 11 61:4, 12, 16 62:6 63:17 64:2, 5 65:7, 17 67:22 68:1 69:3 70:20 75:22 76:11, 13 79:1, 9, 12, 18 82:17 83:1 85:18 90:15, 19 91:1, 15 92:1, 5, 9, 18 93:4, 16 96:1 99:7 110:1 113:19 114:6, 12 117:14, 20 118:3, 5, 16 120:12 122:7, 14, 18 123:1, 9, 12, 16, 19 124:1 125:3, 17 126:4, 14, 19 127:10, 16, 22 128:16, 20, 23 129:9 130:5, 9, 12, 16 131:9, 23 132:3, 8, 11, 17 133:5, 15, 17, 21 134:3, 9, 14, 17, 23 135:16, 23</p>
---	---	---	---

<p>136:5, 13, 19  137:17 138:4, 10,  13, 22 139:5  <b>huge</b> 21:23  <b>human</b> 19:3 22:11  <b>humbling</b> 9:8  <b>hump</b> 13:3  <b>hundred</b> 98:8  <b>hunter</b> 95:18  <b>hurt</b> 130:4 132:7  <b>husbands</b> 48:18, 19  <b>hybrid</b> 10:1  <b>hydraulic</b> 33:19</p> <p>&lt; I &gt;  <b>I-10</b> 80:6  <b>I-20</b> 80:5  <b>iced</b> 22:7  <b>idea</b> 47:6 71:8  124:8 135:11, 19  <b>ideas</b> 47:18 76:17  <b>identify</b> 15:4  121:15  <b>IDOT</b> 13:21 58:4  113:12  <b>Illinois</b> 5:22 6:5,  11, 13 7:1, 5, 11  12:5 13:1, 2, 17, 21  16:9 25:13, 20, 20  26:4 27:6 95:8, 12  97:14 110:11  <b>imagine</b> 83:6  <b>immediately</b> 137:19  <b>impact</b> 106:22  <b>implementation</b>  35:5, 11  <b>implemented</b> 52:12  <b>implementing</b> 53:17  <b>important</b> 18:13,  20 20:2 70:23  72:8, 12 74:17  75:13 77:17  101:21  <b>impressive</b> 138:17  <b>improve</b> 41:1, 3, 3  108:3, 19, 22  109:11, 12  <b>improved</b> 41:4  53:21 116:2</p>	<p><b>improvement</b> 22:6  52:18, 21 53:7, 15  98:11  <b>improving</b> 109:2, 2  <b>included</b> 72:2, 10  <b>inclusion</b> 43:14  <b>increase</b> 38:3  <b>increases</b> 38:2, 4  <b>Indiana</b> 6:6, 14, 18,  20  <b>individual</b> 48:22,  22 74:21  <b>individuals</b> 73:8  89:6 105:13  <b>industrial</b> 6:19  <b>ineffective</b> 14:17  <b>informal</b> 45:22, 23  <b>information</b> 4:19  115:5  <b>informative</b> 73:19  <b>informed</b> 73:21  <b>in-house</b> 33:19  <b>initial</b> 83:17  <b>initially</b> 81:14  <b>input</b> 96:8  <b>insanity</b> 23:23  <b>inside</b> 121:13  <b>inspecting</b> 100:14  <b>inspection</b> 12:14  15:22 29:2, 4  100:10  <b>inspections</b> 15:23  28:23 88:1  <b>inspire</b> 77:10  <b>installations</b> 72:2  <b>instance</b> 17:6  47:13 66:15  <b>intend</b> 40:1  <b>interact</b> 72:16  <b>interaction</b> 75:3  <b>interest</b> 4:13  59:22 61:13 93:21  100:17  <b>interested</b> 47:7  140:17  <b>interim</b> 53:3, 20  114:23  <b>intern</b> 16:7  <b>internal</b> 132:16</p>	<p><b>interns</b> 11:5  <b>intertwinable</b> 10:6  <b>interval</b> 100:16  <b>INTERVIEW</b> 2:5,  8, 11 3:3, 21 4:16  5:2, 14 57:4 61:2  93:2 123:21  <b>interviewed</b> 125:8  <b>interviewing</b> 3:22  68:14  <b>INTERVIEWS</b>  1:14 3:8 57:8  61:17 92:11 123:3  <b>intimate</b> 46:20  <b>introduce</b> 4:17  5:10 61:19 94:7  <b>introduced</b> 68:2  <b>involve</b> 110:6, 7  <b>involved</b> 11:8 35:8  76:9 97:10 110:8  115:3, 4  <b>Iraq</b> 63:6  <b>isolation</b> 84:7  <b>issue</b> 19:21 27:3  48:6 76:19 96:20  103:23 104:14  107:22 111:18  129:15  <b>issues</b> 46:18 48:23,  23 55:2, 4 56:12  59:6 72:1 73:9  74:5 77:1 96:13  101:7 116:15  <b>it'd</b> 85:15  <b>item</b> 35:15, 15  <b>it'll</b> 29:5 133:19  <b>its</b> 10:18 33:3</p> <p>&lt; J &gt;  <b>Jacksou</b> 91:9, 18  <b>JAG</b> 91:17 92:2  <b>JAMES</b> 2:5 3:3,  21 60:10 123:21  <b>Jay</b> 126:6  <b>JERRY</b> 1:21 2:11  4:8 65:19 93:2  94:3, 20 123:15  <b>job</b> 6:8 7:19  11:12 15:6 18:13  19:14, 16 20:16</p>	<p>22:20 26:14 27:2  31:1, 15 33:11  51:13 55:23 67:4,  11, 12, 21 68:15  71:20 72:16 73:13,  18 81:13, 19 84:4  104:23 106:13, 14,  22 114:19 116:1,  10, 16, 21 125:11  <b>jobs</b> 37:2 77:11,  12 87:19 88:4  <b>joining</b> 4:11 61:12  93:11, 20  <b>joke</b> 109:14  <b>JONES</b> 125:21  129:2, 16 130:23  131:4 132:23  134:6, 10, 15, 21  135:3 136:15  137:6 138:1, 7, 11  <b>Jr</b> 62:10  <b>judge</b> 31:12  <b>jump</b> 16:8 65:23  <b>June</b> 52:10  <b>jurisdiction</b> 13:18  <b>justifies</b> 114:3</p> <p>&lt; K &gt;  <b>Katrina</b> 69:20  <b>keep</b> 24:3 82:3  112:12  <b>keeps</b> 82:8, 13, 20  <b>Kegley</b> 40:11  <b>KENNETH</b> 2:8  61:2, 5 62:10  <b>kept</b> 115:3  <b>key</b> 15:3 21:13  28:10 48:13 58:5  83:6 85:19  <b>kin</b> 140:16  <b>kind</b> 6:3 9:23  10:8 12:23 13:15  15:19, 22 17:8, 15  44:4, 13, 20 46:5  47:8 50:4 56:16  69:6, 7, 11 70:4  73:13 78:4 79:16  81:7 82:4 83:17  84:2 87:11, 12, 15  89:2, 3, 20, 22 90:6</p>
--	--	---	--

<p>96:17 97:1, 2, 2                  98:2, 18 100:7                  101:3 102:12, 13                  103:7 104:7 105:7,                  7, 14, 21 106:5, 21                  107:6 108:2, 7, 9,                  16, 18, 20 109:10,                  13, 15, 17 110:10,                  12, 20 111:3, 9, 19                  112:9, 17, 17, 19                  115:10, 11 116:20                  117:15 119:3                  121:18 131:15                  132:12  <b>kinds</b> 77:21  <b>knack</b> 102:13  <b>knew</b> 78:13                  116:21, 22  <b>knit</b> 29:10  <b>knocking</b> 79:13  <b>know</b> 4:20 8:8                  10:1, 11, 16, 16, 22                  11:2, 6, 6, 9, 10                  12:4, 5, 13 13:4                  14:6, 6, 9, 9 15:5,                  13, 16, 23, 23 16:2,                  3, 15, 22 17:12, 15,                  16, 18, 20 18:7                  19:4, 7, 11, 14, 20                  20:8, 10, 18 21:3, 4,                  8, 9, 12, 19, 22 22:3,                  12, 12, 21, 23 23:3,                  16, 20, 22, 22 24:2,                  4, 6, 10, 14, 16, 17,                  18, 18, 22 25:5, 17                  26:12, 17, 19 27:1,                  2, 8, 9, 12, 15, 15, 18,                  22 28:16, 18, 19, 21                  29:1, 7, 8, 12, 13, 15,                  21 30:4, 18 31:8,                  11, 11, 12, 16, 23                  32:2, 7 33:3, 4, 6,                  15 34:1, 8 36:4, 23                  37:3, 6, 14 39:7, 18                  40:11, 11, 12, 13, 18,                  20, 21, 21, 22 41:1,                  1, 11, 18, 19, 21, 22                  42:3, 5, 8, 11, 14                  44:3, 7, 8, 16 45:6,                  8, 10, 17, 17 46:1, 4,</p>	<p>4, 9, 10, 12, 16, 16,                  17, 21, 22 47:4, 19                  48:4, 5, 8 49:1, 4, 6,                  9 52:5 55:5, 7, 9                  56:20, 23 57:2, 2                  58:6, 9, 13, 14 59:6                  61:21 64:14, 22                  66:15, 21 67:2, 21                  68:1, 13, 19 69:2,                  16 70:3, 7 72:11,                  18 73:14, 16 74:7,                  11, 20 75:5, 8, 12,                  12, 12 76:8 77:5,                  13, 23 78:1, 6, 10,                  12, 16, 22, 23 79:2                  80:1 81:13, 14, 15,                  20 82:4, 10, 11, 17                  83:8, 19 84:21, 22                  85:16 86:4, 6, 21,                  22, 23 87:8, 15, 19,                  23 88:5 89:9, 10,                  13, 20 91:22 94:10                  96:13, 14, 17, 18, 19,                  20 97:3, 7 98:17,                  20 99:21 100:6, 14,                  16 101:4, 6, 10, 13,                  16, 21 102:11, 14,                  14, 17 103:7 104:8,                  12, 13, 13, 17, 20, 21,                  22 105:16, 17, 18,                  21 106:6, 7, 8, 10,                  11, 12, 16, 18, 21                  107:9, 23 108:4, 8,                  8, 12, 15, 16, 20, 20                  109:1, 5, 6, 8, 9, 11,                  12, 13, 14, 15, 17, 18                  110:10, 19, 21                  111:8, 20, 22 112:7,                  9, 12, 17, 19, 20                  115:3, 10, 12, 14, 23,                  23 116:4, 6, 11, 11,                  19 117:2, 3, 6, 7                  118:16 120:3                  122:14, 16 123:10                  124:5, 5, 11, 19, 21                  125:12 126:10, 15,                  20, 22 127:6, 12, 14                  128:3 129:10, 12,                  21 130:9 131:11                  132:5, 13, 18 133:7</p>	<p>134:7, 12 135:13,                  21 137:15 138:3,                  16  <b>knowing</b> 109:8  <b>knowledge</b> 28:5                  33:22 40:18  <b>knows</b> 82:22 137:9  <b>Kuwait</b> 63:6                    &lt; L &gt;  <b>labels</b> 66:11  <b>lady</b> 29:18  <b>laid</b> 102:10 108:7  <b>laid-back</b> 95:16  <b>Lake</b> 6:16  <b>lane</b> 97:14  <b>large</b> 12:20 21:16,                  18, 19 42:20 68:14                  141:11  <b>larger</b> 18:17  <b>late</b> 136:16  <b>law</b> 23:6  <b>laws</b> 29:22 49:22  <b>lay</b> 90:4  <b>lazy</b> 17:15  <b>leader</b> 10:17 23:12,                  17 30:19 54:4, 12                  108:2  <b>leaders</b> 54:12  <b>leadership</b> 9:19, 20,                  23 10:4 30:19                  66:2, 7, 12, 14 67:8                  96:3, 7  <b>leading</b> 105:7  <b>learn</b> 17:2 23:14,                  20 24:9  <b>leaving</b> 133:13  <b>leeway</b> 67:3  <b>left</b> 4:9 93:17                  114:22  <b>legal</b> 127:17, 18                  133:1  <b>legally</b> 127:11  <b>legislature</b> 119:11  <b>lemonade</b> 22:7  <b>length</b> 51:12, 15  <b>letters</b> 137:13  <b>letting</b> 136:22, 23  <b>levee</b> 98:13</p>	<p><b>level</b> 14:16 26:4                  29:5, 6 30:19                  31:13 45:13                  113:10, 23 114:1                  126:5  <b>levels</b> 31:21 102:12  <b>leverage</b> 72:11  <b>liability</b> 39:17  <b>liable</b> 109:20  <b>license</b> 49:20                  141:6, 8  <b>licensed</b> 65:14                  140:20  <b>Lieutenant</b> 63:1                  74:16  <b>life</b> 5:16 19:7  <b>lift</b> 77:15  <b>lifting</b> 45:10  <b>limited</b> 53:22                  83:22 110:12  <b>line</b> 35:15, 15                  90:11 107:3                  132:19  <b>link</b> 71:18  <b>list</b> 9:13 57:3                  65:20 112:17  <b>literally</b> 14:18  <b>little</b> 5:19 7:21                  9:18 11:17 12:7                  26:12 27:18 66:20,                  20, 21, 21 70:9                  76:3 78:14, 15                  79:21 80:3, 4                  81:10 83:13 84:20                  85:8, 14 87:2, 16                  93:13 97:7 102:5                  103:6 110:23                  112:2 136:16  <b>live</b> 41:20  <b>locally</b> 27:4  <b>located</b> 111:23  <b>lock</b> 75:17  <b>logistics</b> 64:16  <b>long</b> 117:23                  119:19 120:22                  135:19  <b>longer</b> 17:1 87:16                  120:5, 6  <b>longer-term</b> 89:10</p>
---	---	---	---

<p><b>look</b> 16:18 19:16, 17, 19, 23 47:8 48:20 49:3 83:18 89:16 96:10, 11 99:3 100:6 104:17, 17 106:5, 6, 21, 22, 23 115:11</p> <p><b>looking</b> 9:14 40:9 67:12 100:17, 17</p> <p><b>looks</b> 84:12 90:8</p> <p><b>lose</b> 32:4</p> <p><b>lost</b> 96:14</p> <p><b>lot</b> 6:20 10:5 11:3, 4 13:23 22:19 23:2 33:17 37:15 39:11, 15 40:13 46:7 47:12 54:17 55:19, 19 56:15 59:5, 7 64:19 66:10 67:3 70:12, 17 72:5 75:4, 7 77:19 87:20, 23 98:17 100:8 101:10 103:3, 3 104:20 110:15 111:14, 20 112:3 115:4, 4 116:7 120:5</p> <p><b>lots</b> 6:19 33:17 56:3, 4, 4</p> <p><b>Louis</b> 69:20</p> <p><b>low</b> 25:20, 22 101:15</p> <p><b>LUDGOOD</b> 1:20 4:10 15:1, 2 25:8 34:23 35:2 42:19 48:17 51:2, 23 53:23 54:2 56:3, 7 57:12 60:3 68:3, 4, 6, 8 69:4 74:1 77:3 79:4, 6 83:2, 3 90:1, 18 93:18 97:6 104:3 107:5 114:9 115:18 119:10 121:12 125:23 126:9 128:11, 18, 22 129:1 132:15 134:1, 4 135:6, 21</p>	<p>136:3 139:3</p> <p><b>lunch</b> 116:8</p> <p>&lt;M&gt;</p> <p><b>machine</b> 140:8</p> <p><b>mad</b> 101:3</p> <p><b>magically</b> 77:15</p> <p><b>main</b> 17:14</p> <p><b>maintained</b> 14:1</p> <p><b>maintaining</b> 32:19 99:11</p> <p><b>maintenance</b> 14:4, 12, 15, 20 32:17 34:6 36:18 105:3, 6, 17</p> <p><b>major</b> 22:6 39:3</p> <p><b>majority</b> 21:4 124:23 131:12</p> <p><b>making</b> 24:3 33:11 87:11 100:18</p> <p><b>man</b> 91:3</p> <p><b>manage</b> 16:15 30:9 32:14 35:14 72:18 80:10</p> <p><b>management</b> 75:15</p> <p><b>manager</b> 109:1 116:13</p> <p><b>managing</b> 31:1</p> <p><b>manner</b> 20:9 30:3</p> <p><b>manpower</b> 32:1 37:5 101:11</p> <p><b>mapped</b> 86:18</p> <p><b>MARCH</b> 1:6</p> <p><b>marginal</b> 107:12</p> <p><b>married</b> 8:3</p> <p><b>Marson</b> 48:10</p> <p><b>Master</b> 7:3</p> <p><b>master's</b> 65:11</p> <p><b>matching</b> 36:16 98:6</p> <p><b>material</b> 31:9</p> <p><b>matter</b> 10:17, 21 27:10 127:2</p> <p><b>McClain</b> 94:21 97:13, 23 99:9, 10 102:21 111:23 114:20</p> <p><b>mean</b> 19:12 23:15 25:17 31:18 44:3</p>	<p>45:20 46:7 68:21 76:15 88:1 110:7 116:8 118:10 124:15, 18 125:4, 21 126:4, 7, 17 129:16, 18, 23 130:23 131:13 132:10, 21 134:9 135:3, 22 136:7 138:5</p> <p><b>Meaning</b> 113:21</p> <p><b>means</b> 16:23 49:10 140:10</p> <p><b>measures</b> 28:10 85:19 106:10 110:3 111:9 112:16</p> <p><b>measuring</b> 110:5</p> <p><b>media</b> 58:20</p> <p><b>meet</b> 13:7 20:18 43:10 44:5 68:5, 6 86:13 87:1 93:15</p> <p><b>MEETING</b> 1:10 2:14 3:5, 7 43:14, 15 44:19 45:8 46:3, 13 47:23 58:16, 22 86:8 94:1, 2 124:10 126:19 128:21 129:6 132:20 135:4 137:12 138:2, 9</p> <p><b>meetings</b> 44:17 88:23 110:6, 19 111:13</p> <p><b>member</b> 10:16 24:11 43:18 104:15</p> <p><b>members</b> 19:16 42:23 43:9 44:22 46:3 48:22, 23 58:20 102:18, 19 103:9, 14, 19</p> <p><b>memory</b> 15:14</p> <p><b>mentally</b> 86:18</p> <p><b>mentor</b> 84:10</p> <p><b>MERCERIA</b> 1:20 4:9 68:3 93:18</p> <p><b>merit</b> 46:14 51:19</p>	<p><b>method</b> 88:9</p> <p><b>methods</b> 86:10</p> <p><b>mileage</b> 16:13</p> <p><b>miles</b> 97:15, 20 101:18</p> <p><b>military</b> 10:3, 16 27:10 62:18 69:1, 7, 13 71:16 77:21 84:15</p> <p><b>millage</b> 119:16 120:11</p> <p><b>million</b> 26:3 36:20, 23 37:4 38:8, 9, 13 97:23 101:1</p> <p><b>million-dollar-plus</b> 39:4</p> <p><b>mills</b> 120:13 122:9</p> <p><b>mind</b> 87:9</p> <p><b>mine</b> 133:14, 18</p> <p><b>minor</b> 75:3</p> <p><b>minute</b> 34:12</p> <p><b>MINUTES</b> 1:11</p> <p><b>Mississippi</b> 63:11 65:15 69:19 71:22 80:23 140:21 141:8</p> <p><b>Missouri</b> 65:12, 12, 15</p> <p><b>mistake</b> 24:4 109:9</p> <p><b>mistakes</b> 23:19, 21 24:8</p> <p><b>mix</b> 104:22</p> <p><b>MOBILE</b> 1:1, 2, 4, 10 18:16 39:23 41:4 49:8 62:11 68:17, 21 94:4, 14 120:15</p> <p><b>mode</b> 66:16</p> <p><b>modern</b> 21:22</p> <p><b>moment</b> 12:6</p> <p><b>moments</b> 34:11</p> <p><b>Monday</b> 124:10 128:21, 23 136:6, 20</p> <p><b>money</b> 18:1 20:7 25:23, 23 26:7 27:5, 6 33:20 35:17, 18 39:6 101:5, 19 106:12</p>
--	---	---	--

<p>107:1 112:3 121:13 122:3 <b>monitor</b> 28:11, 15 35:7 85:20 99:18, 23 100:20 <b>monitoring</b> 30:14 110:4, 8 <b>monitors</b> 97:12 <b>month</b> 20:18 43:10, 11 <b>monthly</b> 44:18 86:5 <b>months</b> 6:10 7:12 26:6 40:2 53:2 54:19 81:14 91:16 110:13 <b>morale</b> 25:12, 19, 20 27:9, 13 74:5 76:4, 18, 19 77:8 107:19, 22 109:5, 18 <b>morning</b> 136:16 <b>motion</b> 139:2 <b>motivated</b> 83:7 <b>motivating</b> 74:3 76:6 <b>motor</b> 38:16 99:16, 21 100:19, 19 <b>move</b> 5:9 54:7 57:1 72:19 82:14 <b>moved</b> 14:20 104:11 139:3 <b>moving</b> 54:6 105:10 112:14 <b>mowing</b> 14:7 <b>mud</b> 11:10 <b>multiple</b> 10:2 29:11 76:22 <b>municipalities</b> 121:14 <b>music</b> 42:9</p> <p>&lt;N&gt; <b>name</b> 126:3 141:1 <b>named</b> 114:23 <b>narrow</b> 126:13 127:5 128:4 <b>nation</b> 69:17, 18</p>	<p><b>National</b> 7:1 63:12 69:17 71:22 72:3 73:15 80:23 <b>nearly</b> 53:13 <b>necessarily</b> 67:16 110:14 111:8 112:15 125:15 <b>necessary</b> 67:13 <b>necessity</b> 15:18 <b>need</b> 17:2 27:19, 20 28:1 30:5 31:1 34:12 39:12 41:2, 3 42:7 50:8 59:17 66:16 67:17 84:3 85:12 89:11 90:10 99:2, 4, 5 109:11 122:4 127:16, 17 128:2 132:18 133:8, 22 135:20 <b>needed</b> 39:9, 19 59:19 81:4 116:23 <b>needs</b> 11:7, 12 13:7 20:21 21:9 28:3 30:2 31:3 48:7 85:3 104:1 105:20 127:14 <b>neither</b> 140:15 <b>networks</b> 21:18 <b>never</b> 10:8 <b>New</b> 8:17 29:18 49:8 54:4, 12 66:17 81:8, 12 <b>news</b> 12:5 <b>Nice</b> 8:14 56:17 68:5, 6 <b>nine</b> 14:11 112:19 <b>Nods</b> 102:4 <b>normal</b> 103:4 <b>northwest</b> 6:17 <b>notes</b> 33:5 <b>notice</b> 119:4 <b>notifications</b> 137:18 <b>notified</b> 92:15 <b>notify</b> 137:10 <b>notifying</b> 137:3 <b>nuclear</b> 15:21 <b>number</b> 76:20 124:13, 15 141:1 <b>nut</b> 95:17</p>	<p>&lt;O&gt; <b>obstacles</b> 77:6 <b>obtain</b> 127:20 <b>obviously</b> 10:5 56:20 58:6 69:12 129:20 130:20 <b>offer</b> 57:17, 18 <b>office</b> 36:2 38:10 75:18 <b>officer</b> 63:22 91:17 <b>officers</b> 73:14 <b>offices</b> 21:4, 5 <b>offset</b> 37:16 <b>Oh</b> 11:20 23:15 25:15 51:4 68:9, 10 89:1, 1 92:1 125:1 132:21 <b>Okay</b> 5:6, 8 8:22 13:8, 13 14:22 15:16 18:9 22:9, 14 23:9 28:7 34:13, 15, 21 37:8 38:18 39:21 42:18 43:1, 17 44:2 47:16 50:16 51:6, 16, 21, 22 54:1, 15 55:14 59:2 60:4, 7, 8 62:5, 9 64:2, 5 65:7, 17 66:10 67:22 72:22 78:2 82:2, 11 88:12 89:14, 19 90:4, 14 91:21 92:15, 16 93:7, 8 94:15, 16, 19 96:1, 6 102:5 103:16, 20 105:23 113:13 114:5, 14 118:15 119:2 122:13 123:8, 11, 12 131:23 133:17 134:5 136:19 138:10 <b>old</b> 7:18 8:9 68:18 <b>once</b> 35:13 39:16 <b>ones</b> 15:9 16:17, 21 81:16 126:23 134:22 135:1 <b>online</b> 119:5</p>	<p><b>open</b> 7:20 25:1 132:20 <b>opened</b> 70:4 <b>operate</b> 49:9 82:22 <b>operating</b> 30:18 98:4 <b>operation</b> 30:11 104:12 118:9 <b>operational</b> 38:12 99:3 <b>operations</b> 29:8 <b>operators</b> 74:21 <b>opinions</b> 73:20 <b>opportunities</b> 68:20 69:2, 9 85:1 <b>opportunity</b> 5:1, 13, 15 15:18 16:6, 7 17:12 18:6 61:19 62:3 69:14, 22 70:1 85:4 94:13, 20 122:23 131:19 <b>opposed</b> 47:17 129:13 <b>option</b> 131:15 <b>options</b> 128:15 <b>order</b> 3:6 41:7 <b>ORDER.PAGE</b> 2:3 <b>ordinance</b> 64:18 <b>ordinances</b> 23:7 41:21 <b>organization</b> 41:12 75:13 77:19 81:4, 21 84:8 <b>organizational</b> 30:16 <b>organizations</b> 32:23 42:1 <b>originally</b> 62:11 <b>outdoor</b> 95:17 <b>outlier</b> 135:8 <b>Outlook</b> 88:16 <b>outside</b> 21:11 27:4 39:13 44:18 71:3 85:1, 9, 9 <b>overall</b> 38:7 40:4 64:10 98:21 106:13, 22 117:3 <b>overhead</b> 39:18 <b>oversaw</b> 118:8</p>
--	--	--	--

