'HVFULSWLYH 6XPPDU\
&UHDWRU\EHUW & 0LPV
7LWOH/HPEHUW & 0LPV 3DSHUV
'DWHV   EXON
4XDQWLW\ OLQHDU IHHW

$EVWUDFW SDSHUV DJHQGDV DXGLR WDSHV ERRNV UHVVSROLGHQQFDWHULHDO
OHJDO PDWHULDO PDJD]LQHV PDSOLSQHLJOWLYHRWOQHZSDPSKOHWV SKR
SODTXHV UHSRUWV VOLGHV VSHHFKHV DQG YLGHR WDSHV &RYHUV D
W\SLFDOO\ IRXQG ZLWKLQ VXFK SROLWLFDO FROOHFWLRQV

$FFHVVLRQ   0   LRQ IRXQGLQJ D \HDU ODWHU D IHHG FRPSDQ
EUDQFKLQJ RXW R/QPEHUW ZOPV ZDV SXEOLF ZRUNV FRPPLVVLRQHU DQG URW
PD\RU RI 0RELOH IURP   WR   'XULQJ 0LPV WLPH DV PD\RU FRPPLVVLRQHU
0RELOH H[SHULHQFHG WKH ODWWHU SDUW RI WKH PRGHUQ FLYLO ULJKWV PRYHP
%D\ZD\ DQG XQYHHORRGHW&KH:DOODFH 7XQQHO ,W RSHQHG 0RELOH *UH\KRXQG 3D
VDZ WKH 6RXWKHUQ 0DUNHW &LW\ +DOO GHVLJQDWHG D QDWLRQDO KLVWRULF O
DQG RSHQHG)RUW &RQGp DQG FHOHEU O FH؟QFF•RDQ ðH OQ@QODO ð,W &L€
LWQHVVHG WKH FRPSOQW DLFURRV WKHV VORZ EHH W D DQG
WKH RSHQLQJ7RRPEWKEHFHQQWHUZD\ :KHQ ILUVW HOHFWHG 0LPV
VW FLW\ FRPPLVVLRQHU LQ 0RELOH V KLVWRU\ 8SRQ OHDYLQJ RIILFH *RYHUI
SRVLWLRQ KH KHOG IURP   XQWLO 0DUFK   DQG RQH LQ ZKLFK KH SURPRW
RPHELJEHH :DWHUZD\ ,Q   D IHGHUDO MXU\ FRQYLFWHG 0LPV RQ WZR FRXQWV I
RQ LQ FRQQHFWLRQ ZLWK UDFNHWHHULQJ XQGHU WKH +REEV $FW +H VHUYHG VH
SULVRQ EHIRUH EHLQJ UHOHDVHG 3ULRU WR KLVGHFRQOYORFFWLRQ /DPEHUW 0LPV ZD

WKH $PHULFDQ 3XEOLF :RUNV $VVRFLDWLRQ

$UUDQJHPHQW

$UUDQJHG LQWR VHULHV

   0D\RU &RPPLVVLRQHU FXELF IHHW DUUDQJHG DOSKDEHWLFDOO\ ZLWK IRXUVHULHV $ 1HZVSDSHU VFUDSERRNFXELFHHW DUUDQJHG FKURQRORJ%LFFDOEOHFKHV FXELIHHW DUUDQJHG DOSKDEHWLFDOO\ ULJKWV FXELF IRRW DUUDQJHG DOSG LF I a@0DW p 0RELp@H {LVWRU0 p8@DNj @° FXELF IRRW DUUDQJHG FKURQRORJLF VXEMHFW ' &LW\ SURSHUF \ VXUYHFXELF IH@F À

   & L p8@DNj @À FXELF IHHW DUUDQJHG FKURQRO E\ FDPSDLJQ DQG DOSKDEHWLFDOO\ E\ WRSLF

   3RVWÀLRUDO p8@DNj @ FXELF IHHW DUUDQJDHG DOSKDEHW WRLSF

   3HUVRQDO FD FXELF IHHW DUUDQJHG DOSKDEHWLFDOO\ E\ VXE VHULHV $ 6SHDNLQJD€0HQJD€@JHPFXEOLWVH@F À @LUDQJ@FG FKURQRORJ NQRZQ % 'LUHF !RULHV F ELF IHHW DUUDQJHG DOSKDEHWLFDOO\ E

%RRNV DQG PDJD]LQHV   FXELF IHHW   ERRNV DUUDQJHG DOSKDE
DXWKRU PDJD]LQHV DUUDQJHG DOSKDEHWLFDOO\ E\ WLWOH

0HPRUDELOLD   FXELF IHHW
3ODTXHV   FXELF IHHW
0LVFHOODQHRXV   FXELF IHHW   DUUDQJHG DOSKDEHWLFDOO\
2YHUVL]HG   FXELF IHHW
0DSV   FXELF IHHW
$XGLR 9LVXDO   EXON   FXUUHQWO\   FXELF IHHW   VOLGHV DU
DOSKDEHWLFDOO\UFDDOQODJHGWFKHURQRORJLFDOO\ ZKHQ NQRZQ

$FFHVV 5HVWULFWLRQV
7KLV PDWHULDO LV RSHQ WR UHVHDUFK

3UHIHUUHG &LWDWLRQ
/DPEHUW & 0LPV 3DSHUV7DSHR/HDOH 0F&DOO 5DUH %RRN DQG 0DQXVFULSW /
8QLYHUVLW\ RI 6RXWK $ODEDPD 0RELOH $/

6HULHV FULVHVFULSWLRQ

6HULHV   0D\RU &RPPLVVLRQHU   FXELF IHHW
$UUDQJHG DOSKDEHWLFDOO\ E\ VXEMHFW DQG FRYHUV YLUWXDOO\ HYH
ZRUN DV PD\RU DQG RU SXEOLF ZRUNV FRPPLVVLRQHU &RQWDLQV RII
FRUUHVSRQGHQFHOHFWLRRSQROLVKPHQWV DQG JRDOV DQ RIILFH FDOHQGDU D
LQFOXGHG LV PDWHULDO UHODWHG WR 'DGV $JDLQVW 'LUW 7KHUH LV
   FRQQHFWRU RQ WKH 0RELOH +RXVLQJ %RDUG RQ WKH 1DYDO 6XUI
$PHUL%DDDXWLIXO RQ WKH 6RXWK $ODEDPD 5HJLRQDO 3ODQQLQJ &RPP
ELFHQWHQQLDO RI   RQ WKH ELFHQWHQQLDO RI WKH 8 6 &RQVWLWX

WH[WERRNV DQG RI YDULRXV FLW\ FRGH ERRNV WKDW 0LPV DSSHDUV W
RI KLV HYHU\GD\ GXWLHV DV D FLW\ RIILFLDO

6HULHV   VHULH&L(W\ 3URSHUW\ 6XUYH\   FXELF IHHW

6HULHV V\EULHV 6SHDNLQJ (QJDJHPHQWV   FXELF IHHW
7KLV VXEHULHV FRQWDLQV PDWHULDO IRXQG ZLWKLQ WKH FROOHFWLRQ
JURXSV RU RUJDQL]DWLRQV\ FKXU-FKDWRLXSOLWHG 0LPV WR DWWHQG VR
IXQFWLRQ DQG DW ZKLFK KH VRPHWLPHV PDGH UHPDUNV ,W LQFOXGHV
FRUUHVSRQGHQFH DERXW WKH HYHQW 0LPV IUHTXHQWO\ XVHG WKH VD
RWKHU WLPHV KHWWKSRNHRIIUDYH DQ LQYRFDWLRQ RU SUD\HU HWF :KL
UHIHUHQFLQJ EHWZHHQ WKLV DQVGHWUKKHV6SLQHVFKKHVVDXRU &RPPLVVLRQHU V
PRVW FDVHV ZLOO QRW UHYHDO ZKLFK VSHHFK ZDV GHOLYHUHG DW WK
VHULHV GRHV JLYH \RX DQ LG&GOGHIRUWKKRRZNOWKH SURFHVV RI FUHDWLQJ DO
VSHHFKHV 7KLVVHULHVLV DUUDQJHG FKURQRORJLFDOO\ ZKHQ NQRZQ

6HULHV V\EULHVL%JHFWRULHFVXELF IHHW
7KLV VXEHULHV LV DUUDQJHG DOSKDEHWLFDOO\ E\ RUJDQQ]XOODWLRQ DQG F
GLUHFWRULHV WKDW OLVW PHPEHUV 2UJDQ\HJUDWLHVLRQVHLQFKOXGSHGELDPW
%DSWLVW 6WDWH &RQYHQWLRQ WKH $PHULFDQ 3XEOLF :RUNV $VVRFLD
&RQYHQWLRQ WKH 6RXWKHUQ %DSWLVW &RQYHQWLRQRXDOOG WKH .LZDO
WKURXJKRXW WKH FROOHFWLRQ DQG EHFDXVH RI WKHLU EXON SODFHG
LQ WKH VHULHV LQ ZKLFK WKH\ PRUH SURSHUO\ EHORQJHG

6HULHV$PHULFDQ 3XEOLF :RUNV VV3RFLDWLRQ   FXELF IHHW
7KH $3:$ LV PDGHHSXXEOLF DJHQFLHV SULYDWH VHFWRU FRPSDQLHV DO
GHGLFDWHG WR SXEOLF ZRUNV ,QFOXGHG LQ WKLV VHULHV DUH DQQX
RUJDQL]DWLRQDO SXEOLFDWLRQV UHSRUWV EURFKXUHV PDQXDOV V
QHZVOHWWHUV PHPRUDQGD PLQXWHV FRUUHVSRQGHQFH DQG SULQW
GRFXPHQWV UHODWHG WR RWKHU VWDWH $3:$ FKDSWHUV WR KXUULFD
VROLG ZDVWH DQG WR HPHUJHQF\ PDQDJHPHQW ,QWHUHVWHG SDUWL
6SHHFKHVVWXXO>R c4• V&‰ VB6 1 R2

WKH FLW\ LQ   ,QFOXGHG ZLWKLQ WKLV VHULHV DUH)%, UHSRUWV '
HYLGHQWLDU\ PDWHULDO JUDQG MXU\ WHVWLPRQ\ WKH LQGLFWPHQW
PLVFHOODQHRXV PDWHULDO 7UDQVFULSWV KDYH EHHQ DUUDQJHG FKUR
EHHQ DUUDQJHG DOSKDEH&WLFDOO6 $33/<

6HULHV5HDGLQJ (GXFDWLRQ ﬡELF IHHW
7KLV VHULHV LV SULPDULO\ PDGH XS RI UHVHDUFK PDWHULDOV WKDW M
HGXFDWH KLPVHOI RQ D SDUWLFXODU VXEMHFW UHODWHG WR KLV MRE
EXON SHUWDLQV WR LVVXHV RI SXEOLF ZRUNV DQG HPHUJHQF\ PDQDJH
GRFXPHQW UHOD&WLQJ WRR PREKLOH DQ G\VRROGHPQ PDWHULDO SHUWDLQLQJ WR
KXUULFDQHV 7KLV PDWHULDO LV DUUDQJHG DOSKDEHWLFDOO\ E\ WRSL

6HULHV%RRNV DQG 0DJD]LQHV FXELF IHHW
&RYHULQJ D YDULHW\ RI WRSLFV DQG FROOHFWHG E\ 0LPV RYHU WKH O
PDWHULDOV KDYH EHHQ DUUDQJHG DOSKDEHWLFDO E\ ODVW QDPH RI D
DQG DOSKDEHWLFDOO\ E\ WLWOH ZLWK UHVSHFW WR WKH PDJD]LQHV

6HULHV0HPRUDELOLD   FXELF IHHW
&RQVLVWV RI YDULRXV LWHPV 0LPV FROXHLUFQWWKKLVRUFKDUKHGSURGRFXGLQJ
QXPHURXV ODSHO SLQV D JDYHO WZR EHOOV NH\V WR WKH FLW\ SU
0RELOH HWF $OVR LQFOXGHV D EULFN WKRXJKW WR KDYH FRPH IURP

6HULHV 3ODTXHV   FXELF IHHW
9DULRXV DZDUGHG WRR 0LPV RU WR WKH FLW\ E\ QXPHURXV RUJDQL]DWLRQ

6HULHV 0LVFHOODQHRXV   FXELF IHHW
7KLV LV DQ DUWLILFLDO VHULHV PDGH XS IURP ORRVH PDWHULDOV IRX
FROOHFWLRQ ,W LV DUUDQJHG DOSKDEHWLFDDOOGDQFGHERWOVLFDWWHRI EU
ERRNOHWVUHHOGDWHG GRFXPHQWV SURFODPDWLRQV VSHHFKHV DQG PDS
WUDYHOV DV ZHOO DV LQIRUPDWLRQ RQ WKH QDWLRQDO IORRG LQVXU

6HULHV 2YHUVL]JHHGGWHULDO   FXELF IHHW
&RQVLVWDUULRXXV GRFXPHQWV DQG RWKHU PDWHULDO IRXQG WKURXJKRX
ODUJH WR ILW LQWRﻗHJVDWOUDQGLDUGG FRQWDLQHU ,QFOXGHV SRVWHUV P

FORZFKDUWV SKRWRJUDSKV FHUWLILFDWHV UHVROXWLRQ QJVSURFODPL
FRPSODLQW UHSRUWV DQG RQH IODJ

6HULHV 0DSV FXELF IHHW
)RXQG VFDWWHUHG WKURXJKRXW WKH FROOHFWLRQ WKHVH PDSV DUH
DFFRUGLQJ WR WKH ORFDWLRQ LQ ZKLFK WKH\ ZHUH RULJLQDOO\ IRXQG
ZUDSSHGLQGLYLGXDOO\ EXW EXQGOHG LQWR JURXSV ODEHOHG ORRVH P
UHODWH %RWKHQ Y &LW\FRVHE\OXPHEU RI WKHP DUH FRQQHFWHG WR
UHQHZDO $OVR LQFOXGHV RYHUVL]H EDQQHUV

6HULHV $XGLR 9LVXDO EXON &XUUHQWO\ FXELF IHHW
&RQWDLQV SKRWRJUDSKV QHJDWLYHV VOLGHV 9+6 DQG RWKHU WDSH
IURP WKHLU RULJLQDO KRXVLQJ DQG VOHHYHG DQG WKHQ SODFHG LQ I
WRSLF 7KHPHV LQFOXGH HPHUJHQF\ PXXDUHPHOQHW LVRXOGLZDVWH DQG
$ODEDPD ZDWHUZD\V DPRQJ RWKHUV 8QLGHQWLILDEOH VOLGHV ZHUH
96+ FDVVHWWH DQG RWKHU WDSHV ZHUH RUJDQL]HG DFFRUGLQJ WR G
D P\ULDG RI WRSLFV 7KH SKRWWQJIURDSXVPDQHLQW\SLFV SROXWHLRQ 7KH\
SKRWRV WDNHQ ZLWK FRQVWLWXHQWV DQG RWKHUV DQG LPDJHV UHOH
GUDLQDJH SURMHFWV URDG LPSURYHPHQWV HWF 7KHUH DUH DOVR K
+XUULFDQH)UHGHULFN LQDV SKRDWRWZRHOOWKH \RXWK FRXQFLO YDULRXV
$]DOHD 7UDLO PDLOGEDPHGZ PDWHV DQG WKH -XQLRU 0LVV DQG RWKHU

SDUNULYDF\ LVVXHV PDWR SVKOH PDWHULDO UHODWHG WR 'DGV $JDLQVW
0RELOH +RXVLQJ %RDUG

%R[

$FFRPSOLVKPHQWV DQG *RDOV
$FFRPSLVKPHQWV DQG 0RUDOV
$FFRPSOLVKP3XHQWLF :RUNV &RPPLVVLRQHU
$GGUHVV WR 0RELOH 5RWDU\ &OXE
$GPLQLVWUDWRUV
$JHQGDV
   $JHQGDV
 $JHQGD&LW\ RI 0RELOH
•

$ODEDPD 5HJLRQDO 3ODQQLQJ DQG 'HYHORSPHQW &RPPLVVLRQ
$ODEDPD 6WDWH 'RFNV
$OOHQ DQG +RVKDOO ,QF
$OOLHG $UWV &RXQFLO RI 0HWURSROLWDQ 0RELOH ,QF
$OSKD 3KL $OSKD)UDWHUQLW\ /HDGHUVKLS $ZDUGV %DQTXHW
   $PHULFD¶VW%LQFOH$OODEDPD &HOHEUDWLRQ

