

TEXAS ALCOHOLIC BEVERAGE COMMISSION
COMMISSION MEETING
MONDAY, MARCH 12, 2001

The Texas Alcoholic Beverage Commission met on this date in Room 185 at 5806 Mesa Drive, Austin, Travis County, Texas. Members present: Allan Shivers, Jr., Chairman; John T. Steen, Jr., Member and Gail Madden, Member. Staff present: Randy Yarbrough, Assistant Administrator; Lou Bright, General Counsel; Greg Hamilton, Chief of Enforcement and Denise Hudson, Director of Resource Management. Comment was received from: Penny McLeskey, Lehman McLeskey.

The agenda follows:

2:00 p.m. - Call to order.

1. Consider award of contract to an executive search firm to assist in hiring a new administrator; discussion, comment, possible vote.
2. Public comment

Announcement of executive session:

3. The commission will meet in executive session under the authority of §551.074 of the Government Code to discuss hiring an administrator.
4. Take action, including a vote if appropriate, on topics listed for discussion under executive session.
5. Adjourn.

The meeting was called to order at 2:10 p.m. by Chairman Shivers.

MR. SHIVERS: We'll call this meeting of the Alcoholic Beverage Commission to order on Monday, March 12, 2001. It is two-ten in the afternoon.

The first item of business is to consider award of contract to an executive search firm to assist in hiring a new administrator.

We sent out requests for bids to five different search firms and received one response from Lehman McLeskey here in Austin. Penny McLeskey is here and has sent us a schedule of charges and description. Penny, would you like to say anything to us?

MS. MCLESKEY: Would you like to have an overview of what we do? Would that be helpful?

MR. SHIVERS: Please.

MS. MCLESKEY: I will be glad to do that. Lehman McLeskey specializes in executive

search services. We've been in business for about 20 years and, as some of the information in our proposal said, we basically focus on the top couple of positions within an agency or corporation. I believe our proposal offered you two different options. As usual, with agencies such as yourself, you will get a lot of response just by word of mouth. So, one of the options we offered was basically to process and manage the actual resume process in terms of intake, talk to the candidates and help you come up with a slate of finalists. That was proposal one.

The second proposal was a little bit more broad. If you feel like you want to do a search and cast a wide net, then we would take the responsibility for going and seeking out candidates.

On either proposal, we'd spend some time with you to find out really what you are looking for, not just in terms of the job description and the experience, but the fit. The individual is really the important thing.

The first proposal would basically let us manage your process. The second would give us the responsibility of pulling in additional candidates that might not have sought out the position.

Basically, we will take responsibility from cradle to grave, so to speak, talking to all the folks that are interested. If you go with proposal two, seeking candidates out, looking at those folks in terms of their background, where they've been, what they've done, what kind of a fit they are with your organization, talking to a number of references, both that are provided and some that aren't, to try to get a real good feel for that individual's capabilities and history.

Then, we come back to the selection committee or the commissioners with a slate of anywhere from three to five. Typically, at that point, you will know all the information there is to know about those individuals - where they come from, what they did, reference information. We also do a formal background check on all the candidates just to make sure the credentials and all of those kind of things are in order. Then, kind of follow through the process.

We can either be available to you to join you in the interview process. Sometimes, particularly, boards and commissions seem to like to have an outside party or else, if you want to just do that on your own, we will just handle the scheduling process and work through to the end until you get to a candidate that you have selected, make sure that all the details are tied up and help you with the offer and closure on that.

That's just a real quick synopsis. I'll be glad to answer any other questions.

MR. SHIVERS: On the second proposal, the more extensive search, how broad a field of candidates who have not applied would you look at?

MS. MCLESKEY: You may tell us that you want Texas only, Texas based candidates and, if that's the case, we would go to folks within the state. Most of our searches are national, and we would talk to other organizations outside the state. It just depends on what your preference is there.

Typically, we'll cast a net on a national basis, and through the network that we have with different key leaders in certain cities that we identify...obviously, again, culture fit is something we want to pay attention to. After we've spent some time to find out a little bit more about where your organization is and where you want it to go, there may be some folks out there that have done some things that you are about to do. We can kind of make some fits there but, typically, it is a national search if we go that way. Occasionally, folks will say, "We really don't want somebody from outside the state," so we would look, unless you say otherwise, both in the public sector and the private sector.

MS. MADDEN: If there were people that would be interested in this job, say, within the agency, how would you handle that?

