



Travis County Commissioners Court Agenda Request

Meeting Date: December 3, 2013

Prepared By/Phone Number: Martin Zamzow/854-9386, Sara Krause/854-9230

Gerald Daugherty

Elected/Appointed Official/Dept. Head: Commissioner Gerald Daugherty, Commissioner Bruce Todd *TODD*

Commissioners Court Sponsors: Commissioner Gerald Daugherty & Commissioner Bruce Todd

AGENDA LANGUAGE: Consider and take appropriate action on a Travis County Organizational Review and Assessment for the Commissioners Court.

BACKGROUND/SUMMARY OF REQUEST: Travis County last reviewed its organizational structure in 1994. At that time, five Executive Managers were created, with existing departments assigned to them. Since then, multiple changes have been made to the organizational structure. This proposal would provide for an independent review and assessment of Travis County's organizational structure and processes, to be completed in phases. Phase 1 would provide us with findings and recommendations for Travis County to move forward with specific steps to improve our structure and processes.

STAFF RECOMMENDATIONS: Direct Purchasing and appropriate staff to prepare, for Commissioners Court consideration, a draft RFP for a third-party Travis County Organization Review & Assessment, Phase 1.

ISSUES AND OPPORTUNITIES: See attachments

FISCAL IMPACT AND SOURCE OF FUNDING: Allocated Reserves

ATTACHMENTS/EXHIBITS:

- 1) Outline for Court discussion
- 2) Introduction to June 1995 Proposal to Restructure Travis County Administration
- 3) County Organizational Charts, 1995 to 2013
- 4) November 9, 2010 Work Session Agenda and Notes

- 5) November 16, 2010 Agenda Item 22 request with backup and Voting Session Minutes
- 6) 1993 Commissioners Court Goals from "Travis Tomorrow" Report
- 7) Christian Smith's FY07 list of Major Issues and Challenges for Travis County

REQUIRED AUTHORIZATIONS: n/a

OUTLINE for Court Discussion of County Organizational Review & Study, Phase 1

- I. History of Management Organization for Travis County
 - a. Organizational changes
 - i. History of county organizational structure
 - The last formal organizational study was in 1994 and 1995
 - Multiple reorganizations in ensuing years
 - 2010 management team update
 - November 2010, the Commissioners Court directs staff to implement portions of the management team recommendations
 - b. History of Travis County Goals and Mission
 - i. August 1993 Commissioners Court Goals are still applicable today.
 - ii. Major issues and Challenges for FY 07 and beyond: many of these are still applicable today.
- II. Current Challenges
 - a. Rapid growth and increasing costs to the County.
 - b. Need to define the impact of growth on various County departments—and how best to cope and deliver service efficiently.
 - c. Need to evaluate business process in order to improve efficiency of service delivery.
 - d. Transparency in County Government: we are accountable to our citizens with regard to our expenditures and our processes. In order to maintain that transparency, it is incumbent upon us to have in place measurable objectives and outcomes within our administrative structure. This includes business planning and appropriate performance measures at the departmental and employee level.
 - e. FY 2007 challenges list from Christian Smith- we face some of the same challenges today.
- III. Why do we need to utilize a 3rd party?
 - a. Travis County is at a crossroads: we have an increasing population and a need to serve our residents. Cost of living is an issue of increasing concern to our constituents.
 - b. An organization cannot objectively evaluate itself.
 - c. Travis County has made numerous attempts at defining and addressing issues, but not to the full extent possible.
 - d. Opportunities for evaluating best practices as well as opportunity for innovation.
- IV. How to proceed
 - a. Define common goals of the Court
 - b. Discussion of RFP for County Org Review & Study, Phase 1
 - i. pros and cons of doing phase I now
 - c. Commissioners Court OPT Sub-Committee (Judge Biscoe and Commissioner Daugherty) to oversee the process
 - d. Appoint a Project Manager.

**Introduction to June 1995 Proposal to Restructure Travis County
Administration**



A PROPOSAL TO RESTRUCTURE TRAVIS COUNTY ADMINISTRATION



**Submitted to the Travis County Commissioners' Court
by the Executive Management Team**

June 1995



A PROPOSAL TO RESTRUCTURE TRAVIS COUNTY ADMINISTRATION

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A PROPOSAL TO RESTRUCTURE TRAVIS COUNTY ADMINISTRATION: IMPROVING ACCOUNTABILITY AND EFFICIENCY THROUGH CONSOLIDATION AND REORGANIZATION

**Presented by the Travis County Executive Managers
to the Commissioners' Court**

I. INTRODUCTION

The Travis County Commissioners' Court is striving to improve the level of service it delivers to the citizens of Travis County by seeking opportunities throughout the organization to improve efficiency and realize cost savings where possible. The cumbersome and time-consuming system that placed Commissioners in direct management roles with daily operational responsibilities confused and slowed communication and work processes and often resulted in lower levels of service to both internal and external customers. With increasing budget pressures and the public's opposition to tax increases, the Court is attempting to streamline operations and reduce administrative overhead in a reorganization of the departments under its purview.

A portion of this effort entails the immediate elimination and consolidation of functions and programs so as to take advantage of economies of scale, reduce duplicative administrative overhead and improve interdepartmental coordination. This would improve service to the taxpayer by creating an organizational environment that emphasizes quality, value and responsiveness in supporting county employees as they work to meet the needs of Travis County citizens. In addition, this reorganization establishes the foundation for ongoing operational change and the systematic review of work processes through the delegation of responsibility and authority for day-to-day operations to the Executive Management team.

Phase I: Organizational Change

In early 1994, the Travis County Commissioners' Court established a strategic planning process that grouped county departments according to basic "Program Areas" which encompassed all the various components of county government. In May 1994, the Court then decided to organize its departments around these strategic planning Program Areas by creating the following five divisions:

- Justice and Public Safety
- Health and Human Services
- Transportation and Natural Resources
- Administrative Operations
- Planning and Budget

The Court also created five Executive Manager/Coordinator positions to be responsible for the daily operations of each of these divisions. Prior to this arrangement, 17 department heads reported directly to the Court in an inefficient and time-consuming format. The Court's intent in reorganizing its departments was to reduce the amount of time spent dealing with daily operational details and move towards a structure that would allow them to focus on long-range planning and policy direction for Travis County.

