



Human Resources Committee Meeting Minutes Transcript

January 23, 2012

THE CHILDREN'S TRUST
HUMAN RESOURCES COMMITTEE MEETING

The Human Resources Committee of the Miami-Dade Children's Trust was held on Tuesday, November 8, 2011 commencing at 4:10 p.m., at 3250 Southwest 3rd Avenue, 8th Floor, Conference Room A, Miami, Florida 33129. The meeting was called to order by Dr. Gina Cortez-Suarez, Chair.

The Board of Directors

Dr. Gina Cortez-Suarez, Chair

Modesto E. Abety-Gutierrez, Chief Executive Officer

Terria Flakes

Lileana De Moya

Nelson F. Hincapie

Maria Alonso (ex-officio)

Maria Arista-Volsky, Board Counsel

STAFF:

Bevone Ritchie

Dalia Garcia

Joanna Revelo

Jolie Jerry

Loretta Duvall

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STAFF (cont'd.):

Lori (Katherine) Hanson

Muriel Jeanty, Clerk of the Board

GUESTS:

Bob Bromberg, Bromberg Associates

1 PROCEEDINGS

2 (Recording of the meeting began at 4:11 p.m.)

3 DR. CORTEZ-SUAREZ: All right. I'd like to bring
4 the meeting to order. Welcome to the Human Resources
5 Committee Meeting. Our first for a while. Um, I guess
6 there -- and we don't always meet. This is not one of
7 those committees that meets routinely, but rather
8 periodically based on need, and that need is brought
9 forth by the CEO or -- or the committee itself.

10 So um, I guess our first order of business is to
11 approve the minutes of the January 27th meeting, and I
12 understand only two of us were there from this group
13 that's sitting here today. So --

14 MS. ALONSO: I move it.

15 DR. CORTEZ-SUAREZ: Okay. So I vote -- I -- I
16 can't second it, can I?

17 MS. ALONSO: Sure.

18 MS. ARISTA-VOLSKY: Sure.

19 DR. CORTEZ-SUAREZ: Okay. I second and are you
20 in favor of approving --

21 MS. ALONSO: Yes.

22 DR. CORTEZ-SUAREZ: -- these minutes? All right.
23 We -- we approve the minutes of the January 27th
24 meeting. And now I'll um, pass it over to Mo for the
25 CEO report and the reason for our meeting.

1 MR. ABETY-GUTIERREZ: I have three issues that I
2 want to discuss with you. Two years ago I imposed a
3 hiring freeze, and what that meant is that if we lost
4 any positions we would not fill them. And I didn't
5 come to the board to ask for that authorization. That
6 is within the powers of the CEO, but I did not want to
7 lift it without informing you, advising you and getting
8 your consent on that.

9 We have a number of positions that we wish to
10 fill, which we feel at this point are critical. We are
11 undergoing -- at this point we have about, close to 500
12 contracts that are within the mix. Many of those are
13 phasing out. We have new ones that are kicking in.
14 We, of course, continue to monitor all of these
15 contracts and we've lost some positions at a rather
16 high level that I would like to fill.

17 The savings from -- we -- we have a -- a rather
18 low turnover rate but we have had, in the last number
19 of months, a number of people to leave. Most notably,
20 Andy Brickman, our Chief Health Officer. We lost
21 Donovan Lee Sin who was our Senior Program Officer in
22 charge of neighborhoods and community services. And
23 then we have a number of folks who have left. Their
24 spouses have received -- gotten jobs somewhere else.
25 They leave out of the state somewhere else.

1 And we have a number of these positions which
2 we've listed here. The total savings from basic vacant
3 positions this year has been \$307,371.00. And we have
4 budgeted these positions, even though they were frozen,
5 they were still all within the budget. And so we would
6 like to, at this time, fill these positions. We
7 believe we need them in order not to disrupt services,
8 but to continue to offer high quality services.

9 In the area of the Chief Health Officer, Bevone
10 has done a wonderful job filling in, as have other
11 folks in the Health and Child Development unit, but we
12 really do want to elevate the position. We want to do
13 some innovative things around telemedicine. We have
14 been exploring an integrated health record and we
15 really want to stay on top of our game.

16 In the area of neighborhood and community
17 services, which is another key position, this program
18 officer/director focuses on those programs that are in
19 our most at risk neighborhoods. So this deals with our
20 service partnerships. It deals with our youth violence
21 programs. It deals with our service networks. And
22 those programs were split up and put into different
23 units for coverage.

24 I believe, at this time that it has, while
25 services are continuing and are being delivered, that

1 the programs and the initiatives have lost focus. The
2 vast majority of these programs are in the African
3 American community and I think we need to step up the
4 level of attention and the level of direction being
5 given to these programs.

6 And the rest of these programs, by and large, are
7 entry level positions. We have been able to achieve
8 some savings from keeping them vacant, but at this time
9 as we're transitioning to a new IT system, as we are
10 bringing on some two hundred and eighty something new
11 contracts, we feel that in order to operate and have
12 the level of accountability and transparency to which
13 we have become used to, we would like to fill those
14 positions.

15 MS. ALONSO: Mo, what's the total number of
16 positions that we have at The Trust right now,
17 including these are in the budget?

18 MR. ABETY-GUTIERREZ: I think there are 87.

19 MS. ALONSO: 87?

20 MR. ABETY-GUTIERREZ: Uh-huh.

21 MS. ALONSO: Okay.

22 MR. ABETY-GUTIERREZ: That's down from a high of
23 about 103, 110?

24 DR. CORTEZ-SUAREZ: We eliminated positions.

25 MR. ABETY-GUTIERREZ: We did eliminate positions.

1 MS. ALONSO: I remember. Yes.

2 MR. ABETY-GUTIERREZ: Yes.

3 MS. ALONSO: Okay. So really, this is still
4 below what we were at when we had more, you know, more
5 funding --

6 MR. ABETY-GUTIERREZ: But we --

7 MS. ALONSO: -- and --

8 MR. ABETY-GUTIERREZ: -- we -- this does not take
9 in -- none of these positions were affected by the --
10 when we laid off people.

11 MS. ALONSO: Right.

12 MR. ABETY-GUTIERREZ: These are positions that
13 were maintained after --

14 MS. ALONSO: Right.

15 MR. ABETY-GUTIERREZ: -- we laid off folks, but
16 we --

17 DR. CORTEZ-SUAREZ: Because of -- because of
18 people leaving.

19 MR. ABETY-GUTIERREZ: Because of people leaving.
20 Yes.

21 DR. CORTEZ-SUAREZ: Not because we did it?

22 MR. ABETY-GUTIERREZ: That's correct.

23 DR. CORTEZ-SUAREZ: Okay. No vacancies.

24 MR. ABETY-GUTIERREZ: The -- any questions,
25 comments or direction?

1 MR. HINCAPIE: I have a question. These -- you
2 said these are all in the budget, right?

3 MR. ABETY-GUTIERREZ: Yes.

4 MR. HINCAPIE: So, but you don't have to come --

5 MR. ABETY-GUTIERREZ: I don't have to but I
6 wanted to --

7 MR. HINCAPIE: -- that's within your --

8 MR. ABETY-GUTIERREZ: -- it's within my authority
9 to fill the position but I'm -- I really just wanted to
10 let you know. I don't want you -- I mean if you see
11 advertising in the --

12 MR. HINCAPIE: Right.

13 MR. ABETY-GUTIERREZ: -- newspapers or whatever,
14 you'll know that that's what we're doing.

15 MR. HINCAPIE: But this is -- this was all in the
16 budget that we approved --

17 MR. ABETY-GUTIERREZ: Yes. In --

18 MR. HINCAPIE: -- so it's within your purview, so
19 you're just, as a courtesy to the board --

20 MR. ABETY-GUTIERREZ: Yes.

21 MR. HINCAPIE: -- re-telling us.

22 MR. ABETY-GUTIERREZ: Yes.

23 MR. HINCAPIE: Okay.

24 MR. ABETY-GUTIERREZ: That's it exactly. And
25 because two of these positions are at a -- can -- might

1 could be in a rather high level. So I have been
2 recruiting for the position of Chief Health Officer and
3 I'm pleased to tell you that I have reached out to
4 Dr. Peter Gorski and have his resume and a short bio.

5 Dr. Gorski is a pediatrician trained at Harvard
6 Medical School, has been the director of a number of
7 foundations including the Lawton & Maria Chiles Center
8 for Healthy Mothers and Healthy Babies. He currently
9 works for our sister agency in Tampa, The Children's
10 Board of Hillsborough. He served as the past president
11 of the Florida Mental Health Association.

12 His background is not only in medicine but also
13 in child development, having trained under and worked
14 with Terry Brazelton and he has worked in a number of
15 university settings as a -- a researcher and instructor
16 in these sciences. So I think what I can tell you
17 about Dr. Gorski is that he is incredibly bright.

18 He has a long history of publishing in academic
19 journals, but I think more than that he's someone who
20 rolls up his sleeves, has a keen intellect and is just
21 a really down to earth, easy to work with person. He
22 has a deep commitment to issues of equity, justice,
23 human rights and has been deeply committed to early
24 childhood and child development. So I think, for us,
25 this a very -- a very good catch in terms of --

1 DR. CORTEZ-SUAREZ: Have you offered the position
2 to him?

3 MR. ABETY-GUTIERREZ: I have offered him the
4 position --

5 DR. CORTEZ-SUAREZ: And has he accepted?

6 MR. ABETY-GUTIERREZ: -- and he has accepted the
7 position and he will start December 1. I didn't want
8 to lose the opportunity to grab him.

9 DR. GREGOIRE: Yeah. Great find.

10 MR. ABETY-GUTIERREZ: With the Director of
11 Neighborhood and Community Services I have been
12 speaking to your former colleague, Jacqui Colyer, and I
13 have encouraged her to apply for the position. We have
14 not yet advertised for that position or any of these
15 others. So if you know of anyone else, I would
16 encourage you to have them stay abreast of our postings
17 on the internet and encourage them to -- to apply.

18 And the last item is my impending retirement in
19 March 2013. I started with the county in 1974. So I
20 have been in the Florida retirement system now for a
21 long time. Something like 36 or 37 years. And -- so
22 the -- the -- the public system in Florida has
23 something called a drop, which Eduardo Padron made very
24 famous when he dropped.

25 MS. ALONSO: And came back.

1 MR. ABETY-GUTIERREZ: And came back.

2 MS. ARISTA-VOLSKY: They don't allow that
3 anymore.

4 MR. ABETY-GUTIERREZ: And so I will, as far as I
5 know, that is not a -- a possibility as I would have to
6 leave for six months in order to come back. So I
7 wanted, at this time, to give you ample time to begin
8 to think about a transition plan and to give me any
9 guidance that you might want in that realm. You have
10 plenty of time to think about what you want to do.

11 MS. DE MOYA: Can we just vote no?

12 MS. ARISTA-VOLSKY: I don't think he has a
13 choice.

14 MS. ALONSO: He has no choice. See he -- he
15 never consulted with anybody when he did this.

16 (Multiple board members speaking at once)

17 DR. CORTEZ-SUAREZ: No. He -- he turned 58 and
18 he did it.

19 MS. ARISTA-VOLSKY: Once -- once -- yeah, but
20 once you go into drop it's automatic. At the end of
21 the five years that's it.

22 MS. ALONSO: But -- yeah, but you have the choice
23 not to do the drop.

24 DR. CORTEZ-SUAREZ: Well, it's financially not a
25 good idea.

1 MS. ARISTA-VOLSKY: But not anymore. Not
2 anymore.

3 MS. ALONSO: You are in drop.

4 MR. ABETY-GUTIERREZ: I am in drop.

5 DR. CORTEZ-SUAREZ: Yeah. He -- it ends March
6 2013.

7 MR. ABETY-GUTIERREZ: That's correct. That's
8 what happens. And so, I don't know if there are any
9 alternatives, but if you wish to explore those I would
10 -- I suspect that Bob and Maria can -- can help you
11 with that. But I -- I don't have any plans related to
12 that myself, at this point. Which I should start to
13 think about. But that's where that is.

14 And the last item I'm going to turn over to Jolie
15 to discuss, which is something that you started at the
16 last meeting but that was not acted upon, and that was
17 CEO performance measurement tool. And so at this point
18 I think I'm going to turn the meeting over to Jolie.

19 MS. JERRY: Yes. For those who were here and
20 probably remember, but those of you who are new, we
21 started looking at the process of the CEO evaluation
22 and I think it was two meetings ago in -- before, maybe
23 the late summer. Maybe August a year or so ago.

24 And then carried on in January and we had a
25 pointed discussion about what the process would be and

1 what that tool would be. At the last meeting I think
2 Bob Bromberg brought the tool that had been used in the
3 past and it -- he went over it with us. But during the
4 deliberations we -- there were a number of things that
5 you decided that we would like to have in the policy.

6 So on page four we put those items down as to how
7 we will proceed. So you'll see, you know, the policy's
8 statements listed there. But then, under the
9 procedure, the Human Resources Committee will initiate
10 and/or evaluate and number A the evaluations will be a
11 CEO self-evaluation.

12 So the CEO will have three or four months or
13 whatever it's supposed to be, it is itemized
14 specifically, for completing this self evaluation
15 measurement tool, bring it to the -- the committee, the
16 HR Committee, and the HR Committee will -- will review
17 it and finally it will be going to the full board in --
18 it will be on the October agenda.

19 So this is the policy that we've put together. I
20 won't go into the details because you have it and can
21 read it. So if there's something we've missed or
22 something you need to add now would be the time to --
23 to do that. But then -- then the tool, we've made no
24 changes to the tool which is listed on pages five
25 through seven.

1 MS. ALONSO: I have a question.

2 MS. JERRY: Okay.

3 MS. ALONSO: Why a self assessment? I mean, I

4 think that um --

5 DR. CORTEZ-SUAREZ: He did it last year, right?

6 He always gives us a self assessment.

7 MS. ALONSO: But the self assessment is really

8 more overall in terms of the accomplishments of The

9 Trust, not necessarily a critique of --

10 DR. CORTEZ-SUAREZ: Of his performance.

11 MS. ALONSO: -- of his performance. And I think

12 when you are the CEO of a company it is easier for you

13 to talk about the accomplishments of the company as

14 opposed to boast about yourself, and talk about what

15 you've done. I just think it's hard to do that. And

16 we don't --

17 DR. CORTEZ-SUAREZ: But the -- the success of the

18 organization is on his shoulders.

19 MS. ALONSO: Of course.

20 DR. CORTEZ-SUAREZ: So he does to want, to some

21 extent self -- self reflect and self evaluate when he's

22 reporting those accomplishments. They're due to his

23 leadership.

24 MS. ALONSO: Right.

25 DR. CORTEZ-SUAREZ: So what -- what are you

1 saying that -- that there -- we've got to start from
2 somewhere.

3 MS. ALONSO: Yes. I --

4 MS. JERRY: Gina, I don't know whether Bob
5 Bromberg -- he was very instrumental and has been to
6 the prior --

7 DR. CORTEZ-SUAREZ: Yeah. Maybe you'll be very
8 helpful --

9 MR. BROMBERG: Sure. I'll -- I'll throw a
10 comment or --

11 DR. CORTEZ-SUAREZ: Bring your chair over here.

12 MS. ARISTA-VOLSKY: Yeah. Sit where Mo -- where
13 Mo was sitting.

14 MS. ALONSO: Yes.

15 MR. BROMBERG: Actually in addition to this and I
16 -- and I believe you've received this in the past, when
17 this was originally created it was created by Dave
18 Lawrence, Steve Marcus and myself, oh gosh, about four
19 years ago. Maybe a little -- little bit longer. And
20 for each of the five areas being evaluated there were a
21 number of specific bullet points to be looked at.

