

In The Matter Of:

*City Council Meeting
City of Doraville*

*Before Mayor Ray Jenkins
July 17, 2008*

*American Court Reporting Company, Inc.
52 Executive Park S, Suite 5201
Atlanta, Georgia 30329
800-445-2842
WWW.ACRGA.COM*

Original File 56296-1.TXT, Pages 2-88 (87)

Word Index included with this Min-U-Script®

This Page Intentionally Left Blank

CITY COUNCIL MEETING
CITY OF DORAVILLE
STATE OF GEORGIA
* * *

Transcript of the special call meeting held in the City Council Room at Doraville City Hall, 3725 Park Avenue, Doraville, Georgia, Mayor Ray Jenkins presiding, before Theresa Bretch, Certified Court Reporter, commencing at approximately 5:35 p.m. on Thursday, July 17, 2008.
* * *

[1] PROCEEDINGS
[2] **MAYOR JENKINS:** Meeting come to order.
[3] This is a special call meeting on a couple of
[4] things, MACTEC, and we're going to interview a
[5] person at 6 o'clock and possible Executive
[6] Session at the end of the meeting, but we'll
[7] wait on Murray.

[8] John, have you got a report maybe on
[9] MARTA and stuff to bring up while we're waiting
[10] for Murray, for what occurred today, sir?

[11] **CHIEF KING:** Yes, sir. This morning,
[12] our officers were called to assist MARTA. They
[13] located a suspicious package and because they're
[14] going to -- they're going to, you know, act with
[15] caution, basically, they shut down the MARTA
[16] station. They called our officers to assist
[17] them in directing traffic and evacuating the
[18] MARTA station.

[19] Then they called their bomb dogs in,
[20] their bomb team, and they came and examined the
[21] package and found it to be just an abandoned
[22] package, so -- and it disrupted the station
[23] probably for about an hour and a half. Our
[24] officers assisted them, and there's a standard
[25] protocol that we follow when there's an

[1] **APPEARANCES:**
[2] Doraville City Council:
[3] Hon. Ray Jenkins, Mayor
[4] Councilmember Maria Alexander
[5] Councilmember Brian Bates
[6] Councilmember Robert Spangler
[7] Councilmember Donna Pittman
[8] Councilmember Bob Roche
[9] Councilmember Pam Fleming
[10]
[11] Murray J. Weed, City Attorney
[12]
[13] Ms. Rhonda Blackmon, City Clerk
[14]
[15]
[16]
[17]
[18]
[19]
[20]
[21]
[22]
[23]
[24]
[25]

[1] abandoned package at a MARTA station.
[2] **MAYOR JENKINS:** Okay, Murray. You've
[3] got the contract for MACTEC ready?

[4] **MR. WEED:** Yes, sir.

[5] **COUNCILMEMBER BATES:** Mr. Mayor --

[6] **MAYOR JENKINS:** Yes.

[7] **COUNCILMEMBER BATES:** -- we need to
[8] take roll.

[9] **COUNCILMEMBER ALEXANDER:** We need to
[10] call roll.

[11] **MAYOR JENKINS:** All right. Call the
[12] roll.

[13] **CLERK BLACKMON:** Councilmember
[14] Alexander?

[15] **COUNCILMEMBER ALEXANDER:** Here.

[16] **CLERK BLACKMON:** Councilmember Bates?

[17] **COUNCILMEMBER BATES:** Here.

[18] **CLERK BLACKMON:** Councilmember Fleming?

[19] **COUNCILMEMBER FLEMING:** Here.

[20] **CLERK BLACKMON:** Councilmember Pittman?

[21] **COUNCILMEMBER PITTMAN:** Here.

[22] **CLERK BLACKMON:** Councilmember Roche?

[23] **COUNCILMEMBER ROCHE:** Here.

[24] **CLERK BLACKMON:** Councilmember
[25] Spangler?

[1] **COUNCILMEMBER SPANGLER:** Here.
[2] **MAYOR JENKINS:** Okay. Murray, you got
[3] the floor.

[4] **MR. WEED:** Yes, sir. Rhonda had put in
[5] your packet the contract from MACTEC. And to
[6] remind the Council of where we are with this
[7] matter, MACTEC has offered a proposal to manage
[8] the English Oak Park construction. That
[9] project's already been awarded to JaTech but not
[10] the management function.

[11] Our local staff had reported that they
[12] don't have the internal capability to perform
[13] the management function to supervise the
[14] construction on English Oak Park.

[15] The proposal essentially is \$15,000 for
[16] the management services. And having looked at
[17] it and looked at the sole-source provisions, you
[18] have two choices tonight: either you can
[19] proceed on with MACTEC underneath the sole-
[20] source doctrine or you can elect to bid that
[21] project out.

[22] Obviously, if you bid the project out,
[23] that'll delay the ultimate English Oak project.
[24] That's your choice of course. Either one, you
[25] can do.

[1] **MR. WEED:** I spent considerable hours
[2] negotiating with them. In fact, the original
[3] paragraph didn't have the entirety of the second
[4] half of the paragraph in it. And I pointed that
[5] out to them, too, that that seemed contradictory
[6] on its face.

[7] What we came up with was and the
[8] meaning of the paragraph is that they are
[9] responsible for their personnel and they're also
[10] responsible underneath the language that they
[11] will report to the City at any point they feel
[12] that the contractor is deviating from
[13] specifications and the City would issue the
[14] stop-work order.

[15] So once again, the paragraph 8 was
[16] doubled in size to actually cover the things
[17] that I thought were relevant there. And yes, I
[18] had the exact same reaction, Councilman, and
[19] that's why that paragraph is so long.

[20] **COUNCILMEMBER BATES:** So just so I'm
[21] clear, what they won't do is supervise the
[22] JaTech employees but they will oversee and
[23] manage the overall project and note any
[24] deviations to the scope of work.

[25] **MR. WEED:** Correct. The new language

[1] And the only other thing I would
[2] mention is JaTech, now that we've done the
[3] Precision Planning element at Autumn Park, there
[4] is an economy of scale because JaTech also won
[5] that bid, and the sooner we can get the second
[6] matter done, the sooner JaTech can work on both
[7] projects.

[8] However, those are your choices for the
[9] evening.

[10] I have reviewed the contract. I made
[11] some substantial changes to it. MACTEC agreed
[12] to all of the changes, and I think the contract
[13] itself is in good order. You just have to
[14] decide whether or not you want to pursue it or
[15] go a different route.

[16] **COUNCILMEMBER BATES:** Are those changes
[17] reflected in the contract that we're looking at?

[18] **MR. WEED:** Yes, sir.

[19] **COUNCILMEMBER FLEMING:** Item number 8,
[20] site responsibilities, the question that I have,
[21] I mean the sentence says, "The services do not
[22] include supervision or direction of the means,
[23] methods or actual work of other consultants,
[24] contractors, subcontractors not retained by
[25] MACTEC."

[1] that I added, if you'll look at the middle of
[2] the paragraph beginning with "Notwithstanding
[3] the foregoing" -- in other words, not
[4] considering the above statement that the Council
[5] read -- "MACTEC does have the duty to manage and
[6] oversee the work performed by contractors hired
[7] by the client to work on the project, as set
[8] forth in the proposal, including the authority
[9] to advise client to issue a stop-work order in
[10] the event that MACTEC believes any such
[11] contractor is not performing its work in
[12] accordance with the plan and specifications of
[13] the project that are applicable to it."

[14] So we spent considerable time. I had
[15] the exact same reaction that Councilman Fleming
[16] did to that paragraph. I was not happy. But
[17] that's what we've -- we agreed to, and I am
[18] satisfied with the change.

[19] **COUNCILMEMBER ROCHE:** What other
[20] changes happened in the version we were handed
[21] today versus --

[22] **MR. WEED:** Well, that --

[23] **COUNCILMEMBER ROCHE:** -- what was --

[24] **MR. WEED:** That is the most important
[25] one.

Page 9

[1] Other changes include we removed -- we
[2] modified the indemnity provision on page 3 and 4
[3] where it had environmental indemnity. The
[4] original contract provided that there was an
[5] overall indemnification on the part of the City
[6] benefiting MACTEC, and we removed the language
[7] of that completely because since there's a
[8] railroad case, a CSX case, which holds that a
[9] city can't indemnify another third party. So we
[10] changed that.

[11] Those are the two most important
[12] changes that we made. The rest of the agreement
[13] was pretty much standard form.

[14] **MAYOR JENKINS:** If they come up onto
[15] something that the contractor's not doing right,
[16] they won't tell them, or will they stop them and
[17] come to us? Is that what we're saying?

[18] **MR. WEED:** What they will do is they
[19] will come to us, and we will stop them. But the
[20] expectation is that will be -- that will be a
[21] picking-up-the-phone phone call. It won't be a
[22] two- or three-day process, because they will
[23] have people on site to supervise the work as
[24] contract manager. But they wanted to make sure
[25] that there was a difference between their line

Page 10

[1] of control for the JaTech people and their line
[2] of control and authority with us, meaning, as
[3] Councilman Bates put it, they didn't want to be
[4] responsible for JaTech's everyday, employee Joe
[5] Smith doing -- picking up the shovel and moving
[6] the dirt; but if Joe Smith wasn't picking up and
[7] moving the shovel of dirt in such a way that
[8] moved the contract forward, then they would
[9] notify us by telephone and we, the City, would
[10] stop the work.

[11] **COUNCILMEMBER ROCHE:** Presumably, that
[12] would be the City Inspector who they would
[13] contact?

[14] **MR. WEED:** Yes, sir, I would assume
[15] that, but you could -- Council could assign
[16] whoever they wanted to do that.

[17] **COUNCILMEMBER SPANGLER:** I had a
[18] question before, and it probably has a little
[19] bit to do with this contract with MACTEC if it's
[20] passed, but if when the project is completed the
[21] drainage is not right or we have sink holes or
[22] whatever, who is going to be responsible?

[23] **MR. WEED:** JaTech will be responsible.
[24] That's the ultimate party who's responsible.
[25] Now, we could also file a claim against

Page 11

[1] MACTEC for failure to manage the contract in
[2] such a way as to get the ultimate product that
[3] we contracted for. So there would be two
[4] entities responsible. Neither one of them would
[5] be off the hook, but they are two very different
[6] claims that we'd be making.

[7] **COUNCILMEMBER SPANGLER:** And what
[8] length of time are we talking about?

[9] **MR. WEED:** How -- rephrase the question
[10] because I don't --

[11] **COUNCILMEMBER SPANGLER:** We're in
[12] drought right now. We haven't had that much
[13] rain and there's not that much anticipation for
[14] that much precipitation for the rest of the
[15] year.

[16] Now, part of the project -- the most
[17] important part to me is the drainage. Okay. So
[18] it might be sometime next year before we get
[19] ample rainfall to determine if the drainage was
[20] done right. So what I'm saying is what kind of
[21] timeline do we have to guarantee that that
[22] problem is fixed?

[23] **MR. WEED:** There's a one year warranty
[24] period in the JaTech contract for the project,
[25] if I remember correctly. I don't have it here

Page 12

[1] right in front of me, and I'll confirm that with
[2] you tomorrow.

[3] **COUNCILMEMBER SPANGLER:** So that's a
[4] question I asked before, maybe not to that
[5] extent but --

[6] **MR. WEED:** Right.

[7] **COUNCILMEMBER SPANGLER:** -- what I was
[8] told was they were bonded. Okay?

[9] **MR. WEED:** Well, they are.

[10] **COUNCILMEMBER SPANGLER:** So that
[11] doesn't really tell me anything.

[12] **MR. WEED:** Well, I -- and I agree with
[13] that, but there is a warranty for their work.

[14] Now, if it's a year and a day and the
[15] system fails, then we have a problem. But
[16] that's the type of warranty that is pretty much
[17] universal in the industry.

[18] If we have -- we did not -- I wasn't
[19] involved in the very initial part of that, of
[20] the JaTech contract, although I'm responsible
[21] for it now. We could have arguably tried to get
[22] a greater warranty but that would have driven
[23] costs up on the contract.

[24] So there's a one-year warranty, so we
[25] just have to -- hopefully, they'll be enough

[1] rain to test the system, and after a year and a
[2] day, it's a year and a day. But that's no
[3] different than a roof on a building or anything
[4] else.

[5] **COUNCILMEMBER BATES:** No provisions in
[6] here for how frequently MACTEC will have someone
[7] on site?

[8] **MR. WEED:** Yes, sir. I'll try to find
[9] the exact language about that. I think it's
[10] actually in --

[11] Oh, I'm sorry. Yeah, the actual -- the
[12] provisions for that are in the -- not in the
[13] preprinted contract that we negotiated but
[14] they're in the proposal which was done in a
[15] letter format which will be ultimately attached
[16] to the main contract. And I don't think I have
[17] a copy of that in here, but there is a schedule,
[18] and I can get that to you first thing tomorrow
[19] or even tonight.

[20] **COUNCILMEMBER ROCHE:** I have this --
[21] this --

[22] **MR. WEED:** Yes, sir, it's in there.

[23] **COUNCILMEMBER FLEMING:** So they are not
[24] on site when JaTech is working; is that correct?

[25] **MR. WEED:** Yes, Councilman Fleming,

[1] -- you mentioned the scale -- economy of scale
[2] from JaTech doing two projects at once. I don't
[3] remember seeing anything that says, "Well, if we
[4] can do this cheaper, then we will give you back
[5] some money or whatever."

[6] **MR. WEED:** Well, I -- you know, I don't
[7] think that it'll benefit us that much, but --

[8] **COUNCILMEMBER ROCHE:** Right.

[9] **MR. WEED:** -- one never knows. But
[10] what it can do is in both of the JaTech
[11] contracts, both English Oak as well as Autumn
[12] Park, there are contingencies in their schedule
[13] built in. Obviously, the sooner they can do it,
[14] as well as in both of the management contracts,
[15] it will actually be cheaper if they finish
[16] sooner.

[17] In other words, if JaTech finishes one
[18] project, they move on to the other project, then
[19] we do get a corresponding benefit in both of the
[20] management contracts because they will spend
[21] less time actually on the field. And both the
[22] contracts have got provisions in them that say
[23] the longer that they're there beyond the
[24] predicted time frame, if it rains the entire
[25] time that they're there, et cetera, then it

[1] they will be on site while JaTech is working.

[2] **COUNCILMEMBER ROCHE:** So the letter is
[3] a statement of work, basically?

[4] **MR. WEED:** But it's in accordance with
[5] the schedule --

[6] **COUNCILMEMBER ROCHE:** This is the --

[7] **MR. WEED:** -- that should be in --

[8] **COUNCILMEMBER ROCHE:** -- only copy I
[9] have.

[10] **MR. WEED:** -- that letter right there.

[11] And that letter is part of the contract. It's
[12] specifically referenced in the contract. The
[13] second lined paragraph, you'll notice the X'ed
[14] box there, which makes that letter a part of the
[15] contract.

[16] **COUNCILMEMBER ROCHE:** There's an older
[17] version of the contract that's attached to that.

[18] We don't need a copy of the old version. We
[19] just need the first couple of pages.

[20] **CLERK BLACKMON:** Yes.

[21] **COUNCILMEMBER ROCHE:** Thank you.

[22] **CLERK BLACKMON:** I'll just do the
[23] schedule.

[24] **COUNCILMEMBER ROCHE:** This is a side
[25] issue, but how will Doraville benefit from this

[1] would end up costing more. So there is a true
[2] economy of scale based upon time.

[3] **COUNCILMEMBER PITTMAN:** So you're
[4] saying one year, and to go over one year
[5] warranty or whatever, it costs more? How much
[6] more? What was the other option?

[7] **MR. WEED:** Well, I don't know that
[8] there was another option because I wasn't
[9] involved in the very initial -- I wasn't
[10] involved in the bid drafting phase of this.

[11] Usually in a construction type of
[12] contract, you can -- you know, you can contract
[13] for anything that's not illegal. You can't
[14] contract to murder somebody. You can't contract
[15] to buy drugs. But other than that, you can
[16] contract for someone's love an affection. You
[17] can contract for, you know, whatever.

[18] So we arguably could have contracted
[19] for an additional warranty period that might
[20] have gone beyond the standard, regular business
[21] one-year warranty on construction materials and
[22] processes but that would have increased the
[23] cost.

[24] **COUNCILMEMBER PITTMAN:** I'm just
[25] wondering if the increase of the cost for that

Page 17

[1] security of having maybe an extra year would
 [2] outweigh the cost in the end if it should leak
 [3] and we don't have that warranty.
 [4] **MR. WEED:** That's an excellent
 [5] question, but frankly that's something we're
 [6] never going to know at this point, at least not
 [7] on these projects. Both of the projects have
 [8] been bid, they've both been awarded, and those
 [9] contracts are now done.
 [10] **COUNCILMEMBER PITTMAN:** Yeah.
 [11] **MR. WEED:** But for the next time out,
 [12] those are some -- you know, I will certainly ask
 [13] those questions, and when we construct the next
 [14] bid for the next project, I'll -- I'll ask.
 [15] And that doesn't mean to say -- you
 [16] know, and I'm pretty good, but that doesn't mean
 [17] to say that they will agree, either --
 [18] **COUNCILMEMBER PITTMAN:** Right.
 [19] **MR. WEED:** -- because people take those
 [20] warranties pretty seriously, and obviously they
 [21] don't really want to give more than a one-year
 [22] warranty if they can get out of it, and they
 [23] charge you for it if they don't.
 [24] **COUNCILMEMBER FLEMING:** Well, wouldn't
 [25] it be wise for us to at least contact JaTech to

Page 18

[1] find out if they would offer us a second-year
 [2] warranty and let us know how much it would be?
 [3] **MR. WEED:** I can ask.
 [4] **COUNCILMEMBER SPANGLER:** Or even six
 [5] months, you know.
 [6] **MR. WEED:** If that's the will of the
 [7] Council, it never hurts to ask.
 [8] **COUNCILMEMBER FLEMING:** I mean it would
 [9] be like an insurance policy for the second year
 [10] for us.
 [11] **COUNCILMEMBER ROCHE:** And it wouldn't
 [12] affect what we've done so far. If we decided to
 [13] do something --
 [14] **COUNCILMEMBER FLEMING:** Because they
 [15] were low --
 [16] **COUNCILMEMBER ROCHE:** -- that would be
 [17] a separate --
 [18] **COUNCILMEMBER FLEMING:** They were low
 [19] bidder on both projects, so I don't see that --
 [20] **COUNCILMEMBER PITTMAN:** You know, I'm
 [21] just saying if it's a kazillion dollars, I --
 [22] **COUNCILMEMBER FLEMING:** Oh, absolutely.
 [23] **COUNCILMEMBER PITTMAN:** (Overspeaking)
 [24] **COUNCILMEMBER FLEMING:** (Overspeaking)
 [25] **MR. WEED:** You know, it never hurts to

Page 19

[1] ask. All they can do is say no. But there will
 [2] be a corresponding fee for that, and I don't
 [3] know what that will be.
 [4] **COUNCILMEMBER ROCHE:** It would be a
 [5] separate contract, separate everything --
 [6] **COUNCILMEMBER FLEMING:** Right.
 [7] **COUNCILMEMBER PITTMAN:** Yes.
 [8] **COUNCILMEMBER ROCHE:** -- because I
 [9] don't want to stop this thing.
 [10] **MR. WEED:** Well, we can do it that way
 [11] or we could just do an addendum to the first
 [12] contract.
 [13] **COUNCILMEMBER PITTMAN:** Yeah. We don't
 [14] want it to stop progress.
 [15] **COUNCILMEMBER SPANGLER:** And I think if
 [16] we do it in a way that we're concerned about the
 [17] drought and the drainage, the drainage probably
 [18] is the most important thing, and they may be
 [19] receptive to us doing that.
 [20] **MR. WEED:** And the drainage function
 [21] particularly, that's with regard to the --
 [22] **COUNCILMEMBER SPANGLER:** The whole
 [23] park, the whole park.
 [24] **MR. WEED:** -- Autumn Park?
 [25] **COUNCILMEMBER SPANGLER:** No, English

Page 20

[1] Oak.
 [2] **COUNCILMEMBER FLEMING:** Did we hire
 [3] MACTEC to oversee Autumn?
 [4] **COUNCILMEMBER ROCHE:** That was my next
 [5] question.
 [6] **COUNCILMEMBER FLEMING:** I didn't think
 [7] we had.
 [8] **COUNCILMEMBER ROCHE:** I think the
 [9] question is what have we -- what's the status of
 [10] the similar contract for Autumn Park with
 [11] MACTEC? I mean when we -- we did that \$6,000
 [12] deal.
 [13] **COUNCILMEMBER BATES:** That's done.
 [14] **MR. WEED:** Right. That's done. You
 [15] know, Precision Planning accepted the service.
 [16] You approved that contract last week.
 [17] **COUNCILMEMBER ROCHE:** Okay. So now
 [18] it's just --
 [19] **MR. WEED:** And so, you know --
 [20] **COUNCILMEMBER ROCHE:** -- English Oak.
 [21] **MR. WEED:** Yeah, this is English Oak;
 [22] correct. We've got the same -- I know it's
 [23] confusing. We've got the same contractor on
 [24] both projects and two different project
 [25] managers.

[1] **COUNCILMEMBER BATES:** So do we need to
[2] make a motion to approve this?

[3] **MR. WEED:** If you want to approve it,
[4] yes, sir. If you want me to move forward with
[5] them doing the management, then that's what
[6] we'll do. And if you do that, I'd like a motion
[7] -- your motion to reflect that you consider this
[8] as part of our sole-source -- the element of the
[9] sole-source contracting in our code.

[10] **COUNCILMEMBER BATES:** I move that we
[11] accept the proposal from MACTEC as a sole-source
[12] provider for the construction management of
[13] English Oak Park.

[14] **MAYOR JENKINS:** Do I get a second?

[15] **COUNCILMEMBER PITTMAN:** Should I second
[16] before we have a question or --

[17] **MR. WEED:** Usually you'd second and
[18] then you'd talk about it.

[19] **COUNCILMEMBER PITTMAN:** Second.

[20] **MAYOR JENKINS:** This project fee, we
[21] pay them \$15,000.

[22] **COUNCILMEMBER PITTMAN:** Plus travel and
[23] mileage.

[24] **MAYOR JENKINS:** After the \$15,000,
[25] we're going to have to pay them for travel,

[1] able to have our neighborhood picnics or walks
[2] or whatever and enjoy them without walking
[3] through the mud and having mosquitos carry you
[4] off.

[5] **MAYOR JENKINS:** Excuse me.

[6] **MS. FRAYSSE:** Well, as a resident, I'm
[7] satisfied with our process and I think we should
[8] go ahead. I understand there's a temptation to
[9] nitpick and make everything absolutely
[10] excruciatingly perfect, but I hope we can move
[11] ahead. We've waited a long time.

[12] **COUNCILMEMBER SPANGLER:** So in order --
[13] you know, we possibly could save nine to ten
[14] thousand dollars if we -- if we bid it out and
[15] delay the --

[16] **MS. FRAYSSE:** That seems very unlikely.
[17] I'd like the 15,000. Even with the mileage and
[18] postage, I think that's reasonable, what they're
[19] offering us.