Once the new basic structure was adopted, it became apparent other opportunities existed throughout the organization and the Court decided to invite the State Comptroller's office to offer recommendations for further improvement.

In April 1995, the Comptroller's Texas Performance Review delivered a management advisory to the Court. This report contained 16 basic recommendations for improving communication between the Court and the new divisions and better coordinating the delivery of services within the organization as well as to the citizens of Travis County. This review was the first time the Comptroller has provided such assistance to a Texas county in its efforts to improve the level of service a local government can provide.

While the Comptroller's office had neither the mandate nor the authority to make recommendations with regard to specific operational changes, the Executive Management team assembled by the Commissioners' Court has been given the necessary authority and charge. On May 1, 1995, the Court gave the Executive Management team the mandate to analyze and respond to changes recommended by the Comptroller's office and come forward with a reorganization plan that would serve as the foundation for significant improvements in the way Travis County does business.

While all of the Comptroller's recommendations are endorsed in principle by the Executive Managers, they recommend modifications to the organization described in the Comptroller's report. The Executive Management team's proposal represents a departmental restructuring that will result in an organization that is more accountable to the Court and the public. Ongoing operational changes and continuous improvements are made possible by the authority and responsibility vested in the Executive Management team by the Commissioners' Court.

The new structure will result in an organization more capable of adapting to rapid and fundamental changes in technology, the economy and customers needs. The proposed reorganization will result in greater cooperation with independent departmental entities as well as improved coordination across the Commissioners' Court departments. This report contains specific recommendations for reshaping the organization and also presents a blueprint for ongoing operational improvements—Phase II of the reorganization—that will produce even greater efficiencies, savings and enhance customer service.

Where transfers and consolidations have eliminated the need for certain functions and positions, the Executive Managers recommend eliminating those positions through a "reduction in force." In many instances, there has existed an unnecessary division of responsibility and a corresponding duplication of administrative and management functions. Where this has occurred, the Executive Managers have attempted to reduce the size of the administrative elements to fit the new organizational structure and free the operational units of excess administrative overhead.

The reduction in force eliminates 27 positions and over \$1 million in salaries and benefits. The effect of this is to reduce management layers in keeping with the Court's interest in flattening the organization. Four department director positions which formerly reported directly to the Commissioners' Court and 9 high-level manager positions are eliminated through consolidations. Fourteen of the twenty-seven positions eliminated are at salary grade 17 and above.

Travis County employees whose positions are eliminated through a reduction-in-force will be given a 90-day notice allowing time for these employees to work closely with Human Resources Management to explore other job opportunities within the County for which they will be given hiring priority; to prepare resumes and learn other job seeking techniques; and to interview (during work hours) with other County departments and private companies. The employees and their families will also have access to the County's Employee Assistance Program.

Similarly, where reorganization has established additional responsibilities and new and distinct needs, positions have been created which will have more defined scopes of responsibility and clear lines of authority. These newly created positions are situated to complement the new structure and function within the requirements of the Executive Management team and the organization. Eighteen new positions and nine salary upgrades will be funded out of savings resulting from the eliminated positions, where needs have been identified. The reorganization also provides the opportunity to create internal and external equity in compensation for department directors and program managers.

The Executive Managers will work with the Commissioners' Court throughout the upcoming budget process to more precisely identify operational budget modifications, especially in cases where entire activities and functions are transferred intact to other areas of the organization. It is fully anticipated that there will be additional savings identified during this time resulting from reductions where, prior to reorganization, duplicative administration and overhead costs were funded in more than one department.

Phase II: Operational Changes

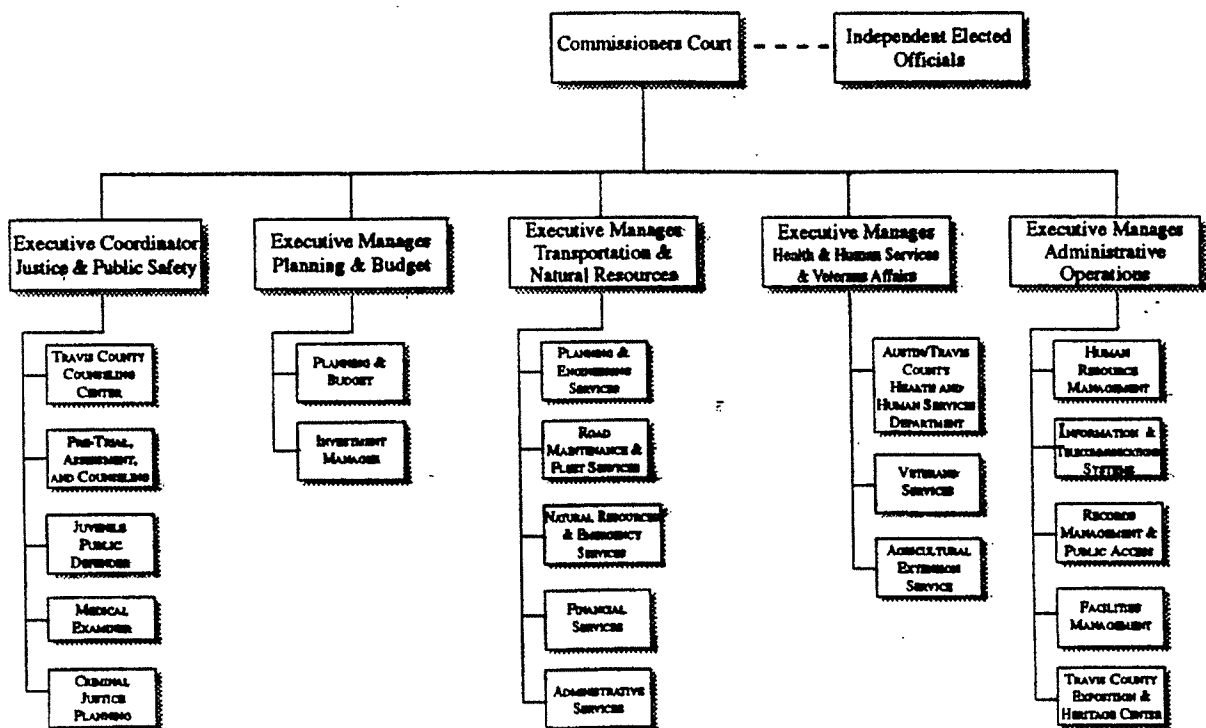
The Travis County Commissioners' Court is initiating a process that will improve the organizational structure to meet contemporary conditions and future needs. As a first step, the Court will be asked to approve this reorganization in order to effect the necessary changes. Following the initial phase of transfers, consolidations and the associated reductions in force, a second phase of ongoing fundamental improvements will begin. The Commissioners' Court departments will be asked to rethink their missions, goals and needs. Employees at every layer of the organization should be prepared to participate in developing recommendations for operational changes and service improvements that benefit the entire County organization as well as Travis County citizens.

