

Item 22 ADDED BACKUP

Additional Backup for 12/10/13 Agenda Item #22 (Travis County Organization Review & Assessment)

Proposed third-party organizational review and assessment:

1. To evaluate our current organization and structure.
2. To evaluate our current lines of authority and business processes.
3. To provide us with findings and recommendations for moving forward with specific steps to improve our structure and processes.

Goals:

1. Improve accountability, efficiency, and cost savings through possible consolidation and reorganization.
2. To have in place measurable objectives and performance measures throughout all County departments.
3. To improve the level of service among County departments, and to the citizens of Travis County.

Time is of the essence. Purchasing has indicated that an RFP would not be ready to issue till February or March of 2014, which would lead to an award possibly in May or June. This is too late. This should start before the FY15 budget process begins. We need to start as soon as possible to receive recommendations for specific steps to improve our structure and processes, which would help us in our FY15 budget discussions.

The recommendation is that Phase 1 be a sole source Professional Services Agreement, so the review & evaluation could begin at the earliest possible time (early January of 2014 at the latest).

The following pages consist of resumes, work experience, and references about the team that has presented a proposal for this Phase 1.

Robert A. Milne, Ph.D.

Austin, TX 78731

512-795-2926, 512-796-6729 (cell)

rmilne88@gmail.com

Established expertise and extensive experience in the management and improvement of federal, state and local government, contract and performance management, procurement and related processes. Over 25 years of experience in managing complex administrative systems. Experienced leader and innovator in the public and private sectors with a unique mix of management and entrepreneurial skills and accomplishments. Created and implemented several innovative business intelligence applications including a performance reporting and case management system. Keen analytical skills and the ability to understand the big picture. Record of innovation and creativity with large scale private businesses, state and local government. This experience includes owning a successful business in a highly competitive and turbulent environment and designing and implementing new management and business intelligence systems to lower costs and increase performance in both private and public sectors. Successful experience with elected officials, business executives and a wide array of non-profits and academics.

Professional Skills

Process Operations Improvements	Legislative Review & Analysis	Continuing Process Improvement
Competency-Based Performance	City/County/State Issues	Employee Training & Coaching
Benchmarking, Best Practices	Government Contracting	Performance Management
Technical & Analytic Reports	Regulatory Compliance	Performance Appraisal
Contract Administration	Change Management	Quality Assurance & QC
Legislative Affairs	Government Affairs	Regulatory Reporting
Policies & Procedures	Reengineering	Community Affairs

Career History

PSPC Consulting Services **2010-Present**

Owner

Professional Services for Local Governments/Non-Profits

One-Stop Management, Inc. Austin, Texas **2002-2010**

President

Operated and managed Texas Workforce One-Stop systems. Responsible for administration of the Workforce Investment Act (Youth and Adult), the TANF employment component, Food Stamps Employment and Training.

- Successfully marketed the new management model to the Workforce Board in the Austin area. As a result obtained a contract to manage the Austin area workforce career centers in July 2002. The contract was the first of its kind implemented in the Texas Workforce System and included over \$8 million dollars of funding.
- Designed, completed and implemented three software tools to allow a more effective management of the Career Centers. The first tool named OBIS (One-Stop Business Intelligence System) provided a 24X7 dashboard containing a wide range of performance indicators for the workforce staff and management. The second tool provided for the automated management of client services through scheduling and monitoring of staff activities. The third tool provided for an automated Human Resource system for career center managers. These three tools provided the means for the company's staff to provide the first data driven management system in the state.
- Company was awarded a contract to operate the Cameron County Workforce system. The contract was for over \$7 million provided the company with the opportunity to redesign the area's career center system and significantly improve performance.
- Designed an innovative new business model to manage Texas Workforce Commission Board contracts that offered data driven business management to career centers at a significantly lower cost than current models with improved performance.

Texas State University, San Marcos, Texas

2010-2011

Visiting Professor

Offered courses in analytical methods, Technology and Government, and Ethics in Government (privatization) in the Masters in Public Administration Program.

Texas Workforce Commission, Austin, Texas 1997-2002

Director, Performance Reporting Department

Established, staffed, and trained a professional staff. Responsible for design and implementation of an outcome based performance management system for the TWC social service delivery system. Represented Texas on several national USDOL groups charged with improving and reviewing the agency's performance systems.

- Conducted performance management and contract management training to all 28 Texas Workforce Development Boards, board staff, and board contractors.