MS. MCLESKEY: We would just take them through the application process and interview them as a part of the entire pool. So, we basically run a parallel with internal candidates as well as external candidates.

MR. STEEN: How many employees do you have?

MS. MCLESKEY: Eight. Myself, my partner and six folks to support us.

MR. STEEN: If you were hired to do this would it be you that's involved in this?

MS. MCLESKEY: It would be either myself or Jan Lehman, my partner. One or the other of us is in charge of the searches, and we have a research director that works with us and, obviously, some support staff. One or the other of us would take charge of it and actually be the one seeking out candidates as well as presenting those to you.

MR. STEEN: One of the two principals would be on this project?

MS. MCLESKEY: Yes. That's right.

MR. STEEN: What about your fee? How do you come up with your fee?

MS. MCLESKEY: We have a minimum between \$14,000 and \$15,000 if we just go through resumes and candidates that are presented to us, then we don't have to cast our net and do the external seeking, so that's the price differentiation. If we manage a search for an agency or organization that doesn't want an actual search process, then it's between \$14,000 and \$15,000, generally.

The higher fee is based on about 30 percent of the compensation. That's generally what our fee is. We sometimes do a flat fee for state agencies because they prefer to do that but, typically, our fee is 30 percent of the first year's annual compensation.

MR. STEEN: Would you be willing to do it for 30 percent of the first year's compensation?

MS. MCLESKEY: I think that's pretty close to what we bid on the \$25,000. You are about \$83,000 or something like that.

MR. SHIVERS: So, 25 is a little less than 30 percent of that.

MS. MCLESKEY: We can do a flat fee. I know that you have talked about being at one salary level now and that may change over time, and we kind of bid it on the lower level.

MS. MADDEN: Let me ask you something. One your sheet, *Why Hire an Executive Search Firm*, under the first asterisk, you say, "We have the special skills required to locate the right executive for the position." I think running an agency like this is a little different than being a CEO of a large corporation, and I...

MS. MCLESKEY: I do, too.

MS. MADDEN: Tell me a little bit about why you think you are qualified to get into this with the TABC.

MS. MCLESKEY: We've not worked directly for your agency, but we have done a lot of work in state government over the years with both agency heads and top two or three senior people. You know, it is very different. You are in the public eye more so and in a different way than you are as a CEO. We have found that sometimes agencies will say we would really like to bring

somebody in from the private sector but because of the regulatory aspect of what you do, it really takes kind of a unique private sector person to come into an organization like this. We generally talk through that with the board or the selection committee, and if you happen to say, "I'm looking for kind of a traditional CEO. Let's find one who's been in an industry," say utilities, for example, that has some regulatory aspect because you don't necessarily have all the freedom within state government as you might if you were just an independent CEO in any private company.

I think we understand the uniqueness of state government. You know, there's a culture aspect, too, I think that's very clear. Those are the kinds of things that we pay particular attention to when we look for somebody within an agency - a state-type situation or public sector. For example, we did the CEO of the Texas Electric Cooperatives. Every single search kind of takes on a uniqueness of its own, and we do have to spend time with you and learn who you are as an organization. In general, we certainly know what your mission is and all those sorts of things, but there is a lot of what your mission plan is, where you are, what issues you've got going on, what challenges you've got going on, because the important thing is really matching a candidate and sort of where they are in their career path with the kinds of needs that you have right now as an organization. That takes some up-front time with yourselves and maybe other folks within the organization that are key so that we can really understand what's the right fit and why is that the fit.

Probably about 30 to 40 percent of our revenues come from the public sector over...some years it will be a little more, some a little less, but I think we do have a feel for some of the uniqueness of that versus private sector.

Did that answer your question?

MS. MADDEN: Yes. Thank you.

MR. STEEN: Could you tell me about your background?

MS. MCLESKEY: I've been in the search business for about 15 years total. My partner started the firm about 20 years ago. After college - I went to UT here - I spent some time working for Mr. Bullock at the State Comptroller's Office, so I had some internal kinds of dealings within management, training and development on that side of the house and did that for about five or six years. I went to graduate school and have worked for a couple

of corporations here in Austin in a general manager operations-type role. The last thing I did before I got back into the search business was worked as the senior vice-president of operations at the Texas Guaranteed Student Loan Corporation here in Austin.

MR. STEEN: I guess you understand that the only way that we can get together is in a meeting like this. I'm talking about getting together with the three commissioners because of the open meetings law.

MS. MCLESKEY: Yes, I do.