This second phase will address a variety of other administrative and operational issues that face Travis County, as outlined in Section IV of this report. Certain Phase-II recommendations will be provided by January 1, 1995, and may include recommendations for further consolidations or operational changes. During the first quarter of FY 96, commercially available services currently performed in-house will be identified to be evaluated for competitiveness and cost effectiveness; opportunities for enhancing core business functions and shedding non-core activities will be investigated; and as the Executive Management team directs the necessary analysis, additional cost-saving measures resulting from operational changes will be brought to the Court for approval.

The Executive Managers look to FY 97 as the period when the organization will solidify and the structure, processes and procedures will be in place to deal effectively with unanticipated issues and look toward the development of a long-range planning process. As the effort proves fruitful and successes are realized, it is hoped that other county offices will look to the Court as a partner in implementing similar efforts across the entire spectrum of county government.

Following the individual division recommendations, there are a series of recommendations that will affect all Commissioners' Court departments and the processes and procedures to which they are subject. The Executive Management team is confident these changes will be valuable in ensuring consistent and regular communication between the Court and the functions within their purview.

1. The Commissioners' Court should approve the basic structure and reporting relationships shown below to be fully implemented by October 1, 1995. This structure will improve communication between the Court and its departments, as well as coordination between departments. By grouping like functions together, the Court will reduce administrative overhead and eliminate duplication, while increasing levels of service.



2. The Commissioners' Court should approve the list of issues for Further Study, affirming the Court's commitment to move forward with Phase II of the reorganization. The Executive Management team will bring a series of recommendations for operational improvements to the Court by January 1, 1996, and expect to do so on a quarterly basis as additional opportunities are identified.

County Organizational Charts, 1995-2013

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Travis County

Oct. 1995

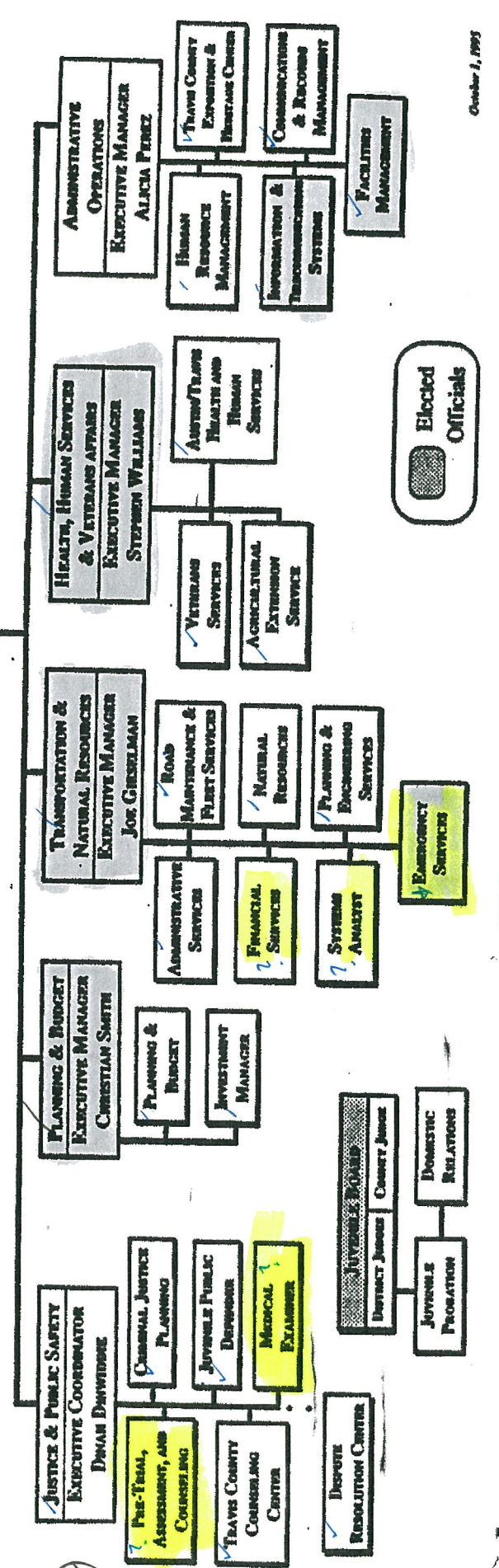
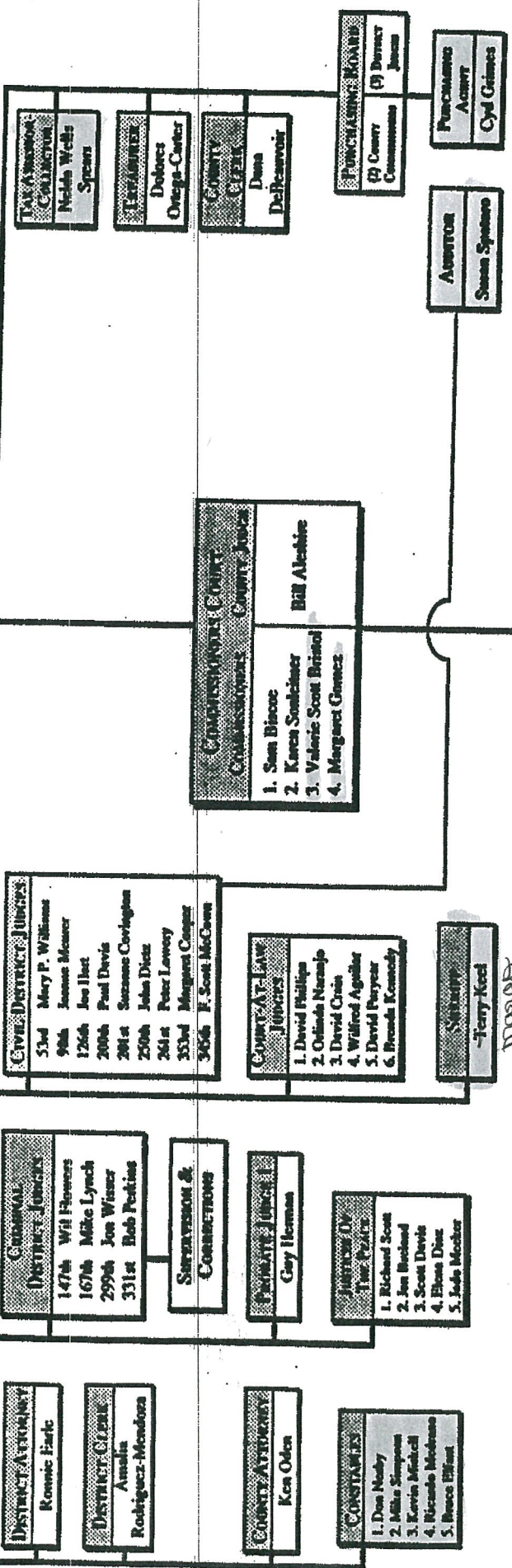
TRAVIS COUNTY VOTERS