22 The intent of the self evaluation was essentially
23 to provide the board with some pre-evaluation
24 information um, since not everybody has day to day or
25 intimate contact with all of the activities that all of

1 these bullet points focus on. The concept behind that
2 was really to provide you with some information from
3 which to base the evaluation on or -- or comment on.

4 But that was what the original intent was.

5 MS. ALONSO: And this is that tool?

6 MR. BROMBERG: Well the -- the self evaluation
7 was for the CEO to comment on each of these factors.
8 As I said, for each one of these there are -- there is
9 another document that actually has a number of bullet
10 points under each one. And -- and -- and I know it's
11 been distributed in the past and we can --

12 MS. ALONSO: Okay. So this is really --

13 DR. CORTEZ-SUAREZ: That's not -- this is not it.

14 MS. ALONSO: That's not what this is? This is
15 not it?

16 DR. CORTEZ-SUAREZ: No. This is what --

17 MR. BROMBERG: No.

18 MS. ALONSO: This is what the board reviews?

19 DR. CORTEZ-SUAREZ: Yes.

20 MR. BROMBERG: That is correct. That -- that --
21 that is correct. But as I said the intent -- the
22 intent was for the CEO to comment on these so they've
23 provided a foundation and a starting point for that
24 evaluation.

25 MS. DE MOYA: But the actual assessment that he's

1 going to fill out has all the bullet points that you're
2 talking about?

3 MR. BROMBERG: It's going to reflect this.

4 That's correct.

5 MS. ARISTA-VOLSKY: The only thing I would
6 suggest is that if you are going to require that, and
7 you make mention of the self evaluation, that you put
8 the five areas -- well I guess it does say the five
9 areas listed above. So you would have to comment on
10 the five areas listed above. But it says, using the
11 performance measurement tool listed as an exhibit to
12 the policy. So you expect him to use --

13 DR. CORTEZ-SUAREZ: Not that. Something else,
14 right, Bob?

15 MS. ARISTA-VOLSKY: Well that -- you -- I think
16 you would need to attach whatever it is you want him to
17 -- to use. I -- it -- I don't remember this as the
18 policy that was reviewed, because I remember one time,
19 Maria, you provided a sample of one that was used at
20 Citrus and we had provided a bunch of other ones. And
21 they had -- there was discussion back and forth on
22 different policies.

23 MR. BROMBERG: Well this -- this policy's new.
24 This is new. This has just been drafted.

25 MS. ALONSO: Yeah. I -- I hadn't seen this

1 before, I don't think.

2 MS. DUVALL: Um, Loretta Duvall, The Children's
3 Trust. Maria, this was put together based on the
4 transcript of the January meeting taking into account
5 the discussions of what the committee at that time
6 suggested be in the policy.

7 There was conversation back and forth about the
8 self evaluation, the committee review and the board
9 review. So this -- these revisions were made based on
10 those discussions that are in the transcript sent to
11 you today.

12 MS. ARISTA-VOLSKY: Had I been -- had this policy
13 been sent to me before to look at? I mean, I don't
14 have any problem with it. I just don't remember that
15 happening, whether it was sent to me for review or --
16 or -- or of any further addition. Because I do
17 remember that Maria submitted a sample policy --

18 MS. DUVALL: Right.

19 MS. ARISTA-VOLSKY: -- of something that was used
20 at --

21 MS. DUVALL: Yes.

22 MS. ARISTA-VOLSKY: -- Citrus.

23 MS. DUVALL: Right. So then taking all those and
24 comments, we developed this. So I -- I can't remember
25 from January but if you --

1 MS. ARISTA-VOLSKY: I don't think that I
2 reviewed, you know, that I had -- that I reviewed it.

3 MS. ALONSO: I do think it helps to have the CEO
4 give a report on the successes that the organization
5 has had over the last -- in the previous year and, you
6 know, you've defined the areas well. Um, my issue was
7 with the CEO either boasting or being self critical.

8 I think that that was the issue that I had of,
9 you know, here I am. I'm going to say, oh I didn't do
10 so well with the board this year. You know, that's the
11 type of feed back the board needs to give him, or the
12 HR Committee. You know what I'm saying?

13 DR. CORTEZ-SUAREZ: I know but we could do that
14 based on whatever he submits, you act on that. You ask
15 questions based on the self assessment, right? I mean
16 that's what I would -- that's what I do with my people.

17 MR. BROMBERG: It -- it's actually a fairly
18 interesting exercise because, you know, the board could
19 actually not create conflict, but it is rather
20 interesting where the individual being evaluated, you
21 know, lists certain things as successes and perhaps the
22 evaluators don't necessarily see it that way. So it's
23 a point --

24 DR. CORTEZ-SUAREZ: It could happen.

25 MR. BROMBERG: -- it's a point of dialogue.

1 DR. CORTEZ-SUAREZ: It could happen.

2 MS. ALONSO: Well I guess it would have helped
3 me. I re -- I do remember Mo preparing something last
4 year --

5 DR. CORTEZ-SUAREZ: He did.

6 MS. ALONSO: -- for the January meeting for us to
7 review. But it really was not -- it really wasn't a
8 self evaluation.

9 DR. CORTEZ-SUAREZ: It wasn't so much about him.
10 It was about --

11 MS. ALONSO: It wasn't about him. It was --

12 DR. CORTEZ-SUAREZ: -- the success of The Trust.

13 MS. ALONSO: Exactly.

14 MR. BROMBERG: It was geared towards The Trust.

15 MS. ALONSO: Yes. It was about --

16 DR. CORTEZ-SUAREZ: But we could give him
17 different --

18 MS. ALONSO: -- what The Trust in general had
19 accomplished, you know --

20 DR. CORTEZ-SUAREZ: I know, but we could --

21 MS. ALONSO: -- as a team.

22 DR. CORTEZ-SUAREZ: -- we could -- we could as a
23 committee give him different direction, based on this
24 document. And if it's not in here we could add it.
25 That this becomes an -- the opportunity that he has to

1 provide a self assessment of his leadership in the
2 course of the previous year, in relation to the
3 accomplishments or -- or you know, non-accomplishments
4 of the organization. That's -- that's really the
5 direction you give. We could give that as a committee.

6 MS. ALONSO: Yeah. Because what we did -- what
7 he did last year was not this.

8 DR. CORTEZ-SUAREZ: No, no. But we didn't give
9 him any direction last year.

10 MS. ALONSO: Right. I still think it's
11 difficult.

12 DR. CORTEZ-SUAREZ: Yeah, it is. It is
13 difficult.

14 MS. ALONSO: I think it's difficult.

15 DR. CORTEZ-SUAREZ: It is very difficult.

16 MS. ALONSO: If I had to do that --

17 DR. CORTEZ-SUAREZ: It is very difficult.

18 MS. ALONSO: -- it would be -- and some people
19 tend to be more self critical and some people tend to
20 be not so self critical. So it depends on the type of
21 CEO that you have.

22 MR. BROMBERG: Well that's why, Maria, in the --
23 in the other document it has the individual bullet
24 factors looked at in each of these five sections.
25 That's what the -- the -- the CEO is supposed to

1 comment on that -- that he believed that's what the
2 board would -- would comment on. Those were the, I
3 guess the critical success factors for each one of
4 those factors.

5 MS. ALONSO: I guess it would have helped me to
6 see that document.

7 DR. CORTEZ-SUAREZ: Yeah, me too.

8 MS. ALONSO: Right. It would have helped me to
9 see --

10 DR. CORTEZ-SUAREZ: What that document --

11 MS. ALONSO: -- that self assessment form.

12 DR. CORTEZ-SUAREZ: Do you have that?

13 MS. ALONSO: Do you have it?

14 MR. BROMBERG: It's here -- somewhere here. Do
15 you have it around?

16 DR. CORTEZ-SUAREZ: Yeah. That would help.

17 MS. ALONSO: Yeah. Because if we're going to
18 approve a policy that says this is what we're going to
19 use --

20 DR. CORTEZ-SUAREZ: You know, I have to do a --

21 MS. ALONSO: -- I mean this --

22 DR. CORTEZ-SUAREZ: -- self assessment to my
23 supervise -- for my supervisor to be able to do my
24 performance review, and in that self assessment I -- I
25 have to -- it's kind of open ended, but I do have to

1 address opportunities for growth and opportunities
2 where I would change some of my decisions based on
3 outcomes that were less than what I expected. I mean
4 we do -- you can do that. You can address that based
5 on the bullets you give.

6 MS. ALONSO: Okay. Well I've asked -- I think it
7 would help me to what we're --

8 DR. CORTEZ-SUAREZ: Yeah. Let's see what they
9 have.

10 MS. ALONSO: -- what they have. Because I think
11 from that, then, we need to be able to complete this.
12 Because we have talked about giving it to the committee
13 chairs --

14 DR. CORTEZ-SUAREZ: Yes.

15 MS. ALONSO: -- right, so that it wasn't just --

16 DR. CORTEZ-SUAREZ: Just this committee.

17 MS. ALONSO: -- just the HR Committee, but --

18 DR. CORTEZ-SUAREZ: Right. It would go to --

19 MS. ALONSO: -- people that work with the CEO
20 directly all the time which is more the --

21 DR. CORTEZ-SUAREZ: Yeah. To the Executive
22 Committee.

23 MS. ALONSO: Yes. Right.

24 DR. CORTEZ-SUAREZ: All the chairs on all the
25 committees.

1 MS. ALONSO: How about you guys, do you have any
2 other processes that you're aware of?

3 MS. DE MOYA: My only thought is what we do is,
4 that the board presents our executive director um, a
5 development plan and they have -- it's a self
6 reflection on their leadership though, not on the
7 organization's strengths or weaknesses. It's on their
8 leadership skills.

9 And it's very um, detailed towards their
10 relationship with their staff, retention, turnover um,
11 you know, just the -- it includes things like
12 governance of grants and board relations. But it's
13 more self reflective and then we combine that with the
14 board's evaluation and that's what's presented to -- to
15 -- to the board. The Executive Committee --

16 DR. CORTEZ-SUAREZ: The self one.

17 MS. DE MOYA: -- takes both of them and presents
18 that to the board um, as a complete picture of, you
19 know her -- the executive director's self assessment
20 and the board's evaluation of the executive director is
21 the report that goes to the full board.

22 MS. ALONSO: The value of giving a self -- a self
23 assessment of a leadership position, and I'm not just
24 talking now about CEO but, you know, I'm talking about
25 CFO or anything like that, is that it allows the staff

1 time to think about where they need to grow.

2 And if we're talking now about succession
3 planning and we're talking about transition or where
4 would it be going in terms of leadership at The Trust,
5 that's actually a good exercise to use with your
6 department heads. Because um, those leadership
7 development skills are really important.

8 MS. DE MOYA: Now and I -- what you were saying
9 about, you know the -- the person being too self
10 critical um, I think it's how you approach it and the
11 guidance that you give them, because we don't approach
12 it like that. We approach it as a development plan.

13 So it's just how to develop yourself as a leader,
14 and what are the things that you think you need to work
15 on in relation to the board, in relation to your staff.
16 And so we could give guidance on how he goes about it.

17 DR. CORTEZ-SUAREZ: So these bullets are starting
18 points so I -- I --

19 MR. BROMBERG: The -- the -- these -- these
20 bullet points were intended to be the areas under each
21 one of these five sections that were just commented on.

22 DR. CORTEZ-SUAREZ: Okay. So that -- the CEO
23 comments on the develop -- the development of policies
24 and procedures, okay.

25 MR. BROMBERG: Well actually it's both. I mean,

1 this would be -- this would be both what the person, in
2 this case the CEO, doing a self assessment would
3 provide as a starting point for the board then to
4 synthesize that information and -- and comment on the
5 same --

6 DR. CORTEZ-SUAREZ: Okay.

7 MR. BROMBERG: -- the same bullets in each
8 section.

9 DR. CORTEZ-SUAREZ: What about this rating at the
10 top; what is that?

11 MR. BROMBERG: Well this was just -- this -- the
12 --

13 DR. CORTEZ-SUAREZ: It came out of something
14 else?

15 MR. BROMBERG: Yeah.

16 DR. CORTEZ-SUAREZ: Oh, okay.

17 MR. BROMBERG: Well it -- it's -- it's just a
18 continuation of a --

19 DR. CORTEZ-SUAREZ: From -- from another
20 document?

21 MR. BROMBERG: -- document. From the same
22 evaluation form. There were just punched in here on --

23 DR. CORTEZ-SUAREZ: Oh, okay.

24 MR. BROMBERG: -- on this particular page.

25 MS. ALONSO: What rating are you talking about?

1 DR. CORTEZ-SUAREZ: Right above --

2 MS. ALONSO: Oh the -- the outstanding affect of

3 --

4 DR. CORTEZ-SUAREZ: -- where it says -- yeah. I

5 don't know.

6 MS. ALONSO: -- that's from another -- so this --

7 MS. DE MOYA: No. That -- this -- that follows

8 --

9 MS. ALONSO: Yes. I see that. That follows

10 this.

11 MS. DE MOYA: That follows the back page six.

12 DR. CORTEZ-SUAREZ: Right. That --

13 MS. DE MOYA: That top part is -- it was number

14 seven, or page seven.

15 DR. CORTEZ-SUAREZ: Yes. I got -- yeah, okay.

16 MR. BROMBERG: In -- in -- in theory what you see

17 here is then what's supposed to be transposed --

18 DR. CORTEZ-SUAREZ: Yeah.

19 MR. BROMBERG: -- into the evaluation here onto

20 page one and -- and commented on.

21 DR. CORTEZ-SUAREZ: Well it's good. I mean --

22 MS. DE MOYA: Well this makes a lot more sense.

23 DR. CORTEZ-SUAREZ: Yeah.

24 MS. ALONSO: Yeah. When you look at it like

25 this.

1 MS. DE MOYA: Right.

2 MS. ALONSO: How did they come up -- how did you
3 guys come up with the weight?

4 MR. BROMBERG: Uh, that's a great question.

5 DR. CORTEZ-SUAREZ: Yeah. I was wondering about
6 financial --

7 MR. BROMBERG: It was over -- it was a very long
8 lunch meeting.

9 DR. CORTEZ-SUAREZ: See, finances scares me to
10 have it at ten percent.

11 MS. ALONSO: Yeah.

12 DR. CORTEZ-SUAREZ: I mean I -- I --

13 MR. BROMBERG: Well that -- that -- please
14 understand, this was done five years ago.

15 MS. ALONSO: Why do we need to give any weight to
16 any of these?

17 DR. CORTEZ-SUAREZ: We don't have to.

18 MS. ALONSO: I mean the fact, if he does great in
19 four of them and then terrible in one of them, the fact
20 that it's ten percent weight is going to make a
21 difference? Not really.

22 DR. CORTEZ-SUAREZ: No. If he does great in four
23 and finance he blows, he's got a problem.

24 MS. ALONSO: Yes. That's what I'm saying.

25 DR. CORTEZ-SUAREZ: A big problem.

1 MS. ALONSO: Big problem --

2 DR. CORTEZ-SUAREZ: Any CEO.

3 MS. ALONSO: -- not a ten percent problem --

4 DR. CORTEZ-SUAREZ: Any CEO.

5 MS. ALONSO: A 90 percent problem.

6 DR. CORTEZ-SUAREZ: Yeah.

7 MR. BROMBERG: Well again, you know this is --

8 this is a, you know, this a -- a fluid document with

9 changes over time.