% R [

&DWDORJ RI)HGHUDO 'RPHVWLF $VVLVWDQFH
&DWKHGUDO 3ODFH
&HQWUDO 3OD]D 7RZHUV $GGLW LRQ $OHU3LURHGHFWVWULHV@
&HQWUDO 7H[DV 6WUHHW $UHD $Q 8UEDQ 5HQHZDO 3URMHFW >VHH 2Y
&KDPEHU RI &RPPHUFH %RDUG 0HHWL
&KDPEHU RI &RPPHUFH %UHDNIDVW $OYLQ 7;
&KDPEHU RI &RPPHUFH 'LUHFWRU\
0RELOH $UHD &KDPEHU RI &RPPHUFH /DPEHUW & 0LPV
0RELOH $UHD &KDPEHU RI &RPPHUFH 0U :DOWHU 8QGHUZRRG
0RELOH $UHD &KDPEHU RIB&RPPHWULRQ9X
&KDPEHU RI &RPPHUFH 7UDYHO DQG &RQYHQWLRQ 'HSDUWPHQW
H 'U RIÅP RDRFKLUFEJRRDUDSLS €D 6 HPXOWL @O0IXQFWLRQV DSSHDUDRFLUG0(`ˆPPDP€YG

CRPPXQLW\ 'HYHORSPHQW 3URJUDP
CRQIHUHQFH 0HHWLQJ

%R[

&RPPXQLW\ 'HYHORSPHQW 0LVF‡HOODQHRXV

'RZQWRZQ 0RELOH 8QOLPLWHG
'RZQWRZQ 0RELOH &HQWHU &LW\
'R\OH &RPPLVVLRQHU &RUUbU VPO

)DQWXV 6WXG\ 0RELOH $UHD 'HYHORSPHQW $SSUDLVDO

$)HDVLELOLW\ 6WXG\ RI D &RPSXWHU 3RZHU 0DQDJHPHQW 6\VWHP IR
$XGLWRULXP &RPSOH[

)HGHUDO (PHUJHQF\ 0DQDJHPHQW $JHQF\ 3ODQQLQJ *XLGH DQG &KH
0DWHUL⊥BRQWLQJHQF\ 3ODQV

)HGHUDO (PHUJHQF\ 0DQDJHPHQW $JHQF\ )HGHUDO 'LVDVWHU $VVLV

)LQDQFHV 2SHUDWLQJ %XGJHW)LVFDO <HDU

)LQDQFHV 2SHUDWLQJ %XGJHW)LVFDO <HDU

)LQDQFHV 5HSRUW RQH6KHUXSFHWPQH $SULO

)LQDQFHV 5HYHQXH &RPSDULVRQ

)LQDQFHV 5HYHQXH)RUHFDVW

)LQDQFHV 5HYHQXH 6KDULQJ

)LQDQFHV 6WDWHPHQWV RI 5HYHQXH DQG ([SHQVHV IRU WKH 3HULR

)LQDQFHV 6WDWHPHQWV RQH6DYLQJV)LVFDO <

)LQDQFH-HDU (FRQRPLF DQG 5HYHQXH)RUHFDVWLQJ Z $OWHUQDWL
0RELOH

)LQDQFHV 8QSDLG 7RX DWHHUV

)LQFK 3URSHUW\

)LUH 'HSDUWPHQW

)LUH 'HSDUWPHQW &RPPHQWV DQGV6XJJHVWLRQV 0

)LUVW &RPPLVVLRQ 0HHWLQJ &RPP 0LPV

)LYHHHDU 3URJUDP RI &DSHPHDOW\PSURY ±

+HDOWK 6\VWHPV 3ODQ6RXWK $ODEDPD +HDOWK 3ODQQLQJ &RXQFLO

7KH)OH[LEOH &RPSDFW&\ EXV 6SHFLILFDWLRQV

)OR RRR &RR $SRDSKYOGWWOGHQW À

%R[

0HVVDJHV IROORZ WKURXJK $SULO
0HVVDJHV IROORZ WKURXJK 0D\
0HVVDJHV IROORZ WKURXJK -XQH
0HVVDJHV IROORZ WKURXJK $XJXVW
0HVVDJHV IROORZ WKURXJK QG
                A € 1)IÀ HVUDJ
        0
        0

% R [

2EVFHQLW\ 3HULRGLFDOV
2EVFHQLW\ 3KRWRJUDSKV
2EVFHQLW\ 3OD\ $PHULFDQ +XUUDK   &RUUHVSRQGHQFH DQG 1HZVF
2EVFHQLW\ 3ROLFH 5HSRUWV
2EVFHQLW\ 3UHVV 5HOHDVHV
2EVFHQL5WH\VROXWLRQV
2EVFHQLW\ 6SHHFKHV
2EVFHQLW\ 7HHSDQG0RUDOV 5HSRUW
2IILFH RI WKH 0D\RU &DUG /LVW
2ULJLQDO 5HSRUWV RI 'HSDUWPHQWV
2WKHU /RFNHWW D 3URSRVDO IRU WKH 'HYHORSPHQW RI D 1HZ &LW\
$Q 2YHUYLHZ RI WKH 3URVSHFWV IRU WKH ([SRUW 7UDGH LQ 3ULPDU\ :R
6RXWKHUQ $SSDODFKLD 9ROXPH ,

%R[

$Q 2YHUYLHZ RI WKH 3URVSHFWV IRU WKH ([SRUW 7UDGH LQ 3ULPDU\
$SSDODFKLD 9ROXPH ,,
3DUNLQJ
3DUNLQJ HPSOR\HHV
3DUWV 3XUFKDVHV
3DVW 3UHVHQW DQG)XWXUH
3D\UROO 'HGXFWLRQV 5HSRUWELOH
3HDY\ >7KRPDV :@
3HDY\¶V >7KRPDV :@ 5HSRUW
3HQGLQJ
3HQGLQJ 3URMHFWV
3HQGLQJ 6XVSHQVLRQ
3HUVRQDO &RPPLWWHH
3HUVRQQHSSROLQWPHQWV 5HVLJQDWLRQV
0RELOH &RXQW\ 3HUVRQQHO %RDUG
3HU

3KRWRJUDSK 2UGHU)RUPV

  3ODQQLQJ &RPPLVVLRQ

3ODQQLQJ &RPPLVVLRQ

 3ODVWLF 7UDVK &DQ /LQHU 3URJUDP

3ROLFH 'HSDUWPHQW   >FRQWDLQV SRW OHDI OHWWHU @

3ROLFH 'HSDUWPHQW

  3ROLFH'HSDUWPHQW+RQH\ZHOO ,QIRUPDWLRQ 6\VWHP 3URSRVDO

3ROLFH)LUH 0LVFHOODQHRXP0R@ H Œ !™ @   03O

3XEOLF :RUNV 6XSHULQWHQGHQW
3XEOLF :RUNV 8QLIRUPV
3XUFKDVH 2UGHUV
5DGLR 3URJUDP :.5*
5DLQ *DJH
5DOH\ :DQGD &
5DSKDHO 6HPPHV 6WDWXH
5DSRFRQ 3URMHFW 5HSRUW
 5HDG :K\ WKH =RJKE\ &KDQJHᵉᵈ ᴼᵘᵗ *RᵛᵈOᵢQQPHHGV WR EH 'HIHDWHG
5HDJDQ   DQG   >5HDJDQ RQ VRFLDO LVVXHV DQG 5HDJDQRPLFV
5HFLSURFDO 6ZLWFKLQJ   >ORRVH GRFXPHQWV@
5H'HGLFDWLRQ RI 5HVWRUHG &LW\ +DOOᵢQ@   >$3:$ WLH
   5HGHYHORSPHQW 3ODQV DQG 5HKDELOLWDWLRQ 6WDQGDUGV
5HJDODGR 0UV /RUHWD
5HJLRQDO (FRQRPLF 'HYHORSPHQW $JHQFLHV >D OLVW@
 5HPDUNV E\ /DPEHUW & 0LPV
5HSRUW RI $ODEDPD ,QWHULP /HJLVODWLYH &RPPLWWHH RQ 0XQLFL

5HSRUW RQᵒₙₜₕWKHU 3ODQ .QROOZRRG 3DUN 3URMHFW
5HSWRQ +LJK 6FKRRO 5HSWRQ $/
ₐ5HₚXDWL
5HTXHVW IRU /HDYH 3RᵒOᵢEHU2II,Fₜ KRPDV
 5HVROXWLRQV
5HVWRUDWLRQV DQG $GGLWLRQV 0RELORᵒ*ᵐₑₙᵦₑᵣₑₐₑₚₐᵣₒₐᵤₛₑₒᵣᵢₐₗₜₚₗ

6ROLG :DVWH *HUVKPDQ %ULFNQHU DQG %DUWWRQ ,QF
6ROLG :DVWH *OREDO 3RZHU &RPSDQ\
 6ROLG :DVWH -DUUHG ,QFHQGL±D7U%6VW,RQFV ,QF

SOLID WASTE WASTE DISPOSAL PROPOSAL AGREEMENT R E R R
SOUTH ALABAMA REGIONAL COMMISSION SARPC
SARPC   TH ANNUAL REPORT
SARPC   INDUSTRIAL DEVELOPMENT MANUAL
SARPC   THE ECONOMY AND POPULATION OF THE SOUTH ALABAMA REGI
SARPC   THE ECONOMY AND POPULATION OF THE DOTHAN ALABAMA REGI
SOUTHERN AGRICULTURAL EDUCATION CONFERENCE
SOUTHERN AGRICULTURAL EDUCATION CONFERENCE
SOUTHERN EARTH SCIENCES INC
SOUTHWEST ALABAMA COUNCIL ON ALCOHOL SCAOA
SPARE [SUMMER PROGRAM OF ACTIVITIES TO RENEW THE ENVIRONMEN
SPARE PROGRAM GRANT NO T COMPLETION REPORT
SPEAKING ENGAGEMENTS   —
SPEAKING ENGAGEMENTS
SPECIAL ADVISORY CARDS   [SEE OVERSIZED SERIES]
SPECIAL AND CORRESPONDENCE ... /LAMBERT C MIMS
SPECIAL HONORARY ADVISOR
SPECIAL LETTERS
M   SPECIAL LETTERS [FROM CITIZENS]
SPECIAL LETTERS [FROM CITIZENS]
STATE DEMOCRATIC EXECUTIVE COMMITTEE MEMBERS
STATE DOCKS THE INLAND DOCKS OF ALABAMA
STATE OF ALABAMA ANNUAL REPORT TO THE GOVERNOR
STATEMENT OF THE FLEET TIRE CHECK [MUNICIPAL GARAGE SOLID
STATEMENTS AND REMARKS
@   STATUS REPORTS COSTS ETC
STATUS REPORT OF EAST CHURCH STREET PROPERTIES
STEERING COMMITTEE REPORT ON A REGIONAL COMMUNICATION SY
STREET IMPROVEMENTS
STREET LIGHTING AIRPORT BOULEVARD   ]

...g REQUESTS
...HE FUTURE… PROJECT STRETCH CONTINENTAL MOTORS CORP
...STEAM GENERATORS AND FUEL BURNING SYSTEMS
...ETING

...TUDES AND OPINIONS ABOUT THE STATE DOCKS BOND ISSUE
...ES AND OPINIONS ABOUT THE STATE DOCKS BOND ISSUE II

...USTRIAL COMMITTEE

...EARGRINE
...NTER CITY

?

7UDQVSRUWDWLRQ 'DXSKLQ 6WUHHW ([WHQVLRQ
7UDQVSRUWDWLRQ $ODEDPD 8QLIRUP 7UDIILF 5HSRUW
7UDQVSRUWDWLRQ $PDOJDPDWHG 7UDQVLW /RFDO
7UDQVSRQWDWWRU5RXWH 6FKHGXOH
7UDQVSRUWDWLRQ &RUSV RI (QJLQHHUV
7UDQVSRUWDWLRQ 'HSDUWPHQW RI /DERU
  7UDQVSRUWDWLRQ 'HSDUWPHQW RI 7UDQVSRUWDWLRQ
7UDQVSRUWDWLRQ 'HSDUWPHQW RI 7UDQVSRUWDWLRQ
7UDQVSRUWDWLRQ 'HSDQWSPHQWDRLWRQ
7UDQVSRUWDWLRQ 'HSDUWPHQWORQ7UDQHVSRU6HDWLRQ
 7UDQVSRUWDWLRQ)LQDQFLQJ 8UEDQ 7UDQVSRUWDWLRQ ,PSURYHP
7UDQVSRUWDWLRQ ,PSOHPHQWDWLRQ RI 7UDQVLW 3URJUDP
7UDQVSRUWDWRYHPHQW,PS3ODQ)XQGV
7UDQVSRUWDWLRQ >ORRVH GRFXPHQWV@
   7UDQVSRUWDWLRQ 0RELOH 7UDQVLW $XWKRULW\
  7UDQVSRUWDWLRQ 0RELOH $UHD 7UDQVSRUWDWLRQORQ1W3URJUDP WR
,QFUHDVH &DSDFLW\ DQG 6DIHW\HU-LVHH@2YHUVL]HG

%R[

   7UDQVSRUWDWLRQ 0RELOH 7UDQVSRUWDWLRQ 6WXG\
 7UDQVSRUWDWLRQ3WEOLF 7UDQVSRUWDWLRQ 3ODQ
  7UDQVSRUWDWLRQ 5HFLSURFDO 6ZLWFKLQJ
   7UDQVSRUWDWLRQ 5HJLRQDO 3ODQQLQJ &RPPLWWHH   0DVV 7UDQVS

8QODEHOHG ORRVH SDSHUV >DSSHDU UHODWHG WXRLWWG@DLQDJH GUDLQ

8QWLWOHG 6WDWHPHQW

8SGDWH RI WKH &DWDORJXH RI)HGHUDO 'RPHVWLF $VVLVWDQFH

8UEDQ 'HYHORSPHQW $FWLRQ *UDQW 8'$*

8UEDQ 'HYHORSPHQW 0DWHULDO

8UEDQ 5HQHZDO

8UEDQ 8QHPSOR\PHQW 7DVN)RUFH :DVKLQJWRQ ' &

8 6 $UP\ &RUSV RI (QJLQHHUV

8 6 $UP\ &RUSV RI (QJLQHHUV

8 6 $UP\ &RUSV RI (QJLQHHUV 5HSRUW RQ *HQH UDOO RELHL LJQ UEHPRUD

'HHSHQLQJ 'HVLJQ 0HPR 1R 0DLQ 5HSRUW ð @ PP* 0@ PP p

p XLP €À $€ €À QRV0 ÀÀ0YR ÀÀ0 WW

= R Q L Q J
 = R Q L Q J $ G P L Q L V W U D W R U
= R Q L Q J   0 D S

$FFHSWDQFH 6SHHFK DQG 0LVFHOODQHRXV 6SHHFKHV

$ODEDPD $ 6WDWH ZLWK D /RW *RLQJ IRU +HU >LQFOXGHV GUDIWV
PHGLD UHOHDVHV@

$PHULFD 'HFHPEHU   >LQFOXGHV GUDIWV DQG DQQRWDWHG FRSLH
5RFNV DQG $PHULFD /HW 8V 3UD\ @

$PHULFD RQ WKH 5RFNV

$PHUL3XEOLF :RUNV 6SHHFK DQG 6OLGH 3UHVHQWDWLRQ 1HZ 2UOHD
$QQH[DWLRQ

7KH $3:$ &DQ +HOS <RX %HFRPH 0RUH 3URIHVVLRQDO

%XVLQHVV ,QYROYHPHQW LQ 8UEDQ 3UREOHP 6ROYLQJ

%LFHQWHQQLDO %LEOH 0HVVDJH

%LFHQWHQQLDO-:$)/VLDHUHGRP¶V 6TXDUH

%URRNOH\ 5HXQLRQ 0D\

%XGJHW 5RDG %XLOGHUV

&DQ 3UD\HU 6DYH $PHULFD" >LQFOXGHV PXOWLSOH GUDIWV RYHU
UHYLVLRQV VRPH UHIHUHQFHV@

&DVW 'RZQ <RXU %XFNHW >LQFOXGHV PXOWLSOH GUDIWV@

&KULVWLDQ %XVLQHVVPHQ &KULVWLDQ &LWL]HQVÁQ

/RFDO *RYHUQPHQW
/RRVH 0DWHULDO
0DNLQJ 6ROLG :DVWH &ROOHFWLRQ 6DIHU
0DQDJHPHQW DQG +LV 2UJDQL]DWLRQ
0DVRQV 6KRXOG EH *RRG &LWL]HQV
0D\RU¶V 3UD\HU %UHDNIDVW /HVVRQV IURP ,VDLDK
0HVVDJH RQ 3RUQRJUDSK\
0HVVDJH WR KMDKSHW)HU&RI WKH $3:$ (TXLSPHQW 'HDOHUV /XQFKHRQ
0LVFHOODQHRXV 3ROLWLFDO 6SHHFKHV DQG 1HZVSDSHU &OLSSLQJ
0LVVLRQ RI +RSH 6OLGH 3UHVHQWDWLRQ >LQFOXGHV PXOWLSOH GU
0RELOH &LW\ LQ 0RWLRQ
0RELOH $ &LW\ RI 3URJUHVV   >URXJK GUDIW@
0RELOH $ &LW\ RI 3URJUHVV 6OLGH 3UHVHQWDWLRQ
0RELOH &LW\ RQ WKH 0RYH
1DPHV
1DPHV
1LQHW\ 'D\V DIWHU 'LVDVWHU +XUULFDQH)UHGHULF
1R *RRG
1R 7LPH IRU $PDWHXU