Performance Improvement Consulting

KPMG Peat Marwick, Austin, Texas

1995-1997

Senior Manager of the Southwest Region Resources Management Practice

Involved in a countywide performance review and improvement project for Harris County, Texas. Reviewed or participated in the review of the Juvenile Probation Department, Medical Examiner's Office, the District Clerk, Building Superintendent, and other departments. Managed engagements with public school systems, state and local agencies in the Southwest Region.

- Offered performance improvement consulting to state and local governments in the region. The most important and also one of the most successful projects was a major business process reengineering project for Harris County, Texas. The project resulted in management improvements and cost reductions of over \$4 million.

MGT Consulting, Inc.

1987-1989

Senior Consultant

- Managed and conducted engagements addressing government performance in Texas and Southeast.

Employment and Training Information Systems (ETIS), Austin, Texas

1991-1995

President and Owner

Owned and directed a company that created, marketed, and maintained a complex information system for the U.S. Department of Labor's Job Training Partnership Act (JTPA) program. The software system was marketed and installed in major states including New York, California, Massachusetts, and Georgia.

- A subsidiary of ETIS, REG, Inc. developed and marketed a product using the same technology to provide workman's compensation entities with current information concerning state administrative decisions. This product was widely used until 2011.
- Conceptualized and developed a new software product using an innovative new hypertext software language for the JTPA community. The software used a hyper text linking system to provide customers with the means to access large amounts of federal, state and local information easily. In many ways the system reflected the capabilities that are now common to the internet

The University of Texas at San Antonio

Asst. Professor

Responsible for teaching and research in state and local government and public administration

Education & Training

B.A., Government, University of Texas at Austin, Austin, Texas

M.A. Political Science, Syracuse University, Syracuse, NY

Ph.D Political Science (Public Administration/American Government) Syracuse University, Syracuse, NY

Publications & Reports

- ≈ Welfare Policy in Texas: The Welfare State Meets the Frontier a report prepared for the Governor's Commission on Welfare Reform and Employment and Training as Research Director of the Commission.
- ≈ The Criminal Justice Plan of Texas prepared as Director of Planning for a Division of the Governor's Office.
- ≈ Numerous consulting reports written as a management consultant for MGT Consultants and KPMG Peat Marwick State and Local Government Performance Improvement Project. Several of the KPMG reports were public documents and are available for review.
- ≈ Reports for the Texas Workforce Commission regarding the performance & management of the Texas Workforce system.

David B. Brooks

Born 1952
University of Texas
Law School, 1978

Retainer Clients (principal contacts)

Andrews County (Rodney Noble, County Attorney)
Bastrop County (Brian Goertz, Crim. Dist. Attorney; Paul Pape, County Judge)
Bell County (Jim Nichols, County Attorney)
Bexar County (Kelly Menzel, Assistant Crim. Dist. Attorney)
Blanco County (David Hall, County Attorney)
Brazoria County (Jeri Yenne, Crim. Dist. Attorney)
Caldwell County (Trey Hicks, Crim. Dist. Attorney)
Cameron County (Bruce Hodge, attorney to County Judge)
Chambers County (Scott Peal, County Attorney; Jimmy Sylvia, County Judge)
Colorado County (Jay Johannes, County Attorney)
Crockett County (Jody Upham, County Attorney)
El Paso County (Jo Anne Bernal, County Attorney)
Ellis County (Patrick Wilson, County Attorney)
Fayette County (Peggy Supak, County Attorney)
Frio County (Joe Sindon, attorney to County Judge)
Galveston County (Harvey Bazaman, Director, County Legal Dept.)
Hardin County (Rebecca Walton, County Attorney)
Hays County (Sherri Tibbe, Crim. Dist. Attorney)
Henderson County (Clint Davis, County Attorney)
Hood County (Lori Kaspar, County Attorney)
Kendall County (Don Allee, County Attorney)
Kerr County (Robert Henneke, County Attorney)
Lamar County (Chuck Superville, County Judge)
Llano County (Cheryll Mabray, County Attorney)
Matagorda County (Denise Fortenberry, County Attorney)
Navarro County (Lowell Thompson, Crim. Dist. Attorney)
Nueces County (Loyd Neal, County Judge)
Panola County (Danny Buck Davidson, Crim. Dist. Attorney)
Parker County (John Forrest, County Attorney)
Pecos County (Ori White, County Attorney)
Polk County (Commissioner Bob Willis)
Rains County (Joe Dougherty, County Judge)
Reeves County (Alva Alvarez, County Attorney)
Refugio County (Douglas Wolfshohl, Refugio County Drainage District)
San Saba County (Randy Robinson, County Attorney)
Shackelford County (Colton Johnson, County Attorney)
Taylor County (James Eidson, Crim. Dist. Attorney)
Terrell County (Marsha Monroe, County Attorney)
Ward County (Randy Reynolds, District Attorney)
Wharton County (John W. Murrile, County Judge)