[20] **COUNCILMEMBER ROCHE:** Yeah. I wish I
[21] knew more about like are they going to fly
[22] someone from Alaska three times a week.
[23] Obviously, that's kind of --

[24] **MR. WEED:** Well, I --

[25] **COUNCILMEMBER ROCHE:** That was not a

[1] mileage, document, postage, at 15 percent, above
[2] the 15,000.

[3] **MR. WEED:** Right. Those are costs that
[4] are included.

[5] **COUNCILMEMBER PITTMAN:** And he took my
[6] question. That was -- I was just going to get
[7] you to elaborate on that maybe.

[8] **MR. WEED:** That's just -- that's the
[9] cost of the freight.

[10] You might be able to get a better deal
[11] by bidding it out, but you've got to weigh that
[12] against JaTech and their people being on the
[13] site against at least 30 days to bid it out, and
[14] all those factors have got to be considered.

[15] That doesn't mean to say this is the
[16] best deal you can get. There might be a better
[17] deal out there. The problem is the time element
[18] in my opinion.

[19] **COUNCILMEMBER SPANGLER:** Well, the time
[20] element I don't think is -- we've got some
[21] people from Oakcliff in the audience right now.
[22] You know, we've waited this long. We really
[23] want to make sure we get it fixed right. We've
[24] already spent a lot of money. We're fixing to
[25] spend a lot more money. I just would like to be

[1] question that was asked originally.

[2] **MR. WEED:** There is a termination
[3] clause. I mean if they started flying someone
[4] in from Alaska, I can assure you that I'll come
[5] back to you and advise you to terminate the
[6] contract.

[7] **COUNCILMEMBER ROCHE:** Okay. Well,
[8] speaking of which, it says \$15,000. When is
[9] that due and payable? It says invoices, you
[10] know, but when is that?

[11] **MR. WEED:** It does say, you know, upon
[12] receipt of invoice, and I think 30 days after
[13] that. Then of course you've got a penalty
[14] provision after that.

[15] **COUNCILMEMBER ROCHE:** Right. But what
[16] I'm saying is when can they invoice us? I don't
[17] see anything in here that says whether they
[18] invoice us when the project's done or 30 percent
[19] at the beginning, middle and end or --

[20] **MR. WEED:** It didn't contemplate that
[21] they would -- that it would be a 30 percent up
[22] front, that type of thing.

[23] It contemplates that after work
[24] received, they would send us an invoice and we
[25] would pay it.

Page 25

[1] **COUNCILMEMBER ROCHE:** So are we going
[2] to get an invoice the day after we sign this,
[3] for \$15,000 --
[4] **MR. WEED:** No.
[5] **COUNCILMEMBER ROCHE:** -- or is it going
[6] to be after the end of the project?
[7] **MR. WEED:** It should -- well, my under-
[8] standing of it would be that they would -- as
[9] the construction schedule continues, they will
[10] probably send us more than one invoice at, you
[11] know, 30 percent, 40 percent. And I'm not
[12] quoting you exactly what the points are in the
[13] contract.
[14] No, sir, they will not -- if you sign
[15] this tonight, they will not invoice us tomorrow.
[16] **COUNCILMEMBER ROCHE:** I didn't see like
[17] an hourly rate or something like that, so I'm
[18] just curious as to how that works, because I
[19] don't see anything here that would prevent them,
[20] frankly, from invoicing us tomorrow.
[21] **MR. WEED:** Well, what would prevent
[22] them from doing that would be me calling them on
[23] the phone and stamping my feet until they didn't
[24] do it, and I can do that pretty well.
[25] I mean that's -- it's not contemplated.

Page 26

[1] We didn't discuss it. It's not -- it's not how
[2] it's usually done in industry terms.
[3] **COUNCILMEMBER ROCHE:** Right.
[4] **MR. WEED:** And you have my personal
[5] word that they won't do it. Or if they do, you
[6] know, they may not work in this town again. It
[7] would not be very pleasant for them.
[8] **COUNCILMEMBER ROCHE:** Yeah, because
[9] typically you'll have like an hourly rate and if
[10] you worked 40 hours, you'd bill that 40 hours
[11] every two weeks or whatever until you finish the
[12] project.
[13] **MAYOR JENKINS:** Anymore discussion?
[14] **MRS. CRAWFORD:** I have a question.
[15] Have we scrutinized the plan for Autumn Park as
[16] well or is that yet to come?
[17] **COUNCILMEMBER BATES:** That's already
[18] done.
[19] **MS. FRAYSSE:** That went through pretty
[20] quickly.
[21] **MRS. CRAWFORD:** Yeah.
[22] **COUNCILMEMBER FLEMING:** I just have one
[23] quick question. The JaTech contract, did they
[24] indicate how long they thought Autumn would
[25] take?

Page 27

[1] **MR. WEED:** I'm actually going to turn
[2] to Councilman Alexander to see if she can help
[3] jog my memory.
[4] My memory of that was that it was about
[5] a three-week time frame.
[6] **MAYOR JENKINS:** Two or three weeks.
[7] **MR. WEED:** That's my memory. Does that
[8] ring any bells? That's my best recollection.
[9] **COUNCILMEMBER FLEMING:** Two to three
[10] weeks.
[11] **COUNCILMEMBER ALEXANDER:** No.
[12] **MR. WEED:** I would say it was at least
[13] three weeks.
[14] **COUNCILMEMBER ALEXANDER:** No, it wasn't
[15] weeks. English Oak was months.
[16] **COUNCILMEMBER FLEMING:** The only reason
[17] why I'm questioning it, and I truly am not
[18] trying to --
[19] **COUNCILMEMBER ALEXANDER:** We should
[20] have a --
[21] **COUNCILMEMBER FLEMING:** -- take a --
[22] **COUNCILMEMBER ALEXANDER:**
[23] (Overspeaking)
[24] **COUNCILMEMBER FLEMING:** -- long period
[25] of time. They've mentioned in this particular

Page 28

[1] contract of four months, and if it goes longer
[2] than that, then the fees will be more. That was
[3] the only reason why I was asking.
[4] **MR. WEED:** Yeah. I can give you
[5] definitive time frames or even a calendar
[6] tomorrow on both projects.
[7] Obviously, since one project was done,
[8] I didn't contemplate those questions, but I have
[9] the information.
[10] **COUNCILMEMBER PITTMAN:** So when they
[11] say a duration of four months, that's them
[12] saying that. We don't have the control over
[13] saying, "Okay. This project needs to be
[14] finished by this date or there's going to be
[15] penalties?" I mean they could drag it out for
[16] the next year.
[17] **MR. WEED:** Well, let's back up a
[18] second.
[19] **COUNCILMEMBER PITTMAN:** Okay.
[20] **MR. WEED:** Okay. There are penalty
[21] provisions in the JaTech contract if they go
[22] beyond the construction schedule. But that's
[23] different than this contract. This contract is
[24] the management contract and they've built in an
[25] extra time period in case the first contract

[1] does go over. But if the first contract goes
[2] over, there is an actual monetary penalty that's
[3] charged to the contractor.

[4] So we're talking about four agreements
[5] on two projects, and the two main agreements are
[6] between us and the contractor, and both of those
[7] contracts have got financial-penalty provisions
[8] for going over.

[9] **COUNCILMEMBER PITTMAN:** Okay. That's
[10] it.

[11] **COUNCILMEMBER FLEMING:** Okay. But the
[12] MACTEC, though, if it goes over four months,
[13] then they are -- then MACTEC is also going to
[14] charge us as well.

[15] **MR. WEED:** That is correct.

[16] **COUNCILMEMBER FLEMING:** In addition to
[17] the 15,000.

[18] **MR. WEED:** That is also correct.

[19] **COUNCILMEMBER ROCHE:** Councilman Bates,
[20] I think it was \$6400 for the Precision Planning
[21] management contract?

[22] **COUNCILMEMBER BATES:** That sounds
[23] right.

[24] **MR. WEED:** That's right.

[25] **COUNCILMEMBER ALEXANDER:** Stage 1,

[1] there some performance contract here as far as
[2] drainage is concerned? In other words, when you
[3] get finished with this project and it's still
[4] wet, who do we go see?

[5] **MAYOR JENKINS:** The drainage problem
[6] will be fixed before they do the walking trail.

[7] **MR. HART:** Okay. I guess that's part
[8] of this engineering drawing or detail, but
[9] suppose that doesn't work? Who do we go see?

[10] **COUNCILMEMBER SPANGLER:** According to
[11] Mr. Weed, what he said earlier was that we would
[12] see MACTEC and also the contractor.

[13] So we would have two, two different
[14] companies that we could fall back on. Is that
[15] correct?

[16] **MR. WEED:** Yes, sir.

[17] **MR. HART:** Okay. And there was a
[18] question about the pavilion, where they're going
[19] to place that and whether that's going to be on
[20] dry ground or wet ground or -- there was an area
[21] that was wet, if we're going to put the pavilion
[22] on the dry ground and then we step off the
[23] pavilion onto the wet ground.

[24] I mean has all that been taken --
[25] before you start building all this stuff and it

[1] Phase 1.

[2] **COUNCILMEMBER ROCHE:** Just for the
[3] first stage, though.

[4] **COUNCILMEMBER ROCHE:** I just want to
[5] say for the record we're paying a little over
[6] \$21,000 for management for these two projects,
[7] but that's -- I'm good.

[8] **MAYOR JENKINS:** More discussion at the
[9] table?

[10] **COUNCILMEMBER SPANGLER:** We have a
[11] question in the audience.

[12] **MAYOR JENKINS:** Come on up to the
[13] microphone, sir.

[14] **MR. HART:** On English Oak Park, you
[15] know, has a final construction drawing been done
[16] for that or --

[17] **COUNCILMEMBER ALEXANDER:** Yes.

[18] **MR. HART:** All the details are in?

[19] **COUNCILMEMBER ALEXANDER:** They were
[20] included in the RFPs.

[21] **MR. HART:** Okay. So there is a final
[22] construction drawing for, you know, all the
[23] little walking trails and the pavilion and that
[24] sort of thing.

[25] And when they did those drawings, is

[1] takes a year to do this and we start doing this
[2] again, because this started with a pipe repair.
[3] And I don't know what the dollar figures are.
[4] Has anyone totaled up the entire project from A
[5] to Z when they started two years ago, exactly
[6] what this 1.2 acres is going to cost the City?

[7] I mean MACTEC has received many, many
[8] checks; Dekalb County and their subcontractors
[9] and contractors, and stormwater monies. I mean
[10] has anyone bothered to total this whole thing
[11] up?

[12] That's all the questions I have. Thank
[13] you.

[14] **MAYOR JENKINS:** If you want a total,
[15] I'm sure we can get it for you, Tom, without any
[16] problem.

[17] **MR. HART:** It would be shame to spend
[18] over a million dollars on a 1.2 acre wet spot.

[19] **MAYOR JENKINS:** Anymore discussion?
[20] Call the roll.

[21] **CLERK BLACKMON:** Councilmember
[22] Alexander?

[23] **COUNCILMEMBER ALEXANDER:** Yes.

[24] **CLERK BLACKMON:** Councilmember Bates?

[25] **COUNCILMEMBER BATES:** Yes.

Page 33

[1] **CLERK BLACKMON:** Councilmember Fleming?
 [2] **COUNCILMEMBER FLEMING:** Yes.
 [3] **CLERK BLACKMON:** Councilmember Pittman?
 [4] **COUNCILMEMBER PITTMAN:** Yes.
 [5] **CLERK BLACKMON:** Councilmember Roche?
 [6] **COUNCILMEMBER ROCHE:** Yes.
 [7] **CLERK BLACKMON:** Councilmember
 [8] Spangler?
 [9] **COUNCILMEMBER SPANGLER:** No.
 [10] **MAYOR JENKINS:** Motion carried.
 [11] That completes the contract, so we'll
 [12] have an interview that we're going to interview
 [13] so --
 [14] **MR. WEED:** Mr. Mayor, I was hoping that
 [15] Council would entertain going into a very brief
 [16] Executive Session for both pending and future
 [17] litigation purposes and also personnel.
 [18] **MAYOR JENKINS:** I thought -- we have
 [19] her scheduled for 6:00, so we're going to hold
 [20] her out till we do that?
 [21] **MR. WEED:** I was going to suggest you
 [22] might want to do it before her interview, not to
 [23] inconvenience the candidate but because --
 [24] I mean I can go have a drink or
 [25] something, a Coca-Cola, and come back. I mean I

Page 34

[1] won't charge you, you know.
 [2] You know, it would be -- whatever's
 [3] more convenient and least expensive and easier
 [4] for everybody, I'm certainly willing to do.
 [5] **MAYOR JENKINS:** Mrs. Upshaw?
 [6] **COUNCILMEMBER BATES:** Mr. Mayor, we're
 [7] going to need to go into Executive Session after
 [8] the interviews, anyway.
 [9] **MAYOR JENKINS:** That was my point.
 [10] **MR. WEED:** All right. I'll go find
 [11] something useful to do.
 [12] **MAYOR JENKINS:** Very good.
 [13] **MR. WEED:** All right.
 [14] **COUNCILMEMBER FLEMING:** Thank you.
 [15] - - -
 [16] **MAYOR JENKINS:** Come on up, Mrs.
 [17] Upshaw.
 [18] **COUNCILMEMBER FLEMING:** Welcome back.
 [19] **MRS. UPSHAW:** Thank you very much. I
 [20] appreciate the opportunity to come back and meet
 [21] with all of you.
 [22] **COUNCILMEMBER BATES:** Thank you for
 [23] coming back, Mary Louise. Thank you very much.
 [24] Appreciate it.
 [25] As I think you're aware, we do not have

Page 35

[1] a city planner on staff. This is going to be a
 [2] new venture for us, and so therefore it would be
 [3] you or whomever it is in the department by them-
 [4] selves. Is that something that you're willing
 [5] to take on as far as a challenge and be able to
 [6] wear the many hats that would be required of a
 [7] sole person in the department and interact with
 [8] the various department heads that would need to
 [9] be interacted with?
 [10] **MRS. UPSHAW:** Yes, I would be more than
 [11] happy to take on -- as I said in the first
 [12] meeting, this is very exciting for an old bird
 [13] like me to get a chance to do new things, and
 [14] I'm very pleased with the opportunity to get
 [15] this started. And if that's the way we get
 [16] started, there's no other way to do it is put
 [17] one foot in front of the other. Glad to do it.
 [18] That answers one of my questions. I'll
 [19] just mark that off. Thank you.
 [20] **COUNCILMEMBER PITTMAN:** Well, I know
 [21] the last time, we kind of caught you off guard
 [22] maybe with a couple of questions, but since
 [23] then, maybe you've done a little research.
 [24] What do you think and feel that are
 [25] some of the most important factors that we're

Page 36

[1] going to be facing in the future here?
 [2] **MRS. UPSHAW:** I think that the economy
 [3] is frightening for everybody, and to keep our
 [4] citizens in Doraville comfortable to know that
 [5] this is a forward, progressive-moving Mayor and
 [6] Council that will take them wherever we need to
 [7] go in a steady pace without scaring anybody away
 [8] but perhaps attracting people to come because
 [9] we're taking the steady course. I think that's
 [10] the important thing to attract other people for
 [11] economic development, for morale development and
 [12] working together with the city.
 [13] I noticed on the web site the festival
 [14] that's coming up, and I think that's a big thing
 [15] to get people out to do something that doesn't
 [16] cost them money, the best I could tell, and yet
 [17] gets them an opportunity to integrate with each
 [18] other and say, you know, we all are in the same
 [19] boat but let's have a hot dog and enjoy
 [20] ourselves together; gives an opportunity to
 [21] comfort the people and let them know that we're
 [22] all working together.
 [23] Doraville is built out. I read that
 [24] several times in your comprehensive plan. I
 [25] read it in the Georgia Tech program proposal for

[1] redevelopment. I think that that's true but not
[2] true, because the new concept of tear down and
[3] rebuild is certainly very vital within the
[4] community.

[5] It's a little slow right now, but the
[6] opportunities for communities within Doraville
[7] to redevelop themselves, restructure themselves,
[8] with young families moving in with older
[9] families, and the housing types to be a mix --
[10] certainly controlled because we don't want to
[11] put any palaces next door to any comfortable,
[12] one-story ranches, but certainly controlled.

[13] But to have that integration, as I said
[14] before, we want to make sure that we mix the
[15] incomes in our communities as well, because
[16] that's what makes a community. If the whole
[17] world were just like me, what a sad, sad world
[18] this world would be. My grandmother used to say
[19] that.

[20] **COUNCILMEMBER PITTMAN:** Given that --
[21] and I apologize if we touched on this the last
[22] time, but I'm a strong advocate of Smart Growth.
[23] How do you think that possibly could be
[24] implemented into the city of Doraville?

[25] **MRS. UPSHAW:** Well, I'm a strong

[1] **MRS. UPSHAW:** I really still don't have
[2] any more of that than I did before except --

[3] **COUNCILMEMBER BATES:** You didn't pick
[4] up any in a week?

[5] **MRS. UPSHAW:** No. I had -- well, I
[6] sort of went to Miami, and so I saw a lot of
[7] interesting opportunities.

[8] But certainly, I've worked together to
[9] coordinate planning with economic development. I
[10] worked very closely with the economic develop-
[11] ment folks over at Fulton County to give them
[12] guidance and opportunity and the what-if's on
[13] both columns; certainly not making any decisions
[14] for the Board of Commissioners or even
[15] recommending anything to the Board of
[16] Commissioners but saying to the people in
[17] economic development, "This is a planning option
[18] that you might want to use. This is a planning
[19] option that's counter to that option. So if the
[20] big box comes in, why don't we talk about, oh,
[21] if you could alter the design of the frontage of
[22] your big box, you might fit in this community a
[23] little bit better and not have to, you know, try
[24] to bull your way through it. It is what I've
[25] always wanted." You know, Home Depot has the

[1] advocate of Smart Growth as well. As we talked
[2] about last time, I was appointed the head of
[3] developing Smart Growth ordinance for Fulton
[4] County. And I'm very much excited about it no
[5] matter what they're calling it these days. You
[6] know, there's a whole litany of new titles to
[7] really talk about the same thing, and that is
[8] deflecting the sprawl that we've all suffered.
[9] The '70s and '80s was all about low-density
[10] crawl away from the core of the city, and now
[11] everybody's relying on their automobile and
[12] we've hit the wall with automobiles.

[13] If we had -- and I say "we" because
[14] I've been in this industry for a long number of
[15] years. If we had done a better job of
[16] controlling sprawl back in the day, we wouldn't
[17] all be touched so badly with this automobile
[18] gasoline crisis that we have.

[19] So certainly Smart Growth, wise growth,
[20] marketability, using more transit-oriented
[21] planning, developing more walkable communities
[22] and with work communities, all of those options
[23] really all are tools of Smart Growth.

[24] **COUNCILMEMBER BATES:** Experience on
[25] economic incentives, economic development?

[1] orange roof, but they'll change their roof if
[2] the community is viable enough that they want to
[3] move into it.

[4] So there's those options that your
[5] economic-development focus could -- you sit down
[6] with the mayor and the potential customer who's
[7] coming in and we say, "We really are excited
[8] about you coming, for employment, for oppor-
[9] tunities, and for the fact that our community
[10] would really like to have these services;
[11] however, we have a concept of what we want to
[12] look like."

[13] And it's worked all over. Sanibel
[14] Island, if you go to Sanibel, you don't even
[15] know where the grocery store is. The little
[16] sign is that tall (indicating), and, you know,
[17] terrible. So it'll work if they want to come.

[18] So I can say I don't know how to go and
[19] get them but I could certainly tell you and work
[20] very closely --

[21] And that's another thing that I wanted
[22] to ask you about potential learning opportu-
[23] nities, if I wanted to take a course or buy a
[24] CD-ROM about economic development and wanted to
[25] advance what knowledge I may have on economic

Page 41

[1] development, is that something that I could
[2] perhaps rely on you-all to fund for me or other
[3] professional growth opportunities?
[4] **MAYOR JENKINS:** We believe in training,
[5] yes.
[6] **MRS. UPSHAW:** Training is an
[7] opportunity?
[8] **COUNCILMEMBER ROCHE:** I think there was
[9] a training budget in that. I forget what it
[10] was.
[11] **COUNCILMEMBER ALEXANDER:** I think so.
[12] **MRS. UPSHAW:** I did see that in the
[13] budget. I was a little perplexed because the
[14] city planner wasn't funded. I just thought that
[15] was a little frightening, but perhaps you've
[16] made options on that since the one that was
[17] published.
[18] **COUNCILMEMBER ROCHE:** Yeah, we have a
[19] new one. It's a different department.
[20] **MRS. UPSHAW:** Whew. Okay.
[21] **COUNCILMEMBER BATES:** We have back-
[22] funded that.
[23] **MRS. UPSHAW:** That's good to hear.
[24] **COUNCILMEMBER PITTMAN:** What do you
[25] think -- and again, I apologize if we did ask --

Page 42

[1] **MRS. UPSHAW:** No problem.
[2] **COUNCILMEMBER PITTMAN:** -- but refresh
[3] my memory. The cornerstones of a good planning
[4] policy?
[5] **MRS. UPSHAW:** I think the things that I
[6] just mentioned. You don't want to be all
[7] automobile-focused. You want to have multi-
[8] transit options in mind.
[9] To think about transitional zoning that
[10] will leave the rural communities rural still and
[11] yet still make it viable for them to succeed.
[12] And have the mixed uses to truly be a
[13] mix to include places where public servants,
[14] such as myself, and the Chief of Police, and the
[15] police officer who walks the beat and the
[16] individuals who work collecting the garbage will
[17] have a place to live and they don't have to
[18] worry about competing with everybody else who
[19] gets a lot of money for their professional
[20] expertise.
[21] We've got to take care of all of our
[22] people, and these mixed uses should include
[23] affordable housing. Affordable housing is not
[24] or should not have the terrible faults that go
[25] in the minds of some older people when they

Page 43

[1] think about city housing or --
[2] **COUNCILMEMBER ROCHE:** Projects?
[3] **MRS. UPSHAW:** -- the projects, right.
[4] But instead, it should be integrated into
[5] community so that a windshield survey would not
[6] tell you where folks live based on their purse
[7] but indeed where folks live based on their needs
[8] as individuals and the wealth that they can
[9] bring to your community.
[10] **COUNCILMEMBER BATES:** From a planning
[11] perspective, the city is divided into four
[12] quadrants. We've got Buford Highway that
[13] separates us east to west and 285 that separates
[14] us north and south. How do we go about
[15] integrating those four quadrants into -- for
[16] connectivity and transportation, alternate
[17] transportation modes?
[18] **MRS. UPSHAW:** It's certainly a
[19] challenge. I think we can look forward into
[20] alternative transportation that would be a good
[21] linkage. I saw on one of the plans, I believe
[22] it may have been Georgia Tech, that there was a
[23] pedestrian bridge proposed for getting across
[24] the railroad and from the MARTA so that you have
[25] access from this side over to the Peachtree

Page 44

[1] Industrial side. That's one element of
[2] connectivity, the pedestrians.
[3] Small buses that run up and down Buford
[4] Highway have already blossomed all over
[5] everywhere. You see all sorts of folks. This
[6] is a sense of community that brought that out, I
[7] believe. I've certainly not investigated where
[8] they came from, but an enterprising individual
[9] or two thought, "Well, why don't we just provide
[10] transportation up and down Buford Highway?"
[11] Well, this is something that the City might
[12] could even look into or contract or get some
[13] enthusiasm built up for people going to and from
[14] places.
[15] Support options. Let the City
[16] advertise for their economic strong points. The
[17] people who do business over there should be
[18] advertised to the people who do business over
[19] here so that we can talk to each other and maybe
[20] keep a little bit in the family, and the city
[21] support themselves.
[22] And maybe putting a little tag every
[23] month on the web site.
[24] Your web site, by the way, is
[25] excellent. I don't know who developed it, but

[1] it's very easy to maneuver.
 [2] So put something out there that'll get
 [3] the folks who are in commercial businesses here
 [4] interested in talking to the people who are over
 [5] there. Or just advertise for a nice sit-down
 [6] dinner for somebody, but have them the option of
 [7] being picked from a bowl or whatever, just to
 [8] let them know that each other exists so that it
 [9] would be an interest to drive back and forth
 [10] instead of staying in your own little back yard.
 [11] That's about the best that I could come up
 [12] without doing deeper studies.