%R[

2Q %HLQJ *RRG &LWL]HQV
3HRSOH 3ROLWLFV DQG 3ROOXWLRQ
3HRSOH 3ROLWLFV DQG 3ROOXWLRQ 'RWKDQ $ODEDPD

p €`0 5p 0 € @ð\ RB€ €P Êà& \ „4" Ð•   C@0 3HV E F :À 0 €

<RX &DQ %H 6XFFHVVIXO
=HUR %DVH %XGJHWLWLLG5HDG'QHV :RUN"
5HIHUHQFH 0DWHULDOV
5HIHUHQFH 0DWHULDOV
6HSDUDWLRQ 6KHHW /LVWLQJ)LOHV 'LVFDUGHG IURP 6HULHV

6HULHV   &YLHV&LYLO 5LJKWV   FXELF IRRW
– T""@ 0 X "QVW V¤&GHDQ$L`&@"Q 0$$ • ` "r $"0 1€QuE T€[˜"•H0 $ • WuE

7KLV LV DQ DUWLILFLDO VHULHV FRQWDLQLQJ DUHFRPSLOHGPDWHULDORUD
IRXQG VFDWWHUHG WKURXJKRXW WKH FROOHFWLRQ ,W LV DUUDQJHG
FRQVLVWV RI QHZVSDSHUFOLSSLQJQHZV\HUV DQG RWKHU GRFXPHQWV WKH
RI FLYLO ULJKWVFOXGLQJWR GLVFULPLQDWLRQ SROLFH SURILOLQJ PD
2I SDUWLFXODU LQWHUHVW LV LQIRUPDWLRQ DERFXVSDWFKFUXOHDQQLWLDPR
FDVH WKH 1HLJKERUKRRG 2UJDQL]HG :RUNHUV WKH 8QLWHG 6WXGHQW
0REHOO$UHD &RPPLWWHH IRU 7UDLQLQJ DQG 'HYHORSPHQW DORQJ ZLWK
0LPV GLVFXVVLQJ UDFH UHODWLRQV LQ 0RELOH

%R[

(PSOR\PHQW 'LVFULPLQDWLRQ
/RRVH 'RFXPHQWV
0LQRULW\ %XVLQHVV
1$$&3 5HVSRQVH
1HLJKERUKRUKRRGQL]HG :RUNHUV 8QODEHOHG)ROGHU 0LVFHOODQHRXV
1HZVSDSHU &OLSSLQJV
1HZVSDS,HOQHU &LW\ 1HZV
1HZVSDS7KHH 0RELOH %HDFRQ DQG $ODEDPD &LWL]HQ
1HZVSDS7KHH 1HZ 7LPHV
1HZVSDS7KHH 6RXWKHUQ &RXULHU
3ROLFH 'HSDUWPW
3ROLFH)LOH .X .OX[.ODQ 0DUFKHV
5DFLDO *OHQQ 'LDPRQG
  5DFLDO 5HODWLRQV &RQILGHQWLDO 0RELOH $UHD &RPPLWWHH I
'HYHORSPHQW ,QF
5DFH 5HODWLRQ LQ 0RELOH 3DVW $35HHSRHUQVWWE\DOOGPELXWWVXUHLPV

µE X €P 0 •PI•R X E„A€€ 1•RTP !˜ P !˜00@P !'•P H

Miscellaneous
Loose Documents
Unlabeled Folder
0LVFHOODQHRXV
/RRVH 'RFXPHQWV
8QODEHOHG)ROGHU
5HSRUWV RI WKH %RDUG RI &RPPLVVLRQHUV RI WKH &LW\ RI 0RELOH
*DUEDJH DQG 6HZDJH
7UDQVSRUWDWLRQ
*DV
/LJKW 6\VWHPV
6WUHHWV
&RGH
6XSSOHPHQWDO &RGH
&RGH
&RGH   DQG   9ROXPPODWLYH 3DENHOG3DUW&RGH
&RGH   DQG 6XSSOHPHQWV
&RGH
&RGH   DQG
&RGH
&RGH
0RELOH +LVWRU\
0RELOH +LVWRU\
0RELOH +LVWRU\
   0RELOH +LVWRU\
   0RELOH +LVWRU\ ±
   0RELOH +LVWRU\ 'HFHPEHU
0RELOH +LVWRU\
0RELOH +LVWRU\
0RELOH +LVWRU\
0RELOH +LVWRU\
0RELOH +LVWRU\
0RELOH +LVWRU\
0RELOH +LVWRU\
 0RELOH +LVWRU\
0RELOH +LVWRU\
0RELOH +LVWRU\
0RELOH +LVWRU\
0RELOH +LVWRU\
0RELOH +LVWRU\
 0RELOH +LVWRU\
 0RELOH +LVWRU\
0RELOH +LVWRU\
0REQOH +LVWRU\
0RELOH +LVWRU\
0RELOH +LVWRU\
 0RELOH +LVWRU\
0RELOH +LVWRU\
0RELOH +LVWRU\
0RELOH +LVWRU\
0RELOH +LVWRU\
0RELOH +LVWRU\
0RELOH +LVWRU\
0REHO+LVWRU\
 0RELOH +LVWRU\
 0RELOH +LVWRU\

6 H U L H V   6 X E

%LHQYLOOH 6TXDUH 6W)UDQFLV 6W &KDVWDQJ =HQRQ 6
%LHQYLOOH 6TXDUH 6W)UDQFLV 6W &ROOLQV 3ROH[HQH
%LHQYLOOH 6TXDUH 6W)UDQFLV 6W 'X%URFD 0D[PLOOLDLDQ 16
%LHQYLOOH 6TXDUH 6RUUD)UDQFRV 6SWK 'HHG
%LHQYLOOH 6TXDUH 6W)UDQFLV 6W &DOGHU'HHG(PHUHQFR 16
%LHQYLOOH66WTXDUDUDHQF&DO06WHURQ 6LPRQ 'HHG
%LHQYLOOH6WTXD)UDUDHQF&DO06OLQV -RVHSK :   4XLW &ODLP
%LHQYLOOH66WTXDUDUDHQF&DO06OWQV (GZDUG   4XLW &ODLP
%LHQYLOOHH66WTXDUDQFL&KH6WWDQJ 6LQGRLQH   4XLW &ODLP
%LHQYLOOH66WTXD)UDUDHQFL&KH6WWDQJ $XJX6WXV   4XLW &ODLP
%LHQYLOOH66WTXDQFLV&RROOLQV 0DU6DUHW 4XLW &ODLP
%LHQYLOOH66WTX-RRUUHS&KOGDUN -RWKDP   :DUU 'HHG
%LHQYLOOH66WTX)DUUDHQF&RO06OLQV 3ROLWH 4XLW &ODLP
%LHQYLOOH &RTXHEUHLRQD6XWHQGLQH %HQMDPLQ :DUU 'HHG

%LHQYLOOH&RTQXFDHUSHWLRQ 6W 3LG WR $QWR4XLLRV &ODLP
%LHQYLOOH&RTQXDFHUSHWLRQDQG6W-DPHV3* :DUU 'HHG
%LHQYLOOH&RTQXFDHUSHWLRQDQU6WZ 6DPXHOO + :DUU 'HHG
6SULQJKLOO $YH+5DEOHH&QW2DN 6WRUUH6HOOLFH % 'HHG
6SULQJKLOO $YH+5DEOHH&QW2DN 6WWVWHHWWDOHH /RWWLH'6HHG

6SULQJKLOO $YH+5DOHFH&QW2DN %XHHHJHWV &DWKHULQH'HHG

6SULQJKLOO $YH+5DEOHH&QW2DN 16HWHUHHHWR2WWR :DUU
'HHG
3HWHUV &DWWKHULQH %HUJORG6WHUHQFHHW&U+RWPHHQWRQ
:DUU 'HHG
%DDXUHJDUG $UPLVWHDGDXJH6JDUG $UPLVWGDG6WPHQW
:DUU 'HHG
&RQJUHVV &ROODJUHVV &OD\

7DE

)LUH 6WDWLRODQYLV $YH &UDZIRUGP/DPHQQ 'U\ *RRGV
:DUU 'HHG
/\RQV 3DUN 6SULQJKLOO &DWKHULQH 6WXHLLWQ &/RXLLV
/\RQV 3D6SNULQJKLOO &D6WWKHLLQLQHULW] 4XLW &ODLP
/\RQV 3D6SNULQJKLOO H&DRWKGHURQQ $PPD 4XLW &ODLP
/\RQV 3D6SNULQJKLOO &DODWYKHQULSLRQHW (OOD 4XLW &ODLP
/\RQV 3D6SNULQJKLOO &DUWLSKHULWHQWW $OEHUWDD4XLW &ODLP
&KLGHVHS8S3DUN$YHQRXEHOOH &RXQW\ 'HHG
*XV 5HKP)LUH 6WRIDIWLRQ:HVWRHRUOQGULGJH + $:DUU
'HHG
/RXLVHOOH 6W 7K/RRURXLJKOODUHH 6SXDOOLJKLYDQOO 'DQLHO)
:DUU 'HHG
/RXHOOOH 6W 7KRURRXJKVIHOOH 6SHU%DQNKLOO(UQHVW *
:DUU 'HHG
*RUJDV 7RXOPLQYLROODQODHOG3OLDNHV : 0RRUH &R :DUU
'HHG
0RELOH *HO6HWUDDOGOWRQ)LOOLQJLP 0RELOH &RXQDW\U 'HHG
+HUQGRQ 6DJH $Y'HDXS3KLOOLN 6DDJHO (GZDUG 6 :DUU
'HHG

+HUQGRQ 6DJH $YH   3DUN

&LW\ +DOO&KXUFK 06RWRQH\ %URWKHU +LOEHUW 'HHG
&KXUFK 6W&KXUFK &RQFPLSFKDRQQ\Q 0DH :DUU 'HHG

$XGLWRULXR&KXUFK &ODIDRQEOQHHRXVLQJ %RDUG :DUU 'HHG
&HQWUDO)LUH6S6WLDWKLRQOO :D\6KWLRQQHVR(OOL]D + :DUU 'HHG
&HQW)UDDH 6WD6WWLRI)ODQF&RFKHWQ -RHO :DUU 'HHG
&HQWUDO)LUH6WD6WDUWDDQFOQHVKPDQ $XJXVWD :DUU 'HHG
&HQWUDO)LUH6WDWDUDLRQGLFKZDE +DQQDK :DUU 'HHG
&HQWUDO)LUH6WD6WDUWDQFOQHLJWWO &ODUD :DUU 'HHG
&HQWUDO)LUH6WD6WDUWDQFF&RKHWQ 6DUDK :DUU 'HHG
5\DQ 3DUN6SULQJKLOO ,PDYHUKKXHHQ 0DU\ $:DUU 'HHG
5\DQ 3DUN6SULQJKLOO +DYHLQOOXH (OOHQ :DUU 'HHG
5\DQ 3DUN6SULQJKLOO $OYH(OODXHGHU :LOOLDP :DUU 'HHG
6W)UDQFLV 6W (Q[W %URD3GDQN5WHHDWW6WDSOHD\UU 'HHG

6W)UDQFLV 'DWXSK[LWQ 6WOXHHUWD\ $SRRORRQLD :DUU 'HHG

6W)UDQFLV 'DWXSK[LWQ 6WULHQHW 6DUDK (:DUU 'HHG
)LUH 6WDWLRQ /DID\HWWH 6PW$FOHHVWUQQLH :DUU 'HHG

)LUH 6WDWLRQ /DID\HWWH 6+DWOQHQHDW 3DWULFN & :DUU 'HHG
0RELOH 3XEOL*FRYLHHUUOQDPHQ)HDVWQ *HRUJH -U :DUU 'HHG

0RELOH 3XEDOL*FRYLHHUQPHQWVHDWUQ *HRUJH -U :DUU 'HHG

0RELOH 3XEOL:FDVVKLEOUQLDWURQ)HDYPHLHU -DFRE + :DUU 'HHG

0RELOH 3XEOL:FDVVKLEOUQLDWURQ=LSYPHHUQ %DEHWWH :DUU 'HHG

0RELOH 3XEOL:FDVVKLEOUQLDWURQ9LSYFNHHUV 1LFKRODV / :DUU 'HHG

0RELOH 3XEOL:FDVVKLEOUQLDWURQ2 $YHLOO 0DUJDUHW 9 :DUU 'HHG

0RELOH 3XEOL:FDVVKLEOUQLDWURQ9LSYFNHHUVVLRQOO 5 :DUU 'HHG

0RELOH 3XEOL:FDVVKLEOUQLDWURQ9LSYFNHHUV 0 - :DUU 'HHG

0RELOH 3XEOL*FRYLHHUQODPHQW 46FLRJWOWH\ -XOLH) 9 EÀ0`KH'HHGVHU\ Đ à0

0RELOH 3XEOL*FRYLHEQUPDHQW 64FXRLVJWOH\ 6WHSKHQ 'HHG

&KXUFK 6WUHHW %FD\PRHXVGHWUUHQOEROZGWKXULFOXOGLWDIPH(HOWWLE+DPHWHLU\ ÐàM

Magnolia Cem Bwoher St 5echard A Deed

ODJQROLD &HPEWOHU 6W 5HFKDUG $ 'HHG
ODJQROLD &HPEWOHU 6W UHLHQNDXLOOLDP + 'HHG
ODJQROLD &HPEWOHU 6W 6WHUWDXVV / 'HHG
ODJQROLD &HP*DWOHU 6W %HHUWQVWHLQ + 'HHG
ODJQROLD &HP1DWGH\6W 5HHLHWW) 'HHG
ODJQROLD &HP*DWOHU 6W UHDKQ %HUQDUG 'HHG
ODJQROLD &HP1DWGH\6W3UHDHWNDXHU $GROSK 'HHG
ODJQROLD &HP*DWOHU 6W 6WHUWDXVV 1DW 'HHG
ODJQROLD &HP*DWOHU 6WUHHW)RUFKKHLPHU 0HHG
ODJQROLD &HPEWOHU 6WURRW %HUQDUG 'HHG
ODJQROLD &HPEWOHU 6W3ROORFN -DFRE 'HHG
ODJQROLD &HP*DWOHU 6WU1HHZULFN ('HHG
ODJQROLD &HP*DWOHU 6WUDFRHVRQ *DEULHO 'HHG
ODJQROLD &HP*DWOHU 6W3HGXHV $ 'HHG
ODJQROLD &HPEWOHU 6WUHYHW 0 3 'HHG
ODJQROLD &HR&KDSO\ /HY\

™   QXHHVG~ÀAH D`KDSP   'HHG   à0Bpr

%DOWLPRUH ,3DOWLPRUH&URZ0HW +HUEHUW :DUU 'HHG

%DOWLPRNUFH3DQUHVVHH 6\SUHGJW+LOO &ROOHJH :DUU 'HHG

8 6 5DGLR 6WDWKLLRQJWRQOF$YHGH -XOLD :DUU 'HHG

3LOODQV:3DNLQJWRQ0OOHQ 5HY (GZDUG :DUU 'HHG
)LUH 6WDWLR%URDG 6W8UHHVWWRQ 0DU\ 1 :DUU 'HHG
)LUH 6WDWL&ROQFHSWLRQFNUV 0 - :DUU 'HHG
&LW\ 3DUNLQR\DROW6WUHHHWH 2WWR :DUU 'HHG
(FHVV ,5LJKWVZD\ DPLOWRQ 'HOODZDUWH RI $ODEDPLDUU 5LJKW 6W