10 MS. ALONSO: I -- I feel uncomfortable giving

11 weights to these things actually.

12 DR. CORTEZ-SUAREZ: I don't think -- yeah.

13 MS. ALONSO: Because each one of them is

14 important in its own way.

15 DR. CORTEZ-SUAREZ: It doesn't -- it -- it

16 doesn't add any value to it.

17 MS. ALONSO: It doesn't.

18 DR. CORTEZ-SUAREZ: Because --

19 MS. ALONSO: The contract management and the

20 financial are so tied together and so --

21 DR. CORTEZ-SUAREZ: And let's --

22 MS. ALONSO: -- closely linked.

23 DR. CORTEZ-SUAREZ: -- and let's not think of Mo.

24 Let's think of the future because --

25 MS. ALONSO: Yes.

1 DR. CORTEZ-SUAREZ: -- this becomes a document
2 for the organization. Let's say that, you know we --
3 we get a CEO that has terrible board relations but is a
4 good finance guy or woman and -- and the board's not
5 going to put up with it and it's not working out and --

6 MS. ALONSO: Oh, but it's only 15 percent.

7 DR. CORTEZ-SUAREZ: -- I mean it -- it -- but it
8 -- yeah. 15 percent might be a dangerous number.

9 MS. ALONSO: Yes.

10 DR. CORTEZ-SUAREZ: In court right?

11 MS. ARISTA-VOLSKY: I don't think this would
12 matter --

13 DR. CORTEZ-SUAREZ: No?

14 MS. ARISTA-VOLSKY: -- too much. No. Because
15 you -- you have to look, and I just want to add this so
16 that you're aware, you have to look at what your
17 by-laws say. And in your by-laws -- this might be a
18 good time to just --

19 DR. CORTEZ-SUAREZ: Yeah.

20 MS. ARISTA-VOLSKY: -- read it to you --

21 DR. CORTEZ-SUAREZ: Yeah.

22 MS. ARISTA-VOLSKY: -- to remind you what it
23 says. This is Article 9, Chief Executive Officer:
24 "President and Chief Executive Officer shall be
25 employed by a vote of a majority of all members then

1 serving on the board. The Chief Executive Officer
2 shall be employed by written contract."

3 I don't know if you have a written contract, but
4 that's something you need to consider as to what you
5 put in the written contract. Then it goes on to say:
6 "The President and Chief Executive Officer shall serve
7 at the pleasure of the board and may be terminated at
8 any time subject to the provisions of the terms of said
9 contract by an affirmative vote of a majority of all
10 members then serving on the board."

11 Then it says what -- what his or her duties are.

12 Do you want me to read them all? There's ten.

13 DR. CORTEZ-SUAREZ: Yeah, yeah.

14 MS. ARISTA-VOLSKY: The first one, "The powers
15 and duties of the CEO shall include --

16 MS. ALONSO: I can make copies.

17 MS. ARISTA-VOLSKY: Yeah, why don't you make
18 copies of this page. Because it'll just be easier --

19 DR. CORTEZ-SUAREZ: Yes.

20 MS. ARISTA-VOLSKY: -- for everyone to refer to
21 it.

22 MR. HINCAPIE: I think that the weight should be
23 -- should reflect the duties and so for whatever duty
24 one is, I'm assuming that it was -- that when that
25 document was put together, number one was the most

1 important thing you were looking for when -- or we were
2 looking for when we were looking for a CEO to fill that
3 position. So I think this should be reflective of --
4 of the duties of the CEO.

5 DR. CORTEZ-SUAREZ: I just think that the
6 percentages are dangerous because --

7 MS. ARISTA-VOLSKY: Take them out.

8 DR. CORTEZ-SUAREZ: -- finance and --

9 MS. ARISTA-VOLSKY: Take them out.

10 DR. CORTEZ-SUAREZ: -- finance and legals --

11 MR. BROMBERG: Just take them out.

12 DR. CORTEZ-SUAREZ: Yeah.

13 MS. ARISTA-VOLSKY: Take them out.

14 MS. ALONSO: Yeah.

15 MR. BROMBERG: Just take them out.

16 MS. ALONSO: I would take them out.

17 MS. ARISTA-VOLSKY: Take out the percentages --

18 MS. ALONSO: Yes.

19 DR. CORTEZ-SUAREZ: Everything else --

20 MS. ARISTA-VOLSKY: -- and if there's any --

21 DR. CORTEZ-SUAREZ: -- looks good.

22 MS. ALONSO: Everything else is fine, but I --

23 MS. ARISTA-VOLSKY: You may want to add --

24 MS. ALONSO: -- without the percentages that

25 would just --

1 MS. ARISTA-VOLSKY: -- you may want to add some
2 of the things that are listed in what the by-laws say
3 --

4 DR. CORTEZ-SUAREZ: Yeah. Let's look and see
5 what --

6 MS. ARISTA-VOLSKY: -- because, you know, the
7 by-laws were reviewed by a by-laws committee and they
8 were presented to the whole board and they were
9 discussed and so --

10 DR. CORTEZ-SUAREZ: Let's look at them.

11 MS. ALONSO: But you make a good point. If the
12 responsibilities and duties are defined in the by-laws,
13 we've got to make sure that --

14 DR. CORTEZ-SUAREZ: That it matches this.

15 MS. ARISTA-VOLSKY: Yes.

16 MS. ALONSO: Right?

17 MS. ARISTA-VOLSKY: Yes.

18 MS. ALONSO: Do these match the responsibilities
19 in these? That we're not missing something. That
20 maybe there is something there that we're not
21 evaluating.

22 MS. DE MOYA: The -- the second part, the core
23 skills, this is the part that the board members rate?

24 MR. BROMBERG: Yes.

25 MS. DE MOYA: And how are these weighted?

1 MR. BROMBERG: They're -- they're not
2 individually weighted. In each -- each of those core
3 skills, the seven core skills, a definition has been
4 provided and that the board should be commenting within
5 the context of that definition how the individual has
6 conducted him or herself.

7 MS. DE MOYA: And how does this information --
8 this data then gets transferred into, for example, you
9 know what does outstanding, what does that weigh? Is
10 that a five, is that a one, is that -- how do you
11 interpret?

12 MR. BROMBERG: Well the -- there -- there were --
13 there's two -- there were -- the way this evaluation
14 was set up there were two components to it. There were
15 -- there were the -- the -- thank you -- the
16 objectives, which are these five items and there were
17 the core skills. So each section got evaluated
18 separately and then married together with whatever
19 importance each component had.

20 My -- my impression is that for the -- the higher
21 up the food chain, in this case the CEO, the
22 accomplishment of their goals and objectives is going
23 to clearly carry the most significant weight than these
24 core skills are. Unless there's major behavioral
25 things that need to be addressed.

1 MS. DE MOYA: And within these core skills, these
2 seven do -- are they -- they all carry the same weight?

3 MR. BROMBERG: Correct.

4 DR. CORTEZ-SUAREZ: Well obviously the -- the
5 duties in the by-laws are more generic. I mean,
6 they're wide statements, they're wide, big statements,
7 but they match this. That's -- that's what I'm seeing.

8 MS. ALONSO: Yeah. They're broad enough that
9 they're encompassed --

10 DR. CORTEZ-SUAREZ: Yeah.

11 MS. ALONSO: -- within this.

12 MS. ARISTA-VOLSKY: And this you mean the one
13 that --

14 MS. ALONSO: Yes.

15 DR. CORTEZ-SUAREZ: That -- yeah.

16 MS. ARISTA-VOLSKY: -- that Bob handed you?

17 DR. CORTEZ-SUAREZ: Right. The one through seven
18 -- the one through five.

19 MR. BROMBERG: I -- I'm sure if we sat down and
20 studied it point by point you would find that the
21 majority of these items are addressed somewhere in here
22 and if they're not we can --

23 DR. CORTEZ-SUAREZ: I think --

24 MR. BROMBERG: -- tinker with them a little bit
25 to make sure that --

1 DR. CORTEZ-SUAREZ: Yeah.

2 MR. BROMBERG: -- it's as uniform as possible.

3 DR. CORTEZ-SUAREZ: Yeah. Cursory, I mean just

4 looking at it I -- there's a match. This is obviously

5 more detailed. This can not be that detailed because

6 --

7 MS. ALONSO: Right.

8 DR. CORTEZ-SUAREZ: -- it's in the by-laws. It

9 has -- they have to be these kinds of statements.

10 MS. ALONSO: Yes.

11 DR. CORTEZ-SUAREZ: I think if we take off the

12 percentages I'll feel so much better.

13 MS. ALONSO: Yes, me too. I agree with that.

14 DR. CORTEZ-SUAREZ: So we can never get someone

15 that says, well I didn't do well with finance and

16 legal, imagine that.

17 MS. ALONSO: So I got a 90, I got an A --

18 DR. CORTEZ-SUAREZ: But we don't --

19 MS. ALONSO: -- even though I messed up the

20 budget.

21 DR. CORTEZ-SUAREZ: I messed up the budget and --

22 MS. ALONSO: So that's my report.

23 DR. CORTEZ-SUAREZ: -- we did all kinds of

24 illegal things.

25 MS. ALONSO: I still got an A.

1 MR. BROMBERG: We're giving you a higher curve.

2 MS. ALONSO: Yes. I would feel a lot better
3 without percentages, too.

4 DR. CORTEZ-SUAREZ: Yeah. Just in case.

5 MS. ALONSO: Would you guys agree?

6 (No response)

7 MS. ALONSO: So then this --

8 MS. DE MOYA: So then somehow getting along with
9 the board doesn't seem as important --

10 MS. ALONSO: Basically isn't as important --

11 MS. DE MOYA: -- as finance and legal.

12 DR. CORTEZ-SUAREZ: Okay. Well we didn't have --
13 I like that we have a procedure. I think that's great.

14 MS. ALONSO: So are we going to wait until July
15 to do this, or are we going to --

16 DR. CORTEZ-SUAREZ: No. We didn't do --

17 MS. ALONSO: -- use --

18 DR. CORTEZ-SUAREZ: -- we didn't do it last year.

19 MS. ALONSO: No?

20 DR. CORTEZ-SUAREZ: Because we didn't have a
21 procedure.

22 MS. ALONSO: Right.

23 DR. CORTEZ-SUAREZ: Ooooooh, that's right.

24 MS. ALONSO: So -- okay. So Mo did do this piece
25 and he gave it to us in January meeting.

1 DR. CORTEZ-SUAREZ: He did do this.

2 MS. ALONSO: So if we approve this procedure
3 today, even though it's November, I still think we
4 should go through an evaluation process this year.

5 DR. CORTEZ-SUAREZ: For the previous year.

6 MS. ALONSO: For the previous year.

7 MS. ARISTA-VOLSKY: And you'll need to do one
8 again for the --

9 MS. ALONSO: Yeah. For the next year.

10 DR. CORTEZ-SUAREZ: And -- and then we'll do
11 another one in July.

12 MS. ALONSO: Right.

13 DR. CORTEZ-SUAREZ: Okay. So we have the
14 document that he presented to us.

15 MS. ALONSO: Which she's probably going to want
16 updates.

17 DR. CORTEZ-SUAREZ: Yeah.

18 MS. ALONSO: And the, if we approve it, then it
19 goes to the committee chairs, and then committee chairs
20 complete this piece.

21 DR. CORTEZ-SUAREZ: Okay.

22 MS. ALONSO: Right; this piece?

23 MR. BROMBERG: Absolutely. I mean if -- if you
24 wanted to, I mean you can, in theory, you can take the
25 core skills component out of this. I mean this is a

1 key and critical portion of this evaluation for a
2 position at this level.

3 MS. ALONSO: Yes.

4 MR. BROMBERG: And just comment on these five
5 focus areas.

6 MS. ALONSO: I do think that the skills -- the
7 core skills are important.

8 DR. CORTEZ-SUAREZ: I do, too.

9 MS. ALONSO: I do think so. And I think that the
10 chairs of the committees that --

11 DR. CORTEZ-SUAREZ: And they can --

12 MS. ALONSO: -- work with him --

13 DR. CORTEZ-SUAREZ: -- they can do this.

14 MS. ALONSO: -- on an ongoing basis --

15 DR. CORTEZ-SUAREZ: Absolutely.

16 MS. ALONSO: -- you know, could do this.

17 DR. CORTEZ-SUAREZ: Absolutely.

18 MS. ALONSO: And -- and be able --

19 DR. CORTEZ-SUAREZ: Okay. So --

20 MS. ALONSO: -- to rate him on that and --

21 DR. CORTEZ-SUAREZ: All right.

22 MS. ALONSO: -- and the question is, are we
23 comfortable with the ratings as stated; outstanding,
24 effective, needs improvement, and satisfactory.

25 DR. CORTEZ-SUAREZ: Yeah.

1 MS. ALONSO: Lileana was asking about that.

2 There's a big jump between effective and outstanding,
3 right?

4 MS. DE MOYA: That's why I was asking, like what
5 -- what kind of -- how -- how did you rate these, five,
6 four, three, two? I mean, you know --

7 DR. CORTEZ-SUAREZ: I think it's a check, right?
8 Three checks?

9 MS. ALONSO: Yes.

10 DR. CORTEZ-SUAREZ: Yeah.

11 MR. BROMBERG: Well you're comment, you know,
12 you're commenting on. This --

13 DR. CORTEZ-SUAREZ: And then --

14 MR. BROMBERG: -- this is just providing you a
15 definition. You have to provide some -- some verbiage
16 there --

17 DR. CORTEZ-SUAREZ: Sure.

18 MR. BROMBERG: -- that supports --

19 DR. CORTEZ-SUAREZ: The rating.

20 MR. BROMBERG: -- the rating. That -- that --
21 that is correct.

22 DR. CORTEZ-SUAREZ: You have to -- you have to
23 document the rating with whatever language you use in
24 there.

25 MS. ALONSO: You can add more ratings if you

1 want, if you feel comfortable.

2 DR. CORTEZ-SUAREZ: You could, like outstanding.

3 What's in between outstanding and effective?

4 MR. BROMBERG: Don't go there.

5 MS. ALONSO: It's hard --

6 DR. CORTEZ-SUAREZ: Almost --

7 MS. ALONSO: -- it's hard --

8 DR. CORTEZ-SUAREZ: -- almost --

9 MS. ALONSO: -- enough doing four.

10 DR. CORTEZ-SUAREZ: Yeah. Almost outstanding,

11 right?

12 MR. BROMBERG: You know what. All -- all of that

13 are involved in performing this process --

14 DR. CORTEZ-SUAREZ: It's crazy.

15 MR. BROMBERG: -- struggle with this particular

16 issue.

17 MS. ALONSO: Yes, I know. Yes.

18 MR. BROMBERG: I can just simply tell you, in 35

19 years of -- of -- of doing this, most systems that you

20 come across do, in fact, have five ratings. There's --

21 there's that satisfactory rating and then there's two

22 above the bar and two below the bar. And

23 philosophically I feel, first and foremost if anybody

24 gets an annual evaluation that falls below the bar we

25 need to fire the evaluator, not the person being

1 evaluated.

2 The problem is, it is really splitting hairs when
3 you to try define someone in totality as being
4 satisfactory, exceeds expectations or substantially
5 exceeds expectations. It just becomes a function of
6 using adjectives.