[13] But there are folks who do this kind of
 [14] studies available for giving us input on that,
 [15] and I certainly will be more than happy to look
 [16] into some options and maybe talk to some folks
 [17] in their communities, in the business organiza-
 [18] tions that you may have associated with the
 [19] city.

[20] **COUNCILMEMBER ROCHE:** What kind of
 [21] contacts do you have with Dekalb County? I mean
 [22] I know you work at Fulton County, but --

[23] **MRS. UPSHAW:** One of the references
 [24] that I put down and fax'ed over was Patrick
 [25] Ejike who is the Director of Planning and

[1] know, how do you -- have you ever had to work,
 [2] you know, directly with the County Commissioners
 [3] and resolve some of these issues?

[4] I guess even the bigger question is how
 [5] do you manage -- how do you do what you're doing
 [6] and being effective without getting involved in
 [7] like the politics of it?

[8] **MRS. UPSHAW:** Well, that's -- that was
 [9] a lesson that I learned very early on. For the
 [10] first nine years that I worked for Fulton
 [11] County, I was the voice of zoning. By that, I
 [12] mean that I sat with the Commissioners in their
 [13] meeting each month the first meeting of the
 [14] month and reviewed zoning cases. And they would
 [15] ask me questions, and I would answer their
 [16] questions, and it would not be unusual for them
 [17] to pose questions through me that would actually
 [18] be a conversation between them. And my simple
 [19] reaction is to answer the person who's asking
 [20] the question at the time that they ask the
 [21] question and to be as simple -- as quickly and
 [22] simple as possible. And then if the next
 [23] question comes up that's contrary to what I just
 [24] said, I say it anyway because I am not the
 [25] elected official.

[1] Development in the City of Decatur. He and I
 [2] are very dear friends, and we go back to the
 [3] "when" in planning. And I also worked with a
 [4] number of people who abandoned Fulton County and
 [5] the sinking of the ship and went over there to
 [6] work, so I know several people who are in higher
 [7] leadership in the planning and zoning,
 [8] particularly, department.

[9] And as a resident of Dekalb County, I
 [10] know a lot about the people who surface roads
 [11] and fix potholes, because -- they probably even
 [12] know my address more than likely -- because it's
 [13] important to me to report. I know what it feels
 [14] like to be a government worker and somebody
 [15] never tell you anything and then come to a
 [16] public meeting and accuse you of all kinds of
 [17] things. So as a citizen, I incline myself to
 [18] report, so --

[19] **COUNCILMEMBER ROCHE:** You can be an
 [20] elected official and have that happen to you.

[21] Speaking of which, I noticed that if
 [22] you follow along, it talks about conflict
 [23] resolution. And I mean obviously there's seven
 [24] people up here and, believe it or not, we don't
 [25] always agree on every single thing. And you

[1] If you -- when you hire me, you will be
 [2] putting me in a position as a professional. It
 [3] will be my responsibility to tell you
 [4] professionally what I believe is the best course
 [5] of action. However, I didn't collect money, I
 [6] didn't run a campaign and I did not get elected
 [7] by the good citizens of Doraville to lead them.
 [8] So when you ask my opinion, if you choose to go
 [9] a different way, then that's just as good as my
 [10] opinion because you did do all those things and
 [11] the citizens of Doraville rely on you. And
 [12] certainly we can do anything that you choose to
 [13] do together. I think it's my diligence, my
 [14] opportunity and my professional obligation to
 [15] tell you what I think to the extent that it's
 [16] based in planning, not what I think as Mary
 [17] Louise but as the professional that I am.

[18] **COUNCILMEMBER FLEMING:** If you were
 [19] selected our city planner, what would be the
 [20] first three things that you would do?

[21] **MRS. UPSHAW:** Well, certainly I would
 [22] want to sit down and read every ordinance that
 [23] you have and see if -- make sure that they're
 [24] consistent with one another, they're not
 [25] counter.

Page 49

[1] Unfortunately, in writing policies, we
[2] tend to sometimes write them out of motion and
[3] sometimes your zoning resolution will say
[4] something about your sign ordinance will say
[5] something else, and you're in a quandary.
[6] I noticed in just quickly perusing the
[7] one that is on the web site that there is, for
[8] instance, no definition of "fence." And in
[9] Fulton County, we've had a lot of disharmony
[10] between neighbors because nobody can say what a
[11] fence is. Is it made of brick? No. That's a
[12] wall. Well, what is a wall? That definition's
[13] not there either.
[14] So I think that little things like
[15] that, we're going to go through with a little
[16] box of star stickers and sticker-sticker-sticker
[17] all the way through, and then read them in
[18] comparison, as I said, and make sure they're not
[19] counter to each other.
[20] And then perhaps from my experience
[21] say, "This talks in your development regulations
[22] about something that people might do, but it's
[23] not regulated." We got real excited at Fulton
[24] County and wrote this Live/Work thing about
[25] condominiums on top and stores on the bottom

Page 50

[1] except we forgot to write an ordinance about it,
[2] and people showed up to get it permitted, and
[3] we're standing there with our hats on the ground
[4] because we didn't have rules. So we were
[5] jumping around and trying to make the rules as
[6] the process was in process.
[7] So forward thinking, trying to look at
[8] the comprehensive plan, look at the experiences
[9] of Dekalb County, look at the experiences of
[10] those cities around us and say, "Before we get
[11] there and stumble in that hole, let's try to
[12] find out what to do."
[13] The second thing I would do would be to
[14] evaluate what could be done, if anything, to use
[15] common sense or base English. I think too often
[16] governments write their regulations in some
[17] mysterious language -- I'm sorry to the attorney
[18] who's sitting here -- so that it requires an
[19] attorney to sort things through.
[20] The truth of the matter is land use,
[21] land development and zoning is nothing but
[22] making a decision early on about how you will
[23] allow or restrict certain uses, period. You can
[24] do that in English. You don't have to use
[25] "plannerese" so that it's real fancy and you

Page 51

[1] don't have to use "legalese" so that you have to
[2] have an attorney.
[3] We worked very hard in the first 10
[4] years that I was in Fulton County. Every time
[5] we had an option or opportunity, we destroyed
[6] our zoning resolution and rewrote it in English.
[7] I wrote a little booklet called "Wading Through
[8] the Zoning Process" that we used with our
[9] citizens. And the cartoon that the graphics
[10] people came up with was a guy on stilts going
[11] through an alligator pond.
[12] And you just want to make sure that
[13] it's understandable. You've made a big step in
[14] that direction on your web site to give
[15] terminology. I think that's an excellent step
[16] in the right direction to try to get people to
[17] start thinking in these terms. But nobody's
[18] born doing this. You got to come up with the
[19] right words. So putting the ordinances out
[20] there for the community to learn and understand.
[21] And the third thing that I would do
[22] would be to make contact with the community as
[23] you-all would identify for me who those
[24] community leaders are so I can hear from them.
[25] I'm the newbie on the block; tell me

Page 52

[1] what you want, tell me how you see it, tell me
[2] what you'd like to see. I have no authority.
[3] I'm not the politician. I am not the one who's
[4] going to be making the decisions, but there'll
[5] come a time when I'll be asked to rewrite the
[6] comprehensive plan, to add addendums to the
[7] comprehensive plan, to make recommendations on
[8] conditions of zoning. What are those things
[9] that just get you every time? What is the burr
[10] in your saddle? Can I explain that away or can
[11] we work out something that might fit with the
[12] desire of the Mayor and Council that will
[13] actually work for the community of Doraville?
[14] **COUNCILMEMBER FLEMING:** Thank you.
[15] **MRS. UPSHAW:** Thank you.
[16] **COUNCILMEMBER PITTMAN:** Where would you
[17] like to be in five years?
[18] **MRS. UPSHAW:** Let's see. I have
[19] grandchildren in Massachusetts, Virginia and
[20] Atlanta. I have eight so far and one on the way
[21] and possibly one more. I'm thinking that's
[22] about going to be it for our family, but you
[23] never know, and I don't want to hear how that
[24] happens.
[25] But I would like to be retired or semi-

[1] retired or at least know that they're all coming
[2] as regularly as they can and come and see me and
[3] let's play. And that's what I do with kids. We
[4] get down on the floor and play. As long as I
[5] can get down on the floor, I would like to do
[6] that.

[7] However, financially, I expect that I
[8] will be working for at least seven more years.
[9] That's my anticipation. Depending on
[10] circumstances, that's the way it is right now.

[11] So I would like to do a good job. I'm
[12] beyond the climbing the ladder. I need a
[13] certain amount of money in order to survive and
[14] to plan for that future. I intend to be
[15] healthy. That takes a little money.

[16] After that, exciting new things to do
[17] really stir me up good. So I'd really like to
[18] continue the enthusiasm of new opportunities.

[19] **COUNCILMEMBER BATES:** Questions for us?

[20] **MRS. UPSHAW:** Well, you've answered so
[21] many of them.

[22] What would you expect me to accomplish
[23] in the first six months --

[24] **COUNCILMEMBER BATES:** Fix it.

[25] **MRS. UPSHAW:** -- or the first year?

[1] **MRS. UPSHAW:** My understanding is this
[2] position would actually answer to the Mayor?

[3] **COUNCILMEMBER ROCHE:** Right.

[4] **MRS. UPSHAW:** That is also true of
[5] other department heads as I understand it -- or
[6] of department heads --

[7] **COUNCILMEMBER ROCHE:** Right.

[8] **MRS. UPSHAW:** -- since I am the
[9] department.

[10] So you would be doing my evaluation and
[11] reporting back to the Council.

[12] **COUNCILMEMBER ROCHE:** (Nods head)

[13] **MAYOR JENKINS:** (Nods head)

[14] **MRS. UPSHAW:** There is a little bit of
[15] concern that I have that it may be a political
[16] appointment. Is that true or is it more of an
[17] employment relationship with the entire Council
[18] and not dependent on one individual, one
[19] opinion?

[20] Hmmmm.

[21] **COUNCILMEMBER BATES:** Well, it's a
[22] majority vote, so --

[23] **MAYOR JENKINS:** The Mayor don't have a
[24] vote.

[25] **MRS. UPSHAW:** Unless there's a tie.

[1] **COUNCILMEMBER BATES:** Fix it.

[2] **MRS. UPSHAW:** Fix it. How do you spell
[3] that?

[4] **COUNCILMEMBER ROCHE:** I think we need
[5] someone who basically could come in and just
[6] bring order to chaos. I mean we have someone
[7] else that did this recently over in the City
[8] Clerk department. You know, the procedures were
[9] kind of all over the place, there was no road
[10] maps, I don't think. But on the other hand,
[11] like you said, the exciting thing would be that
[12] you -- you know, whoever we hire will be able to
[13] come in and put their stamp on basically
[14] Doraville as a -- you know, as a planning
[15] entity, as a developmental entity -- which we
[16] have practically none of now, you know, and what
[17] we have is people like us, amateurs, you know --
[18] and set up a process that, you know, in seven
[19] years when you do retire or, you know, one day
[20] when you hit the lottery or whatever, you know,
[21] we have another staff and everything's ready and
[22] someone else can step into the -- you know, and
[23] move on and take us forward. That's -- I don't
[24] know about everyone else, but I think that would
[25] be a great start, so --

[1] **COUNCILMEMBER ROCHE:** Unless there's a
[2] tie on that.

[3] **MRS. UPSHAW:** Right.

[4] **COUNCILMEMBER FLEMING:** And I think
[5] we're unanimous in the fact that we all need a
[6] city planner. So I mean we're all there on that
[7] one.

[8] **COUNCILMEMBER ROCHE:** And I mean you
[9] bring up a good point, and I mean my own
[10] personal attitude, and people have heard me say
[11] this: I don't want someone that's on my side,
[12] you know, or someone else's side. I want
[13] someone that's on our side, someone that can --

[14] I think in terms of these two people
[15] sitting here, you know, the City Clerk and the
[16] City Attorney. I mean they're not on anybody's
[17] side. And I think you explained very well
[18] earlier how you handle that, is that you just
[19] say, "Well, as a --" you know, I'm a consultant,
[20] too, and there's times when I say, "I think you
[21] should do such and such," and sometimes they do
[22] and sometimes they don't, you know. And
[23] sometimes I get to go back later and say, "I
[24] told you so," whatever. But I think we all kind
[25] of have that, so --

Page 57

[1] **MRS. UPSHAW:** What is the next step in
[2] this process? Is there more to know?
[3] **COUNCILMEMBER BATES:** Well, I think
[4] we're going to try to make a decision tonight.
[5] **MRS. UPSHAW:** Okay. So I might hear
[6] from you tomorrow?
[7] **COUNCILMEMBER ALEXANDER:** Did you get
[8] her references?
[9] **CLERK BLACKMON:** I did not.
[10] Do you have a copy?
[11] **MRS. UPSHAW:** Oh. I'm sorry.
[12] **CLERK BLACKMON:** I heard you fax'ed
[13] them, but I did not receive them.
[14] **MRS. UPSHAW:** I did not fax them. I
[15] sent them in an e-mail. I'm sorry. But I
[16] actually made copies.
[17] **CLERK BLACKMON:** Thank you.
[18] **MAYOR JENKINS:** Let me ask you a
[19] question. I believe it was asked before. What
[20] is your actual reason for leaving Atlanta and
[21] coming to a smaller city before you retire?
[22] **MRS. UPSHAW:** I would be leaving Fulton
[23] County having had done it. That's a short
[24] explanation of the fact that I went to the
[25] Department of -- well, the name has changed so

Page 58

[1] many times over a period, but they were the
[2] Planning and Economic Development Department
[3] when I first started working in there. And I
[4] started working in planning and working
[5] specifically in current planning, those
[6] petitions that were coming before the Board at
[7] that time seeking zoning or rezoning.
[8] Moved from that position into working
[9] more in the development community because of an
[10] uncanny understanding that I have through my
[11] training as a geologist of just what does
[12] engineering require. Basically, you talked
[13] about that a little earlier in the day. No
[14] matter what you do to the land, you must do
[15] something to the water that's going to
[16] accumulate on that land because now it's not
[17] land as it was intended. So it's not going to
[18] have the same trees, it's not going to have the
[19] same grades; it's going to have something
[20] different.
[21] Through my experience as a geologist, I
[22] learned that and, because of that, became far
[23] more interested in engineering; along with the
[24] planning, learned an awful lot about how
[25] Development -- the Development Department was in

Page 59

[1] a mess. And so the chairman sent me out of his
[2] office back down there to fix it, and so I did.
[3] We reorganized it completely and started over
[4] and got it to a situation where it was really
[5] chugging along and satisfying our customers, and
[6] the community had an open door and everybody
[7] could come in and we would all talk together.
[8] As a result of that, I was put in the
[9] office of the Deputy Director. I still didn't
[10] have a title. I eventually was called the
[11] Assistant Director, but for a long time, I was
[12] running around there with the simple title of
[13] Mary Louise Will Do It. And working in
[14] administration, I pinned policy for the Board of
[15] Commissioners when it came to making changes to
[16] the zoning resolution, to setting standards and
[17] procedures, to amending the standards that were
[18] put out by the Public Works Department, doing
[19] research with other cities to find out how they
[20] did things to see if procedures that we did were
[21] current and the most practical.
[22] As a result of that activity, our
[23] Permitting Department was starting to get really
[24] a mess. They had had seven directors in two
[25] years in that area. And the employees were

Page 60

[1] boycotting, they were not working, they were
[2] complaining, they were filing grievances right
[3] and left, and I was told to go over there and
[4] fix it.
[5] Had to take a demotion to do that. But
[6] through my experience and my opportunities to do
[7] something new and to make a difference, I was
[8] okay with that. They didn't mess with my money,
[9] and I still had all the privileges of title in
[10] the sense that I was still in the -- in the
[11] payment band of that decisionmaker level.
[12] But we worked it out. Some folks left
[13] because they didn't like me, some folks stayed
[14] because they didn't like me, but most folks just
[15] worked it out. I heard them, I listened. We
[16] set up an organization. I worked with them to
[17] try to get some promotions. Some people had
[18] been there years, and years and years and their
[19] talents had not been recognized. I convinced
[20] them that I was on their side because I'm a big
[21] employee advocate, because when they put their
[22] ear to the stone for you guys and for me, then
[23] dadgum it, they need to be recognized for that
[24] some way. Just say hi. Give them a
[25] certificate. Drop by their desk. Sit down and

[1] say, "How's things going?" Something.
[2] Anything.
[3] And we worked it out, to the extent
[4] that now I'm bored. I'm just bored. Everything
[5] is everyday, you know; we walk in. The
[6] economy's gone crash, and we're not doing that
[7] many permitting. I've rewritten almost every-
[8] thing that we've got published. Changed the web
[9] site. There's just not that much for me to do
[10] because I've got it so organized that it just
[11] doesn't need me anymore.
[12] So I want to finish my career making a
[13] difference, and I don't think I am at Fulton
[14] County. I think I'm wasted. But they don't
[15] have a lot to offer me, so I go a-lookin'.
[16] **COUNCILMEMBER ROCHE:** Well, I think you
[17] mentioned last time that in Fulton County, a lot
[18] of the county is turning into cities --
[19] **MRS. UPSHAW:** Absolutely.
[20] **COUNCILMEMBER ROCHE:** -- and so you've
[21] got less county than --
[22] **MRS. UPSHAW:** We've lost 61 percent of
[23] all of our geographic area to cities, and the
[24] remaining areas are just not that much going on.
[25] And so we've gone from thousands and thousands

[1] But then again, the excitement does
[2] hold a lot of sway. The opportunity to make a
[3] difference does sound exciting, but I have my
[4] obligations that are based on my current salary.
[5] So I don't know. It depends. It really depends
[6] on what it is and what options could be made.
[7] We talked about a lateral move last
[8] time, and I said if that could be -- if I could
[9] also have the opportunity to maybe work from
[10] home a couple of days a week, that might work if
[11] we could talk about it.
[12] I do -- as you mentioned before, I am a
[13] card-carrying mediator, and, as that, I do that
[14] a little on a part-time now. Non-conflicting,
[15] obviously. I work in Gwinnett County. I have
[16] been invited to come out to the circuit court in
[17] Douglas County, and I won't do any work in
[18] Fulton County. But if that's something that I
[19] could do to add to my income if that's not
[20] contrary to your ethics law. And I read that
[21] last night, and I didn't say anything in there
[22] that would say I couldn't as long as we were
[23] clear that I would not do anything that would be
[24] of conflict. That's something that I could do
[25] to make it work.

[1] of permits a month to we're lucky if we get 180,
[2] and it's just not happening. We have cleaned up
[3] our filing rooms and all our maps and gotten
[4] some stuff that we couldn't do in the previous
[5] three years, but even that will wear out soon,
[6] so --
[7] **COUNCILMEMBER ROCHE:** I remember we did
[8] ask last time, and I didn't write it down, but
[9] let me ask the question a slightly different
[10] way. You mentioned compensation and all that,
[11] and obviously we need to take care of the people
[12] that take care of us.
[13] But on the other hand, we have a
[14] tremendous, exciting opportunity here. And
[15] would that tremendous, exciting opportunity to
[16] be able to make a difference -- could that
[17] figure in in your expectations as far as --
[18] **MRS. UPSHAW:** I would be more than
[19] happy to look at any offer.
[20] Right now, I'm living in my wallet as
[21] I'm sure everybody is; and that means from that
[22] side to that side, anything that falls in
[23] between just generally disappears by the end of
[24] the month. I promised myself I'd never let that
[25] happen.

[1] **COUNCILMEMBER PITTMAN:** Do you think
[2] you would have a staffing expectation?
[3] **MRS. UPSHAW:** Eventually.
[4] **COUNCILMEMBER PITTMAN:** Eventually?
[5] **MRS. UPSHAW:** I don't know where we are
[6] yet. I couldn't say I need a -- I haven't had a
[7] secretary in 16 years, so I'm not sure I'd know
[8] what to do with one but I would try if that was
[9] available.
[10] I don't know, you know. We'll see.
[11] I've got to get my toes in the mud before I know
[12] for sure. But I will be driving the streets and
[13] surveying the city on my own so that I have a
[14] quick recall of where places and people are.
[15] I'd want some time to do that. I'd need a
[16] vehicle to do that, not my own, or reimbursement
[17] of some kind. I have an SUV. Please. I'd
[18] really rather use a hybrid that belongs to the
[19] city if you've got such.
[20] Those are all small details.
[21] **COUNCILMEMBER ROCHE:** (Inaudible)
[22] written down what you'd said before as far as
[23] the salary.
[24] **MRS. UPSHAW:** I said if I got a
[25] promotion in Fulton County, I would receive a 10

Page 65

[1] percent increase. If you're talking lateral, I
[2] would like some kind of understanding that I'd
[3] get something back for taking a lateral transfer
[4] such as working from home.
[5] **COUNCILMEMBER ROCHE:** I understand.
[6] **MRS. UPSHAW:** And if it's to be less,
[7] then -- and this is just off the top of my head
[8] right now -- as a mediator, if I could work that
[9] mediation -- instead of just weekends and
[10] evenings and holidays as I'm doing now, if I
[11] could do it with more freedom, understanding
[12] that you-all would be kept -- the Mayor
[13] certainly be kept informed if I were to be out
[14] doing that. But those are the options we could
[15] look at.
[16] **COUNCILMEMBER ROCHE:** I mean we asked
[17] you the question before, and I hadn't written
[18] down the dollar amount. There was some
[19] confusion about that.
[20] **MAYOR JENKINS:** I remember that, but if
[21] we could figure out some way if working from
[22] home versus whatever, if we had some type of a
[23] salary range to look at.
[24] **MRS. UPSHAW:** Well, I'm sorry. You
[25] didn't -- I didn't hear you.