Administrative Operations

Health & Human Services

Transportation & Natural Resources

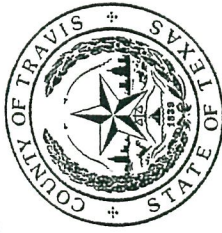
Justice & Public Safety



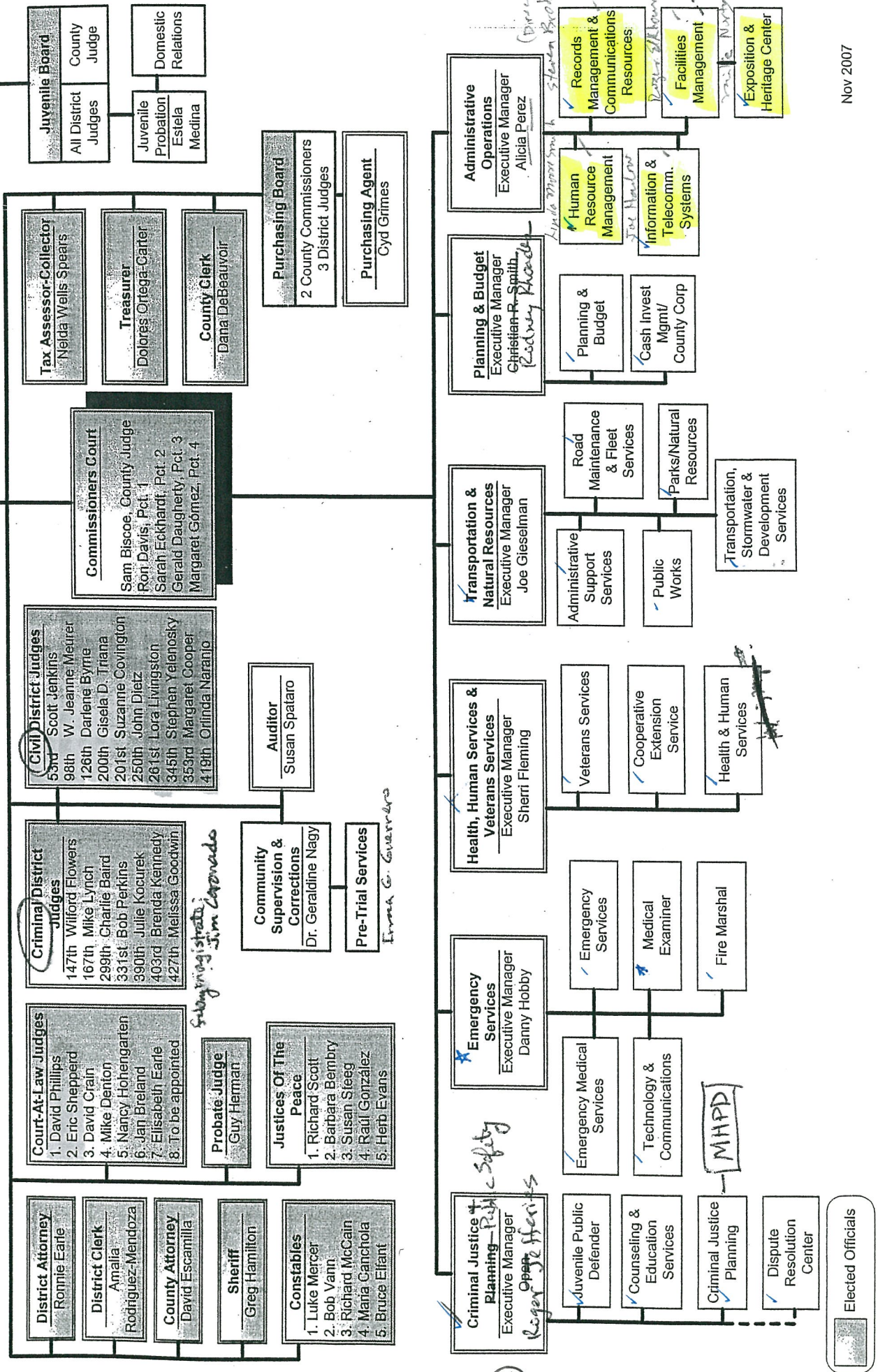
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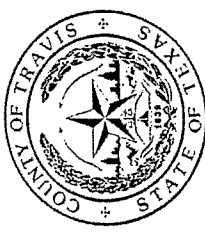
TRAVIS COUNTY