7 DR. CORTEZ-SUAREZ: Yeah, it's stupid.

8 MS. ALONSO: We agree.

9 DR. CORTEZ-SUAREZ: That's ridiculous.

10 MR. BROMBERG: And so I -- I --

11 DR. CORTEZ-SUAREZ: Yeah. We do agree.

12 MR. BROMBERG: -- am a big proponent of tossing
13 out what is essentially the exceeds expectation
14 category in that, your individual is either
15 accomplishing, within a reasonable range, all of those
16 things that you've set out for them to do, or if
17 they're just kicking it and just doing it so much
18 better.

19 DR. CORTEZ-SUAREZ: Agree.

20 MS. ALONSO: So why not three instead of four?

21 MR. BROMBERG: I -- I could live with that. You
22 mean, outstanding, effective and fire 'em?

23 DR. CORTEZ-SUAREZ: No.

24 MS. DE MOYA: I -- I like it this way.

25 DR. CORTEZ-SUAREZ: I like it this way, too.

1 MS. DE MOYA: Because, like you said, it's
2 outstanding; okay but needs improvement before you fire
3 'em. At least we could let them know, it needs
4 improvement in this area.

5 MR. BROMBERG: I -- I can live with that.

6 DR. CORTEZ-SUAREZ: So what's the next --

7 MS. ALONSO: Before you get unsatisfactory.

8 DR. CORTEZ-SUAREZ: -- what's our next step? We
9 get the self evaluation that he submitted. We have --
10 we have Mo um, refresh it and give it back to this
11 committee?

12 MS. ALONSO: Now, what's the process?

13 DR. CORTEZ-SUAREZ: Well, let me read it.

14 MS. ALONSO: Upon receipt the --

15 MS. DE MOYA: I just have one --

16 MS. ALONSO: -- Executive Committee shall read
17 and share the self eval with other chairs.

18 MS. DE MOYA: -- one comment on -- if -- if you
19 want people to fill these out without just checking it
20 off, I think they need direction other than add any
21 comments because they're not going to --

22 MR. BROMBERG: Absolutely. When -- when we --
23 when I use a tool like this, obviously we train all the
24 --

25 MS. ALONSO: Yes.

1 MR. BROMBERG: -- managers on -- on how to use it

2 --

3 MS. ALONSO: Yes.

4 MR. BROMBERG: -- and that's your instruction to

5 your committee chairs, don't just look at this and --

6 DR. CORTEZ-SUAREZ: You must add comments

7 MR. BROMBERG: -- and put a rating. You have to

8 --

9 MS. ALONSO: Yes.

10 MR. BROMBERG: -- write a comment --

11 MS. ALONSO: Yes.

12 MR. BROMBERG: -- that is supported by your --

13 your rating.

14 MS. DE MOYA: Right. Yeah. I would say

15 something in reference to that, or otherwise you're

16 going to get checks.

17 DR. CORTEZ-SUAREZ: All right. So it says here

18 that the Human Resources Committee chair will request

19 of the President and CEO a self assessment. So does

20 that happen in writing, do I just go into his office

21 and say, give us a self assessment?

22 MS. ALONSO: Give it to me now.

23 DR. CORTEZ-SUAREZ: Yeah, and now. No, but --

24 yeah it could be just like that. And then um --

25 MS. ALONSO: I think you're probably going to

1 want to do it in writing because it says he has to
2 complete it within 30 days.

3 DR. CORTEZ-SUAREZ: Within 30 days, okay.

4 MS. ALONSO: So you might want to just do an
5 e-mail.

6 DR. CORTEZ-SUAREZ: All right.

7 MS. ALONSO: Document when you requested it.

8 DR. CORTEZ-SUAREZ: All right. We'll do that.

9 MS. ARISTA-VOLSKY: At the written request of the
10 HR Committee chair; how about that?

11 DR. CORTEZ-SUAREZ: Yeah. Let's write -- why
12 don't do that.

13 MS. ARISTA-VOLSKY: How often do you want to do
14 it; every 12 months?

15 DR. CORTEZ-SUAREZ: Oh yeah. Yeah. Once a year.

16 MS. ARISTA-VOLSKY: Okay. Then I think you need
17 to put that --

18 MS. ALONSO: Annual --

19 MS. ARISTA-VOLSKY: -- annually.

20 MS. ALONSO: -- it says annually.

21 MS. ARISTA-VOLSKY: Does it --

22 MS. ALONSO: The Human Resource Committee of the
23 board shall initiate the annual evaluation for the CEO
24 in July of each year --

25 MS. ARISTA-VOLSKY: Okay.

1 MS. ALONSO: -- so the final evaluation can be
2 presented to the board at the monthly meeting held in
3 October.

4 DR. CORTEZ-SUAREZ: At the written request shall
5 complete a self assessment, and he has 30 days to
6 complete it. So that will be in the -- in the written
7 request.

8 MS. ALONSO: So maybe we should just specify that
9 he should do the self --

10 MS. ARISTA-VOLSKY: In July.

11 MS. ALONSO: -- evaluation in July --

12 MS. ARISTA-VOLSKY: Yeah. Why is --

13 MS. ALONSO: -- without having a written request.

14 Why does --

15 MS. ARISTA-VOLSKY: Yeah.

16 MS. ALONSO: -- why do you have to have a
17 request?

18 MS. ARISTA-VOLSKY: Yeah.

19 DR. CORTEZ-SUAREZ: Yeah.

20 MS. ARISTA-VOLSKY: And then in July -- in July
21 of each year --

22 MS. ALONSO: He prepares it. In July of each
23 year he prepares a self assessment.

24 DR. CORTEZ-SUAREZ: Right. In this case, this
25 year he already did.

1 MS. ALONSO: Yes.

2 DR. CORTEZ-SUAREZ: So we -- so we just get it
3 from him.

4 MS. ALONSO: Yes.

5 MS. ARISTA-VOLSKY: Okay. So in July -- in July
6 of each year the President and CEO shall complete a
7 self assessment. Okay. What -- what other changes do
8 you want to make? Because if you're going to be voting
9 on this today, which I think is what --

10 MS. ALONSO: Yes.

11 MS. ARISTA-VOLSKY: -- you need to --

12 DR. CORTEZ-SUAREZ: Yeah. In July --

13 MS. ARISTA-VOLSKY: -- agree on this language.

14 DR. CORTEZ-SUAREZ: -- we take out that whole --

15 MS. ALONSO: Yes.

16 DR. CORTEZ-SUAREZ: -- HR Committee chair thing.

17 MS. ALONSO: Yeah.

18 DR. CORTEZ-SUAREZ: Okay.

19 MR. HINCAPIE: Is this -- I have a question. Is
20 this tied to compensation or bonus or anything like
21 that?

22 MS. ALONSO: No. It wasn't --

23 DR. CORTEZ-SUAREZ: It wasn't.

24 MS. ALONSO: -- this year, no. Because
25 compensation and bonus and all that good stuff is tied

1 to budget.

2 MS. JERRY: Yes.

3 DR. CORTEZ-SUAREZ: So you may not get anything.

4 MS. JERRY: And we aren't happy.

5 MR. HINCAPIE: I'm just saying because if it --

6 if it -- if it is or if it will be or if -- if that's

7 something to consider, then this should be done prior

8 to whenever our budget is. So I think it should be --

9 MS. ARISTA-VOLSKY: July is prior to your budget.

10 MR. HINCAPIE: Okay.

11 MS. ALONSO: Because your budget is voted on in

12 September.

13 MR. HINCAPIE: Okay. I'm sorry. Then never

14 mind.

15 DR. CORTEZ-SUAREZ: And July is --

16 MS. ALONSO: But if it's coming to the October

17 meeting it's late, is his point.

18 MS. ARISTA-VOLSKY: Well then so you move it up

19 and then you change it from July of each year to be

20 presented at the meeting in July and you can do it in

21 May of each year, or however, you know, that's up to

22 Jolie to decide how she wants to do that.

23 MS. JERRY: That makes sense.

24 DR. CORTEZ-SUAREZ: What, in May he submits?

25 MS. JERRY: Yeah, I think so. Yes.

1 DR. CORTEZ-SUAREZ: In May of each year --

2 MS. ARISTA-VOLSKY: When do you present the
3 tentative budget Jolie, in May or is it in July?

4 MS. JERRY: It -- it -- we are doing it --

5 MS. ARISTA-VOLSKY: You begin talking in May.

6 MS. JERRY: -- in May, June and July --

7 MS. ARISTA-VOLSKY: Okay.

8 MS. JERRY: -- but July is really what we go
9 forward.

10 MS. ARISTA-VOLSKY: Okay, so in May.

11 DR. CORTEZ-SUAREZ: Okay. So in May he submits a
12 self evaluation.

13 MS. ALONSO: Right. A self assessment.

14 MS. ARISTA-VOLSKY: Okay. So -- so the new --

15 DR. CORTEZ-SUAREZ: Self assessment.

16 MS. ARISTA-VOLSKY: -- so paragraph number, Roman
17 numeral II, shall include the annual evaluation for the
18 President and CEO in May of each year so that the final
19 evaluation can be presented to the board at the monthly
20 meeting held in July.

21 DR. CORTEZ-SUAREZ: All right. Okay, good.

22 MS. ARISTA-VOLSKY: Okay. Then in May of each
23 year --

24 MS. ALONSO: Will complete a self assessment.

25 MS. ARISTA-VOLSKY: Okay.

1 MS. ALONSO: Um the -- the committee will review
2 it. The HR Committee will review -- why does the HR --
3 do you want the HR Committee to review it before it
4 goes to the committee chairs.

5 DR. CORTEZ-SUAREZ: That sounds odd, right?

6 MS. ALONSO: Why not have the self evaluation go
7 to the committee chairs, right?

8 DR. CORTEZ-SUAREZ: To all the committee chairs
9 at the same time.

10 MS. ARISTA-VOLSKY: You know what, I don't -- I
11 don't think that's a good idea.

12 MS. ALONSO: No?

13 DR. CORTEZ-SUAREZ: It's too public?

14 MS. ARISTA-VOLSKY: You operate in the sunshine
15 here, and I think that if you're going to have him
16 complete his self assessment, I think you need to hold
17 a meeting, a special meeting with your committee
18 chairs, and present it at the same time to everybody.

19 DR. CORTEZ-SUAREZ: But not with the HR
20 Committee, just the committee chairs, or the HR
21 Committee first --

22 MS. ARISTA-VOLSKY: The HR --

23 DR. CORTEZ-SUAREZ: -- and then the committee
24 chairs.

25 MS. ALONSO: Or together.

1 MS. ARISTA-VOLSKY: Or you can do it together --

2 MS. ALONSO: Together would make --

3 MS. ARISTA-VOLSKY: -- the HR Committee --

4 MS. ALONSO: -- more sense.

5 MS. ARISTA-VOLSKY: -- with the committee chairs.

6 DR. CORTEZ-SUAREZ: Okay. So we don't want --

7 MS. ALONSO: So why meet twice?

8 DR. CORTEZ-SUAREZ: Okay, right.

9 MS. ARISTA-VOLSKY: Exactly.

10 DR. CORTEZ-SUAREZ: Upon his --

11 MS. ALONSO: The HR Committee with the committee
12 chairs.

13 DR. CORTEZ-SUAREZ: The HR Committee and --

14 MS. ALONSO: The chairs of the standing
15 committees.

16 MS. ARISTA-VOLSKY: Yeah. Where are you writing
17 that, Maria.

18 DR. CORTEZ-SUAREZ: The --

19 MS. ALONSO: It says here, upon receipt of the
20 CEO evaluation --

21 MS. ARISTA-VOLSKY: Okay.

22 MS. ALONSO: -- the HR Committee shall review and
23 share the --

24 MS. ARISTA-VOLSKY: Okay. The HR Committee --

25 MS. ALONSO: -- self evaluation with other chairs

1 of the standing board committees and with members of
2 the board's executive committee for input. Well,
3 there's some times -- that's fine. But it could be one
4 meeting --

5 DR. CORTEZ-SUAREZ: One meeting.

6 MS. ALONSO: -- and then it's done.

7 MS. ARISTA-VOLSKY: Yeah.

8 MS. ALONSO: To -- together these committees
9 shall review the CEO's response and shall provide
10 additional comments and scores as needed or adjusted on
11 the performance evaluation form.

12 DR. CORTEZ-SUAREZ: For presentation to the full
13 board for the July meeting, yes?

14 MS. ALONSO: Right.

15 DR. CORTEZ-SUAREZ: No. For the --

16 MS. ALONSO: July.

17 DR. CORTEZ-SUAREZ: July.

18 MS. ARISTA-VOLSKY: And the same thing, July is
19 in the next one.

20 MS. ALONSO: July.

21 MS. ARISTA-VOLSKY: Going back to paragraph B,
22 the first sentence. I think you should put in there,
23 at a meeting. On receipt of the CEO's self evaluation
24 the HR Committee shall review and share the self
25 evaluation with the other chairs of the standing board

1 committees and with members of the board's Executive
2 Committee at a special meeting. And just take out the,
3 for input.

4 MS. ALONSO: Okay.

5 MR. AUSLANDER: Aren't the chairs of the standing
6 board committee --

7 DR. CORTEZ-SUAREZ: The Executive Committee.

8 MR. AUSLANDER: -- the Executive Committee?

9 MS. ALONSO: No. Because you've got the
10 secretary --

11 MS. ARISTA-VOLSKY: They have other people on the
12 Executive Committee that are not --

13 MS. ALONSO: -- the secretary and the treasurer.

14 MS. DE MOYA: We have a members at large term for
15 the Executive Committee.

16 MS. ARISTA-VOLSKY: Yeah.

17 MR. AUSLANDER: No. I'm saying that the -- I'm
18 saying that saying, the other chairs of the standing
19 boards --

20 MS. ALONSO: Oh. We could just say, the
21 Executive Committee.

22 MR. AUSLANDER: Right.

23 MS. ALONSO: You don't have to say, chairs of the
24 other standing -- because it -- you could just say the
25 Executive Committee --

1 DR. CORTEZ-SUAREZ: Because it includes --

2 MS. ALONSO: -- because the chairs --

3 DR. CORTEZ-SUAREZ: -- everybody.

4 MS. ALONSO: Yes.

5 DR. CORTEZ-SUAREZ: It includes --

6 MS. ALONSO: Thank you, Charles.

7 DR. CORTEZ-SUAREZ: -- the chairs.

8 MS. ARISTA-VOLSKY: Okay. With the members of

9 the board's Executive Committee.

10 DR. CORTEZ-SUAREZ: Okay.

11 MS. ALONSO: That makes sense, have a special

12 meeting. Okay, fine.

13 MR. HINCAPIE: We're on the presentation. The

14 President and CEO -- I think it says that the CEO and

15 President may, if he or she chooses, to excuse. I

16 think we should require them to excuse themselves.

17 This is going forward.

18 MS. ARISTA-VOLSKY: That's a good idea. I think

19 that's a good idea.

20 MS. ALONSO: Yeah. In other words, he excuses

21 himself, the board discusses --

22 MR. HINCAPIE: He has --

23 MS. ALONSO: -- and then --

24 MR. HINCAPIE: -- he has to.

25 MS. ALONSO: -- he comes back --

1 DR. CORTEZ-SUAREZ: He has to.

2 MS. ALONSO: -- and re-joins. Yes.

3 MS. ARISTA-VOLSKY: I think it's a good idea.

4 MR. HINCAPIE: But he has to.

5 DR. CORTEZ-SUAREZ: It's not a choice.

6 MR. HINCAPIE: It's not a choice, yeah.

7 DR. CORTEZ-SUAREZ: I agree.

8 MS. ARISTA-VOLSKY: Agenda items being discussed,
9 the CEO/President may -- must --

10 DR. CORTEZ-SUAREZ: Must.

11 MS. ARISTA-VOLSKY: -- excuse them -- excuse --

12 DR. CORTEZ-SUAREZ: Or will.

13 MS. ALONSO: Him or herself from the meeting
14 while the full board discusses the meeting --

15 MR. HINCAPIE: While the full board trashes him.

16 MS. ARISTA-VOLSKY: Will discuss -- yeah.

17 MS. ALONSO: After the board has discussed and
18 voted on the issue the President and CEO will be asked
19 to re-join the meeting.