<p>oversight 22:23 39:9 over-thinking 30:5</p> <p>&lt; P &gt;</p> <p>P.M 1:7 3:1 60:15 61:1 92:21 93:1 123:23 139:7 PAGE 2:5 132:13 paper 83:18 126:12 part 15:15 21:15, 15, 18 25:10 45:20 51:19 54:5 68:14 74:22 104:5, 6 107:18 121:12 participate 121:22 participative 96:7 97:3 particular 67:11 88:9, 18, 20 89:6, 12, 15, 18 107:23 120:14 124:11 particularly 71:5 74:4 107:11 parties 140:16 parts 45:23 107:7 part-time 64:10 passed 41:22 120:17 pat 27:17 patch 31:9 patching 14:6 37:2 path 14:18 86:10 90:2, 8 PATRICIA 1:23 141:5 Paul 62:10 pave 120:2 paved 120:4 pay 18:2 26:9 38:3, 4 66:20 120:11 Pay-As-You-Go 119:6 120:19 122:4 paying 78:22 payments 26:4 peannt 45:4</p>	<p>peek 128:8 penny 36:4, 5 pension 26:4 people 15:4 17:22 18:18 19:4, 8, 18, 19, 22 20:15 21:14 26:15 30:20, 21, 23 41:6 54:13 56:2 57:21 58:6 59:8 64:10 66:11 70:2 71:11 74:14 75:4, 5 76:16, 18 77:18 78:3, 6, 22 84:7 85:20 87:20 88:10 96:12 102:7, 13 105:2 112:19 125:8 130:15, 19 131:22 134:20 137:4, 23, 23 people's 54:19 96:8 Peoria 95:8 percent 35:9, 15 36:6 perfect 23:18 26:22 33:7 perform 67:5, 19, 20 77:11, 12 84:4, 8 performance 28:10, 11, 20 31:21 85:19, 20 87:5 88:7 110:2, 5 111:9 112:16 performer 84:22 performing 17:4 period 82:5 permitting 22:22 person 31:14 35:6 83:9, 11 90:4 97:12 113:23 126:11 129:22, 23 personal 5:16 46:1 personalities 102:14 104:21 personally 8:2 80:19 personnel 64:7, 11, 12, 17 66:23 77:5</p>	<p>84:10 113:23 philosophy 67:8 phone 56:8 phonetic 95:10 113:6 pick 119:13 picnic 78:11 ping 88:19 89:5 place 12:22 14:3 46:21, 21 52:13 54:5 77:12 90:10 110:3 placing 65:2 plan 123:4 plane 22:23 33:18 planned 57:7 105:19 planning 43:16 plans 111:17 plat 43:16 platforms 21:10 please 50:15 plowed 11:17 plug 89:3 Point 8:12 9:6 16:19 26:2 40:14 53:2 68:23 82:10, 11 84:5 90:13 136:7 points 86:21 88:11 policies 42:10 policy 41:21 42:7 44:8 political 24:15 poll 131:2 population 13:10 21:19 103:4 POSITION 1:14 2:6, 9, 12 3:23 15:11 19:12 30:8 34:23 44:11 51:10 59:9 61:7 67:9, 14, 18 71:14, 16 74:12, 15 80:16 84:6 85:13 86:2 93:22 94:4 107:13 128:7 130:17 133:11 positions 4:14 19:5 39:22 56:21 61:14 70:22, 22</p>	<p>71:6 77:7 118:6, 21 124:12 125:9 positive 54:18 possible 32:4 posted 116:17 potential 83:10 107:15 potentially 15:5 136:5 potholes 14:7 power 19:5, 7 practical 16:12 preparation 97:11 prepare 85:11 prepared 98:18 present 35:14 104:2 presentation 32:21 presented 103:19, 19 PRESIDENT 1:19 press 46:4 pressure 27:18 pre-thaw 32:3 pretty 8:18 9:7 10:6 12:20 13:17, 19 19:2 22:3 27:8 32:4 37:17, 23 39:20 68:23 81:6, 17, 21 92:3 119:21 previous 41:23 71:20 114:15 118:1 primary 12:15 20:13 42:2 45:9 prior 6:8 86:16 95:1 priorities 81:2 priority 31:3 40:19 121:16 private 75:23 76:3 Privately 8:2 proactive 121:6 probably 8:16 15:6 16:23 17:1 21:1 30:21 34:5 37:6 38:4, 12 48:12 55:21 96:6 101:17 103:5</p>
---	--	--	---

<p>108:6 110:12, 18 135:13 <b>problem</b> 24:6 41:17 45:12 96:19 100:5 106:4, 6, 7 <b>problems</b> 27:4 33:6 37:22 46:19 75:21 76:22 <b>procedure</b> 44:8 <b>proceed</b> 23:8 <b>PROCEEDINGS</b> 139:10 140:7, 13 <b>process</b> 8:9 12:18 14:14 17:22 28:18 29:9 33:10 35:8 36:7 42:15 57:4 87:13, 16 136:22 <b>produce</b> 90:13 <b>product</b> 68:21 86:17 90:13 <b>productive</b> 85:22 109:21 <b>productivity</b> 30:9, 15 87:4 88:7 110:5, 9 <b>professional</b> 6:4 65:14 <b>program</b> 6:11 119:6, 17 120:7, 14, 19 121:5, 8, 20 <b>programs</b> 71:21 120:11 <b>progressed</b> 95:6 <b>progression</b> 85:4 <b>project</b> 16:16 22:6 35:22 36:14 46:19 47:23 67:1 74:18 89:18, 21 90:5 99:1 105:21 109:1 111:2, 3, 19 114:1 116:12 <b>projects</b> 6:21 12:20 35:19 46:23 95:3, 4, 5 98:11, 11, 15 100:22 101:6 105:5 110:21 111:10 112:9, 11, 20 119:23 <b>promoted</b> 7:3</p>	<p><b>proposal</b> 16:14 35:20 <b>protocol's</b> 138:6 <b>proud</b> 91:22 121:8 <b>provide</b> 59:18 73:19 115:20 <b>provided</b> 9:14 <b>publically</b> 130:3 <b>PUBLIC</b> 1:15 2:6, 10 3:10, 12 4:1 18:14, 18 20:5 22:21 24:15 25:1 30:21 46:22 52:8 53:4, 8 58:16, 21 61:8 68:22 69:6, 7, 12 70:6 72:17 76:15 87:2, 14 94:2 118:7 119:14 125:16 137:4, 8 <b>publicly</b> 129:11 <b>punching</b> 82:20 <b>purchase</b> 99:6 <b>purpose</b> 3:7 <b>put</b> 7:20 12:22 16:14 35:20 39:1, 8 47:17 67:13 73:9 78:21 136:12 <b>putting</b> 11:10 31:9 67:9 117:2 127:7</p> <p>&lt; Q &gt; <b>qualifications</b> 138:15 <b>qualifies</b> 101:7 <b>quality</b> 59:8 <b>quarterly</b> 77:23 86:6 <b>question</b> 9:2 11:23 15:9, 12 45:2 50:4 51:8 52:1, 11 56:19, 22 68:9 76:12 83:4 88:19 95:23 107:7, 18 115:19 117:16 126:1 <b>questions</b> 4:23 5:3 9:13, 16, 18, 19 34:20 35:3 49:13, 16 59:13, 16 61:23 62:4 65:20 90:16,</p>	<p>20 94:11, 14 117:21 122:20 140:9 <b>quick</b> 32:4 80:14 <b>quickly</b> 123:7 <b>quite</b> 79:18 99:13 107:16 115:6</p> <p>&lt; R &gt; <b>racers</b> 20:14 <b>rain</b> 56:4 <b>rainy</b> 56:8 <b>raised</b> 5:17 <b>ran</b> 95:3, 4 106:7 <b>rank</b> 7:2 <b>rapport</b> 18:12, 20 71:1, 9 72:13 76:4 101:22 102:7 104:19 105:12 109:18 <b>rat</b> 30:1 <b>rate</b> 98:23 <b>reach</b> 96:21 104:14 124:20 136:8 <b>reached</b> 48:21 <b>read</b> 54:22 121:9 <b>reading</b> 9:14 102:13 <b>ready</b> 8:5 34:20 67:21 83:7 129:8 136:9, 11 137:18 138:7, 12 <b>real</b> 12:6 49:21 80:13 95:16, 17 101:15 104:23 121:8 <b>realize</b> 39:14 75:23 83:10 <b>really</b> 10:7, 11 15:6, 10 16:7 19:10 22:10 28:17 41:8 46:7 53:10 56:16 59:13 69:23 75:6 82:19 104:4 107:8 111:8, 21 115:13, 13, 13 116:7 131:21 138:15, 18</p>	<p><b>realm</b> 85:2 <b>rear</b> 9:8 <b>reason</b> 127:1 <b>reassignment</b> 52:23 <b>reassure</b> 117:6 <b>reassured</b> 116:20 <b>rebuild</b> 6:21 <b>receive</b> 28:4 <b>receiving</b> 26:6 <b>Recess</b> 34:18 50:17 60:16 79:11 92:22 <b>recognize</b> 115:21 116:11 <b>recommendation</b> 44:23 <b>record</b> 3:20 93:23 <b>rectify</b> 23:5 <b>reducing</b> 65:2 <b>reel</b> 30:4 <b>reestablish</b> 50:9 <b>reference</b> 57:15, 19 <b>references</b> 57:14 59:18 <b>referendum</b> 119:7 <b>regard</b> 100:11 <b>region</b> 6:17 <b>regional</b> 58:3 <b>regular</b> 73:23 81:6 88:22 95:2 <b>regulations</b> 29:23 49:22 <b>reimbursed</b> 18:3 <b>related</b> 46:19 <b>relationship</b> 21:7 22:4 41:9 42:13 44:5 72:7 <b>relationships</b> 20:3 33:5 40:22 72:11 102:8 <b>release</b> 17:11 <b>relocate</b> 68:13 <b>remediate</b> 17:18 <b>remember</b> 55:15 <b>remotely</b> 71:23 <b>reorganization</b> 118:19 <b>reorganized</b> 25:22 <b>repeat</b> 25:6</p>
--	--	---	---

<p>replace 29:19 106:19 replacement 14:7 report 30:22, 23 43:5, 6, 7, 12, 13 44:11 45:21 52:9, 21 54:22 71:6, 13 85:21 102:1, 2 103:15 119:1 <b>REPORTED</b> 1:23 reporter 94:1 140:23 Reporters 140:22 <b>REPORTING</b> 2:15 44:14 45:15 140:21 reports 29:5 31:15 103:22 representative 64:1 represents 140:12 required 47:1 requirements 86:2, 6 requires 36:4 researched 73:20 Reserve 63:11 reserves 38:17 resident 95:4 96:23 114:10 resolution 45:7 resources 72:3, 3 respect 10:7 109:8 respond 5:1 102:16 responses 60:1 responsibilities 28:13 87:18 88:3 114:7 responsibility 35:10 36:8 118:18 responsible 99:10 rest 54:14 <b>RESTORE</b> 135:12 result 24:2 140:18 resume 34:20 resurface 112:5 resurfacing 37:1 119:23 121:7 retire 82:6, 8, 8, 11</p>	<p>retired 29:17 81:23 82:4 96:16 revenue 120:16 review 52:6 reviews 108:11, 12, 14 115:23 revised 30:17 rid 33:4 right 4:7 8:7 9:12 11:13 12:3 18:4 20:7, 12 25:4 30:13 33:3 36:10 41:15 47:21 48:2 55:16 58:1, 11 62:14 63:9, 19 65:7, 19 66:6 69:3 71:14 73:11 74:17 77:14 79:1, 2, 19 84:12 87:2 91:4 92:16 93:16 101:20 103:5 108:14 112:14 123:18, 20 132:8 133:17 134:4 138:8 right-of-way 111:18 ring 7:21 ringing 3:15 56:9 rises 126:5 rising 17:4 road 22:6 43:8, 8, 18 64:22 85:12 87:21 89:12 97:16, 21 100:5, 22 111:2 112:6 120:4 121:6 <b>Roads</b> 3:12 13:23 14:1 32:5 49:3 56:5, 15, 17 98:23 99:1, 11, 22 101:18 111:7 119:13, 16 role 25:9, 10 35:4 47:11 66:18 69:7, 8 99:14 100:4 101:20 108:1 roles 10:4, 5 33:17 <b>Roll</b> 95:20, 22 roughly 36:20 80:21 round 6:4 61:23 110:14</p>	<p>route 31:10, 11 106:16 run 106:15 running 87:9 rural 103:2, 8, 10  &lt; S &gt; <b>Sader</b> 7:12 safe 20:9 sake 138:6 sat 116:19 satisfied 117:19 <b>Saturday</b> 91:9 save 5:4 25:23, 23 33:19 106:23 saying 23:22 73:12 83:22 87:7, 14 125:2 126:11 134:1 schedule 89:11, 13 scheduled 39:6 93:12, 15 school 5:19 17:7 20:8 24:11 27:12 62:12 116:14 schooling 84:2 schools 68:22 <b>Science</b> 6:1 65:13 scope 87:19 seams 70:19 season 20:13 37:5 second 15:14 24:13 43:11 62:23 107:18 124:18 139:4 secondhand 137:22 sector 69:6, 8 75:23 76:1, 3 secure 39:5 see 9:14 21:23 29:10 30:9 40:3 41:11, 15 54:23 57:5 65:22 81:2, 3, 9 84:12 85:1 86:16, 19 87:12 97:1 102:22 106:23 107:15 108:21 110:20 119:19 124:20 128:9 129:14</p>	<p>seen 19:6 52:17, 21 53:6, 15 69:9 75:3 select 125:13 selected 7:22 19:11 137:10 selection 8:9 123:5 128:5, 12 self 13:1 semi-truck 113:6 send 137:13 138:8 senior 8:4, 7 12:9 66:23 sense 112:22 separate 44:17 53:12 118:23 separated 118:20 separately 46:13 sequence 90:12 <b>Sergeant</b> 7:3 series 4:21 94:10 serious 27:9 serve 69:13, 14 served 69:16, 19 service 9:4 33:8 63:15 68:15 69:12 70:6 services 41:3 serving 20:5 69:18 session 46:12 set 72:20 119:13 121:17 128:12 setting 24:22 27:12 43:7 46:20 47:5, 13 74:4 108:2 seven 19:15 38:12 42:22 44:22 103:13, 19 104:5 shadow 84:10 shame 56:16 shape 37:18 49:3 share 20:21 36:14 sheet 42:9 sheriff's 20:16 38:2, 8 shield 26:23 ship 58:14 shop 11:3 28:16</p>
---	--	--	---

<p>short 37:14  shorthand 140:8  shortly 92:13  shoulders 115:8  show 27:23  showing 82:9  shut 47:9  shutting 26:8  shy 13:12  side 15:8 35:16  38:12 49:7 83:11  100:13, 14 102:17  signature 36:1  silver 77:10  similar 44:13 84:8  simple 19:2  single 80:23  sister 70:13  sit 131:10  sites 74:18  sitting 22:5  situation 23:11  32:14 41:2 44:14  46:10, 16 53:20  58:7 80:10 83:20  85:12 113:16  115:12  situations 17:20  six 26:3 30:22  37:7 50:1 81:14  94:23 114:17  120:12 122:8  size 37:19 118:17  121:20, 20  skills 109:2  skulls 86:11  <b>SKYPE</b> 2:5, 11  3:15, 17 4:3, 12  5:6, 12 8:15 34:13,  16, 21 48:16 49:18  50:6, 16, 20, 23  51:9, 16, 21 52:2,  16 54:1, 15, 21  55:14 56:13 58:1,  12, 18, 23 59:3  60:8, 13 123:21  slim 49:6  slopping 11:10  slot 82:12, 14  slow-moving 21:21</p>	<p>small 5:18 11:3  16:15 28:16 30:11  37:17 49:6 101:13  smaller 33:21  86:22  smooth 105:14  snail 138:21  snow 11:16  soft 106:15  software 21:10  soldiers 80:17  solve 55:10  solving 41:17  106:4  somebody 11:7  24:5 59:11 75:8  82:14 83:22 85:3,  13  somebody's 78:23  79:2, 3  son 8:6, 7 9:5  sons 8:4  soon 11:17 57:11  60:6 92:13, 14  sooner 12:19  129:4, 13  sophomore 8:6  sorry 50:3 66:7  68:9  sort 53:11 118:13  <b>Sounds</b> 5:7  south 21:15 48:1  80:1  southwest 21:15  space 112:20  speak 22:16 46:6  specialties 64:15  specialty 7:8 64:18  specific 46:18  spectrum 64:20  spend 21:5 91:4  101:5 106:11  spending 100:18  spent 6:9, 22 11:3  99:22, 23 100:1  121:13  spirits 77:15  sports 95:17  109:15</p>	<p>spot 106:15  spring 116:13  <b>St</b> 69:20  staff 10:18 11:6  13:6, 6 20:22  32:17 40:20 41:16  55:22 95:3 97:5  105:2, 6 106:3  108:15 110:19, 20  111:4 112:19  113:10 129:21  staffed 37:14  staffing 13:15  stage 46:20, 22  stakeholders 21:12  stalker 138:21  stand 24:13, 18  139:5  standard 16:1  standards 37:3  standing 25:2  star 17:5 83:9  start 8:23 9:19  99:2 105:4 110:17  130:2  <b>started</b> 17:15  50:10 52:3 94:18  95:1 105:10  119:21  <b>starting</b> 39:14, 19  56:14 105:22  <b>state</b> 13:17, 20  15:21 16:9 20:15  26:1, 7, 7, 8 27:6  29:4, 6, 22 31:10  32:21 35:18, 18  36:22 69:19 71:23  80:17 98:9 119:11  121:3 124:14  129:11 130:13, 17  140:3 141:11  <b>stationed</b> 63:3  <b>statute</b> 27:7  <b>statutes</b> 41:20  <b>staying</b> 85:22  <b>stellar</b> 84:22  <b>step</b> 27:20, 23  54:8 77:3 115:10  132:19</p>	<p><b>steps</b> 40:4  <b>stewards</b> 20:6  <b>stock</b> 9:13 65:20  <b>STOKES</b> 2:11  93:2, 7 94:3, 5, 20  117:22 118:4, 15  119:2 121:9  122:13, 17, 21  123:8, 11, 13, 18  <b>storm</b> 11:7  <b>straight</b> 9:15 99:9  <b>strategies</b> 25:11  74:2 76:10 77:9  107:10, 16, 19  <b>strategy</b> 108:4  <b>stream</b> 21:22  <b>STREET</b> 1:3  <b>streets</b> 121:16, 21  <b>strengths</b> 40:23  <b>stretch</b> 89:12  <b>strife</b> 38:5  <b>strong</b> 10:17 15:5  23:17  <b>structural</b> 98:14, 15  <b>structure</b> 39:4  52:13  <b>structures</b> 64:22  65:3  <b>struggles</b> 29:23  <b>struggling</b> 15:11  83:13  <b>students</b> 16:11  <b>studied</b> 5:21  <b>study</b> 6:10 46:11  52:5  <b>stuff</b> 11:10 22:23  26:13 33:19 39:11  46:8 73:17 77:22  78:16 91:11 95:18  100:10 116:18  <b>style</b> 9:21, 22, 23  18:22 66:3, 4, 7, 9  71:8 96:4, 7 102:6,  9  <b>styles</b> 66:12  <b>subcommittee</b> 47:11  <b>subject</b> 10:21  <b>submit</b> 113:10  131:5, 6 133:8, 9  <b>subordinate</b> 89:17</p>
---	---	---	--