&RQJUHVVLRQDO &DPSDLJQ +DQGZULWWHQ 1RWHV
&RQHVVLRQDO &DPSDLJQ 2UJDQL]DWLRQV 6XSSRUWLQJ /DPEHUV
0D\RUDO &DPSDLJQ $EVHQWHH 9RWHUV /LVW
0D\RUDO &DPSDLJQ $GV
0D\RUDO &DPSDLJQ $JHQGDV
0D\RUDO &DPSDLJQ &LW\ 3URMHFWV 8QGHUZD\
0D\RUDO &DPSDLJQ &RQWUDFFWWLRQ /LVWV
0D\RUDO &DPSDLJQ &RUUHVSRQGHQFH
0D\RUDO &DPSDLJQ)LQDQFLDO
0D\RUDO &DPSDLJQ 1HZVSDSHU &OLSSLQJV
0D\RUDO &DPSDLJQ 1RWHV
0D\RUDO &DPSDLJQ 5HVHDUFK 0DWHULDO
0D\RUDO &DPSDLFJKQH 6SHH
0D\RUDO &DPSDLJQ 6XJJHVWLRQV
0D\RUDO &DPSDLJQ 7HOHSKRQH 0HVVDJHV

%R[

-XOLDQ 0F3KLOOLSV IRU 8 6 6HQDWH $GGUHVV /DEHOV
-XOLDQ 0F3KLOOLSV IRU 8 6 6HQDWH)D[HV DQG &RUUHVSRQGHQ
-XOLDQ 0F3KLOXOLSHQDWH /LVW RI 6XSSRUWHUV
-XOLDQ 0F3KLOOLSV IRU 8 6 6HQDWH 0LVF &DPSDLJQ &RUUHV
-XOLDQ 0F3KLOOLSV IRU 8 6 6HQDWH 1HZVSDSHU &OLSSLQJV
-XOLDQ 0F3KLOOLSV IRU 8 6 6HQDWH 1RYHPEHU 5HFHSWLRQ
-XOLDQ 0F3KLOOLSV IRU 8 6 6HQDWH 3URVSHFWXV
-XOLDQ 0F3KLOOLSV IRU 8 6 6HQDWH 9ROXQWHHU /LVW
$G ,GHDV
$GV -HII 0LPV
$GV /DPEHUW 0LPV >YDULRXV FDPSDLJQV@
&RPSDQLHV :LVKLQJ WR $VVLVW LQ 0LPV¶ &DPSDLJQV >YDULRXV HOH
'HPRFUDWLF &RPPLWWHH
/LVWV 0LVFHOODQHRXV
`  `ð0` $,0
@PE   HRXV

$ O D E D P D : D W H U R Z H U V Q R U ¶ V / D E R U D Q G 0 D Q D J H P H Q W & R Q I H U H Q F H

$ODEDPD :DWHUZD\V   0RQURHYLOOH .LZDQLV &OXE
$ODEDPD :DWHUZD\V   0R%WURPEGJKDP
$ODEDPD :DWHUZD\V   1DVKYLOOH *XHVWV
$ODEDPD :DWHUZD\V   1DVKYLOOH 5RWDU\ &OXE
$ODEDPD :DWHUZD\V   1DWLRQ&DOHQ7HRPJUDSKLF
$ODEDPD :DWHUZD\V   1DWLROQDOQ 6RUHP6SHHFOXXEH
$ODEDPD :DWHUZD\V   1DWLRQDO :DWHUZD\V &RQIHUHQFH ,QF
$ODEDPD :DWHUZD\V   1HZ ,QWHUVWDWH 7UDQVSRUWDWLRQ 6\VWHP
$ODEDPD :DWHUZD\V   1HZ 2UOHDQV
$ODEDPD :DWHUZD\V   1HZ 2UOHDQV
$ODEDPD :DWHUZD\V   1HZVSDSHU &OLSSLQJV
$ODEDPD :DWHUZD\V   1HZ <RUN
$ODED:DWHUZD\V   1HZ <RUN
$ODEDPD :DWHUZD\V   1HZ <RUN 5RWDU\ &OXE
$ODEDPD :DWHUZD\V   1HZ <RUN 5RWDU\ &OXE
$ODEDPD :DWHUZD\V   0RELOH $UHD (FRQRPLF 'HY :RUNVKRS IRU /RF
$ODEDPD :DWHUZD\V   1RUWKZHVW $LUOLQHV

%R[

$ODEDPD :DWHUZD\V   2KLR 9DOOH\
$ODEDPD :DWHUZD\V   2SHUDWLRQDO)RUHFDVW RQ WKH 7HQQHVVHH 7
$ODEDPD :DWHUZD\V   2ULJLQDO)RUP)LOH
$ODEDPD :DWHUZD\V   2YHUVHDV &RDO %X\HUV *XLGH
$ODEDPD :DWHUZD\&RQVXOWDQWV
$ODEDPD :DWHUZD\V   3DGXFDK
$ODEDPD :DWHUZD\V   3DGXFDK .<
$ODEDPD :DWHUZD\V   3DPSKOHWV 1HZVOHWWHU (WF
$ODEDPD :DWHUZD\V   3DUNHU 7RZLQJ &RPSDQ\ ,QF
$ODEDPD :DWHUZD\V   3DW¶V
$ODEDPD :DWHUZD\V   3LWW&VOEXXUEJK 5RWDU
$ODEDPD :DWHUZD\V   3LWWVEXUJK
$ODEDPD :DWHUZD\V   3RUW RI 0RELOH 1LJKW
$ODEDPD :DWHUZD\V   3RUWV RQ 7HQQHVVHH5LYHU $OOHQ %OHVDVFNH
:DUULRRRPELJEHH :DWHUZD\V DQG $ODEDPD 5LYHU 86 $UP\ &RUSV RI (
$ODEDPD :DWHUZD\V   3RWHQWLDO IRU WKH *UHDWHU 0RELOH $ODEDP
([SDQGLQJ LWV %XVLQHVV 2IILFH 2SHUDWLRQV
$ODEDPD :DWHUZD\V   3UHVHQWDWLRQ E\ +LOWRQ 'XQQ 86 $UP\ (Q
%D\ &LW\ 7H[DV
$ODEDPDWHUZD\V   3UHVV 5HOHDVHV
$ODEDPD :DWHUZD\V   3ULQWHG (SKHPHUD
$ODEDPD :DWHUZD\V   5DJDQ *HRUJH :RUOG 7UDGH ,QIRUPDWLRQ %X
$ODEDPD :DWHUZD\V3URPRWLRQDO $FWLYLWLHV
$ODEDPD :DWHUZD\V   5HVHUYH 2IILFHUV $VVQ 0HHWLQJ
$ODEDPD :DWHUZD\V   5LYHUV DQG +DUERUV $VVQ RI 06
$ODEDPD :DWHUZD\V 5KDQWHYHGRULQJ DQG &DUJR +DQGOLQJ SURG
SXEOLFDWLRQ
$ODEDPD :DWHUZD\V   6DIHW\ 0DQXDO 6SRQVRUHG DQG 5HFRPPHQGHG
:DWHUZD\V 2SHUDWRUV ,QF
$ODEDPD :DWHUZD\V   6FKURGGVRU3DSPXEOLFDWLRQV
$ODEDPD :DWHUZD\V   6FLHQWLILF $PHULFDQ $UWLFOH
$ODEDPD :DWHUZD\V   6FRWW 3DSHU
$ODEDPD :DWHUZD\V   6FRWW 3URMHFW

/LFHQVH &RGH IRU WKH &LW\ RI 0RELOH IRU WKH <HDU   DQG %H\R

6WDWH RI $ODEDPD $QQXDO 5HSRUW WR WKH *RYHUQRU (PSOR\PHQ
-DQXDU\
6WDWH RI $ODEDPD 7HOHSKRQH 'LUHFWRU\
 6WDWH 7RXU %RRNV
6WUDWHJLF 7UHQGV
7DVN)RUFH 5HSRUW WR *RYHUQRU +XQW DQG WKH &LWL]HQV RI &RQ
7KHRGRUH ,UYLQJWRQ ,QGXVWULDO 3DUN
7LPH
7LPH
9DULRXV $UWLFOHV
:HOFRPH WR $ODEDPD 6WDWH 'RFNV
&KLOG 6DIH ;LQFEDPD 6WDP'UN   Q°Kð×Ð€@VPðR$ B

&RUUHVSRQGHQFH 7KDQN <RX /HWWHUV 5HFHW`@7p

&RUUHVSRQGHQFH 7KDQN <RX /HWWHUVH5HFHW`@y7ÔÐpRUUBSRQF

%R[

&RUUHVSRQGHQFH 7KDQN <RX /HWWHUV 5HFHLYHG
&RUUHVSRQGHQFH 7KDQN <RX /HWWHUV 5HFHLYHG
&RUUHVSRQGHQFH 7KDQN <RX /HWWHUV 5HFHLYHG
18RUU"ÀHVSRQGHQFH 7KDQN <RX /HWWHUV 5HFHLYHG   À

0LVF 5HOLJLRXV $FWLYLWLHV (YHQ LWHDQRU2WKHQ:RUDOWGLRQV %

0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV %LOO
$VVRFLDWLRQ

0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV %RRN

0LVF 5HOLJLRXV $FWLYLWLJHDQL(YHQWLRQVDQGU2FUHO %DSWLVW &KXUFK
&RUUHVSRQGHQFH DQG 1HZVOHWWHUV

0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV &KULVV
RI 86$ V 0DWHULDO

0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV &KU
&RPPLWWHH RI 86$ V 0DWHULDO

0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV &KULV
&RPPLWWHH RI 86$ V PDWHULDO

0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV &KULV
&RPPLWWHH RI 86$ &RQWDFWV

0LVFH 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV &KU
&RPPLWWHH RI 86$ /DLW\ )HOORZVKLS %LEOH +RXU

0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV &K
0DWHULDO

0LVFHOLJLRLXVLP$FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV)HOORZ
D @LVF 5
VPL LPÀ €6

%URWKHUKRRG RI 'PHQW

 0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV 0RELO
%URWKHUKRRG 'HSDUWPHQW

%R[

 0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV 0RELO
%URWKHUKRRG 'HSDUWPHQW
 0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV 0RELO
%URWKHUKRRG 'HSDUWPHQW
 0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV 0RELO
%URWKHUKRRG 'HSDUWPHQW
 0LVF 5HOLJLRXV (YHQWV DQG 2UJDQL]DWLRQV 0RELOH %DSWLVW $V
%URWKHUKRRG 'HSDUWPHQW
 0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV 0RELO
%URWKHUKRRG 'HSDUWPHQW
 0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV 0RELO
%URWKHUKRRG 'HSDUWPHQW
 0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV 0RELO
%URWKHUKRRG 'HSDUWPHQW
 0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV 0RELO
%URWKHUKRRG 'HSDUWPHQW
 0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV 0RELO
%URWKHUKRRG 'HSDUWPHQW
 0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV 0RE
%URWKHUKRRGH'HSDUWP
 0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV 0RELO
%URWKHUKRRG 'HSDUWPHQW 5HSRUWV
 0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV 0RELO
%URWKHUKRRG 'HSDUWPHQW 3 PÀ HQW

HUKRRG 'HSDUWPHQW 3 PÀ HQW @

HS v Ç` €† A† € Sp WV 2U@ K À A€ W R Q `@ @œ FDp P
W 3 PÀ ~F ! R•À
3 PÀ
PÀ

` (W @@ €G (À p€ V `0 €!) 2 €!' À Ð €! ` C 8 0€˜W @!$« @ ,@ * ` wA€K`0,@ !YH LWLH V B •HQWV DQG 2U

0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV :DWHU
'LUHFWRUV 2RWYRPHHU
0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV :DWHU
'LUHFWRUV 6HSWRREHU
0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV :DWHU
'LUHFWRUV -)HEXUXDU\
0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV :DWHU
'LUHFWRUV /RRVH 0DWHULDO
0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV :DWHUI
'LUHFWRUV /RRVH 0DWHULDO
0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV :DWHU
RI 'LUHFWRUV /RRVH 0DWHULDO
0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV :DWH
RI 'LUHFWRUV /RRVH 0DWHULDO
0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV :DWHU
$GYLVRU\ %RDUG $JHQGD
0LVF 5HOLJLRXW$FW (YHQWV DQG 2UJDQL]DWLRQV :DWHUIURQW 5
$GYLVRU\ %RDUG $JHQGD
0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV :DWHU
$GYLVRU\ %RDUG $JHQGD
0LVF 5HOLJLRXV $FWLYLWLHVDWLRQV :DWHUIURQW 5HVFXH 0LVVLR
$GYLVRU\ %RDUG $JHQGD
0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV :DWHU
)LQDQFHV
0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV :DWHU
&RUUHVSRQGHQFH ,QYLWDWLRQ HWF
0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV :DWHU
(SKHPHUD :50 1HZVOHWWHUV
0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV :DWHU
(SKHPHUD 0LVFHOODQHRXV 1HZVOHWWHUV
0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV :DWHU
(SKHPHUD (YHQWV &DOHQGDUV
0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV :DWHU
(SKHPHUD $UWLFOHV
0LVF 5HOLJLRXV $FWLYDWLRQV (YHQWV DQG 2UJDQL]DWLRQV :DWHUIURQW 5HVFXH 0L
(SKHPHUD 0DLOLQJV)O\HUV DQG 0LVFHOODQHRXV
0LVF 5HOLJLRXV $FWLYLWLHV (YHQWV DQG 2UJDQL]DWLRQV :RUO
0HQ¶V $VVRFLDWLRQ
1HZVFOLSSLQJV
3OHDVDQW 9DOOH\ &ROXPELD
3URSHOOHU 1HZVOHWWHU &OLSSLQJV
L •

0RVV3RLQW /HDGHUVKLS 5DOO\ 3DVFDJRXOD
0HPRULDO 6HUYLFH / 0DXULFH -DFNVRQ 1HZ +RSH %DSWLVW &KXU
0HPRULDO 6HUYLFH 1LFN 7KRPDV)UDQNOLQ 6WUHHW %DSWLVW &K
:HVW +DYHQ %DSWLVW &KXUFK .QR[YLOOH
6WHYHQGDOH %DSWLVW &KXUFK %DSWLVW 0HQ¶V 'D\ %DWRQ 5RXJH
6RXWKVLGH %DSWLVW &KXUFK %DSWLVW PHQ¶V 'D\ 5DPDGD ,QQ 'R
%URWKHUURRG %UHDNIDVWU)KUÿWDWSWLWDOOVVW &KXODEPD
)LUVW %DSWLVW &KXUFK +XQWVYLOOH
'HDFRQ…DVWRU &RQIHUHQFH -RKQVRQ &LW\ 7HQQHVVHH
0XOWLSOH (QJDJHPHQWV &ROXP…XV 2KLR 0DUFK
*UH\VWRQH &KULVWLDQ +LJK 6FKRRO &RPPHQFHPHQW
&DUOLVOH $YHQXH %DSWLVW &KXUFK /RXLVYLOOH
6DQWD 5RVD &DPS RI *LGHRQ¶V 5DOO\ 0LOWRQ
*LGHRQ¶V %DQTXHW HWF *UHHQYLOOH $ODEDPD
&DOYDU\ %DSWLVW &KXUFK &ROXPEXV *HRUJLD
%HYHUO\ 3RLQWV %DSWLVW &KXUFK %LUPLQJKDP
0HWUR &KXUFK 3URJUDP ZLWK 5LFKDUG +RJXH 2NODKRPD &LW\
 %DSWLVW 0HQ¶V 'D\ 3LVJDK +HLJKWV %DSWLVW &KXUFK &LQFLQQD
%DSWLVW 0HQ¶V 'D\ 3KHQL[ )LUVW %DSWLVW &KXUFK 3KHQL[&LW\
%DSWLVWV 0HQ¶V 'D\ *UDFH %DSWLVW &KXUFK %DWRQ 5RXJH
&ROTXLWW &RXQW\ %DSWLVW $VVRFLDWLRQ 0RXOWUHH *HRUJLD
/RXLVLDQD 6WDWHHD3DVWRQWU&RQIHUHQFH)LUVW %DSWLVW &KXUFK
&KULVWLDQ :ROPXHQ¶VR&RP 0HHWLQJ
(0RVV 3RLQW %DSWLVW &KXUFK 0RVV 3RLQW
%DSWLVW 0HQ¶V 3UD\HU %UHDNIDVW %OXH 5LGJH %DSWLVW &KXUFL
'HDFRQ $SSUHFLDWLRQ 'D\ ,PPDQXHO %DSWLVW &KXUFK (OL]DEHWK

