

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.

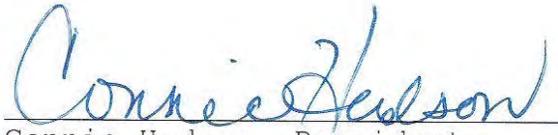
March 22, 2018

AGENDA #3

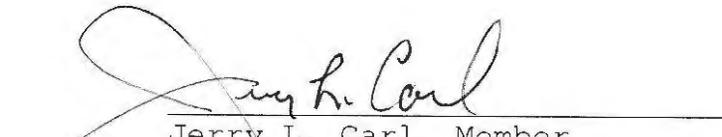
ADJOURN

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

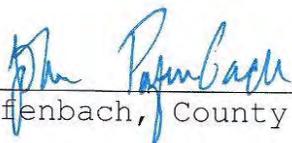


Jerry L. Carl, Member



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

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I N D E X

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CALL TO ORDER.....PAGE 3

INTERVIEW OF JAMES CRANE (VIA SKYPE)..PAGE 4
FOR THE POSITION OF PUBLIC WORKS DIRECTOR
AND COUNTY ENGINEER

INTERVIEW OF KENNETH BRADLEY.....PAGE 61
FOR THE POSITION OF COUNTY ENGINEER
AND PUBLIC WORKS DIRECTOR

INTERVIEW OF JERRY STOKES (VIA SKYPE).PAGE 93
FOR THE POSITION OF COUNTY ENGINEER

MEETING CONCLUDED.....PAGE 139

COURT REPORTING CERTIFICATE.....PAGE 141

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

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10 PROCEEDINGS CONCLUDED

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C E R T I F I C A T E

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COUNTY OF CONECUH)