<p>subordinates 10:9 67:9 71:10, 17, 18 72:19</p> <p>successes 10:1</p> <p>successful 16:18 23:12 31:6 67:10, 14 68:23 77:7 81:21</p> <p>sudden 50:10</p> <p>suggestion 124:3</p> <p>summer 111:1</p> <p>superior 31:14</p> <p>superiors 71:19</p> <p>supervise 12:2, 3 25:12 64:6</p> <p>supervisors 89:17</p> <p>supplement 121:23</p> <p>support 21:3 41:16 65:5 106:3 117:1</p> <p>supporting 10:18 129:12</p> <p>supposed 27:7</p> <p>sure 13:7 16:3 18:11 19:6, 18 22:8, 15, 17, 21 24:22 26:15 27:2 28:11 31:15, 20 40:8 42:4 45:17 46:17 55:11 59:7, 9 66:1 67:8 69:1 71:12 72:9 73:18 74:19, 22 76:7 84:23 85:21 86:8 88:20 97:13 99:9 100:18 101:21 107:8 110:3 111:12 114:14 116:4, 16 121:9 122:13, 17 132:12, 18 134:14 138:11</p> <p>surge 11:7</p> <p>surplus 33:4</p> <p>surprise 57:23</p> <p>surrounding 19:19 112:1</p> <p>survey 12:14 17:13, 14 64:23</p> <p>suspense 86:14</p> <p>swing 117:11</p>	<p>system 14:5 17:5, 8 33:7 38:6 39:5 51:20</p> <p>systems 52:7 98:4</p> <p>&lt; T &gt;</p> <p>table 45:7</p> <p>tail 20:12</p> <p>take 4:22 8:13 19:8 27:21 31:18 33:16 34:11 62:1 75:4, 7 83:9 90:10 94:11 95:23 96:10 97:15 106:18 108:7 115:10 116:8 131:14 133:19</p> <p>taken 11:16 26:16 34:18 50:17 60:16 79:11 92:22 140:8</p> <p>takes 27:17, 17 120:5 133:20</p> <p>talent 55:19 125:7</p> <p>talk 35:7 47:15 57:21 76:4 79:12 93:13 96:12, 23, 23 105:17, 18 109:14, 15, 16</p> <p>talked 58:2, 4 125:19</p> <p>talking 9:5 11:19 21:17 27:5</p> <p>tall 40:14</p> <p>tangential 72:7</p> <p>tanks 65:5</p> <p>tarpen 113:6</p> <p>task 29:20 89:4, 10</p> <p>tasked 88:13</p> <p>tasks 86:22 88:16</p> <p>taught 17:13</p> <p>tax 20:6 38:16, 16 98:6, 7, 13, 13 99:16, 22 100:19 101:16 112:2 119:15 120:8, 10 122:11</p> <p>taxing 100:2</p> <p>taxpayer 33:20 106:11</p>	<p>TAYLOR 1:23 141:5</p> <p>tea 22:7</p> <p>team 10:20 53:10 74:23 76:18</p> <p>teams 10:12</p> <p>tech 12:9</p> <p>technician 12:8 28:23</p> <p>technicians 11:5 34:1</p> <p>technique 66:14</p> <p>technology 31:23 65:13</p> <p>techs 17:14</p> <p>Tell 32:13 43:23 61:20 80:9, 12 94:8 101:4 102:5 109:11 113:15 116:4 125:5 131:8</p> <p>telling 77:2 82:3</p> <p>ten 7:12</p> <p>term 89:22 90:2</p> <p>terms 128:15 137:3</p> <p>test 47:19</p> <p>Texas 63:5</p> <p>Thank 3:20 4:6, 13 9:4, 10 14:22 18:4 23:9 25:7 28:7 32:11 34:9 38:18 41:13 42:18 59:14, 20 60:5, 9, 10 61:9, 11, 13, 15 63:14, 16 67:23 73:2 85:17 92:17, 18, 20 93:11, 21 105:23 107:4 109:22 115:17 123:12, 13, 15 139:6</p> <p>their's 101:14</p> <p>thereto 140:9</p> <p>thing 24:1, 3 27:10 35:19 67:5, 7 74:6 83:18 86:5 90:7 99:6 117:5 125:4 137:3</p> <p>things 10:6 11:4 13:4, 14 14:7 23:1 24:20 29:7 32:6</p>	<p>46:23 47:1, 22 52:20 53:21 54:2 56:1 59:5 65:3 70:5 76:17, 21 78:21 79:13 85:1, 8 86:16 87:13 88:14 89:15 102:16 105:19 108:17, 19 109:16 111:13 112:4, 18 116:3 117:3, 11</p> <p>think 8:22 19:2 23:16, 16 25:13, 18, 18 26:2 34:19 38:7, 7, 11 41:18 42:2 46:14 47:3, 6 48:21 53:6, 19, 21 55:18 57:15 69:11, 13 72:14 73:2, 5, 22 76:11 77:17 82:21 83:4 90:22 92:5 101:16 104:20, 23 105:13, 20 108:6 109:7 115:12 116:14 117:9, 15, 18, 18, 19 120:17 124:7, 21 125:10, 21, 23 126:5 127:6, 13, 18 129:16 130:1 132:14 135:10, 16 138:14, 17</p> <p>thinking 68:11 129:10 138:20</p> <p>thirty 96:15 97:19</p> <p>thought 7:4 58:13 69:5 79:22 81:4 101:1</p> <p>thoughts 87:5</p> <p>thousand 98:8</p> <p>thousands 41:6</p> <p>three 3:13 6:9, 22 7:14 12:4 15:13 29:17 43:9 46:11, 11 48:15, 17, 19 71:7 99:11 102:22 107:7 108:17, 18 127:4 129:22 130:19 133:3</p>
--	--	--	---

<p>134:15, 18, 19, 19, 21, 23  <b>three-person</b> 32:17  <b>throw</b> 79:10  <b>THURSDAY</b> 1:6              89:14 136:1, 2  <b>Tide</b> 95:20, 22  <b>Tilly</b> 95:10, 11  <b>time</b> 5:4 6:20              8:19 11:3 13:5              14:10, 10 16:14              21:5 26:2, 19 27:1              29:15, 15 31:22              32:20 44:1, 4              47:19, 20 53:2              59:14, 21 75:5, 7, 9              87:10 90:23              111:20 119:19              124:11 128:14              133:8, 22  <b>timelines</b> 31:4 90:6  <b>timely</b> 30:3  <b>times</b> 7:16 22:2,              19 23:15 86:12, 17              89:7 110:15  <b>today</b> 3:13, 21 4:4              23:2 57:9 59:14              79:21 92:11 94:2              123:2 133:15              135:22, 23  <b>today's</b> 3:7  <b>told</b> 107:22  <b>tomorrow</b> 55:8              91:13 127:19              136:3, 4, 14  <b>tools</b> 31:6  <b>top</b> 128:5 130:16,              18 131:6 133:9, 9              134:2, 3, 8, 8  <b>total</b> 37:6 38:12              64:9  <b>touch</b> 60:6 123:10              128:2  <b>touched</b> 72:1  <b>tough</b> 17:16 24:12              109:6  <b>tournament</b> 78:15  <b>town</b> 5:20 7:19              133:13</p>	<p><b>township</b> 13:18, 23              14:1 32:18 34:6, 7              36:13 97:18 99:16,              20 100:14 101:6,              17  <b>townships</b> 14:21              32:22 36:19 97:19,              20 99:12, 15              100:11 101:2, 12,              14 111:22 112:1              122:2  <b>track</b> 27:19 28:20              36:5, 5 85:22 87:4              88:7, 9  <b>tracking</b> 86:23  <b>tradition</b> 71:15  <b>traffic</b> 6:19 21:20,              22 113:7  <b>trails</b> 113:9  <b>trained</b> 10:18  <b>training</b> 15:20, 21,              22 16:4 28:4 85:7  <b>traits</b> 23:17  <b>transcribed</b> 58:21              140:10  <b>transcribing</b> 94:1  <b>transcript</b> 140:7, 12  <b>transcription</b>              140:11  <b>transfer</b> 69:6  <b>transition</b> 14:19              33:1, 2 34:5              105:14  <b>transitioning</b> 32:18  <b>transparent</b> 24:21  <b>Transportation</b> 6:7,              12, 15 13:22 21:18              25:21 103:13              104:9  <b>trap</b> 75:15  <b>treasurer's</b> 38:10  <b>treat</b> 22:12  <b>treated</b> 22:13  <b>tree</b> 31:16  <b>truck</b> 11:17 96:19  <b>trucks</b> 11:17  <b>true</b> 49:11 140:12  <b>trust</b> 109:19, 20  <b>try</b> 9:15 10:8, 11,              21, 23 13:3 15:18</p>	<p>16:3, 10 17:18              18:5, 5 22:16              25:12, 22 27:3              39:11 40:21 42:3              51:6 81:11, 11              83:15 96:9, 9, 11              101:8 106:18              107:17 109:20              112:12, 20 116:8,              11 117:8 122:15  <b>trying</b> 8:10 11:11              20:15 47:3 52:19              58:7 68:13, 16, 16,              19 71:9 88:6              107:10  <b>Tuesday</b> 89:14  <b>turn</b> 29:3 35:1              62:7 91:13  <b>turns</b> 4:22 62:1              94:11  <b>two</b> 8:3 12:9, 19              16:10 26:6 33:11,              12 61:14 63:12              64:8, 13 68:18              80:13, 21 82:7              83:14 89:13 94:22              98:7 100:15              119:12, 22 120:6              124:16 126:13              127:3, 6 128:5              129:19 130:16              131:7, 18 132:6              134:2, 11, 13 135:7  <b>two-part</b> 107:7  <b>type</b> 28:10 65:3              95:18 99:6 100:9              110:2 111:14  <b>types</b> 113:3, 11  <b>typically</b> 47:22              57:12 108:13              119:22 120:4    <b>&lt;U&gt;</b>  <b>ugly</b> 20:14  <b>Uh-huh</b> 90:3 129:1  <b>Uh-oh</b> 91:10  <b>ultimate</b> 87:1  <b>ultimately</b> 35:12              67:10  <b>Um</b> 113:18</p>	<p><b>umbrella</b> 20:23              22:22 127:17  <b>unanimous</b> 135:9  <b>underneath</b> 64:8  <b>understand</b> 23:18,              20 40:7 58:17              66:18 73:10 74:22              77:4, 18 99:8  <b>understandiug</b>              28:3 42:13  <b>unemployment</b> 18:1  <b>unfortunate</b> 22:20  <b>unfortunately</b>              14:17 19:4 20:11              32:5 56:14, 18              125:12  <b>unincorporated</b>              122:19  <b>union</b> 38:3  <b>unique</b> 13:14              21:13 56:12  <b>units</b> 32:22  <b>university</b> 5:20, 22              65:12 95:7  <b>unthreatening</b> 78:8,              17  <b>upload</b> 29:3  <b>upper</b> 31:13  <b>urban</b> 103:7  <b>use</b> 12:14 25:11              28:10 36:17 39:18              74:2 85:20 98:14              107:10, 16, 19              108:5  <b>usually</b> 79:6 111:1              113:2 137:8  <b>utilize</b> 12:11    <b>&lt;V&gt;</b>  <b>valorem</b> 122:11  <b>valued</b> 77:18  <b>variance</b> 23:5  <b>various</b> 12:15, 15              63:3 64:14 66:12              69:21 72:14  <b>vary</b> 9:16 65:22  <b>vehicles</b> 21:21  <b>ver</b> 121:6  <b>vertical</b> 64:21</p>
---	---	---	--

<p>Vicksburg 63:20  view 69:8 117:3  vision 41:12 108:3  visitors 46:5  Volkert 82:1  vote 120:8, 23  125:15, 22 126:1  136:6  votes 119:15  134:13, 15, 19</p> <p>&lt; W &gt;  waist 11:9  wait 106:18 130:21  waiting 111:16, 18  walk 74:19  walked 55:8  want 9:17 22:13,  17 23:8 54:6 55:9  65:10, 22 67:20  69:1 79:16 84:1,  22 86:13, 16, 18  88:19 112:5, 6, 7  116:16 124:1, 18  125:20 126:17  131:14, 21 132:11  133:8 136:10  wanted 23:13 54:4  81:2, 3, 8, 9, 14  116:3 129:2, 3  131:4, 18  wants 8:11 9:10  46:6  warmer 79:21  watch 12:5  water 11:9 79:17  waters 47:19  way 4:15 19:8, 9  23:3 34:7 42:6  48:1, 15, 20 57:13,  18 61:16 67:19, 19  70:10 76:14 91:14  95:20 98:19  108:19 135:11, 14,  15 137:6  ways 47:12 48:13  77:20  wayside 112:10  weaknesses 40:23</p>	<p>weather 32:1, 3  website 40:9, 10  wedding 127:21  Wednesday 43:11  45:8  week 43:15 64:4, 7  133:20  weekend 7:7  11:16 91:4  weekly 86:5 111:13  weeks 8:16 63:13  89:13  welcome 61:9  68:11  well 3:19 5:5, 12  8:21 11:18, 21  12:13 13:19 23:1  25:16 37:23 38:20  39:20 44:10 47:2,  13 49:15 50:6, 21,  22 53:1 58:15  60:4 65:9 66:5, 10  70:21 71:10, 14  72:15 74:6 76:19  81:13 82:7 85:23  91:21 92:17 93:11  94:19 101:22  112:8 115:9  122:18 123:1  125:17 126:14  127:10, 22 130:23  137:6, 17 138:1, 4  wen 70:15  went 5:18, 20, 21  7:13 14:19 17:7  26:5 80:15 95:7  114:20  We're 4:5 11:4, 14,  18 12:18, 20 13:4,  5, 12, 16, 19 20:5,  12 21:13, 13 25:18  27:6 29:9 30:6  37:17, 23 44:4  47:7 48:1 50:21  56:14, 17 65:21  67:12 74:18 84:16,  16 91:5, 12 94:6  97:18 100:3, 14  103:2, 4 105:22  106:14, 23 107:21</p>	<p>110:11, 12 112:10,  13 117:6, 6 121:7  130:3, 20 132:12,  22 138:12  West 8:12 9:5  68:23  we've 3:9 9:12  12:19 20:6 49:2  53:3, 15, 19 65:20  67:10 81:1 107:22  119:20 132:1  135:1  whichever 48:20  white 42:4  Whiting 91:20  wife 78:23 79:2  91:7  willing 10:10  winter 28:22  110:11, 15 117:10  wintertime 111:5  witness 140:13  wives 48:15  wondering 44:13  88:5  work 6:10 7:8  12:14 14:6 16:22  18:8 20:8 21:3, 6  27:3, 21 29:14  31:4, 17 32:14  33:5 34:3 37:1  39:19 42:12 44:5  53:10 55:9 59:5  70:2 71:22 72:5  75:6 78:18 80:10,  20 82:9, 18 83:14,  17 84:1, 17 87:20  89:9, 12 95:10, 11,  12, 14, 14 100:8, 9  105:13 108:19  109:16, 21 110:16  113:16 116:3  118:21 121:14  132:1  worked 6:15 7:9,  13 9:8 46:15 49:5  78:10, 13 93:12  94:21 95:9  working 11:1, 11  16:8, 23 21:6 22:3</p>	<p>41:9 42:16 69:21  76:18 77:5 82:13  85:2 87:21 89:8,  22 110:16 111:6, 7  112:13 125:11  workload 36:21  WORKS 1:15 2:6,  10 3:10 4:1 18:14,  18 22:21 30:21  52:8 53:4, 8 61:8  76:15 78:20 82:1  87:2, 15 118:7  world 87:8  worried 130:8  worries 79:4  worry 30:7 32:2  75:20  worse 49:3  worth 37:1  wound 135:14  Wow 103:1 118:4  wrapped 49:14  write 39:1, 12  86:15  writing 38:21  112:23 127:7  written 15:23 42:5  44:8  wrong 19:8, 9  24:10</p> <p>&lt; Y &gt;  y'all 25:13 92:17  129:7 134:7  135:11  y'all's 90:22  yard 22:5  Yeah 9:7 11:20,  21 22:15 25:15  38:22 41:7 42:22  48:5, 16 49:18  51:3, 4 54:22, 23  56:6, 11, 13 59:4  62:16 68:12 70:11  75:11, 16, 19 78:6  79:5, 8, 15 80:2, 2,  7 82:16, 19, 23  83:16 89:1, 1 92:1,  5, 7, 9 93:8 101:8  102:23 103:8</p>
--	--	--	--

104:6, 6 114:13, 14 120:7 125:1 128:18 132:21 134:11, 17 135:3 <b>year</b> 12:18 14:14 16:11, 20, 20 25:14 36:10, 15, 23 37:4, 6, 11 40:2, 5 68:18 78:11 96:16 99:21 110:14, 17 112:21 116:1, 3 <b>yearly</b> 108:12 115:22 <b>years</b> 6:22 7:14, 21 8:3, 18 15:13 26:6 29:17, 18 33:11, 12 37:10, 13 44:1 50:1 70:14 80:21 81:23 82:5, 7 94:21, 23 95:1 96:15 100:15 104:10 114:17 118:3, 12 119:13, 20, 22 120:6 <b>York</b> 8:17 49:8 <b>young</b> 17:2 <b>younger</b> 70:14 97:4  < Z > <b>zone</b> 85:10			
---	--	--	--



<p style="text-align: right;">Page 1</p> <p>1 MOBILE COUNTY COMMISSION                  2 MOBILE COUNTY COMMISSION                  3 205 GOVERNMENT STREET                  4 MOBILE, ALABAMA 36602                  5                  6 THURSDAY; MARCH 22, 2018                  7 1:30 P.M.                  8                  9                  10 IN RE: MOBILE COUNTY COMMISSION MEETING                  11 MINUTES                  12                  13                  14 INTERVIEWS FOR THE POSITION OF COUNTY ENGINEER                  15 AND/OR PUBLIC WORKS DIRECTOR                  16 _____                  17                  18                  19 CONNIE HUDSON, COMMISSION PRESIDENT                  20 MERCERIA LUDGOOD, DISTRICT 1                  21 JERRY CARL, DISTRICT 3                  22                  23 REPORTED BY: PATRICIA TAYLOR, CCR</p>	<p style="text-align: right;">Page 3</p> <p>1 1:20 p.m.                  2 ---                  3 INTERVIEW OF JAMES CRANE                  4 ---                  5 MS. HUDSON: This meeting is                  6 now called to order. And the                  7 purpose of today's meeting is to                  8 continue with the interviews that                  9 we've been conducting for the                  10 County Engineer and Public Works                  11 Director and Chief Engineer of the                  12 Division of Public Roads.                  13 And today we have three                  14 candidates.                  15 (Skype call ringing.)                  16 MS. HUDSON: Hello.                  17 MR. CRANE (VIA SKYPE): Hello.                  18 How are you doing?                  19 MS. HUDSON: Doing very well.                  20 Thank you. For the record, our                  21 first interview today is Mr. James                  22 Crane. And he is interviewing for                  23 the position of County Engineer</p>
<p style="text-align: right;">Page 2</p> <p>1 I N D E X                  2 ---                  3 CALL TO ORDER.....PAGE 3                  4                  5 INTERVIEW OF JAMES CRANE (VIA SKYPE)..PAGE 4                  6 FOR THE POSITION OF PUBLIC WORKS DIRECTOR                  7 AND COUNTY ENGINEER                  8 INTERVIEW OF KENNETH BRADLEY.....PAGE 61                  9 FOR THE POSITION OF COUNTY ENGINEER                  10 AND PUBLIC WORKS DIRECTOR                  11 INTERVIEW OF JERRY STOKES (VIA SKYPE).PAGE 93                  12 FOR THE POSITION OF COUNTY ENGINEER                  13                  14 MEETING CONCLUDED.....PAGE 139                  15 COURT REPORTING CERTIFICATE.....PAGE 141                  16                  17                  18                  19                  20                  21                  22                  23</p>	<p style="text-align: right;">Page 4</p> <p>1 and Public Works Director.                  2 Mr. Crane, good afternoon.                  3 MR. CRANE (VIA SKYPE): How                  4 are you doing today?                  5 MS. HUDSON: We're doing                  6 great. Thank you. I am                  7 Commissioner Hudson. To my right                  8 is Commissioner Jerry Carl. To my                  9 left is Commissioner Merceria                  10 Ludgood.                  11 We appreciate you joining us                  12 via Skype this afternoon. We                  13 thank you for your interest in                  14 these positions.                  15 And the way we will conduct                  16 this interview is to begin with,                  17 we will ask you to introduce                  18 yourself and give us any                  19 information that you would like                  20 for us to know about you and then                  21 we will go through a series.                  22 We'll take turns asking you                  23 some questions and give you an</p>

Page 5

1 opportunity to respond.  
 2 At the end of the interview,  
 3 if you have any questions of us,  
 4 we will save time for that as  
 5 well.  
 6 MR. CRANE (VIA SKYPE): Okay.  
 7 Sounds good.  
 8 MS. HUDSON: Okay. So we will  
 9 go ahead and move forward and just  
 10 allow you a chance to introduce  
 11 yourself.  
 12 MR. CRANE (VIA SKYPE): Well,  
 13 I appreciate the opportunity to  
 14 interview with you folks. I'm  
 15 excited about the opportunity.  
 16 The -- my -- my personal life,  
 17 I -- I was born and raised in the  
 18 area. I went off to a small high  
 19 school not too far from a little  
 20 town. I went to a university and  
 21 studied civil engineer. I went to  
 22 the University of Illinois and  
 23 graduated with a Bachelor of

Page 6

1 Science in civil engineering in  
 2 1996.  
 3 From there, I -- to kind of  
 4 round out my professional career  
 5 to go Illinois Department of -- or  
 6 Indiana Department of  
 7 Transportation.  
 8 My full first-time job prior  
 9 to that, I was a -- spent three  
 10 months at the -- at a work study  
 11 co-op program with the Illinois  
 12 Department of Transportation,  
 13 Illinois.  
 14 So from Indiana Department of  
 15 Transportation, I worked up in the  
 16 Chicago Lake area in Gary and  
 17 Hammond up in the northwest region  
 18 of Indiana, which is heavy  
 19 industrial, lots of traffic. At  
 20 the time, Indiana was doing a lot  
 21 of rebuild projects.  
 22 I spent three years there.  
 23 Decided that -- I was in the

Page 7

1 Illinois Army National Guard and I  
 2 was gaining rank and I was getting  
 3 promoted to Master Sergeant. So I  
 4 thought it would be good to get  
 5 back towards central Illinois  
 6 because I was coming down every  
 7 weekend for drill and I had a  
 8 specialty at work, so I decided to  
 9 come back in the -- and worked at  
 10 a couple of different firms in  
 11 central Illinois. The first one  
 12 being Sader for about ten months.  
 13 And then I went and worked for a  
 14 firm for three years, Champagne  
 15 Daily Associates, which has been  
 16 bought out a couple of times since  
 17 then.  
 18 And from there the -- the old  
 19 home town county engineering job  
 20 came open. So I put my hat in the  
 21 ring a little over 15 years ago  
 22 and was selected as the county  
 23 engineer for Douglas County and

Page 8

1 I've been here ever since.  
 2 Privately, personally: I'm  
 3 married for 18 years. I have two  
 4 sons. One is a senior getting  
 5 ready to graduate. I've got  
 6 another son who's a sophomore.  
 7 My -- my son is a senior right  
 8 now. He's, you know, doing the  
 9 old college selection process,  
 10 trying to figure out where he  
 11 wants to go. He has an  
 12 appointment to West Point if he  
 13 chooses to take it.  
 14 MR. CARL: Nice.  
 15 MR. CRANE (VIA SKYPE): And  
 16 probably for a couple of weeks if  
 17 he decides to go off to New York  
 18 for four years. So it's a pretty  
 19 exciting time in the Crane  
 20 household.  
 21 MS. HUDSON: Well, excellent.  
 22 Very good. Okay. I think  
 23 Commissioner Carl will start us

Page 9

1 off here. He has the first  
 2 question.  
 3 BY MR. CARL:  
 4 Q Thank you for your service and  
 5 congratulations on your son talking about West  
 6 Point. That's big.  
 7 A Yeah. It's -- it's -- it's pretty  
 8 humbling. It's -- he's worked his rear end  
 9 off for it, so it's -- it's all his decision  
 10 to go where he wants to go. Thank you very  
 11 much.  
 12 Q All right. Fantastic. We've got a  
 13 list of just stock questions that we were  
 14 provided. If you see us looking and reading  
 15 straight off of it. We try to ask everyone  
 16 these same questions although we can vary off  
 17 if we hear something that we want to explore a  
 18 little deeper. We can ask questions off it.  
 19 But let me start on some leadership questions.  
 20 How would you describe your leadership  
 21 style? And give us an example of how that  
 22 style applies?  
 23 A So my leadership style is kind of a

Page 10

1 hybrid of, you know, all the successes and  
 2 failures over my career; multiple facets.  
 3 With my military experience in -- in  
 4 leadership in those roles is different from  
 5 civilian roles obviously. But there's a lot  
 6 of things that are pretty intertwined.  
 7 But I don't really demand respect; I  
 8 kind of try to earn it. I will never ask any  
 9 employees or subordinates to do something that  
 10 I wasn't willing to do.  
 11 I -- I, you know, really try to make a  
 12 collaborative effort and -- and build teams.  
 13 Anything I'm in, whether it's coaching  
 14 basketball, football or being a county  
 15 engineer or a consulting engineer or, you  
 16 know -- you know, a military member in the for  
 17 that matter. So a leader is only as strong as  
 18 its supporting staff. And the better trained  
 19 and equipped they are, the better off you are  
 20 and as a team in general.  
 21 I try to be a subject matter expert in  
 22 everything I do. And if I don't know an  
 23 answer, I will try to find an answer that I