1DWLRQDO 'HDFRQ 5DOO\ 1DVKYLOOH
 *RG DQG &RXQWU\ 6HUYLFH 'DXSKLQ :D\ %DSWLVW &KXUFK 0RELOH
%URWKHUURRG 3HQVDFROD
%DSWLVWV 0HQ¶V 5DOO\ $OH[DQGULD /RXLVLDQD
3HUU\ &RXQW\ %DSWLOVW %HOO\PSWQ 0LVVLVVLSSL
%URWKHUURRG &RPP 6RXWKHUQ %DSWLVW &RQYHQWLRQ 0HPSKLV
'HDFRQ %DQTXHW *HUPDQWRZQ %DSWLVW &KXUFK 0HPSKLV
%DSWLVW PHQ¶V 5DOO\ %HVVHPHU %DSWLVW $VVRFLDWLRQ %HVVH
%URWKHUURRG 'LQQHU 0RQWJRPHU\
0HQ¶V 'D\ 0DQVILHOG /RXLVLDQD
$QQXDO %DSWLVW 0HQ¶V 'D\ %UHDNIDVW 7XVFDORRVD
3DVWRU DQG 'HDFRQV %DQTXHW /DNHVYLOOH 0LVVLVVLSSL
.< %DSWLVW 'HDFRQV3HDFRQVYHV &RQIHUHQFH &HGDUPRUH .HQWXFN\
%DSWLVW 0HQ¶V 'D\ 6RXWKVLGH %DSWLVW &KXUFK *UHHQYLOOH $
%DSWLVW 0HQ¶V DQG :LYHV %DQTXHW 3RUW $XWKRU 7H[DV
)LUVW %DSWLVW &KXUFK 3RUW $XWKRU 7H[DV
%DSWLVW 0HQ¶V 'D\ &ROXPEXV 0LVVLVVLSSL
*LGHRQ 5DOO\ 3LNH &RXQW\ *LGHRQ¶V 7UR\
%DSWLVW 0HQ¶V 'D\ )LUVW %DSWLVW &KXUFK 2UPRQG %HDFK)ORU
3DVWRU $SSUHFLDWLRQ %DQTXHW 3HQVDFROD *LGHRQ¶V 3HQVDFR
$QQXDO 5HWUHDW 7DPSD %D\ %DSWLVW $VVRFLDWLRQ 7DPSD
6WRQHKRXVH &KXUFK +DWWLHVEXUJ
6RXWKHUQ %DSWLVW &RQYHQWV Å0WQ W_uS`K LV  @U@P•#  d %R`0 ·€ÐPD

3DVWRⁱᵒFRQ 5HWUHDW /DNH <DOH %DSWLVW $VVHPEO\ 1HZ 2UOHDQ
0D\RU¶V 3UD\HU %UHDNIDVW +DWWLHVEXUJ
)DLWK)XQG 5DOOⁱᵗ)RUWW%HDFK
%DSWLVW 0HQ¶V 'D\ 6DUGLV $ODEDPD
%DSWLVW 0HQ¶V 'D\ 1 +LJKODQGV %DSWLVW &KXUFK +XH\WRZQ
%DSWLVW 0HQ¶V 'D\ 0DULRQ 0LVVLVVLSSL
%DSWLVW 0HQ¶V %DQTXHW)LUVWⁱ%DSWLVW &KXUFK /XFHG
&XOOPDQ *LGHRQ 5DOO\ &XOOPDQ $ODEDPD
7HQQHVVHH %DSWLVW &RQYHQWLRQ %UHQWZRRG 7HQQHVVHH
3DVWRU $SSUHFLDWLRQ %DQTXHW)ORUHQFH
3DOP 6XQGD\ 0RUQLQJ 6HUYLFH 0DLQ 6WUHHWⁱᵉᵇ%DSWLVW &KXUFK +
&RIIHH &RXQW\ *LGHRQ FDPS 5DOO\ (QWHUSULVH
(0RVV 3RLQW %DSWLVW &KXUFK 0HQ DQG /DGLHV 0HHWLQJ 0RVV 3
0RELOH %DSWLVW 6XQOLJKW 'LVWULFW &RQYHQWLRQ 6W 3HWHUV

%URWKHUKRRG 0HQ :LYHV 'LQQHU 0HPRULDO %DSWLVW &KXUFK &
)LIWK $QQXDO 3DVWRU $SSUHFLDWLRQ %DQTXHW 3HOO &LW\ $ODE
*LGHRQ¶V 3DVWRU $SSUHFLDWLRQ %DQTXHW 3HOO &LW\ $ODEDPD
'HDFRQ¶V 5HWⁱᵗᵉᵃᵗ%DSWLVW &KXUFK 0HPSKLV
'HDFRQV 3DVWRUV DQG :LYHV &RQIHUHQFH ,OOLQRLV %DSWLVW 6W

)LUVW %DSWLVW &KXUFK 0HPSKLV
0HQ¶V %UHDNIDVW 0F,OZDLQ 0HPRULDO 3UHVE\WHULDQ &KXUFK 3H
%DSWLVW 0HQ¶V 'D\ 7HPSOH %DSWLVW &KXUFK +DWWLHVEXUJ
%DSWLVW 0HQ¶V 'D\ $UOLQJWRQ +HLJKWV %DSWLVW &KXUFK 3DVF
%DSWLVW 0HQ¶V %DQTXHW)LUVW %DSWLVW &KXUFK /XFHGDOH
/D\ 6SHDNHU IRUⁱᵃᵖⁱˢᵗ &KXUFK &XOOPDQ $ODEDPD
3DVWRUV 'HDFRQV :LYHV &RQIHUHQFH 0RQURH /RXLVLDQD
'HDFRQ¶V 5DOO\ &UHVWZD\ %DSWLVW &KXUFK %LUPLQJKDP
*LGHRQ¶V 3DVWRU %DQTXHW +DWWLHVEXUJ
3DVWRUⁱᵃⁿQ%HW $QQLVWRQ *LGHRQ¶V
-DVSHU &DPS RI WKH *LGHRQ¶V %DSWLVW 0HQ¶V 'D\ -DVSHU $ODE
:KLWHZDWHU %DSWLVW &KXUFK (OED $ODEDPD
(OPRUH *LGHRQ¶V 3DVWRU $SSUHFLDWLRQ %DQTXHW 3UDWWYLOOH
)XQHUDO RI :LOOLDP %U\DQW (DVOH\
5RFN\ &UHHN %DSWLVW &KXUFK /XFHGDOH
*RG DQG &RXQWU\ 'D\ 6HUYⁱᶜⁱᵉ 0DVVⁱᵉˢᵂLSSL
3DWⒶ@@ H ⓝDW\DWWOH@ À°``W0ôFW9•!!,TX
AⒶ'GⒷD@°°%,DS'€D<0*DQS A QRRR DcQº<@W °À6"•'0

%DSWLVW 0HQ¶V 'D\ 0RXQW 3OHDVDQW %DSWLVW &KXUFK (QWHUS

*LGHRQ¶V ,QWHUQDWLRQDO 3DVWRUﻻRQ$SSUHFLDWLRQ %DQTXHW

*UDGXDWH 6HPLQDU 3UHVHQWDWLRQ 1DWLRQDO (PHUJHQF\ 7UDLQL
0DU\ODQG

*UDGXDWH 6HPLQDU RQ &RQWHPSRUDU\ ,VVXHV LQ (PHUJHQF\ 0DQDJ
0DU\ODQG

3DUNZD\ $VVHPEO\G RZHQ)LWK $QQLYHUVDU\

%R[

*RG DQG &RXQWU\ 'D\ &KHUU\ 6WUHHW %DSWLVW &KXUFK $WDOOD
3UHRG 80%XHO'OXE •`KE&E &ÂE3·d R   O qÐW Ã

+RPHFRPLQJ 6HUYLFH 3RSODU 6SULQJV %DSWLVW &KXUFK 0HJDUJH

*LGHRQ (YHQW)LUVW %DSWLVW WR&KXUFK 0DVRQ 2K

)HOORZVKLS %DSWLVW &KXUFK &KXQFKXOD $ODEDPD

*LGHRQ 5HSRUW 2OLYH %DSWLVW &KXUFK 3HQVDFROD)ORULGD

*LGHRQ 5DOO\ %DQTXHW 6DOHP +HLJKWV %DSWLVW &KXUFK &ROXP

*LGHRQ (YHQWDS)WLVW &KXUFK (XIDXO $ODEDPD

3DVWRU¶V $SSUHFLDWLRQ %DQTXHW 'HPRSROLV $ODEDPD

0HQ¶V %UHDNIDVW *UDFHODQG %DSWLVW &KXUFK 0HPSKLV 7HQQHV

0RUQLQJ 6HUYLFH)LUVW %DSWLVW &KXUFK 7XVFDORRVD $ODEDPD

%DSWLVW 0HQ¶V 'D\ *HUPDQWRZQ %DSWLVW &KXUFK *HUPDQWRZQ

*LGHRQ (YHQW)LUVW 8QLWHG 0HWKRGLVW &KXUFK)RUW :DOWRQ %

1RUWKSRUW *LGHRQ¶V 3DVWRU $SSUHFLDWLRQ %DQTXHW 1RUWKSR

5RWDU\ &OXE *UHHQYLOOH $ODEDPD

 *RG DQG &RXQWU\ 'D\ :RRGODZQ %DSWLVW &KXUFK $XJXVWD *HR

*HRUJHWRZQRXQXDO 3DWULRWLF 6HUYLFH *HRUJHWRZQ %DSWLVW &KXU
*HRUJLD

3DVWRU $SSUHFLDWLRQ %p°S@P 9UWRU $SSUHFR`V@ • !€ ÀQ˜€Đ HRUJU

9DULRXV 6SHHFKHV DQG 2FFDVLRQV
6SHDNLQJ (QJDJHPHQW /LVWV
6SHDNLQJ (QJDJHPHQW /LVWV
0LVFHOODQHRXV   RI
0LVFHOODQHRXV   RI

6HULHV   6HULHV %JHFWRULHVXELF IHHW

7KLV VXEULHV LV DUUDQJHG DOSKDEHWLFDOO\ E\ RUJDQL]DWLRQ DQG QXOO DQG F
GLUHFWRULHV WKDW OLVW PHPEHUV 2UJDQ\H]UDLHVRDUVHLQFKOXGSHG ELDPLV
%DSWLVW 6WDWH &RQYHQWLRQ WKH $PHULFDQ 3XEOLF :RUNV $VVRFLD
&RQYHQWLRQ WKH 6RXWKHUQ %DSWLVW &RQYHQWKLRWKLRZHUDLQGRXQKGH .LZDO
WKURXJKRXW WKH FROOHFWLRQ DQG EHFDXVH RI WKHLU EXON SODFHG
LQ WKH VHULHV LQ ZKLFK WKH\ PRUH SURSHUO\ EHORQJHG

%R[

   $ODEDPD %DSWLVW 6WDWH &RQYHQWLRQ $QQXDO 5HSRUWV
   $ODEDPD %DSWV &RQYHQWGDWLRQ $QQXDO 5HSRUWV
   $ODEDPD %DSWLVW 6WDWH &RQYHQWLRQ $QQXDO
   $ODEDPD %DSWLVW 6WDWH &RQYHQWLRQ $QQXDO 5HSRUWV
   $PHULFDQ 3XEOLF :RUNV $VVRFLDEULDFWLRQ\
   $PHULFDQ 3XEOLF :RUNV $VVRFLDEULDFWLRQ\
   $PHULFDQ 3XEOLF :RUNV $VVRFLDEULDFWLRQ\
   $PHULFDQ 3XEOLF :RUNV $VVRFLDEULDFWLRQ\
   $PHULFDQ 3XEOLF :RUNV $VVRFLDEULDFWLRQ\
   $PHULFDQ 3XEOLF :RUNV $VVRFLDEULDFWLRQ\
   .LZDQLV ,QWHUQDWLRQLRQDOHFWRU\
   0RELOH %DSWLVW $VVRFLDWLRQ $QQXDO
   0RELOH %DSWLVW $VVRFLDWLRQ $QQXDO
   6RXWKHUQ %DSWLVW &RQYHQWLRQ $&RROXHQWLRHQ

6HULHV$PHULFDQ 3XEOLF :RUNV V3RFLDWLRQ   FXELF IHHW

Alabama Chapter Convention Mobile AL
Alabama Chapter Convention Birmingham AL
Alabama Chapter Convention Montgomery AL
Alabama Chapter Convention Montgomery AL
Alabama Chapter Convention Huntsville AL
Alabama Chapter Convention Birmingham AL
Alabama Chapter Convention and Equipment Show Tuscaloos
Alabama Chapter Institute for Solid Wastes
Alabama Chapter Material
Alabama Chapter Miscellaneous
Alabama Chapter Prayer Breakfast
Alabama Emergency Management Council
American Public Works Luncheon Decatur AL
Analysis of Evaluations for Dallath Concord and Birmingham
Annual Congress of Cities and Exposition New Orleans LA
Antitrust Consumers and Small Business
Antitrust Liability Update
The APWA Can Help You Become More Professional
APWA CEM Meeting
APWA CEM Memoranda
APWA Has Something to Offer [notes etc]
APWA ISWA International Congress and Equipment Show
APWA Reporter [magazine]
Articles
Avoiding Liability Pitfalls [includes publications and news cli
Avoiding Liability Pitfalls in Public Works [includes resea
Avoiding Liability Pitfalls in Public Works [draft]
Avoiding Liability Pitfalls in Public Works [original]
Awards
Basic Supervision [Instructor's Guide]
Basic Supervision [Student Manual]
Board of Directors Correspondence
Board of Directors Ft Lauderdale FL
Board of Directors Midwinter Meeting
Board of Directors Midwinter Meeting [other materials]

Box

Board Meeting
Budgets Agenda etc
California Transportation and Public Works Conference [Anaheim]
California Transportation and Public Works Conference Mon
Caribbean Public Works Association [correspondence regarding
chapter meeting and conference]
Central California Chapter [speaking engagement]
Chapter Alabama
Chapter Florida
Chapter Georgia
Chapter Louisiana
Chapter Manual
Chapter Manual and an Organizational Guide Book
Chapter Mississippi
Chapter New Orleans

& K D S W H U   2 W K H U V

q!}   q!}   q!}

(PHUJHQF\ 0DQDJHPHQW $ZDUHQHVV   ,Q

,QWHUJRYHUQPHQWDO &RQIHUHQFH RQ +XUULFDQHV DQG &RDVWDO 6
,QWHUQDWLRQDO &RQIHUHQFH DQG (TXLSPHQW 6KRZ .DQVDV &LW\
,QWHUQDWLRQDO &RQJUHVV DQG(TXLSPHQW 6KRZ
,QWHUQDWLRQDO &RQJUHVV DQG (TXLSPHQW 6KRZ 3RUWODQG

%R[

,QWHUQDWLRQDO &RQJUHVV DQG (TXLSPHQW 6KRZ .DQVDV &LW\
,QWHUQDWLRQDO &RQJUHVV DQG (TXLSPHQW 6KRZ $WODQWD
,QWHUDWLRQDO &RQJUHVV DQG (TXLSPHQW 6KRZ $WODQWD
,QWHUQDWLRQDO &RQJUHVV DQG (TXLSPHQW 6KRZ +RXVWRQ
,QWHUQDWLRQDO &RQJUHVV DQG (TXLSPHQW 6KRZ +RXVWRQ
,QWHUQDWLRQDO &RQJUHVV DQG (TXLSPHQW 6KRZ&RPPLWWHH RQ ,
5HODWLRQV +RXVWRQ
,QWHUQDWLRQDO &RQJUHVV DQG (TXLSPHQW 6KRZ 'HWURLW
,QWHUQDWLRQDO &RQJUHVV DQG (TXLSPHQW 6KRZ 3KLODGHOSKLD
,QWHUQDWLRQDO &RQJUHVV DQG (TXLSPHQW 6KRZ 3KLODGHOSKLD
,QWHUQDWLRQDO &RQJUHVV DQG (TXLSPHQW 6KRZ /RV $QJHOHV
,QWHUQDWLRQDO &RQJUHVV DQG (TXLSPHQW 6KRZ &KLFDJR
,QWHUQDWLRQDO &RQJUHVV DQG (TXLSPHQW 6KRZ (GXFDWLRQ $QQ
%URFKXUHV &KLFDJR
,QWHUQDWLRQDO &RQJUHVV DQG (TXLSPHQW 6KRZ
,QWHUQDWLRQDO +XUULFDQH &RQIHUHQFH 1HZ 2UOHDQV
,QVWLWXWHV ([HFXWLYH &RPPLWWHH 0HHWLQJ 1HZ (QJODQG &KDSW
,RZD &KDSWHU &RQIHUHQFH
.HQWXFN\ &KDSWHU /XQFKHRQ /RXLVYLOOH
/DEHOHG 0D\RU /DPEHUW & 0LPV
/DUJH $JHQF\ )RUXP DW WKH ,QWHUQDWLRQDO 3XEOLF :RUNV &RQJ
'HWURLW
/HDGHUVKLS %XOOHWLQV
/LDELOLW\ LQ 3XEOLF :RUNV $QDO\VLV RI (YDOXDWLRQV
/LDELOLW\ LQ 3XEOLF :RUNV 3KLODGHOSKLD
/LDELOLW\ LQ 3XEOLF :RUNV 0LQQHDSROLV
/LDELOLW\ LQ 3XEOLF :RUNV 0\UWOH %HDFK