20 MS. ARISTA-VOLSKY: Re-join the meeting, period.

21 MR. AUSLANDER: President and CEO on every board.

22 MS. ALONSO: Period, yes. The evaluation will be
23 co-signed by the HR Committee chair and the board
24 chairs. Okay.

25 MS. ARISTA-VOLSKY: Yeah. Sounds good.

1 DR. CORTEZ-SUAREZ: Okay. We have a number of
2 changes but I think this has improved the document
3 tremendously.

4 MS. ALONSO: Yes.

5 MS. ARISTA-VOLSKY: Maria, I'll let you copy
6 mine.

7 MS. ALONSO: Yes. Okay. I feel better.

8 DR. CORTEZ-SUAREZ: Okay. Do we need to vote on
9 these changes, Maria?

10 MS. ARISTA-VOLSKY: Yes, you do. You need to
11 vote on the policy as -- as --

12 DR. CORTEZ-SUAREZ: As amended.

13 MS. ARISTA-VOLSKY: -- as amended.

14 MR. HINCAPIE: So moved.

15 DR. CORTEZ-SUAREZ: Okay.

16 MS. ALONSO: I can second.

17 DR. CORTEZ-SUAREZ: Great. All those in favor?

18 THE BOARD: Aye.

19 DR. CORTEZ-SUAREZ: Okay. So our policy has
20 passed. Our new procedure -- is this policy? No, this
21 is procedure. What is this, policy and procedure?

22 MS. ARISTA-VOLSKY: Yeah. And the --

23 DR. CORTEZ-SUAREZ: Okay.

24 MS. ARISTA-VOLSKY: -- and the changes that you
25 made were those that we just went over and taking out

1 the percentages. I don't think you made any others.

2 MS. ALONSO: Right.

3 DR. CORTEZ-SUAREZ: No. That's it.

4 MS. ARISTA-VOLSKY: But -- and you're going to
5 add this front page without the percentages --

6 MR. BROMBERG: Yeah. Those -- these all must be
7 included in the document and we'll take the --

8 MS. ARISTA-VOLSKY: Okay.

9 MR. BROMBERG: -- percentages out.

10 MS. ARISTA-VOLSKY: All right.

11 DR. CORTEZ-SUAREZ: And since we're asking if --
12 by this new procedure we are asking the CEO to submit
13 the self assessment in May, standard.

14 MS. ARISTA-VOLSKY: Yes.

15 DR. CORTEZ-SUAREZ: Then since he already has
16 one, we need to request it. Do I need to request that
17 in writing since this is a different circumstance? May
18 is not -- has passed.

19 MS. ALONSO: For this year.

20 DR. CORTEZ-SUAREZ: Yes. For this particular
21 year --

22 MS. ARISTA-VOLSKY: Well this would apply going
23 forward after the board adopts this policy. So for
24 this year you can just take what you have now and deal
25 with it however you want to deal with it, asking him to

1 update. And then going forward beginning next May --

2 MS. ALONSO: Right.

3 MS. ARISTA-VOLSKY: -- this policy would kick in.

4 DR. CORTEZ-SUAREZ: All right. But I will do so

5 --

6 MS. ARISTA-VOLSKY: Like if you want to use --

7 and if you want to use the tool that you've already

8 prepared you can go ahead and do that. But the timing

9 of it is -- has already --

10 DR. CORTEZ-SUAREZ: But I should ask him in

11 writing, or I should just ask him?

12 MS. ARISTA-VOLSKY: Well you can ask him in

13 writing, because you're going to give him 30 days to

14 update it --

15 DR. CORTEZ-SUAREZ: Okay.

16 MS. ARISTA-VOLSKY: -- if that's --

17 DR. CORTEZ-SUAREZ: Which he needs to have.

18 MS. ARISTA-VOLSKY: -- what you want to do.

19 DR. CORTEZ-SUAREZ: Yeah.

20 MS. JERRY: Okay. Now what would you like

21 presented to the board from this committee?

22 MS. ARISTA-VOLSKY: Pardon me? You're asking me?

23 MS. JERRY: Well what would -- no, Gina.

24 MS. ARISTA-VOLSKY: Oh, I'm sorry.

25 DR. CORTEZ-SUAREZ: I think that we should

1 present to the board --

2 MS. JERRY: How much of this information or --

3 MS. ALONSO: The new policy just now? The new
4 policy --

5 MS. ARISTA-VOLSKY: And attachment.

6 DR. CORTEZ-SUAREZ: The -- the new --

7 MS. ALONSO: The policy with the form.

8 DR. CORTEZ-SUAREZ: -- policy at -- with the at
9 -- with the amendment, all the amendments --

10 MS. ARISTA-VOLSKY: And the attachments.

11 DR. CORTEZ-SUAREZ: -- and the attachments.

12 That's what I think we should present to the -- to the
13 full board.

14 MS. JERRY: Okay. And you're going to be at the
15 meeting.

16 DR. CORTEZ-SUAREZ: And I'll present. I'll
17 present.

18 MS. JERRY: Perfect.

19 MS. JEANTY: So what do you want -- do want me to
20 present the whole thing to the board?

21 DR. CORTEZ-SUAREZ: When is our next meeting?

22 MS. JEANTY: This Monday.

23 MS. ALONSO: Next Monday.

24 DR. CORTEZ-SUAREZ: Oh, no. It can't be, right?
25 I mean, I'm ready.

1 MS. ARISTA-VOLSKY: Then you can do it the
2 following meeting.

3 DR. CORTEZ-SUAREZ: We could do December. Wait
4 we don't --

5 MS. JEANTY: No. We don't have a meeting --

6 DR. CORTEZ-SUAREZ: -- do we have a December
7 meeting?

8 MS. JEANTY: -- in December. We meet in January.

9 MS. ARISTA-VOLSKY: In January. It's --

10 DR. CORTEZ-SUAREZ: It's fine.

11 MS. ARISTA-VOLSKY: -- not going to matter.

12 DR. CORTEZ-SUAREZ: It's not going to be the end
13 of the world, right?

14 MS. ARISTA-VOLSKY: It's not going to matter
15 because you --

16 DR. CORTEZ-SUAREZ: The process --

17 MS. ARISTA-VOLSKY: It's going to kick in in May.

18 MS. ALONSO: It doesn't matter because we're
19 going to do a separate process this year anyway so --

20 MS. ARISTA-VOLSKY: Yeah. So you can --

21 MS. ALONSO: Terria had a -- a question.

22 MS. ARISTA-VOLSKY: -- do it for your January
23 meeting.

24 MS. FLAKES: I have a question and maybe I'm just
25 thinking too deeply, but in this evaluation process

1 with the four areas if a -- I mean if we come up with
2 something that says need improvement, what happens
3 there?

4 DR. CORTEZ-SUAREZ: It depends on what needs
5 improvement, I guess.

6 MS. FLAKES: I mean, would the person be required
7 to, other than there assessment --

8 DR. CORTEZ-SUAREZ: To a --

9 MS. FLAKES: -- to give a corrective action or to
10 address those things or -- I -- I'm --

11 MS. ARISTA-VOLSKY: You need to not --

12 MS. FLAKES: -- I'm asking --

13 MS. ARISTA-VOLSKY: -- be so tied down with
14 corrective action because you have a by-law that says
15 that the executive officers shall serve at the pleasure
16 of the board and may be terminated at any time subject
17 to the provisions of, you know, of his contract or
18 whatever by -- by affirmative vote of the board.

19 So I think that you may need to be flexible
20 because you don't know what anyone can do at any given
21 time that may say -- that may be so outrageous that --

22 MS. ALONSO: Well yeah because um, you want to
23 allow yourself the flexibility that if --

24 DR. CORTEZ-SUAREZ: Yes.

25 MS. ALONSO: -- the problem is serious enough --

1 MS. ARISTA-VOLSKY: Yeah.

2 DR. CORTEZ-SUAREZ: You're out of here.

3 MS. ARISTA-VOLSKY: Exactly.

4 MS. ALONSO: -- that you make a decision.

5 MR. AUSLANDER: And I also think that the by-laws

6 are broad enough that it would subsume the point you're

7 making that, you know, the board could then say, or

8 direct the CEO to come back with some --

9 DR. CORTEZ-SUAREZ: Yeah. Someone that we --

10 MS. ALONSO: Of course.

11 DR. CORTEZ-SUAREZ: -- really wanted to keep you

12 would say that.

13 MS. ALONSO: Right, right. Exactly. So it gives

14 the flexibility --

15 MS. ARISTA-VOLSKY: Exactly.

16 MS. ALONSO: -- to be able to do it.

17 MS. ARISTA-VOLSKY: Yeah. But I don't think you

18 want to --

19 MS. FLAKES: If -- if -- if someone is doing a --

20 a self assessment and they've identified that this

21 needs improvement I'm -- I'm just -- I mean it's just a

22 problem I'm having. But hear everybody's comments.

23 MS. DE MOYA: Well remember this is not -- this

24 -- this core skill is not a self assessment. The --

25 the -- is it?

1 MR. BROMBERG: No.

2 DR. CORTEZ-SUAREZ: No. No.

3 MS. ALONSO: No.

4 DR. CORTEZ-SUAREZ: That's the rating --

5 MS. ALONSO: The core skills is for reevaluating

6 --

7 MR. BROMBERG: It's your input.

8 MS. DE MOYA: Evaluated by the chairs and the

9 Executive Committee.

10 MS. ALONSO: Right.

11 DR. CORTEZ-SUAREZ: But at this level I would

12 expect --

13 MS. DE MOYA: But they're the ones identifying --

14 DR. CORTEZ-SUAREZ: -- that a CEO that says um,

15 I'm -- I really am not happy with what I did during the

16 -- this period in this particular area, therefore I

17 have taken corrective action. I would expect that, as

18 opposed to, I really didn't do a good job and you leave

19 it flat like that we have a pro --

20 MS. ALONSO: Right.

21 DR. CORTEZ-SUAREZ: -- I've got another kind of

22 problem, you know.

23 MS. ALONSO: Them recognizing that there is an

24 issue is part of being a good leader.

25 DR. CORTEZ-SUAREZ: Yes, it is.

1 MS. ALONSO: It would help.

2 DR. CORTEZ-SUAREZ: Okay. What else do we have
3 on this agenda? Is that it? Yep. Okay.

4 MS. DE MOYA: I just have a question.

5 DR. CORTEZ-SUAREZ: Yes.

6 MS. DE MOYA: Um, does the Human Resource -- does
7 this committee take the lead on the succession
8 planning?

9 DR. CORTEZ-SUAREZ: We would eventually, yeah. I
10 would think, right Maria Volsky?

11 MR. HINCAPIE: You've already made the motion --

12 MS. ARISTA-VOLSKY: I think so.

13 MR. HINCAPIE: -- that would accept the --

14 MS. ARISTA-VOLSKY: I think so. I think so.
15 You're the ones that would --

16 DR. CORTEZ-SUAREZ: Yeah.

17 (Multiple board members speaking at once)

18 MS. ARISTA-VOLSKY: You might want to have a
19 meeting in January.

20 DR. CORTEZ-SUAREZ: Of this -- of this committee.
21 March 2013 is a year and a half away but it go -- it's
22 very fast.

23 MS. ARISTA-VOLSKY: By the time Jan -- you meet
24 in January it will be a year for him.

25 DR. CORTEZ-SUAREZ: Yeah.

1 MS. ARISTA-VOLSKY: So that's something -- that's
2 something that entails --

3 DR. CORTEZ-SUAREZ: Is this something that he's
4 going to announce to the board? Do you know?

5 MS. ARISTA-VOLSKY: Oh I'm sure he probably will,
6 because he announced it to you.

7 DR. CORTEZ-SUAREZ: Yeah. He's going to announce
8 it at the board meeting. Yeah. Yeah, wow. Big.

9 MS. ARISTA-VOLSKY: So then, just so everybody's
10 clear. You've -- you've approved this as -- as
11 amended. It's not going to go to the board until the
12 January meeting as mentioned, right?

13 MS. JERRY: Yes.

14 MS. ARISTA-VOLSKY: And I just suggest that you
15 all have a meeting of this committee in January and
16 begin --

17 DR. CORTEZ-SUAREZ: Okay.

18 MS. ARISTA-VOLSKY: -- thinking about what you
19 want to do. That's my suggestion.

20 MS. ALONSO: And we might need to meet in
21 December --

22 DR. CORTEZ-SUAREZ: Well we --

23 MS. ALONSO: -- to review --

24 DR. CORTEZ-SUAREZ: -- we -- we have -- because
25 we -- we'll have some options. Do we hire a firm? Do

1 we -- I mean --

2 MS. ALONSO: Oh, you're talking about succession
3 planning.

4 DR. CORTEZ-SUAREZ: Yeah.

5 MS. ALONSO: I was talking about now the updated
6 evaluation that we need --

7 DR. CORTEZ-SUAREZ: I mean what kind of --

8 MS. ALONSO: -- to do this year.

9 DR. CORTEZ-SUAREZ: -- you know maybe we need to,
10 as a committee, and maybe with input from others, we
11 need to have a skill set that we're looking for, what
12 kind of qualities. I mean, all kinds of issues.

13 MS. ALONSO: Oh, yeah. This is not an easy task.

14 DR. CORTEZ-SUAREZ: No. This is a tough job.

15 MS. ALONSO: Yes. Not just for us, but for any
16 organization. We just went -- we just went through it
17 at Citrus.

18 DR. CORTEZ-SUAREZ: It's very hard.

19 MS. ALONSO: Succession planning, succession
20 plan.

21 DR. CORTEZ-SUAREZ: It's very hard. Now he -- he
22 can be very helpful --

23 MS. ALONSO: Of course.

24 DR. CORTEZ-SUAREZ: -- to -- he can be very
25 helpful in --

1 MS. ALONSO: You need to -- yeah.

2 MR. HINCAPIE: Well the fact that --

3 MS. ALONSO: You need to engage --

4 MR. HINCAPIE: -- the fact that he --

5 MS. ALONSO: -- the assistance --

6 MR. HINCAPIE: -- the fact that he's coming

7 forward --

8 DR. CORTEZ-SUAREZ: Yeah. He can be very
9 helpful.

10 MR. HINCAPIE: -- and putting it on the agenda
11 now --

12 MS. ALONSO: Right. He's a critical person to
13 help us --

14 MR. HINCAPIE: Yeah.

15 DR. CORTEZ-SUAREZ: Yeah.

16 MS. ALONSO: -- come up with the skill sets. No
17 question about it.

18 DR. CORTEZ-SUAREZ: And the staff, the immediate
19 staff. Okay. Well, I move we adjourn. Does anybody
20 also move that or second me?

21 MS. ALONSO: Yes.

22 DR. CORTEZ-SUAREZ: Thank you very much.

23 (Thereupon, the meeting was adjourned at 5:13 p.m.)