Page 11

1 can convey that to who I'm working with.  
 2 But, you know, for example, I -- I  
 3 spent a lot of time -- we were a small shop  
 4 and we -- we're -- we do a lot of things  
 5 together with my technicians, my interns, my  
 6 IT staff. We -- you know -- you know, if  
 7 there's a storm surge and somebody needs to be  
 8 involved, I'm the guy at the bottom of the  
 9 hole with water up to my waist, you know,  
 10 slopping mud or, you know, putting stuff in,  
 11 working together, and just trying to do what  
 12 needs to be done to get the job.  
 13 Q How cold is it up there right now?  
 14 A It's actually not too bad. We're  
 15 about 50 degrees. But they're forecasting  
 16 snow for the weekend. So we may have taken  
 17 the truck -- plowed the trucks a little soon.  
 18 Q Well, it's beautiful down here. We're  
 19 talking about going to the beach. So --  
 20 A Oh, yeah.  
 21 Q Yeah. Well --  
 22 BY MS. HUDSON:  
 23 Q Mr. Crane, as a follow-up question to

Page 12

1 that: How many employees do you currently  
 2 supervise in your department?  
 3 A So -- so right now I supervise -- I  
 4 have basically three branches, you know, in  
 5 Illinois. I don't know if you watch the news  
 6 but it's not real good at the moment. So we  
 7 actually contract a little bit.  
 8 But currently I have one technician as  
 9 my senior tech. I've got two IT folks and an  
 10 administrative assistant. I do have a couple  
 11 of contractual employees that we utilize for  
 12 some of our federal bookkeeping to help us  
 13 with the burden and as well as some, you know,  
 14 construction inspection, some survey work use,  
 15 primary consultants on our various, various  
 16 contracts to help with some of those  
 17 functions.  
 18 We're in the process in the next year  
 19 or two, and hopefully sooner, we've got some  
 20 pretty large projects coming up to where we're  
 21 going to have to expand again and get some  
 22 head count put in place.  
 23 And then -- so we -- we -- we kind of

Page 13

1 self -- in the meantime in Illinois and in the  
 2 country in general, but more so in Illinois,  
 3 just try to get through the hump and still to  
 4 great things. But then, you know, we're  
 5 coming to a time where we have to -- we're  
 6 going to have to staff up -- staff up and make  
 7 sure we can meet our needs.  
 8 Q Okay.  
 9 BY MR. CARL:  
 10 Q And what's the population of that  
 11 county?  
 12 A We're just shy of 20,000.  
 13 Q Okay.  
 14 A And -- and one of the unique things we  
 15 do have -- I'm kind of back to the staffing.  
 16 We do -- we're one of four counties in the  
 17 state of Illinois -- pretty much every county  
 18 is under county and township jurisdiction, so  
 19 everything is pretty well centralized. We're  
 20 -- our state and federal funding is funded  
 21 through IDOT and -- and the Illinois  
 22 Department of Transportation, from that  
 23 direction. But a lot of our roads, township

Page 14

1 roads, are maintained by Township Highway  
 2 elected highway commissioners.  
 3 So we have the agreement in place  
 4 where we actually contract our maintenance.  
 5 Our county highway system is actually, you  
 6 know, field work that we -- you know, patching  
 7 potholes, mowing, culvert replacement, things  
 8 like that with them.  
 9 So, you know, I have direct, you know,  
 10 four or five employees from time to time.  
 11 I've got nine highway commissioners that are  
 12 under contract with my maintenance department.  
 13 The county decided about the first  
 14 year I was here -- they were in the process of  
 15 doing it -- to eliminate the maintenance  
 16 department at the highway level. It was very  
 17 ineffective unfortunately. It could have been  
 18 fixed but was literally too far down the path.  
 19 So we went ahead and made the transition and  
 20 we moved all of maintenance to -- to the  
 21 townships.  
 22 Q Okay. Thank you.  
 23 MS. HUDSON: Commissioner

Page 15

1 Ludgood?  
 2 BY MS. LUDGOOD:  
 3 Q How do you currently develop key  
 4 employees, those people who you identify as  
 5 being potentially strong, you know, who are  
 6 going to probably do a really good job? How  
 7 do you develop them?  
 8 And then the other side of the  
 9 question is: How do you develop the ones that  
 10 appear to be really more challenging or  
 11 struggling in a position?  
 12 A So that's a great question. So, you  
 13 know, I'd have to go back three or four years  
 14 in my memory bank to -- to answer the second  
 15 part of that.  
 16 But, you know, we -- okay. We -- we  
 17 are very cross-trained in my department out of  
 18 necessity. So I try to afford any opportunity  
 19 I can to get them into a -- to any kind of  
 20 training that's available anywhere in the  
 21 state, whether it's nuclear density training,  
 22 whether it's any kind of inspection training  
 23 or, you know, written inspections, you know,

Page 16

1 for the federal standard.  
 2 So, you know, we -- we always, you  
 3 know, try to make sure everybody is current in  
 4 their training.  
 5 I -- I employ -- I was afforded the  
 6 opportunity of being -- afforded the  
 7 opportunity to be an intern and really get the  
 8 jump on my career working at the co-op for the  
 9 state of Illinois.  
 10 I always try to employ one or two  
 11 college engineering students every year to get  
 12 them some field experience in practical  
 13 mileage and application, get them some design  
 14 time. They have to put a proposal together,  
 15 maybe manage a small, you know, construction  
 16 project under my guidance.  
 17 And then I -- and those ones that are  
 18 successful and capable that look like they'll  
 19 become great engineers at some point, we bring  
 20 them back year after year until they graduate.  
 21 And the ones that don't then, you  
 22 know, maybe it's not going to work out. We  
 23 always -- it probably means working with them

Page 17

1 longer than I probably should. But they're  
 2 young, they need to learn.  
 3 As far as handling an employee who's  
 4 maybe not performing, not -- not a rising  
 5 star, or maybe abusing the system, I had one  
 6 instance when I had an employee that I  
 7 actually went to high school with that was  
 8 kind of abusing the system and -- and -- and  
 9 built the case against him. A great guy and  
 10 still -- somehow still friends through it all.  
 11 But we ended up having to release him because  
 12 it just -- you know, gave him the opportunity  
 13 to grow, taught him how to survey, became one  
 14 of my main survey techs. But then he just  
 15 kind of got lazy and started, you know -- so,  
 16 you know, a tough decision, but it had to  
 17 get -- had to make it happen.  
 18 So, you know, you try to remediate as  
 19 much as you can. But -- but sometimes, you  
 20 know, it's hard in government situations. But  
 21 sometimes you've got to cut the cord and let  
 22 people go. And sometimes that process -- in  
 23 this case, we were able to bend the -- the

Page 18

1 unemployment case and -- and all the money  
 2 that the county had to pay on that behalf was  
 3 reimbursed back. So --  
 4 Q All right. Thank you.  
 5 A But always try to develop. Always try  
 6 to develop first and give every opportunity,  
 7 make a decision, you know, that they -- it's  
 8 not going to work.  
 9 Q Okay.  
 10 BY MS. HUDSON:  
 11 Q Mr. Crane, I'm sure you will agree  
 12 that building a rapport with others is an  
 13 important component, and especially in a job  
 14 as either a county engineer or a public works  
 15 director.  
 16 What we have here in Mobile County, a  
 17 much larger department. Engineering is  
 18 approximately 50 people; public works, about  
 19 250. And for someone to come in, it would be  
 20 important to establish rapport, not only with  
 21 employees but with other department heads,  
 22 with commissioners. What is your style? How  
 23 would you go about doing that for each of

Page 19

1 these entities?  
 2 A I think it's pretty simple. It's just  
 3 being -- being a human being to begin with.  
 4 You know, unfortunately some people, when they  
 5 get into positions of power, as you -- as  
 6 you -- I'm sure you've all seen in different  
 7 aspects of life, you know, sometimes power  
 8 goes in the wrong way and people take it the  
 9 wrong way.  
 10 It -- what it really comes down to,  
 11 you know, if -- if I was selected for this  
 12 position and was -- and was hired, I mean, I  
 13 will answer to you folks.  
 14 So my job, you know, just like in  
 15 Douglas County, I have seven county board  
 16 members. My job is to make them look good.  
 17 And for -- for me to make them look good is  
 18 that I have to make sure my people around me  
 19 and the surrounding people look good.  
 20 And, you know, it -- if a citizen has  
 21 an issue with something and I don't address  
 22 it, there are people they're going to call on  
 23 here. And then that doesn't make them look

Page 20

1 good.  
 2 So it's -- it's very important to  
 3 build up relationships within the department,  
 4 and especially the community because that's  
 5 who we're serving is the public and it's their  
 6 tax dollars. We've got to be good stewards of  
 7 their money and we have to do what's right for  
 8 them to get them, you know, to work, school,  
 9 to the beach, to wherever in a safe manner.  
 10 But then, you know, you also have to  
 11 -- here in Douglas County, unfortunately,  
 12 we -- we're right at the tail end of the --  
 13 the election season for the primary elections.  
 14 And we had some -- some ugly races against  
 15 people from state departments trying to get  
 16 that sheriff's job and such.  
 17 But we -- we would -- we would always  
 18 meet, you know, every month or so, sometimes  
 19 more as department -- as department heads to  
 20 discuss -- or each department to -- what our  
 21 needs are, how we can share.  
 22 For example, the county IT staff is  
 23 under my umbrella. And -- and is it the best

Page 21

1 fit? Probably not. But I'm -- I'm the only  
 2 department that has the budget that can  
 3 support them. So, you know, they -- they work  
 4 in the majority of other offices. You know,  
 5 they spend more time in other offices doing IT  
 6 work than they do working for me.  
 7 But it's -- it's a good relationship  
 8 to be able to know what each department's  
 9 needs are, you know, what the common  
 10 equipment, common software, common platforms.  
 11 And then -- and then outside  
 12 stakeholders is -- is definitely, you know, a  
 13 key. We're -- we're unique in Douglas County.  
 14 The county has 20,000 people. In -- in the  
 15 south part of -- the southwest part of the  
 16 county, we have a very large Amish community.  
 17 And when you're talking Amish community and  
 18 transportation networks where a large part of  
 19 the population, large amount of, you know,  
 20 buggy traffic, horses, horse and buggy,  
 21 slow-moving vehicles and the fast-moving  
 22 traffic stream with, you know, the modern  
 23 farming, huge equipment like you see down

Page 22

1 there, too.  
 2 But it's -- it's a hazard at times.  
 3 So, you know, I have a pretty good working  
 4 relationship with the Amish community. But it  
 5 took me sitting down in the front yard for a  
 6 major road improvement project in their  
 7 community, drinking iced tea and lemonade with  
 8 the Amish bishops and make sure that they're  
 9 okay with what we were going to do.  
 10 So it really boiled down to being a  
 11 good decent human being and honest and -- and,  
 12 you know, the goal is, you know, treat others  
 13 as you want to be treated. So --  
 14 Q Okay.  
 15 A But, yeah, that -- I'm sure I can  
 16 speak for -- I just try to do what you would  
 17 want done to you. Make sure that everybody  
 18 has a say. Sometimes the answer is no. And a  
 19 lot of times the answer is no. And the  
 20 unfortunate job is for the county engineer and  
 21 I'm sure the public works director, you know.  
 22 Like my umbrella is permitting,  
 23 oversight, flood plane, you know, stuff and

Page 23

1 things like that. Well, I have to say no a  
 2 lot. I had to say no to a guy again today.  
 3 And, you know, it's just the way it is. And,  
 4 so -- but you explain why it's no and what you  
 5 can do to rectify it after the variance or  
 6 what have you, what the law is and what the  
 7 ordinances say and let them make that decision  
 8 on how they want to proceed. So --  
 9 Q Okay. Thank you.  
 10 BY MR. CARL:  
 11 Q Have you ever been in a situation  
 12 where you were less successful as a leader  
 13 than you wanted to be of course? And what did  
 14 you learn from that experience?  
 15 A Oh, I mean, absolutely. Many times.  
 16 I -- you know, I think -- I think one of the  
 17 strong traits of a -- of a leader is to  
 18 understand that you're not perfect and that  
 19 you're going to make mistakes and that you  
 20 understand that, you know, you have to learn  
 21 from those mistakes.  
 22 You know, there's a saying, you know,  
 23 the definition of insanity is doing the same

Page 24

1 thing over and over and over again and hoping  
 2 for a different result. So, you know, if you  
 3 keep doing the same thing, making the same  
 4 mistake, you're not going to, you know,  
 5 correct yourself. You can't expect somebody  
 6 else to, you know, correct the problem for  
 7 you.  
 8 So, I -- I make mistakes every day,  
 9 and I learn something every day. So, you  
 10 know, sometimes you make the wrong decision.  
 11 I -- I'm a school board member. And sometimes  
 12 we have to make tough decisions that you  
 13 second guess yourself. But you have to stand  
 14 by them. You know, you may get calls or you  
 15 get political heat and public heat because you  
 16 fired that favorite coach, you know. But I  
 17 know why he was fired. Nobody else will ever  
 18 know, but you know. You just have to stand by  
 19 that and -- and then be -- with some of those  
 20 things, though, you have to be completely  
 21 transparent, especially in the government  
 22 setting, to make sure that, you know, there's  
 23 no hidden agenda. Everything is done in the

Page 25

1 open. But your decisions are public and you  
 2 have a good standing of why you made the  
 3 decision.  
 4 Now, if it wasn't the right decision,  
 5 then you -- you know, you fix it and go to the  
 6 next one. And hopefully you won't repeat it.  
 7 Q Thank you.  
 8 BY MS. LUDGOOD:  
 9 Q Either in your current role as a  
 10 county engineer or even in your role as part  
 11 of the Guard, what strategies do you use to  
 12 try to build morale among those you supervise?  
 13 And I think in Illinois, y'all haven't had  
 14 enough budgeting in, what, a year?  
 15 A Oh, yeah.  
 16 Q Well, we won't even go there.  
 17 A I know. We -- I -- I mean, and that's  
 18 a big deal. And I think we're -- I think it's  
 19 going to happen to us again. So morale in  
 20 Illinois is low. Morale at the Illinois  
 21 Department of -- Department of Transportation  
 22 is low. They -- they reorganized again to try  
 23 to save some money and -- and save money that

Page 26

1 the state does have.  
 2 At one point in time, I think it was  
 3 behind like six or eight million dollars, our  
 4 pension payments at the Illinois level.  
 5 And -- and -- and that -- we went through  
 6 eight months two years ago of not receiving  
 7 any of our state -- state money. And they  
 8 were shutting down state contracts and federal  
 9 contracts because they couldn't pay the  
 10 contractors.  
 11 So the best I can do is -- is control  
 12 my little 40 acres, you know. There's bad  
 13 stuff that happens that's above you. And I  
 14 just -- I -- it's my job as -- as the  
 15 department head to make sure that my people  
 16 are taken care of. And that if they're having  
 17 a bad day, that, you know, they're allowed to  
 18 have a bad day. But I can't let my actions  
 19 all the time, you know, make -- make the  
 20 climate bad for -- for the -- of the  
 21 department.  
 22 Am I perfect? No. Because sometimes  
 23 you get bad and sometimes you can't shield

Page 27

1 your emotions all the time. But, you know,  
 2 it's my job to make sure that, you know, we  
 3 work through any issue and try to deflect any  
 4 outside problems that could affect us locally.  
 5 And when you're talking money and the  
 6 state of Illinois not giving us money we're  
 7 supposed to get by statute, sometimes that's  
 8 pretty difficult. But, you know, it -- it --  
 9 morale is -- is -- you know, it's a serious  
 10 thing, no matter if you're in the military or  
 11 in a government agency or wherever you're at,  
 12 if it's, you know, a school setting, whatever,  
 13 if morale is bad, you can't get anything  
 14 accomplished.  
 15 So, you know, sometimes, you know --  
 16 and every employee is different. Sometimes it  
 17 takes a pat on the back. Sometimes it takes a  
 18 little bit of pressure as to, you know, hey,  
 19 you need to get back on track and do what you  
 20 need to do. Sometimes we'll step back away,  
 21 take a breath, and we'll work through this  
 22 together. And sometimes it's just, you know,  
 23 I have to step in and -- and show them: This

Page 28

1 is what we need done.  
 2 And, so, sometimes it's just the  
 3 understanding of what needs to be done in that  
 4 circumstance. So, you receive some training  
 5 so they have the knowledge and the ability to  
 6 go on from there.  
 7 Q Okay. Thank you.  
 8 BY MS. HUDSON:  
 9 Q Mr. Crane, with your employees, what  
 10 type of key performance measures do you use to  
 11 monitor their performance and to make sure  
 12 that whatever direction you give them or  
 13 whatever responsibilities they have, they're  
 14 actually following through? How do you  
 15 monitor that?  
 16 A So it's a small shop. You know,  
 17 it's -- it's -- I don't really -- I don't have  
 18 a formal process of like, you know,  
 19 documentation of -- of what -- you know, how  
 20 to track that as -- as performance goes.  
 21 But, you know, I -- for example,  
 22 during the winter we do most of our bridge  
 23 inspections. So my -- my chief technician, we

Page 29

1 a have deadline. I -- you know, we have to do  
 2 each one by a certain inspection date.  
 3 I have to, in turn, upload those in  
 4 the state database by the inspection date.  
 5 And it'll be reports on the district level,  
 6 then on to the state level.  
 7 So, you know, things like that, just  
 8 day-to-day operations, you -- I can -- I know  
 9 where they're at in their process. We're so  
 10 close knit. I -- I see my -- all of my  
 11 employees every day for multiple hours every  
 12 day. And, so, I know that they're actually  
 13 engaged. I know when they -- when -- if  
 14 they're getting their work done or not. You  
 15 know, from time to time we have -- I have a --  
 16 my administrative assistant has been at the  
 17 county for like 35 years. She retired three  
 18 or four years ago, and we hired a new lady to  
 19 replace her.  
 20 And it's -- it's not an easy task with  
 21 the government county and -- and, you know,  
 22 with the change in -- in state laws and  
 23 regulations. And sometimes she struggles.

Page 30

1 And sometimes she goes down the rat hole  
 2 and -- and doesn't get what needs to be done  
 3 in a timely manner. And I'm always there. I  
 4 can, you know, reel her back in and say: You  
 5 need -- you're over-thinking it. It's easy.  
 6 It's just -- just do this and we're good. You  
 7 don't have to worry about all of this other.  
 8 So it's -- it's easier in my -- my position  
 9 now to manage productivity because I see it  
 10 every day.  
 11 Q In an operation that's not so small,  
 12 such as ours, how do you --  
 13 A Right.  
 14 Q -- envision going about monitoring and  
 15 ensuring productivity?  
 16 A So I have an organizational chart, a  
 17 revised charge. So I am assuming that's  
 18 what's operating under now. You know,  
 19 every -- every level of leadership, one leader  
 20 can only control so many people. So -- or the  
 21 public works probably has four people to  
 22 report to him, a county engineer that had six  
 23 people to report to him.

Page 31

1 The need of the job of -- of managing  
 2 those folks and giving them clear guidance of  
 3 what needs to be done and what the priority of  
 4 work is and timelines and deadlines are and  
 5 then follow them up with that. And then  
 6 giving them the tools to be successful if  
 7 they're not.  
 8 So, you know, as far as going down to  
 9 the -- the guy putting patch material on a --  
 10 on a state route somewhere or on a county  
 11 route somewhere, you know -- you know,  
 12 that's -- that's hard to judge, you know,  
 13 it's -- at -- as upper level. But his  
 14 superior, his -- that's his person who he  
 15 reports to, their job to make sure. And it --  
 16 and it builds up the tree, you know. That's  
 17 how it would work.  
 18 I mean, it would -- it would take  
 19 clear guidance from a guy like me or whoever  
 20 you would hire to make sure that happened.  
 21 And -- and -- and performance levels will  
 22 change over time just based on your  
 23 technology, based on, you know, your

Page 32

1 capability, your manpower, budgets, weather.  
 2 You know, you guys don't have to worry  
 3 about pre-thaw weather like we do. But it's  
 4 possible that you can lose a car pretty quick  
 5 on some of our roads. And, unfortunately, we  
 6 can't fix things like that when it's below 50  
 7 degrees. So -- you know, so, they're --  
 8 they're different challenges. And it's  
 9 something I would definitely have to grow  
 10 into.  
 11 Q Thank you.  
 12 BY MR. CARL:  
 13 Q Tell me about the biggest change in a  
 14 work situation that you had to manage. And  
 15 how did you cope with it?  
 16 A I was the change from the -- our --  
 17 our having a three-person maintenance staff to  
 18 transitioning that to the township control for  
 19 maintaining our highways. And it -- it was  
 20 such a big deal at the time, I've actually  
 21 been across the state giving presentation to  
 22 different units and different townships and --  
 23 and different organizations on how we make the

Page 33

1 transition.

2 Because the transition wasn't -- was

3 difficult in its own right, you know, getting

4 rid of the surplus equipment, you know, make

5 notes. Those relationships work where if we

6 had problems that we were, you know, able to

7 address them. Is it a perfect system? No.

8 But it -- it gives better service to our

9 citizens.

10 But it's -- it's a process that it was

11 two years in the making before I took the job.

12 And it took two years of me being here before

13 we finally got it done. And it was a -- it

14 was a big change.

15 I -- I know one big change in the

16 department when I came is -- and I will take

17 on lots of -- lot of roles. And I -- I do all

18 the highway designs, flood plane analysis, the

19 hydraulic stuff that I can do in-house to save

20 taxpayer money. And I've been able to do that

21 in a smaller department. But then I still

22 have that knowledge. We can do it. And

23 that's been a change that some of my -- my

Page 34

1 technicians -- because, you know, they don't

2 like doing it. But they were able to do more

3 work.

4 So the -- the biggest change is

5 probably the transition of the -- of the

6 township maintenance back -- the county to the

7 township. And we would go back the other way,

8 I don't know why, but...

9 Q Thank you.

10 MS. HUDSON: If we can just

11 take a few momeuts, Mr. Crane, we

12 need to break for just a minute.

13 MR. CRANE (VIA SKYPE): Okay.

14 MS. HUDSON: Can you hang on?

15 Okay.

16 MR. CRANE (VIA SKYPE): I'll

17 hang on.

18 (Recess taken.)

19 MS. HUDSON: I think we are

20 ready to resume the questions --

21 MR. CRANE (VIA SKYPE): Okay.

22 MS. HUDSON: -- for the

23 position. Commissioner Ludgood,

Page 35

1 it's your turn.

2 BY MS. LUDGOOD:

3 Q I have a few questions about

4 budgeting. Would you describe your role in

5 developing your budget implementation and

6 administration? If you're the person who has

7 to monitor it, if you could talk to us about

8 that process and how involved you been in it.

9 A Yes. So it's -- it's 100 percent my

10 responsibility in both the development, the

11 implementation. And -- and -- and -- and I

12 guess the -- the county board ultimately

13 approves it. But once they approve my budget

14 that I present to them, then I manage it 100

15 percent, line item by line item, approving

16 every expenditure for the county's side of

17 the -- the county money.

18 For our state -- state money funding

19 projects, the same thing happens. I develop a

20 cost estimate. I generally put a proposal and

21 the contract together with the county board

22 approval and then the -- the actual project

23 itself through my employee. But then I'm the

Page 36

1 final signature on -- on everything that comes

2 through the office.