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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>amount 21:19 101:18 121:18, 19 analysis 33:18 100:7 animal 87:3 announcement 130:1 annual 97:22 annually 86:6 answer 10:23, 23 15:14 19:13 22:18, 19 77:14 96:18 answered 45:19 117:15 answers 80:13 140:9 anticipate 57:9, 17 92:12 123:6 anybody 89:21 anyway 92:10 122:19 anywise 140:17 apart 118:23 appear 15:10 applicant 61:5 94:2 applicants 94:6 application 16:13 119:4 applications 113:11 applied 39:23 56:20 88:4 applies 9:22 66:4, 8 apply 66:14 96:5 113:3 applying 59:8 61:6 93:22 94:3 appointed 39:22 40:16 55:6 62:18 70:23 appointment 8:12 51:18 appreciate 4:11 5:13 59:23 90:22 93:14, 20 94:19 122:22 appreciation 123:14 approach 41:17 106:4 108:7</p>	<p>approachable 74:8, 10 appropriate 66:14 137:2 approval 35:22 43:13 approve 35:13 approves 35:13 approving 35:15 approximately 18:18 April 128:12, 19 130:22 area 5:18 6:16 68:17 85:15 97:14 103:8, 10, 11 112:2 areas 85:7 122:19 arises 96:13 armory 63:21 Army 7:1 63:1 arrived 73:11 art 90:2 articulate 73:8, 19 81:19 asked 76:12 125:18, 18 126:6, 14 asking 4:22 44:10 65:21 94:11 aspects 19:7 54:11 96:10 106:5 assess 120:9, 10 assessment 83:17 assigned 51:12 67:6 assignments 63:3 assistance 39:13 assistant 12:10 29:16 94:23 98:17 105:11 113:2 115:2 Associates 7:15 assume 118:12 assuming 30:17 52:11 102:1 attached 89:4 attempt 66:13 attended 62:19 attention 66:20 attitudes 54:20</p>	<p>attorney 91:7 127:14 authorized 119:11 autocratic 66:16 available 15:20 74:7 aviation 95:11 aware 55:6 57:20 < B > Bachelor 5:23 back 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 backwards 56:18 bad 11:14 26:12, 17, 18, 20, 23 27:13 92:8 113:20, 22 Baker 62:12 70:8 balance 37:12 baling 58:13 ballot 119:14 bank 15:14 barriers 74:10 base 78:12 101:16 112:3 120:2 based 31:22, 23 74:12 98:12 baseline 84:4 86:1 basic 88:14, 14 basically 12:4 98:9 100:21 105:7 114:23 basis 73:17, 23 81:6 105:9 basketball 10:14 78:14 battalions 64:8, 13 battle 84:17 Bay 69:20 beach 11:19 20:9</p>	<p>beaten 86:11 beautiful 11:18 becoming 108:23 115:8 bed 136:12 beginning 53:9 behalf 18:2 believe 36:11 122:22 bend 17:23 beneath 64:15 80:17 benefit 126:21 Benning 63:4 best 20:23 26:11 74:6 100:17 106:10, 16, 17 better 10:18, 19 33:8 51:1, 2 58:8 77:11 108:23 109:3, 3 115:14, 15 bid 111:11 big 9:6 25:18 32:20 33:14, 15 37:4 53:18 55:4 80:9 114:3 biggest 32:13 34:4 67:7 97:14 113:15 bike 113:8 bill 36:14 bimonthly 44:18 bishops 22:8 bit 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 bite-size 73:9 biweekly 110:19 black 37:10 42:3 Bloomington 103:4 111:22 blown 55:21 board 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 boards 41:23 body 100:2 boiled 22:10 bonding 48:3 bookkeeping 12:12 born 5:17 Bosnia 63:6 boss 47:5 114:11 bottom 11:8 bought 7:16 boy 68:10 BRADLEY 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 BRADLEY.PAGE 2:8 branch 63:2 branches 12:4 break 34:12 74:9 breaking 90:6 breath 27:21 bridge 28:22 36:13 39:3 43:8, 19 58:9 96:15 98:5, 12 100:10 111:2, 17 bridges 97:16 100:12 111:6 Brigade 63:23 bring 16:19 83:21 84:19 bringing 120:3 131:20 broach 126:8 broken 97:17, 17 98:1 brought 91:2 buddies 84:17 buddy 75:10 budget 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 budgeting 25:14 35:4 budgets 32:1 49:6 97:10 buggy 21:20, 20 build 10:12 20:3 25:12 76:18 107:19 109:18, 19 building 18:12 64:22, 23 76:4 102:8 109:5 111:2 121:6 builds 31:16 built 17:9 39:6 bullet 77:10 burden 12:13 burn 58:9 business 41:7 44:23 46:3, 13 Busting 70:18 busy 59:15 Bye-bye 123:19 < C > cadets 62:22 calendar 89:4 CALL 2:3 3:15 19:22 45:4 48:8 50:13, 15 84:16 98:3 113:5 120:1 called 3:6 95:10 calls 24:14 calm 78:8 candidate 59:10 129:17 132:16 candidates 3:14 131:6 133:10 137:7 138:18, 19 candor 59:23 capability 32:1 capable 16:18 capital 98:10, 11 99:1 car 32:4 care 26:16 49:7 97:15 106:18</p>	<p>career 6:4 10:2 16:8 69:1 70:1 75:4 CARL 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 case 17:9, 23 18:1 40:17 72:21 104:2 130:22 138:4 cash 38:14, 15 Cat 101:13 category 127:3 cause 140:18 causing 38:5 CCR 1:23 141:5, 6, 8 central 7:5, 11 centralized 13:19 centrally 111:23 certain 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 certainly 123:1 CERTIFICATEPA</p>	<p>GE 2:15 certificates 84:2 certifications 67:16 84:3 Certified 140:22, 22 