%R[

/LDELOLW\ LQ 3XEOLF :RUNV /RV $QJHOHV
/LDELOLW\ LQ 3XEOLF :RUNV 'D\WRRQDWRQ
/LDELOLW\ LQ 3XEOLF :RUNV 'HQYHU
/LDELOLW\ LQ 3XEOLF :RUNV 6HDWWOH
/LDELOLW\ LQ 3XEOLF :RUNV 0DQDJHPHQW6DOWW /DQNHD
/LDELOLW\ LQ 3XEOLJHPHQW 3KRHQL[
/LDELOLW\ LQ 3XEOLF :RUNV 0LVFHOODQHRXV
/LDELOLW\ LQ 3XEOLF :RUNV :RUNVKRS
/LDELOLW\ 0DWHULDO
/LDELOLW\ :RUNVKRSV 3KLODGH'HOSKLDDV
/LDELOLW\ :RUNVKRSV /DV 9HJDV
/LDELOLW\ :RUNVKRSV %LUPLQJKD&RQFRUG
/LDELOLW\ :RUNVKRSV 'HQY6HDWWOH
/LDELOLW\ :RUNVKRSV $WODQ6HDW /DNH
/LDELOLW\ :RUNVKRSV 6W /RXLUVHVQR
/RRVH 'RFXPHQWV RQ WKH 6XEMHFW RI /LDELOLW\

/RRVH 0DWHULDOV
/RRVH 0DWHULDOV
/RRVH 0DWHULDOV
/RRVH WBMULDOV >PRVWO\ UHODWLQJ WR EXVLQHVV SROLF\ HWKLFV@
/RRVH 3ULQWHG (SKHPHUD
0DWHULDO RQ $3:$ &RQYHQWLRQV 6KRZV
0DLOLQJV 0LVFHOODQHRXV
0DQXDO RQ ,QWHUQDO $IIDLUV 2SHUDWLRQ LQ $PHULFDQ 3XEOLF :R
&RORUDKGDSRVWWHU
0DVWHU 6FKHGXOH :RUNVKRSV (YDOXDWLRQV
0DWHULDO &RUUHVSRQGHQFH RQ $UWLFOHV $XWKRUHG E\ 0LPV
0DWHULDO &RUUHVSRQGHQFH RQ $UWLFOHV $XWKRUHG E\ 0LPV
0HHWLQJ +RQRULQJ %LOO /DPE 7RS 7HQ $ZDUG 5HFLSLHQW
     qÀ   P€
G @ J + ð U

National Waterways Conference Annual Meeting
Natural Disasters Emergency Management Conference Literat...
Natural Disasters Emergency Management Conference Memos Correspond...
Material
Natur

%R[

3XEOLF :RUNV 6HQLRU ([HFXWLYH 0DQDJHUV :RUNVKRS
3XHUWR 5LFR
5HFDS $WOODQWD /DNH   RQHZUU ZULWWHQ DFURVV IROGHU@
5HKDELOLWDWLRQ RI 6HZHU 6\VWHPV
5HJLRQ ,,, $PHULFDQ 3XEOLF :RUNV $VVRFLDWLRQ &RQIHUHQFH DQG
*UHHQVERUR 1&
5HJLRQDO 'LUHFWRU &DQDGD)RUPV
5HSRUW $UWLFOH,Q 3DFNDJHG 3URJUDP
5HSRUWV
5HVROXWLRQ &RPPLWWHH &KLFDJR
5HVROXWLRQ &RPPLWWHH 0

%ROGHQ 0DWHULDOV)LQGLQJV RI)DFW &RQFOXVLRQV RI /DZ DQG

%R%SERUXOOQGWVODFUJHHDLODDOOVVHZZIPP`Q

7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEWLS$FW 0DWWLGHULODO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQVR$FWRE(YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJ

%R[

7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW0DWWYLHGULHDOQWLSDV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV($FWLGHSWLDV\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJV
7ULÐDOLRODWLRQ RI +REEV $FW (YLGHQWLDU\ 0DWHULDO SJ

7ULĐO

$ODEDPD *HQHUDO

$3:$ 5HODWHG

&LW\ RI 0RELOH Y %ROGHQ

6WRFNZZHOO (X.OHDOLHPHG E\ *RG IRU 0LVVLRQ 7KH &RQJUHJDWLRQ 6HHN
1HZ<RUN :RUOG 2XWORRN 3UHVV

8NHOHV -DFRRELQ% 0RUH ZLWK /HVV 7XUQLQJ 3XEOLF1HZ<RJUHPHQW $URX
$PDFRP

9DQ 3XWWHQ 8Ï'EDHOLGDWLRQ LQ 'HYHRRSDOXJH&ROXQWWLLLQHXW 1LMKRII
3XEOLVKHUV

:DUG .HLWK $ODEHGDPD ,VVXH$XEXUQ $XEXUQ 8QLYHUVLW\

:HDYHU 6WXDUW7HOIXVHHG&ROOHFWLRQ&GLL3FDDJRWL$PHHULFDQ 3XEOLF :RUNV
$VVRFLDWLRQ

:HOOV .HQQHWWKKH $PHGHULFDQ &UHGR *XLGHOLQHV WR WKH $PHULFDQ :
,,,

:KLWH (OO7KG *UHDW &RQWURYHUV\ EHWZHHQ3KRKLQLYW,DOVSGL6DWDRQ
%RRNV

:ROIEHLQ 6H\PRXUODQSHRZHU 3ROLF\ 3HUVSHFWLY3HKLOODQGH3OURKVSHFWV
7HPSOH 8QLQ %! DFLDWR
        5R6HO\WÜÐ` @A: €GMDQLÑ0   UHPQ   7
        6% ÆPÀOO«20PÅ7F 00`   U Í@   00PQO°EÀSKQ

3DOXPER *HRUJH DQG 57RUHHUQGWV 5LRQWVHWURSRO1DWDKQ$SJWHUROFD& 8 6
*RYHU"QPHQW 3ULQWLQJ 2IILFH

5LYOLQ $O&0RVOLQJ WKH)LVFDO 3ROLF\ /RRS :DVKQQ5XRQ$Q&0 8VLV
*RYHUQPHQW 3ULQWLQJ 2IILFH

6XOOLYDQ 5LFKDUG+DQ 6HGRUP :DWHU 0D&KLDFHDPJRQWPHULFDQ 3XEOLF :RU
$VVRF(LDWLRQ

BBBBBBBBBBBBBB 6HHEXBB \VWHP (YDOXDWLRQ 5HKDELOLWDWLRQ DQG 1H
&KLFDJR $PHULFDQ 3XEOLF :RUNV $VVRFLDWLRQ

:HOOLQJWRQ 6WDQOH\KRFLQKROLQH$PHULFD %LFHQWKHQFODLJDO (GLWL
0DUTXLV ,QF

%R[

%HVXGHQ :LOOLDWRH)XQHFLSDO <HDUERRN :DVKLQJWRQ '& ,QWHU
0DQDJHPHQW $VVRFLDWLRQ

BBBBBB7KH 0XQLFLSDO <HDUEDRRNLQJWRQ '& ,QWHUQDWLRQDO &LW\ 0
$VVRFLDWLRQ

&ROODGGRW `PLÀOFERB€ĐH HLKE@XKDP0 %

0DUWLQ -DFH«HQXH 6KRUWIDOO 7KH 3XEOLF :RUNV &KDOODJHQJH RI WK
$PHULFDQ 3XEOLF :RUNV $VVRFLDWLRQ

0HORVR 0DU3WLDQ PDWLF (QYLURQPHQWDOLVW 6DQLWDU\ (QJLQHHU *HRU
:DUQLQJ:DVKLQJWRQ '&   3XEOLF :RUNV 6RFLHW\

7KRPDV -RK3QH3 &RXQW\ <HDU %RRWKLQJWRQ '& 7KH ,QWHUQDWLRQDO
0DQDJHPHQW $VVRFLDWLRQ

7LPPHUPDQ EHUHHU 7DPHHGLFD¶V +LJKZD\V :DVKLQJWRQ '&   86
*RYHUQPHQW 3ULQWLQJ 2IILFH

:DONHU   /DUU«HRHUGLD   :DVKLQJWRQ '&   8QLWHG 6WDWHV 'HSDUWP
&RPPHUFH

:ROIH   5LFK6ROGG :DVWH 0DQDJHPHQW $OORZYHHUILHZRWKHVRQJWRQ
'&   8QLWHG 6WDWHV (QYLURQPHQWDO $JHQF\

%R[

$ODEDPD &RDVWDO KHD%RDEDUPD &RDVWDO $UHD 0DQDJHPHQW 3URJUD
$SSURDFK WR (FRQRPLF 'HYHORSPHQW DQG 1DWXUDO 5HVRXUFHV :RUN

$PHULFDQ 3XEOLF :RUNV3D\VRFLDIRWLRQ7RUQDQVSRUWDWLRQ DW WKH /RFDO /R
6WUDWHQLSV Q G

%DNNHU (LJKW .H\V WR 6XFFHHORRWWH +HULWDJH 9LOODJH &KXUFK)HO

%DOGZLQ -RVKHSK)OXVK 7LPHV RI $ODELDVPDSSHOG ORUN +LOO DQG :DQJ
,QF

%ODFN 5DOSK - DQG 3HHWWHUVH/ &ROOHFWLRQ DQG 'LVSRVDO $QQRWDWI
:DVKLQJWRQ '&   86 *RYHUQPHQW 3ULQWLQJ 2IILFH

%HOO /\QQ -RKQ 0 *UHLQHU DQ3SHORUHH 3QFHQWLYHV WR ,PSURYH 6WD
/RFDO *RYHUQPHQW 3URGKFOQJLYWRQV\ '&   86 *RYHUQPHQW 3ULQWLQJ 2II

@   %HQ]LJHU -D\ %5HVHRXUDFH 5H@VRHt`HR !À€

%XUHDX RI %XVLQHV $FW3URGXFWLFGH +RZ WR +DQGOH DD3WHUVRRQGHQ&&ULV
%XUHDX RI %XVLQHVV 3UDFWLFH

%\UG /RXLV % 6WRHSSHOXVIDFH 0DQDJHPHQW IRU /RFDO *RYHUQPHQWV
6WXGLHDWKLQJWRQ '& 86 *RYHUQPHQW 3ULQWLQJ 2IILFH

&KRDWH 3DW DQG 6XSPDHULDDOWLRU5XLQV %H\RQG WKH 3XEOLF :RUNV 3R
:DVKLQJWRQ '& 7KH &RXQFLO RI 6WDWH 3ODQQLQJ $JHQFLHV

&RORQD 5REHUW $ DQG 1DQHFVRXQGH 5HHGRYHU\ 3ODQQLQJ $Q 2YHUYL
,PSOHPHQWDWLRQD3KLRLFHJWWRQ '& 86 *RYHUQPHQW 3ULQWLQJ 2IILFH

&RXUWQH\ 3KRHEHLHFDQV 8QHOHFWHG 5XOHUV 7KH &)5 1HZ 2UOHDQV)
,QF

'DO\ 0 9LUJLLSHLFDW WKH 8Q

% R [

$ P H U L F D Q + X Q W H U   - X O \

,1& $SULO
,QGXVWULDO'HYHORSPHQW DQG 6LWH 6HOHFWLRPFRPHIDQGERRN
,QWHUJRYHUQPHQWDO 3HU6XPPHFWLUDYOH
,QWHUJRYHUQPHQWDO 3HU:LSHWFNXUPPHU
-XQLRU 0LVV
.LZDQLV -XQHXO\
0HWUR 0DJD]LQH6HSWHPEHU
0HWUR 0DJD]LQH &RQYHQWL6RHOSWHVPXEHFHW
0HWUR 0DJD]LQH-DQXD$SULO

%R[

0RELOH :LQWHIDOO
0RELOH)DOO
0RELOH   0DXUGFHK
0RELOH 0D\-XQH
0RELOLHWLRUXL*GH   -XQH
0RELOH $]HOHD)HVWLYDO *XLGH
0RELOH $]HOHD 7UDLO DQG)HVWLYDO
0RELOH %D\ 0RQWK)GEUXDU\
0RELOH %D\ 0RQWK0DQXDU\
0RELOH %D\ 0RQWK-XQH
0RELOH %D\ 0RQWK-XQH
0RELOH 6RRZRU % 6DWXUGDQX9LU9JLVWRDDDDODD@3Y•KDOLÀDDRÀZD…PÐà,20•WKOE
K#\   0RELRW€Ð0)HPGD0RQaXO\)EE€!}X>ÄeD\@€ZO

3XEOLF :RUNV1RYHF

%R[

3XEOLF :RUNV-DQXD$USULO
3XEOLF :RUNV$XJXV1RYHPEHU
3XEOLF :RUNV-DQXDU\
3XEOLF :RUNV0D\
3XEOLF :RUNV 0DQXDO
5HIXVH 5HPRYDO -RXU6QHDDOWHPEHU
5HSRUW IURP WKH &DSLWDDOUFDKUFK
5HSXEOLF 0DJD]LQHXQH

%R[

5HVRXUFH 5HFRYHUJFWREHU
5RDGV 1RYHPEHU
5RDGV)HEUXDU\
5RDGV DQG %ULGJ2HFWREHU
5RDGV DQG %ULGJHHFHPEHU
5RDGV DQG %ULGJ2HFWREHU
5RDGV DQG %ULGJHFHPEHU
5RDGV DQG %ULGJHDQXD$USULO
5RDGV DQG %ULGJHHSWRY
5XUDO DQG 8UEDQ 5RODG-GXO\
5XUDO DQG 8UEDQ 5RDGHFHPEHU
5XUDO DQG 8UEDQ 5R-DGQXD)HEUXDU\
5XUDO DQG 8UEDQ 5RSDSGULO
6DQLWDU\ /DQG)LOO 'HVLJQ DQG 2SHUDWLRQ
6HDWUDGH 1RYHPEHU
6ROLG :DVWH DQG 3RR2FFWREHU
6ROLG :DVWH 0DQDJHP-HXOW
6ROLG :DVWHHPPLQDWJ $XJXVW
6ROLG :DVWH 0DQDJHP$SSULWO
6ROLG :DVWH 0DQDJHP-HXOWH
6ROLG :DVWH 0DQDJHP-HDQQXDU\
6ROLG :DVWH 0DQDJHPHHSWHPEHU
6RXWK 7KH -RXUQDO RI 6RXWKHUDQQ%XVLQHVV
6WHZDUW 1HZV DQG $QQXDO 5HSRUW

%R[

7KH $ODEDPD 0XQLFLSDO -RXUHQDO
7KH $ODEDPD 0XQLFLSDO 2FWXUREHU
7KH $ODEDPD 5HDO1RYRHPEHU
7KH $ODQFH :RUNLQJ :LQWHU
7KH &KULVWLDQ 6SRUWLQPWDHOU 6SULQJ
7KH 'HD0 9'ÉPÐÀ S' §A ‡L E W