3 So anything that comes in that

4 requires -- you know, even if it's a penny in,

5 we track. And if it's a penny out, we track

6 it. It's deposited. But -- but 100 percent

7 of the budget process is -- is my

8 responsibility. And I --

9 Q What is your budget?

10 A Right now this year, my general

11 highway budget is about -- I believe it's

12 \$750,000 for my general highway.

13 We have a county township bridge fund

14 that we bill to help cost share a project.

15 It's at 500,000 this year.

16 We have a matching account that we

17 use. That's at 400,000.

18 And then our general maintenance

19 budget for the county and the townships

20 together is roughly about 1.5 million.

21 And then depending the workload and

22 funding from the federal and state grants, you

23 know, we -- last year we did 3.8 million

Page 37

1 dollars' worth of resurfacing work and  
 2 \$600,000 patching jobs.  
 3 So for our standards, you know, four  
 4 to five million dollars in a year is a big  
 5 construction season with the manpower we have.  
 6 So last year, you know, probably total  
 7 budget of about six.  
 8 Q Okay.  
 9 A And -- and I've been here going on 15  
 10 years. And I've -- I've been in the black  
 11 every year. And we actually -- I've -- I've  
 12 grown my fund balance from about 600,000 to  
 13 about 900,000 over the last 15 years. Which,  
 14 you know, again, I -- I'm short staffed some  
 15 folks and what have you, doing a lot on my  
 16 own. And it helps offset those costs. But  
 17 for a small county, we're in pretty good  
 18 shape.  
 19 Q And what's the size of the county's  
 20 budget, the entire?  
 21 A So the -- the entire county budget --  
 22 so the general fund has got some problems. So  
 23 they -- they pretty well -- we're on a hiring

Page 38

1 freeze. We have not -- we have not -- no  
 2 increases except for their -- the sheriff's  
 3 union got a pay increase. A couple of other  
 4 agencies got pay increases that probably  
 5 shouldn't have. It's causing strife within  
 6 the county government system here.  
 7 But I think they -- overall, I think  
 8 the sheriff's department is about 1.5 million.  
 9 The health department is about a million. And  
 10 then you have the treasurer's office at  
 11 courts, about 600,000. So, I think the grand  
 12 total on the operational side, probably seven,  
 13 eight -- eight million dollars for them.  
 14 Actually cash on hand, most of the  
 15 cash on hand is what my funds are for that as  
 16 far as our motor fuel tax, my tax county  
 17 highway funds and all of my reserves.  
 18 Q Okay. Thank you.  
 19 BY MS. HUDSON:  
 20 Q Well, as a follow-up to that, who  
 21 handles your grant writing? Do you do --  
 22 A Yeah. So I -- I do most of that.  
 23 If -- if it's a -- if it's my department, I

Page 39

1 will write the grant. I will put most of it  
 2 together. We did -- however, we hired a  
 3 consultant to -- to do a major bridge for a  
 4 million-dollar-plus structure on the county  
 5 system that we then were able to secure the  
 6 money. It's scheduled to be built in 2022.  
 7 So I -- we did hire that help to, you know,  
 8 put that document together, and then with my  
 9 oversight. It helped where it needed to be  
 10 helped.  
 11 But -- but a lot of the stuff I try to  
 12 write it myself. But then if I need to, we  
 13 can get outside assistance through a  
 14 consultant. And what I'm starting to realize  
 15 now, it's just a lot cheaper to maybe hire a  
 16 consultant once in a while and not have that  
 17 head count and have the liability and the  
 18 overhead, you know, and just use them when  
 19 they're needed. And it's starting to work out  
 20 pretty well.  
 21 Q Okay. Mr. Crane, should you be  
 22 appointed to either of these positions that  
 23 you've applied for here at Mobile County, what

Page 40

1 would you, in either, intend to accomplish in  
 2 your first year or your first few months?  
 3 When you come, what do you see as your first  
 4 steps and overall accomplishments your first  
 5 year?  
 6 A There would definitely -- if I  
 7 understand, I -- I am -- I have -- I can't say  
 8 for sure. But I've now -- I -- I was just  
 9 looking at your website and your -- your  
 10 department website and your engineering  
 11 department. And I know, you know, Mr. Kegley  
 12 is your acting engineer. You know, there's a  
 13 lot of experience there, so I know that I have  
 14 a -- a tall hill to climb to make that point  
 15 to be able to -- even to be considered to be  
 16 appointed.  
 17 But if that will be the case, you  
 18 know, with the knowledge that you currently  
 19 have, my first priority would just be able to  
 20 get to know the staff and -- and -- and, you  
 21 know, try to figure -- you know, get those  
 22 relationships, you know, established to find  
 23 out exactly what strengths and weaknesses are

Page 41

1 and, you know -- you know, how we can improve  
 2 the situation, if there are any need to  
 3 improve and improve services if they need to  
 4 be improved to -- for the citizens of Mobile  
 5 County and -- and -- and all of those  
 6 thousands of people who drive through.  
 7 But, yeah, the first order of business  
 8 would be really to -- to develop and foster a  
 9 working relationship with everybody that is  
 10 currently there and -- and under you guy's  
 11 guidance, too, you know, do what you would see  
 12 as a vision for the organization, either one.  
 13 Q Thank you.  
 14 BY MR. CARL:  
 15 Q All right. Let's see here. How do  
 16 you enlist support of your staff to establish  
 17 a common approach to solving a problem?  
 18 A So when -- I think, you know, when it  
 19 comes -- you know, being a government agency,  
 20 we -- we have to live and abide by statutes,  
 21 policy, and ordinances and those, you know,  
 22 guidelines that have been passed by, you know,  
 23 previous commissions or boards or

Page 42

1 organizations.  
 2 So I -- I think the primary goal is  
 3 to -- you know, sometimes I try to be black  
 4 and white and -- and make sure that  
 5 everything -- you know, it's written a certain  
 6 way and that's what we have to follow. All of  
 7 the policy guidelines need to be followed.  
 8 And -- and to ensure that, you know,  
 9 everybody is -- is on the same sheet of music  
 10 following the same policies. That's -- that's  
 11 the first, you know.  
 12 But then also just have a good work  
 13 relationship with them and understanding  
 14 what -- you know, maybe what their decision  
 15 process is as far as what they're doing, how  
 16 they're working, and -- and how you can foster  
 17 that.  
 18 Q Okay. Thank you.  
 19 BY MS. LUDGOOD:  
 20 Q So how large is your commission, your  
 21 county commission?  
 22 A We -- yeah. We have seven county  
 23 board members.

Page 43

1 Q Okay. And are they elected from  
 2 districts?  
 3 A Yes, they -- they are elected from  
 4 districts throughout the county.  
 5 Q Do you report directly to them?  
 6 A So I report to -- we are as -- as a --  
 7 as a setting of committees, so I report  
 8 directly to a road -- road and bridge  
 9 committee, which is three members of the  
 10 county board. So we meet every month, 9:00  
 11 a.m. on the second Wednesday of the month. So  
 12 that's when I report all of my -- to get  
 13 county board approval. I report it at that  
 14 meeting for inclusion on -- at the full county  
 15 board meeting the follow week. And, so, like  
 16 plat planning and --  
 17 Q Okay. And, so, who does your  
 18 evaluation? Is it a member of the road and  
 19 bridge committee of the commission or is it  
 20 the full commission?  
 21 A So, it should be the full county board  
 22 with guys from the -- the highway committee.  
 23 But I can you tell that it's only happened one

Page 44

1 time in 15 years.  
 2 Q Okay.  
 3 A So I -- you know, I mean, we -- I  
 4 guess we're kind of evaluated every time I  
 5 meet with -- the work relationship I have with  
 6 them, if my -- if there's something they don't  
 7 like, they let me know. But as a formal  
 8 written, you know, policy or procedure, it  
 9 just does not happen for Douglas.  
 10 Q Well, I was asking because in this  
 11 position you will report to directly to the  
 12 commission. And that's why I was just  
 13 wondering whether you were in a similar kind  
 14 of reporting situation now or if this would be  
 15 different.  
 16 A So it -- it would be -- you know,  
 17 if -- if -- if you guys had separate meetings  
 18 outside of your monthly or bimonthly  
 19 commission meeting, then this would be exactly  
 20 kind of how it would feel.  
 21 But as far as I guess the county  
 22 board, the seven members together, it's --  
 23 they do their business upon the recommendation

Page 45

1 of the committee.  
 2 Now, if they have a question or a  
 3 clarification or what have you, I'm in the  
 4 peanut gallery and they call me up and -- and  
 5 I'll explain something.  
 6 You know, for -- for example, if a  
 7 resolution is on the table on the -- on the  
 8 Wednesday board meeting, you know, the day  
 9 after the primary election, which our county  
 10 clerk -- you know, I did all the hard lifting  
 11 for her, so we got through that without much  
 12 problem.  
 13 Q So do you like having that level of  
 14 committee between you and the commission or  
 15 would you feel just as comfortable reporting  
 16 directly to us?  
 17 A You know, I don't know for sure. I --  
 18 I -- I...  
 19 Q You answered --  
 20 A It's being a part of it. I mean, I --  
 21 when -- when we -- when I report to the  
 22 committee, it's more of an informal -- it's  
 23 informal with all the parts and everything.

Page 46

1 But it -- it's more personal, you know.  
 2 When we go to the full county board  
 3 members, it's more of a business meeting. You  
 4 know, the press is always there. You know,  
 5 the -- there's all -- any kind of visitors or  
 6 whoever wants to speak to the board, they're  
 7 there. So, I mean, it's really a lot of  
 8 stuff.  
 9 So it -- you know, having that -- and  
 10 I know your situation is different because you  
 11 three are the three. So it would be study  
 12 session, you know, department heads  
 13 separately, then your business meeting, I -- I  
 14 think there could be some merit to that.  
 15 But I'm -- I've not worked in that  
 16 situation. I don't know. I don't know for  
 17 sure, to be honest with you. I know it's --  
 18 it's easier to discuss specific issues and  
 19 problems like project related in a more  
 20 intimate setting than on the grand stage.  
 21 You know, there's a place and a place  
 22 for the grand stage. You know, like public  
 23 hearings on certain projects and things like

Page 47

1 that are required. But to develop some things  
 2 before that to say: Well, here's what I'm  
 3 trying to do. What do you think?  
 4 You know, sometimes it's hard to go to  
 5 my boss on a grand setting and say: Hey, I  
 6 have this idea. What do you think? And if  
 7 they say: No, we're not interested, then that  
 8 kind of doesn't look for good both for the  
 9 county and myself and if I'm shut down in  
 10 front of everybody. So having that -- that  
 11 subcommittee role is -- is -- is -- is helpful  
 12 in a lot of ways.  
 13 Q Well, in our setting, in an instance  
 14 like that, you would just come to each of us  
 15 to talk about it --  
 16 A Okay.  
 17 Q -- as opposed to having to just put  
 18 any good ideas you had out in front of us, you  
 19 know, at that time. You could test the waters  
 20 with us ahead of time.  
 21 A Right.  
 22 Q And typically the only things that we  
 23 hear is a project comes in a meeting because

Page 48

1 it's gone way south and we're having to --  
 2 A Right.  
 3 Q -- ask the bonding company to finish  
 4 it or, you know, something like that.  
 5 A Yeah. And -- and I know when I have  
 6 an issue with something that -- that my  
 7 committee or the -- the county board needs to  
 8 know about, I call my committee chairman, who  
 9 happens to be the county board chairman and  
 10 say: Hey, Mr. Marson, I've just got to let  
 11 you this is what happened. This is what I  
 12 did. And you're probably going to hear about  
 13 it. So, communication is key both ways.  
 14 MR. CARL: I compare it to  
 15 having three wives, by the way.  
 16 MR. CRANE (VIA SKYPE): Yeah.  
 17 MS. LUDGOOD: Or three  
 18 husbands.  
 19 MR. CARL: Or three husbands,  
 20 whichever way you look at it.  
 21 A No, I -- I think I -- I've reached out  
 22 to individual members. I've had individual  
 23 members come to me on issues on -- on issues

Page 49

1 within their -- their districts, you know.  
 2 And sometimes I have to say no. We've got  
 3 roads in worse shape. And let's go look at  
 4 it, you know, and, so, it just -- it just has  
 5 to be -- it has to be worked out together.  
 6 You know, budgets are small and slim. I don't  
 7 care what side of the government it is, if  
 8 it's Mobile, New York, Chicago, Cook County,  
 9 you know, you have to operate within your  
 10 means. And sometimes you have to say no.  
 11 MS. HUDSON: Very true.  
 12 Commissioners, do you have any  
 13 more questions? Commissioner?  
 14 MR. CARL: I'm wrapped up.  
 15 MS. HUDSON: And I am as well.  
 16 Do you have any questions that  
 17 you'd like to ask us?  
 18 MR. CRANE (VIA SKYPE): Yeah,  
 19 I have a few here. Just -- I  
 20 don't currently have my license in  
 21 Alabama, so I'm not real familiar  
 22 with Alabama laws and regulations.  
 23 But is the county engineer

Page 50

1 contract, is it five or six years.  
 2 Or is it just --  
 3 MS. HUDSON: I'm sorry. What  
 4 was your question? You kind of  
 5 froze up there on us.  
 6 MR. CRANE (VIA SKYPE): Well,  
 7 is the --  
 8 MS. HUDSON: We need to  
 9 reestablish our connection. You  
 10 have all of a sudden started  
 11 freezing up on us.  
 12 MR. CARL: Ask him if he can  
 13 call back.  
 14 MS. HUDSON: Can you hang up  
 15 and call back, please.  
 16 MR. CRANE (VIA SKYPE): Okay.  
 17 (Recess taken.)  
 18 MS. HUDSON: Mr. Crane, can  
 19 you hear us?  
 20 MR. CRANE (VIA SKYPE): Yes.  
 21 MS. HUDSON: Well, we're not  
 22 hearing you very well still.  
 23 MR. CRANE (VIA SKYPE): Is

Page 51

1 that better?  
 2 MS. LUDGOOD: That's better.  
 3 Yeah.  
 4 MR. CARL: Oh, yeah. That's  
 5 fine.  
 6 MS. HUDSON: Okay. Let's try  
 7 that again. What was your  
 8 question again.  
 9 MR. CRANE (VIA SKYPE): So is  
 10 the -- is the position a five-year  
 11 contract? Is there a contract  
 12 length assigned with the county  
 13 engineer job.  
 14 MS. HUDSON: No, there's no  
 15 contract length. No. It's --  
 16 MR. CRANE (VIA SKYPE): Okay.  
 17 MS. HUDSON: It's an  
 18 appointment by the commission.  
 19 And you become part of the merit  
 20 system.  
 21 MR. CRANE (VIA SKYPE): Okay.  
 22 MS. HUDSON: Okay.  
 23 MS. LUDGOOD: Another

Page 52

1 question?  
 2 MR. CRANE (VIA SKYPE): And I  
 3 started to freeze on my end too,  
 4 now. It may be my end. So I -- I  
 5 know you guys did the study on  
 6 the -- the review of your --  
 7 your -- your systems and your --  
 8 your public works and your  
 9 engineer groups. And that report  
 10 date is June 14th, 2017. My  
 11 question is: I'm assuming that  
 12 you guys have -- have implemented  
 13 that -- that structure in place  
 14 now.  
 15 MS. HUDSON: We have.  
 16 MR. CRANE (VIA SKYPE): And  
 17 then I guess have you seen any  
 18 improvement, your goal that you're  
 19 trying to -- like some of the  
 20 things that were addressed in the  
 21 report, have you seen improvement  
 22 with that -- with that  
 23 reassignment?

Page 53

1 MS. HUDSON: Well, at this  
 2 point in time, the last 18 months,  
 3 of course, we've had an interim  
 4 county engineer and a public works  
 5 director.  
 6 So I think we have seen some  
 7 improvement as far as the  
 8 administration and public works  
 9 and engineering beginning to  
 10 really work together as a team.  
 11 Whereas, before it was sort of  
 12 just a separate environment. And  
 13 there wasn't nearly as much as  
 14 cooperation and collaboration. In  
 15 that we've seen great improvement  
 16 with.  
 17 But as far as implementing any  
 18 big changes in both of those  
 19 department, I think because we've  
 20 been in an interim situation, I  
 21 think things have been improved,  
 22 but to some limited degree.  
 23 MS. LUDGOOD: And that was --

Page 54

1 MR. CRANE (VIA SKYPE): Okay.  
 2 MS. LUDGOOD: -- some things  
 3 that we were holding back on  
 4 because we wanted the new leader  
 5 in place to be a part of that  
 6 moving forward. We didn't want to  
 7 completely move forward and then  
 8 step in. We were this close  
 9 (demonstrating) where we could  
 10 just hold that in abeyance. And,  
 11 so, on the other aspects of it,  
 12 our leader, the new leaders would  
 13 be the people who would guide us  
 14 through the rest of it.  
 15 MR. CRANE (VIA SKYPE): Okay.  
 16 MR. CARL: And I would say  
 17 yes -- there's been a lot of  
 18 positive changes in the last 18  
 19 months, especially with people's  
 20 attitudes.  
 21 MR. CRANE (VIA SKYPE): That's  
 22 good. Yeah. I read that report.  
 23 And, yeah, I did -- I could see

Page 55

1 there were some -- definitely some  
 2 issues. (Freezing frame)  
 3 commission (freezing frame) -- so  
 4 are there any other big issues,  
 5 like I'm -- you know, if I'm  
 6 appointed that I should be aware  
 7 of that you -- like, you know, if  
 8 I walked in to tomorrow, the first  
 9 day at work, you know, I want you  
 10 to solve this.  
 11 MS. HUDSON: I'm sure that'll  
 12 happen.  
 13 MR. CARL: But --  
 14 MR. CRANE (VIA SKYPE): Okay.  
 15 MR. CARL: -- just remember:  
 16 I'm always right.  
 17 MS. HUDSON: No, I am. No. I  
 18 think that you would find that you  
 19 have a lot of talent, a lot of  
 20 experience and expertise and  
 21 probably be blown away by the  
 22 staff that we have here and the  
 23 great job that they do. We can't

Page 56

1 say enough good things about our  
 2 people.  
 3 MS. LUDGOOD: We have lots and  
 4 lots of rain. And we have lots of  
 5 dirt roads.  
 6 MS. HUDSON: Yeah.  
 7 MS. LUDGOOD: And, so, if you  
 8 come in on a rainy day, your phone  
 9 is going to be ringing off the  
 10 hook.  
 11 MS. HUDSON: Yeah. We have  
 12 our own unique issues.  
 13 MR. CRANE (VIA SKYPE): Yeah.  
 14 Unfortunately we're starting to go  
 15 to a lot of dirt roads, too. It's  
 16 kind of a shame. We had really  
 17 nice roads for a while and we're  
 18 going backwards unfortunately. I  
 19 guess my last question would be:  
 20 You know, obviously, I applied for  
 21 both positions. I just have a  
 22 question about the  
 23 confidentiality, you know, how we

Page 57

1 move forward, if there a -- you  
 2 know, I don't know if you're going  
 3 to go to a final list or another  
 4 interview. What is the process  
 5 you see going forward?  
 6 MS. HUDSON: Mr. Crane, we  
 7 have not planned for more  
 8 interviews. After we conclude  
 9 today, I anticipate that the  
 10 commission will make a decision  
 11 and it should be very soon.  
 12 MS. LUDGOOD: And typically  
 13 the only way -- if you're  
 14 concerned about references and  
 15 reference checks, I think that  
 16 would only be done in the event of  
 17 an offer. If we anticipate an  
 18 offer, that's the only way that  
 19 the reference check will be done.  
 20 And you will been aware so that  
 21 you could talk to your people and  
 22 so nobody would be hit by  
 23 surprise.

Page 58

1 MR. CRANE (VIA SKYPE): Right.  
 2 And -- and I talked -- I have  
 3 this -- like a regional engineer  
 4 for the IDOT. I talked to him  
 5 about this and a few other key  
 6 people. But obviously, you know,  
 7 I'm in a good situation in trying  
 8 to maybe better myself. I'd hate  
 9 to burn that bridge, you know, if  
 10 they --  
 11 MS. HUDSON: Right.  
 12 MR. CRANE (VIA SKYPE): --  
 13 thought I was, you know, baling  
 14 ship, you know. And --  
 15 MS. HUDSON: Well, Mr. Crane,  
 16 this is a public meeting, you  
 17 understand.  
 18 MR. CRANE (VIA SKYPE): Yes.  
 19 MS. HUDSON: There are no  
 20 members of media here. But it is  
 21 being transcribed. It's a public  
 22 meeting. So --  
 23 MR. CRANE (VIA SKYPE): That's

Page 59

1 fine.  
 2 MS. HUDSON: Okay.  
 3 MR. CRANE (VIA SKYPE): That's  
 4 fine. Yeah. So I just -- there's  
 5 lot of things to work out. And I  
 6 know there's issues. So -- and  
 7 I'm sure that there's a lot of  
 8 high quality people applying for  
 9 this position and I'm sure you'll  
 10 get a great candidate, whether  
 11 it's me or somebody else. So --  
 12 but I -- I -- I don't have any  
 13 further questions. And I really  
 14 thank you for the time and today  
 15 and -- and out of your busy day.  
 16 If you have any questions, feel  
 17 free to contact me. If you need  
 18 references, I can provide those if  
 19 needed.  
 20 MS. HUDSON: Thank you. We  
 21 are most grateful for your time  
 22 and for your interest. And we  
 23 appreciate your candor and your

Page 60

1 responses. And, Commissioners,  
 2 anything else?  
 3 MS. LUDGOOD: No.  
 4 MS. HUDSON: Okay. Well,  
 5 thank you very much. And we  
 6 should be back in touch very soon.  
 7 Okay.  
 8 MR. CRANE (VIA SKYPE): Okay.  
 9 Thank you very much.  
 10 MR. CARL: Thank you, James.  
 11 MS. HUDSON: Have a great  
 12 afternoon.  
 13 MR. CRANE (VIA SKYPE): Have a  
 14 great day.  
 15 2:17 p.m.  
 16 (Recess taken.)  
 17 ---  
 18  
 19  
 20  
 21  
 22  
 23

Page 61

1 2:25 p.m.  
 2 INTERVIEW OF KENNETH BRADLEY  
 3 ---  
 4 MS. HUDSON: Our next  
 5 applicant is Mr. Kenneth P.  
 6 Bradley, and he is applying for  
 7 the position of County Engineer  
 8 and Public Works Director.  
 9 And we welcome you. Thank you  
 10 for --  
 11 MR. BRADLEY: Thank you.  
 12 MS. HUDSON: -- joining us and  
 13 thank you for your interest in  
 14 these two positions.  
 15 MR. BRADLEY: Thank you.  
 16 MS. HUDSON: The way we have  
 17 conducted the interviews so far,  
 18 what we'll do is give you an  
 19 opportunity to introduce yourself  
 20 and tell us anything about you  
 21 that you would like us to know.  
 22 And then after that, we will  
 23 begin a round of questions. We'll

Page 62

1 take turns.  
 2 And at the end we'll give you  
 3 an opportunity if you have any  
 4 questions of us.  
 5 MR. BRADLEY: Okay.  
 6 MS. HUDSON: So without  
 7 further ado, we'll just turn it  
 8 over to you.  
 9 MR. BRADLEY: Okay. I'm  
 10 Kenneth Paul Bradley, Jr. And I'm  
 11 originally from Mobile. I  
 12 graduated from Baker High School  
 13 in 1994.  
 14 MR. CARL: All right. Go  
 15 hornets.  
 16 MR. BRADLEY: And -- yeah.  
 17 Exactly. And -- and I was  
 18 appointed to the Military Academy  
 19 from there and attended there and  
 20 I graduated with a civil  
 21 engineering degree there in 1998.  
 22 And, like all other cadets, I  
 23 was commissioned as a Second

Page 63

1 Lieutenant in the army in -- in  
 2 the engineer branch. And I was  
 3 stationed at various assignments  
 4 in Fort Benning, Georgia, at Fort  
 5 Hood, Texas. And I deployed to  
 6 Kuwait, Iraq, and Bosnia between  
 7 1998 and 2005 when I was -- when I  
 8 was on active duty.  
 9 I'm still on active duty right  
 10 now but I'm active Guard and  
 11 Reserve in the Mississippi  
 12 National Guard for another two  
 13 weeks.  
 14 MR. CARL: Thank you for your  
 15 service.  
 16 MR. BRADLEY: Thank you.  
 17 MS. HUDSON: Where do you do  
 18 your drills?  
 19 MR. BRADLEY: Right now,  
 20 I'm -- I'm -- I'm at the Vicksburg  
 21 armory for the -- I'm the  
 22 administrative officer for the  
 23 168th Engineer Brigade. So I'm

Page 64

1 the full-time representative --  
 2 MS. HUDSON: Okay.  
 3 MR. BRADLEY: -- during the  
 4 week.  
 5 MS. HUDSON: Okay.  
 6 MR. BRADLEY: So I supervise  
 7 67 personnel during the week. And  
 8 we have two battalions underneath  
 9 us. And that's a total of 1600  
 10 people overall with our part-time  
 11 personnel and our full-time  
 12 personnel combined. And those are  
 13 our two engineer battalions.  
 14 We have, you know, various  
 15 specialties beneath us. We have  
 16 the HR folks. We have logistics  
 17 personnel. We -- we have some --  
 18 some specialty ordinance folks and  
 19 then a lot of engineers that do a  
 20 full spectrum of engineering,  
 21 everything from vertical, you  
 22 know, building structures to road  
 23 building to survey design and then

Page 65

1 combat engineering were you -- I'm  
 2 placing my fields, reducing  
 3 structures, those type of things  
 4 and doing it within the combat  
 5 environment, support tanks and --  
 6 and environment. So --  
 7 MS. HUDSON: Okay, all right.  
 8 Anything else?  
 9 MR. BRADLEY: Well, I would --  
 10 I would want to add that I have a  
 11 master's degree from the  
 12 University of Missouri, Missouri  
 13 Science and Technology. And also  
 14 I'm a licensed professional  
 15 engineer in Missouri, Mississippi  
 16 and Alabama.  
 17 MS. HUDSON: Okay. Very good.  
 18 BY MR. CARL:  
 19 Q All right. I'm Commissioner Jerry  
 20 Carl. And we've got a list of stock questions  
 21 here we're asking everyone. So if we hear  
 22 something we want to vary off of, you'll see  
 23 us jump in there.