certify 140:6, 15, 19 chain 71:17 76:5 chairman 48:8, 9 challenge 83:14 challenges 32:8 69:9 challenging 15:10 Champagne 7:14 chance 5:10 94:7 change 29:22 31:22 32:13, 16 33:14, 15, 23 34:4 80:14, 18 113:20, 22, 22 114:4 115:7 changed 70:8 81:15 changes 53:18 54:18 80:9 113:16 character 126:2 charge 30:17 98:20 105:8 chart 30:16 cheaper 39:15 check 57:19 135:18 checking 87:12 checks 57:15 Chicago 6:16 49:8 Chief 3:11 28:23 child 78:13 choice 124:14, 15, 17, 18 chooses 8:13 circumstance 28:4 citizen 19:20 citizens 33:9 41:4 120:8, 22 city 133:11 civil 5:21 6:1 62:20 95:2 civilian 10:5 clarification 45:3 cleaning 87:22 clear 31:2, 19 clerk 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 COMMISSION 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 CONCLUDEDPAG E 2:14 concludes 123:2, 3 conduct 4:15 67:3 conducted 61:17</p>	<p>conducting 3:9 CONECUH 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 CONNIE 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 Council 135:12 counsel 140:16 count 12:22 39:17 counties 13:16 121:2 country 13:2 COUNTY 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 < D > 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>Douglas 7:23 19:15 20:11 21:13 44:9 drain 120:2 drainage 100:8 drawing 135:2 drill 7:7 drilled 91:18 drills 63:18 drinking 22:7 drive 41:6 76:21 98:23 Dudley 94:3 duly 140:19 duty 63:8,9 80:16</p> <p>< E > earlier 93:14, 15 early 84:10 earn 10:8 earning 109:7 easier 30:8 46:18 easiest 86:4 easy 29:20 30:5 75:14, 17 economically 100:18 effort 10:12 eight 26:3, 6 38:13, 13 91:16 110:13 either 18:14 25:9 39:22 40:1 41:12 70:22 131:12 elected 14:2 43:1, 3 election 20:13 45:9 elections 20:13 eliminate 14:15 e-mail 137:20 emotions 27:1 employ 16:5, 10 employed 67:11 employee 17:3, 6 27:16 35:23 66:17 102:17 107:11, 14, 17 109:4 employees 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 encourage 116:9 ended 17:11 114:19 energetic 95:16 engaged 29:13 ENGINEER 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 engineering 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 engineers 16:19 64:19 86:11 enhancement 113:8 enjoy 69:12 enlist 41:16 106:2 ensure 42:8 ensuring 30:15 entire 37:20, 21 entities 19:1 environment 53:12 65:5, 6 71:21 78:8, 9, 17 80:15, 19, 20 84:9 environmental 72:1 73:13, 17 80:15</p>	<p>envision 30:14 envy 121:2 equipment 21:10, 23 33:4 74:21 99:5 101:10 equipped 10:19 especially 18:13 20:4 24:21 54:19 establish 18:20 41:16 71:1, 9 106:3 123:4 established 40:22 71:16 establishing 101:21 102:7 104:19 estimate 35:20 estimating 98:18 evaluated 44:4 evaluation 43:18 event 57:16 eventually 81:18 everybody 16:3 22:17 41:9 42:9 47:10 78:13, 16 102:11 122:9 137:9 138:16 everybody's 75:10 111:1 evidenced 140:23 evolved 118:14 exactly 40:23 44:19 62:17 66:18 87:10 example 9:21 11:2 20:22 28:21 45:6 66:8 96:4 106:14 excellent 8:21 121:11 135:11 excited 5:15 exciting 8:19 existence 120:14, 21 expand 12:21 expect 24:5 expectation 86:1 expedited 93:12 expenditure 35:16 expenditures 99:19 experience 10:3 16:12 23:14 40:13 55:20 72:15 74:12</p>	<p>83:23 85:10, 15 96:12, 16 experienced 84:18 expert 10:21 expertise 55:20 73:18 Expires 141:7, 9, 12 explain 23:4 45:5 66:3 explore 9:17 extremely 77:17 eyes 70:4</p> <p>< F > Facebook 116:18 117:2 facets 10:2 fact 137:16 failures 10:2 fairly 70:3 73:8 fall 75:14 112:9 familiar 49:21 family 68:13 79:3 91:3 Fantastic 9:12 far 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 farming 21:23 fast 86:15 fast-moving 21:21 favorite 24:16 federal 12:12 13:20 16:1 26:8 36:22 111:15 feedback 74:3 86:20 115:20 feel 44:20 45:15 59:16 74:11 81:7 133:23 135:14 feelings 130:4 132:7 fees 99:3</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>field 14:6 16:12 87:21 89:9 106:8 fields 65:2 figure 8:10 40:21 76:23 81:11 128:14 figured 81:18, 19 fill 85:13, 13 final 36:1 57:3 86:17 115:19 finally 33:13 find 10:23 40:22 55:18 96:18 fine 51:5 59:1, 4 133:21 finish 48:3 111:17 finished 68:15 fired 24:16, 17 firm 7:14 95:9 firms 7:10 first 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 first-time 6:8 fit 21:1 five 14:10 37:4 50:1 82:5 132:16 133:14 137:23 five-year 51:10 fix 25:5 32:6 106:16, 19 fixed 14:18 flip 83:11 floating 121:19 flood 22:23 33:18 folded 120:18 folks 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 follow 31:5 42:6 43:15 86:7 88:10,</p>	<p>17 