MR. STEEN: Are you prepared to spend time with each of us, individually?

MS. MCLESKEY: Absolutely.

MR. STEEN: How do you contemplate that?

MS. MCLESKEY: At your convenience. I'm sure that there are times that you get together, and we'll just work on your schedule. We are pretty open about that.

MR. SHIVERS: I'm going to propose - I was going to do it later, but this is a good time to do it - that as we go through this search process that we ought to post notice that we are going to meet every Monday. Not that we have to meet every Monday, but I think we ought to have those meetings posted because we have 10 day posting requirements, Penny.

MS. MCLESKEY: I understand.

MR. SHIVERS: As we have a need to get together with our search firm or to do interviews or discuss the process, then we will have a regular schedule we can do it on should the need arise. Is that acceptable?

MR. STEEN: Sure.

MS. MADDEN: That's a great idea.

MR. SHIVERS: We have a regular meeting scheduled for next Monday. That's our normal commission meeting. Mr. Bright, will you take care of the postings?

MR. BRIGHT: I will do so. We will have you meeting at one-thirty every Monday, at least through the end of April. For all of your regularly scheduled meetings, we'll make sure that we have an executive session. We can work in if, indeed, you decide to award a contract here, we can have an

open and executive session for discussion with the firm.

MR. SHIVERS: Very well.

MR. YARBROUGH: I think you may want Lou to kind of brief you real quickly on what you can do in terms of talking with the search firm as a group in executive session, because I think there may be some question as to do they have to meet with you individually and, since it involves personnel matters, once you've made a decision to award the contract, I believe you are then free to have an executive session to discuss those matters with your search firm that you've contracted with.

MR. SHIVERS: Mr. Bright?

MR. BRIGHT: That is certainly correct. You can meet in executive session to discuss anything that relates to the appointment of someone for the administrator's position. You may meet in that session with anyone else who is relevant to that conduct. Obviously, if two of you are going to be in that meeting, then we have to go through the posting process. If, for example, this next Thursday afternoon, Mr. Steen has things to say, he could meet with them individually, but you couldn't all three meet together or two of you together.

MS. MCLESKEY: If I could just add one more thing that might be helpful. Typically, when we work with this kind of an organization, we'll put a time line together so you know, let's say, that 30 days down the road at that Monday meeting, that would be the time we would present candidates. We can certainly be sensitive to your posting requirements. We generally put a time frame together so it gives you an idea at what point you can expect what kind of results.

I think when we did the Department of Health executive director, we had a four or five-month time frame that something happened every single month, and they worked that into the posted meeting. We will do that, as well.

MR. SHIVERS: I think we would like to do this as expeditiously as possible without rushing the process. My term expires the end of the year. I'd rather get it done before my term ends. I don't want to be doing this all through the summer and fall, and I doubt John and Gail want to be doing this through the summer and fall, either. John?

MR. STEEN: I saw something last meeting that showed a fee schedule where you got

paid a third, a third and a third.

MS. MCLESKEY: That is our typical fee schedule. What we put on our proposal was the first third when the contract is executed and the final two-thirds, I believe, at 90 days. Again, because we know you like to see results before you pay the final invoice, Mr. Steen, we typically do a third, a third, a third, but I think we said one third up front and then the last two thirds at 90 days.

You will be interviewing - unless your schedule prohibits it - typically, you will be in the interview process between about 30 and 45 days. Again, unless your schedules prohibit it, this level of search can typically be done between 90 and 120 days. I know a lot of them last a lot...

MR. STEEN: I think you've got on your proposal half and half.

MS. MCLESKEY: Pardon me?

MR. STEEN: It's half and half.

MR. SHIVERS: Your proposal is a split.

MS. MCLESKEY: Is it a half up front and a half at 90 days?

MR. SHIVERS: Yes.

MS. MCLESKEY: That may be. I didn't...

MR. SHIVERS: That's right. It is half and half on the larger fee. Well, it's half and half on either one of them, it looks like.

MS. MCLESKEY: I was trying to remember which one we had done with this one. You are right.

MR. SHIVERS: Half at contract execution and half in 90 days or when the candidate accepts the position, whichever is first.

MS. MCLESKEY: That's really arbitrary. If you have a preference for something different, we can certainly be flexible about that.

MR. SHIVERS: What happens if it drags on and on and we just haven't found a candidate?

MS. MCLESKEY: What if it does?

MR. SHIVERS: Yes.