Travis County Voters

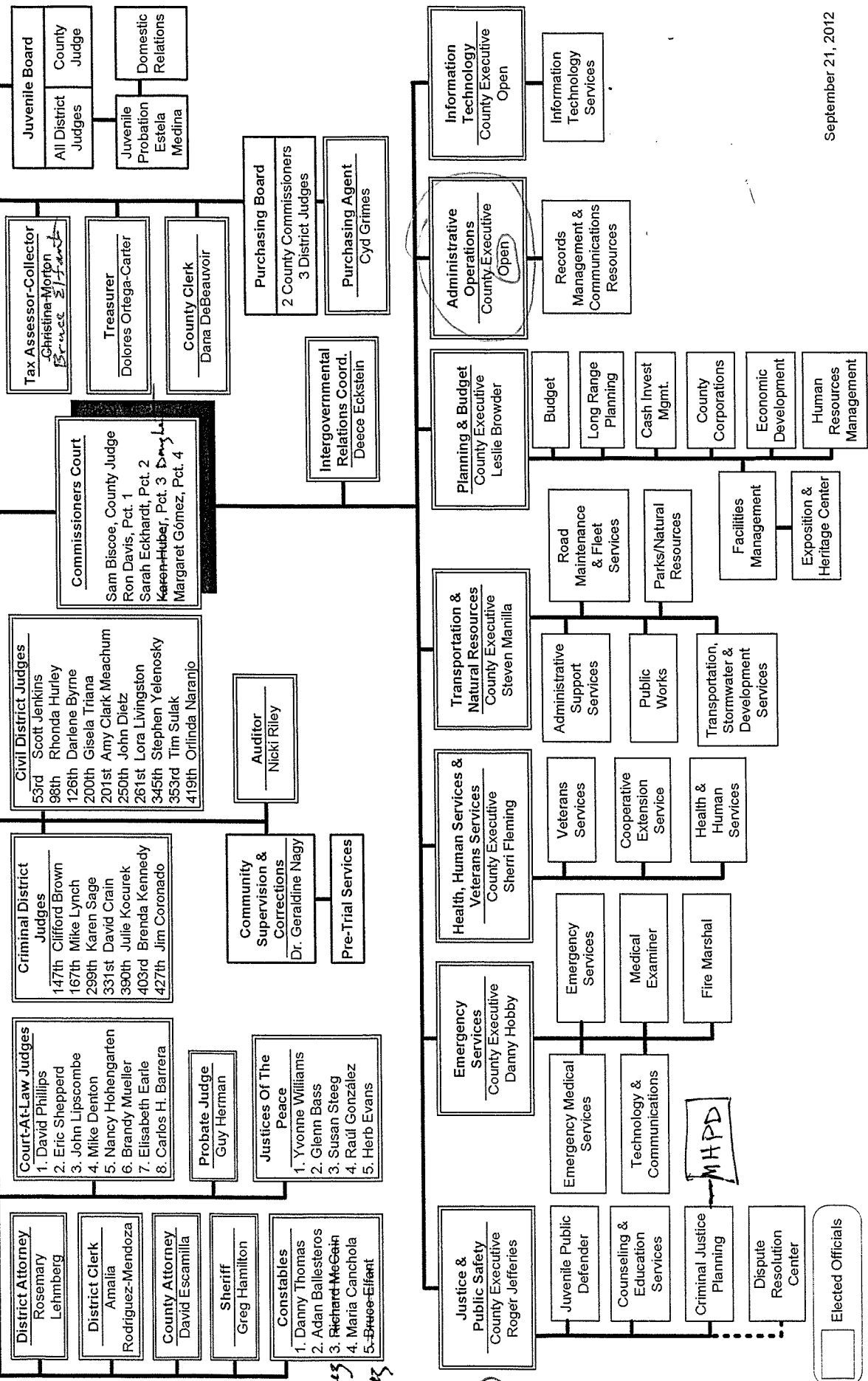


Sept 21, 2012



TRAVIS COUNTY

Travis County Voters



Wes Hernandez
Nos Lopez

Estela

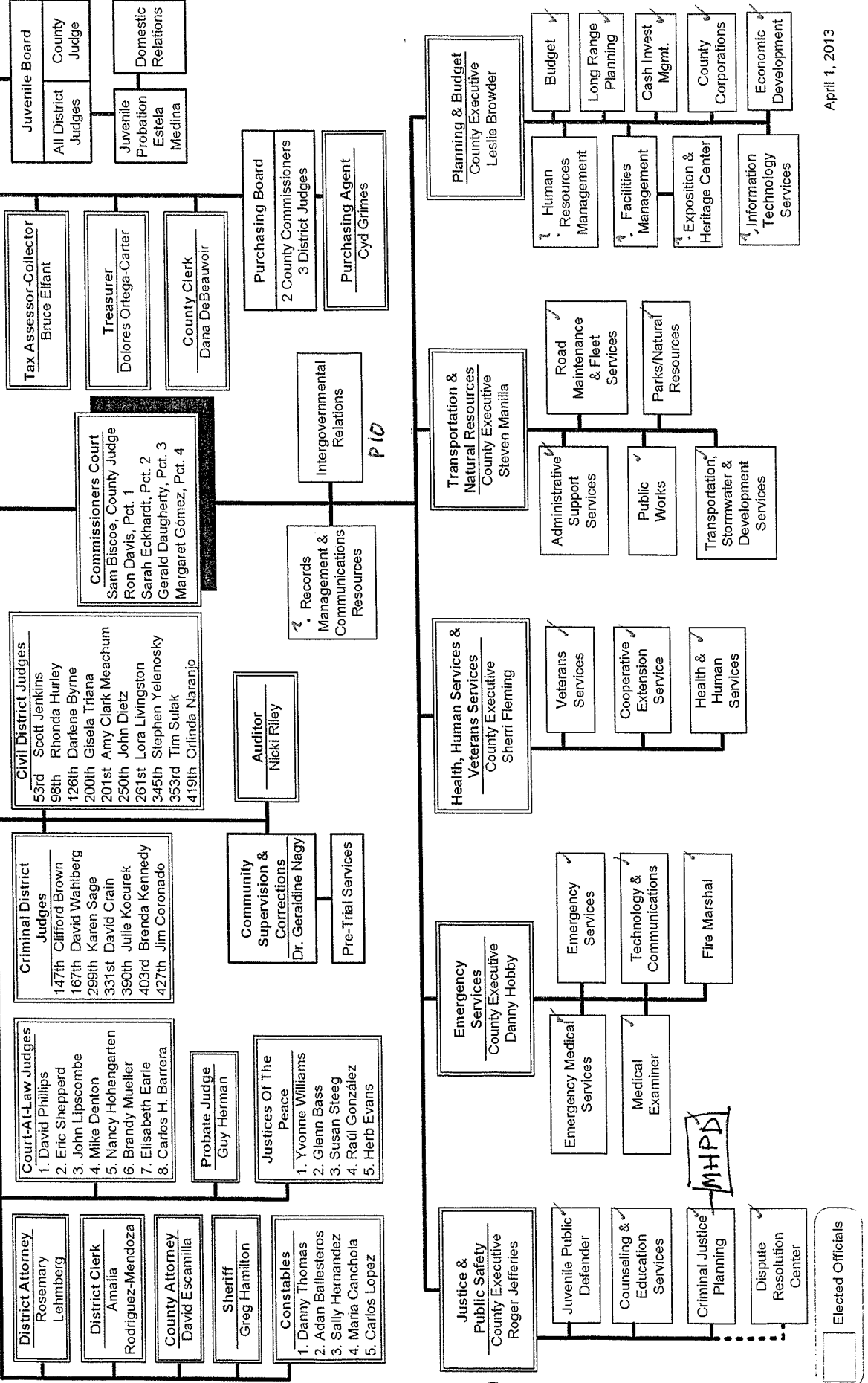
MHPD

April, 2013



TRAVIS COUNTY

Travis County Voters



April 1, 2013

5 Sheet

November 9, 2010 Work Session Agenda and Notes

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2

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11-9-2010

was on Nov. 9, 2010 11-9-2010

DRAFT

**Work Session with the Travis County Commissioners Court, the
Organizational Planning Team,
and Managers from Administrative Operations**

Agenda

November 9, 2010

— Introductions

— Overview:

- 1. Creation of OPT
- 2. Tasks Assigned by the Commissioners Court
- 3. Tasks Accomplished by the Commissioners Court
- 4. Research Done

— Goals for Work Session:

- 1. Complete the Work Session with a consensus on one of the organizational options.
- 2. Utilize the Work Session as a launch pad for more robust communication between the Commissioners Court and County management.
- 3. Receive direction from the Commissioners Court on next steps.

— OPT Recommended Options

— Commissioners Court Questions and Answers

— Further Action Items

(after 11-9-10 work session)



Nov. 9, 2010 Work Session notes

On Nov. 9, 2010, the Organizational Planning Team, (OPT) comprised of the five Executive Managers, and inclusive of the Administrative Operations Department heads, met in work session with the Commissioners Court.

Court members received an update on the work of the Team. Staff reported that the team had arrived at the following conclusions based on its' work to date:

1. Our talented workforce is considered among the best in the state.
2. The current structure works as it relates to external functional areas of responsibility.
3. Areas that need improvement include communication, coordination, collaboration and strategic planning.

The OPT discussed the process by which the Team and Administrative Operation department heads developed and vetted multiple recommendations regarding Organizational Structure. The recommendations were reviewed with the following criteria in mind:

- a) Does the option improve service delivery
- b) Is it sustainable and flexible
- c) Does the option produce overall cost efficiencies
- d) Does the option improve Communication and Collaboration
- e) Does the option consider span of control

Four main structures were presented and discussed with Court members. As a result of the work session discussion, Court members directed the OPT to draft an agenda item for formal discussion and approval. Items to be discussed during a Court voting session include key components of the options presented. In summary, the Court will consider the following:

1. Completion of a Business Plan for the departments reporting to the Commissioners Court. The plan would build upon work started by the Executive Managers Team. The Business Plan is to be completed by the OPT and staff is approved to engage a paid facilitator as needed and appropriate to the completion of this product.