89:17 followed 42:7 following 28:14 42:10 141:1 followup 89:14 follow-up 11:23 38:20 88:22 99:8 112:22 football 10:14 95:22 forced 83:20 forecasting 11:15 foregoing 140:7, 11 foreman 105:17 foresee 76:14 forestry 72:4 form 129:20 formal 28:18 44:7 108:10 format 73:10 formed 83:12 107:13 Fort 63:4, 4 91:19 forth 88:2 102:9 forthright 73:7 fortunately 81:15 forward 5:9 54:6, 7 57:1, 5 123:5 124:3 foster 41:8 42:16 four 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 frame 55:2, 3 free 59:17 127:23 freeze 38:1 52:3 freezing 50:11 55:2, 3 Friday 136:1 friends 17:10 front 22:5 47:10, 18 froze 50:5 fuel 38:16 98:6, 7 99:16, 22 100:19 full 6:8 43:14, 20,</p>	<p>21 46:2 64:20 full-time 64:1, 11 fully 83:12 107:13 function 108:1 functional 85:7 functions 12:17 84:9 fund 36:13 37:12, 22 98:3, 4, 5, 6, 6, 12 119:16 funded 13:20 funding 13:20 35:18 36:22 103:18 111:14 funds 38:15, 17 98:2 99:22 100:21 111:15 further 59:13 62:7 79:23 84:20 140:15, 19 future 85:5, 11 < G > gaining 7:2 gallery 45:4 games 78:15 Gary 6:16 general 10:20 13:2 36:10, 12, 18 37:22 73:14, 15 80:22 81:8 98:3 generally 35:20 generate 100:21 generic 89:23 Georgia 63:4 getting 7:2 8:4 29:14 33:3 84:2 87:17 89:2 117:11, 11 get-togethers 77:23 give 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>given 69:5 140:13 gives 33:8 giving 27:6 31:2, 6 32:21 94:7 go 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 goal 22:12 42:2 52:18 87:1 goals 72:19 God 68:10 goes 19:8 28:20 30:1 76:12 97:15 125:2 127:13 132:20 137:1, 4 going 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 golf 95:18 good 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 GOVERNMENT 1:3 17:20 24:21 27:11 29:21 38:6 41:19 49:7 76:1 97:18 116:7 grade 120:2 graduate 8:5 16:20 graduated 5:23 62:12, 20 95:9 graduation 70:16 grand 38:11 46:20, 22 47:5 grant 38:21 39:1 112:23 113:6, 8, 8 grants 36:22 113:1, 4 grateful 59:21 great 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 grew 118:11, 13 ground 74:19 groups 52:9 grow 17:13 32:9 107:13, 17 108:23, 23 117:8 growing 107:9 grown 37:12 Guard 7:1 25:11 63:10, 12 69:18 71:22 73:15 78:12 80:23 91:19 guess 24:13 35:12 44:4, 21 52:17 56:19 77:2 87:14 95:23 107:6</p>	<p>guidance 16:16 31:2, 19 41:11 127:18 133:2 guide 54:13 guidelines 41:22 42:7 guy 11:8 17:9 23:2 31:9, 19 84:18 95:16 102:10 guys 32:2 43:22 44:17 52:5, 12 96:15 97:4 108:9 111:6, 6 112:13 guy's 41:10 < H > half 120:13 122:9 Hammond 6:17 hand 38:14, 15 handle 88:6 113:1 117:17 124:4 handled 115:9, 9 handles 38:21 handling 17:3 112:23 hands 79:13 hang 34:14, 17 50:14 91:6 happen 17:17 25:19 44:9 55:12 87:11 90:12 happened 31:20 43:23 48:11 happens 26:13 35:19 48:9 92:14 hard 17:20 31:12 45:10 47:4 86:15 111:3 116:6 harder 110:23 hassle 78:20 hat 7:20 hate 58:8 hazard 22:2 head 12:22 26:15 39:17 102:4 heads 18:21 20:19 46:12 71:3 health 38:9</p>	<p>hear 9:17 47:23 48:12 50:19 65:21 93:7, 8 hearing 50:22 86:20 137:21 140:14 hearings 46:23 heat 24:15, 15 heavy 6:18 he'd 96:20 Hello 3:16, 17 93:6, 19 help 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 helped 39:9, 10 105:14 115:13 helpful 47:11 85:16 helps 37:16 109:17 121:23 hey 27:18 47:5 48:10 75:13 hidden 24:23 high 5:18 17:7 59:8 62:12 highly 83:7 high-tech 113:7 Highway 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 highways 32:19 hill 40:14 hire 31:20 39:7, 15 83:21 hired 19:12 29:18 39:2 116:12 hiring 37:23 hit 57:22 hold 54:10 holding 54:3 136:8 hole 11:9 30:1 home 7:19 68:10, 11 69:15 70:3</p>	<p>honest 22:11 46:17 Hood 63:5 hook 56:10 hope 91:2 hopefully 12:19 25:6 84:6, 7 108:22 127:19 136:17 hoping 24:1 68:12 hornets 62:15 horse 21:20 horses 21:20 hours 29:11 household 8:20 HR 64:16 131:5 HUDSON 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 huge 21:23 human 19:3 22:11 humbling 9:8 hump 13:3 hundred 98:8 hunter 95:18 hurt 130:4 132:7 husbands 48:18, 19 hybrid 10:1 hydraulic 33:19</p> <p>< I > I-10 80:6 I-20 80:5 iced 22:7 idea 47:6 71:8 124:8 135:11, 19 ideas 47:18 76:17 identify 15:4 121:15 IDOT 13:21 58:4 113:12 Illinois 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 imagine 83:6 immediately 137:19 impact 106:22 implementation 35:5, 11 implemented 52:12 implementing 53:17 important 18:13, 20 20:2 70:23 72:8, 12 74:17 75:13 77:17 101:21 impressive 138:17 improve 41:1, 3, 3 108:3, 19, 22 109:11, 12 improved 41:4 53:21 116:2</p>	