Page 66

[1] **COUNCILMEMBER ROCHE:** Oh, no. I was
[2] just trying to not make you have to say it out
[3] in public.
[4] **MRS. UPSHAW:** I make \$86,474 and some
[5] number of cents a year now reported to my friend
[6] Sam.
[7] **MAYOR JENKINS:** How much was that
[8] again?
[9] **COUNCILMEMBER ROCHE:** Eighty-six four.
[10] **COUNCILMEMBER SPANGLER:** What benefits
[11] do you have?
[12] **MRS. UPSHAW:** Full house.
[13] Good news? If I retire when I leave
[14] Fulton County, I bring them in my back pocket,
[15] so I won't need anything from you except the
[16] basic tax that we have to pay each other for me
[17] to work here. That is, if I get in there before
[18] they mess with it because they're having talks
[19] about that now.
[20] **COUNCILMEMBER FLEMING:** How soon would
[21] you be able to come to Doraville to work?
[22] **MRS. UPSHAW:** Well, we'd have to look
[23] at that again. I just got back from Miami, as I
[24] told you, and I'm leaving Thursday for Vancouver
[25] and I'll be back on the 30th. After that, I

Page 67

[1] have very few plans. There's a couple of
[2] meetings that I have scheduled into August, but
[3] those are flexible.
[4] **COUNCILMEMBER FLEMING:** Well, would
[5] they not require you to give some type of
[6] notice?
[7] **MRS. UPSHAW:** Oh, absolutely. But I
[8] think two and a half/three weeks would certainly
[9] cover all of that if -- if I knew something.
[10] But my plans to go to Vancouver have already
[11] been set to the extent that I don't think I can
[12] change those without taking a heavy financial
[13] impact.
[14] But after that, the only thing that
[15] I've got planned in the long run is weekends, a
[16] couple of things, a Friday here and there, but
[17] it's really nothing at all scheduled.
[18] And there's no pressing thing at work
[19] except that in October, I am making a
[20] presentation to the Georgia Planning Association
[21] on ethics, and that's October 1st, 2nd and 3rd.
[22] I would ask for some help going to Augusta. I
[23] don't need it. If you can't do it. I would be
[24] there as the new city planner of Doraville, so
[25] that might be a little face recognition that you

Page 68

[1] might would like to have with the Georgia
[2] Planning Association. That's a Wednesday,
[3] Thursday, Friday. That's all that is.
[4] And in October, I am walking 60 miles
[5] in three days for the breast cancer. Yes, I am.
[6] If I say it long enough, my feet will
[7] understand. And we've got training things, you
[8] know. Like one time we're going to go to
[9] Charleston and do 18 miles one day and 15 miles
[10] the next day just because it's Charleston, and
[11] if you got to walk all day, you might as well
[12] look at something new instead of walking down
[13] Peachtree Street. Little things like that.
[14] **MAYOR JENKINS:** Would you know exactly
[15] when you could leave Atlanta, then?
[16] **MRS. UPSHAW:** Fulton County. Gee,
[17] again, I -- the employment rules and regulations
[18] require me to give them notice of retirement, a
[19] minimum of 14 business days in advance. They
[20] also require that you work your last day of
[21] work. So I couldn't give them notice that I was
[22] leaving on the 30th if I haven't returned to
[23] town yet on that day, so I couldn't say I'll be
[24] here on August the 1st.
[25] **COUNCILMEMBER ROCHE:** Right.

[1] **MRS. UPSHAW:** But if I'm selected, I
[2] certainly would look at the calendar and the
[3] paperwork and all the processes involved in the
[4] retirement and see if I could make it the first
[5] Monday. And I'm sorry, I don't have a calendar
[6] on me.

[7] **COUNCILMEMBER ROCHE:** August 4th?

[8] **MRS. UPSHAW:** Sorry?

[9] **COUNCILMEMBER ROCHE:** August 4th, the
[10] first Monday in August?

[11] **MRS. UPSHAW:** Would it be the 4th?

[12] **COUNCILMEMBER FLEMING:** Today's the
[13] 17th.

[14] I have written down August the 20th. I
[15] put down August 20th from my mindset because you
[16] said something about a three-week time period
[17] and that you were going away the 30th. So that
[18] basically eliminates --

[19] **MRS. UPSHAW:** May, June.

[20] **MR. ANDERSON:** (Presenting)

[21] **MRS. UPSHAW:** Like a good neighbor.

[22] **COUNCILMEMBER FLEMING:** -- July.

[23] **MRS. UPSHAW:** Okay. Yeah, July is
[24] basically done.

[25] I'll be back to work at Fulton County

[1] look forward to hearing from you.

[2] **COUNCILMEMBER ROCHE:** You know, Miami
[3] looks good on you. You're very relaxed this
[4] time.

[5] **MRS. UPSHAW:** Thank you.

[6] **COUNCILMEMBER FLEMING:** Thank you so
[7] much. We appreciate you coming in.

[8] **COUNCILMEMBER PITTMAN:** Thank you.

[9] - - -

[10] **MR. WEED:** Mr. Mayor and members of the
[11] Council, I've got one other item I'd like you to
[12] consider before I ask you to entertain going
[13] into Executive Session.

[14] You'll recall that we recently received
[15] an Open Records request from the Atlanta
[16] Journal-Constitution with regard to the
[17] probation services contract we've got
[18] Professional Probation Services, Inc.

[19] It's a good thing -- on occasion, it's
[20] a good thing that the press asks some questions.
[21] By doing that, we were able to determine at a
[22] staff level that the existing contract was a
[23] little bit out of date. Nothing too dramatic.

[24] I have dealt with Keith Ward of PPSI on
[25] numerous occasions before.

[1] on the 31st, and then the following Monday is
[2] the 4th, so maybe the 11th would be more
[3] comfortable because at least I'll put out all
[4] the fires that developed in my absence before I
[5] leave, because they do.

[6] **COUNCILMEMBER SPANGLER:** Will that give
[7] you enough time to close all the projects that
[8] you may have started?

[9] **MRS. UPSHAW:** Yes, sir. The only thing
[10] I'm working on right now is the 2009 budget, and
[11] that's a long process. And I've already written
[12] the preliminary history of the income and the
[13] cost. So that's -- that's really the big thing
[14] that they require of me, because once it gets
[15] beyond me, I just fix it from then on, and
[16] there'll be plenty of people who can fix it.

[17] **COUNCILMEMBER BATES:** I'm good,
[18] Mr. Mayor.

[19] **COUNCILMEMBER ROCHE:** Same here.

[20] **MAYOR JENKINS:** I guess that's all.
[21] We'll be letting you know something shortly.

[22] **MRS. UPSHAW:** Well, I thank you very
[23] much, and it's been a pleasure to have this
[24] opportunity and to talk about the excitement of
[25] the profession of planning once again, and I

[1] We found out about this, I think,
[2] yesterday, and I was asked by the Mayor to look
[3] into it today. I was able to contact Keith
[4] Ward, my compatriot on the other side. He
[5] agreed to changes in their preprinted form,
[6] which was the form we had already executed
[7] previously in 2006. He agreed to my changes.

[8] I have before you and available to give
[9] you tonight copies of the revised contract.
[10] This matter can wait until Monday. However, if
[11] you want to entertain adding it to the agenda
[12] tonight, that would be fine. There's no --
[13] there's no crises on the other end. Whenever we
[14] get to it, PPSI isn't -- they have no
[15] preference.

[16] This contract has, as I said, been
[17] approved by them. I am very well satisfied with
[18] it because it has the -- includes the contract
[19] provisions that I ordinarily negotiate such as
[20] the multi-year contract term, which means that
[21] we could get out of it after a year, regardless.

[22] So we've got all this placed out for
[23] you for your consideration.

[24] **COUNCILMEMBER BATES:** If we wait to
[25] review it Monday and then pass it Monday, would

Page 73

[1] we be in compliance with the OR?

[2] **MR. WEED:** With the Open Records

[3] request?

[4] **COUNCILMEMBER BATES:** Yes.

[5] **MR. WEED:** Well, right now, as of

[6] today, we haven't had -- we still have time to

[7] respond to the Open Records request, and what we

[8] would give them would be the contract that

[9] exists right now.

[10] If you approve this tonight, what we

[11] would give them is the contract that exists

[12] right now which would be the new contract with

[13] the new date on it and the new terms.

[14] **COUNCILMEMBER BATES:** I guess my

[15] question was is if we -- how much time do we

[16] have left on the request in order to respond?

[17] **CLERK BLACKMON:** Tomorrow, 1 o'clock.

[18] **COUNCILMEMBER ROCHE:** Somebody want to

[19] fill me in? What is this contract for? This is

[20] the first I've heard.

[21] **MR. WEED:** When -- when you do

[22] something wrong in Doraville and you get caught

[23] and you get prosecuted, on occasion the Court

[24] will assign you to probation. Usually that

[25] occurs when there is a fine that the individual

Page 74

[1] cannot pay while on the spot, and it's a

[2] mechanism to allow that person enough time

[3] without being incarcerated, to pay. That's the

[4] most likely scenario. Some other scenarios are

[5] in-home monitoring if you've done something

[6] where you're being, you know, jailed at home.

[7] **COUNCILMEMBER ROCHE:** Okay. And this

[8] is the company that --

[9] **MR. WEED:** And this is a --

[10] **COUNCILMEMBER ROCHE:** -- provides that

[11] sort of stuff?

[12] **MR. WEED:** -- company that does that.

[13] **COUNCILMEMBER ROCHE:** Okay.

[14] **MR. WEED:** This is actually the largest

[15] company in Georgia and probably the Southeast

[16] that actually does that. Most of the cities of

[17] Georgia either do it themselves or they contract

[18] with this particular company.

[19] And Rhonda tells me that Doraville

[20] itself has been with this company since 1993,

[21] and that's par for the course out there in the

[22] world.

[23] **COUNCILMEMBER ALEXANDER:** What about

[24] violating our Charter about seeking bids for the

[25] service?

Page 75

[1] **MR. WEED:** Well, once again, I -- if

[2] you adopt this, I don't -- I don't foresee a

[3] problem with this. I think underneath -- you've

[4] got valid reasons to do it underneath the sole-

[5] source vendor item.

[6] I know for a fact, because I negotiated

[7] this contract in Hapeville in 2007, that unless

[8] you do it yourselves, there -- there aren't that

[9] many people out there that do this. And so you

[10] could -- I'll state in my place as your attorney

[11] that I happen to know that. I'm all for bidding

[12] things out, though, generally, but I don't think

[13] you're going to find -- and this is one of those

[14] rare occasions where this is a very specialized

[15] thing that is done. There aren't a lot people

[16] in probation services. So most cities either

[17] contract with these folks or they do it them-

[18] selves.

[19] **COUNCILMEMBER ROCHE:** How much does it

[20] cost and how is it funded?

[21] **MR. WEED:** Well, those are -- those are

[22] great questions.

[23] And it costs -- one of the clauses that

[24] I added to the contract, which was not in the

[25] original agreement and had not been in the

Page 76

[1] original agreement since 1993, is part of the

[2] multi-year contract terms.

[3] You have to -- the vendor's got to tell

[4] you what the commitment of the City would be in

[5] the year -- first year of the agreement and, if

[6] the agreement continues on, every year

[7] thereafter. And in the first year of the

[8] agreement, they've got listed \$51,786, and for

[9] years thereafter, \$53,339.

[10] Now, the City actually -- this is a

[11] pass-through contract. The offenders actually

[12] have to pay that fee. It isn't a fee that is

[13] taken from the City. So it doesn't come out tax

[14] dollars; it comes out of offender dollars.

[15] **COUNCILMEMBER ROCHE:** And if they --

[16] the offender doesn't pay, are we liable for

[17] anything that --

[18] **MR. WEED:** No, sir.

[19] **COUNCILMEMBER BATES:** Move that we add

[20] it to the agenda.

[21] **MR. WEED:** The offender, if they find

[22] him, gets locked up.

[23] **CHIEF KING:** We go get him.

[24] **COUNCILMEMBER PITTMAN:** Second.

[25] **MAYOR JENKINS:** Anymore discussion?

[1] **COUNCILMEMBER SPANGLER:** My question is
[2] since they did an Open Records request and we
[3] pass this tonight with a change, which Open
[4] Request are they expecting to get? Are they
[5] expecting to get the one before we --

[6] **MR. WEED:** Well --

[7] **COUNCILMEMBER SPANGLER:** -- made the
[8] changes or --

[9] **MR. WEED:** -- we don't know. It really
[10] would depend on the exact wording of the Open
[11] Records request. Probably what they have asked
[12] for is -- and I don't know this; Rhonda's going
[13] to correct me if I'm wrong. If they asked for,
[14] "We would like to have a copy of your PPSI
[15] contract," we will give them this if we pass it.
[16] And if you don't do it, we're going to give them
[17] what we have in effect.

[18] **COUNCILMEMBER PITTMAN:** So do you have
[19] any information of why they wanted an Open
[20] Records request on that?

[21] **MR. WEED:** I don't think -- we don't
[22] really know, and I hate to speculate but I will
[23] anyway. I really think they're just kind of
[24] doing some investigative reporting on PPS
[25] because they are the biggest company that does

[1] to as best we can create a seamless service.

[2] **COUNCILMEMBER ALEXANDER:** So we're
[3] going to backdate it? We're going to backdate
[4] the contract?

[5] **MR. WEED:** That was a -- that was a
[6] typo which I caught after my secretary sent it
[7] out, but the two originals do have 2008.

[8] **CLERK BLACKMON:** It should be '08.

[9] **MR. WEED:** I didn't catch that. That's
[10] the only change, though.

[11] And also on the versions you've got,
[12] you have a blank on page 3 where -- because at
[13] that point --

[14] The reason why I was late, by the way,
[15] which I apologize for, I was literally on the
[16] phone with Keith Ward getting the numbers.

[17] **COUNCILMEMBER ALEXANDER:** So what were
[18] the other changes?

[19] **MR. WEED:** On page 3, the first number
[20] will be \$51,786 and in that fourth paragraph on
[21] page 3 under "payments for services" it will be
[22] \$53,339 in the years thereafter after year one.

[23] **COUNCILMEMBER BATES:** And because of
[24] this -- and your opinion is the current contract
[25] is not actionable or it is not current, and if

[1] it, and I think they're just checking into them.
[2] You know, why, I don't know, but that's what I
[3] think. I don't think they care who Doraville
[4] uses at all.

[5] **COUNCILMEMBER SPANGLER:** Can we get a
[6] copy of both contracts?

[7] **MR. WEED:** We have those contracts
[8] ready to give you. We wanted to make sure you
[9] wanted to bother doing this first or think about
[10] it.

[11] **COUNCILMEMBER ROCHE:** If do that thing
[12] until Monday, are there dire consequences?

[13] **MR. WEED:** No, sir. The only dire
[14] consequence --

[15] **COUNCILMEMBER ROCHE:** Like, say, it
[16] would be the 4th, August 4th.

[17] **CLERK BLACKMON:** I just have to respond
[18] tomorrow and let them know when they're going to
[19] get it.

[20] **COUNCILMEMBER FLEMING:** And the reason
[21] why that you wish for this to go on the agenda
[22] this evening and be passed is because the
[23] previous contract has expired?

[24] **MR. WEED:** It is my opinion that the
[25] previous contract has expired, and I would like

[1] we postpone this tonight, then our next voting
[2] meeting is going to be the August 4th. In the
[3] interim, is there a problem?

[4] **MR. WEED:** Well, I'm your lawyer, and
[5] what I would say if there was a problem is that
[6] both parties have reached a meeting of the
[7] minds. We have a written document which,
[8] although the terms of the written document have
[9] expired, we have consideration, we have
[10] terminology and we've got a period of time for a
[11] duration. And those are the basic elements of a
[12] contract, so I would say we would have an oral
[13] contract. That's what I would say because I'm
[14] your lawyer.

[15] What I would prefer is to have a
[16] written contract because I am your lawyer.

[17] **COUNCILMEMBER PITTMAN:** Chief, do you
[18] feel good about the probation services that they
[19] give us?

[20] **CHIEF KING:** Absolutely. They're
[21] located in our city, they work very well with
[22] us, so I don't have any problems. I think they
[23] work very well with Corally, too. That's who
[24] they really work with.

[25] **COUNCILMEMBER PITTMAN:** And that is

Page 81

[1] very true. That's not that many services out
 [2] there to offer for this unless you do it on your
 [3] own.
 [4] **COUNCILMEMBER ROCHE:** Well, as far as
 [5] adding it to the agenda, I'm typically opposed
 [6] to adding things to the agenda particularly in
 [7] special meetings unless it's a dire emergency.
 [8] And I mean I think it doesn't sound like it's a
 [9] dire emergency. It doesn't sound like anything
 [10] we can't just go ahead and handle on the 4th,
 [11] so, because I just don't want to get in the
 [12] habit of having special meetings and then adding
 [13] things to the agenda at the special meeting. So
 [14] I'd prefer to just wait till the 4th and handle
 [15] it then.
 [16] **MAYOR JENKINS:** Anymore discussion?
 [17] Call the roll, please.
 [18] **CLERK BLACKMON:** Councilmember
 [19] Alexander?
 [20] **COUNCILMEMBER ALEXANDER:** Yes.
 [21] **CLERK BLACKMON:** Councilmember Bates?
 [22] **COUNCILMEMBER BATES:** Yes.
 [23] **CLERK BLACKMON:** Councilmember Fleming?
 [24] **COUNCILMEMBER FLEMING:** Yes.
 [25] **CLERK BLACKMON:** Councilmember Pittman?

Page 82

[1] **COUNCILMEMBER PITTMAN:** Yes.
 [2] **CLERK BLACKMON:** Councilmember Roche?
 [3] **COUNCILMEMBER ROCHE:** Yes.
 [4] **CLERK BLACKMON:** Councilmember
 [5] Spangler.
 [6] **COUNCILMEMBER SPANGLER:** Yes, but I
 [7] agree with Mr. Roche, for the record, that I
 [8] don't think that we should do this type of
 [9] thing. I think it's not right to the public.
 [10] You know, it's kind of like we're sneaking
 [11] something in. So in the future, I would hope
 [12] that we could get a little more notice.
 [13] **MR. WEED:** And let me -- this is a good
 [14] segue into my next speech, which I'll make very
 [15] brief. I couldn't agree with you gentlemen
 [16] more. I feel the exact same way.
 [17] And I think this dramatically
 [18] illustrates, I recommended to you that the City
 [19] needs a contract audit, and this is exactly why.
 [20] And you know, this is week eight and a half, and
 [21] hopefully by week eleven or so, I'll have that
 [22] done. But that is -- that is on the front
 [23] burner. As soon as I can get to it, we're going
 [24] to do it.
 [25] **COUNCILMEMBER ROCHE:** Yeah. If there

Page 83

[1] was real money involved on this, I would just
 [2] have to vote no on this.
 [3] **MR. WEED:** Understood, and I agree.
 [4] **COUNCILMEMBER BATES:** Because, Mr.
 [5] Weed, we've now added it to the agenda, do we
 [6] need to vote to approve?
 [7] **MR. WEED:** Yes, you do.
 [8] **COUNCILMEMBER BATES:** Move that we
 [9] approve the contract.
 [10] **COUNCILMEMBER PITTMAN:** Second.
 [11] **MAYOR JENKINS:** More discussion?
 [12] Call the roll, please.
 [13] **CLERK BLACKMON:** Councilmember
 [14] Alexander?
 [15] **COUNCILMEMBER ALEXANDER:** Yes.
 [16] **CLERK BLACKMON:** Councilmember Bates?
 [17] **COUNCILMEMBER BATES:** Yes.
 [18] **CLERK BLACKMON:** Councilmember Fleming?
 [19] **COUNCILMEMBER FLEMING:** No.
 [20] **CLERK BLACKMON:** Councilmember Pittman?
 [21] **COUNCILMEMBER PITTMAN:** Yes.
 [22] **CLERK BLACKMON:** Councilmember Roche?
 [23] **COUNCILMEMBER ROCHE:** Yes.
 [24] **CLERK BLACKMON:** Councilmember
 [25] Spangler?

Page 84

[1] **COUNCILMEMBER SPANGLER:** Yes.
 [2] **MR. WEED:** All right. Well, we can't
 [3] do it tonight -- well, actually, I'm sorry. We
 [4] can. You've actually agreed to put it on the
 [5] agenda and then actually then it becomes a raw
 [6] majority to pass it, so actually it will have
 [7] passed tonight.
 [8] **MAYOR JENKINS:** Yeah. We're at 100
 [9] percent on putting it on the agenda.
 [10] **MR. WEED:** Correct, right.
 [11] **MAYOR JENKINS:** But we only had one
 [12] abstention on the --
 [13] **MR. WEED:** Right. So we'll -- we'll
 [14] proceed.
 [15] **COUNCILMEMBER SPANGLER:** But will you
 [16] let us know? Essentially you're going to send
 [17] them a corrected contract.
 [18] **MR. WEED:** Yes, sir. I have the -- I
 [19] have two originals right here with all the
 [20] corrections in them, and I will -- the Clerk and
 [21] I literally will execute them here. I'll give
 [22] them to the Clerk. We'll mail them to them.
 [23] They're going to mail us one back.
 [24] **MAYOR JENKINS:** Okay. Anything else on
 [25] that?

[1] **MR. WEED:** No, sir. I can promise you
 [2] that I am lawyering as fast as I can lawyer.
 [3] **MAYOR JENKINS:** We know that.
 [4] We'll be going into Executive Session,
 [5] but we're going to take a 10-minute break before
 [6] we go into Executive Session.
 [7] ---
 [8] (Brief recess)
 [9] ---
 [10] **MAYOR JENKINS:** Meeting come to order.
 [11] I'd like a motion to go into Executive
 [12] Session.
 [13] **MR. WEED:** For personnel and pending
 [14] and future litigation.
 [15] **COUNCILMEMBER BATES:** So moved.
 [16] **COUNCILMEMBER ROCHE:** Second.
 [17] **MAYOR JENKINS:** Discussion?
 [18] Call the roll.
 [19] **CLERK BLACKMON:** Councilmember
 [20] Alexander?
 [21] **COUNCILMEMBER ALEXANDER:** Yes.
 [22] **CLERK BLACKMON:** Councilmember Bates?
 [23] **COUNCILMEMBER BATES:** Yes.
 [24] **CLERK BLACKMON:** Councilmember Fleming?
 [25] **COUNCILMEMBER FLEMING:** Yes.