MS. MCLESKEY: We'll make sure that doesn't happen.

MR. SHIVERS: I've been involved in some searches recently for other organizations in which a candidate came up, an offer was made, it wasn't accepted and we are back in the game again.

MS. MCLESKEY: I understand. I'll tell you what we do to avoid that. Number one, you want to have more than one "A" candidate in our pool, when you get to the end of the process. The other thing that we spend a lot of time doing is time with that candidate to make sure that we know sort of where their head is, so to speak. If an offer will be forthcoming, we work to get them to be to the point where they are going to accept it. But, you don't want to end up with just one "A" candidate within that pool because, if you do, that can happen. Our role is to feed the pool, so to speak, during the whole time...even once you start interviewing, we are going to continue to make sure that the networking happens and that we've got two or three good candidates, ideally, any of which, could be a fit for you. Certainly two, because you do want to have a backup. Occasionally, you miss out at the end of the line and you don't anticipate that. The reason that happens, though, is because you stop the process.

MR. SHIVERS: You realize in state agencies and any other governmental organizations, there is often a good deal of back stage lobbying and politicking going on where candidates who are not favored by one interest group or another are encouraged to withdraw from consideration. Have you ever been in a situation where you just end up with one candidate because everyone else has been encouraged to withdraw?

MS. MCLESKEY: No, we haven't. We've certainly had pools of candidates that were recommended by somebody in the political arena and encouraged to consider that individual strongly. And, basically, the way we handle that is our role is to present you with the best pool of candidates based on our determination of what we've heard you say you need. If there's a candidate that is a political candidate or offered up by a political group that you want to consider in that pool, that's certainly your right, and we may say, "We think these are the four best ones and we recommend these for interview." We will certainly interview all those other folks and give you our assessment of whether or not they are a fit and you make the call as to whether or not to put them in the pool. We have not had a situation where there was just one lone candidate standing at the end of the day for that reason.

MR. STEEN: As far as the fee schedule, what I would be more comfortable with, if you wanted to do it a third, a third, a third, would be that the final payment would be when we actually hired a candidate as opposed...

MS. MCLESKEY: I'm okay with that, as long as you are going...

MR. STEEN: I think that puts the incentive there.

MS. MCLESKEY: That's fine. We can do that.

MR. SHIVERS: I think I'd be happier if you got your final payment when we got the person hired. I know you all won't do it, but I don't want to be in a position of having paid the money and we end up with no one and you say, "We've spent all the time we can afford to spend on this deal."

MS. MCLESKEY: I understand. That's not a problem. We can do that.

MR. STEEN: If you did that, when would you want...you'd get a third on hiring and a third...

MS. MCLESKEY: If we did that what I'd like to do is maybe a third at contract inception, a third at 60 days and the final third at the end of the search. Would that work for you?

MR. SHIVERS: I think so.

MR. STEEN: Yes.

MS. MADDEN: Sure.

MR. STEEN: Upon...

MS. MCLESKEY: When you get your candidate.

MR. STEEN: Right. When we hire a new administrator, you get your third.

MS. MCLESKEY: Yes. That's for us the end of the search. I understand that you want to see that candidate. That's fine. We can do that.

MR. SHIVERS: Denise, do we have any notice requirements to advise anyone that we are spending \$25,000?

MS. HUDSON: I think we are okay with the type of contract that this is.

MR. SHIVERS: We don't have to get permission from the LBB or the Governor's Budget Office or anybody?

MS. HUDSON: No, sir.

MR. SHIVERS: Okay. Good. That makes things a lot easier. I think it might be a good time to discuss with Ms. McLeskey what our ideas are and what we are looking for. Do you want to do that?

MS. MADDEN: Yes. Do we want to do that in executive session?

MR. SHIVERS: I was going to propose we do it in executive session since we have several members of the staff who have expressed some interest in this position. Perhaps we ought to excuse them and just the commission and Ms. McLeskey can visit about it.

MR. STEEN: Mr. Bright, are we doing this right?

MR. BRIGHT: Since there is only one, I believe that you can discuss with her in executive session...you are now talking about the criteria that you are considering for hiring the administrator, and I believe that is within the bounds of the executive session.

MR. SHIVERS: The commission will now go into a closed, executive session to discuss hiring an administrator pursuant to Texas Government Code, Section 551.074.

The commission convened in executive session at 2:30 p.m. and reconvened in open meeting at 3:30 p.m.