<p>improvement 22:6 52:18, 21 53:7, 15 98:11 improving 109:2, 2 included 72:2, 10 inclusion 43:14 increase 38:3 increases 38:2, 4 Indiana 6:6, 14, 18, 20 individual 48:22, 22 74:21 individuals 73:8 89:6 105:13 industrial 6:19 ineffective 14:17 informal 45:22, 23 information 4:19 115:5 informative 73:19 informed 73:21 in-house 33:19 initial 83:17 initially 81:14 input 96:8 insanity 23:23 inside 121:13 inspecting 100:14 inspection 12:14 15:22 29:2, 4 100:10 inspections 15:23 28:23 88:1 inspire 77:10 installations 72:2 instance 17:6 47:13 66:15 intend 40:1 interact 72:16 interaction 75:3 interest 4:13 59:22 61:13 93:21 100:17 interested 47:7 140:17 interim 53:3, 20 114:23 intern 16:7 internal 132:16</p>	<p>interns 11:5 intertwinable 10:6 interval 100:16 INTERVIEW 2:5, 8, 11 3:3, 21 4:16 5:2, 14 57:4 61:2 93:2 123:21 interviewed 125:8 interviewing 3:22 68:14 INTERVIEWS 1:14 3:8 57:8 61:17 92:11 123:3 intimate 46:20 introduce 4:17 5:10 61:19 94:7 introduced 68:2 involve 110:6, 7 involved 11:8 35:8 76:9 97:10 110:8 115:3, 4 Iraq 63:6 isolation 84:7 issue 19:21 27:3 48:6 76:19 96:20 103:23 104:14 107:22 111:18 129:15 issues 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 it'd 85:15 item 35:15, 15 it'll 29:5 133:19 its 10:18 33:3</p> <p>< J > Jacksou 91:9, 18 JAG 91:17 92:2 JAMES 2:5 3:3, 21 60:10 123:21 Jay 126:6 JERRY 1:21 2:11 4:8 65:19 93:2 94:3, 20 123:15 job 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 jobs 37:2 77:11, 12 87:19 88:4 joining 4:11 61:12 93:11, 20 joke 109:14 JONES 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 Jr 62:10 judge 31:12 jump 16:8 65:23 June 52:10 jurisdiction 13:18 justifies 114:3</p> <p>< K > Katrina 69:20 keep 24:3 82:3 112:12 keeps 82:8, 13, 20 Kegley 40:11 KENNETH 2:8 61:2, 5 62:10 kept 115:3 key 15:3 21:13 28:10 48:13 58:5 83:6 85:19 kin 140:16 kind 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>
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<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 kinds 77:21 knack 102:13 knew 78:13 116:21, 22 knit 29:10 knocking 79:13 know 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 knowing 109:8 knowledge 28:5 33:22 40:18 knows 82:22 137:9 Kuwait 63:6 < L > labels 66:11 lady 29:18 laid 102:10 108:7 laid-back 95:16 Lake 6:16 lane 97:14 large 12:20 21:16, 18, 19 42:20 68:14 141:11 larger 18:17 late 136:16 law 23:6 laws 29:22 49:22 lay 90:4 lazy 17:15 leader 10:17 23:12, 17 30:19 54:4, 12 108:2 leaders 54:12 leadership 9:19, 20, 23 10:4 30:19 66:2, 7, 12, 14 67:8 96:3, 7 leading 105:7 learn 17:2 23:14, 20 24:9 leaving 133:13 leeway 67:3 left 4:9 93:17 114:22 legal 127:17, 18 133:1 legally 127:11 legislature 119:11 lemonade 22:7 length 51:12, 15 letters 137:13 letting 136:22, 23 levee 98:13</p>	<p>level 14:16 26:4 29:5, 6 30:19 31:13 45:13 113:10, 23 114:1 126:5 levels 31:21 102:12 leverage 72:11 liability 39:17 liable 109:20 license 49:20 141:6, 8 licensed 65:14 140:20 Lieutenant 63:1 74:16 life 5:16 19:7 lift 77:15 lifting 45:10 limited 53:22 83:22 110:12 line 35:15, 15 90:11 107:3 132:19 link 71:18 list 9:13 57:3 65:20 112:17 literally 14:18 little 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 live 41:20 locally 27:4 located 111:23 lock 75:17 logistics 64:16 long 117:23 119:19 120:22 135:19 longer 17:1 87:16 120:5, 6 longer-term 89:10</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>look 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>looking 9:14 40:9 67:12 100:17, 17</p> <p>looks 84:12 90:8</p> <p>lose 32:4</p> <p>lost 96:14</p> <p>lot 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>lots 6:19 33:17 56:3, 4, 4</p> <p>Louis 69:20</p> <p>low 25:20, 22 101:15</p> <p>LUDGOOD 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>lunch 116:8</p> <p><M></p> <p>machine 140:8</p> <p>mad 101:3</p> <p>magically 77:15</p> <p>main 17:14</p> <p>maintained 14:1</p> <p>maintaining 32:19 99:11</p> <p>maintenance 14:4, 12, 15, 20 32:17 34:6 36:18 105:3, 6, 17</p> <p>major 22:6 39:3</p> <p>majority 21:4 124:23 131:12</p> <p>making 24:3 33:11 87:11 100:18</p> <p>man 91:3</p> <p>manage 16:15 30:9 32:14 35:14 72:18 80:10</p> <p>management 75:15</p> <p>manager 109:1 116:13</p> <p>managing 31:1</p> <p>manner 20:9 30:3</p> <p>manpower 32:1 37:5 101:11</p> <p>mapped 86:18</p> <p>MARCH 1:6</p> <p>marginal 107:12</p> <p>married 8:3</p> <p>Marson 48:10</p> <p>Master 