24

25

REPORTER'S CERTIFICATE

STATE OF FLORIDA:

COUNTY OF MIAMI-DADE :

I, Fernando Subirats, Court Reporter and Notary

Public in and for the State of Florida at Large, do hereby

certify that I was authorized to and did report The

Children's Human Resources Committee meeting; that the

foregoing pages, numbered from 1 to 68, inclusive,

constitute a true and complete record of my notes.

I further certify that I am not a relative, employee,

attorney or counsel of any of the parties, nor am I a

relative or employee of any of the parties' attorney or

counsel connected with the action, nor financially

interested in the action.

Dated this 18TH day of NOVEMBER, 2011.



Fernando Subirats

Court Reporter

<p style="text-align: center;">A</p> <p>able (5) 6:7 22:23 23:11 39:18 62:16</p> <p>above (4) 17:9,10 27:1 41:22</p> <p>abreast (1) 10:16</p> <p>Absolutely (4) 38:23 39:15,17 43:22</p> <p>academic (1) 9:18</p> <p>accept (1) 64:13</p> <p>accepted (2) 10:5,6</p> <p>accomplished (1) 20:19</p> <p>accomplishing (1) 42:15</p> <p>accomplishment (1) 34:22</p> <p>accomplishments (4) 14:8,13,22 21:3</p> <p>account (1) 18:4</p> <p>accountability (1) 6:12</p> <p>achieve (1) 6:7</p> <p>across (1) 41:20</p> <p>act (1) 19:14</p> <p>acted (1) 12:16</p> <p>action (5) 61:9,14 63:17 68:13,14</p> <p>activities (1) 15:25</p> <p>actual (1) 16:25</p> <p>actually (7) 15:15 16:9 19:17,19 25:5,25 29:11</p> <p>add (10) 13:22 20:24 29:16 30:15 32:23 33:1 40:25 43:20 44:6 57:5</p> <p>addition (2) 15:15 18:16</p> <p>additional (1) 52:10</p> <p>address (3) 23:1,4 61:10</p> <p>addressed (2) 34:25 35:21</p> <p>adjectives (1) 42:6</p> <p>adjourn (1) 67:19</p> <p>adjourned (1) 67:23</p> <p>adjusted (1) 52:10</p> <p>adopts (1) 57:23</p> <p>advertised (1) 10:14</p> <p>advertising (1) 8:11</p> <p>advising (1) 4:7</p> <p>affect (1) 27:2</p> <p>affected (1) 7:9</p> <p>affirmative (2) 31:9 61:18</p> <p>African (1) 6:2</p> <p>after (3) 7:13 55:17 57:23</p> <p>again (2) 29:7 38:8</p> <p>agency (1) 9:9</p> <p>agenda (4) 13:18 55:8 64:3 67:10</p> <p>ago (5) 4:2 12:22,23 15:19 28:14</p> <p>agree (7) 36:13 37:5 42:8,11,19 47:13</p>	<p>55:7</p> <p>ahead (1) 58:8</p> <p>allow (2) 11:2 61:23</p> <p>allows (1) 24:25</p> <p>almost (3) 41:6,8,10</p> <p>along (1) 37:8</p> <p>already (5) 46:25 57:15 58:7,9 64:11</p> <p>also (3) 9:12 62:5 67:20</p> <p>alternatives (1) 12:9</p> <p>always (2) 3:6 14:6</p> <p>am (6) 12:4 19:9 42:12 63:15 68:10,11</p> <p>amended (3) 56:12,13 65:11</p> <p>amendment (1) 59:9</p> <p>amendments (1) 59:9</p> <p>American (1) 6:3</p> <p>ample (1) 11:7</p> <p>an (12) 5:14 17:11 20:25 31:9 36:17,25 38:4 39:14 41:24 45:4 63:23 66:13</p> <p>Andy (1) 4:20</p> <p>and/or (1) 13:10</p> <p>announce (2) 65:4,7</p> <p>announced (1) 65:6</p> <p>annual (4) 41:24 45:18 45:23 49:17</p> <p>annually (2) 45:19,20</p> <p>another (6) 5:17 16:9 26:19 27:6 38:11 63:21</p> <p>anybody (3) 11:15 41:23 67:19</p> <p>anymore (3) 11:3 12:1 12:2</p> <p>anyone (2) 10:15 61:20</p> <p>anything (3) 24:25 47:20 48:3</p> <p>anyway (1) 60:19</p> <p>apply (3) 10:13,17 57:22</p> <p>approach (3) 25:10,11 25:12</p> <p>approve (5) 3:11,23 22:18 38:2,18</p> <p>approved (2) 8:16 65:10</p> <p>approving (1) 3:20</p> <p>area (4) 5:9,16 43:4 63:16</p> <p>areas (8) 15:20 17:8,9 17:10 19:6 25:20 39:5 61:1</p> <p>aren't (2) 48:4 53:5</p> <p>around (2) 5:13 22:15</p> <p>Article (1) 30:23</p> <p>ask (5) 4:5 19:14 58:10 58:11,12</p> <p>asked (2) 23:6 55:18</p> <p>asking (7) 40:1,4 57:11 57:12,25 58:22 61:12</p> <p>assistance (1) 67:5</p> <p>Associates (1) 2:7</p>	<p>Association (1) 9:11</p> <p>assuming (1) 31:24</p> <p>attach (1) 17:16</p> <p>attachment (1) 59:5</p> <p>attachments (2) 59:10 59:11</p> <p>attention (1) 6:4</p> <p>attorney (2) 68:11,12</p> <p>August (1) 12:23</p> <p>AUSLANDER (6) 53:5,8,17,22 55:21 62:5</p> <p>authority (1) 8:8</p> <p>authorization (1) 4:5</p> <p>authorized (1) 68:6</p> <p>automatic (1) 11:20</p> <p>Avenue (1) 1:7</p> <p>aware (2) 24:2 30:16</p> <p>away (1) 64:21</p> <p>Aye (1) 56:18</p> <hr/> <p style="text-align: center;">B</p> <p>B (1) 52:21</p> <p>Babies (1) 9:8</p> <p>back (11) 10:25 11:1,6 17:21 18:7 19:11 27:11 43:10 52:21 54:25 62:8</p> <p>background (1) 9:12</p> <p>bar (3) 41:22,22,24</p> <p>base (1) 16:3</p> <p>based (8) 3:8 18:3,9 19:14,15 20:23 23:2 23:4</p> <p>basic (1) 5:2</p> <p>Basically (1) 37:10</p> <p>basis (1) 39:14</p> <p>become (1) 6:13</p> <p>becomes (3) 20:25 30:1 42:5</p> <p>been (15) 5:3,14 6:7 9:1,6,23 10:11,20 13:2 15:5 16:11 17:24 18:12,13 34:3</p> <p>before (6) 12:22 18:1 18:13 43:2,7 50:3</p> <p>began (1) 3:2</p> <p>begin (3) 11:7 49:5 65:16</p> <p>beginning (1) 58:1</p> <p>behavioral (1) 34:24</p> <p>behind (1) 16:1</p> <p>being (10) 5:25 6:4 15:20 19:7,20 25:9 41:25 42:3 55:8 63:24</p> <p>believe (3) 5:7,24 15:16</p> <p>believed (1) 22:1</p> <p>below (3) 7:4 41:22,24</p> <p>better (4) 36:12 37:2 42:18 56:7</p> <p>between (2) 40:2 41:3</p> <p>Bevone (2) 1:19 5:9</p> <p>big (6) 28:25 29:1 35:6 40:2 42:12 65:8</p>	<p>bio (1) 9:4</p> <p>bit (2) 15:19 35:24</p> <p>blows (1) 28:23</p> <p>boards (1) 53:19</p> <p>board's (6) 24:14,20 30:4 52:2 53:1 54:9</p> <p>boast (1) 14:14</p> <p>boasting (1) 19:7</p> <p>Bob (6) 2:7 12:10 13:2 15:4 17:14 35:16</p> <p>bonus (2) 47:20,25</p> <p>both (3) 24:17 25:25 26:1</p> <p>Brazelton (1) 9:14</p> <p>Bregman (1) 4:20</p> <p>bright (1) 9:17</p> <p>bring (3) 3:3 13:15 15:11</p> <p>bringing (1) 6:10</p> <p>broad (2) 35:8 62:6</p> <p>brought (2) 3:8 13:2</p> <p>budget (11) 5:5 6:17 8:2,16 36:20,21 48:1 48:8,9,11 49:3</p> <p>budgeted (1) 5:4</p> <p>bullet (6) 15:21 16:1,9 17:1 21:23 25:20</p> <p>bullets (3) 23:5 25:17 26:7</p> <p>bunch (1) 17:20</p> <p>business (1) 3:10</p> <p>by (17) 1:9 3:9 6:6 7:9 15:17 30:25 31:2,9 33:7 35:20 44:12 55:23 57:12 61:18,18 63:8 64:23</p> <p>by-law (1) 61:14</p> <p>by-laws (9) 30:17,17 33:2,7,7,12 35:5 36:8 62:5</p> <hr/> <p style="text-align: center;">C</p> <p>C (1) 3:1</p> <p>called (2) 1:9 10:23</p> <p>came (3) 10:25 11:1 26:13</p> <p>can't (3) 3:16 18:24 59:24</p> <p>carried (1) 12:24</p> <p>carry (2) 34:23 35:2</p> <p>case (4) 26:2 34:21 37:4 46:24</p> <p>catch (1) 9:25</p> <p>category (1) 42:14</p> <p>Center (1) 9:7</p> <p>CEO's (2) 52:9,23</p> <p>CEO/President (1) 55:9</p> <p>certain (1) 19:21</p> <p>CERTIFICATE (1) 68:1</p> <p>certify (2) 68:6,10</p> <p>CFO (1) 24:25</p> <p>chain (1) 34:21</p> <p>chair (7) 1:9,12 15:11 44:18 45:10 47:16</p>	<p>55:23</p> <p>change (2) 23:2 48:19</p> <p>changes (6) 13:24 29:9 47:7 56:2,9,24</p> <p>charge (1) 4:22</p> <p>Charles (1) 54:6</p> <p>check (1) 40:7</p> <p>checking (1) 43:19</p> <p>checks (2) 40:8 44:16</p> <p>Chief (8) 1:13 4:20 5:9 9:2 30:23,24 31:1,6</p> <p>child (3) 5:11 9:13,24</p> <p>childhood (1) 9:24</p> <p>Children's (5) 1:2,5 9:9 18:2 68:7</p> <p>Chiles (1) 9:7</p> <p>choice (5) 11:13,14,22 55:5,6</p> <p>chooses (1) 54:15</p> <p>circumstance (1) 57:17</p> <p>Citrus (3) 17:20 18:22 66:17</p> <p>clear (1) 65:10</p> <p>clearly (1) 34:23</p> <p>Clerk (1) 2:4</p> <p>close (1) 4:11</p> <p>closely (1) 29:22</p> <p>colleague (1) 10:12</p> <p>Colyer (1) 10:12</p> <p>combine (1) 24:13</p> <p>come (9) 4:5 8:4 11:6 28:2,3 41:20 61:1 62:8 67:16</p> <p>comes (1) 54:25</p> <p>comfortable (2) 39:23 41:1</p> <p>coming (2) 48:16 67:6</p> <p>commencing (1) 1:6</p> <p>comment (12) 15:10 16:3,7,22 17:9 22:1 22:2 26:4 39:4 40:11 43:18 44:10</p> <p>commented (2) 25:21 27:20</p> <p>commenting (2) 34:4 40:12</p> <p>comments (7) 7:25 18:24 25:23 43:21 44:6 52:10 62:22</p> <p>commitment (1) 9:22</p> <p>committed (1) 9:23</p> <p>committees (7) 3:7 23:25 39:10 51:15 52:1,8 53:1</p> <p>community (4) 4:22 5:16 6:3 10:11</p> <p>company (2) 14:12,13</p> <p>compensation (2) 47:20,25</p> <p>complete (10) 23:11 24:18 38:20 45:2 46:5,6 47:6 49:24 50:16 68:9</p> <p>completing (1) 13:14</p> <p>component (2) 34:19</p>
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38:25 components (1) 34:14 concept (1) 16:1 conducted (1) 34:6 Conference (1) 1:8 conflict (1) 19:19 connected (1) 68:13 consent (1) 4:8 consider (2) 31:4 48:7 constitute (1) 68:9 consulted (1) 11:15 contact (1) 15:25 context (1) 34:5 continuation (1) 26:18 continue (2) 4:14 5:8 continuing (1) 5:25 contract (6) 29:19 31:2 31:3,5,9 61:17 contracts (3) 4:12,15 6:11 cont'd (1) 2:2 conversation (1) 18:7 copies (2) 31:16,18 copy (1) 56:5 core (10) 33:22 34:2,3 34:17,24 35:1 38:25 39:7 62:24 63:5 correct (7) 7:22 12:7 16:20,21 17:4 35:3 40:21 corrective (3) 61:9,14 63:17 counsel (3) 1:15 68:11 68:13 county (2) 10:19 68:3 course (5) 4:14 14:19 21:2 62:10 66:23 court (3) 30:10 68:4,19 courtesy (1) 8:19 coverage (1) 5:23 co-signed (1) 55:23 crazy (1) 41:14 create (1) 19:19 created (2) 15:17,17 critical (8) 4:10 19:7 21:19,20 22:3 25:10 39:1 67:12 critique (1) 14:9 currently (1) 9:8 Cursory (1) 36:3 curve (1) 37:1	60:3,6,8 65:21 decide (1) 48:22 decided (1) 13:5 decision (1) 62:4 decisions (1) 23:2 deep (1) 9:22 deeply (2) 9:23 60:25 define (1) 42:3 defined (2) 19:6 33:12 definition (3) 34:3,5 40:15 deliberations (1) 13:4 delivered (1) 5:25 department (1) 25:6 depends (2) 21:20 61:4 detailed (3) 24:9 36:5 36:5 details (1) 13:20 develop (2) 25:13,23 developed (1) 18:24 development (7) 5:11 9:13,24 24:5 25:7,12 25:23 dialogue (1) 19:25 did (18) 4:6 6:25 7:21 11:15,18 14:5 20:5 21:6,7 28:2,2 36:23 37:24 38:1 40:5 46:25 63:15 68:6 didn't (10) 4:4 10:7 19:9 21:8 36:15 37:12,16,18,20 63:18 difference (1) 28:21 different (5) 5:22 17:22 20:17,23 57:17 difficult (5) 21:11,13 21:14,15,17 direct (1) 62:8 direction (6) 6:4 7:25 20:23 21:5,9 43:20 directly (1) 23:20 director (4) 9:6 10:10 24:4,20 Directors (1) 1:11 director's (1) 24:19 discuss (3) 4:2 12:15 55:16 discussed (3) 33:9 55:8 55:17 discusses (2) 54:21 55:14 discussion (2) 12:25 17:21 discussions (2) 18:5,10 disrupt (1) 5:7 distributed (1) 16:11 document (15) 16:9 20:24 21:23 22:6,10 26:20,21 29:8 30:1 31:25 38:14 40:23 45:7 56:2 57:7 does (15) 7:8 14:20 17:8 28:18,22 34:7,9 34:9 44:19 45:21 46:14 50:2 64:6,6 67:19	doesn't (5) 29:15,16,17 37:9 60:18 doing (7) 8:14 26:2 41:9,19 42:17 49:4 62:19 done (5) 5:10 14:15 28:14 48:7 52:6 Donovan (1) 4:21 down (5) 6:22 9:21 13:6 35:19 61:13 drafted (1) 17:24 drop (5) 10:23 11:20 11:23 12:3,4 dropped (1) 10:24 due (1) 14:22 during (2) 13:3 63:15 duties (6) 31:11,15,23 32:4 33:12 35:5 duty (1) 31:23 Duvall (6) 1:23 18:2,2 18:18,21,23	evaluators (1) 19:22 even (3) 5:4 36:19 38:3 eventually (1) 64:9 every (2) 45:14 55:21 everybody (3) 15:24 50:18 54:3 everybody's (2) 62:22 65:9 everyone (1) 31:20 Everything (2) 32:19 32:22 exactly (6) 8:24 20:13 51:9 62:3,13,15 example (1) 34:8 exceeds (3) 42:4,5,13 excuse (4) 54:15,16 55:11,11 excuses (1) 54:20 exercise (2) 19:18 25:5 exhibit (1) 17:11 expect (3) 17:12 63:12 63:17 expectation (1) 42:13 expectations (2) 42:4,5 expected (1) 23:3 explore (1) 12:9 exploring (1) 5:14 extent (1) 14:21 ex-officio (1) 1:15 e-mail (1) 45:5	firm (1) 65:25 first (6) 3:5,10 31:14 41:23 50:21 52:22 five (15) 11:21 13:24 15:20 17:8,8,10 21:24 25:21 28:14 34:10,16 35:18 39:4 40:5 41:20 Flakes (6) 1:13 60:24 61:6,9,12 62:19 flat (1) 63:19 flexibility (2) 61:23 62:14 flexible (1) 61:19 Floor (1) 1:7 Florida (6) 1:8 9:11 10:20,22 68:2,5 fluid (1) 29:8 focus (3) 6:1 16:1 39:5 focuses (1) 5:18 folks (3) 4:23 5:11 7:15 following (1) 60:2 follows (3) 27:7,9,11 food (1) 34:21 foregoing (1) 68:8 foremost (1) 41:23 form (4) 22:11 26:22 52:11 59:7 former (1) 10:12 forth (3) 3:9 17:21 18:7 forward (5) 49:9 54:17 57:23 58:1 67:7 foundation (1) 16:23 foundations (1) 9:7 four (9) 13:6,12 15:18 28:19,22 40:6 41:9 42:20 61:1 freeze (1) 4:3 from (19) 3:12 4:17 5:2 6:8,22 15:1 16:2 18:25 23:11 26:19,19 26:21 27:6 47:3 48:19 55:13 58:21 66:10 68:8 front (1) 57:5 frozen (1) 5:4 full (6) 13:17 24:21 52:12 55:14,15 59:13 function (1) 42:5 funding (1) 7:5 further (2) 18:16 68:10 future (1) 29:24
D	D	E	F	G
D (1) 3:1 Dalia (1) 1:20 dangerous (2) 30:8 32:6 data (1) 34:8 Dated (1) 68:15 Dave (1) 15:17 day (3) 15:24,24 68:15 days (4) 45:2,3 46:5 58:13 deal (2) 57:24,25 deals (3) 5:19,20,21 December (5) 10:7	D (1) 3:1 Dalia (1) 1:20 dangerous (2) 30:8 32:6 data (1) 34:8 Dated (1) 68:15 Dave (1) 15:17 day (3) 15:24,24 68:15 days (4) 45:2,3 46:5 58:13 deal (2) 57:24,25 deals (3) 5:19,20,21 December (5) 10:7	E (3) 1:13 3:1,1 early (1) 9:23 earth (1) 9:21 easier (2) 14:12 31:18 easy (2) 9:21 66:13 Eduardo (1) 10:23 effective (4) 39:24 40:2 41:3 42:22 eighty (1) 6:10 either (2) 19:7 42:14 elevate (1) 5:12 eliminate (1) 6:25 eliminated (1) 6:24 else (8) 4:24,25 10:15 17:13 26:14 32:19,22 64:2 em (2) 42:22 43:3 employed (2) 30:25 31:2 employee (2) 68:10,12 encompassed (1) 35:9 encourage (2) 10:16,17 encouraged (1) 10:13 end (2) 11:20 60:12 ended (1) 22:25 ends (1) 12:5 engage (1) 67:3 enough (4) 35:8 41:9 61:25 62:6 entails (1) 65:2 entry (1) 6:7 equity (1) 9:22 essentially (2) 15:22 42:13 eval (1) 43:17 evaluate (2) 13:10 14:21 evaluated (5) 15:20 19:20 34:17 42:1 63:8 evaluating (1) 33:21 evaluations (1) 13:10 evaluator (1) 41:25	F (1) 1:14 fact (6) 28:18,19 41:20 67:2,4,6 factors (4) 16:7 21:24 22:3,4 fairly (1) 19:17 falls (1) 41:24 famous (1) 10:24 far (1) 11:4 fast (1) 64:22 favor (2) 3:20 56:17 feed (1) 19:11 feel (8) 4:10 6:11 29:10 36:12 37:2 41:1,23 56:7 Fernando (2) 68:4,18 fill (9) 4:4,10,16 5:6 6:13 8:9 17:1 32:2 43:19 filling (1) 5:10 final (2) 46:1 49:18 finally (1) 13:17 finance (6) 28:23 30:4 32:8,10 36:15 37:11 finances (1) 28:9 financial (2) 28:6 29:20 financially (2) 11:24 68:13 find (2) 10:9 35:20 fine (4) 32:22 52:3 54:12 60:10 fire (3) 41:25 42:22 43:2	G (1) 3:1 game (1) 5:15 Garcia (1) 1:20 gave (1) 37:25 geared (1) 20:14 general (1) 20:18 generic (1) 35:5 get (7) 30:3 36:14 43:7 43:9 44:16 47:2 48:3 gets (2) 34:8 41:24 getting (2) 4:7 37:8