MR. SHIVERS: The commission meeting of March 12, 2001 is now back in open session. During executive session no votes were taken, no final decisions were made. We will now take up those matters deliberated for final consideration.

May I have a motion to employ the firm of Lehman McLeskey to assist the commission in its search for a new administrator at a fee of \$25,000 to be payable...Mr. Steen, what did you recommend, third, third, third?

MR. STEEN: Right. And, just so we can be clear, what we talked about...

MR. SHIVERS: A third upon contract execution, a third after 60 days and the final third upon...

MR. STEEN: When the candidate has been selected.

MR. SHIVERS: And has accepted the job.

MS. MCLESKEY: Okay.

MR. STEEN: So move.

MS. MADDEN: Second.

MR. SHIVERS: All in favor?

MR. STEEN: Aye.

MS. MADDEN: Aye.

MR. SHIVERS: Aye. Opposed. You are hired.

MS. MCLESKEY: All right.

MR. SHIVERS: Denise, we had a question. There is no relocation allowance in state agencies is there?

MS. HUDSON: Yes, if they are a current state employee and they move, but not for new employees coming in.

MR. SHIVERS: Okay. You mean, if they are employed by another agency or something like that?

MS. HUDSON: No. They have to be one of our employees.

MR. SHIVERS: A TABC agent. We couldn't hire someone from, say, the Water Development Board?

MS. HUDSON: No. If you hired one of our employees who was stationed in Corpus Christi, you could pay for their relocation.

MR. SHIVERS: Okay. That's interesting.

MR. STEEN: We just caught you off guard with that. Would you like to look at that a little bit closer?

MS. HUDSON: I will check it out.

MR. STEEN: Because we were just talking that that could be a critical thing if you are talking to somebody from out-of-state. See if we have any monies to do that sort of thing.

MR. YARBROUGH: I believe memory serves me the same as Denise. The state has always prohibited relocation of any new employee. They reluctantly allow to pay for travel expenses for people to come in for an interview, but that is allowable.

MR. SHIVERS: We would also like you to provide Ms. McLeskey with a copy of the code, a copy of the rules and, more importantly, a copy of our most recent annual report that gives an overview of who we are and what we do. I did not enthusiastically recommend the reading of the code or the rules to her, but she should have it.

MR. STEEN: How about a number of copies of that annual report?

MR. SHIVERS: Would you like more than one copy of that annual report?

MS. MCLESKEY: Yes, I would.

MR. SHIVERS: A number of them?

MS. MCLESKEY: Yes. Six or seven.

MR. SHIVERS: Also, how many applications have we received so far, Denise? Are they coming through you?

MS. HUDSON: They are going to Cheryl.

MR. SHIVERS: Cheryl, how many do we have?

MS. LYLE: Five.

MR. SHIVERS: Would you provide Ms. McLeskey copies of that, and we are going to route applications from now on through Lehman McLeskey.

MS. LYLE: Yes, sir.

MR. SHIVERS: Also, does someone have a recommendation about expanding the posting beyond the two places we have posted so far?

MR. STEEN: Chief, what's the name of your organization?

MR. HAMILTON: The National Liquor Law Enforcement Association.

MR. SHIVERS: Do they have a web site?

MR. HAMILTON: We have a web site.

MR. SHIVERS: Or a posting board?

MR. HAMILTON: Yes, sir.

MR. SHIVERS: Can it be posted there?

MR. HAMILTON: Yes, sir, sure can.

MR. SHIVERS: Penny, can you get with Greg and figure out how to take care of that?

MS. MCLESKEY: Yes.

MR. SHIVERS: Let me ask a ministerial question. If we want to extend the application period, what's the procedure for doing that?

MR. YARBROUGH: Just continue posting it. You are required to post for 10 days. You can post additionally as long as you want.

MR. SHIVERS: We've said we are going to receive them through the end of this month, is that correct?

MR. YARBROUGH: Currently through the 30th of the month, correct.

MR. SHIVERS: We can extend it if we so wish?

MR. YARBROUGH: Yes, sir.

MS. MCLESKEY: Just depending on the time frame of the other organization that we talked about, how long it takes to get it posted and that sort of thing.

MR. SHIVERS: Okay. You will go out and inquire of other sources, other than people that might have applied?

MS. MCLESKEY: Right.

MR. STEEN: Mr. Bright, can I talk about the administrator's salary?

MR. BRIGHT: You certainly may.

MR. STEEN: Mr. Yarbrough, what's the status of that, as far as our effort to try to raise the salary for our administrator?