7:3</p> <p>master's 65:11</p> <p>matching 36:16 98:6</p> <p>material 31:9</p> <p>matter 10:17, 21 27:10 127:2</p> <p>McClain 94:21 97:13, 23 99:9, 10 102:21 111:23 114:20</p> <p>mean 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>Meaning 113:21</p> <p>means 16:23 49:10 140:10</p> <p>measures 28:10 85:19 106:10 110:3 111:9 112:16</p> <p>measuring 110:5</p> <p>media 58:20</p> <p>meet 13:7 20:18 43:10 44:5 68:5, 6 86:13 87:1 93:15</p> <p>MEETING 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>meetings 44:17 88:23 110:6, 19 111:13</p> <p>member 10:16 24:11 43:18 104:15</p> <p>members 19:16 42:23 43:9 44:22 46:3 48:22, 23 58:20 102:18, 19 103:9, 14, 19</p> <p>memory 15:14</p> <p>mentally 86:18</p> <p>mentor 84:10</p> <p>MERCERIA 1:20 4:9 68:3 93:18</p> <p>merit 46:14 51:19</p>	<p>method 88:9</p> <p>methods 86:10</p> <p>mileage 16:13</p> <p>miles 97:15, 20 101:18</p> <p>military 10:3, 16 27:10 62:18 69:1, 7, 13 71:16 77:21 84:15</p> <p>millage 119:16 120:11</p> <p>million 26:3 36:20, 23 37:4 38:8, 9, 13 97:23 101:1</p> <p>million-dollar-plus 39:4</p> <p>mills 120:13 122:9</p> <p>mind 87:9</p> <p>mine 133:14, 18</p> <p>minor 75:3</p> <p>minute 34:12</p> <p>MINUTES 1:11</p> <p>Mississippi 63:11 65:15 69:19 71:22 80:23 140:21 141:8</p> <p>Missouri 65:12, 12, 15</p> <p>mistake 24:4 109:9</p> <p>mistakes 23:19, 21 24:8</p> <p>mix 104:22</p> <p>MOBILE 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>mode 66:16</p> <p>modern 21:22</p> <p>moment 12:6</p> <p>moments 34:11</p> <p>Monday 124:10 128:21, 23 136:6, 20</p> <p>money 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 monitor 28:11, 15 35:7 85:20 99:18, 23 100:20 monitoring 30:14 110:4, 8 monitors 97:12 month 20:18 43:10, 11 monthly 44:18 86:5 months 6:10 7:12 26:6 40:2 53:2 54:19 81:14 91:16 110:13 morale 25:12, 19, 20 27:9, 13 74:5 76:4, 18, 19 77:8 107:19, 22 109:5, 18 morning 136:16 motion 139:2 motivated 83:7 motivating 74:3 76:6 motor 38:16 99:16, 21 100:19, 19 move 5:9 54:7 57:1 72:19 82:14 moved 14:20 104:11 139:3 moving 54:6 105:10 112:14 mowing 14:7 mud 11:10 multiple 10:2 29:11 76:22 municipalities 121:14 music 42:9</p> <p><N> name 126:3 141:1 named 114:23 narrow 126:13 127:5 128:4 nation 69:17, 18</p>	<p>National 7:1 63:12 69:17 71:22 72:3 73:15 80:23 nearly 53:13 necessarily 67:16 110:14 111:8 112:15 125:15 necessary 67:13 necessity 15:18 need 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 needed 39:9, 19 59:19 81:4 116:23 needs 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 neither 140:15 networks 21:18 never 10:8 New 8:17 29:18 49:8 54:4, 12 66:17 81:8, 12 news 12:5 Nice 8:14 56:17 68:5, 6 nine 14:11 112:19 Nods 102:4 normal 103:4 northwest 6:17 notes 33:5 notice 119:4 notifications 137:18 notified 92:15 notify 137:10 notifying 137:3 nuclear 15:21 number 76:20 124:13, 15 141:1 nut 95:17</p>	<p><O> obstacles 77:6 obtain 127:20 obviously 10:5 56:20 58:6 69:12 129:20 130:20 offer 57:17, 18 office 36:2 38:10 75:18 officer 63:22 91:17 officers 73:14 offices 21:4, 5 offset 37:16 Oh 11:20 23:15 25:15 51:4 68:9, 10 89:1, 1 92:1 125:1 132:21 Okay 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 old 7:18 8:9 68:18 once 35:13 39:16 ones 15:9 16:17, 21 81:16 126:23 134:22 135:1 online 119:5</p>	<p>open 7:20 25:1 132:20 opened 70:4 operate 49:9 82:22 operating 30:18 98:4 operation 30:11 104:12 118:9 operational 38:12 99:3 operations 29:8 operators 74:21 opinions 73:20 opportunities 68:20 69:2, 9 85:1 opportunity 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 opposed 47:17 129:13 option 131:15 options 128:15 order 3:6 41:7 ORDER.PAGE 2:3 ordinance 64:18 ordinances 23:7 41:21 organization 41:12 75:13 77:19 81:4, 21 84:8 organizational 30:16 organizations 32:23 42:1 originally 62:11 outdoor 95:17 outlier 135:8 Outlook 88:16 outside 21:11 27:4 39:13 44:18 71:3 85:1, 9, 9 overall 38:7 40:4 64:10 98:21 106:13, 22 117:3 overhead 39:18 oversaw 118:8</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>oversight 22:23 39:9 over-thinking 30:5</p> <p>< P ></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 problem 24:6 41:17 45:12 96:19 100:5 106:4, 6, 7 problems 27:4 33:6 37:22 46:19 75:21 76:22 procedure 44:8 proceed 23:8 PROCEEDINGS 139:10 140:7, 13 process 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 produce 90:13 product 68:21 86:17 90:13 productive 85:22 109:21 productivity 