[1] **MAYOR JENKINS:** Second? Second on
 [2] adjournment?
 [3] **COUNCILMEMBER FLEMING:** Second.
 [4] **MAYOR JENKINS:** Call the roll.
 [5] **CLERK BLACKMON:** Councilmember
 [6] Alexander?
 [7] **COUNCILMEMBER ALEXANDER:** Yes.
 [8] **CLERK BLACKMON:** Councilmember Bates?
 [9] **COUNCILMEMBER BATES:** Yes.
 [10] **CLERK BLACKMON:** Councilmember Fleming?
 [11] **COUNCILMEMBER FLEMING:** Yes.
 [12] **CLERK BLACKMON:** Councilmember Pittman?
 [13] **COUNCILMEMBER PITTMAN:** Yes.
 [14] **CLERK BLACKMON:** Councilmember Roche?
 [15] **COUNCILMEMBER ROCHE:** Yes.
 [16] **CLERK BLACKMON:** Councilmember
 [17] Spangler?
 [18] **COUNCILMEMBER SPANGLER:** Yes.
 [19] **MAYOR JENKINS:** Thank you. Meeting
 [20] adjourned.
 [21] ---
 [22] (Whereupon, the meeting was concluded at
 [23] approximately 8:40 p.m. the same day.)
 [24] -000-
 [25]

[1] **CLERK BLACKMON:** Councilmember Pittman?
 [2] **COUNCILMEMBER PITTMAN:** Yes.
 [3] **CLERK BLACKMON:** Councilmember Roche?
 [4] **COUNCILMEMBER ROCHE:** Yes.
 [5] **CLERK BLACKMON:** Councilmember
 [6] Spangler?
 [7] **COUNCILMEMBER SPANGLER:** Yes.
 [8] ---
 [9] (Executive Session)
 [10] ---
 [11] **MR. WEED:** Councilman Spangler made the
 [12] motion to go out of Executive Session. It was
 [13] seconded by Councilman Roche. It was voted in
 [14] favor unanimously.
 [15] ---
 [16] (Councilmember Spangler made a motion
 [17] to adjourn the meeting.)
 [18] ---
 [19] **MAYOR JENKINS:** Meeting come to order.
 [20] We've come out of Executive Session.
 [21] We did not make any headway. We're going back
 [22] to the drawing board on the RFP.
 [23] Motion to adjourn?
 [24] **COUNCILMEMBER SPANGLER:** You already
 [25] got the motion.

[1] C E R T I F I C A T E
 [2] STATE OF GEORGIA]
 [3] COUNTY OF DEKALB]
 [4] I hereby certify that the foregoing transcript
 [5] was taken down, as stated in the caption, and the
 [6] proceedings were reduced to typewriting under my
 [7] direction and control.
 [8] I further certify that the transcript is a true
 [9] and correct record of the evidence given at the said
 [10] proceedings.
 [11] I further certify that I am neither a relative
 [12] or employee or attorney or counsel to any of the
 [13] parties, nor financially or otherwise interested in
 [14] this matter.
 [15] This the 30th day of July, 2008.
 [16]
 [17]
 [18] Theresa Bretch, CCR
 [19] Permit No. B-755
 [20]
 [21]
 [22] [SEAL]
 [23]
 [24]
 [25]

<p>\$</p>	<p>6:00 33:19 60 68:4 61 61:22</p>	<p>advertised 44:18 advise 8:9;24:5 advocate 37:22;38:1;60:21 affect 18:12 affection 16:16 affordable 42:23 Affordable 42:23 again 7:15;26:6;32:2;41:25;63:1;66:8,23;68:17;70:25;75:1 against 10:25;22:12,13 agenda 72:11;76:20;78:21;81:5,6,13;83:5;84:5,9 ago 32:5 agree 12:12;17:17;46:25;82:7,15;83:3 agreed 6:11;8:17;72:5;7;84:4 agreement 9:12;75:25;76:1,5,6,8 agreements 29:4,5 ahead 23:8,11;81:10 Alaska 23:22;24:4 Alexander 4:14;27:2;32:22;81:19;83:14;85:20;87:6 ALEXANDER 4:9,15;27:11,14,19,22;29:25;30:17,19;32:23;41:11;57:7;74:23;79:2,17;81:20;83:15;85:21;87:7 alligator 51:11 allow 50:23;74:2 almost 61:7 along 46:22;58:23;59:5 a-lookin' 61:15 alter 39:21 alternate 43:16 alternative 43:20 although 12:20;80:8 always 39:25;46:25 amateurs 54:17 amending 59:17 amount 53:13;65:18 ample 11:19 ANDERSON 69:20 answered 53:20 anticipation 11:13;53:9 anymore 61:11 Anymore 26:13;32:19;76:25;81:16 apologize 37:21;41:25;79:15 applicable 8:13 appointed 38:2 appointment 55:16 appreciate 34:20;71:7 Appreciate 34:24 approve 21:2,3;73:10;83:6,9 approved 20:16;72:17</p>	<p>approximately 87:23 area 31:20;59:25;61:23 areas 61:24 arguably 12:21;16:18 around 50:5,10;59:12 assign 10:15;73:24 assist 3:12,16 Assistant 59:11 assisted 3:24 associated 45:18 Association 67:20;68:2 assume 10:14 assure 24:4 Atlanta 52:20;57:20;68:15;71:15 attached 13:15;14:17 attitude 56:10 attorney 50:17,19;51:2;75:10 Attorney 56:16 attract 36:10 attracting 36:8 audience 22:21;30:11 audit 82:19 August 67:2;68:24;69:7,9,10,14,15;78:16;80:2 Augusta 67:22 authority 8:8;10:2;52:2 automobile 38:11,17 automobile-focused 42:7 automobiles 38:12 Autumn 6:3;15:11;19:24;20:3,10;26:15,24 available 45:14;64:9;72:8 awarded 5:9;17:8 aware 34:25 away 36:7;38:10;52:10;69:17 awful 58:24</p>	<p>Bates 4:16;10:3;29:19;32:24;81:21;83:16;85:22;87:8 BATES 4:5,7,17;6:16;7:20;13:5;20:13;21:1,10;26:17;29:22;32:25;34:6,22;38:24;39:3;41:21;43:10;53:19,24;54:1;55:21;57:3;70:17;72:24;73:4,14;76:19;79:23;81:22;83:4,8,17;85:15,23;87:9 beat 42:15 became 58:22 becomes 84:5 beginning 8:2;24:19 believes 8:10 bells 27:8 belongs 64:18 benefit 14:25;15:7,19 benefiting 9:6 benefits 66:10 best 22:16;27:8;36:16;45:11;48:4;79:1 better 22:10,16;38:15;39:23 beyond 15:23;16:20;28:22;53:12;70:15 bid 5:20,22;6:5;16:10;17:8,14;22:13;23:14 bidder 18:19 bidding 22:11;75:11 bids 74:24 big 36:14;39:20,22;51:13;60:20;70:13 bigger 47:4 biggest 77:25 bill 26:10 bird 35:12 bit 10:19;39:23;44:20;55:14;71:23 BLACKMON 4:13,16,18,20,22,24;14:20,22;32:21,24;33:1,3,5,7;57:9,12,17;73:17;78:17;79:8;81:18,21,23,25;82:2,4;83:13,16,18,20,22,24;85:19,22,24;86:1,3,5;87:5,8,10,12,14,16 blank 79:12 block 51:25 blossomed 44:4 board 86:22 Board 39:14,15;58:6;59:14 boat 36:19 bomb 3:19,20 bonded 12:8 booklet 51:7 bored 61:4,4 born 51:18 both 6:6;15:10,11,14,19,21;17:8;18:19;20:24;</p>
<p>\$15,000 5:15;21:21,24;24:8;25:3 \$21,000 30:6 \$51,786 76:8;79:20 \$53,339 76:9;79:22 \$6,000 20:11 \$6400 29:20 \$86,474 66:4</p>	<p>7</p>	<p>70s 38:9</p>	<p>75:10</p>	<p>73:4,14;76:19;79:23;81:22;83:4,8,17;85:15,23;87:9</p>
<p>0</p>	<p>8 6:19;7:15 8:40 87:23 80s 38:9</p>	<p>ago 32:5 agree 12:12;17:17;46:25;82:7,15;83:3 agreed 6:11;8:17;72:5;7;84:4 agreement 9:12;75:25;76:1,5,6,8 agreements 29:4,5 ahead 23:8,11;81:10 Alaska 23:22;24:4 Alexander 4:14;27:2;32:22;81:19;83:14;85:20;87:6 ALEXANDER 4:9,15;27:11,14,19,22;29:25;30:17,19;32:23;41:11;57:7;74:23;79:2,17;81:20;83:15;85:21;87:7 alligator 51:11 allow 50:23;74:2 almost 61:7 along 46:22;58:23;59:5 a-lookin' 61:15 alter 39:21 alternate 43:16 alternative 43:20 although 12:20;80:8 always 39:25;46:25 amateurs 54:17 amending 59:17 amount 53:13;65:18 ample 11:19 ANDERSON 69:20 answered 53:20 anticipation 11:13;53:9 anymore 61:11 Anymore 26:13;32:19;76:25;81:16 apologize 37:21;41:25;79:15 applicable 8:13 appointed 38:2 appointment 55:16 appreciate 34:20;71:7 Appreciate 34:24 approve 21:2,3;73:10;83:6,9 approved 20:16;72:17</p>	<p>Attorney 56:16 attract 36:10 attracting 36:8 audience 22:21;30:11 audit 82:19 August 67:2;68:24;69:7,9,10,14,15;78:16;80:2 Augusta 67:22 authority 8:8;10:2;52:2 automobile 38:11,17 automobile-focused 42:7 automobiles 38:12 Autumn 6:3;15:11;19:24;20:3,10;26:15,24 available 45:14;64:9;72:8 awarded 5:9;17:8 aware 34:25 away 36:7;38:10;52:10;69:17 awful 58:24</p>	<p>beat 42:15 became 58:22 becomes 84:5 beginning 8:2;24:19 believes 8:10 bells 27:8 belongs 64:18 benefit 14:25;15:7,19 benefiting 9:6 benefits 66:10 best 22:16;27:8;36:16;45:11;48:4;79:1 better 22:10,16;38:15;39:23 beyond 15:23;16:20;28:22;53:12;70:15 bid 5:20,22;6:5;16:10;17:8,14;22:13;23:14 bidder 18:19 bidding 22:11;75:11 bids 74:24 big 36:14;39:20,22;51:13;60:20;70:13 bigger 47:4 biggest 77:25 bill 26:10 bird 35:12 bit 10:19;39:23;44:20;55:14;71:23 BLACKMON 4:13,16,18,20,22,24;14:20,22;32:21,24;33:1,3,5,7;57:9,12,17;73:17;78:17;79:8;81:18,21,23,25;82:2,4;83:13,16,18,20,22,24;85:19,22,24;86:1,3,5;87:5,8,10,12,14,16 blank 79:12 block 51:25 blossomed 44:4 board 86:22 Board 39:14,15;58:6;59:14 boat 36:19 bomb 3:19,20 bonded 12:8 booklet 51:7 bored 61:4,4 born 51:18 both 6:6;15:10,11,14,19,21;17:8;18:19;20:24;</p>
<p>08 79:8</p>	<p>A</p>	<p>abandoned 3:21;4:1;46:4 able 22:10;23:1;35:5;54:12;62:16;66:21;71:21;72:3 above 8:4;22:1 absence 70:4 absolutely 18:22;23:9;67:7 Absolutely 61:19;80:20 abstention 84:12 accept 21:11 accepted 20:15 access 43:25 accomplish 53:22 accordance 8:12;14:4 According 31:10 accumulate 58:16 accuse 46:16 acre 32:18 acres 32:6 across 43:23 act 3:14 action 48:5 actionable 79:25 activity 59:22 actual 6:23;13:11;29:2;57:20 actually 7:16;13:10;15:15,21;27:1;47:17;52:13;55:2;57:16;74:14,16;76:10,11;84:3,4,5,6 add 52:6;63:19;76:19 added 8:1;75:24;83:5 addendum 19:11 addendums 52:6 adding 72:11;81:5,6,12 addition 29:16 additional 16:19 address 46:12 adjourn 86:17,23 adjourned 87:20 adjournment 87:2 administration 59:14 adopt 75:2 advance 40:25;68:19 advertise 44:16;45:5</p>	<p>attached 13:15;14:17 attitude 56:10 attorney 50:17,19;51:2;75:10 Attorney 56:16 attract 36:10 attracting 36:8 audience 22:21;30:11 audit 82:19 August 67:2;68:24;69:7,9,10,14,15;78:16;80:2 Augusta 67:22 authority 8:8;10:2;52:2 automobile 38:11,17 automobile-focused 42:7 automobiles 38:12 Autumn 6:3;15:11;19:24;20:3,10;26:15,24 available 45:14;64:9;72:8 awarded 5:9;17:8 aware 34:25 away 36:7;38:10;52:10;69:17 awful 58:24</p>	<p>beginning 8:2;24:19 believes 8:10 bells 27:8 belongs 64:18 benefit 14:25;15:7,19 benefiting 9:6 benefits 66:10 best 22:16;27:8;36:16;45:11;48:4;79:1 better 22:10,16;38:15;39:23 beyond 15:23;16:20;28:22;53:12;70:15 bid 5:20,22;6:5;16:10;17:8,14;22:13;23:14 bidder 18:19 bidding 22:11;75:11 bids 74:24 big 36:14;39:20,22;51:13;60:20;70:13 bigger 47:4 biggest 77:25 bill 26:10 bird 35:12 bit 10:19;39:23;44:20;55:14;71:23 BLACKMON 4:13,16,18,20,22,24;14:20,22;32:21,24;33:1,3,5,7;57:9,12,17;73:17;78:17;79:8;81:18,21,23,25;82:2,4;83:13,16,18,20,22,24;85:19,22,24;86:1,3,5;87:5,8,10,12,14,16 blank 79:12 block 51:25 blossomed 44:4 board 86:22 Board 39:14,15;58:6;59:14 boat 36:19 bomb 3:19,20 bonded 12:8 booklet 51:7 bored 61:4,4 born 51:18 both 6:6;15:10,11,14,19,21;17:8;18:19;20:24;</p>
<p>1</p>	<p>abandoned 3:21;4:1;46:4 able 22:10;23:1;35:5;54:12;62:16;66:21;71:21;72:3 above 8:4;22:1 absence 70:4 absolutely 18:22;23:9;67:7 Absolutely 61:19;80:20 abstention 84:12 accept 21:11 accepted 20:15 access 43:25 accomplish 53:22 accordance 8:12;14:4 According 31:10 accumulate 58:16 accuse 46:16 acre 32:18 acres 32:6 across 43:23 act 3:14 action 48:5 actionable 79:25 activity 59:22 actual 6:23;13:11;29:2;57:20 actually 7:16;13:10;15:15,21;27:1;47:17;52:13;55:2;57:16;74:14,16;76:10,11;84:3,4,5,6 add 52:6;63:19;76:19 added 8:1;75:24;83:5 addendum 19:11 addendums 52:6 adding 72:11;81:5,6,12 addition 29:16 additional 16:19 address 46:12 adjourn 86:17,23 adjourned 87:20 adjournment 87:2 administration 59:14 adopt 75:2 advance 40:25;68:19 advertise 44:16;45:5</p>	<p>abandoned 3:21;4:1;46:4 able 22:10;23:1;35:5;54:12;62:16;66:21;71:21;72:3 above 8:4;22:1 absence 70:4 absolutely 18:22;23:9;67:7 Absolutely 61:19;80:20 abstention 84:12 accept 21:11 accepted 20:15 access 43:25 accomplish 53:22 accordance 8:12;14:4 According 31:10 accumulate 58:16 accuse 46:16 acre 32:18 acres 32:6 across 43:23 act 3:14 action 48:5 actionable 79:25 activity 59:22 actual 6:23;13:11;29:2;57:20 actually 7:16;13:10;15:15,21;27:1;47:17;52:13;55:2;57:16;74:14,16;76:10,11;84:3,4,5,6 add 52:6;63:19;76:19 added 8:1;75:24;83:5 addendum 19:11 addendums 52:6 adding 72:11;81:5,6,12 addition 29:16 additional 16:19 address 46:12 adjourn 86:17,23 adjourned 87:20 adjournment 87:2 administration 59:14 adopt 75:2 advance 40:25;68:19 advertise 44:16;45:5</p>	<p>abandoned 3:21;4:1;46:4 able 22:10;23:1;35:5;54:12;62:16;66:21;71:21;72:3 above 8:4;22:1 absence 70:4 absolutely 18:22;23:9;67:7 Absolutely 61:19;80:20 abstention 84:12 accept 21:11 accepted 20:15 access 43:25 accomplish 53:22 accordance 8:12;14:4 According 31:10 accumulate 58:16 accuse 46:16 acre 32:18 acres 32:6 across 43:23 act 3:14 action 48:5 actionable 79:25 activity 59:22 actual 6:23;13:11;29:2;57:20 actually 7:16;13:10;15:15,21;27:1;47:17;52:13;55:2;57:16;74:14,16;76:10,11;84:3,4,5,6 add 52:6;63:19;76:19 added 8:1;75:24;83:5 addendum 19:11 addendums 52:6 adding 72:11;81:5,6,12 addition 29:16 additional 16:19 address 46:12 adjourn 86:17,23 adjourned 87:20 adjournment 87:2 administration 59:14 adopt 75:2 advance 40:25;68:19 advertise 44:16;45:5</p>	<p>beginning 8:2;24:19 believes 8:10 bells 27:8 belongs 64:18 benefit 14:25;15:7,19 benefiting 9:6 benefits 66:10 best 22:16;27:8;36:16;45:11;48:4;79:1 better 22:10,16;38:15;39:23 beyond 15:23;16:20;28:22;53:12;70:15 bid 5:20,22;6:5;16:10;17:8,14;22:13;23:14 bidder 18:19 bidding 22:11;75:11 bids 74:24 big 36:14;39:20,22;51:13;60:20;70:13 bigger 47:4 biggest 77:25 bill 26:10 bird 35:12 bit 10:19;39:23;44:20;55:14;71:23 BLACKMON 4:13,16,18,20,22,24;14:20,22;32:21,24;33:1,3,5,7;57:9,12,17;73:17;78:17;79:8;81:18,21,23,25;82:2,4;83:13,16,18,20,22,24;85:19,22,24;86:1,3,5;87:5,8,10,12,14,16 blank 79:12 block 51:25 blossomed 44:4 board 86:22 Board 39:14,15;58:6;59:14 boat 36:19 bomb 3:19,20 bonded 12:8 booklet 51:7 bored 61:4,4 born 51:18 both 6:6;15:10,11,14,19,21;17:8;18:19;20:24;</p>
<p>1.2 32:6,18 10 51:3;64:25 100 84:8 10-minute 85:5 11th 70:2 14 68:19 15 22:1;68:9 15,000 22:2;23:17;29:17 16 64:7 17th 69:13 18 68:9 180 62:1 1993 74:20;76:1 1st 67:21;68:24</p>	<p>abandoned 3:21;4:1;46:4 able 22:10;23:1;35:5;54:12;62:16;66:21;71:21;72:3 above 8:4;22:1 absence 70:4 absolutely 18:22;23:9;67:7 Absolutely 61:19;80:20 abstention 84:12 accept 21:11 accepted 20:15 access 43:25 accomplish 53:22 accordance 8:12;14:4 According 31:10 accumulate 58:16 accuse 46:16 acre 32:18 acres 32:6 across 43:23 act 3:14 action 48:5 actionable 79:25 activity 59:22 actual 6:23;13:11;29:2;57:20 actually 7:16;13:10;15:15,21;27:1;47:17;52:13;55:2;57:16;74:14,16;76:10,11;84:3,4,5,6 add 52:6;63:19;76:19 added 8:1;75:24;83:5 addendum 19:11 addendums 52:6 adding 72:11;81:5,6,12 addition 29:16 additional 16:19 address 46:12 adjourn 86:17,23 adjourned 87:20 adjournment 87:2 administration 59:14 adopt 75:2 advance 40:25;68:19 advertise 44:</p>			

28:6;29:6;33:16;39:13;
78:6;80:6
Both 17:7
bother 78:9
bothered 32:10
bottom 49:25
bowl 45:7
box 14:14;39:20,22;
49:16
boycotting 60:1
break 85:5
breast 68:5
brick 49:11
bridge 43:23
brief 33:15;82:15
Brief 85:8
bring 3:9;43:9;54:6;
56:9;66:14
brought 44:6
budget 41:9,13;70:10
Buford 43:12;44:3,10
building 13:3;31:25
built 15:13;28:24;36:23;
44:13
bull 39:24
burner 82:23
burr 52:9
buses 44:3
business 16:20;44:17,
18;45:17;68:19
businesses 45:3
buy 16:15;40:23

C

calendar 28:5;69:2,5
call 3:3;4:10;9:21
Call 4:11;32:20;81:17;
83:12;85:18;87:4
called 3:12,16,19;51:7;
59:10
calling 25:22;38:5
came 3:20;7:7;44:8;
51:10;59:15
campaign 48:6
can 5:18,20,25;6:5,6;
13:18;15:4,10,13;16:12,
12,15,17;17:22;18:3;
19:1,10,22;16:23;10;
24:4,16;25:24;27:2;28:4;
32:15;33:24;40:18;43:8,
19;44:19;46:19;48:12;
49:10;50:23;51:24;52:10;
53:2,5;54:22;56:13;
67:11;70:16;72:10;79:1;
82:23;84:4;85:1,2
Can 52:10;78:5
cancer 68:5
candidate 33:23
capability 5:12
card-carrying 63:13
care 42:21;62:11,12;
78:3

career 61:12
carried 33:10
carry 23:3
cartoon 51:9
case 9:8,8;28:25
cases 47:14
catch 79:9
caught 35:21;73:22;
79:6
caution 3:15
CD-ROM 40:24
cents 66:5
certain 50:23;53:13
certainly 17:12;34:4;
37:3,10,12;38:19;39:8,
13;40:19;43:18;44:7;
45:15;48:12,21;65:13;
67:8;69:2
certificat 60:25
cetera 15:25
chairman 59:1
challenge 35:5;43:19
chance 35:13
change 8:18;40:1;
67:12;77:3;79:10
changed 9:10;57:25
Changed 61:8
changes 6:11,12,16;
8:20;9:1,12;59:15;72:5,7;
77:8;79:18
chaos 54:6
charge 17:23;29:14;
34:1
charged 29:3
Charleston 68:9,10
Charter 74:24
cheaper 15:4,15
checking 78:1
checks 32:8
Chief 42:14;80:17
CHIEF 3:11;76:23;80:20
choice 5:24
choices 5:18;6:8
choose 48:8,12
chugging 59:5
circuit 63:16
circumstances 53:10
cities 50:10;59:19;
61:18,23;74:16;75:16
citizen 46:17
citizens 36:4;48:7,11;
51:9
city 9:9;35:1;36:12;
37:24;38:10;41:14;43:1,
11;44:20;45:19;48:19;
56:6;57:21;64:13,19;
67:24;80:21
City 7:11,13;9:5;10:9,
12;32:6;44:11,15;46:1;
54:7;56:15,16;76:4,10,
13;82:18
claim 10:25
claims 11:6

clause 24:3
clauses 75:23
cleaned 62:2
clear 7:21;63:23
Clerk 54:8;56:15;84:20,
22
CLERK 4:13,16,18,20,
22,24;14:20,22;32:21,24;
33:1,3,5,7;57:9,12,17;
73:17;78:17;79:8;81:18,
21,23,25;82:2,4;83:13,
16,18,20,22,24;85:19,22,
24;86:1,3,5;87:5,8,10,12,
14,16
client 8:7,9
climbing 53:12
close 70:7
closely 39:10;40:20
Coca-Cola 33:25
code 21:9
collect 48:5
collecting 42:16
columns 39:13
comfort 36:21
comfortable 36:4;
37:11;70:3
coming 34:23;36:14;
40:7,8;53:1;57:21;58:6;
71:7
commercial 45:3
Commissioners
39:14,16;47:2,12;59:15
commitment 76:4
common 50:15
communities 37:6,15;
38:21,22;42:10;45:17
community 37:4,16;
39:22;40:2,9;43:5,9;44:6;
51:20,22,24;52:13;58:9;
59:6
companies 31:14
company 74:8,12,15,
18,20;77:25
comparison 49:18
compatriot 72:4
compensation 62:10
competing 42:18
complaining 60:2
completed 10:20
completely 9:7;59:3
completes 33:11
compliance 73:1
comprehensive 36:24;
50:8;52:6,7
concept 37:2;40:11
concern 55:15
concerned 19:16;31:2
concluded 87:22
conditions 52:8
condominiums 49:25
confirm 12:1
conflict 46:22;63:24
confusing 20:23

confusion 65:19
connectivity 43:16;
44:2
consequence 78:14
consequences 78:12
consider 21:7;71:12
considerable 7:1;8:14
consideration 72:23;
80:9
considered 22:14
considering 8:4
consistent 48:24
construct 17:13
construction 5:8,14;
16:11,21;21:12;25:9;
28:22;30:15,22
consultant 56:19
consultants 6:23
contact 10:13;17:25;
51:22;72:3
contacts 45:21
contemplate 24:20;
28:8
contemplated 25:25
contemplates 24:23
contingencies 15:12
continue 53:18
continues 25:9;76:6
contract 4:3;5:5;6:10,
12,17;9:4,24;10:8,19;
11:1,24;12:20,23;13:13,
16;14:11,12,15,17;16:12,
12,14,14,16,17;19:5,12;
20:10,16;24:6;25:13;
26:23;28:1,21,23,23,24,
25;29:1,21;31:1;33:11;
44:12;71:17,22;72:9,16,
18,20;73:8,11,12,19;
74:17;75:7,17,24;76:2,
11;77:15;78:23,25;79:4,
24;80:12,13,16;82:19;
83:9;84:17
contracted 11:3;16:18
contracting 21:9
contractor 7:12;8:11;
20:23;29:3,6;31:12
contractors 6:24;8:6;
32:9
contractor's 9:15
contracts 15:11,14,20,
22;17:9;29:7;78:6,7
contradictory 7:5
contrary 47:23;63:20
control 10:1,2;28:12
controlled 37:10,12
controlling 38:16
convenient 34:3
conversation 47:18
conversion 60:19
coordinate 39:9
copies 57:16;72:9
copy 13:17;14:8,18;
57:10;77:14;78:6