2. Implement the following tasks associated with Option 2 :
 - a. Review current vacancies
 - b. Develop an IT transition plan
 - c. Activate Court subcommittee for each Executive Manager
 - d. Produce an annual report
 - e. Establish an retreat for the Executive Managers and the Court
 - f. Establish annual training for the Executive Managers and the Court
3. Provide for Court consideration and action, the process, costs and other necessary items associated with implementing the team recommendation to establish and hire an Executive Manager for Information Systems as presented in Option 4.
4. Submit an interim recommendation for oversight of the Administrative Operations Departments.
5. Develop for Court review a robust annual review process for the Executive Managers.

It was also discussed that the Court may want to consider a future recommendation regarding the department name of Health and Human Services. The OPT team received a presentation from the Strategic Planning Team of Health and Human Services recently. As a result, the OPT discussed and concurred that as a part of that process, the Court may wish to consider changing the name of Health and Human Services to reflect the changing arena of social services. This recommendation, and others, is expected at the culmination of the Health and Human Services strategic planning process.

**November 16, 2010 Agenda Item 22 request with backup and Voting
Session Minutes**

22. CONSIDER AND TAKE APPROPRIATE ACTION ON RECOMMENDATIONS FROM THE MANAGEMENT TEAM REGARDING COUNTY REORGANIZATION AND RELATED ISSUES. (11:29 AM)

Clerk's Note: The Court discussed recommendations contained in a memo from the Management Team following the Work Session on Tuesday, November 9, 2010.

Members of the Court heard from: Danny Hobby, Executive Manager, Travis County Emergency Services; Susan Spataro, Travis County Auditor; and Rodney Rhoades, Executive Manager, PBO.

Motion by Judge Biscoe and seconded by Commissioner Gómez that we indicate our intention to have an Executive Manager of Information and Telecommunications Systems (ITS); we would fund this position with the money from the Executive Manager of Administrative Operations and supplement that amount, if necessary, from Reserve funds.

Motion carried:

County Judge Samuel T. Biscoe	yes
Precinct 1, Commissioner Ron Davis	no
Precinct 2, Commissioner Sarah Eckhardt	yes
Precinct 3, Commissioner Karen Huber	yes
Precinct 4, Commissioner Margaret J. Gómez	yes

Motion by Judge Biscoe and seconded by Commissioner Gómez that we appoint Joe Harlow, Chief Technology Officer, (ITS) to serve as the Interim Director at his current compensation until that position has been filled.

Motion carried:

County Judge Samuel T. Biscoe	yes
Precinct 1, Commissioner Ron Davis	no
Precinct 2, Commissioner Sarah Eckhardt	yes
Precinct 3, Commissioner Karen Huber	yes
Precinct 4, Commissioner Margaret J. Gómez	yes

Motion by Judge Biscoe and seconded by Commissioner Huber that Human Resources Management Department (HRMD) report to the Executive Manager of the Planning and Budget Office (PBO).