30:9, 15 87:4 88:7 110:5, 9 professional 6:4 65:14 program 6:11 119:6, 17 120:7, 14, 19 121:5, 8, 20 programs 71:21 120:11 progressed 95:6 progression 85:4 project 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 projects 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 promoted 7:3</p>	<p>proposal 16:14 35:20 protocol's 138:6 proud 91:22 121:8 provide 59:18 73:19 115:20 provided 9:14 publically 130:3 PUBLIC 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 publicly 129:11 punching 82:20 purchase 99:6 purpose 3:7 put 7:20 12:22 16:14 35:20 39:1, 8 47:17 67:13 73:9 78:21 136:12 putting 11:10 31:9 67:9 117:2 127:7</p> <p>< Q > qualifications 138:15 qualifies 101:7 quality 59:8 quarterly 77:23 86:6 question 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 questions 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 quick 32:4 80:14 quickly 123:7 quite 79:18 99:13 107:16 115:6</p> <p>< R > racers 20:14 rain 56:4 rainy 56:8 raised 5:17 ran 95:3, 4 106:7 rank 7:2 rapport 18:12, 20 71:1, 9 72:13 76:4 101:22 102:7 104:19 105:12 109:18 rat 30:1 rate 98:23 reach 96:21 104:14 124:20 136:8 reached 48:21 read 54:22 121:9 reading 9:14 102:13 ready 8:5 34:20 67:21 83:7 129:8 136:9, 11 137:18 138:7, 12 real 12:6 49:21 80:13 95:16, 17 101:15 104:23 121:8 realize 39:14 75:23 83:10 really 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>realm 85:2 rear 9:8 reason 127:1 reassignment 52:23 reassure 117:6 reassured 116:20 rebuild 6:21 receive 28:4 receiving 26:6 Recess 34:18 50:17 60:16 79:11 92:22 recognize 115:21 116:11 recommendation 44:23 record 3:20 93:23 rectify 23:5 reducing 65:2 reel 30:4 reestablish 50:9 reference 57:15, 19 references 57:14 59:18 referendum 119:7 regard 100:11 region 6:17 regional 58:3 regular 73:23 81:6 88:22 95:2 regulations 29:23 49:22 reimbursed 18:3 related 46:19 relationship 21:7 22:4 41:9 42:13 44:5 72:7 relationships 20:3 33:5 40:22 72:11 102:8 release 17:11 relocate 68:13 remediate 17:18 remember 55:15 remotely 71:23 reorganization 118:19 reorganized 25:22 repeat 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 REPORTED 1:23 reporter 94:1 140:23 Reporters 140:22 REPORTING 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 RESTORE 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 Roads 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 Roll 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 < S > Sader 7:12 safe 20:9 sake 138:6 sat 116:19 satisfied 117:19 Saturday 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 Science 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 Sergeant 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 SKYPE 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 Sounds 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 St 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 started 17:15 50:10 52:3 94:18 95:1 105:10 119:21 starting 39:14, 19 56:14 105:22 state 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 stationed 63:3 statute 27:7 statutes 41:20 staying 85:22 stellar 84:22 step 27:20, 23 54:8 77:3 115:10 132:19</p>	<p>steps 40:4 stewards 20:6 stock 9:13 65:20 STOKES 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 storm 11:7 straight 9:15 99:9 strategies 25:11 74:2 76:10 77:9 107:10, 16, 19 strategy 108:4 stream 21:22 STREET 1:3 streets 121:16, 21 strengths 40:23 stretch 89:12 strife 38:5 strong 10:17 15:5 23:17 structural 98:14, 15 structure 39:4 52:13 structures 64:22 65:3 struggles 29:23 struggling 15:11 83:13 students 16:11 studied 5:21 study 6:10 46:11 52:5 stuff 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 style 9:21, 22, 23 18:22 66:3, 4, 7, 9 71:8 96:4, 7 102:6, 9 styles 66:12 subcommittee 47:11 subject 10:21 submit 113:10 131:5, 6 133:8, 9 subordinate 89:17</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>subordinates 10:9 67:9 71:10, 17, 18 72:19 successes 10:1 successful 16:18 23:12 31:6 67:10, 14 68:23 77:7 81:21 sudden 50:10 suggestion 124:3 summer 111:1 superior 31:14 superiors 71:19 supervise 12:2, 3 25:12 64:6 supervisors 89:17 supplement 121:23 support 21:3 41:16 65:5 106:3 117:1 supporting 10:18 129:12 supposed 27:7 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 surge 11:7 surplus 33:4 surprise 57:23 surrounding 19:19 112:1 survey 12:14 17:13, 14 64:23 suspense 86:14 swing 117:11</p>	<p>system 14:5 17:5, 8 33:7 