Page 66

1 A Sure.  
 2 Q How would you describe your leadership  
 3 style? And explain how that would adapt, how  
 4 this applies to your style.  
 5 A Well, with --  
 6 Q Did I say that right? How would you  
 7 describe your leadership style? I'm sorry.  
 8 Give an example of how this applies to this  
 9 style.  
 10 A Okay. Well, there's a lot of  
 11 different labels that -- that people have, the  
 12 various leadership styles.  
 13 And what -- what I attempt to do is  
 14 apply the appropriate leadership technique for  
 15 the -- for the instance. You know, sometimes  
 16 you need to be more in the autocratic mode.  
 17 If you have a new employee maybe that doesn't  
 18 understand exactly what -- what their role is  
 19 and what they can do. You may have to get a  
 20 little more -- pay more -- a little attention,  
 21 give them a little bit -- you know, a little  
 22 bit more direction.  
 23 You may have a more senior personnel.

Page 67

1 You may have a more complex project where you  
 2 have to, you know, give them -- give them a  
 3 lot more leeway to be able to conduct their --  
 4 their job and to where they -- they can  
 5 perform in that, in -- in the thing you've  
 6 assigned them to do.  
 7 And the biggest thing for my  
 8 leadership philosophy is to -- to make sure  
 9 that I'm putting subordinates in a position to  
 10 be successful. Because ultimately we've  
 11 employed everyone to do a particular job. And  
 12 we're looking for them to do that job. And  
 13 you have to do what's necessary to put them in  
 14 that position to be successful.  
 15 But sometimes folks come in and maybe  
 16 not necessarily have the -- the certifications  
 17 that they need and you may have to help them  
 18 get -- get into that position where they can  
 19 actually perform the way -- the way that you  
 20 want them to perform. And then some folks are  
 21 ready to do the job, you know. So --  
 22 MS. HUDSON: Okay.  
 23 MR. CARL: Thank you.

Page 68

1 MS. HUDSON: I don't know if  
 2 I've introduced you yet. This is  
 3 Commissioner Merceria Ludgood.  
 4 MR. BRADLEY: Ms. Ludgood,  
 5 nice to meet you.  
 6 MS. LUDGOOD: Nice to meet  
 7 you, too.  
 8 BY MS. LUDGOOD:  
 9 Q Oh, my question. I'm sorry. I was  
 10 like, oh my God, a home boy. That was what I  
 11 was just thinking. Welcome home.  
 12 A Yeah. I'm -- I'm hoping to be -- you  
 13 know, my family and I were trying to relocate.  
 14 That's a large part of why I'm interviewing  
 15 for this job. I've finished my service. I'm  
 16 trying to -- I'm trying to get back in the  
 17 Mobile area.  
 18 I've got a two year old. And, you  
 19 know, trying to give him at least the same  
 20 opportunities I had when I -- when I came up.  
 21 Because, I mean, I'm a product of the Mobile  
 22 County public schools. And I was able to go  
 23 to West Point and have a pretty successful

Page 69

1 military career. So I want to make sure he  
 2 gets the same opportunities, you know.  
 3 MS. HUDSON: Right.  
 4 BY MS. LUDGOOD:  
 5 Q Have you given some thought to the  
 6 transfer from kind of your public sector in  
 7 the military role to this kind of public  
 8 sector role? And what do you view as  
 9 challenges or opportunities? What do you seen  
 10 about it?  
 11 A I think it -- to me, it's kind of --  
 12 I -- I enjoy public service, obviously, if you  
 13 serve in the military. I think it's just a  
 14 good opportunity to be able to serve closer --  
 15 closer to home.  
 16 And I've -- you know, I've served the  
 17 nation. And -- and even in the National  
 18 Guard, you're still serving the nation. I  
 19 served the state of Mississippi. I was there  
 20 during Katrina in Bay St. Louis in -- in -- in  
 21 working with various agencies. And that was a  
 22 good opportunity.  
 23 That's the -- that was really the

Page 70

1 first opportunity in my career I had to -- to  
 2 be able to work with people at least, you  
 3 know, fairly close to -- to -- to home.  
 4 And -- and that -- that kind of opened my eyes  
 5 to some things. I -- it's been -- it would be  
 6 great to still continue public service and be  
 7 able to do it here, you know, where I'm from.  
 8 MR. CARL: Baker has changed a  
 9 little bit since you've been  
 10 there, by the way.  
 11 MR. BRADLEY: Yeah, it --  
 12 it -- it has. They -- it's a lot  
 13 different. I have a sister that's  
 14 13 years younger than me. And it  
 15 was different then when I wen to  
 16 graduation with her. And it's a  
 17 lot different now. So --  
 18 MR. CARL: Busting at the  
 19 seams.  
 20 BY MS. HUDSON:  
 21 Q Well, Mr. Bradley, like any other  
 22 positions, either of these positions that you  
 23 would appointed to, it would be very important

Page 71

1 to be able to establish a rapport not only  
 2 with employees but also with other department  
 3 heads, with outside agencies --  
 4 A Absolutely.  
 5 Q -- and particularly with commissioners  
 6 because both of these positions report  
 7 directly to the three commissioners.  
 8 So give us an idea of what your style  
 9 is in trying to establish a rapport with your  
 10 employees and your subordinates as well as  
 11 other people that you deal with --  
 12 A Sure.  
 13 Q -- and report to.  
 14 A Well, the -- the position I'm in right  
 15 now is a much -- it's -- it's a tradition  
 16 military position. I have an established  
 17 chain of command. I have subordinates. And  
 18 I'm that link between my subordinates and my  
 19 superiors.  
 20 The previous job I had, I was the  
 21 director of environment programs for  
 22 Mississippi National Guard and I had to work  
 23 with every state agency that -- the remotely

Page 72

1 touched on -- on environmental issues on our  
 2 installations and included all the cultural --  
 3 cultural resources, national resources,  
 4 forestry.  
 5 So we had to work with a lot of  
 6 different agencies. And -- and some of them  
 7 may have only had a tangental relationship  
 8 with what we were doing. But it was important  
 9 to make sure that they were -- they were  
 10 included and -- and we could -- we could  
 11 leverage those relationships, you know.  
 12 So it was important that -- that we --  
 13 that we had a -- a good rapport with all of --  
 14 all of the various agencies. And I think that  
 15 that -- that -- that experience would be well  
 16 for this job to be able to interact with --  
 17 with -- with other agencies, the public, and  
 18 still be able to, you know, manage the -- your  
 19 subordinates to move them towards the goals  
 20 that are set by -- by -- by, in -- in this  
 21 case, the commissioners.  
 22 Q Okay.  
 23 //

Page 73

1 BY MR. CARL:  
 2 Q Thank you. Where do you think your  
 3 past colleagues would say about your ability  
 4 to communicate?  
 5 A I think they would -- would say that  
 6 I -- that I have no difficulty communicating  
 7 with -- with -- with anyone, being forthright  
 8 with individuals and able to articulate fairly  
 9 complex issues and put them into a bite-size  
 10 format so that folks can understand so that --  
 11 so that the right decision can be arrived at.  
 12 And, like I was saying on that  
 13 environmental job, I was kind of a -- you  
 14 know, the general officers and the acting  
 15 general folks in the National Guard, they --  
 16 you know, they -- they don't deal with  
 17 environmental stuff on a daily basis. And it  
 18 was my job to make sure I had the expertise to  
 19 provide them with articulate informative  
 20 researched opinions to where they could make  
 21 informed decisions. So -- so I -- I -- I  
 22 think that they would -- they would say I was  
 23 able to do that on a regular basis.

Page 74

1 BY MS. LUDGOOD:  
 2 Q So what strategies do you use for  
 3 feedback, for motivating employees,  
 4 particularly in a setting where there may be  
 5 morale issues?  
 6 A Well, that's the best thing you can do  
 7 is make yourself available and be, you know,  
 8 approachable.  
 9 And sometimes you have to break down  
 10 the -- the -- those approachable barriers  
 11 because folks feel that they -- you know,  
 12 based on their position or past experience,  
 13 that they -- they may not be able to have a  
 14 discussion with certain people in certain  
 15 position.  
 16 And I'm -- I'm a Lieutenant Colonel  
 17 right now. But it's very important to me that  
 18 if we're on project sites and everything that  
 19 I at least walk the ground and make sure  
 20 I'm -- I -- I -- I have, you know, discussions  
 21 with individual operators of equipment and --  
 22 and make sure they understand they're part of  
 23 a team, and that it's absolutely critical what

Page 75

1 they're -- what they're doing.  
 2 And it may -- it may only be just a --  
 3 a minor interaction. But -- but I've seen a  
 4 lot through my career that people don't take  
 5 the time to actually know the people that they  
 6 work with. And it doesn't -- it really  
 7 doesn't take a lot of time to -- to -- to --  
 8 to get to know somebody.  
 9 And, at the same time, you don't have  
 10 to be everybody's buddy. But --  
 11 MR. CARL: Yeah.  
 12 A -- you know, to know that, you know,  
 13 hey, you're important to this organization.  
 14 MR. CARL: It's easy to fall  
 15 into that trap in management.  
 16 MR. BRADLEY: Yeah. It's --  
 17 it's -- it's very easy to lock  
 18 yourself up in the office and --  
 19 MR. CARL: Yeah.  
 20 MR. BRADLEY: -- worry about  
 21 your problems.  
 22 BY MS. HUDSON:  
 23 Q And I realize that the private sector

Page 76

1 is different from the government sector as far  
 2 as how you deal with employees. But coming to  
 3 the private sector, it's a little different  
 4 when we talk about building morale and rapport  
 5 because it's not such -- it's still a chain of  
 6 command. But still motivating employees is --  
 7 A Sure.  
 8 Q -- is more -- I don't know --  
 9 sometimes more involved. But what  
 10 strategies --  
 11 MS. HUDSON: And I think this  
 12 goes to the question you asked.  
 13 BY MS. HUDSON:  
 14 Q What do you foresee as a way -- I  
 15 mean, we have a public works department, 250  
 16 or so people, engineering about 50. What  
 17 things would do? Any ideas to be able to help  
 18 build morale and get people working as a team?  
 19 A Well, when you have morale issue,  
 20 there's -- there's a -- there's a number of  
 21 things that can drive that. And -- and  
 22 sometimes it's -- it's multiple problems  
 23 and -- and you have to figure out what -- what

Page 77

1 those issues are to begin with.  
 2 And I guess what I was telling  
 3 Commissioner Ludgood on that first step, you  
 4 have to be able to understand the -- the --  
 5 the personnel you're working for, you know,  
 6 what -- what the obstacles may be for them  
 7 being successful in those positions and why  
 8 that -- that morale has -- has decreased.  
 9 As far as strategies, there's --  
 10 there's not a silver bullet to -- to inspire  
 11 folks to perform better in their jobs or  
 12 perform in their jobs in the first place.  
 13 So I -- I -- I don't know that I have  
 14 a -- have a -- the -- the -- the right answer  
 15 that'll -- that'll magically lift spirits  
 16 across the board. But -- but I -- I just  
 17 think it's -- it's extremely important to make  
 18 people understand that they're valued in an  
 19 organization. And there's a lot of different  
 20 ways.  
 21 In the military, we do all kinds of  
 22 stuff where we'll go out and -- and we'll  
 23 have, you know, quarterly get-togethers, you

Page 78

1 know --  
 2 Q Okay.  
 3 A -- where people --  
 4 Q That's kind of where I'm going with  
 5 that.  
 6 A Yeah. So where people can get to know  
 7 each other in a -- in a -- in a -- in a more  
 8 calm environment, in a -- in an unthreatening  
 9 environment.  
 10 And I know my dad worked for the Corps  
 11 down here. Every year they had a picnic out  
 12 at the Coast Guard base. I know me, as a  
 13 child, I knew everybody that he worked with  
 14 because they had a little basketball  
 15 tournament and they had little games and  
 16 competition stuff and everybody got to know  
 17 each other in an unthreatening environment.  
 18 And it seemed -- it seemed to work for them.  
 19 For us it -- it -- it  
 20 definitely works. But it's a hassle sometimes  
 21 to put those things together. But they end up  
 22 paying off because people -- you know, you  
 23 know somebody's wife or.

Page 79

1 MS. HUDSON: Right.  
 2 A All right. You know somebody's wife  
 3 or somebody's family.  
 4 MS. LUDGOOD: No worries.  
 5 MR. CARL: Yeah.  
 6 MS. LUDGOOD: I'm usually the  
 7 one who does that.  
 8 MR. BRADLEY: Yeah.  
 9 MS. HUDSON: I may have to  
 10 just throw it at you.  
 11 (Recess taken.)  
 12 MS. HUDSON: I talk with my  
 13 hands. I'm always knocking things  
 14 over.  
 15 MR. BRADLEY: Yeah. That's  
 16 kind of why I didn't want the  
 17 water. But --  
 18 MS. HUDSON: That's quite all  
 19 right.  
 20 MR. BRADLEY: But it got a  
 21 little bit warmer today than I  
 22 thought it was going to be.  
 23 MR. CARL: You're further

Page 80

1 south, you know.  
 2 MR. BRADLEY: Yeah. Yeah. It  
 3 does make a little bit of a  
 4 difference. There is a little bit  
 5 of a difference between that I-20  
 6 corridor and the I-10.  
 7 MR. CARL: Yeah. There is.  
 8 BY MR. CARL:  
 9 Q Tell me about the big changes in a  
 10 work situation that you've had to manage. And  
 11 how did you cope with it?  
 12 A I tell you, I -- I'm -- I'm going to  
 13 give you two answers here. One -- one real  
 14 quick was just a change in -- in the  
 15 environment. I went to that environmental  
 16 position. I actually had no active duty  
 17 soldiers beneath me. They were all state  
 18 employees. So that was -- that was a change  
 19 in environment for me personally.  
 20 Then as far as work environment, every  
 21 -- it's roughly every two years we have a  
 22 different Adjunct General come in, in the  
 23 Mississippi National Guard. And every single

Page 81

1 one we've had has had completely different  
 2 priorities as to what they wanted to see and  
 3 how they wanted to see it and the direction  
 4 that they thought the organization needed to  
 5 go in.  
 6 So, it was on a pretty regular basis  
 7 you had to kind of get a good feel for what --  
 8 what the new Adjunct General wanted and how --  
 9 and how he wanted to see it.  
 10 And sometimes it's took a little while  
 11 to -- to try to -- try to figure out what it  
 12 was. Of course, he was -- he was new to the  
 13 job as well. So sometimes, you know, what he  
 14 wanted initially, you know, six months later  
 15 it changed again, you know. But, fortunately,  
 16 the ones that we had while I was there, they  
 17 were -- they were all pretty good. And  
 18 they -- and they all eventually figured the  
 19 job out and they figured out how to articulate  
 20 to folks and -- and, you know, we were able to  
 21 be a pretty successful organization.  
 22 Q So is your dad still with the Corps?  
 23 A He retired a couple of years ago. He

Page 82

1 actually works at Volkert now.  
 2 Q Okay.  
 3 A And -- and he's -- I keep telling him,  
 4 you know, you -- you retired. He kind of --  
 5 for a period of about five years and said he  
 6 was going to retire from the Corps. And now  
 7 he -- the two years, he said, well, I'm just  
 8 going to retire, retire. But he keeps on  
 9 showing up for work. So at -- at -- at some  
 10 point, you know, it's -- it's -- I said it's  
 11 okay to just retire at some point, you know.  
 12 Q Make a slot for --  
 13 A But he keeps on working.  
 14 Q Make a slot for somebody else to move  
 15 in.  
 16 A Yeah.  
 17 MS. HUDSON: He doesn't know  
 18 how not to work.  
 19 MR. BRADLEY: Yeah. He really  
 20 doesn't. He keeps punching a  
 21 clock. And he -- I don't think he  
 22 knows how to operate otherwise.  
 23 MR. CARL: Yeah.

Page 83

1 MS. HUDSON: Commissioner  
 2 Ludgood?  
 3 BY MS. LUDGOOD:  
 4 Q I think I had one other question and  
 5 that is: How do you currently develop your  
 6 key employees? And I would imagine you have  
 7 some who come in highly motivated and ready to  
 8 go. And you know that they're going to be a  
 9 star. And how do you take that person and  
 10 help them develop to realize their potential?  
 11 And then the flip side of that is the person  
 12 who comes in who's less fully formed and who  
 13 may be struggling, maybe have a little  
 14 challenge, how do you work with those two to  
 15 try to get the most you can out of them?  
 16 A Yeah. Of course, you have to just  
 17 kind of work in an initial assessment. The  
 18 first thing you look at on paper, if they  
 19 actually have -- you know, sometimes you're  
 20 forced in a situation where you may have to  
 21 hire someone and -- and bring them along, like  
 22 you were saying, like if somebody has limited  
 23 experience.

Page 84

1 And you would want to work towards  
 2 getting any kind of schooling certificates  
 3 that they -- or certifications that they need  
 4 to perform that job to get them to a baseline.  
 5 And then at -- at that point,  
 6 hopefully they're not in a position in  
 7 isolation. Hopefully there are other people  
 8 in the organization that perform similar  
 9 functions and create an environment for them  
 10 to mentor or shadow personnel in the early  
 11 going to where they -- they -- they could at  
 12 least see what right looks like and -- and --  
 13 and help them to come along.  
 14 That's -- that's -- that's very common  
 15 in the military that we -- that we have that,  
 16 that we're -- we're -- folks have what we call  
 17 battle buddies where you work together with a  
 18 guy. And he may not be much more experienced  
 19 than you. But he may have enough to bring you  
 20 along a little bit further.  
 21 And then someone who you know is going  
 22 to be, you know, a stellar performer, you want  
 23 to make sure that -- that you give them

Page 85

1 opportunities to maybe see some things outside  
 2 the realm of what they're working in just then  
 3 because they may be somebody who needs to have  
 4 an opportunity for -- for progression in the  
 5 future.  
 6 So you may do some -- do some cross  
 7 training in cross functional areas and you may  
 8 allow them to do some things a little bit  
 9 outside of their -- outside of their comfort  
 10 zone to where they can get that experience and  
 11 prepare them in the future. Because you may  
 12 be in a situation down the road where you need  
 13 somebody to fill that -- fill that position.  
 14 And if you have someone with at least a little  
 15 bit of experience in that area, it'd be  
 16 helpful, you know.  
 17 Q Thank you.  
 18 BY MS. HUDSON:  
 19 Q What key performance measures do you  
 20 use to monitor the performance of the people  
 21 who report to you to make sure that they are  
 22 being productive and staying on track?  
 23 A Well, you -- you always have your

Page 86

1 baseline of what -- what the expectation of  
 2 that position is and what those requirements  
 3 are.  
 4 If they're -- you know, the easiest  
 5 thing is going to be weekly, monthly, and, you  
 6 know, quarterly and annually requirements.  
 7 You're going to -- you're going to follow up  
 8 with them and sure meeting they're those.  
 9 And every engineer has done critical  
 10 path methods. And it's just -- it's just  
 11 beaten into our skulls as engineers to where  
 12 there are certain dates and certain times that  
 13 you want someone to meet if you have the  
 14 suspense out there. And it's -- sometimes  
 15 it's hard and fast. You write those down that  
 16 you want to see certain things prior to that  
 17 final product. And then other times you have  
 18 it mentally mapped out to where you want to  
 19 see.  
 20 If I'm hearing certain feedback from  
 21 him at certain points I know that they're --  
 22 that they're -- you know, on smaller tasks, I  
 23 know that they're -- they're tracking on to

Page 87

1 meet that ultimate goal.  
 2 Q Right. Public works, that's a little  
 3 bit different animal than engineering and how  
 4 would you would track productivity and  
 5 performance also. Any different thoughts  
 6 there?  
 7 A I was just saying that -- that, you  
 8 know, in the -- in the engineering world, you  
 9 just have that running through your mind all  
 10 the time. Where are we at exactly in -- in --  
 11 in making this happen. So you're kind of  
 12 always checking to see kind of where -- where  
 13 things are in -- in -- in the process.  
 14 And I guess you're saying with public  
 15 works you have to -- you know, it's kind of  
 16 a -- a little bit longer process. Is that --  
 17 is that what you're getting at?  
 18 Q It's just different responsibilities  
 19 and, you know, just different jobs, scope of  
 20 work. You have a lot of people who are out  
 21 working in the field that are out, the road  
 22 crews. And they're cleaning ditches, you  
 23 know. There's a lot of -- like in

Page 88

1 engineering, I mean, you may have inspections  
 2 and so forth. But it's just different  
 3 responsibilities.  
 4 Since you've applied for both jobs, I  
 5 was just wondering, you know, if you would  
 6 handle them differently as far as trying to  
 7 track performance and productivity.  
 8 A I don't -- I don't have a -- a  
 9 particular method to -- to track it other than  
 10 to -- than -- than to follow up with people,  
 11 where they're at, at different points --  
 12 Q Okay.  
 13 A -- with -- with what they're tasked to  
 14 do. I have some basic -- some basic things  
 15 that I do as -- as far as -- as using the --  
 16 using the -- using the tasks on Outlook,  
 17 coming back to where I can follow up later on  
 18 or if I have a -- if I have a particular  
 19 question or I want to ping someone on a  
 20 particular detail to make sure that everything  
 21 is coming along and --  
 22 Q Do you have regular follow-up  
 23 meetings?