Motion carried:

County Judge Samuel T. Biscoe	yes
Precinct 1, Commissioner Ron Davis	no
Precinct 2, Commissioner Sarah Eckhardt	yes
Precinct 3, Commissioner Karen Huber	yes
Precinct 4, Commissioner Margaret J. Gómez	no

ITEM 22 CONTINUED

Motion by Judge Biscoe **and seconded by** Commissioner Gómez that for the next three to six months Facilities Management report to Danny Hobby, Executive Manager, Travis County Emergency Services; the intention of this Motion is we would revisit it in three to six months after we have made a decision on the TNR Executive Manager, but we would be free to make whatever additional decision we deemed appropriate.

Motion carried: County Judge Samuel T. Biscoe	yes
Precinct 1, Commissioner Ron Davis	no
Precinct 2, Commissioner Sarah Eckhardt	yes
Precinct 3, Commissioner Karen Huber	yes
Precinct 4, Commissioner Margaret J. Gómez	yes

Motion by Commissioner Huber **and seconded by** Commissioner Gómez that the Executive Management Team move forward with the creation of an Information Technology Advisory Board as outlined in the backup. I would include Purchasing as a part of that as well because of the high dollar volume that's involved with ITS, and I would also include in the Motion that we look for three external members who are experts in the field but do not have a conflict of interest with the County; and I would also add that once this board is fully formed that it work with HRMD in coming up with a more well defined job description for the Executive Management of ITS.

A Friendly Amendment to the previous Motion was offered by Commissioner Eckhardt to add Items 3 and 4 to that Motion with regard to a readiness assessment, mission critical projects currently underway, and then also the creation of an Internal Advisory Committee once the Executive Manager is on board.

Acceptance of the Friendly Amendment was made by Commissioner Huber and Commissioner Gómez.

An addition to the Previous Motion was made by Commissioner Huber that, if we're going to include that that under the readiness assessment that they also take a look at what it would be entailed with a full ITS audit of the County because if we're looking at pieces, we need to be looking at the whole and we know there's some serious concerns out there that need to be addressed, so I'm not saying do it, but I'm saying take a look at what it would cost and what the process would be.

ITEM 22 CONTINUED

A restatement of the Previous Motion was made by Judge Biscoe to appoint an ITS Advisory Board made up of the core team including Executive Manager for Justice and Public Safety, Executive Manager, Information Service Technology, Items 1, 3, and 4 in the memo plus Purchasing, and three external members.

Motion carried:

County Judge Samuel T. Biscoe	yes
Precinct 1, Commissioner Ron Davis	no
Precinct 2, Commissioner Sarah Eckhardt	yes
Precinct 3, Commissioner Karen Huber	yes
Precinct 4, Commissioner Margaret J. Gómez	yes

Clerk's Note: It was noted that Danny Hobby, Executive Manager, Travis County Emergency Services will be added to the ITS Advisory Board as there will be Facilities Management items to be discussed.

Clerk's Note: The County Judge read out Items 6 and 7 from the previously mentioned memo:

- Item 6 – Authorize a permanent creation of the Management Team with an assigned chair or designated liaison as determined by the team members or Commissioners Court
- Item 7 - Direct the Management Team to work on the following items:
 - a) Completion of the business plan using a facilitator
 - b) Present recommendations on the outcomes of the business plan
 - c) Commit to an annual retreat with the Commissioners Court to discuss outcomes of the goals and objectives established in the business plan, and
 - d) Set annual training for all the Management Team and Commissioners Court.

Motion by Judge Biscoe **and seconded by** Commissioner Eckhardt that approve Items 6 and 7.

A Friendly Amendment to the previous Motion was offered by Commissioner Huber to include a facilitator on as needed basis.

Acceptance of the Friendly Amendment was made by Judge Biscoe.

Motion carried:

County Judge Samuel T. Biscoe	yes
Precinct 1, Commissioner Ron Davis	no
Precinct 2, Commissioner Sarah Eckhardt	yes
Precinct 3, Commissioner Karen Huber	yes
Precinct 4, Commissioner Margaret J. Gómez	yes

11/16/10

Item 22

TRAVIS COUNTY COMMISSIONERS COURT AGENDA REQUEST

Please consider the following item for:

Voting Session:  November 16, 2010

I. A. Request made by:

Rodney Rhoades, Executive Manager, Planning & Budget (49106)

Consider and take appropriate action regarding the Management Team update and further direction.

Approved by:

Signature of Commissioner(s) or County Judge

II. A. Backup memorandum and exhibits should be attached and submitted with this Agenda Request (Original and eight copies of agenda request and backup).

B. Please list all of the agencies or officials names and telephone numbers that might be affected or be involved with the request. Send a copy of this Agenda Request and backup to them:

III. Required Authorizations: Please check if applicable:

Planning and Budget Office (854-9106)

- _____ Additional funding for any department or for any purpose
- _____ Transfer of existing funds within or between any line item budget
- _____ Grant

Human Resources Department (854-9165)

- _____ A change in your department's personnel (reclassifications, etc.)

Purchasing Office (854-9700)

- _____ Bid, Purchase Contract, Request for Proposal, Procurement

County Attorney's Office (854-9415)

- _____ Contract, Agreement, Policy & Procedure

AGENDA REQUEST DEADLINE: This Agenda Request complete with backup memorandum and exhibits should be submitted to the County Judge's Office no later than 5:00 p.m. on Monday for the next week's meeting. Late or incomplete requests may be deferred to the next subsequent meeting.

Travis County Management Team Proposed Organizational Changes

Our Current Situation

Travis County's Organizational Planning Team have been tasked to review our current organizational structure and make recommended changes that may help streamline services, improve communication and otherwise assist the organization to better manage Travis County's day to day activities.

The Planning Team has been meeting over the last year and have recently added department heads from the Administrative Operations department to provide input and help make recommendations. During this time, informal inquiries have been made of the team, members of the Court and other key stakeholders as to what the current organizations strengths and opportunities are for overall improvement. In addition, we have reviewed other organizations around the country and here in Texas as well as confer with professionals in the field of organizational management to determine what works and what might work for Travis County.