43:13 44:22 58:22,22 59:19 67:20 meant (1) 4:3 measurement (3) 12:17 13:15 17:11 Medical (1) 9:6 medicine (1) 9:12 meet (5) 3:6 51:7 60:8 64:23 65:20 meetings (1) 12:22 meets (1) 3:7 members (9) 11:16 30:25 31:10 33:23 52:1 53:1,14 54:8 64:17 Mental (1) 9:11 mention (1) 17:7 mentioned (1) 65:12 messed (2) 36:19,21 Miami (1) 1:8 Miami-Dade (2) 1:5 68:3 might (7) 8:25 11:9 30:8,17 45:4 64:18 65:20 mind (1) 48:14 mine (1) 56:6 minutes (3) 3:11,22,23 missed (1) 13:21 missing (1) 33:19 mix (1) 4:12 Mo (8) 3:24 6:15 15:12 15:13 20:3 29:23 37:24 43:10 Modesto (1) 1:13 Monday (2) 59:22,23 monitor (1) 4:14 monthly (2) 46:2 49:19 months (4) 4:19 11:6 13:12 45:14 more (12) 7:4,4 9:19 14:8 21:19 23:20 24:13 27:22 35:5 36:5 40:25 51:4 most (5) 4:19 5:19 31:25 34:23 41:19 Motion (1) 9:8 motion (1) 64:11 move (4) 3:14 48:18 67:19,20 moved (1) 56:14 much (6) 20:9 30:14 36:12 42:17 59:2 67:22 Multiple (2) 11:16 64:17 Muriel (1) 2:4 must (4) 44:6 55:9,10 57:6 my (14) 8:8 10:18 19:6 19:16 22:22,23,23 23:2 24:3 34:20,20 36:22 65:19 68:9 myself (2) 12:12 15:18	N (1) 3:1 necessarily (2) 14:9 19:22 needed (1) 52:10 needs (7) 19:11 39:24 43:2,3 58:17 61:4 62:21 neighborhood (2) 5:16 10:11 neighborhoods (2) 4:22 5:19 Nelson (1) 1:14 networks (1) 5:21 never (3) 11:15 36:14 48:13 new (12) 4:13 6:9,10 12:20 17:23,24 49:14 56:20 57:12 59:3,3,6 newspapers (1) 8:13 next (7) 38:9 43:6,8 52:19 58:1 59:21,23 none (1) 7:9 non-accomplishmen... 21:3 nor (2) 68:11,13 notably (1) 4:19 Notary (1) 68:4 notes (1) 68:9 November (3) 1:6 38:3 68:15 now (16) 3:24 6:16 10:20 13:22 24:24 25:2,8 43:12 44:22 44:23 57:24 58:20 59:3 66:5,21 67:11 number (17) 4:9,18,19 4:23 5:1 6:15 9:6,14 13:4,10 15:21 16:9 27:13 30:8 31:25 49:16 56:1 numbered (1) 68:8 numeral (1) 49:17	59:24 65:5 66:2,13 once (6) 11:16,19,19 11:20 45:15 64:17 ones (4) 4:13 17:20 63:13 64:15 ongoing (1) 39:14 only (5) 3:12 9:12 17:5 24:3 30:6 onto (1) 27:19 Ooooooh (1) 37:23 open (1) 22:25 operate (2) 6:11 50:14 opportunities (2) 23:1 23:1 opportunity (2) 10:8 20:25 opposed (2) 14:14 63:18 options (1) 65:25 order (6) 1:9 3:4,10 5:7 6:11 11:6 organization (5) 14:18 19:4 21:4 30:2 66:16 organization's (1) 24:7 original (1) 16:4 originally (1) 15:17 other (14) 5:10 17:20 21:23 24:2 43:17,20 47:7 51:25 52:25 53:11,18,24 54:20 61:7 others (3) 10:15 57:1 66:10 otherwise (1) 44:15 our (18) 3:5,10,25 4:20 4:21 5:15,19,19,20 5:21 9:9 10:16 24:4 43:8 48:8 56:19,20 59:21 outcomes (1) 23:3 outrageous (1) 61:21 outstanding (9) 27:2 34:9 39:23 40:2 41:2 41:3,10 42:22 43:2 over (9) 3:24 12:14,18 13:3 15:11 19:5 28:7 29:9 56:25 overall (1) 14:8 own (1) 29:14	pass (1) 3:24 passed (2) 56:20 57:18 past (4) 9:10 13:3 15:16 16:11 pediatrician (1) 9:5 people (10) 4:19 7:10 7:18,19 19:16 21:18 21:19 23:19 43:19 53:11 percent (6) 28:10,20 29:3,5 30:6,8 percentages (8) 32:6 32:17,24 36:12 37:3 57:1,5,9 Perfect (1) 59:18 performance (6) 12:17 14:10,11 17:11 22:24 52:11 performing (1) 41:13 perhaps (1) 19:21 period (3) 55:20,22 63:16 periodically (1) 3:8 person (6) 9:21 25:9 26:1 41:25 61:6 67:12 Peter (1) 9:4 phasing (1) 4:13 philosophically (1) 41:23 picture (1) 24:18 piece (3) 37:24 38:20 38:22 plan (4) 11:8 24:5 25:12 66:20 planning (4) 25:3 64:8 66:3,19 plans (1) 12:11 please (1) 28:13 pleased (1) 9:3 pleasure (2) 31:7 61:15 plenty (1) 11:10 point (13) 4:10,11 12:12,17 16:23 19:23 19:25 26:3 33:11 35:20,20 48:17 62:6 pointed (1) 12:25 points (6) 15:21 16:1 16:10 17:1 25:18,20 policies (2) 17:22 25:23 policy (18) 13:5,19 17:12,18 18:6,12,17 22:18 56:11,19,20,21 57:23 58:3 59:3,4,7 59:8 policy's (2) 13:7 17:23 portion (1) 39:1 position (12) 5:12,17 8:9 9:2 10:1,4,7,13 10:14 24:23 32:3 39:2 positions (15) 4:4,9,15 5:1,3,4,6 6:7,14,16 6:24,25 7:9,12 8:25 possibility (1) 11:5	possible (1) 36:2 postings (1) 10:16 powers (2) 4:6 31:14 prepared (1) 58:8 prepares (2) 46:22,23 preparing (1) 20:3 present (7) 49:2 50:18 59:1,12,16,17,20 presentation (2) 52:12 54:13 presented (7) 24:14 33:8 38:14 46:2 48:20 49:19 58:21 presents (2) 24:4,17 president (10) 9:10 30:24 31:6 44:19 47:6 49:18 54:14,15 55:18,21 previous (4) 19:5 21:2 38:5,6 pre-evaluation (1) 15:23 prior (3) 15:6 48:7,9 pro (1) 63:19 probably (4) 12:20 38:15 44:25 65:5 problem (10) 18:14 28:23,25 29:1,3,5 42:2 61:25 62:22 63:22 procedure (8) 13:9 37:13,21 38:2 56:20 56:21,21 57:12 procedures (1) 25:24 proceed (1) 13:7 process (8) 12:21,25 38:4 41:13 43:12 60:16,19,25 processes (1) 24:2 program (2) 4:21 5:17 programs (7) 5:18,21 5:22 6:1,2,5,6 proponent (1) 42:12 provide (6) 15:23 16:2 21:1 26:3 40:15 52:9 provided (4) 16:23 17:19,20 34:4 providing (1) 40:14 provisions (2) 31:8 61:17 public (3) 10:22 50:13 68:5 publishing (1) 9:18 punched (1) 26:22 purview (1) 8:18 put (11) 5:22 13:6,19 17:7 18:3 30:5 31:5 31:25 44:7 45:17 52:22 putting (1) 67:10 p.m (3) 1:7 3:2 67:23
<hr/> N <hr/>	<hr/> O <hr/> O (1) 3:1 objectives (2) 34:16,22 obviously (3) 35:4 36:4 43:23 October (3) 13:18 46:3 48:16 odd (1) 50:5 off (4) 7:10,15 36:11 43:20 offer (1) 5:8 offered (2) 10:1,3 office (1) 44:20 Officer (9) 1:13 4:20 4:21 5:9 9:2 30:23 30:24 31:1,6 officers (1) 61:15 officer/director (1) 5:18 often (1) 45:13 oh (13) 15:18 19:9 26:16,23 27:2 30:6 45:15 53:20 58:24	<hr/> P <hr/> P (1) 3:1 Padron (1) 10:23 page (7) 13:6 26:24 27:11,14,20 31:18 57:5 pages (2) 13:24 68:8 paragraph (2) 49:16 52:21 Pardon (1) 58:22 part (4) 27:13 33:22,23 63:24 particular (4) 26:24 41:15 57:20 63:16 parties (2) 68:11,12 partnerships (1) 5:20	<hr/> Q <hr/> qualities (1) 66:12 quality (1) 5:8 question (9) 8:1 14:1	

28:4 39:22 47:19
60:21,24 64:4 67:17
questions (2) 7:24
19:15

R

R (1) 3:1
range (1) 42:15
rate (4) 4:18 33:23
39:20 40:5
rather (5) 3:7 4:15,17
9:1 19:19
rating (9) 26:9,25
40:19,20,23 41:21
44:7,13 63:4
ratings (3) 39:23 40:25
41:20
re (1) 20:3
reached (1) 9:3
read (5) 13:21 30:20
31:12 43:13,16
ready (1) 59:25
really (18) 5:12,15 7:3
8:9 9:21 14:7 16:2
16:12 20:7,7 21:4
25:7 28:21 42:2 49:8
62:11 63:15,18
realm (1) 11:9
reason (1) 3:25
reasonable (1) 42:15
receipt (3) 43:14 51:19
52:23
received (2) 4:24 15:16
recognizing (1) 63:23
record (2) 5:14 68:9
Recording (1) 3:2
recruiting (1) 9:2
reevaluating (1) 63:5
refer (1) 31:20
reference (1) 44:15
reflect (3) 14:21 17:3
31:23
reflection (1) 24:6
reflective (2) 24:13
32:3
refresh (1) 43:10
related (1) 12:11
relation (3) 21:2 25:15
25:15
relations (2) 24:12
30:3
relationship (1) 24:10
relative (2) 68:10,12
remember (9) 7:1
12:20 17:17,18 18:14
18:17,24 20:3 62:23
remind (1) 30:22
report (5) 3:25 19:4
24:21 36:22 68:6
Reporter (2) 68:4,19
REPORTER'S (1)
68:1
reporting (1) 14:22
request (8) 44:18 45:9
46:4,7,13,17 57:16
57:16

requested (1) 45:7
require (2) 17:6 54:16
required (1) 61:6
researcher (1) 9:15
Resource (2) 45:22
64:6
Resources (6) 1:3,5 3:4
13:9 44:18 68:7
response (2) 37:6 52:9
responsibilities (2)
33:12,18
rest (1) 6:6
resume (1) 9:4
retention (1) 24:10
retirement (2) 10:18
10:20