Corally 80:23
core 38:10
cornerstones 42:3
corrected 84:17
corrections 84:20
correctly 11:25
corresponding 15:19;
19:2
cost 16:23,25;17:2;22:9;
32:6;36:16;70:13;75:20
costing 16:1
costs 12:23;16:5;22:3;
75:23
Council 5:6;8:4;10:15;
18:7;33:15;36:6;52:12;
55:11,17;71:11
Councilman 7:18;8:15;
10:3;13:25;27:2;29:19;
86:11,13
Councilmember 4:13,
16,18,20,22,24;32:21,24;
33:1,3,5,7;81:18,21,23,
25;82:2,4;83:13,16,18,
20,22,24;85:19,22,24;
86:1,3,5,16;87:5,8,10,12,
14,16
COUNCILMEMBER
4:5,7,9,15,17,19,21,23;
5:1;6:16,19;7:20;8:19,23;
10:11,17,11;7:11;12:3,7,
10;13:5,20,23;14:2,6,8,
16,21,24;15:8;16:3,24;
17:10,18,24;18:4,8,11,
14,16,18,20,22,23,24;
19:4,6,7,8,13,15,22,25;
20:2,4,6,8,13,17,20;21:1,
10,15,19,22;22:5,19;
23:12,20,25;24:7,15;
25:1,5,16,26;3:8,17,22;
27:9,11,14,16,19,21,22,
24;28:10,19;29:9,11,16,
19,22,25;30:2,4,10,17,
19;31:10;32:23,25;33:2,
4,6,9;34:6,14,18,22;
35:20;37:20;38:24;39:3;
41:8,11,18,21,24;42:2;
43:2,10;45:20;46:19;
48:18;52:14,16;53:19,24;
54:1,4;55:3,7,12,21;56:1,
4,8;57:3,7;61:16,20;62:7;
64:1,4,21;65:5,16;66:1,9,
10,20;67:4;68:25;69:7,9,
12,22;70:6,17,19;71:2,6,
8;72:24;73:4,14,18;74:7,
10,13,23;75:19;76:15,19,
24;77:1,7,18;78:5,11,15,
20;79:2,17,23;80:17,25;
81:4,20,22,24;82:1,3,6,
25;83:4,8,10,15,17,19,
21,23;84:1,15;85:15,16,
21,23,25;86:2,4,7,24;
87:3,7,9,11,13,15,18
counter 39:19;48:25;

49:19
county 61:18,21
County 32:8;38:4;
39:11;45:21,22;46:4,9;
47:2,11;49:9,24;50:9;
51:4;57:23;61:14,17;
63:15,17,18;64:25;66:14;
68:16;69:25
couple 3:3;14:19;35:22;
63:10;67:1,16
course 5:24;24:13;36:9;
40:23;48:4;74:21
court 63:16
Court 73:23
cover 7:16;67:9
crash 61:6
CRAWFORD 26:14,21
crawl 38:10
create 79:1
crises 72:13
crisis 38:18
CSX 9:8
curious 25:18
current 58:5;59:21;
63:4;79:24,25
customer 40:6
customers 59:5

D

dadgum 60:23
date 28:14;71:23;73:13
day 12:14;13:2,2;25:2;
38:16;54:19;58:13;68:9,
10,11,20,23;87:23
days 22:13;24:12;38:5;
63:10;68:5,19
deal 20:12;22:10,16,17
dealt 71:24
dear 46:2
Decatur 46:1
decide 6:14
decided 18:12
decision 50:22;57:4
decisionmaker 60:11
decisions 39:13;52:4
deeper 45:12
definition 49:8
definition's 49:12
definitive 28:5
deflecting 38:8
Dekalb 32:8;45:21;46:9;
50:9
delay 5:23;23:15
demotion 60:5
department 35:3,7,8;
41:19;46:8;54:8;55:5,6,9
Department 57:25;
58:2,25;59:18,23
depend 77:10
dependent 55:18
Depending 53:9
depends 63:5,5

Depot 39:25
Deputy 59:9
design 39:21
desire 52:12
desk 60:25
destroyed 51:5
detail 31:8
details 30:18;64:20
determine 11:19;71:21
develop- 39:10
developed 44:25;70:4
developing 38:3,21
development 36:11,11;
38:25;39:9,17;40:24;
41:1;49:21;50:21;58:9
Development 46:1;
58:2,25,25
developmental 54:15
deviating 7:12
deviations 7:24
difference 9:25;60:7;
61:13;62:16;63:3
different 6:15;11:5;
13:3;20:24;28:23;31:13;
41:19;48:9;58:20;62:9
diligence 48:13
dinner 45:6
dire 78:12,13;81:7,9
directing 3:17
direction 6:22;51:14,16
directly 47:2
Director 45:25;59:9,11
directors 59:24
dirt 10:6,7
disappears 62:23
discuss 26:1
discussion 26:13;30:8;
32:19;76:25;81:16;83:11
Discussion 85:17
disharmony 49:9
disrupted 3:22
divided 43:11
doctrine 5:20
document 22:1;80:7,8
dog 36:19
dogs 3:19
dollar 32:3;65:18
dollars 18:21;23:14;
32:18;76:14,14
done 6:2,6;11:20;13:14;
17:9;18:12;20:13,14;
24:18;26:2,18;28:7;
30:15;35:23;38:15;50:14;
57:23;69:24;74:5;75:15;
82:22
door 37:11;59:6
Doraville 14:25;36:4,
23;37:6,24;48:7,11;
52:13;54:14;66:21;67:24;
73:22;74:19;78:3
doubled 7:16
Douglas 63:17
down 3:15;37:2;40:5;

44:3,10;45:24;48:22;
53:4,5;59:2;60:25;62:8;
64:22;65:18;68:12;69:14,
15
drafting 16:10
drag 28:15
drainage 10:21;11:17,
19;19:17,17,20;31:2,5
dramatic 71:23
dramatically 82:17
drawing 30:15,22;31:8;
86:22
drawings 30:25
drink 33:24
drive 45:9
driven 12:22
driving 64:12
Drop 60:25
drought 11:12;19:17
drugs 16:15
dry 31:20,22
due 24:9
duration 28:11;80:11
duty 8:5

E

ear 60:22
earlier 31:11;56:18;
58:13
early 47:9;50:22
easier 34:3
east 43:13
easy 45:1
economic 36:11;38:25,
25;39:9,10,17;40:24,25;
44:16
Economic 58:2
economic-development
40:5
economy 6:4;15:1;
16:2;36:2
economy's 61:6
effect 77:17
effective 47:6
eight 52:20;82:20
Eighty-six 66:9
either 5:18;17:17;49:13;
74:17;75:16
Either 5:24
Ejike 45:25
elaborate 22:7
elect 5:20
elected 46:20;47:25;
48:6
element 6:3;21:8;22:17,
20;44:1
elements 80:11
elevens 82:21
eliminates 69:18
else 13:4;42:18;49:5;
54:7,22,24;84:24
else's 56:12

e-mail 57:15
emergency 81:7,9
employee 10:4;60:21
employees 7:22;59:25
employment 40:8;
55:17;68:17
end 3:6;16:1;17:2;
24:19;25:6;62:23;72:13
engineering 31:8;
58:12,23
English 5:8,14,23;
15:11;19:25;20:20,21;
21:13;27:15;30:14;50:15,
24;51:6
enjoy 23:2;36:19
enough 12:25;40:2;
68:6;70:7;74:2
enterprising 44:8
entertain 33:15;71:12;
72:11
enthusiasm 44:13;
53:18
entire 15:24;32:4;55:17
entirety 7:3
entities 11:4
entity 54:15,15
environmental 9:3
essentially 5:15
Essentially 84:16
et 15:25
ethics 63:20;67:21
evacuating 3:17
evaluate 50:14
evaluation 55:10
even 13:19;18:4;28:5;
39:14;40:14;44:12;46:11;
47:4;62:5
Even 23:17
evening 6:9;78:22
evenings 65:10
event 8:10
eventually 59:10
Eventually 64:3,4
every- 61:7
everybody 34:4;36:3;
42:18;59:6;62:21
everybody's 38:11
everyday 10:4;61:5
everyone 54:24
everything's 54:21
everywhere 44:5
exact 7:18;8:15;13:9;
77:10;82:16
exactly 25:12;32:5;
68:14;82:19
examined 3:20
excellent 17:4;44:25;
51:15
except 39:2;50:1;66:15;
67:19
excited 38:4;40:7;49:23
excitement 63:1;70:24
exciting 35:12;53:16;

54:11;62:14,15;63:3
excruciatingly 23:10
Excuse 23:5
execute 84:21
executed 72:6
Executive 3:5;33:16;
34:7;71:13;85:4,6,11;
86:9,12,20
existing 71:22
exists 45:8;73:9,11
expect 53:7,22
expectation 9:20;64:2
expectations 62:17
expecting 77:4,5
expensive 34:3
experience 49:20;
58:21;60:6
Experience 38:24
experiences 50:8,9
expertise 42:20
expired 78:23,25;80:9
explain 52:10
explained 56:17
explanation 57:24
extent 12:5;48:15;61:3;
67:11
extra 17:1;28:25

F

face 7:6;67:25
facing 36:1
fact 7:2;40:9;56:5;
57:24;75:6
factors 22:14;35:25
fails 12:15
failure 11:1
fall 31:14
falls 62:22
families 37:8,9
family 44:20;52:22
fancy 50:25
far 18:12;31:1;35:5;
52:20;58:22;62:17;64:22;
81:4
fast 85:2
faults 42:24
favor 86:14
fax 57:14
fax'ed 45:24;57:12
fee 19:2;21:20;76:12,12
feel 7:11;35:24;80:18;
82:16
feels 46:13
fees 28:2
feet 25:23;68:6
fence 49:8,11
festival 36:13
few 67:1
field 15:21
figure 62:17;65:21
figures 32:3
file 10:25

<p>filing 60:2;62:3 fill 73:19 final 30:15,21 financial 67:12 financially 53:7 financial-penalty 29:7 find 13:8;18:1;34:10; 50:12;59:19;75:13;76:21 fine 72:12;73:25 finish 15:15;26:11; 61:12 finished 28:14;31:3 finishes 15:17 fires 70:4 first 13:18;14:19;19:11; 28:25;29:1;30:3;35:11; 47:10,13;48:20;51:3; 53:23,25;58:3;69:4,10; 73:20;76:5,7;78:9;79:19 fit 39:22;52:11 five 52:17 fix 46:11;59:2;60:4; 70:15,16 Fix 53:24;54:1,2 fixed 11:22;22:23;31:6 fixing 22:24 Fleming 4:18;8:15; 13:25;33:1;81:23;83:18; 85:24;87:10 FLEMING 4:19;6:19; 13:23;17:24;18:8,14,18, 22,24;19:6;20:2,6;26:22; 27:9,16,21,24;29:11,16; 33:2;34:14,18;48:18; 52:14;56:4;66:20;67:4; 69:12,22;71:6;78:20; 81:24;83:19;85:25;87:3, 11 flexible 67:3 floor 5:3;53:4,5 fly 23:21 flying 24:3 focus 40:5 folks 39:11;43:6,7;44:5; 45:3,13,16;60:12,13,14; 75:17 follow 3:25;46:22 following 70:1 foot 35:17 foregoing 8:3 foresee 75:2 forget 41:9 forgot 50:1 form 9:13;72:5,6 format 13:15 forth 8:8;45:9 forward 10:8;21:4;36:5; 43:19;50:7;54:23;71:1 found 3:21;72:1 four 28:1,11;29:4,12; 43:11,15;66:9 fourth 79:20 frame 15:24;27:5</p>	<p>frames 28:5 frankly 17:5;25:20 FRAYSSE 23:6,16; 26:19 freedom 65:11 freight 22:9 frequently 13:6 Friday 67:16;68:3 friend 66:5 friends 46:2 frightening 36:3;41:15 front 12:1;24:22;35:17; 82:22 frontage 39:21 Full 66:12 Fulton 38:3;39:11; 45:22;46:4;47:10;49:9, 23;51:4;57:22;61:13,17; 63:18;64:25;66:14;68:16; 69:25 function 5:10,13;19:20 fund 41:2 funded 41:14,22;75:20 future 33:16;36:1; 53:14;82:11;85:14</p>	<p>Growth 37:22;38:1,3, 19,23 guarantee 11:21 guard 35:21 guess 31:7;47:4;70:20; 73:14 guidance 39:12 guy 51:10 guys 60:22 Gwinnett 63:15</p>	<p>hot 36:19 hour 3:23 hourly 25:17;26:9 hours 7:1;26:10,10 house 66:12 housing 37:9;42:23,23; 43:1 How's 61:1 hurts 18:7,25 hybrid 64:18</p>	<p>interact 35:7 interacted 35:9 interest 45:9 interested 45:4;58:23 interesting 39:7 interim 80:3 internal 5:12 interview 3:4;33:12,12, 22 interviews 34:8 into 33:15;34:7;37:24; 40:3;43:4,11,15,19; 44:12;45:16;54:22;58:8; 61:18;67:2;71:13;72:3; 78:1;82:14;85:4,6,11 investigated 44:7 investigative 77:24 invited 63:16 invoice 24:12,16,18,24; 25:2,10,15 invoices 24:9 invoicing 25:20 involved 12:19;16:9,10; 47:6;69:3;83:1 Island 40:14 issue 7:13;8:9;14:25 issues 47:3 item 71:11;75:5 Item 6:19</p>
<p style="text-align: center;">G</p>	<p style="text-align: center;">G</p>	<p style="text-align: center;">H</p>	<p style="text-align: center;">I</p>	<p style="text-align: center;">I</p>
<p>garbage 42:16 gasoline 38:18 Gee 68:16 generally 62:23;75:12 gentlemen 82:15 geographic 61:23 geologist 58:11,21 Georgia 36:25;43:22; 67:20;68:1;74:15,17 gets 36:17;42:19;70:14; 76:22 Given 37:20 gives 36:20 giving 45:14 Glad 35:17 goes 28:1;29:1,12 good 6:13;17:16;30:7; 34:12;41:23;42:3;43:20; 48:7,9;53:11,17;56:9; 69:21;70:17;71:3,19,20; 80:18;82:13 Good 66:13 government 46:14 governments 50:16 grades 58:19 grandchildren 52:19 grandmother 37:18 graphics 51:9 great 54:25;75:22 greater 12:22 grievances 60:2 grocery 40:15 ground 31:20,20,22,23; 50:3 growth 38:19;41:3</p>	<p style="text-align: center;">G</p>	<p>habit 81:12 half 3:23;7:4;82:20 half/three 67:8 hand 54:10;62:13 handed 8:20 handle 56:18;81:10,14 Hapeville 75:7 happen 46:20;62:25; 75:11 happened 8:20 happening 62:2 happens 52:24 happy 8:16;35:11; 45:15;62:19 hard 51:3 HART 30:14,18,21;31:7, 17;32:17 hate 77:22 hats 35:6;50:3 head 38:2;55:12,13;65:7 heads 35:8;55:5,6 headway 86:21 healthy 53:15 hear 41:23;51:24;52:23; 57:5;65:25 heard 56:10;57:12; 60:15;73:20 hearing 71:1 heavy 67:12 help 27:2;67:22 hi 60:24 higher 46:6 Highway 43:12;44:4,10 hire 20:2;48:1;54:12 hired 8:6 history 70:12 hit 38:12;54:20 Hmmm 55:20 hold 33:19;63:2 holds 9:8 hole 50:11 holes 10:21 holidays 65:10 home 63:10;65:4,22; 74:6 Home 39:25 hook 11:5 hope 23:10;82:11 hopefully 12:25;82:21 hoping 33:14</p>	<p>identify 51:23 illegal 16:13 illustrates 82:18 impact 67:13 implemented 37:24 important 8:24;9:11; 11:17;19:18;35:25;36:10; 46:13 Inaudible 64:21 Inc 71:18 incarcerated 74:3 incentives 38:25 incline 46:17 include 6:22;9:1;42:13, 22 included 22:4;30:20 includes 72:18 including 8:8 income 63:19;70:12 incomes 37:15 inconvenience 33:23 increase 16:25;65:1 increased 16:22 indeed 43:7 indemnification 9:5 indemnity 9:2,3,9 indicate 26:24 indicating 40:16 individual 44:8;55:18; 73:25 individuals 42:16;43:8 Industrial 44:1 industry 12:17;26:2; 38:14 information 28:9;77:19 informed 65:13 in-home 74:5 initial 12:19;16:9 input 45:14 Inspector 10:12 instance 49:8 instead 43:4;45:10; 65:9;68:12 insurance 18:9 integrate 36:17 integrated 43:4 integrating 43:15 integration 37:13 intend 53:14 intended 58:17</p>	<p style="text-align: center;">J</p> <p>jailed 74:6 JaTech 5:9;6:2,4,6; 7:22;10:1,2,3;11:24; 12:20;13:24;14:1;15:2, 10,17;17:25;22:12;26:23; 28:21 JaTech's 10:4 JENKINS 3:2;4:2,6,11; 5:2;9:14;21:14,20,24; 23:5;26:13;27:6;30:8,12; 31:5;32:14,19;33:10,18; 34:5,9,12,16;41:4;55:13, 23;57:18;65:20;66:7; 68:14;70:20;76:25;81:16; 83:11;84:8,11,24;85:3, 10,17;86:19;87:1,4,19 job 38:15;53:11 Joe 10:4,6 jog 27:3 John 3:8 Journal-Constitution 71:16 July 69:22,23 jumping 50:5 June 69:19</p> <p style="text-align: center;">K</p> <p>kazillion 18:21 keep 36:3;44:20 Keith 71:24;72:3;79:16</p>