Wise County (James Stainton, County Attorney)

Young County (Dayne Miller, County Attorney; Cheryl Roberts, County Auditor)

City of Bangs (Leo Smith, City Manager)

The Texas Association of County Auditors
The Texas Association of County Tax Assessor-Collectors

Current Employment

Assistant county attorney (part-time), Harris County, Vince Ryan, County Attorney

Author, West' Texas Practice Series

County and Special District Law, 2nd Ed., Vols. 35, 36, 36A.

Municipal Law and Practice, Vols. 22, 23, 23A.

The Constitution of the State of Texas, Vols. _____, [in preparation].

President

Friends of the State Law Library, non-profit corporation.

January 2013



2012. Dr. Richard Gambitta served as Director of the Institute for Law and Public Affairs (ILPA) at the University of Texas at San Antonio, retiring in 2011. At UTSA, he had served also as Chair of the Department of Political Science and Geography, Interim Chair of the Department of Sociology, Coordinator of the Master of Public Administration Program, Graduate Advisor of Record, and taught constitutional law, civil rights and liberties, law and society, public policy and administration, and ethics, as well as American and Texas politics courses across thirty years. He received his M.A. and Ph.D. in political science from the Maxwell School of Citizenship and Public Affairs of Syracuse University, with specializations in public law and public administration. He co-founded and directed the lauded UTSA Summer Law School Preparation Academy that has contributed to increasing significantly the number of UTSA, minority, and under-represented students attending and

excelling in law schools across the nation—with recent students attending Arizona State, Boston U, UC-Berkeley, Columbia, Emory, Georgetown, Harvard, KY, NYU, OK, Syracuse, Wake Forrest, Washington U., Wisconsin, U of Texas, all nine law schools in Texas, and many others, Fifty ILPA students were admitted during the year last recorded preceding his retirement and over 160 law schools have admitted his students. Numerous Dr. G. students have received PhDs. Dr. G. also co-founded the *UTSA “McClendon” Legislative Scholars Program* that awards \$10k to 10 selected students who are then placed with Members of the TX House of Representatives, including in the Speaker’s Office. Also, Dr. Gambitta served as UTSA’s Pre-law Advisor and directed the Legal Studies Minor.

In 2009, Gambitta won the University of Texas Regents Award for Outstanding Teaching the first year it was awarded, which provided a \$30,000 honorarium. In 2011, he won the Richard S. Howe Excellence in Service to Undergraduates Award, endowed by Edith McAllister, as well as the UTSA President’s Distinguished Achievement Award for Excellence in University Service. In November of 2011, the Carnegie Foundation for the Advancement of Teaching and the CASE (Council for the Advancement and Support of Education) honored him as one of twenty-seven U.S. Professors of the Year nationally and named him the 2011 Texas Professor of the Year, see <http://utsa.edu/today/2011/11/gambittacase.html>.

Dr. Gambitta was the first *Fulbright Scholar* at Chinese University of Hong Kong, during the time of the Joint Declaration. He taught public administration and policy at CUHK’s Union College at the graduate and undergraduate levels. He has served as a *National Endowment for the Humanities (NEH) Faculty Fellow* conducting research as a visiting scholar at the University of Wisconsin and the U.S. Supreme Court. Gambitta was named a *Piper Professor* by the Minnie Stevens Piper Foundation in 1989 for distinguished teaching and “outstanding scholarly and academic achievement” selected from among 100 Texas colleges and universities. He served as a New York University Summer Fellow at NYU Law School, studying with legendary professor Derrick Bell. In 2007, Dr. Gambitta won: (a) the *University of Texas System Chancellor’s Council Award for Outstanding Teaching* and (b) the *UTSA President’s Distinguished Achievement Award for Teaching Excellence*, winning *both* of these awards for an unprecedented *second* time. He has won his College Dean’s Award for Outstanding Teaching at both the *undergraduate* and *graduate* levels, the University Life Award *twice* as Outstanding Faculty Member, chosen by UTSA students, and the Amber Award *three* times for outstanding mentoring including in 2010. Dr. Gambitta has taught for the University of the Incarnate Word, St. Mary’s University, and Syracuse University.