These inquiries have led to the following conclusions:

- The current structure, for the most part, works as it relates to the external functional areas of responsibility.
- We have a very talented workforce that is considered to be among the best in the State.
- Some of the areas that we believe need to be improve upon in the future include:
 - Better communication among effected departments
 - Better coordination of efforts to ensure timely services both to the citizens and to our internal clients
 - Better collaboration for all departments to achieve end results
 - The need to develop a county-wide plan or strategic direction

How Do We Use these Conclusions to Help make Travis County a More Effective Organization?

The Management Team has spent time reviewing and having discussions on organizational structures that make sense for Travis County as well as seeking the advice of our sub-committee and others both inside and outside the County's organization. Numerous options have been discussed ranging from the creation of a County Administrator to simply doing nothing. It is the consensus of the Management Team that we can be a much more effective County with some minor changes. We also recognize the sensitivity of the desire to maintain our decentralized organizational structure but also recognize that, given our growth both now and in the future, we cannot effectively continue to maintain the status quo.

During the Commissioners Court Work Session held on November 9, 2010, multiple organizational options were presented by the Management Team. The following recommendations are being made for Court consideration and action:

1. Create an Information Technology Advisory Board comprised of external and internal experts. Internal members would be the EM for Justice and Public Safety, the EM for Information Systems and Technology, Chief Information Officer, County Auditor, and the EM for Planning and Budget. Internal members would begin looking for 2 to 3 external members who are experts in the field but do not have a conflict of interest with the County. Members of the Commissioners Court who have suggestions should submit possible candidates to the internal members of the Board.
2. Approve the position of Executive Manager for Information Systems and Communications. A draft job description should be drafted after the creation of the Information Technology Advisory Board and after the entire Advisory Board has had time to provide input. The County's director of HRMD should assist with the job description. The job description as well as a recruitment strategy should be presented to the Commissioners' Court for action. This position would be funded with existing resources and not cost any additional salary dollars.
3. The Information Technology Advisory Board should discuss conducting a readiness assessment for the major mission critical projects that are currently underway in ITS. A recommendation should be made by the Board to the Commissioners' Court.
4. The decision to create "internal advisory committees" will be made once the new EM is on board.
5. Provide direction on either the permanent or temporary assignment of HRMD and Facilities Management to an existing Executive Manager.
6. Authorize the **permanent** creation of the Management Team comprised of Executive Managers as well as the County Purchasing Agent and County Auditor with an assigned chair or designated liaison to be appointed on a rotating basis as determined by the team members.
7. Direct the Management Team to work on the following items:
 - a. Completion of the Business Plan using an outside paid facilitator
 - b. Present recommendations on the outcomes of the Business Plan
 - c. Commit to an annual retreat with the Commissioners Court to discuss outcomes of the goals and objectives established in the Business Plan
 - d. Set annual training for all the Management Team and Commissioners Court

1993 Commissioners Court Goals from "Travis Tomorrow" Report

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COMMISSIONERS COURT GOALS

- **Marshall sufficient resources from the community to provide the services for which we are held accountable, balanced by consideration of affordability to the community.**
- **Allocate available resources within the context of an overall strategic plan that proactively identifies needs and offers solutions.**
- **Evaluate and demonstrate community benefit from county expenditures.**
- **Build a dynamic organization that operates around teamwork, trust, excellence, and accountability.**
- **Demonstrate optimum collaboration, both internally and externally, to achieve maximum benefit from community resources.**
- **Overcome traditional barriers to success by thinking long-term and beyond our current structure and organization.**
- **Measure results and adjust the strategic plan and our operations accordingly.**
- **Lead by making timely decisions in a manner that is inclusive, accepts risk, and seeks a shared vision of the community we represent.**

**Christian Smith's FY07 list of Major Issues and Challenges for Travis
County**

Major Issues and Challenges for FY 07 and Beyond

Judge Biscoe has asked for a list of seven to ten major issues and challenges for the upcoming year and perhaps beyond. A short indication of why such issues or challenges are important was also requested. The following is provided by the Planning and Budget Office, in response to this request. These are not listed in priority order.

- 1) • Developing incentives for officials to reduce or cease programs or services of less importance and to redirect resources to pursue new initiatives. This would also provide incentives for departments to become leaner and be more efficient. (It is sometimes much easier to ask the Commissioners Court for money than to look internally, especially when the money is there. There appear to be more incentives for departments to grow and become bulkier than to become leaner.)
- 2) • Establishing a clear set of County-wide priorities that the Commissioners Court wishes to pursue, to set a framework for redirecting resources toward a new goal along with redirecting resources away from an old goal. (Clear leadership at the top about what is more important and what is less important provides guidance to the organization).
- 3) • Making appropriations decisions based on actual results and outcomes, rather than promises of outcomes and results, along with focusing on independent evaluations of actual performances and outcomes. (Too frequently, funding is made on expectations or beliefs, as opposed to actual data on results).
- 4) • Managing the growth of County government in light of potential revenue caps proposed in the legislature. (This is related to bullets referenced above).
- 5) • Anticipating and managing toward the "Brain Drain" that will be forthcoming due to the number of retirements of highly experienced county officials over the next three to four years. (The leadership of appointed officials will change substantially due to upcoming retirements and will provide both challenges and organizational opportunities if anticipated).
- 6) • Establishing an organizational climate and culture where outstanding performance is rewarded and poor performance is not. Training for managers regarding performance evaluations and opportunities for employees to qualify for higher level jobs is part of this. (When many employees receive the same pay raise or within a very narrow range, then this can raise doubts about the reward system.)
- 7) • Fostering an environment that rewards Executive Managers and other officials to go beyond their immediate silos of responsibility and take a county-wide perspective on critical issues facing the Commissioners Court. (One of the goals of the 1994 reorganization creating the Executive Manager structure was to develop a "Cabinet" of the Court and their executive leadership to meet quarterly and discuss major strategic issues, but this has never occurred.)
- 8) • Successfully implementing the replacement of the County's entire financial system. (This complex adventure will likely require the considerable attention of a wide variety of the County's fiscal managers.)
- 9) • Following through and providing leadership on the execution of the County's adopted Strategic Space Plan. (The non-acquisition of available buildings immediately adjacent to the County-owned downtown campus and the County's Airport Boulevard campus in light of space shortages that are only going to get worse are examples of major lost opportunities.)