38:6 39:5 51:20 systems 52:7 98:4 < T > table 45:7 tail 20:12 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 taken 11:16 26:16 34:18 50:17 60:16 79:11 92:22 140:8 takes 27:17, 17 120:5 133:20 talent 55:19 125:7 talk 35:7 47:15 57:21 76:4 79:12 93:13 96:12, 23, 23 105:17, 18 109:14, 15, 16 talked 58:2, 4 125:19 talking 9:5 11:19 21:17 27:5 tall 40:14 tangential 72:7 tanks 65:5 tarpen 113:6 task 29:20 89:4, 10 tasked 88:13 tasks 86:22 88:16 taught 17:13 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 taxing 100:2 taxpayer 33:20 106:11</p>	<p>TAYLOR 1:23 141:5 tea 22:7 team 10:20 53:10 74:23 76:18 teams 10:12 tech 12:9 technician 12:8 28:23 technicians 11:5 34:1 technique 66:14 technology 31:23 65:13 techs 17:14 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 telling 77:2 82:3 ten 7:12 term 89:22 90:2 terms 128:15 137:3 test 47:19 Texas 63:5 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 their's 101:14 thereto 140:9 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 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 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 thinking 68:11 129:10 138:20 thirty 96:15 97:19 thought 7:4 58:13 69:5 79:22 81:4 101:1 thoughts 87:5 thousand 98:8 thousands 41:6 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 three-person 32:17 throw 79:10 THURSDAY 1:6 89:14 136:1, 2 Tide 95:20, 22 Tilly 95:10, 11 time 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 timelines 31:4 90:6 timely 30:3 times 7:16 22:2, 19 23:15 86:12, 17 89:7 110:15 today 3:13, 21 4:4 23:2 57:9 59:14 79:21 92:11 94:2 123:2 133:15 135:22, 23 today's 3:7 told 107:22 tomorrow 55:8 91:13 127:19 136:3, 4, 14 tools 31:6 top 128:5 130:16, 18 131:6 133:9, 9 134:2, 3, 8, 8 total 37:6 38:12 64:9 touch 60:6 123:10 128:2 touched 72:1 tough 17:16 24:12 109:6 tournament 78:15 town 5:20 7:19 133:13</p>	<p>township 13:18, 23 14:1 32:18 34:6, 7 36:13 97:18 99:16, 20 100:14 101:6, 17 townships 14:21 32:22 36:19 97:19, 20 99:12, 15 100:11 101:2, 12, 14 111:22 112:1 122:2 track 27:19 28:20 36:5, 5 85:22 87:4 88:7, 9 tracking 86:23 tradition 71:15 traffic 6:19 21:20, 22 113:7 trails 113:9 trained 10:18 training 15:20, 21, 22 16:4 28:4 85:7 traits 23:17 transcribed 58:21 140:10 transcribing 94:1 transcript 140:7, 12 transcription 140:11 transfer 69:6 transition 14:19 33:1, 2 34:5 105:14 transitioning 32:18 transparent 24:21 Transportation 6:7, 12, 15 13:22 21:18 25:21 103:13 104:9 trap 75:15 treasurer's 38:10 treat 22:12 treated 22:13 tree 31:16 truck 11:17 96:19 trucks 11:17 true 49:11 140:12 trust 109:19, 20 try 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 trying 8:10 11:11 20:15 47:3 52:19 58:7 68:13, 16, 16, 19 71:9 88:6 107:10 Tuesday 89:14 turn 29:3 35:1 62:7 91:13 turns 4:22 62:1 94:11 two 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 two-part 107:7 type 28:10 65:3 95:18 99:6 100:9 110:2 111:14 types 113:3, 11 typically 47:22 57:12 108:13 119:22 120:4 <U> ugly 20:14 Uh-huh 90:3 129:1 Uh-oh 91:10 ultimate 87:1 ultimately 35:12 67:10 Um 113:18</p>	<p>umbrella 20:23 22:22 127:17 unanimous 135:9 underneath 64:8 understand 23:18, 20 40:7 58:17 66:18 73:10 74:22 77:4, 18 99:8 understandiug 28:3 42:13 unemployment 18:1 unfortunate 22:20 unfortunately 14:17 19:4 20:11 32:5 56:14, 18 125:12 unincorporated 122:19 union 38:3 unique 13:14 21:13 56:12 units 32:22 university 5:20, 22 65:12 95:7 unthreatening 78:8, 17 upload 29:3 upper 31:13 urban 103:7 use 12:14 25:11 28:10 36:17 39:18 74:2 85:20 98:14 107:10, 16, 19 108:5 usually 79:6 111:1 113:2 137:8 utilize 12:11 <V> valorem 122:11 valued 77:18 variance 23:5 various 12:15, 15 63:3 64:14 66:12 69:21 72:14 vary 9:16 65:22 vehicles 21:21 ver 121:6 vertical 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>< W > 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>< Y > 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 year 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 yearly 108:12 115:22 years 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 York 8:17 49:8 young 17:2 younger 70:14 97:4 < Z > zone 85:10			
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<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
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 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

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