



Travis County Commissioners Court Agenda Request

Meeting Date: 1/7/2014, 9:30 AM, Voting Session
 Prepared By: David Walch, Purchasing, 854-6663
 Elected/Appointed Official/Dept. Head: Cyd Grimes, Purchasing Agent
 Sponsors: Judge Biscoe

AGENDA LANGUAGE:

Consider and Take Appropriate Action Regarding the Draft Scope of Work for an organizational review and assessment of the management structure of Travis County.

BACKGROUND/SUMMARY OF REQUEST AND ATTACHMENTS: *NOT APPLICABLE*

REQUIRED AUTHORIZATIONS:

Purchasing	Cyd Grimes	Completed	01/02/2014 3:51 PM
Purchasing	Cyd Grimes	Completed	01/02/2014 3:51 PM
Purchasing Admin Support Group	Patricia Estrada	Completed	01/02/2014 3:57 PM
Commissioners Court	Robert Resnick	Pending	



Travis County Commissioners Court Agenda Request

Meeting Date: January 7, 2014

Prepared By/Phone Number: David Walch 46663; Cyd Grimes

Elected/Appointed Official/Dept. Head: Cyd Grimes

Commissioners Court Sponsor: Judge Biscoe

Agenda Language: Consider and Take Appropriate Action Regarding the Draft Scope of Work for an organizational review and assessment of the management structure of Travis County.

- **Purchasing Recommendation and Comments:** This procurement action meets the compliance requirements as outlined by the statutes.

Travis County last reviewed its organizational structure in 1994. The Travis County Commissioners Court would like an independent review and study of its organizational structure and processes. On December 17, 2013 the Commissioners Court directed the Purchasing Agent to work with Robert Milne, PSPC Consulting, to develop a scope of work to provide these services. Attached is a draft scope of work for your review and consideration.

- **Contract Expenditures:** Within the last 12 months \$0.00 has been spent against this contract/requirement.

- **Funding Information:**

SAP Shopping Cart #:

Funding Account(s):

Comments: PBO will need to allocate funding for this contract which is expected not to exceed \$50,000.

ATTACHMENT A SCOPE OF WORK

Background

The Travis County Commissioners Court has not undertaken a review of its governance and management structure since 1994. As a result of the 1994 review, five Executive Managers (now called County Executives) were created. All existing commissioner court department heads (about 17) began reporting directly to one of the five new County Executives. This structure remained unchanged until creation of the position of Executive Manager for Emergency Services in 2004. In 2012 departments under the Executive Manager for Administrative Operations (except Records Management) were moved to the County Executive for Planning & Budget.

THE PROJECT

The foundation for this study will be an initial review and analysis of the Commissioners Court's existing governance and management structure including the formal and informal lines of authority. This review will include a thorough examination of the complex constitutional and statutory law relevant to the operation of county government. The initial reviews will provide specific findings and recommendations for the County to improve the management structure and processes.

Consultant will provide an independent assessment of the County's management systems and practices to assure that Best Management practices are being used for allocating capital and personnel resources as effectively and efficiently as possible.

Consultant will provide practical recommendations consistent with the legal environment in which the County must operate, including relevant statutes and constitutional provisions, as a means to improve the efficiency and performance of the operations of county government in Travis County.

Consultant will offer specific findings and recommendations to improve the efficiency of Travis County government. These findings and recommendations will be based on data and interviews with County employees and clients (as identified by County). The interviews will be based on data and "structured" interviews, which simply means that the interviews will include a set of common questions in order to insure some degree of comparability. The recommendations will be quantified whenever possible and specific resources cited will be associated with actual costs. The recommendations will offer specific quantified recommendations and results whenever possible.

Consultant will provide the County “state of the art” best practice information and will provide a wide range of options, including but not limited to consolidation, privatization, reorganization, and elimination or expansion of functions.

SPECIFIC ORGANIZATIONAL REVIEW TASKS

These specific tasks that are designed to provide comprehensive knowledge of the County’s administrative and organizational structure and the legal parameters unique to the State of Texas and Travis County.

- Task 1.1 Hold initial meeting with Project Manager and Purchasing Agent to adopt necessary protocols and timelines for the project.
- Task 1.2 Hold initial meetings with each Commissioner and County Judge for their input and vision of any reorganization.
- Task 1.3 Hold individual meeting with each of the Commissioners five County Executives for their input and concerns.
- Task 1.4 Conduct fact finding surveys and interviews of other commissioner court staff and elected/appointed officials.
- Task 1.5 Facilitate and conduct Work Session with Commissioners Court for input and direction.
- Task 1.6 Compile and review background materials to identify formal and informal management structures and processes. This will involve a review of documents, and interviews with County managers and employees on site and off site.
- Task 1.7 Review the specific constitutional and statutory requirements that are relevant to County administration. This review will be conducted by a leading attorney in the area of County government.
- Task 1.8 Assess departmental management and administrative procedures, processes and practices including the last organizational review completed in 1994.
- Task 1.9 Assess informal processes and protocols.

Task 1.10 Research best practices in similar offices including several urban Texas Counties, including but not limited to Harris, Bexar, Tarrant, Dallas and Hidalgo Counties.

DELIVERABLES

1.1 Consultant will develop and prepare a detailed written report (5 hard copies and 1 electronic copy) to the Commissioners Court that will include but not be limited to the following elements:

- Analysis of alternative management structures, including those adopted by other Texas urban counties including but not limited to Harris, Bexar, Tarrant, Dallas and Hidalgo Counties.
- Analysis of the legal issues surrounding the current and alternative management structures, including state constitutional parameters, state statutes and regulations.
- Specific recommendations regarding organizational changes for the County.
- Specific recommendations regarding the advisability or need for the administration and oversight of a centralized County management office.
- Appropriate options for any needed changes in the County's administrative leadership.

1.2 Consultant will present the Final Report to the Commissioner's Court in either a voting or work session according to the Courts preference. The Report will include but not limited to the following elements:

- A thorough review of the County's management structure, including the history of the development of that structure and the legal parameters. This discussion will include specific enabling or limiting statutes and constitutional provisions.
- A discussion of management structures and processes in other urban Texas counties, with a discussion of the problems and advantages of these systems with their applicability to Travis County.

- A discussion of existing performance measurement systems in the County and their use in operational, staffing, and capital decisions in the County.
- Specific Findings and Recommendations concerning the County management structure, with recommendations and estimates of preliminary costs and savings to the County based on this initial analysis.

The results of this initial report will provide the foundation for continuing efforts to improve the efficiency and productivity of Travis County government. The report will provide the Commissioners Court with the necessary mechanism to enable the County to improve the administration of county functions, to provide the County with the ability to address issues in a timely manner, and to increase transparency and accountability.

Work Period: Estimated completion 90-120 days