Revelo (1) 1:21
review (13) 13:16 18:8
18:9,15 20:7 22:24
50:1,2,3 51:22 52:9
52:24 65:23
reviewed (4) 17:18
19:2,2 33:7
reviews (1) 16:18
revisions (1) 18:9
re-join (2) 55:19,20
re-joins (1) 55:2
re-telling (1) 8:21
ridiculous (1) 42:9
rights (1) 9:23
risk (1) 5:19
Ritchie (1) 1:19
rolls (1) 9:20
Roman (1) 49:16
Room (1) 1:8
routinely (1) 3:7

S

S (1) 3:1
said (5) 8:2 16:8,21
31:8 43:1
same (7) 26:5,7,21
35:2 50:9,18 52:18
sample (2) 17:19 18:17
sat (1) 35:19
satisfactory (3) 39:24
41:21 42:4
savings (3) 4:17 5:2
6:8
say (14) 17:8 19:9 30:2
30:17 31:5 33:2
44:14,21 53:20,23,24
61:21 62:7,12
saying (8) 15:1 19:12
25:8 28:24 48:5
53:17,18,18
says (14) 17:10 22:18
27:4 30:23 31:11
36:15 44:17 45:1,20
51:19 54:14 61:2,14
63:14
scares (1) 28:9
School (1) 9:6
sciences (1) 9:16
scores (1) 52:10
second (5) 3:16,19

33:22 56:16 67:20
secretary (2) 53:10,13
section (2) 26:8 34:17
sections (2) 21:24
25:21
see (11) 8:10 11:14
13:7 19:22 22:6,9
23:8 27:9,16 28:9
33:4
seeing (1) 35:7
seem (1) 37:9
seen (1) 17:25
self-evaluation (1)
13:11
Senior (1) 4:21
sense (4) 27:22 48:23
51:4 54:11
sent (3) 18:10,13,15
sentence (1) 52:22
separate (1) 60:19
separately (1) 34:18
September (1) 48:12
serious (1) 61:25
serve (2) 31:6 61:15
served (1) 9:10
service (2) 5:20,21
services (6) 4:22 5:7,8
5:17,25 10:11
serving (2) 31:1,10
set (3) 34:14 42:16
66:11
sets (1) 67:16
settings (1) 9:15
seven (6) 13:25 27:14
27:14 34:3 35:2,17
shall (14) 30:24 31:2,6
31:15 43:16 45:23
46:4 47:6 49:17
51:22 52:9,9,24
61:15
share (3) 43:17 51:23
52:24
she (2) 48:22 54:15
she's (1) 38:15
short (1) 9:4
should (16) 12:12
31:22,23 32:3 34:4
38:4 46:8,9 48:7,8
52:22 54:16 58:10,11
58:25 59:12
shoulders (1) 14:18
significant (1) 34:23
simply (1) 41:18
since (4) 15:24 57:11
57:15,17
Singh (1) 4:21
sister (1) 9:9
Sit (1) 15:12
sitting (2) 3:13 15:13
six (2) 11:6 27:11
skill (3) 62:24 66:11
67:16
skills (12) 24:8 25:7
33:23 34:3,3,17,24
35:1 38:25 39:6,7
63:5

sleeves (1) 9:20
some (16) 4:15 5:13
6:8,10 14:20 15:23
16:2 21:18,19 23:2
33:1 40:15,15 52:3
62:8 65:25
somehow (1) 37:8
someone (5) 9:19
36:14 42:3 62:9,19
something (19) 6:10
10:21,23 12:15 13:21
13:22 17:13 18:19
20:3 26:13 31:4
33:19,20 44:15 48:7
61:2 65:1,2,3
somewhere (5) 4:24,25
15:2 22:14 35:21
sorry (2) 48:13 58:24
sounds (2) 50:5 55:25
Southwest (1) 1:7
speaking (3) 10:12
11:16 64:17
special (3) 50:17 53:2
54:11
specific (1) 15:21
specifically (1) 13:14
specify (1) 46:8
split (1) 5:22
splitting (1) 42:2
spouses (1) 4:24
staff (7) 1:18 2:2 24:10
24:25 25:15 67:18,19
standard (1) 57:13
standing (6) 51:14
52:1,25 53:5,18,24
start (3) 10:7 12:12
15:1
started (3) 10:19 12:15
12:21
starting (3) 16:23
25:17 26:3
state (3) 4:25 68:2,5
stated (1) 39:23
statements (4) 13:8
35:6,6 36:9
stay (2) 5:15 10:16
step (2) 6:3 43:8
Steve (1) 15:18
still (5) 5:5 7:3 21:10
36:25 38:3
strengths (1) 24:7
struggle (1) 41:15
studied (1) 35:20
stuff (1) 47:25
stupid (1) 42:7
Subirats (2) 68:4,18
subject (2) 31:8 61:16
submit (1) 57:12
submits (3) 19:14
48:24 49:11
submitted (2) 18:17
43:9
substantially (1) 42:4
subsume (1) 62:6
success (3) 14:17 20:12
22:3

successes (2) 19:4,21
succession (5) 25:2
64:7 66:2,19,19
suggest (2) 17:6 65:14
suggested (1) 18:6
suggestion (1) 65:19
summer (1) 12:23
sunshine (1) 50:14
supervise (1) 22:23
supervisor (1) 22:23
supported (1) 44:12
supports (1) 40:18
supposed (3) 13:13
21:25 27:17
sure (8) 3:17,18 15:9
33:13 35:19,25 40:17
65:5
suspect (1) 12:10
synthesize (1) 26:4
system (3) 6:9 10:20
10:22
systems (1) 41:19

T

take (15) 7:8 32:7,9,11
32:13,15,16,17 36:11
38:24 47:14 53:2
57:7,24 64:7
taken (1) 63:17
takes (1) 24:17
taking (3) 18:4,23
56:25
talk (2) 14:13,14
talked (1) 23:12
talking (9) 17:2 24:24
24:24 25:2,3 26:25
49:5 66:2,5
Tampa (1) 9:9
task (1) 66:13
team (1) 20:21
telemedicine (1) 5:13
tell (3) 9:3,16 41:18
ten (4) 28:10,20 29:3
31:12
tend (2) 21:19,19
tentative (1) 49:3
term (1) 53:14
terminated (2) 31:7
61:16
terms (4) 9:25 14:8
25:4 31:8
Terria (2) 1:13 60:21
terrible (2) 28:19 30:3
Terry (1) 9:14
than (5) 9:19 23:3
34:23 43:20 61:7
thank (3) 34:15 54:6
67:22
their (6) 4:23 24:6,7,9
24:10 34:22
themselves (1) 54:16
theory (2) 27:16 38:24
therefore (1) 63:16
Thereupon (1) 67:23
there's (11) 13:21
31:12 32:20 34:13,24

36:4 40:2 41:20,21
41:21 52:3
theses (1) 9:16
they (20) 4:25 5:4,5
11:2 17:21 23:8,10
24:5 25:1 28:2 33:7
33:8 35:2,2,7 36:9
39:11,13 43:20 53:11
they're (11) 14:22 34:1
34:1 35:6,6,8,9,22
42:17 43:21 63:13
they've (2) 16:22 62:20
thing (5) 17:5 32:1
47:16 52:18 59:20
things (11) 5:13 13:4
19:21 24:11 25:14
29:11 33:2 34:25
36:24 42:16 61:10
thinking (2) 60:25
65:18
though (4) 5:4 24:6
36:19 38:3
thought (1) 24:3
three (5) 4:1 13:12
40:6,8 42:20
through (5) 13:25
35:17,18 38:4 66:16
throw (1) 15:9
tied (4) 29:20 47:20,25
61:13
time (20) 5:6,24 6:8
10:21 11:7,7,10
13:22 17:18 18:5
23:20 25:1 29:9
30:18 31:8 50:9,18
61:16,21 64:23
times (1) 52:3
timing (1) 58:8
tinker (1) 35:24
today (4) 3:13 18:11
38:3 47:9
together (9) 13:19 18:3
29:20 31:25 34:18
50:25 51:1,2 52:8
too (9) 22:7 25:9 30:14
36:13 37:3 39:8
42:25 50:13 60:25
tool (10) 12:17 13:1,2
13:15,23,24 16:5
17:11 43:23 58:7
top (3) 5:15 26:10
27:13
tossing (1) 42:12
total (2) 5:2 6:15
totality (1) 42:3
tough (1) 66:14
towards (2) 20:14 24:9
train (1) 43:23
trained (2) 9:5,13
transcript (2) 18:4,10
transferred (1) 34:8
transition (2) 11:8
25:3
transitioning (1) 6:9
transparency (1) 6:12
transposed (1) 27:17

trashes (1) 55:15
treasurer (1) 53:13
tremendously (1) 56:3
true (1) 68:9
Trust (9) 1:2,6 6:16
14:9 18:3 20:12,14
20:18 25:4
try (1) 42:3
Tuesday (1) 1:6
turn (2) 12:14,18
turned (1) 11:17
turnover (2) 4:18
24:10
twice (1) 51:7
two (10) 3:12 4:2 6:10
8:25 12:22 34:13,14
40:6 41:21,22
type (2) 19:11 21:20

U

Uh (1) 28:4
Uh-huh (1) 6:20
um (19) 3:5,10,24 14:4
15:24 18:2 19:6 24:4
24:9,10,18 25:6,10
43:10 44:24 50:1
61:22 63:14 64:6
uncomfortable (1)
29:10
under (4) 9:13 13:8
16:10 25:20
undergoing (1) 4:11
understand (2) 3:12
28:14
uniform (1) 36:2
unit (1) 5:11
units (1) 5:23
university (1) 9:15
Unless (1) 34:24
unsatisfactory (1) 43:7
until (2) 37:14 65:11
up (14) 5:22 6:3 9:20
28:2,3 30:5 34:14,21
36:19,21 48:18,21
61:1 67:16
update (2) 58:1,14
updated (1) 66:5
updates (1) 38:16
upon (4) 12:16 43:14
51:10,19
us (11) 3:12 8:21 9:24
13:3 14:6 20:6 37:25
38:14 44:21 66:15
67:13
use (10) 17:12,17
22:19 25:5 37:17
40:23 43:23 44:1
58:6,7
used (4) 6:13 13:2
17:19 18:19
using (2) 17:10 42:6

V

vacancies (1) 7:23
vacant (2) 5:2 6:8
value (2) 24:22 29:16

vast (1) 6:2
verbiage (1) 40:15
very (16) 9:25,25
10:23 15:5,7 21:15
21:17 24:9 28:7
64:22 66:18,21,22,24
67:8,22
violence (1) 5:20
Volsky (1) 64:10
vote (7) 3:15 11:11
30:25 31:9 56:8,11
61:18
voted (2) 48:11 55:18
voting (1) 47:8

W

wait (2) 37:14 60:3
wanted (5) 8:6,9 11:7
38:24 62:11
wants (1) 48:22
wasn't (6) 20:7,9,11
23:15 47:22,23
way (5) 19:22 29:14
34:13 42:24,25
weaknesses (1) 24:7
weigh (1) 34:9
weight (6) 28:3,15,20
31:22 34:23 35:2
weighted (2) 33:25
34:2
weights (1) 29:11
Welcome (1) 3:4
went (4) 13:3 56:25
66:16,16
we'll (4) 38:10 45:8
57:7 65:25
we're (14) 6:9 8:14
22:17,18 23:7 25:2,3
33:19,20 37:1 54:13
57:11 60:18 66:11
we've (7) 4:15 5:2
13:19,21,23 15:1
33:13
whatever (8) 8:13
13:13 17:16 19:14
31:23 34:18 40:23
61:18
what's (7) 6:15 24:14
27:17 41:3 43:6,8,12
when (18) 7:4,10 10:24
11:15 14:12,21 15:16
27:24 31:24 32:1,2
42:2 43:22,22,23
45:7 49:2 59:21
whenever (1) 48:8
where (9) 12:13 15:12
15:12 19:20 23:2
25:1,3 27:4 51:16
whether (2) 15:4 18:15
which (14) 4:10 5:1,17
6:12 10:23 12:12,15
13:24 16:3 23:20
34:16 38:15 47:9
58:17
while (4) 3:5 5:24
55:14,15

who (5) 4:21,23 9:19
12:19,20
whole (3) 33:8 47:14
59:20
why (13) 14:3 21:22
28:15 31:17 40:4
42:20 45:11 46:12,14
46:16 50:2,6 51:7
wide (2) 35:6,6
wish (2) 4:9 12:9
within (12) 4:6,12 5:5
8:7,8,18 34:4 35:1
35:11 42:15 45:2,3
without (6) 4:7 32:24
37:3 43:19 46:13
57:5
woman (1) 30:4
wonderful (1) 5:10
wondering (1) 28:5
won't (1) 13:20
words (1) 54:20
work (4) 9:21 23:19
25:14 39:12
worked (2) 9:13,14
working (1) 30:5
works (1) 9:9
world (1) 60:13
wow (1) 65:8
write (2) 44:10 45:11
writing (6) 44:20 45:1
51:16 57:17 58:11,13
written (7) 31:2,3,5
45:9 46:4,6,13

Y

years (6) 4:2 10:21
11:21 15:19 28:14
41:19
Yep (1) 64:3
yet (1) 10:14
your (19) 4:8 8:7,18
10:12 15:11 25:5,15
30:16,17 42:14 44:4
44:5,12,13 48:9,11
50:17 60:22 63:7
yourself (3) 14:14
25:13 61:23
youth (1) 5:20
you'll (4) 8:14 13:7
15:7 38:7
you're (18) 8:19 17:1
24:2 30:16 40:11,12
44:15,25 47:8 50:15
57:4 58:13,22 59:14
62:2,6 64:15 66:2
you've (9) 14:15 15:16
19:6 42:16 53:9 58:7
64:11 65:10,10

\$

\$307,371.00 (1) 5:3

1

1 (2) 10:7 68:8
103 (1) 6:23
110 (1) 6:23

12 (1) 45:14
15 (2) 30:6,8
18TH (1) 68:15
1974 (1) 10:19

2

2011 (2) 1:6 68:15
2013 (3) 10:19 12:6
64:21
27th (2) 3:11,23

3

3rd (1) 1:7
30 (4) 45:2,3 46:5
58:13
3250 (1) 1:7
33129 (1) 1:8
35 (1) 41:18
36 (1) 10:21
37 (1) 10:21

4

4:10 (1) 1:7
4:11 (1) 3:2

5

5:13 (1) 67:23
500 (1) 4:11
58 (1) 11:17

6

68 (1) 68:8

8

8 (1) 1:6
8th (1) 1:7
87 (2) 6:18,19

9

9 (1) 30:23
90 (2) 29:5 36:17