<p>kept 65:12,13 kids 53:3 kind 11:20;23:23;35:21; 45:13,20;54:9;56:24; 64:17;65:2;77:23;82:10 kinds 46:16 KING 3:11;76:23;80:20 knew 23:21;67:9 knowledge 40:25 knows 15:9</p>	<p>49:14,15;51:7;53:15; 55:14;58:13;63:14;67:25; 71:23;82:12 Little 68:13 live 42:17;43:6,7 Live/Work 49:24 living 62:20 local 5:11 located 3:13;80:21 locked 76:22</p>	<p>4:1;43:24 Mary 34:23;48:16;59:13 Massachusetts 52:19 materials 16:21 matter 5:7;6:6;38:5; 50:20;58:14;72:10 may 19:18;26:6;40:25; 43:22;45:18;55:15;70:8 May 69:19 maybe 3:8;12:4;17:1; 22:7;35:22,23;44:19,22; 45:16;63:9;70:2 mayor 40:6 Mayor 4:5;33:14;34:6; 36:5;52:12;55:2,23; 65:12;70:18;71:10;72:2 MAYOR 3:2;4:2,6,11; 5:2;9:14;21:14,20,24; 23:5;26:13;27:6;30:8,12; 31:5;32:14,19;33:10,18; 34:5,9,12,16;41:4;55:13, 23;57:18;65:20;66:7; 68:14;70:20;76:25;81:16; 83:11;84:8,11,24;85:3, 10,17;86:19;87:1,4,19 mean 6:21;17:15,16; 18:8;20:11;22:15;24:3; 25:25;28:15;31:24;32:7, 9;33:24,25;45:21;46:23; 47:12;54:6;56:6,8,9,16; 65:16;81:8 meaning 7:8;10:2 means 6:22;62:21; 72:20</p>	<p>million 32:18 mind 42:8 minds 42:25;80:7 mindset 69:15 minimum 68:19 mix 37:9,14;42:13 mixed 42:12,22 modes 43:17 modified 9:2 Monday 69:5,10;70:1; 72:10,25,25;78:12 monetary 29:2 money 15:5;22:24,25; 36:16;42:19;48:5;53:13, 15;60:8;83:1 monies 32:9 monitoring 74:5 month 44:23;47:13,14; 62:1,24 months 18:5;27:15; 28:1,11;29:12;53:23 morale 36:11 more 16:1,5,6;17:21; 22:25;23:21;25:10;28:2; 34:3;35:10;38:20,21; 39:2;45:15;46:12;52:21; 53:8;55:16;57:2;58:9,23; 62:18;65:11;70:2;82:12, 16 More 30:8;83:11 morning 3:11 mosquitos 23:3 most 8:24;9:11;11:16; 19:18;35:25;59:21;60:14; 74:4;75:16 Most 74:16 motion 21:2,6,7;49:2; 85:11;86:12,16,25 Motion 33:10;86:23 move 15:18;21:4,10; 23:10;40:3;54:23;63:7 Move 76:19;83:8 moved 10:8;85:15 Moved 58:8 moving 10:5,7;37:8 Mrs 34:5,16 MRS 26:14,21;34:19; 35:10;36:2;37:25;39:1,5; 41:6,12,20,23;42:1,5; 43:3,18;45:23;47:8; 48:21;52:15,18;53:20,25; 54:2;55:1,4,8,14,25;56:3; 57:1,5,11,14,22;61:19, 22;62:18;64:3,5,24;65:6, 24;66:4,12,22;67:7; 68:16;69:1,8,11,19,21, 23;70:9,22;71:5 much 9:13;11:12,13,14; 12:16;15:7;16:5;18:2; 34:19,23;38:4;61:9,24; 66:7;70:23;71:7;73:15; 75:19 mud 23:3;64:11</p>	<p>multi- 42:7 multi-year 72:20;76:2 murder 16:14 Murray 3:7,10;4:2;5:2 must 58:14 myself 42:14;46:17; 62:24 mysterious 50:17</p>
<p style="text-align: center;">L</p>	<p>long 7:19;22:22;23:11; 26:24;27:24;38:14;53:4; 59:11;63:22;67:15;68:6; 70:11 longer 15:23;28:1 look 8:1;40:12;43:19; 44:12;45:15;50:7,8,9; 62:19;65:15,23;66:22; 68:12;69:2;71:1;72:2 looked 5:16,17 looking 6:17 looks 71:3 lost 61:22 lot 22:24,25;39:6;42:19; 46:10;49:9;58:24;61:15, 17;63:2;75:15 lottery 54:20 Louise 34:23;48:17; 59:13 love 16:16 low 18:15,18 low-density 38:9 lucky 62:1</p>	<p>mechanism 74:2 mediation 65:9 mediator 63:13;65:8 meet 34:20 meeting 3:3,6;35:12; 46:16;47:13,13;80:2,6; 81:13;86:17;87:22 Meeting 3:2;85:10; 86:19;87:19 meetings 67:2;81:7,12 members 71:10 memory 27:3,4,7;42:3 ment 39:11 mention 6:2 mentioned 15:1;27:25; 42:6;61:17;62:10;63:12 mess 59:1,24;60:8; 66:18 methods 6:23 Miami 39:6;66:23;71:2 microphone 30:13 middle 8:1;24:19 might 11:18;16:19; 22:10,16;33:22;39:18,22; 44:11;49:22;52:11;57:5; 63:10;67:25;68:1,11 mileage 21:23;22:1; 23:17 miles 68:4,9,9</p>	<p>monetary 29:2 money 15:5;22:24,25; 36:16;42:19;48:5;53:13, 15;60:8;83:1 monies 32:9 monitoring 74:5 month 44:23;47:13,14; 62:1,24 months 18:5;27:15; 28:1,11;29:12;53:23 morale 36:11 more 16:1,5,6;17:21; 22:25;23:21;25:10;28:2; 34:3;35:10;38:20,21; 39:2;45:15;46:12;52:21; 53:8;55:16;57:2;58:9,23; 62:18;65:11;70:2;82:12, 16 More 30:8;83:11 morning 3:11 mosquitos 23:3 most 8:24;9:11;11:16; 19:18;35:25;59:21;60:14; 74:4;75:16 Most 74:16 motion 21:2,6,7;49:2; 85:11;86:12,16,25 Motion 33:10;86:23 move 15:18;21:4,10; 23:10;40:3;54:23;63:7 Move 76:19;83:8 moved 10:8;85:15 Moved 58:8 moving 10:5,7;37:8 Mrs 34:5,16 MRS 26:14,21;34:19; 35:10;36:2;37:25;39:1,5; 41:6,12,20,23;42:1,5; 43:3,18;45:23;47:8; 48:21;52:15,18;53:20,25; 54:2;55:1,4,8,14,25;56:3; 57:1,5,11,14,22;61:19, 22;62:18;64:3,5,24;65:6, 24;66:4,12,22;67:7; 68:16;69:1,8,11,19,21, 23;70:9,22;71:5 much 9:13;11:12,13,14; 12:16;15:7;16:5;18:2; 34:19,23;38:4;61:9,24; 66:7;70:23;71:7;73:15; 75:19 mud 23:3;64:11</p>	<p style="text-align: center;">N</p>
<p>ladder 53:12 land 50:20,21;58:14,16, 17 language 7:10,25;9:6; 13:9;50:17 largest 74:14 last 20:16;35:21;37:21; 38:2;61:17;62:8;63:7,21; 68:20 late 79:14 later 56:23 lateral 63:7;65:1,3 law 63:20 lawyer 80:4,14,16;85:2 lawyering 85:2 lead 48:7 leaders 51:24 leadership 46:7 leak 17:2 learn 51:20 learned 47:9;58:22,24 learning 40:22 least 17:6,25;22:13; 27:12;34:3;53:1,8;70:3 leave 42:10;66:13; 68:15;70:5 leaving 57:20,22;66:24; 68:22 left 60:3,12;73:16 legalese 51:1 length 11:8 less 15:21;61:21;65:6 lesson 47:9 letter 13:15;14:2,10,11, 14 letting 70:21 level 60:11;71:22 liable 76:16 likely 46:12;74:4 line 9:25;10:1 lined 14:13 linkage 43:21 listed 76:8 listened 60:15 litany 38:6 literally 79:15;84:21 litigation 33:17;85:14 little 10:18;30:5,23; 35:23;37:5;39:23;40:15; 41:13,15;44:20,22;45:10;</p>	<p style="text-align: center;">M</p> <p>MACTEC 3:4;4:3;5:5,7, 19;6:11,25;8:5,10;9:6; 10:19;11:1;13:6;20:3,11; 21:11;29:12,13;31:12; 32:7 mail 84:22,23 main 13:16;29:5 majority 55:22;84:6 makes 14:14;37:16 making 11:6;39:13; 50:22;52:4;59:15;61:12; 67:19 manage 5:7;7:23;8:5; 11:1;47:5 management 5:10,13, 16;15:14,20;21:5,12; 28:24;29:21;30:6 manager 9:24 managers 20:25 maneuver 45:1 many 32:7,7;35:6; 53:21;58:1;61:7;75:9; 81:1 maps 54:10;62:3 mark 35:19 marketability 38:20 MARTA 3:9,12,15,18;</p>	<p>mechanism 74:2 mediation 65:9 mediator 63:13;65:8 meet 34:20 meeting 3:3,6;35:12; 46:16;47:13,13;80:2,6; 81:13;86:17;87:22 Meeting 3:2;85:10; 86:19;87:19 meetings 67:2;81:7,12 members 71:10 memory 27:3,4,7;42:3 ment 39:11 mention 6:2 mentioned 15:1;27:25; 42:6;61:17;62:10;63:12 mess 59:1,24;60:8; 66:18 methods 6:23 Miami 39:6;66:23;71:2 microphone 30:13 middle 8:1;24:19 might 11:18;16:19; 22:10,16;33:22;39:18,22; 44:11;49:22;52:11;57:5; 63:10;67:25;68:1,11 mileage 21:23;22:1; 23:17 miles 68:4,9,9</p>	<p>million 32:18 mind 42:8 minds 42:25;80:7 mindset 69:15 minimum 68:19 mix 37:9,14;42:13 mixed 42:12,22 modes 43:17 modified 9:2 Monday 69:5,10;70:1; 72:10,25,25;78:12 monetary 29:2 money 15:5;22:24,25; 36:16;42:19;48:5;53:13, 15;60:8;83:1 monies 32:9 monitoring 74:5 month 44:23;47:13,14; 62:1,24 months 18:5;27:15; 28:1,11;29:12;53:23 morale 36:11 more 16:1,5,6;17:21; 22:25;23:21;25:10;28:2; 34:3;35:10;38:20,21; 39:2;45:15;46:12;52:21; 53:8;55:16;57:2;58:9,23; 62:18;65:11;70:2;82:12, 16 More 30:8;83:11 morning 3:11 mosquitos 23:3 most 8:24;9:11;11:16; 19:18;35:25;59:21;60:14; 74:4;75:16 Most 74:16 motion 21:2,6,7;49:2; 85:11;86:12,16,25 Motion 33:10;86:23 move 15:18;21:4,10; 23:10;40:3;54:23;63:7 Move 76:19;83:8 moved 10:8;85:15 Moved 58:8 moving 10:5,7;37:8 Mrs 34:5,16 MRS 26:14,21;34:19; 35:10;36:2;37:25;39:1,5; 41:6,12,20,23;42:1,5; 43:3,18;45:23;47:8; 48:21;52:15,18;53:20,25; 54:2;55:1,4,8,14,25;56:3; 57:1,5,11,14,22;61:19, 22;62:18;64:3,5,24;65:6, 24;66:4,12,22;67:7; 68:16;69:1,8,11,19,21, 23;70:9,22;71:5 much 9:13;11:12,13,14; 12:16;15:7;16:5;18:2; 34:19,23;38:4;61:9,24; 66:7;70:23;71:7;73:15; 75:19 mud 23:3;64:11</p>	<p>name 57:25 need 4:7,9;14:18,19; 21:1;34:7;35:8;36:6; 53:12;54:4;56:5;60:23; 61:11;62:11;64:6,15; 66:15;67:23;83:6 needs 28:13;43:7;82:19 negotiate 72:19 negotiated 13:13;75:6 negotiating 7:2 neighbor 69:21 neighborhood 23:1 neighbors 49:10 Neither 11:4 new 7:25;35:2,13;37:2; 38:6;41:19;53:16,18; 60:7;67:24;68:12;73:12, 13,13 newbie 51:25 news 66:13 next 11:18;17:11,13,14; 20:4;28:16;37:11;47:22; 57:1;68:10;80:1;82:14 nice 45:5 night 63:21 nine 23:13;47:10 nities 40:23 nitpick 23:9 nobody 49:10 nobody's 51:17 Nods 55:12,13 Non-conflicting 63:14 none 54:16 north 43:14 note 7:23 notice 14:13;67:6; 68:18,21;82:12 noticed 36:13;46:21; 49:6 notify 10:9 Notwithstanding 8:2 number 6:19;38:14; 46:4;66:5;79:19 numbers 79:16 numerous 71:25</p>
				<p style="text-align: center;">O</p> <p>o0o- 87:24 Oak 5:8,14,23;15:11; 20:1,20,21;21:13;27:15; 30:14</p>

<p>Oakcliff 22:21 obligation 48:14 obligations 63:4 obviously 17:20;46:23; 62:11;63:15 Obviously 5:22;15:13; 23:23;28:7 occasion 71:19;73:23 occasions 71:25;75:14 occurred 3:10 occurs 73:25 o'clock 3:5;73:17 October 67:19,21;68:4 off 11:5;23:4;31:22; 35:19,21;65:7 offender 76:14,16,21 offenders 76:11 offer 18:1;61:15;62:19; 81:2 offered 5:7 offering 23:19 office 59:2,9 officer 42:15 officers 3:12,16,24 official 46:20;47:25 often 50:15 old 14:18;35:12 older 14:16;37:8;42:25 once 7:15;15:2;70:14, 25;75:1 one 5:24;8:25;11:4,23; 15:9,17;16:4,4;25:10; 26:22;28:7;35:17,18; 41:16,19;43:21;44:1; 48:24;49:7;52:3,20,21; 54:19;55:18,18;56:7; 64:8;68:8,9;71:11;75:13, 23;77:5;79:22;84:11,23 One 45:23 one-story 37:12 one-year 12:24;16:21; 17:21 only 6:1;14:8;27:16; 28:3;67:14;70:9;78:13; 79:10;84:11 onto 9:14;31:23 open 59:6 Open 71:15;73:2,7;77:2, 3,10,19 opinion 22:18;48:8,10; 55:19;78:24;79:24 oppor- 40:8 opportu- 40:22 opportunities 37:6; 39:7;41:3;53:18;60:6 opportunity 34:20; 35:14;36:17,20;39:12; 41:7;48:14;51:5;62:14, 15;63:2,9;70:24 opposed 81:5 option 16:6,8;39:17,19, 19;45:6;51:5 options 38:22;40:4;</p>	<p>41:16;42:8;44:15;45:16; 63:6;65:14 oral 80:12 orange 40:1 order 3:2;6:13;7:14;8:9; 23:12;53:13;54:6;73:16; 85:10;86:19 ordinance 38:3;48:22; 49:4;50:1 ordinances 51:19 ordinarily 72:19 organiza- 45:17 organization 60:16 organized 61:10 original 7:2;9:4;75:25; 76:1 originally 24:1 originals 79:7;84:19 ourselves 36:20 out 5:21,22;7:5;17:11, 22;18:1;22:11,13,17; 23:14;28:15;33:20;36:15, 23;44:6;45:2;49:2;50:12; 51:19;52:11;59:1,18,19; 60:12,15;61:3;62:5; 63:16;65:13,21;66:2; 70:3;71:23;72:1,21,22; 74:21;75:9,12;76:13,14; 79:7;81:1;86:12,20 outweigh 17:2 over 16:4;28:12;29:1,2, 8,12;30:5;32:18;39:11; 40:13;43:25;44:4,17,18; 45:4,24;46:5;54:7,9;58:1; 59:3;60:3 overall 7:23;9:5 oversee 7:22;8:6;20:3 Overspeaking 18:23, 24;27:23 own 45:10;56:9;64:13, 16;81:3</p>	<p>parties 80:6 part-time 63:14 party 9:9;10:24 pass 72:25;77:3,15;84:6 passed 10:20;78:22; 84:7 pass-through 76:11 Patrick 45:24 pavilion 30:23;31:18, 21,23 pay 21:21,25;24:25; 66:16;74:1,3;76:12,16 payable 24:9 paying 30:5 payment 60:11 payments 79:21 Peachtree 43:25;68:13 pedestrian 43:23 pedestrians 44:2 penalties 28:15 penalty 24:13;28:20; 29:2 pending 33:16;85:13 people 9:23;10:1;17:19; 22:12,21;36:8,10,15,21; 39:16;42:22,25;44:13,17, 18;45:4;46:4,6,10,24; 49:22;50:2;51:10,16; 54:17;56:10,14;60:17; 62:11;64:14;70:16;75:9, 15 percent 22:1;24:18,21; 25:11,11;61:22;65:1;84:9 perfect 23:10 perform 5:12 performance 31:1 performed 8:6 performing 8:11 perhaps 36:8;41:2,15; 49:20 period 11:24;16:19; 27:24;28:25;50:23;58:1; 69:16;80:10 permits 62:1 permitted 50:2 permitting 61:7 Permitting 59:23 perplexed 41:13 person 3:5;35:7;47:19; 74:2 personal 26:4;56:10 personnel 7:9;33:17; 85:13 perspective 43:11 perusing 49:6 petitions 58:6 phase 16:10 Phase 30:1 phone 9:21;25:23;79:16 pick 39:3 picked 45:7 picking 10:5,6 picking-up-the-phone</p>	<p>9:21 picnics 23:1 pinned 59:14 pipe 32:2 Pittman 4:20;33:3; 81:25;83:20;86:1;87:12 PITTMAN 4:21;16:3,24; 17:10,18;18:20,23;19:7, 13;21:15,19,22;22:5; 28:10,19;29:9;33:4; 35:20;37:20;41:24;42:2; 52:16;64:1,4;71:8;76:24; 77:18;80:17,25;82:1; 83:10,21;86:2;87:13 place 31:19;42:17;54:9; 75:10 placed 72:22 places 42:13;44:14; 64:14 plan 8:12;26:15;36:24; 50:8;52:6,7;53:14 planned 67:15 planner 35:1;41:14; 48:19;56:6;67:24 plannerese 50:25 planning 38:21;39:9, 17,18;42:3;43:10;46:3,7; 48:16;54:14;58:4,5,24; 70:25 Planning 6:3;20:15; 29:20;45:25;58:2;67:20; 68:2 plans 43:21;67:1,10 play 53:3,4 pleasant 26:7 please 81:17;83:12 Please 64:17 pleased 35:14 pleasure 70:23 plenty 70:16 Plus 21:22 pm 87:23 pocket 66:14 point 7:11;17:6;34:9; 56:9;79:13 pointed 7:4 points 25:12;44:16 police 42:15 Police 42:14 policies 49:1 policy 18:9;42:4;59:14 political 55:15 politician 52:3 politics 47:7 pond 51:11 pose 47:17 position 48:2;55:2;58:8 possible 3:5;47:22 possibly 23:13;37:23; 52:21 postage 22:1;23:18 postpone 80:1 potential 40:6,22</p>	<p>potholes 46:11 PPS 77:24 PPSI 71:24;72:14;77:14 practical 59:21 practically 54:16 precipitation 11:14 Precision 6:3;20:15; 29:20 predicted 15:24 prefer 80:15;81:14 preference 72:15 preliminary 70:12 preprinted 13:13;72:5 presentation 67:20 Presenting 69:20 press 71:20 pressing 67:18 Presumably 10:11 pretty 9:13;12:16;17:16, 20;25:24;26:19 prevent 25:19,21 previous 62:4;78:23,25 previously 72:7 privileges 60:9 probably 3:23;10:18; 19:17;25:10;46:11;74:15 Probably 77:11 probation 71:17;73:24; 75:16;80:18 Probation 71:18 problem 11:22;12:15; 22:17;31:5;32:16;42:1; 75:3;80:3,5 problems 80:22 procedures 54:8; 59:17,20 proceed 5:19;84:14 process 9:22;23:7;50:6, 6;54:18;57:2;70:11 Process 51:8 processes 16:22;69:3 product 11:2 profession 70:25 professional 41:3; 42:19;48:2,14,17 Professional 71:18 professionally 48:4 program 36:25 progress 19:14 progressive-moving 36:5 project 5:21,22,23;7:23; 8:7,13;10:20;11:16,24; 15:18,18;17:14;20:24; 21:20;25:6;26:12;28:7, 13;31:3;32:4 projects 6:7;15:2;17:7, 7;18:19;20:24;28:6;29:5; 30:6;43:3;70:7 project's 5:9;24:18 Projects 43:2 promise 85:1 promised 62:24</p>
<p>pace 36:7 package 3:13,21,22;4:1 packet 5:5 page 9:2;79:12,19,21 pages 14:19 palaces 37:11 paperwork 69:3 par 74:21 paragraph 7:3,4,8,15, 19;8:2,16;14:13;79:20 park 19:23,23 Park 5:8,14;6:3;15:12; 19:24;20:10;21:13;26:15; 30:14 part 9:5;11:16,17;12:19; 14:11,14;21:8;31:7;76:1 particular 27:25;74:18 particularly 19:21; 46:8;81:6</p>	<p style="text-align: center;">P</p>	<p>period 11:24;16:19; 27:24;28:25;50:23;58:1; 69:16;80:10 permits 62:1 permitted 50:2 permitting 61:7 Permitting 59:23 perplexed 41:13 person 3:5;35:7;47:19; 74:2 personal 26:4;56:10 personnel 7:9;33:17; 85:13 perspective 43:11 perusing 49:6 petitions 58:6 phase 16:10 Phase 30:1 phone 9:21;25:23;79:16 pick 39:3 picked 45:7 picking 10:5,6 picking-up-the-phone</p>	<p>period 11:24;16:19; 27:24;28:25;50:23;58:1; 69:16;80:10 permits 62:1 permitted 50:2 permitting 61:7 Permitting 59:23 perplexed 41:13 person 3:5;35:7;47:19; 74:2 personal 26:4;56:10 personnel 7:9;33:17; 85:13 perspective 43:11 perusing 49:6 petitions 58:6 phase 16:10 Phase 30:1 phone 9:21;25:23;79:16 pick 39:3 picked 45:7 picking 10:5,6 picking-up-the-phone</p>	<p>period 11:24;16:19; 27:24;28:25;50:23;58:1; 69:16;80:10 permits 62:1 permitted 50:2 permitting 61:7 Permitting 59:23 perplexed 41:13 person 3:5;35:7;47:19; 74:2 personal 26:4;56:10 personnel 7:9;33:17; 85:13 perspective 43:11 perusing 49:6 petitions 58:6 phase 16:10 Phase 30:1 phone 9:21;25:23;79:16 pick 39:3 picked 45:7 picking 10:5,6 picking-up-the-phone</p>