Page 89

1 A Oh -- oh, yeah. Yeah. That's --  
 2 that's kind of what I'm -- what I'm getting at  
 3 is you kind of plug those in where it's  
 4 attached to -- to your task and your calendar.  
 5 And then you -- then you can ping those  
 6 individuals for those -- those particular  
 7 times.  
 8 Now -- now, folks working in the  
 9 field, you know, you can -- if you're work on  
 10 a longer-term task, you know, you could -- you  
 11 could schedule it out. If you need go and  
 12 work on this particular stretch of road for  
 13 two weeks, you know, you -- you can schedule a  
 14 followup. Okay. Tuesday and Thursday I'm  
 15 going to ask about these particular things or  
 16 I'm going to look at these folks or one of the  
 17 subordinate supervisors to -- to follow up  
 18 on -- on a particular detail of that project.  
 19 Q Okay.  
 20 A You know, I -- I consider it all kind  
 21 of a -- a project, whether it is anybody is  
 22 working on it. I'm using that term kind of  
 23 generic.

Page 90

1 BY MS. LUDGOOD:  
 2 Q So critical path is a term of art?  
 3 A Uh-huh.  
 4 Q Okay. Where, like to the lay person,  
 5 it would be just be taking the project,  
 6 breaking it down with timelines and that kind  
 7 of thing for --  
 8 A The critical path, it -- it looks  
 9 at -- there may be all of these other  
 10 activities that need to take place. But  
 11 there's a certain line of activities that have  
 12 to happen in a certain sequence to actually  
 13 produce that product at that end point.  
 14 Q Okay.  
 15 MS. HUDSON: Any other  
 16 questions, Commissioners?  
 17 MR. CARL: I'm good.  
 18 MS. LUDGOOD: No. I'm good.  
 19 MS. HUDSON: Do you have any  
 20 questions of us?  
 21 MR. BRADLEY: No. No, I don't  
 22 think so. I appreciate y'all's  
 23 time.

Page 91

1 MS. HUDSON: Absolutely.  
 2 MR. CARL: I hope you brought  
 3 your family, man. You're going to  
 4 spend the weekend, right?  
 5 MR. BRADLEY: We're going to  
 6 hang out for a couple of days. My  
 7 wife is an attorney and she's  
 8 going to have to get back to  
 9 Jackson on Saturday for --  
 10 MR. CARL: Uh-oh.  
 11 MR. BRADLEY: -- some stuff  
 12 that's going on. So we're going  
 13 to turn back around tomorrow. But  
 14 it's just the way it is sometimes.  
 15 MS. HUDSON: My daughter,  
 16 until about eight months ago, was  
 17 in the -- she was a JAG officer.  
 18 And she drilled in Jackson. She's  
 19 with the Alabama Guard now at Fort  
 20 Whiting.  
 21 MR. BRADLEY: Okay. Well,  
 22 that's -- I know you're proud of  
 23 her.

Page 92

1 MS. HUDSON: Oh, yeah.  
 2 MR. BRADLEY: The JAG, they  
 3 got -- they got it pretty good,  
 4 though.  
 5 MS. HUDSON: Yeah. I think  
 6 she might even admit that.  
 7 MR. BRADLEY: Yeah. Not too  
 8 bad.  
 9 MS. HUDSON: Yeah. But,  
 10 anyway, we will conclude the  
 11 interviews today. And I  
 12 anticipate that we'll make a  
 13 decision very shortly, very soon.  
 14 And as soon as that happens,  
 15 you'll be notified, okay?  
 16 MR. BRADLEY: Okay, all right.  
 17 Well, thank y'all very much.  
 18 MS. HUDSON: Thank you. Have  
 19 a great afternoon.  
 20 MR. CARL: Thank you.  
 21 2:52 p.m.  
 22 (Recess taken.)  
 23 - - -

Page 93

1 3:08 p.m.  
 2 INTERVIEW OF JERRY STOKES  
 3 ---  
 4 BY MS. HUDSON:  
 5 Q Good afternoon.  
 6 A Hello.  
 7 Q Mr. Stokes, can you hear us okay?  
 8 A Yeah. Can you hear me okay?  
 9 Q We can. We can.  
 10 A Good.  
 11 Q Well, thank you for joining us for --  
 12 in this expedited scheduled. It worked out  
 13 that we were able to talk you with a little  
 14 bit earlier. So we appreciate your ability to  
 15 be able to meet us earlier than scheduled.  
 16 I'm Commissioner Hudson. To my right is  
 17 Commissioner Carl. To my left is Commissioner  
 18 Merceria Ludgood.  
 19 A Hello.  
 20 Q Good after. We appreciate you joining  
 21 us. And we -- we thank you for your interest  
 22 in applying for the position of county  
 23 engineer. And for the record -- And we to

Page 94

1 have a court reporter transcribing the meeting  
 2 today. It is a public meeting. Our applicant  
 3 is Mr. Jerry Dudley Stokes. We he is applying  
 4 for the position of Mobile County engineer.  
 5 Mr. Stokes, what we have -- what we  
 6 have done with the other applicants, we're  
 7 giving everyone a chance to introduce  
 8 themselves and tell us about yourself and  
 9 anything that you would like to for us to  
 10 know. And then we will go through a series of  
 11 questions. And we will take turns asking  
 12 those. And then at the end of that, we'll  
 13 give you an opportunity to ask us any  
 14 questions that you might have about the Mobile  
 15 County; okay?  
 16 A Okay.  
 17 Q So we'll just go ahead and let you get  
 18 started.  
 19 A Okay. Well, I appreciate the  
 20 opportunity. So I'm Jerry Stokes. And I  
 21 worked for the McClain County for 14 years.  
 22 And I've been the county engineer for two  
 23 years, the assistant county engineer for six

Page 95

1 years prior to that. And I started at the  
 2 County in 2003 as just a regular civil  
 3 engineer on staff. And I ran design projects  
 4 and -- and -- and ran projects as a resident  
 5 engineer and designed projects and then  
 6 progressed from there.  
 7 And then I went to Bradley University,  
 8 which is in Peoria, Illinois. And then after  
 9 I graduated, I worked for a consulting firm  
 10 called Cobb Work and Tilly (phonetic). I was  
 11 the aviation division of Cobb Work and Tilly.  
 12 And so we did work all around Illinois and  
 13 some -- some other airports around -- around  
 14 the US doing design work and consulting work  
 15 for them.  
 16 I'm a real laid-back guy, energetic.  
 17 I like to -- a real sports nut and outdoor,  
 18 hunter, golf all of that type stuff.  
 19 BY MR. CARL:  
 20 Q Roll Tide, by the way.  
 21 A What is that?  
 22 Q Roll Tide. Alabama football. I -- I  
 23 guess I will take the first question here?

Page 96

1 MS. HUDSON: Okay.  
 2 BY MR. CARL:  
 3 Q How would you describe your leadership  
 4 style, and give us an example of how -- how to  
 5 apply it?  
 6 A Okay. I'm probably more of -- I would  
 7 say like a participative leadership style. I  
 8 like to get other -- get people's input on --  
 9 on a -- on a decision and try to -- try to  
 10 take -- look at all aspects of the decision  
 11 before -- before it gets made, look -- try to  
 12 talk to people that have experience in, you  
 13 know -- a certain issues arises.  
 14 You know, we lost a -- one of our  
 15 bridge guys that -- thirty years of  
 16 experience. He just retired here about a year  
 17 ago. So that was kind of, you know -- I would  
 18 always go to him to, you know, find an answer,  
 19 you know, if we had a problem on another truck  
 20 or another issue, he'd, you know -- he had  
 21 done that, so I would reach out to him.  
 22 And so then I would then go to the  
 23 other resident engineer and talk to -- talk to

Page 97

1 them and see how to -- kind of coach them  
 2 along. So kind of -- kind of a combination  
 3 of, you know, participative but then also  
 4 coaching some of -- some of the younger guys  
 5 that might have just came on the staff.  
 6 BY MS. LUDGOOD:  
 7 Q So I'd like to know a little bit about  
 8 your current department, your current county  
 9 where -- where you're the county engineer now,  
 10 your budgets, whether you are involved in the  
 11 preparation of the budget, whether you are the  
 12 person who monitors those budget.  
 13 A Sure. So McClain County is -- is  
 14 biggest county Illinois as far as lane area  
 15 goes. And we take care of around 366 miles of  
 16 road and 87 bridges. And so -- And it's also  
 17 broken up -- and the county is broken up into  
 18 -- we're a township government, so we have  
 19 thirty townships. And amongst those 30  
 20 townships, there is another 1400 miles of  
 21 road.  
 22 So our annual budget for -- for  
 23 McClain County is around 12 million dollars.

Page 98

1 And that's broken out into -- into four --  
 2 four different funds. We have kind of a --  
 3 what we call a highway fund, that is a general  
 4 fund that most of our operating systems come  
 5 out that. Then we have a bridge fund, and  
 6 then a matching fund, and a fuel tax fund.  
 7 So in the fuel tax, we get about two  
 8 hundred thousand dollar. And that comes from  
 9 the state. And so -- so that's basically  
 10 used -- used to do all of the capital  
 11 projects, capital improvement projects.  
 12 And then the bridge fund is based on a  
 13 certain tax -- the tax levee at the county.  
 14 And we just use that all of structural --  
 15 structural projects throughout the county.  
 16 And, so -- so I have been -- So when I  
 17 was assistant, you know, I did a lot of the  
 18 cost estimating and -- and kind of prepared  
 19 the budget that way. And then when I became  
 20 the county engineer, you know, I was in charge  
 21 of the overall budget.  
 22 And so we would -- we'd go out and we  
 23 would drive the roads. And we'd rate all the

Page 99

1 roads and then determine what capital project  
 2 need to be and then start there and then --  
 3 and then go and look what or operational fees  
 4 are going to need to be and what additional  
 5 equipment that was going to be need to  
 6 purchase and that type of thing.  
 7 BY MS. HUDSON:  
 8 Q As a follow-up, just so I understand,  
 9 make sure I've got this straight, does McClain  
 10 County -- is McClain County responsible for  
 11 maintaining the roads in three of the  
 12 townships?  
 13 A Not -- not -- no, not quite. We -- we  
 14 it's more of an advisory role with the  
 15 townships. We -- so they're -- they're --  
 16 they get a township motor fuel tax. And so  
 17 that -- all that has to come through the  
 18 county engineer. So we -- we monitor their  
 19 expenditures on that.  
 20 And so let's say if like one township  
 21 may get, you know, \$100,000 a year in motor  
 22 fuel tax funds, and they spent that on roads.  
 23 But we monitor how that is spent and what is

Page 100

1 spent on. And then they -- but they're their  
 2 own taxing body.  
 3 So but we also do an -- we're also an  
 4 advisory role. So if they -- if they have a  
 5 problem on a road, they will contact us. And  
 6 we will go out and look at it and, you know,  
 7 kind of give an engineering analysis on it.  
 8 We do a lot of drainage work, culvert  
 9 work for them. And -- and so we do that type  
 10 of stuff. We do all of the bridge inspection  
 11 for -- for the townships in that regard.  
 12 So -- so we have 87 bridges on the  
 13 County side, and they have like 290 the  
 14 township side. So, you know, we're inspecting  
 15 those every two to four years, depending on  
 16 the interval. But then, you know, we also  
 17 looking -- looking out for their best interest  
 18 economically and making sure they're spending  
 19 their motor -- motor fuel tax.  
 20 Q So you monitor, but they -- they  
 21 basically generate their own funds for the  
 22 road projects?  
 23 A Correct. Correct. Yes.

Page 101

1 Q Because I thought 12 million dollars  
 2 would not go that far for 30 townships.  
 3 A No. No. And they get kind of mad  
 4 because we don't -- I -- I -- you know, I tell  
 5 them that we can't spend County money on -- on  
 6 the township projects unless it, you know,  
 7 qualifies for certain -- certain issues.  
 8 But, yeah, they -- But we try to help  
 9 them out whenever we can. Because we have --  
 10 you know, we have a lot of equipment and  
 11 manpower to do it whereas some of the -- some  
 12 of the Townships they just don't have -- you  
 13 know, they don't have a small Cat or anything  
 14 in their -- in their townships. So their's is  
 15 real low. And so they just don't have a good  
 16 tax base. And I think, you know, each  
 17 township probably has anywhere from 30 to 50  
 18 miles of the roads. And so the amount of the  
 19 money they get isn't -- doesn't go very far.  
 20 Q All right. In -- in your role, I'm  
 21 sure you know how important establishing  
 22 rapport is with your employees as well other  
 23 department directors with -- who you were

Page 102

1 report directly to. And I'm assuming that's  
 2 your -- your County Board. Do you report  
 3 directly to the County Board?  
 4 A (Nods head.)  
 5 Q Okay. Tell us a little bit about  
 6 your -- your style in -- in dealing with  
 7 people, in establishing rapport, in -- in  
 8 building relationships with employees and so  
 9 forth. What's your style?  
 10 A Some -- I'm a laid back guy. And I'm,  
 11 you know able to get along with everybody  
 12 at -- at all different levels. Kind of -- I  
 13 kind of have a knack for reading people and,  
 14 you know, their personalities and, you know,  
 15 what -- what they have and how they're going  
 16 to respond to certain things, not only on the  
 17 employee side, but, you know, the county board  
 18 members and -- and that. So we have 20 county  
 19 board members --  
 20 Q 20?  
 21 A -- throughout McClain County, 20.  
 22 Q You see we have three.  
 23 A Yeah. So -- so --

Page 103

1 Q Wow.  
 2 A -- it's like I said, we're a rural  
 3 county, a lot -- a lot of agricultural, but  
 4 we're Bloomington normal is a population of  
 5 right at 150,000 probably, maybe, maybe a  
 6 little bit less.  
 7 And so, you know, kind of an urban,  
 8 rural area. And so, yeah, 20 county board  
 9 members, so some of them are from the -- from  
 10 the area, and some of them from the rural  
 11 area.  
 12 And then they're made up of -- So our  
 13 transportation committee is made up of seven  
 14 members of -- of the 20. So that's who I  
 15 report to.  
 16 Q Okay.  
 17 A And so that's how all the -- all the  
 18 funding, the budget and everything gets  
 19 presented -- presented to the seven members.  
 20 Q Okay.  
 21 A And then -- then that -- then that  
 22 committee reports to the county board. And  
 23 then if there's a critical issue or something

Page 104

1 needs to be addressed, then I would have to  
 2 maybe present it to the board in that case.  
 3 BY MS. LUDGOOD:  
 4 Q So you really only have to deal with  
 5 seven, not 20, for the most part?  
 6 A For the most part, yeah. Yeah.  
 7 They're all -- they're kind of all together.  
 8 And they -- you know, some of them are on the  
 9 committee, on -- on -- on transportation  
 10 committee for a couple of years. And they  
 11 might get moved to another committee.  
 12 So they know the operation. So, you  
 13 know, if there's a constituent that, you know,  
 14 reach out and have an issue, they'll contact  
 15 certain county board member who will then  
 16 contact me at highway department. And then,  
 17 you know, I'll look -- look into their  
 18 concerns.  
 19 But as far as establishing a rapport,  
 20 you know, I think it's -- there's just a lot,  
 21 you know, different personalities and being  
 22 able to -- to -- to mix that, you know, I  
 23 think I do a real good job of. Our -- at the

Page 105

1 highway department, we have an engineering  
 2 staff of about 10 people and then we have a  
 3 maintenance crew of around 18 to 20.  
 4 And so when I first start at the  
 5 County, I was -- we were doing projects with  
 6 our own maintenance crew staff. And so I was  
 7 kind of -- kind of basically leading the  
 8 charge and -- and directing them on what to do  
 9 on a daily basis.  
 10 And so then I started moving up to  
 11 assistant county engineer. So I still had  
 12 that same -- same rapport with -- with the --  
 13 the individuals that work here. And I think  
 14 that helped kind the smooth the transition in  
 15 with the county engineer.  
 16 And -- and, you know, I do have a  
 17 maintenance foreman that, you know, I talk to  
 18 every day, you know on a daily. We talk  
 19 things through, what -- what he's got planned  
 20 and what -- what I think needs to be done as  
 21 far as whatever, you know, the kind of project  
 22 that we're going to be starting.  
 23 Q Okay. Very good. Thank you.

Page 106

1 BY MR. CARL:  
 2 Q How do you -- how do you enlist the  
 3 support from your staff to establish a common  
 4 approach to solving a problem?  
 5 A We -- we kind look at all aspects and,  
 6 you know, look at what the problem is and how  
 7 much -- you know, we ran into a problem like  
 8 out in the field, what -- what -- you know,  
 9 what -- what it's going to cost to correct it  
 10 or what, you know -- what's the best measures  
 11 for, you know -- for the taxpayer to spend  
 12 that money, but also for the -- you know, for  
 13 the -- for the overall job itself.  
 14 For example, if -- if we're on a job,  
 15 we run into a soft spot in -- in there, you  
 16 know, how -- what's the best route to fix it,  
 17 the best course of action. We can -- we can  
 18 wait a few days and take care, you know, try  
 19 to fix it up, or dig it all out and replace  
 20 it.  
 21 So we kind of look at -- you know,  
 22 look at the impact of -- of the overall job.  
 23 And we may look and see if we're going to save

Page 107

1 money somewhere else, or if we don't do  
 2 anything, how that is going to affect -- how  
 3 that's going to be affected down the line.  
 4 Q Thank you.  
 5 BY MS. LUDGOOD:  
 6 Q So I -- I have a -- I guess kind of a  
 7 two-part question, maybe three parts. I'm not  
 8 sure. But in -- is -- It's really about  
 9 growing employees. And I'm curious to know  
 10 what strategies you use in trying to develop  
 11 employees, particularly an employee who is  
 12 maybe -- maybe marginal or maybe not come in  
 13 fully formed for a position, how to you grow  
 14 that employee.  
 15 You see the potential, but they aren't  
 16 quite there. What strategies do you use to  
 17 try to grow that employee. And then the  
 18 second part of the question is how do you --  
 19 what strategies do you use to build morale  
 20 among your -- among your employees?  
 21 We have -- we're coming off of what  
 22 we've been told are some morale issue  
 23 within -- you know, within this particular

Page 108

1 function of this county. And in this role,  
 2 you would be the leader, kind of setting the  
 3 vision for how to improve that. So I'm just  
 4 curious how -- I'd like to know what strategy  
 5 would you use for that?  
 6 A So I think at first I would probably  
 7 take a laid back approach with them, just kind  
 8 of -- I would, know you -- I don't know. Do  
 9 you guys kind of like -- does -- does -- would  
 10 the county engineer be doing like formal  
 11 reviews of all of the employees, as -- you  
 12 know, like yearly reviews?  
 13 Because that's what -- like typically  
 14 right now I do -- do reviews of -- of  
 15 engineering staff. And so, you know, I -- I  
 16 give them -- you know, I kind of give them  
 17 like three or four things they're doing good,  
 18 but I also kind of give them three or four  
 19 things to work on and improve on. That way,  
 20 you know, they kind of know where I'm coming  
 21 from and -- and what -- what I'd like to see  
 22 them -- them improve on. And hopefully they  
 23 can grow into -- grow into becoming a better

Page 109

1 engineer project manager, but also, you know,  
 2 improving -- improving their skills to --  
 3 to -- to -- to make them a better -- a better  
 4 employee.  
 5 As far as building morale, you know,  
 6 that's -- that could, you know, be tough.  
 7 It's more of a -- I think it's just earning  
 8 their respect and knowing that, you know, they  
 9 can make a mistake, that -- that, you know,  
 10 you -- you kind of have their back. But, you  
 11 know, tell them that they need to improve  
 12 on -- improve on, you know, whatever they did.  
 13 But then you can also kind of -- you know,  
 14 being able to joke with them, you know, talk  
 15 about sports, talk -- you know, just kind of  
 16 talk about things other than work. And that  
 17 kind of helps to deliver -- you know, develop  
 18 a rapport and, you know, help build the morale  
 19 so they can trust you. And if you can build  
 20 that trust, then they're liable to try to be  
 21 more productive in their -- in their work.  
 22 Q Thank you.  
 23 //

Page 110

1 BY MS. HUDSON:  
 2 Q What -- what type of performance  
 3 measures do you have in place to make sure  
 4 that you are you're monitoring and -- and  
 5 measuring performance and productivity of your  
 6 employees? Does this involve meetings? Does  
 7 this involve -- I mean, how often do you get  
 8 involved in -- in the monitoring of the  
 9 productivity?  
 10 A So it kind of -- you know, in the  
 11 winter -- so up here Illinois, we're  
 12 probably -- we're kind of limited to about  
 13 eight months of construction. So we don't  
 14 necessarily do construction all year round.  
 15 So a lot of times in -- in the winter,  
 16 we working on doing the design work for -- for  
 17 the next year to start construction. And  
 18 so -- so we could have -- we probably do, you  
 19 know, biweekly staff meetings every --  
 20 every -- with staff to kind of see where  
 21 they're at on projects, you know, what they  
 22 have coming up.  
 23 It's a little harder to do during the

Page 111

1 summer, because everybody's out usually  
 2 building something, a bridge project, a road  
 3 project. So it's kind of hard to get all  
 4 the -- get the whole staff together.  
 5 But in the wintertime, we'll have a  
 6 couple guys working on bridges, a couple guys  
 7 working on roads. And so I wouldn't say  
 8 necessarily -- you know, we don't really have  
 9 performance measures. We kind of have  
 10 deadlines of when the projects are going out  
 11 to bid.  
 12 And so we just make sure that on those  
 13 weekly meetings, where things are at. And a  
 14 lot of it depends on the type of funding.  
 15 Because sometime they're federal funds. We  
 16 might be waiting on a consultant to -- to  
 17 finish their bridge plans, where we might be  
 18 waiting on a right-of-way issue, or it just  
 19 kind of depends on -- on a certain project.  
 20 But, you know, a lot of the time,  
 21 what -- what really gets us is if -- So the --  
 22 the 30 Townships -- you know, Bloomington is  
 23 like centrally located in McClain County. But

Page 112

1 the surrounding Townships around the -- around  
 2 the area, and so they have a little more tax  
 3 base, and so they have a lot more money to do  
 4 things with.  
 5 And so they'll want to resurface a  
 6 road. So then they'll come in and want --  
 7 want us to that for them, you know, do the  
 8 engineering for them. Well, those -- those  
 9 projects seem to kind of, you know, fall by  
 10 the wayside, because we're concentrating on  
 11 the County projects. So you've got to -- got  
 12 to try to keep those -- you know, those going  
 13 and -- and guys working on those. We're  
 14 moving those in the right direction.  
 15 So I wouldn't say it's necessarily  
 16 performance measures, but it -- it -- it's  
 17 kind of -- you know, we kind of have a list of  
 18 things. And when we -- since we only have,  
 19 you know, nine people on the staff, we kind of  
 20 know -- we try and space out the projects so  
 21 they can get all done in -- in one year.  
 22 Q That makes sense. And as a follow-up,  
 23 who -- who handling your grant writing? Do