During recent years, Dr. Gambitta has received numerous civic awards including the LULAC National Education Service Centers’ “Education Award for Outstanding Service” and the *Liberty Bell Award* from the San Antonio Young Lawyers Association. He has won many grants for his Institute students including those from the Texas Bar Foundation, ten from the Law School Admissions Council, and the Bexar County Federal Bar Association. His community awards include the *Frederick Douglass Award* for enhancing opportunities for African Americans, see recent press article regarding service to Blacks at <http://www.mysanantonio.com/default/article/Former-UTSA-law-director-aided-blacks-2966946.php>. He has also won: (a) Bexar County’s *Hidalgo* designation for distinguished service; (b) the *Distinguished Doctors Award* by the Westside Chamber of Commerce and the Special Distinction honor by the Hispanic Chamber; (c) the *Spirit of Education Award* by the Texas Chicano Law Students Association; (d) the ACLU’s Humanitarian Award; (e) the Distinguished Service commendation from Goodwill Industries; and many others. He has won innumerable university awards, appeared in many Who’s Who editions (Executives, Teachers, America, World, etc.), and was selected by students to deliver the commencement address for the Honors UTSA College graduation, twice. He has given many *keynote* addresses including recently to a national American Fulbright Scholars Meeting, the SA Business Journal’s 100 Top Businesses Luncheon, & the Bexar Co. Coalition of School Boards and Administrators. He has moderated debates between electoral candidates at the federal, state, and local levels including those for the Hispanic Chamber of Commerce; been a frequent contributor (over twelve times) to Leadership San Antonio education panels; taught for the Hispanic Association of Colleges and Universities programs; and hosted for years the First

Friday Forums that discussed major issues confronting San Antonio; etc. He has spoken at hundreds of civic, educational, church, professional, and philanthropic meetings.

Dr. Gambitta serves presently and uniquely on two of the most significant public service boards in San Antonio and is committed to developing sustainable quality communities. He is a Commissioner of the San Antonio Housing Authority (SAHA), chairing its Operations and Human Resources Committees, contributed to policy-reform leadership in regional housing. Simultaneously, he serves on the Board of Trustees of the VIA Metropolitan Transit, serving on the operations and audit committees, and the Advanced Transportation District and Metropolitan Planning Organization's Transportation Policy Board. The President of the National Association of Housing and Redevelopment Officials appointed him to NAHRO's standing International Committee. His community commitments have included: the Board of Governors of the Good Shepherd Network of Catholic Schools (present), Chair of the City's Intra-City Rail and Streetcar Commission, Chair of the Board of Directors of Goodwill Industries of San Antonio, two-term president of his neighborhood association, director at the Education Investment Foundation, the advisory council to the Board Chair of the Hispanic Chamber of Commerce, member of the reform-oriented Mayor's Commission on Integrity and Trust in Government, the Community Alliance for Traffic Safety, & advisory board of the San Antonio Police Department's Training Academy.

Gambitta has presented research across Europe, Asia, and North America and his writings appear in diverse collections including: *The Oxford Companion to the Supreme Court of the United States*; *Governing Through Courts* (his co-edited book); *The Law and Policy Quarterly*; *The American Journal of Criminal Law*; *The Oxford Guide to Supreme Court Decisions*; *The Politics of San Antonio*; *Archiv für Rechts und Sozialphilosophie*; *The Politics of Judicial Reform, Rechtstheorie*; *the European Journal of Philosophy of Law, Philosophy and Computer Science*; *The Encyclopedia of the U.S. Supreme Court*; *South Texas Studies Journal*; *CLEO Edge* (ABA); et al. and a chapter on the success of the SLSPA in *Education Pipeline to the Professions: Programs that Work to Increase Diversity* (2012).