<p>promotion 64:25 promotions 60:17 proposal 5:7,15;8:8; 13:14;21:11;36:25 proposed 43:23 prosecuted 73:23 protocol 3:25 provide 44:9 provided 9:4 provider 21:12 provides 74:10 provision 9:2;24:14 provisions 5:17;13:5, 12;15:22;28:21;29:7; 72:19 public 42:13;46:16; 66:3;82:9 Public 59:18 published 41:17;61:8 purposes 33:17 purse 43:6 pursue 6:14 put 5:4;10:3;31:21; 35:16;37:11;45:2,24; 54:13;59:8,18;60:21; 69:15;70:3;84:4 putting 44:22;48:2; 51:19;84:9</p>	<p>57:20;78:20;79:14 reasonable 23:18 reasons 75:4 rebuild 37:3 recall 64:14;71:14 receipt 24:12 receive 57:13;64:25 received 24:24;32:7; 71:14 recently 54:7;71:14 receptive 19:19 recess 85:8 recognition 67:25 recognized 60:19,23 recollection 27:8 recommendations 52:7 recommended 82:18 recommending 39:15 record 30:5;82:7 Records 71:15;73:2,7; 77:2,11,20 redevelop 37:7 redevelopment 37:1 referenced 14:12 references 45:23;57:8 reflect 21:7 reflected 6:17 refresh 42:2 regard 19:21;71:16 regardless 72:21 regular 16:20 regularly 53:2 regulated 49:23 regulations 49:21; 50:16;68:17 reimbursement 64:16 relationship 55:17 relaxed 71:3 relevant 7:17 rely 41:2;48:11 relying 38:11 remaining 61:24 remember 11:25;15:3; 62:7;65:20 remind 5:6 removed 9:1,6 reorganized 59:3 repair 32:2 rephrase 11:9 report 3:8;7:11;46:13, 18 reported 5:11;66:5 reporting 55:11;77:24 request 71:15;73:3,7, 16;77:2,11,20 Request 77:4 require 58:12;67:5; 68:18,20;70:14 required 35:6 requires 50:18 research 35:23;59:19 resident 23:6;46:9</p>	<p>resolution 46:23;49:3; 51:6;59:16 resolve 47:3 respond 73:7,16;78:17 responsibilities 6:20 responsibility 48:3 responsible 7:9,10; 10:4,22,23,24;11:4;12:20 rest 9:12;11:14 restrict 50:23 restructure 37:7 result 59:8,22 retained 6:24 retire 54:19;57:21;66:13 retired 52:25;53:1 retirement 68:18;69:4 returned 68:22 review 72:25 reviewed 6:10;47:14 revised 72:9 rewrite 52:5 rewritten 61:7 rewrote 51:6 rezoning 58:7 RFP 86:22 RFPs 30:20 Rhonda 5:4;74:19 Rhonda's 77:12 right 4:11;9:15;10:21; 11:12,20;12:1;14:10; 22:21,23;29:23,24;34:10, 13;37:5;43:3;51:16,19; 53:10;60:2;65:8;70:10; 73:5,9,12;82:9;84:2,10, 19 Right 12:6;15:8;17:18; 19:6;20:14;22:3;24:15; 26:3;55:3,7;56:3;62:20; 68:25;84:13 ring 27:8 road 54:9 roads 46:10 Roche 4:22;33:5;82:2,7; 83:22;86:3,13;87:14 ROCHE 4:23;8:19,23; 10:11;13:20;14:2,6,8,16, 21,24;15:8;18:11,16; 19:4,8;20:4,8,17,20; 23:20,25;24:7,15;25:1,5, 16;26:3,8;29:19;30:2,4; 33:6;41:8,18;43:2;45:20; 46:19;54:4;55:3,7,12; 56:1,8;61:16,20;62:7; 64:21;65:5,16;66:1,9; 68:25;69:7,9;70:19;71:2; 73:18;74:7,10,13;75:19; 76:15;78:11,15;81:4; 82:3,25;83:23;85:16; 86:4;87:15 roll 4:8,10,12;32:20; 81:17;83:12;85:18;87:4 roof 13:3;40:1,1 rooms 62:3</p>	<p>route 6:15 rules 50:4,5;68:17 run 44:3;48:6;67:15 running 59:12 rural 42:10,10</p> <p style="text-align: center;">S</p> <p>sad 37:17,17 saddle 52:10 salary 63:4;64:23;65:23 Sam 66:6 same 7:18;8:15;20:22, 23;36:18;38:7;58:18,19; 82:16;87:23 Same 70:19 Sanibel 40:13,14 sat 47:12 satisfied 8:18;23:7; 72:17 satisfying 59:5 save 23:13 saw 39:6;43:21 saying 9:17;11:20;16:4; 18:21;24:16;28:12,13; 39:16 scale 6:4;15:1,1;16:2 scaring 36:7 scenarios 74:4 scenarios 74:4 schedule 13:17;14:5, 23;15:12;25:9;28:22 scheduled 33:19;67:2, 17 scope 7:24 scrutinized 26:15 seamless 79:1 second 6:5;7:3;14:13; 18:9;21:14,15,17;28:18; 50:13 Second 21:19;76:24; 83:10;85:16;87:1,1,3 seconded 86:13 second-year 18:1 secretary 64:7;79:6 security 17:1 seeing 15:3 seeking 58:7;74:24 seemed 7:5 seems 23:16 segue 82:14 selected 48:19;69:1 selves 35:4;75:18 semi- 52:25 send 24:24;25:10;84:16 sense 44:6;50:15;60:10 sent 57:15;59:1;79:6 sentence 6:21 separate 18:17;19:5,5 separates 43:13,13 seriously 17:20 servants 42:13 service 20:15;74:25;</p>	<p>79:1 services 5:16;6:21; 40:10;71:17;75:16;79:21; 80:18;81:1 Services 71:18 Session 3:6;33:16; 34:7;71:13;85:4,6,12; 86:9,12,20 set 8:7;54:18;60:16; 67:11 setting 59:16 seven 46:23;53:8; 54:18;59:24 several 36:24;46:6 shame 32:17 ship 46:5 short 57:23 shortly 70:21 shovel 10:5,7 showed 50:2 shut 3:15 side 14:24;43:25;44:1; 56:11,12,13,17;60:20; 62:22,22;72:4 sign 25:2,14;40:16;49:4 similar 20:10 simple 47:18,21,22; 59:12 single 46:25 sink 10:21 sinking 46:5 sit 40:5;48:22 Sit 60:25 sit-down 45:5 site 6:20;9:23;13:7,24; 14:1;22:13;36:13;44:23, 24;49:7;51:14;61:9 sitting 50:18;56:15 situation 59:4 six 18:4;53:23 size 7:16 slightly 62:9 slow 37:5 small 64:20 Small 44:3 smaller 57:21 Smart 37:22;38:1,3,19, 23 Smith 10:5,6 sneaking 82:10 sole 35:7 sole- 5:19;75:4 sole-source 5:17;21:8, 9,11 somebody 16:14;45:6; 46:14 Somebody 73:18 someone 13:6;23:22; 24:3;54:5,6,22;56:11,12, 13,13 someone's 16:16 sometime 11:18 sometimes 49:2,3;</p>
<p style="text-align: center;">Q</p> <p>quadrants 43:12,15 quandary 49:5 quick 26:23;64:14 quickly 26:20;47:21; 49:6 quoting 25:12</p>	<p>regard 19:21;71:16 regardless 72:21 regular 16:20 regularly 53:2 regulated 49:23 regulations 49:21; 50:16;68:17 reimbursement 64:16 relationship 55:17 relaxed 71:3 relevant 7:17 rely 41:2;48:11 relying 38:11 remaining 61:24 remember 11:25;15:3; 62:7;65:20 remind 5:6 removed 9:1,6 reorganized 59:3 repair 32:2 rephrase 11:9 report 3:8;7:11;46:13, 18 reported 5:11;66:5 reporting 55:11;77:24 request 71:15;73:3,7, 16;77:2,11,20 Request 77:4 require 58:12;67:5; 68:18,20;70:14 required 35:6 requires 50:18 research 35:23;59:19 resident 23:6;46:9</p>	<p>Right 12:6;15:8;17:18; 19:6;20:14;22:3;24:15; 26:3;55:3,7;56:3;62:20; 68:25;84:13 ring 27:8 road 54:9 roads 46:10 Roche 4:22;33:5;82:2,7; 83:22;86:3,13;87:14 ROCHE 4:23;8:19,23; 10:11;13:20;14:2,6,8,16, 21,24;15:8;18:11,16; 19:4,8;20:4,8,17,20; 23:20,25;24:7,15;25:1,5, 16;26:3,8;29:19;30:2,4; 33:6;41:8,18;43:2;45:20; 46:19;54:4;55:3,7,12; 56:1,8;61:16,20;62:7; 64:21;65:5,16;66:1,9; 68:25;69:7,9;70:19;71:2; 73:18;74:7,10,13;75:19; 76:15;78:11,15;81:4; 82:3,25;83:23;85:16; 86:4;87:15 roll 4:8,10,12;32:20; 81:17;83:12;85:18;87:4 roof 13:3;40:1,1 rooms 62:3</p>	<p>scale 6:4;15:1,1;16:2 scaring 36:7 scenarios 74:4 scenarios 74:4 schedule 13:17;14:5, 23;15:12;25:9;28:22 scheduled 33:19;67:2, 17 scope 7:24 scrutinized 26:15 seamless 79:1 second 6:5;7:3;14:13; 18:9;21:14,15,17;28:18; 50:13 Second 21:19;76:24; 83:10;85:16;87:1,1,3 seconded 86:13 second-year 18:1 secretary 64:7;79:6 security 17:1 seeing 15:3 seeking 58:7;74:24 seemed 7:5 seems 23:16 segue 82:14 selected 48:19;69:1 selves 35:4;75:18 semi- 52:25 send 24:24;25:10;84:16 sense 44:6;50:15;60:10 sent 57:15;59:1;79:6 sentence 6:21 separate 18:17;19:5,5 separates 43:13,13 seriously 17:20 servants 42:13 service 20:15;74:25;</p>	<p>ship 46:5 short 57:23 shortly 70:21 shovel 10:5,7 showed 50:2 shut 3:15 side 14:24;43:25;44:1; 56:11,12,13,17;60:20; 62:22,22;72:4 sign 25:2,14;40:16;49:4 similar 20:10 simple 47:18,21,22; 59:12 single 46:25 sink 10:21 sinking 46:5 sit 40:5;48:22 Sit 60:25 sit-down 45:5 site 6:20;9:23;13:7,24; 14:1;22:13;36:13;44:23, 24;49:7;51:14;61:9 sitting 50:18;56:15 situation 59:4 six 18:4;53:23 size 7:16 slightly 62:9 slow 37:5 small 64:20 Small 44:3 smaller 57:21 Smart 37:22;38:1,3,19, 23 Smith 10:5,6 sneaking 82:10 sole 35:7 sole- 5:19;75:4 sole-source 5:17;21:8, 9,11 somebody 16:14;45:6; 46:14 Somebody 73:18 someone 13:6;23:22; 24:3;54:5,6,22;56:11,12, 13,13 someone's 16:16 sometime 11:18 sometimes 49:2,3;</p>
<p style="text-align: center;">R</p> <p>railroad 9:8;43:24 rain 11:13;13:1 rainfall 11:19 rains 15:24 ranches 37:12 range 65:23 rare 75:14 rate 25:17;26:9 rather 64:18 raw 84:5 reached 80:6 reaction 7:18;8:15; 47:19 read 8:5;36:23,25; 48:22;49:17;63:20 ready 4:3;54:21;78:8 real 49:23;50:25;83:1 really 12:11;17:21; 22:22;38:7,23;39:1;40:7, 10;53:17,17;59:4,23; 63:5;64:18;67:17;70:13; 77:9,22,23;80:24 reason 27:16;28:3;</p>	<p>regard 19:21;71:16 regardless 72:21 regular 16:20 regularly 53:2 regulated 49:23 regulations 49:21; 50:16;68:17 reimbursement 64:16 relationship 55:17 relaxed 71:3 relevant 7:17 rely 41:2;48:11 relying 38:11 remaining 61:24 remember 11:25;15:3; 62:7;65:20 remind 5:6 removed 9:1,6 reorganized 59:3 repair 32:2 rephrase 11:9 report 3:8;7:11;46:13, 18 reported 5:11;66:5 reporting 55:11;77:24 request 71:15;73:3,7, 16;77:2,11,20 Request 77:4 require 58:12;67:5; 68:18,20;70:14 required 35:6 requires 50:18 research 35:23;59:19 resident 23:6;46:9</p>	<p>Right 12:6;15:8;17:18; 19:6;20:14;22:3;24:15; 26:3;55:3,7;56:3;62:20; 68:25;84:13 ring 27:8 road 54:9 roads 46:10 Roche 4:22;33:5;82:2,7; 83:22;86:3,13;87:14 ROCHE 4:23;8:19,23; 10:11;13:20;14:2,6,8,16, 21,24;15:8;18:11,16; 19:4,8;20:4,8,17,20; 23:20,25;24:7,15;25:1,5, 16;26:3,8;29:19;30:2,4; 33:6;41:8,18;43:2;45:20; 46:19;54:4;55:3,7,12; 56:1,8;61:16,20;62:7; 64:21;65:5,16;66:1,9; 68:25;69:7,9;70:19;71:2; 73:18;74:7,10,13;75:19; 76:15;78:11,15;81:4; 82:3,25;83:23;85:16; 86:4;87:15 roll 4:8,10,12;32:20; 81:17;83:12;85:18;87:4 roof 13:3;40:1,1 rooms 62:3</p>	<p>scale 6:4;15:1,1;16:2 scaring 36:7 scenarios 74:4 scenarios 74:4 schedule 13:17;14:5, 23;15:12;25:9;28:22 scheduled 33:19;67:2, 17 scope 7:24 scrutinized 26:15 seamless 79:1 second 6:5;7:3;14:13; 18:9;21:14,15,17;28:18; 50:13 Second 21:19;76:24; 83:10;85:16;87:1,1,3 seconded 86:13 second-year 18:1 secretary 64:7;79:6 security 17:1 seeing 15:3 seeking 58:7;74:24 seemed 7:5 seems 23:16 segue 82:14 selected 48:19;69:1 selves 35:4;75:18 semi- 52:25 send 24:24;25:10;84:16 sense 44:6;50:15;60:10 sent 57:15;59:1;79:6 sentence 6:21 separate 18:17;19:5,5 separates 43:13,13 seriously 17:20 servants 42:13 service 20:15;74:25;</p>	<p>ship 46:5 short 57:23 shortly 70:21 shovel 10:5,7 showed 50:2 shut 3:15 side 14:24;43:25;44:1; 56:11,12,13,17;60:20; 62:22,22;72:4 sign 25:2,14;40:16;49:4 similar 20:10 simple 47:18,21,22; 59:12 single 46:25 sink 10:21 sinking 46:5 sit 40:5;48:22 Sit 60:25 sit-down 45:5 site 6:20;9:23;13:7,24; 14:1;22:13;36:13;44:23, 24;49:7;51:14;61:9 sitting 50:18;56:15 situation 59:4 six 18:4;53:23 size 7:16 slightly 62:9 slow 37:5 small 64:20 Small 44:3 smaller 57:21 Smart 37:22;38:1,3,19, 23 Smith 10:5,6 sneaking 82:10 sole 35:7 sole- 5:19;75:4 sole-source 5:17;21:8, 9,11 somebody 16:14;45:6; 46:14 Somebody 73:18 someone 13:6;23:22; 24:3;54:5,6,22;56:11,12, 13,13 someone's 16:16 sometime 11:18 sometimes 49:2,3;</p>

<p>56:21,22,23 soon 62:5;66:20;82:23 sooner 6:5,6;15:13,16 sorry 13:11;50:17; 57:11,15;65:24;69:5;84:3 Sorry 69:8 sort 30:24;39:6;50:19; 74:11 sorts 44:5 sound 63:3;81:8,9 sounds 29:22 source 5:20;75:5 south 43:14 Southeast 74:15 Spangler 4:25;33:8; 82:5;83:25;86:6,11,16; 87:17 SPANGLER 5:1;10:17; 11:7,11;12:3,7,10;18:4; 19:15,22,25;22:19;23:12; 30:10;31:10;33:9;66:10; 70:6;77:1,7;78:5;82:6; 84:1,15;86:7,24;87:18 speaking 24:8 Speaking 46:21 special 3:3;81:7,12,13 specialized 75:14 specifically 14:12;58:5 specifications 7:13; 8:12 speculate 77:22 speech 82:14 spell 54:2 spend 15:20;22:25; 32:17 spent 7:1;8:14;22:24 spot 32:18;74:1 sprawl 38:8,16 staff 5:11;35:1;54:21; 71:22 staffing 64:2 stage 30:3 Stage 29:25 stamp 54:13 stamping 25:23 standard 3:24;9:13; 16:20 standards 59:16,17 standing 25:8;50:3 star 49:16 start 31:25;32:1;51:17; 54:25 started 24:3;32:2,5; 35:15,16;58:3,4;59:3; 70:8 starting 59:23 state 75:10 statement 8:4;14:3 station 3:16,18,22;4:1 status 20:9 stayed 60:13 staying 45:10 steady 36:7,9</p>	<p>step 31:22;51:13,15; 54:22;57:1 stickers 49:16 sticker-sticker-sticker 49:16 still 31:3;39:1;42:10,11; 59:9;60:9,10;73:6 stilts 51:10 stir 53:17 stone 60:22 stop 9:16,19;10:10; 19:9,14 stop-work 7:14;8:9 store 40:15 stores 49:25 stormwater 32:9 Street 68:13 streets 64:12 strong 37:22,25;44:16 studies 45:12,14 stuff 3:9;31:25;62:4; 74:11 stumble 50:11 subcontractors 6:24; 32:8 substantial 6:11 succeed 42:11 suffered 38:8 suggest 33:21 supervise 5:13;7:21; 9:23 supervision 6:22 support 44:21 Support 44:15 suppose 31:9 sure 9:24;22:23;32:15; 37:14;48:23;49:18;51:12; 62:21;64:7,12;78:8 surface 46:10 survey 43:5 surveying 64:13 survive 53:13 suspicious 3:13 SUV 64:17 sway 63:2 system 12:15;13:1</p>	<p>T</p> <p>table 30:9 tag 44:22 talents 60:19 talk 21:18;38:7;39:20; 44:19;45:16;59:7;63:11; 70:24 talked 38:1;58:12;63:7 talking 11:8;29:4;45:4; 65:1 talks 46:22;49:21;66:18 tall 40:16 tax 66:16;76:13 team 3:20 tear 37:2</p>	<p>Tech 36:25;43:22 telephone 10:9 tells 74:19 temptation 23:8 ten 23:13 tend 49:2 term 72:20 terminate 24:5 termination 24:2 terminology 51:15; 80:10 terms 26:2;51:17;56:14; 73:13;76:2;80:8 terrible 40:17;42:24 test 13:1 that'll 5:23;45:2 them- 35:3;75:17 thereafter 76:7,9;79:22 therefore 35:2 there'll 52:4;70:16 thinking 50:7;51:17; 52:21 third 9:9;51:21 though 29:12;30:3; 75:12;79:10 thought 7:17;26:24; 33:18;41:14;44:9 thousand 23:14 thousands 61:25,25 three 23:22;27:6,9,13; 48:20;62:5;68:5 three-day 9:22 three-week 27:5;69:16 Thursday 66:24;68:3 tie 55:25;56:2 till 33:20;81:14 timeline 11:21 times 23:22;36:24; 56:20;58:1 tions 45:18 title 59:10,12;60:9 titles 38:6 today 3:10;8:21;72:3; 73:6 Today's 69:12 toes 64:11 together 36:12,20,22; 39:8;48:13;59:7 told 12:8;56:24;60:3; 66:24 Tom 32:15 tomorrow 12:2;13:18; 25:15,20;28:6;57:6;78:18 Tomorrow 73:17 tonight 5:18;13:19; 25:15;57:4;72:9,12; 73:10;77:3;80:1;84:3,7 took 22:5 tools 38:23 top 49:25;65:7 total 32:10,14 totaled 32:4 touched 37:21;38:17</p>	<p>town 26:6;68:23 traffic 3:17 trail 31:6 trails 30:23 training 41:4,9;58:11; 68:7 Training 41:6 transfer 65:3 transit 42:8 transitional 42:9 transit-oriented 38:20 transportation 43:16, 17,20;44:10 travel 21:22,25 trees 58:18 tremendous 62:14,15 tried 12:21 true 16:1;37:1,2;55:4, 16;81:1 truly 27:17;42:12 truth 50:20 try 13:8;39:23;50:11; 51:16;57:4;60:17;64:8 trying 27:18;50:5,7;66:2 tunities 40:9 turn 27:1 turning 61:18 two 5:18;9:11;11:3,5; 15:2;20:24;26:11;29:5,5; 30:6;31:13,13;32:5;44:9; 56:14;59:24;67:8;79:7; 84:19 Two 27:6,9 two- 9:22 type 12:16;16:11;24:22; 65:22;67:5;82:8 types 37:9 typically 26:9;81:5 typo 79:6</p>	<p>36:14;39:4;44:3,10,13; 45:11;46:24;47:23;50:2; 51:10,18;53:17;54:18; 56:9;60:16;62:2;76:22 upon 16:2;24:11 Upshaw 34:5,17 UPSHAW 34:19;35:10; 36:2;37:25;39:1,5;41:6, 12,20,23;42:1,5;43:3,18; 45:23;47:8;48:21;52:15, 18;53:20,25;54:2;55:1,4, 8,14,25;56:3;57:1,5,11, 14,22;61:19,22;62:18; 64:3,5,24;65:6,24;66:4, 12,22;67:7;68:16;69:1,8, 11,19,21,23;70:9,22;71:5 use 39:18;50:14,20,24; 51:1;64:18 used 37:18;51:8 useful 34:11 uses 42:12,22;50:23; 78:4 using 38:20 usually 26:2 Usually 16:11;21:17; 73:24</p>
V					
<p>valid 75:4 Vancouver 66:24;67:10 various 35:8 vehicle 64:16 vendor 75:5 vendor's 76:3 venture 35:2 version 8:20;14:17,18 versions 79:11 versus 8:21;65:22 viable 40:2;42:11 violating 74:24 Virginia 52:19 vital 37:3 voice 47:11 vote 55:22,24;83:2,6 voted 86:13 voting 80:1</p>					
W					
<p>Wading 51:7 wait 3:7;72:10,24;81:14 waited 22:22;23:11 waiting 3:9 walk 61:5;68:11 walkable 38:21 walking 23:2;30:23; 31:6;68:4,12 walks 23:1;42:15 wall 38:12;49:12,12 wallet 62:20 Ward 71:24;72:4;79:16 warranties 17:20</p>					

warranty 11:23;12:13, 16,22,24;16:5,19,21; 17:3,22;18:2
wasted 61:14
water 58:15
way 10:7;11:2;19:10,16; 35:15,16;39:24;44:24; 48:9;49:17;52:20;53:10; 60:24;62:10;65:21;79:14; 82:16
wealth 43:8
wear 35:6;62:5
web 36:13;44:23,24; 49:7;51:14;61:8
Wednesday 68:2
Weed 31:11;83:5
WEED 4:4;5:4;6:18;7:1, 25;8:22,24;9:18;10:14, 23;11:9,23;12:6,9,12; 13:8,22,25;14:4,7,10; 15:6,9;16:7;17:4,11,19; 18:3,6,25;19:10,20,24; 20:14,19,21;21:3,17; 22:3,8;23:24;24:2,11,20; 25:4,7,21;26:4;27:1,7,12; 28:4,17,20;29:15,18,24; 31:16;33:14,21;34:10,13; 71:10;73:2,5,21;74:9,12, 14;75:1,21;76:18,21; 77:6,9,21;78:7,13,24; 79:5,9,19;80:4;82:13; 83:3,7;84:2,10,13,18; 85:1,13;86:11
week 20:16;23:22;39:4; 63:10;82:20,21
weekends 65:9;67:15
weeks 26:11;27:6,10, 13,15;67:8
weigh 22:11
Welcome 34:18
west 43:13
wet 31:4,20,21,23;32:18
whatever's 34:2
what-if's 39:12
what's 20:9
Whenever 72:13
Whereupon 87:22
wherever 36:6
Whew 41:20
whole 19:22,23;32:10; 37:16;38:6
whomever 35:3
who's 10:24;40:6;47:19; 50:18;52:3
willing 34:4;35:4
windshield 43:5
wise 17:25;38:19
wish 23:20;78:21
within 37:3,6
without 23:2;32:15; 36:7;45:12;47:6;67:12; 74:3
won 6:4

wondering 16:25
word 26:5
wording 77:10
words 8:3;15:17;31:2; 51:19
work 6:6,23;7:24;8:6,7, 11;9:23;10:10;12:13; 14:3;24:23;26:6;31:9; 38:22;40:17,19;42:16; 45:22;46:6;47:1;52:11, 13;63:9,10,15,17,25; 65:8;66:17,21;67:18; 68:20,21;69:25;80:21,23, 24
worked 26:10;39:8,10; 40:13;46:3;47:10;51:3; 60:12,15,16;61:3
worker 46:14
working 13:24;14:1; 36:12,22;53:8;58:3,4,4,8; 59:13;60:1;65:4,21;70:10
works 25:18
Works 59:18
world 37:17,17,18; 74:22
worry 42:18
write 49:2;50:1,16;62:8
writing 49:1
written 64:22;65:17; 69:14;70:11;80:7,8,16
wrong 73:22;77:13
wrote 49:24;51:7

X

X'ed 14:13

Y

yard 45:10
year 11:15,18,23;12:14; 13:1,2;16:4,4;17:1;18:9; 28:16;32:1;53:25;66:5; 72:21;76:5,5,6,7;79:22
years 32:5;38:15;47:10; 51:4;52:17;53:8;54:19; 59:25;60:18,18,18;62:5; 64:7;76:9;79:22
yesterday 72:2
you-all 41:2;51:23; 65:12
young 37:8

Z

zoning 42:9;46:7;47:11, 14;49:3;50:21;51:6;52:8; 58:7;59:16
Zoning 51:8