Page 113

1 you -- do you handle grants?  
 2 A Usually me or the assistant county  
 3 engineer. We don't -- We apply for some types  
 4 of grants through -- through the highway  
 5 department. Like we have what they call a  
 6 tarpen (phonetic) grant from semi-truck  
 7 traffic, or there might be like a high-tech  
 8 grant, which is an enhancement grant for bike  
 9 trails. So we do -- we do all that at the  
 10 staff level and then -- and then submit those  
 11 types of applications through the -- through  
 12 IDOT.  
 13 Q Okay.  
 14 BY MR. CARL:  
 15 Q Tell us about -- One of the biggest  
 16 changes in a work situation that you have had  
 17 and how you've coped with it.  
 18 A Um --  
 19 BY MS. HUDSON:  
 20 Q Good change or bad.  
 21 A Meaning -- What's that?  
 22 Q I said good change or bad change.  
 23 A Person -- like personnel level or just

Page 114

1 actual like constriction project level or --  
 2 BY MR. CARL:  
 3 Q Any -- anything that justifies as big  
 4 change.  
 5 A Okay.  
 6 BY MS. HUDSON:  
 7 Q Responsibilities, whatever.  
 8 A Just --  
 9 BY MS. LUDGOOD:  
 10 Q Like going from resident engineer to  
 11 being the boss.  
 12 BY MS. HUDSON:  
 13 Q Yeah.  
 14 A Sure. Yeah. Okay. That's where I  
 15 was going to go. So the -- the previous  
 16 county engineer was -- before I became county  
 17 engineer was there for about six years. And  
 18 we were close to the same age. And then he  
 19 took -- he ended up taking a job with -- still  
 20 with McClain County, but he went to the county  
 21 administration.  
 22 So -- so he left. And then so  
 23 basically I was named interim county engineer

Page 115

1 and then became the county engineer. So it  
 2 was -- as county -- as assistant county  
 3 engineer, I was involved -- you know, he kept  
 4 me involved in a lot -- a lot of the  
 5 information.  
 6 But when it was -- it was quite a  
 7 change with all of the decisionmaking was --  
 8 was becoming on your shoulders and that. And  
 9 I have handled it -- handled it well. You  
 10 know, kind of sometimes I'd have a take a step  
 11 back and just kind of look at the whole  
 12 situation. But, you know, I think it's  
 13 really -- really -- really helped me along  
 14 to -- you know, to help me become a better  
 15 engineer and a better administrator.  
 16 BY MR. CARL:  
 17 Q Thank you.  
 18 BY MS. LUDGOOD:  
 19 Q My -- my final question: How do you  
 20 provide feedback to your employees, and how to  
 21 you currently recognize their achievements?  
 22 A So -- we do -- when we do the yearly  
 23 reviews, and I -- you know, so if, you know,

Page 116

1 they've done a good job throughout the year  
 2 and they've improved on -- on the -- on the  
 3 things that I wanted them to work on the year  
 4 before, you know, I -- I make sure I tell them  
 5 that.  
 6 You know, it's hard for it being a  
 7 government agency to really do a lot more. I  
 8 mean, I try to take them out to lunch and --  
 9 and -- and make them -- encourage them that  
 10 they did a good job and -- and -- and, you  
 11 know, try to at least, you know, recognize --  
 12 like we had a -- we just hired a -- a project  
 13 manager here last spring. And he just out of  
 14 the school. And I think he was having --  
 15 having some issues with his confidence. He  
 16 just want sure of himself out on the job with  
 17 contractor and that. And he actually posted  
 18 some stuff on Facebook. And it -- it got back  
 19 to me. And so, you know, I sat him down and  
 20 just kind of reassured him that I had the  
 21 confidence in him to do the job that I knew --  
 22 that I knew that he could do it. And he  
 23 needed to develop his confidence, that we were

Page 117

1 here to support him however we could. But,  
 2 you know, putting it on Facebook doesn't help  
 3 overall view of county or, you know, things  
 4 like that.  
 5 So I addressed one thing, but just to  
 6 reassure him that, you know, we're -- we're  
 7 here to help him however we can and, you know,  
 8 try to grow his confidence.  
 9 And I think -- it seems like this  
 10 winter he -- he's seems to be more comfortable  
 11 and getting -- getting in the swing of things  
 12 with -- with being here at the highway  
 13 department.  
 14 BY MS. HUDSON:  
 15 Q I think you kind of answered the  
 16 question I was going to ask about how you  
 17 would handle conflicts with employees. So I  
 18 think you covered that. So I think that -- I  
 19 think I've -- I'm satisfied.  
 20 MS. HUDSON: Do you have any  
 21 questions of us?  
 22 MR. STOKES: I just have a  
 23 couple. So how -- how long was

Page 118

1 the previous county engineer  
 2 there?  
 3 MS. HUDSON: 47 years.  
 4 MR. STOKES: Wow.  
 5 MS. HUDSON: And it was the --  
 6 the positions were combined,  
 7 public works director and county  
 8 engineer. And he oversaw all of  
 9 that operation.  
 10 You have to -- I mean, he --  
 11 he grew into it over those 47  
 12 years. He just didn't assume  
 13 that. It just sort grew and  
 14 evolved.  
 15 MR. STOKES: Okay.  
 16 MS. HUDSON: But, you know,  
 17 this size county and the  
 18 responsibility -- the  
 19 reorganization that we did  
 20 actually separated those  
 21 positions. They work very closely  
 22 together, but they actually are  
 23 separate and apart. And both will

Page 119

1 report directly to the commission.  
 2 MR. STOKES: Okay. And then  
 3 so I was kind of curious about --  
 4 I notice in the application and  
 5 online about the -- the  
 6 Pay-As-You-Go program. So that --  
 7 so is that like a referendum that  
 8 was done through -- through  
 9 county?  
 10 MS. LUDGOOD: It was  
 11 authorized by state legislature.  
 12 And it allow us every two or four  
 13 years to pick a set of roads. And  
 14 they go on ballot. And the public  
 15 votes to tax themselves a certain  
 16 millage to fund those roads that  
 17 are in that program.  
 18 And we used to do if -- let's  
 19 see. For a long time, it was just  
 20 every four years. Now we've  
 21 started pretty much doing it every  
 22 two years. Those are typically  
 23 resurfacing projects.

Page 120

1 You're doing what we call a  
 2 grade, drain, base, pave, you  
 3 know, bringing one from a dirt  
 4 road to a paved, it typically  
 5 takes a lot longer it get that  
 6 done, longer than two years.  
 7 But, yeah, but it is a program  
 8 where the citizens vote to tax  
 9 themselves -- assess themselves,  
 10 not tax, assess themselves that  
 11 millage to pay for our programs.  
 12 MS. HUDSON: It's six and a  
 13 half mills. And -- and it be in  
 14 existence, the particular program  
 15 for Mobile County -- the actual --  
 16 the revenue has been -- was first  
 17 passed, I think, in 1924 or  
 18 something. But it was folded into  
 19 the Pay-As-You-Go program in  
 20 around 1977; is that correct?  
 21 So it's been in existence that  
 22 long. And the citizens continue  
 23 to vote for it, because they have

Page 121

1 so much confidence in it. It is  
 2 the envy of all the other counties  
 3 in the State of Alabama. We are  
 4 the only County. With that  
 5 program. It has allowed us to be  
 6 ver proactive with road building  
 7 and resurfacing. And, so, we're  
 8 real proud of that program.  
 9 MR. STOKES: Sure. I read  
 10 that and I was like that is --  
 11 that's excellent.  
 12 MS. LUDGOOD: A good part of  
 13 the money is spent inside our  
 14 municipalities. So we work with  
 15 them. They identify their  
 16 priority streets.  
 17 And it -- it's not a set  
 18 amount. It just kind of a  
 19 floating amount, depending on the  
 20 size -- the size of program.  
 21 But all of them have streets,  
 22 are able to participate. So  
 23 that -- that helps us supplement

Page 122

1 their budget. Because they are  
 2 like your townships. They don't  
 3 have enough money to do what they  
 4 need to do. So the Pay-As-You-Go  
 5 is as critical for them as it is  
 6 for us.  
 7 MS. HUDSON: But they  
 8 contribute to it with that six and  
 9 a half mills. Everybody  
 10 throughout the county with an ad  
 11 valorem tax contributes to that.  
 12 So that's why --  
 13 MR. STOKES: Okay. Sure.  
 14 MS. HUDSON: You know,  
 15 that's -- that's why we try to --  
 16 to distribute out, you know.  
 17 MR. STOKES: Sure.  
 18 MS. HUDSON: As well as the  
 19 unincorporated areas. So, anyway,  
 20 any other questions?  
 21 MR. STOKES: No, I don't  
 22 believe so. I appreciate the  
 23 opportunity.

Page 123

1 MR. HUDSON: Well, certainly.  
 2 We -- This concludes -- today  
 3 concludes our interviews. And so  
 4 we will establish a plan on how we  
 5 will go forward with a selection.  
 6 And then we anticipate having that  
 7 done very, very quickly.  
 8 MR. STOKES: Okay.  
 9 MS. HUDSON: And we will back  
 10 in touch with you to let you know.  
 11 MR. STOKES: Okay.  
 12 MS. HUDSON: Okay? Thank you.  
 13 MR. STOKES: Thank you. And I  
 14 appreciate it.  
 15 MR. CARL: Thank you, Jerry.  
 16 MS. HUDSON: Have a good  
 17 afternoon.  
 18 MR. STOKES: All right.  
 19 MS. HUDSON: Bye-bye. All  
 20 right.  
 21 (Skype interview with James  
 22 Crane concluded.)  
 23 3:37 p.m.

Page 124

1 MS. HUDSON: I did want to --  
 2 Before we adjourn, and -- and I  
 3 have a suggestion going forward  
 4 how we would handle this. And you  
 5 let me know, you know, if you --  
 6 if you agree or disagree or  
 7 what -- if you think -- have  
 8 another idea.  
 9 But in our -- on our -- during  
 10 our meeting Monday, if -- if you  
 11 know at that particular time  
 12 who -- And these are positions  
 13 that you would have as your number  
 14 1 choice, we can each state our  
 15 number 1 choice. And, I mean, if.  
 16 If one of us -- if two of us have  
 17 as the same choice, one has as a  
 18 second choice, I mean, if we want  
 19 to discuss, you know, and -- and  
 20 see if we can reach a consensus.  
 21 But I think, you know, it -- like  
 22 everything else we do, it comes  
 23 down to a majority.

Page 125

1 MR. CARL: Oh, yeah. That --  
 2 that goes without saying.  
 3 MS. HUDSON: But, the first  
 4 thing -- I mean, if -- if there's  
 5 discussion -- because I tell you  
 6 what, we -- we have some great  
 7 talent here. And -- and there are  
 8 several people that interviewed  
 9 for -- for both of these positions  
 10 that I think would you do a great  
 11 job in working for us. But, you  
 12 know, unfortunately, we can only  
 13 select one.  
 14 MR. CARL: Does our -- does  
 15 our vote necessarily have to be  
 16 public?  
 17 MS. HUDSON: Well, I've  
 18 asked -- I've asked about that.  
 19 And I talked to Don about it. Do  
 20 you want --  
 21 MS. JONES: I mean, I think a  
 22 vote does, or does it --  
 23 MS. LUDGOOD: I -- I think the

Page 126

1 vote does -- we have question  
 2 about -- because the character and  
 3 good name?  
 4 MS. HUDSON: I mean, do you  
 5 think it -- it rises to the level?  
 6 Because when I asked Jay, he  
 7 didn't seem -- I mean, we can  
 8 broach that again with him.  
 9 MS. LUDGOOD: I'd just like to  
 10 know that. Because if we are  
 11 going -- saying one person is --  
 12 MR. CARL: Can we not on paper  
 13 maybe narrow it down to two each?  
 14 MS. HUDSON: Well, I had asked  
 15 about that. And I don't know if  
 16 that constitutes --  
 17 MR. CARL: I mean, I want to  
 18 go back --  
 19 MS. HUDSON: -- meeting, you  
 20 know.  
 21 MR. CARL: For my own benefit,  
 22 I'm going to go back. And I know  
 23 the ones that I'm going to discard

Page 127

1 for whatever reason. And then  
 2 it's going to be matter of one or  
 3 two in each category. Some -- one  
 4 is actually going to be three.  
 5 But if I've got to narrow that  
 6 down to two, you know, I think  
 7 maybe putting in writing and  
 8 comparing it would -- would help  
 9 all of us.  
 10 MS. HUDSON: Well, I'm  
 11 agreeable to whatever is legally  
 12 allowable, you know, as far as  
 13 that goes. I -- I think, you  
 14 know, our attorney needs to --  
 15 MR. CARL: He can --  
 16 MS. HUDSON: We need some  
 17 legal -- we need an umbrella, some  
 18 legal guidance here. And I think  
 19 hopefully maybe tomorrow we can  
 20 obtain that.  
 21 MR. CARL: He's got a wedding.  
 22 MS. HUDSON: Well, not all  
 23 day. He's going to be free

Page 128

1 sometime or other. We get in  
 2 touch with him. But we -- we need  
 3 to know if it's -- so -- so if  
 4 it's allowable to narrow that  
 5 selection down with like a top two  
 6 in each -- for each  
 7 position and -- and -- and --  
 8 MR. CARL: We can peek that  
 9 back through Donna and see how  
 10 close we are.  
 11 MS. LUDGOOD: Could -- could  
 12 we set our selection date at April  
 13 9? And than that would give us  
 14 enough time to figure out what our  
 15 options are in terms of --  
 16 MS. HUDSON: Is that the  
 17 next --  
 18 MS. LUDGOOD: Yeah. It's  
 19 April 9.  
 20 MS. HUDSON: That's our next  
 21 Monday meeting after --  
 22 MS. LUDGOOD: No.  
 23 MS. HUDSON: -- after Monday?

Page 129

1 MS. LUDGOOD: Uh-huh.  
 2 MS. JONES: If you wanted to  
 3 do it in the -- If you wanted to  
 4 do it sooner, you could do it in  
 5 conference before. So whenever  
 6 the next meeting is after that,  
 7 y'all could make your decision if  
 8 you're ready.  
 9 MS. HUDSON: I was -- you  
 10 know, I was thinking if -- if --  
 11 if we had to state publicly who we  
 12 were supporting, that, you know  
 13 the sooner as opposed to later --  
 14 MR. CARL: I don't see how  
 15 that -- that would be an issue.  
 16 MS. JONES: I mean, I think  
 17 that you -- the candidate --  
 18 MR. CARL: I mean, if we -- if  
 19 we if two of us agree in whatever  
 20 form, obviously through -- through  
 21 our staff, we know it's going to  
 22 be that person -- or three agree,  
 23 I mean, it's that person. We just

Page 130

1 make that announcement. I think  
 2 if we get up and we start debating  
 3 who and what pubically, we're  
 4 going to hurt some feelings.  
 5 MS. HUDSON: I -- I --  
 6 that's --  
 7 MR. CARL: And that's what I'm  
 8 more worried about.  
 9 MS. HUDSON: And I don't know  
 10 that we have. We could --  
 11 MR. CARL: It's at least --  
 12 MS. HUDSON: We don't have to  
 13 state our --  
 14 MR. CARL: -- four of these  
 15 people --  
 16 MS. HUDSON: -- top two for  
 17 the position. We just state our  
 18 top one. And -- and if we come up  
 19 with three different people,  
 20 obviously, we're going to have  
 21 to -- we may even have to wait  
 22 until April, if that is the case.  
 23 MS. JONES: Well, I mean, you

Page 131

1 could, if you --  
 2 MR. CARL: We could poll that  
 3 before.  
 4 MS. JONES: -- wanted to.  
 5 Submit it to HR. Each of your  
 6 submit your top candidates. And  
 7 then if there are two that are the  
 8 same, I could tell you all.  
 9 MS. HUDSON: You could come  
 10 and -- and -- and sit with us and  
 11 let us know if we -- we have a  
 12 majority or a consensus, either  
 13 one. But -- but it's -- I mean, I  
 14 just didn't want that take away  
 15 the option of any kind of a  
 16 discussion if -- if there was one  
 17 that was different than the other  
 18 two, if -- if -- if you wanted an  
 19 opportunity to discuss. That's  
 20 why I'm bringing it up.  
 21 MR. CARL: I really don't want  
 22 to debate people in -- in.  
 23 MS. HUDSON: Okay.

Page 132

1 MR. CARL: We've got to work  
 2 with four of them.  
 3 MS. HUDSON: I don't disagree  
 4 with you.  
 5 MR. CARL: You know, at least  
 6 two them are going to get their  
 7 feelings hurt.  
 8 MS. HUDSON: Right. I don't  
 9 disagree with you.  
 10 MR. CARL: I mean --  
 11 MS. HUDSON: I just want to  
 12 make sure that we're kind of all  
 13 on the same page. You know, I  
 14 think can --  
 15 MS. LUDGOOD: Because we have  
 16 five internal candidate.  
 17 MS. HUDSON: But, then again,  
 18 you know, we need to make sure we  
 19 don't step over the line as far as  
 20 open meeting goes.  
 21 MR. CARL: Oh, yeah. I mean,  
 22 we're not got to --  
 23 MS. JONES: We just have to

Page 133

1 get legal to give us some  
 2 guidance.  
 3 MR. CARL: Three of us get  
 4 together and do it.  
 5 MS. HUDSON: So if that's --  
 6 if that's acceptable, if -- and  
 7 how much -- I don't know how much  
 8 time you need. If you want submit  
 9 it, your top -- submit your top  
 10 candidates for each of the -- for  
 11 each of the city position to  
 12 Donna.  
 13 MR. CARL: I'm leaving town.  
 14 You'll have mine before five.  
 15 MS. HUDSON: Today?  
 16 MR. CARL: Yes.  
 17 MS. HUDSON: Okay. All right.  
 18 You'll have mine, too.  
 19 MR. CARL: It'll take it. It  
 20 takes a week --  
 21 MS. HUDSON: And it's fine if  
 22 you need more time. Don't --  
 23 don't make us feel --

Page 134

1 MS. LUDGOOD: Are you saying  
 2 top one or two?  
 3 MS. HUDSON: Top one?  
 4 MS. LUDGOOD: All right.  
 5 Okay.  
 6 MS. JONES: Then we I get  
 7 those, then I can let y'all know  
 8 who the top who the top --  
 9 MS. HUDSON: I mean --  
 10 MS. JONES: If there were  
 11 two -- I can just -- yeah, I could  
 12 also you know who the -- if there  
 13 was one that got two votes.  
 14 MS. HUDSON: Sure.  
 15 MS. JONES: Or all three votes  
 16 or how --  
 17 MS. HUDSON: Yeah.  
 18 MR. CARL: Or three -- you got  
 19 three votes for three different  
 20 people.  
 21 MS. JONES: Three different  
 22 ones.  
 23 MS. HUDSON: If we got three

Page 135

1 different ones, then we've got to  
 2 go back to drawing board.  
 3 MS. JONES: Yeah. I may mean  
 4 we have to have another meeting to  
 5 discuss it.  
 6 MS. LUDGOOD: For me if there  
 7 were two and it was -- my one was  
 8 the outlier, I will make it  
 9 unanimous.  
 10 MR. CARL: I think that's an  
 11 excellent idea, the same way y'all  
 12 did on the RESTORE Council. Even  
 13 though I know it probably didn't  
 14 feel that way, it still wound up a  
 15 that way.  
 16 MS. HUDSON: I think that's  
 17 good. So we'll give that to you.  
 18 You check back with us. Do you --  
 19 do you have any idea how long you  
 20 would need?  
 21 MS. LUDGOOD: I can know -- I  
 22 mean, what's today?  
 23 MS. HUDSON: Today is --

Page 136

1 MR. CARL: Friday -- Thursday,  
 2 Thursday.  
 3 MS. LUDGOOD: Tomorrow. I  
 4 will give it to you tomorrow.  
 5 MS. HUDSON: So potentially we  
 6 could vote on it on Monday, if  
 7 we -- I mean, there's no point in  
 8 holding it over if we can reach a  
 9 decision. And they are ready.  
 10 They want --  
 11 MR. CARL: I'm ready to get  
 12 this -- put this to bed.  
 13 MS. HUDSON: So get back with  
 14 us tomorrow when you get --  
 15 MS. JONES: I'll -- I'll be in  
 16 a little bit late in the morning,  
 17 but I should hopefully be in by  
 18 10:30.  
 19 MS. HUDSON: Okay. And so  
 20 Monday we can -- we can have it on  
 21 the agenda. And in the meantime,  
 22 what is process for letting the  
 23 other -- letting the -- Before it

Page 137

1 goes on the agenda -- I'm just --  
 2 what would be the appropriate  
 3 thing to do in terms of notifying  
 4 people before it goes public like  
 5 that?  
 6 MS. JONES: Well, the way I do  
 7 other candidates -- Of course,  
 8 they're not usually public that  
 9 everybody knows, but we would  
 10 notify the one that we selected  
 11 that they are the -- but you are  
 12 going to do in it in a meeting --  
 13 and then we would send letters out  
 14 to those who didn't. And they  
 15 wouldn't know until after the  
 16 fact.  
 17 MS. HUDSON: Well, then if you  
 18 could be ready with notifications  
 19 to go out immediately, whether it  
 20 was e-mail or whatever, so that  
 21 they are not hearing it  
 22 secondhand, because we do have  
 23 four people -- five people --

Page 138

1 MS. JONES: Well, if they come  
 2 to the meeting, they are going  
 3 to -- to know.  
 4 MS. HUDSON: Well, in case  
 5 they aren't, I mean, just for  
 6 protocol's sake.  
 7 MS. JONES: I will be ready.  
 8 We will send it out right after  
 9 the meeting.  
 10 MS. HUDSON: Okay.  
 11 MS. JONES: Make sure that  
 12 we're ready to do that.  
 13 MS. HUDSON: And like I said,  
 14 I -- I -- I think that the -- the  
 15 qualifications of really  
 16 everybody, you know, it was  
 17 impressive. And -- and I think we  
 18 had some really good candidates.  
 19 We did. We had good candidates.  
 20 MR. CARL: I'm thinking the  
 21 snail stalker.  
 22 MS. HUDSON: With that said,  
 23 do we have -- is there anything

Page 139

1 else before we adjourn? Any  
 2 motion to adjourn?  
 3 MS. LUDGOOD: So moved.  
 4 MR. CARL: Second.  
 5 MS. HUDSON: We stand  
 6 adjourned. Thank you all.  
 7 3:47 p.m.  
 8  
 9  
 10 PROCEEDINGS CONCLUDED  
 11  
 12  
 13  
 14  
 15  
 16  
 17  
 18  
 19  
 20  
 21  
 22  
 23

Page 140

1 CERTIFICATE  
 2  
 3 STATE OF ALABAMA )  
 4 COUNTY OF CONECUH )  
 5  
 6 I hereby certify that the above and  
 7 foregoing transcript of proceedings was  
 8 taken down by me in machine shorthand, and  
 9 the questions and answers thereto were  
 10 transcribed by means of computer-aided  
 11 transcription, and that the foregoing  
 12 represents a true and correct transcript  
 13 of the proceedings given by said witness  
 14 upon said hearing.  
 15 I further certify that I am neither  
 16 of counsel nor of kin to the parties to  
 17 the action, nor am I in anywise interested  
 18 in the result of said cause.  
 19 I further certify that I am duly  
 20 licensed by the Alabama Board of Court  
 21 Reporting and the Mississippi Board of  
 22 Certified Court Reporters, as a Certified  
 23 Court Reporter as evidenced by the ACCR

<p>1 number following my name below. 2 3 4 5 <u>PATRICIA L. TAYLOR, CCR</u> 6 Alabama License: CCR# 363 7 Expires 9/30/18 8 Mississippi License: CCR# 1907 9 Expires 8/18/2018 10 Commissioner for the 11 State of Alabama at Large 12 My Commission Expires: 12/31/20 13 14 15 16 17 18 19 20 21 22 23</p>	