7KH -RXUQDO RI 5HVRXUFH 0DQDJHPHQW-QXW0\DQG 7HFK

7KH 0DQDJHPHQW RI :RUOG :$XJXXVW

7KH 0DQDJHPHQW RI :RUOG :1RYWHHFV

7KH 0DQDJHPHQW RI :RUOG :-DDQV\HEV

7KH 0DQDJHPHQW RI :RUOG :-DXQWHHV

7KH 0DQDJHPHQW RI :RUOG :)HEVWUXJXDU\

7KH 5RWDU\ -XO2FWREHU

7KH :RUN %RDW2FWREHU

7KH :RUN %RDW'HFHPEHU

7KH :RUN %RDW6HSWHPEHU

7KH :RUN %RDW'HFHPEHU

7KH :RUN %RDW-DQXD$SSULO

7KH :RUN %RDW$XJXVW

7KH :RUR%DWXQH -XO\

7KH :RUN %2RFDWWREHU

7LGH -DQXD)HEXDU\

%R[

86 1HZV DQG :RUOG 5HSRODUUWWFK

86 1HZV DQG :RUOG 5HS$RSUULLWLO

86 1HZV DQG :RUOG 5HSRODUUWWFK

86 1HZV DQG :RUOG 5HSRIHPHEHU

86 1HZV DQG :RUOG 5HS$RXJUWVV

9DOXH$XJDXQVOWV DQG"P`Đ

HZV DQG :RUOG 5HSRUW

BOx

1DWXUDO +D]DUG 12REYHHRUEYHHU 1RYHPEHU

BOx

$3:$ 5HSRUW\$SULO $SULO

BOx

$3:$ 5HSRUWHU 0D\RYHPEHU

6HULHV0HPRUDELOLD   FXELF IHHW

&RQVLVWV RI YDULRXV LWHPV 0LPV FROOHFWHG RU KDG SURGXFHG GX
QXPHURXV ODSHO SLQV D JDYHO WZRSURPRWLRQDODOWRWKH FHODWHG
0RELOH HWF $OVR LQFOXGHV D EULFN WKRXJKW WR KDYH FRPH IURP

6HULHV 3ODTXHV   FXELF IHHW

9DULRXV DZDUGV JLYHQ H €0YHQ ,À6 \V ðXà ðQJ 710Ð0

City of Mobile Growth Trends in Expenditures Compared by Com

[line graph]

Poster Expressing Thanks to Mims for a Ten Cent Bus Fare Incr

0RELOH 3XEOLF7KRU1ND/WLRQ¶V)LQHVW >FHUDPLF SODWH SODTXH@

0LP⅃0D\RU >RYHUVL]HG VWLFNHU@

/HW¶V $OO +HOS .HHS /\QQ &OHDQ >UHG SODVWLF EDJ@

0RELOH &RXQW\ $+OXDUELDLUF⅃D Q¬H (YDDFXSDWLRQ

%R[

3URJUHVV LQ HVőOD0

+LVWRULF +RPHV 0DS

6SLULWXDO %LUWKGD\ 2EVHUYHG E\ 0LPV $SULRELOH 3UHV 0LVVSLQJ
&HUWLILFDWH RI (OHFWLRQ IRU 0LPV WRRQ 3,RVRIWW,RQ $R? $LUGHHSWWRHUP E5HH

&HUWLILFDWH RI (OHFWLRQ IRU 0LPV WR 3ODFH RI WKH %RDUG RI «
&HUWLILFDWH &RPPLVVLRQLQJ 0LPV DV +RQRUDU\ /W *RYHUQRU E\ /
$SULO
&HUWLILFDLWQHW $SSR0LPV DV +RQRUDU\GWW&DPSOLRQQHWOXHSLGHDEPD 6WDV
0LOLWLD -XQH   >LQ VDPH HQYHORSH DV   @
 0HHW 0RELOH¶V 1H[W 0D\RRURG\DOURWQLFODUHEKQ   @
$GYHUWLVHPHQW IRU 0LPV 6SHDNLQJ (QJDJHPHQW$SWLO2]DUN %DSWLVW
>SRVWHU@
&RYHU RI 6RXWK &HQWUDO %HOO 7HOHSKRQH 7RPH:DWHUZDG@GLFDWH
&HUWLILFDWH RI 0HPEHUVKLS LQ WKH $ODEDPD :DWHUZD\ 'HYHORSPH
)RUW &RQGp >PRXQWHG SRVWHU@
'UDSTWV GR 3UWRDGRERODUHPDQFPDOO%G !@ °H HHLR @E pLR 0q€P D UpR

&LW\ RI 0RELOH $ODEDPD 0XQLFLSDO *DUDJH 0RQWKO\ 9HQGRU 6WX
>VHFRQG FRS\@

&KLFDJR 0HGLD /LVW
8QODEH
9HKLFOH /LFHQVH 7DJ /LVWLQJ -XO\
8QSDLG 9RX
9HKLFOH /LFHQVH 7DJ /LVWLQJ -XO\
8QSDLG 9RX
9HKLFOH /LFHQVH 7DJ /LVWL   RSED

0RELH 0DS
0LFKDHO %OYG $LUSRUW %OYG &RQQHFWRU
0RELOH 0DS Z &LW\ 3DUNV +LJKOLJKWHG
7 6 5 : 6HFWLRQ DQG 7 6 5 : 6HFWLRQ 7ULQLW\ *DUGHQV 3DUD
%URRNOH\ 3UHVHUYDWLRQ 0DS >&RQWLQHQWDO 0RWRU DQG 36$ &LW\
EXLOGLQJV XQGHU OHDVH@ YHU\ EULWWOH
0XQLFLSDO 5XQRII (OHFWLRQ 2IILFLDO &DQYDVV   6KHHW
0XQLFLSDO 5XQRII (OHFWLRQ 2IILFLDO &DQYDVV   6KHHW
0RELOH $ODEDPD &RORU 3RVWHU
2IILFLDO &DQYDVV 7DEXODWLRQ DQG 'HFODUDWLRQ RU 5HVXOWV
+HOG LQ 0RELOH $ODEDPD $XJXVW

%XQGOH 0DSV WDNHQ IU&RPPDVVRURQHU 6HULHV

$LUSRUW /D\RXW 3ODQ
%URRNOH\ $LU)RUFH %DVH 3URSHUW\ ([KLELW 0DS ([KLELW
$LUSRUW /D\RXW 6KRUW 5DQJH U

DQG)RZO 5ЬYRUJ5LYHU &KDQQHO 3ODWH ,,

   'HWDLOHG 3URMHFW 5HSRUW RQ 6PDOO &UDIW)DFLOLWLHV RQ :HVW

DQG)RZO 5ЬYRUJ5LYHU &KDQQHO 3ODWH ,,,

   'HWDLOHG 3URMHFW 5HSRUW RQ 6PDOO &UDIW)DFLOLWLHV RQ :HVW

DQG)RZO 5ЬYRZO 5LYHU &KDQQHO 3ODWH ,9

   %URRNOH\ $LU)RUFH %DVH ([LVWLQJ :DWHU 6XSSO\ DQG 'LVWULEXW

   %URRNOH\ $LU)RUFH %DVH ([LVWLQJ :DWHU 6D\VWHP ([KLELW %

   =RQLQJ 0DS RI WKH &LW\ RI 0RELOH

   2OG 6KHOO 5RDG 3URSRVHG 6KRSSLQJ &HQWHU

   2OG 6KHOO 5RDG ([LVWLQJ 6KRSSLQJ &HQWHU DQG /DQG 8VH

   &LW\ RI 0RELOH 0DS VKRZLQJ ORFDWLRQ RI WUDFW PDUNHG   E\ SURFHVVLQJ

VWDII PHPEHU IRU ODWHU LGHQWĽFDWLRQ ̌OO SXUSRVHV

+XUULFDQH)UHGHULF   1XPEHU
+XUULFDQH)UHGHULF   1XPEHU
+XUULFDQH 3DWK)UHGHULF
+XUULFDQH 6OLGHV
+XUULFDQH
/(6)UHGHULF $ZDUG 3ODTXH
/RRVH DQG 8QODEHOHG
8QODEHOHG 1DWXUDO 'LVDVWHUV
3XEOLF :RUNV (PHUJHQF\ 0DQDJHPHQW 7LWOHV
5HVRXUFH 0DQDJHPHQW LQ (PHUJHQFLHV

%LQGHU   :DWHUZD\V   6OLGHV

$ODEDPD KDV LW $OO
$ODEDPD UZDWH 'HYHORSPHQW $JHQF\
3ODQH +DUERU 6KLSV &RDO
-DPHV 5LYHU 0LOO
/RRVH 6OLGHV
0RELOH 5LYHU
@ `Đ0   0p
   pppp

/DPEHUW 0LPV
/DPEHUW 0LPV :022 :%/;
/DPEHUW 0LPV :022 :%/;
/DPEHUW 0LPV :022 :%/;
/DPEHUW 0LPV
 /DPEHUW 0LPV :022 :%/;
 /DPEHUW 0LPV
 /DPEHUW 0LPV
 /DPEHUW 0LPV
 /DPEHUW 0LPV
 /DPEHUW 0LPV
 0LPV
 /DPEHUW 0LPV
 /DPEHUW 0LPV
 /DPEHUW 0LPV
 /DPEHUW 0LPV
 /DPEHUW 0LPV
 /DPEHUW 0LPV
 /DPEHUW 0LPV
 /DPEHUW 0LPV
 &RP 0LPV

%R[&

 &RPPLVVLRQHU 0L±PV
 /DPEHUW 0LPV
 &RPPLVVLRQHU /DPEHUW 0LPV
 &RPPLVVLRQHU /DPEHUW & 0LPV
 &RPPLVVLRQHU /DPEHUW & 0LPV
 /DPEHUW 0LPV
 0LPV
 &RP 0LPV
 &RP 0LPV
 &RP 0LPV
 &RPPLVVLRQHU /DPEHUW & 0LPV
 /DPEHUW & 0LPV :022
 /DPEHUW 0LPV :0PV :   : 0LPV   @p

7DON RI WKH 7RZQ :.5*
7DON RI WQGH:75R*
7DON RI WKH 7RZQ :.5*
7DON RI WKH 7RZQ :.5*
7DON RI WKH 7RZQ :.5*
:.5* 7DON 6KRZ
7DON 6KRZ :.5*
:.5*
:.5*
 :.5*
 :.5* 'HF
'LFN 6FRWW :.5*
'LFN 6FRWW :.5*
 :.5*
 :.5*
 :.5*
 :.5* 5RGHR
7KH &ROOHFWRU 1DWLRQDO 6DIHW\ &RXQFLO
1DWLRQDO /HDJXH RI &LWLHV   &RQIHUHQFH RQ &LWL 6HVVLRQ
1DWLRQDO /HDJXH RI &LWLHV   &RQJUHVV RI &LWLHV *RYHUQLQJ
3OHQDU\
1DWLRQDO /HDJXH RI &LWLHV   &RQJUHVV RI &LWLHV ,QWHUQDW
(FRQRPLHV
1DWLRQDO /HDJXH RI &LWLHV &RQJUHVV RI &LWLHV &RPSHWLQJ IRU 'HYHORSPH
7KHUH 5XOHV IRU WKH *DPH"
1DWLRQDO /HDJXH RI &LWLHV   &RQJUHVV RI &LWLHV 7DSH &D
6HUYLFH $Q ,QHYLWDEOH &RQIOLFW"
1DWLRQDO /HDJXH RI &LWLHV   &RQJUHDVVHRIU &LWLLHV 7DSHEOLF
6HUYLFH $Q ,QHYLWDEOH &RQIOLFW"
1DWLRQDO /HDJXH RI &LWLHV   &RQJUHVV RI &LWLHV ,QIUDVWUX
 :.5* ³&OHDQ XS 3DLQW XS)L[XS ´

%R[(

1DWLRQDO /HDJXH RI &LWLHV WLH&RQQVHOVY &LW&L +DOO +LJK 7HFK
0DQDJHPHQW
1DWLRQDO /HDJXH RI &LWLHV   &RQJUHVV RI &LWLHV ,QGXVWULD
+DSSHQ"
1DWLRQDO /HDJXH RI &LWLHV   &RQJUHVV RI &LWLHV 6WUDWHJLH
)XWXUH
1DWLRQDOODJXHRI &LWLHV   &RQJUHVV RI &LWLHV±(HOO]HDJEHDWWHKV¶ /XQFK
'ROH
1DWLRQDO /HDJXH RI &LWLHV   &RQJUHVV RI &LWLHV 'HOHJDWHV¶
1DWLRQDO /HDJXH RI &LWLHV   &RQJUHVV RI &LWLHV 1DWXUDO 'LV
6HUYLFRFUH:I & %XGG\ &OHZLV
7KH 0RXWK RI WKH 5LJKWHRXV 5 & 0DWKHQ\
+RZ WR $ELGH LQ *RG¶V 5HVW 5 & 0DWKHQ\
.H\V WR WKH .LQJGRP 5 & 0DWKHQ\
0RQWJRPHU\±$DEHUW OL)LPVVW 3UHVE\WHU±LOOHQQ XKX)HO ORZVKLS

(QYLURQPHQWDO 3URWHFWLRQ $JHQF\ 'LQQHU
6SULQJ +LOO /DQGILOO

%R[HV ±

5HHWOR6SHHO $XGLR 7DSHV

3KRWRJUDSKV

%R[

&RPPXQLW\ 5HODWLRQV

6LQJOH LQGLYLGXDOV XQLGHQWLILHG
*URXSV RI WZR XQLGHQWLILHG
*URXSV RI WKUHH XQLGHQWLILHG
*URXSV RI IRXU RU PRUH XQLGHQWLILHG
6LQJOH LQGLYLGXDOV LGHQWLILHG
*URXSV RI WZR LGHQWLILHG
*URXSV RI WKUHH LGHQWLILHG
*URXSV RI IRXU RU PRUH LGHQWLILHG
6LQJOH LQGLYLGXDOV HYHQW RFFDVLRQ LGHQWLILHG
*URXSV RI WZR HYHQW RFFDVLRQ LGHQWLILHG
*URXSV RI WKUHH HYHQW RFFDVLRQ LGHQWLILHG
*URXSV RI IRXU RU PRUH HYHQW RFFDVLRQ LGHQWLILHG
&LQGHUHOOD 0LVV &LQGHUHOOD 7HHQ &LQG\
&RDFKHV %LOO\ +RZDUG DQG -HUU\ &XUWLV
&RXQWHUSDUWV
'R\OH %RE
)UHHGRP¶V)RXQGDWLRQ
0U +D\¶ELOLDQ RI WKH <HDU
-XQLRU 0LVV &RQWHVWDQWV :\RPLQJ 0LVVLQJ LQ 0LVVDV 0XQ $U
/LWWOH 0LVV ,GHDO 0LVV 7LQ\ 0LVV %DE\ 0LVV
0F$UHH (PPHWW $ 3DXOLQH 'ULYH
0LPV VLJQV DXWRJUDSKV RU FK
0LPV PHHWV ZLWK \RXQJ SHRSOH
0LPV SUHVHQWV)RUV&URRN DQG &RXQWU\
0LVV *UDQG %D\
0LVV /RYHO\ 3HWLW /RYHO\ /RYHO\ /DG\
6DELQ WK \HDU -XO\
6DIH %RDWLQJ :HHN >SUREODPDWLRQ LQFOXGHG@
6HQLRUV $SSRLQWHG WR 6HUYH RQ %RDUG
!AA

+RQRUDU\ &LWL]HQV >ODUJHU XQLGHQWLILHG JURXSV RI SKRWRJUD
3URFODPDWLRQV DQG +RQRUDU\ &HUWLILFDWHV

%R[

9LVLWRUV $VKODQG 6LVWHU &LW\ $XJ
9LVLWRUV $VKODQG\6LVWHU &LW\ 0D
9LVLWRUV (QJODQG
9LVLWRUV *HUPDQ\ GHOHJDWLRQ 0UV *HRUJLD 6FKXOW]
9LVLWRUV -DSDQ
9LVLWRUV .RJRVKLPD &LW\
9LVLWRUV .RUHD + 6 0LQ

0LQRU 3XEOLF (YHQWV &ORVHG (YHQWV

$PWUDN
$UWHPLVDLOLQJ VKLS
$WWDLFNWWHU
$]DOHD 7UDLO 2SHQLQJ)RUW &RQGp Z R
$]DOHD 7UDLO 2SHQLQJ±$SULO)HE
%HDXWLILFDWLRQ %RDUG /XQFKHRQ
%LFHQWHQQLDO %RRWK
%LVKRS 6WDWH -XQLRU &ROOHYHQWLQRWVSHDNQWLILHG@
%ORRG 'ULYH
%XV%KHUQVWHLQ +RXVH
&DVVRQ¶V 5HWLUHPHQW 'LQQHU $XJ
& & % $ZDUG 0D\RU 0LPV
&RPP 0LPV &LW\ +DOO >VKRZV 0LPV VSHDNLQJ LQ D GDPDJHG URRF
&OHDQXS &DPSDLJQ 3LFWXUHV
³&OHDQXS 3DXJGW)X[S 7LPH´
&RPPXQLW\ &OXE $ZDUGV
€R & LQ bf± p5@RLRSDQ\¶V'&RPPLQDJ $SàP#0 0 ð&R QZÀ Q a'@LÀPLRP('pÐ0 p5@LÅ Q• LV€Q