Simultaneous with his professorships, Dr. Gambitta has engaged in the private sector in many capacities including ownership, CEO, research and policy consulting, strategic planning, logistics, and advising. He founded and directed the highly successful Gambitta Research Associates existing for twenty years 1981-2001, then disbanded it to avoid conflicts when assuming heavy administrative responsibilities at UTSA. Dr. Gambitta's clients have included for-profit and non-profit entities. He has conducted over twenty-five major survey research projects including for Clinton/Gore '92, KENS-TV, COPS [Communities Organized for Public Service], TxDOT, *S A Light*, the Archdiocese of San Antonio, etc. He was a consultant to KPMG for *TexasOnline* and to CNN/TBS. He has served as an advisor to elected officials at all three levels and in all three branches of government. He has served as a consultant to a host of candidates in both major parties including an Attorney General from Texas, Governor from Virginia, and Senator from New York. He has been an expert in federal and state cases on education finance, voting rights, and free speech. He has assisted with research for legal cases including jury selection, research, and expert testimony.

He has conducted many research studies and written many reports for government entities aimed at reform, including a three-volume *DWI Comprehensive Enforcement Project* (TxDOT grant & Bexar Co. D.A. Office), a bail bond reform study (BX Co. District Clerk's Office), a commission report on campaign finance reform for the Mayor & City Council of San Antonio, and significant studies for a host of other entities including the Archdiocese of San Antonio (on faith-based & public schools), television stations, newspapers, multi-media firms, private corporations, non profits, law firms, the Texas Trial Lawyers, etc.

He has written for national media, for example, the *PBS Online Newshour with Jim Leher*, <http://www.pbs.org/newshour/election2000/states/texas/background.html>, national popular academic media, e.g., *CLEO Scholars Magazine*, http://www.cleoscholars.org/_data/global/images/2011EDGE-Junior.pdf, many feature articles for local media including the San Antonio Express-News, San Antonio Light, SA Commercial Recorder, SA Magazine, etc. He has been featured in several documentaries and specials. He served as a consultant to CNN/TBS, facilitated for CBS/Sixty Minutes, and been a very consistent commentator in the news locally and nationally. He has done analysis for KENS-5-TV weekly on News First at Four on legislative affairs and conducted hundreds of interviews broadcast on TV, radio, and Internet. He serves as the KENS-5 TV political analyst, e.g. see <http://www.kens5.com/news/election/Analyst-Texas-will-turn-Democratic-in-eight-years-177906961.html> OR http://www.kens5.com/news/politics/What-will-Texas-lawmakers-do-with-all-that-cash-186194872.html?fb_action_ids=10152563600425224&fb_action_types=og.recommends&fb_source=aggregation&fb_aggregation_id=288381481237582

He is married to Sherry Gambitta, a REMAX North San Antonio Realtor, and they have two sons (14 and 24). Dr. Gambitta engages currently in major civic, professional, business, research, writing, consulting, and speaking projects.

References

The following references are provided to support the qualifications of PSPC. The first two references are from the Harris County review. They include the former Chief of Staff for County Judge Eckels and from the former Executive Director of the Juvenile Probation Department of Harris County. The Juvenile Probation Department was the subject of one of the most comprehensive reviews that resulted in significant cost savings and a change in the department's leadership.

The other references are from the customers of One-Stop Management LLC (OSM). This is the company owned by Dr. Milne which operated a number of federal programs as a privatized social service provider. The programs operated by OSM were top performers in the state and conducted several business process reengineering efforts for the Workforce Investment Act and the work component of Temporary Aid to Needy Families. Reports from those efforts are attached. If additional references are needed they can be provided from retired executives from the Texas Workforce Commission.

Dinah Massie
Former Chief of Staff County Judge Eckels
Director of Public Information
TRANSTAR of Harris County
6922 Katy Road
Houston, Texas 77024
713 881-3000
713 302-3558 (cell)

Elmer Bailey
Executive Director (ret)
Harris County Juvenile Probation Department
Houston, Texas
713 705-5136

Frank Almaraz
CFO Lower Rio Grande Workforce Board
Former CFO Central Texas Workforce Board
McAllen, Texas
fxaispy@sbcglobal.net
(956) 778-5535

Robert Morales
Owner, Van Horn Advocate
701-C West Broadway, Van Horn, Texas
Local Contact: Contract with Upper Rio Grande Workforce Board
432 283-2003

Josie Olvera
Former Center Manager
Workforce Career Center
Central Texas Workforce Board
Texas Parks and Wildlife Department
4200 Smith School Road, Austin, TX 78744
(512) 389-4800 | (800) 792-1112
Austin, Texas
jcolvera@austin.rr.com