MR. YARBROUGH: Neither the House Appropriations Committee nor the Senate Finance Committee have dealt with any salary issues yet, so we are still in limbo as to what they will recommend on that. It is on the agenda for those working groups in both chambers to consider. We have received favorable comments from everyone we've talked to about it, but it simply has not come up for any decision making at this time.

MR. STEEN: That was important to us before Mr. Bailey retired, but it's, I think, very important now that we try to - in connection with this search that we are doing - that we try to....

MR. YARBROUGH: Chairman Shivers, I believe, has talked to Senator Barrientos who is head of the work group in the senate and will be making those recommendations.

MR. SHIVERS: Who is the work group in the house?

MR. YARBROUGH: Chairman Junell alluded that he will be working with people, but there is no specified group that we have been able to ascertain.

MR. SHIVERS: So, I should talk to Chairman Junell?

MR. YARBROUGH: I believe that would be the safest bet at this point.

MR. SHIVERS: I will do that.

MS. MADDEN: Would it be prudent if all of us - I know we can't go at the same time, of course - but at different times, talk to these different people?

MR. YARBROUGH: It certainly would help.

MS. MADDEN: Is that considered harassing or something?

MR. YARBROUGH: No. I think on this issue, specifically, it would be good for all three of you to communicate to the chairman and/or any other members of the committee.

MS. MADDEN: Also, when we talk to Chairman Junell, let's be sure and include an

argument not only, of course, from going from group three to group four, but also an argument pro the re-engineering project.

MR. SHIVERS: That's the West Texas Data Center.

MS. MADDEN: Yes. We've made visits down there. He knows we have and there's all that history and that background. I think he just needs to be reminded of it in a very nice way.

MR. SHIVERS: Okay. Anything else?

MS. MADDEN: I was just thinking maybe it would be good for the agency if - and I don't have a specific suggestion - that if this agency went to Anita Perry and asked her to join forces with us perhaps in one of our underage drinking programs. As you know, we've had horrible wrecks. Fourteen people died over the weekend just in underage drinking. There was a horrible wreck - five people killed - right outside of Grand Prairie in Dallas. There were three kids killed on their way back from Padre Island, and there were other various wrecks.

She's got two children who are on the cusp of being teenagers. Maybe they are, but I kind of think they are right there, like 12 and 13 or something.

MR. STEEN: I think they are older.

MS. MADDEN: You think they are older?

MR. STEEN: I think their son is...

MR. SHIVERS: Fourteen or 15?

MR. STEEN: No. I think he's older.

MS. MADDEN: You know, she's a nurse. I would think this might be something that would appeal to her, and I think it would be good for the agency if she knew that this is something we are concerned about. We will have to come up with our plan...

MR. SHIVERS: Why don't we ask Greg to take a look at that. You've been taking the lead on these education programs.

MR. HAMILTON: Right. Also, there's a governor's spouse group that's beginning up north.

It hasn't taken hold here in Texas yet, where they are trying to address the issue of underage drinking

MR. SHIVERS: Is it part of the National Governors' Conference?

MR. HAMILTON: It's not the Board of National Governors. It's a group that is the governor's spouse something, but I will find the name of it and I will take the lead on that.

MS. MADDEN: I think it would be impressive if this agency actually made an appointment with her. I would be glad to do it...

MR. SHIVERS: Let's get Greg to get us some background information on it, so we can have some specific requests or ideas for the First Lady to consider.

Anything else to come before us?

MR. STEEN: Chief, while we are on the subject of education programs, I just want to compliment Lieutenant Guerra in San Antonio. She's really doing great things with that *Shattered Dreams* program. I went to something the other evening at Alamo Heights High School and she was very much in attendance, and part of that is a parent's coalition about underage drinking. She's really putting the time in. I know that's tough when you've got enforcement responsibilities, but I compliment you all on that.

MR. HAMILTON: Thank you.

MR. SHIVERS: Anything else to come before us today? The resolution honoring our former administrator, we are taking that up Monday?

MR. YARBROUGH: It's on the agenda for Monday. We still need one signature on that, and we will take care of it.

MR. SHIVERS: Gail, I think you still have to sign it.

MS. MADDEN: I believe he was being very polite.

MR. SHIVERS: You can tell I'm not. Is there a motion to adjourn?

MS. MADDEN: So move.

MR. STEEN: Second.

MR. SHIVERS: We are adjourned at three forty-one. Thank you.