+RPHSRUW 3UHVHQWDWLRQ 0LPV DQG -DFN (GZDUGV

/XQFKHRQ %LVKRS +RZ]H "

,QGXVWULDO 3URVSHFWV IURP -DSDQ

,QWHUQDWLRQDO)HVWLYDO >QR GDWH@

-RH &DLQ &KXUFK 6WUHHW &HPHWHU\

&DSWDLQ 6DP 8R6GHOORELO1HZSRUW 1HZV 2KLR

0LQXWH 0DQ)ODJ 0U 0LPV

0LPV DW 9DULRXV 'LQQHUV >YDULRXV HYHQWV RFFDVLRQV VKRZQ@

0LPV %LUWKGD\

0LPV %LUWKGD\ &DNH

0LPV¶ 5HWLUHPHQW 3DUW\

0LPV DW 5LYHUVLGH %DSWLVW &KXUFK

0LPV 7KURZ)LUVW %DOO DW *LUOV¶ 6RIWEDOO *DPH

0REL$SLHG 6RLO &RQGLWLRQHU 3URPRWLRQDO 3KRWR

0RELOH $]DOHD)HVWLYDO

0RELOH &LW\ +DOO UHVWRUHG DIWHU)UHGHULF

0RELOH 6\PERO

0RQXPHQW >QRW LGHQWLILHG@ 0LPV 6SHDNV

0RUH 6DWXUQ 3UHVHQWDWLRQ WR /RFDO 0HGLD

0LVFHOODQHRXV (YHQWV >0LPV VSHDNV SDUWLFLSDWHV@

1$6$ 6KXWWOH 2UELWHU 7UDQVLW IRU :RUOG¶V)DLU 0RELOH

2DNOHLJK >&KULVWPDV GHFRUDWLRQV@

2SHQ +RXVH &LW\ +DOO

3ODQWLQJ 6HHGOLQJ 3LQH

3ODTXH 8QYHLOLQJ &OHPRQ 0LPV 6SHDNHU 0DUFK

3UHVV &OXE -XO\   °\ Ð L H 6UЇH`+ V K% H[@ €P€

                                                        3PE]@ €VPð (

%ULWLVK %DYLPDYK 'RFNVLGH DW IRRW RI *RYHUQPHQW 6WUHHW
)DPLO\ )DLU 'D\
        ,QGHSHQGHQFH 'D\   RU
        ,QGHSHQGHQFH 'D\   )ORDWV
        ,QGHSHQGHQFH 'D\
        ,QGHSHQGHQFH 'D\
        ,QGHSHQGHQFH 'D\   -XO\ UG   WK $QQLYHUVDU\
        ,QGHSHQGHQFH 'D
        ,QGHSHQGHQFH 'D\
        ,QGHSHQGHQFH 'D\
        ,QGHSHQGHQFH GD\ Q G
        0DUGL *UDV   &RQGp &DYDOLHUV 3DUDGH
        0DUGL *UDV
        0DUGL *UDV   0F'RQGHOO
        0DUGL *UDV
        0DUGL *UDV
        0DUGL *UDV   &RQGp &DYDOLHUV 3DUDGH
        0DUGL *UDV
        0DUGL *UDV
        0DUGL *UDV XQLGHQWLILHG SDUDGHV
        9HWHUDQV 'D\ 3DUDGH Q G
        :RUOG¶V)DLU 1HZ 2UOHDQV

  3XEOLF :RUNV

        $LUSRUW WR 0LFKHO
        $OXPQXP &RPSDQ\ RI $PHULFD
        $PHULFDE&OO R :RUNV $VVRFLDWLRQ IXQFWLRQV >ORRVH PLVFHOODQH
        $PHULFDQ 3XEOLF :RUNV $VVRFLDWLRQ RI ULJHWRROSULOOUFK
        $QQ 6WUHHW 'UDLQ
        $QQ 6WUHHW 'UDLQDJH
        $QQ 6WUHHW 2XWIDOO 'UDLQDJH
        $]DOHD 5RDG :LGHQLQJ RI DFFHSWDQF
        $]DOHD 5RDG :LGHQLQJ 6SULQJ 9DOOH\ 5RDG WR 6RXWK %\URQHOO
        $]DOHD 5RDG :LGHQLQJ 6SULQJ 9DOOH\ 5RDG WR 6RXWK %\URQHOO
        $]DOHD 5RDG :LGHQLQJ 6SULQJ 9DOOH\ 5RDG WR 6RXWK %\URQHOO
        %DQN $YHQXH 6WUHHW ,PSURYHPHQW DQG 'UDLQDJH %RRN
        %DQN $YHQXH 6WUHHW ,PSURYHPHQW DQG 'UDLQDJH %RRN
        %DQN $YHQXH 6WUHHW ,PSURYHPHQW DQG 'UDLQDJH %RRN
        %DQN $YHQXH 6WUHHW ,PSURYHPHQW DQG 'UDLQDJH %RRN
          %LJ 6WLFNH\ +ROORZ 'UDLQDJH
        %LJ 6WLFNH\ 'UDLQDJH 2OG 6KHOO WR 'DXSKLQ
        %LJ 6WLFNH\ 'UDLQDJH ,,
        %LJ 6WLFNH\ 'UDLQDJH 3DUW 7ZR 'DXSKLQ 6WUHHW WR 'DYLWW 6W
        %LJ 6WLFNH\ 'UDLQDJH 3DUW 7ZR
        %LJ 6WLFNH\ 'UDLQDJH 'DXSKLQ WR 'DYLWW
        %LJ 6WLFNH\ 'UDLQDJH
        %LJ 6WLFNH\ 'UDLQJ0pUD BBBBP   À @ @LHJ 6 #3DB ð 0`0Ã0

%LJ 6WLFNQH\ 'UDLQDJH 'DXSKLQ WR 'DYLWW

(OHFWULFDO 'HSDUWPHQW),5(

(TXLSPHQW ³%RRP´ 7UXFNV
(TXLSPHQW &DUV %XVVHV
(TXLSPHQW 'HSDUWPHQW RI 7UDQVSRUWDWLRQ
(TXLSPHQW 'UDLQDJH 6XUYH\ 7UXFN
(TXLSPHQW 'UHGJH 0DFKLQHV
(TXLSPHQW 'XPS 7UXFNV
(TXLSPHQW 0RZHUV
(TXLSPHQW 3DSHU 5DFNV

%R[

(TXLSPHQW 3XEOLF :RUNV 'HSDUWPHQW 6XSHUYLVRUV
(TXLSPHQW 6ROLG :DVWH 7UXFNV
(TXLSPHQW 6ROLG :DVWH 7UXFNV >WDNHQ IURP ORRVH SKRWRV@
(TXLSPHQW 6WU DQG 'UDLQ 7UXFNV
(TXLSPHQW6WUHHW 6ZHHSHUV >WDNHQ IURP ORRVH SKRWRV@
(TXLSPHQW 7UDVK 5HPRYDO 7UXFNV >WDNHQ IURP ORRVH SKRWRV@
(TXLSPHQW ³9DFX´ 7UXFNV
(TXLSPHQW 9LQWDJH DQWLTXH
(TXLSPHQW :HHG 0DFKLQH 6RQQ\ 0DWKHZV
(VODYD &UHHN 'UDLQDJH
(VODYD &UHHN(VODYD &UHHN WR ',3 6WRUP 'UDLQDJH ,PSURYHPHQW
(VODYD &UHHN %ROWRQ %UDQFK &XOYHUW # +DOOV 0LOO 5G 6WRU
(VODYD &UHHN 6DQG\ &UHHN (VODYD &UHHN WR ',3 6WRUP 'UDLQ
(VODYD &UHHN 6H:DWLRQ%UDQFK 6WRUP 'UDLQDJH ,PSURYHPHQWV
(VODYD &UHHN :LOORZ 5XQ &QO 'DXSKLQ ,VODQG 3NZ\ 6WRUP 'UDL
   (VODYD &UHHN 6HFWLRQ :RRGFRFN %UDQFK 6WRUP 'UDLQ ,PSUR
(VODYD &UHHN
)LUH 6WDWLRQRHOOWRQ 6WDWLRQ
)OHHWZRRG 'ULYH 'UDLQDJH
)OHHWZRRG 'ULYH 'UDLQDJH
)RUHVW,2YLPOORRN $UHD 'UDLQDJH
)RUHVW,2YLPOORRN $UHD 'UDLQDJH
)RUHVW,2YLPOORRN $UHD 'UDLQDJH
)RUHVW +L   )RUHVW@+¬   F

+LOO &UHVW 'UDLQDJH
,FH +RXVH %UDQFK 'UDLQDJH
.HQQ\ 6WUHHW &XOYHUW
.QROOZRRG 'ULYH ([WHQVLRQ 3KDVH ,
.QROOZRRG 'ULYH ([WHQVLRQ 3KDVH ,
.QROOZRRG 'ULYH ([WHQVLRQ 3KDVH ,
.QROOZRRG 'ULYH ([WHQVLRQ 3KDVH ,
.QROOZRRG 'ULYH ([WHQVLRQ

%R[

.QROOZRRG 'ULYH ([WHQVLRQ
.QROOZRRG 'ULYH ([WHQVLRQ
.QROOZRRG 'ULYH ([WHQVLRQ
.QROOZRRG 'ULYH ([WHQVLRQ
.QROOZRRG 'ULYH ([WHQVLRQ
/DQGILOO 3KRWRV
/DQGILOO %DWHV
/DQGILOO &KDVWDQJ H[HF 'HSW
/LJKWLQJ $LUSRUW %RXOHYDUG
/LJKWLQJ $LUSRUW %RXOHYDUG
/LJKWLQJ 9DULRXV 6WUHHWV 'DXSKLQ *RYHUQPHQW HWF
0LFKDHO %RXOHYDUG WR $LUSRUW %RXOHYDUG &RQQHFWRU
0LPV 2EVHUYHV 6DOYDJH RI %XOOGR]HU
0RELOH 0XQLFLSDO $LUSRUW 6WRUP 'UDLQDJH ,PSURYHPHQWV
0RELOH 0XQLFLSDO $LUSRUW 6DQLWDU\ 6HZHU 6HUYLFH 6\VWHP
0RRUH¶V &UHHN 6HFWLRQ %ROWRQ %UDQFK 6WRUP 'UDLQDJH ,PSU
0RRUH¶V &UHHN 6HFWLRQ 6WRUP 'UDLQDJH ,PSURYHPHQWV
0RRUH¶V &UHHN 6HFWLRQ *XODV %UDQFK 2OHQH 6WUHHW 6WRUP '
0RRUH¶V &UHHN 6HFWLRQ 6FWQ 6WRUP 'UDLQ ,PSURY 'HPHWURSROLV WR
ÁP`@ €ÀZ`

3XEOLF :RUNV 7RXU 3UHVHQWDWLRQ XQLGHQWLILHG :DWHUIURQW
3XEOLF :RUNV 7RXU >6FRWW 3DSHU"@
3XEOLF :RUHHNV 'LQQHU >XQGDWHG XQODEHOOHG SKRWRJUDSKV@
5LGJHILHOG 'UDLQDJH
5LGJHILHOG 'UDLQDJH
5R\DO 6WUHHW 'UDLQDJH DW &KDUOHVWRQ 6WUHHW
6DQLWDWLRQ 7HPSRUDU\ 7UDQVIHU 6WDWLRQ
6DQLWDWLRQ ZRUNHUV
6FRWW 0RELOHH6FRWW:DS SRPHV 0D\RU /DPEHUW & 0LPV DQG 6WDII
6LJQ &RQJUDWXODWLQJ 0LPV DV 1HZ 1DWLRQDO 3UHVLGHQW RI WKH
6ROLG :DVWH &ROOHFWLRQ
6ROLG :DVWH &UHZV &RQJUDWXODWLRQ 0LPV DV $3:$ 3UHVLGHQW
6SHQFHU¶V %UDQFK 'HPHWURSRORWWUHWWH6WRUP %XUDLPO ,PSURY
6SHQFHU¶V %UDQFK
6SULQJGDOH¶'DSKDQ 6WUHHW &RQQHFWRU
6SULQJKLOO $YHQXH
6SULQJKLOO $YHQXH 2XWIDOO 'UDLQ GRZQ 'XUDQW 6WUHHW
6SULQJKLOO $YHQXH 'UDLQ 2XWIDOO

%R[

6SULQJKLOO *XOOH\
6WDWH 'RFNV 7RXU Z R
6WRUP 'UDLQ ,PSURY 0RRUH¶V &UHHN 6SHQFHU¶V %UDQFK &XOYHU
7H[DV 6WUHHW 'UDLQ RU 6RXWKHUQ 'UDLQ
7H[DV 6WUHHW
7H[DV 6WUHHW
&HQWUDO 7H[DV 6WUWH,WSSURMHWOWQWH DQG 3DUN
7H[DV 6WUHHW 8UEDQ 5HQHZDO 'UDLQDJH 6RXWKHUQ 'UDLQ
7KUHH 0LOH &UHHN 'HGJH
7KUHH 0LOH &UHHN /DLGODZ
7KUHH 0LOH,&OXRRIGG &RQWURO
7RXOPLQV 6SULQJ %UDQFWKLRQUHKFRRQRVWUXF
7RXOPLQV 6SULQJ %UDQFK 3ULFKDUG /DQH WR 6ZHHQ\V /DQH
7RXOPLQV 6SULQJ %UDQFK 'UDLQ
7RXOPLQV 6SULQJ %UDQFK 'UDLQDJH IURP 6ZHHQ\V /DQH WR :LOVRG
7RXOPLQV 6SULQJ %UDQFK 'UDLQDJHWRU:RPVZGHSQ\HWQOXHH
7ULQLW\ *DUGHQ
7ULQLW\ *DUGHQV 3LFWXUHV RI %HUNOH\ IRU &LW\ RI 0RELOH

:HVW 7RXOPLQYLOOH 'UDLQDJH
:HVW 7RXOPLQYLOOH 'UDLQDJH 3ULFKDUG /DQH DQG 1H[W 6WUHHW
:RRGFRFN &UHHN

0LVFHOODQHRXVJUDSKV3KRWR

¶V 6FUDSERRN 3LFWXUHV
>QR RWKHU LG RQVKRZPVROUDSLHRUDG WUDFNV DQG D GLODSLGDWH
$QWLTXH $XWRPRELOHV
$XGLWRULXP DQG 7UROOH\
%HUW :KHHOHU &LW\ +DOO 7HOHSURPSWHU 3DUN
%LFHQWHQQLDO %RHOO) YDLQYV DOOG ,QIR
%XLOGLQJV /DQGVFDSHV >WDNHQ IURP ORRVH SKRWRJUDSKV@
&DPSDLJQ
&DPSDLJQ 3KRWRV >Q G @
³&DQ WKH 'HDG 3DVV IURP 'HDWK WR /LIH"´ 3HUIRUPHU
³&KDSPDQ´ FDU
&LW\ +DOO 2OG 3KRWRJUDSKV>SURDVLFWORUHSDGVPLHU %XLOGLQJV
&LW\ +DOO >WDNHQ IURP ORRVH SKRWRJUDSKV@
&RDVW *XDUG +HOLFRSWHU
&RPPLVVLRQHU 0LPV >VKRZV 0LPV LQ KLV RIILFH FRQYHUVLQJ ZLWK
&RPP 0LPV RQO\ 6JW >LOOHJLEOH@
'DOH 3 0LPV
'HOWD 5HVRUW >DHULDO VKRW RI VLWH@
)LHOG 2SHUDWLRQ±RU 2 LUULFFDQH
)RUW &RQGp 0LPV DQG 3DXO 7LSWRQ)LULQJ &DQQRQ
*RYHUQRU :DOODFH
*URXS IURP 1LJHULD
+XUULFDQH   >GDPDJH ±WR &HWLRKDOOQG)HHWHULLFR@
+XUULFDQH &OHDQXS DQG 'HEULV 'LVSRVDO 3KRWRV (DUO -RLQHU)U