

Travis County Commissioners Court Agenda Request

Voting Session__

(Date)

Work Session__ **October 15, 2009**

(Date)

I. A. Request made by: Christian Smith *Belinda Powell for* (Date)
Signature of Elected Official/Appointed Official/Executive Manager/County Attorney *Christian Smith* Phone # 854-9465

B. Requested Text:

Receive update from Broaddus and Associates concerning the Central Campus Needs Assessment and Master Plan study including the needs analysis, staffing projections and preliminary adjacency information for all county offices and departments.

C. 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:

- Honorable John K, Dietz, 250th District Court 854-9312
- Honorable Bob Perkins, 331st District Court 854-9443
- Honorable Lora Livingston, 261st District Court 854-9309
- Honorable Brenda Kennedy, 403rd District Court 854-9808
- Honorable Eric Shepperd, County Court-at-Law #2 854-9248
- Honorable David Crain, County Court-at-Law #3 854-9243
- Sheriff Greg Hamilton 854-9770
- Dolores Ortega-Carter, Travis County Treasurer 854- 9365
- Susan Spataro, Travis County Auditor 854-9125
- Cyd Grimes, Travis County Purchasing Agent 854-9700
- Danny Hobby, Executive Manager Emergency Services 854-9367
- Roger Jefferies, Executive Manager Justice & Public Safety 854-4415
- Sherri Fleming, Executive Manager Health & Human & Veterans' Services 854-4100
- Joe Gieselman, Executive Manager Transportation & Natural Resources 854-9383
- Roger El Khoury, Director Facilities Management Department 854-4579
- Joe Harlow, Chief Technology Officer 854-9175
- Deece Eckstein , Intergovernmental Relations Coordinator 854-9754
- Rodney Rhoades, Executive Manager, Planning & Budget 854-8679
- Belinda Powell, Strategic Planning Manager 854-9106
- Leslie Stricklan, AIA, Sr. Project Manager 854-4778

All other county offices and departments included in the study

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 PM on Tuesday for the following week's meeting. Late or incomplete request may be deferred to the next subsequent meeting.



Special Assistant to the Commissioners Court

314 W. 11th Street
P.O. Box 1748
Austin, Texas 78767

October 7, 2009

To: Members of the Commissioners Court

Re: Update from Broaddus and Associates on the Central Campus Needs Analysis and Master Plan with particular focus on staffing projections and preliminary adjacency information

I am pleased to let you know that Broaddus and Associates has completed an intensive round of interviews and follow-up discussions related to developing long-range staffing projections for the county offices and departments that are included in the Central Campus Needs Analysis and Master Plan study.

Broaddus and Associates and their team members have analyzed the information provided by the county and developed a population based methodology for forecasting the staffing needs for the general government offices and departments. The team has also developed specific forecasting methodologies for both the civil and criminal court systems. They will discuss the specifics of these methodologies with you and present their findings for discussion at the work session on October 15, 2009. I realize that we only have 45 minutes at the work session therefore we may need to have a follow-up discussion at the voting session of the Commissioners Court on October 20th. This will prepare for approval on October 27, 2009, of the staffing projections for use as the basis for developing square footage forecast to support the staff to the year 2035.

Additionally, Broaddus and Associates will introduce a preliminary adjacency matrix for review and discussion. An adjacency matrix is a tool frequently used in facility planning to graphically represent relational information about offices and departments. This will help drive the discussion in Phase II of the study related to massing and stacking of buildings scenarios for the master plan. The information included in the attached Broaddus and Associates presentation is still under review and development with the offices and departments. But it is important to get initial feedback from the Commissioners Court not only on the process overall, but on the information specifically related to adjacency requirements for the Commissioners Court.

The attached information from Broaddus and Associates serves as a summary of the discussions to date and the information they wish to discuss with you prior to having you take any actions needed on October 27, 2009.

Please feel free to contact me if you have any questions or comments related to the upcoming discussion with the project team.

Belinda Powell for Christian Smith
Christian R. Smith
Special Assistant to the Commissioners Court

CC: Cyd Grimes
Rodney Rhoades
Leslie Stricklan
Stephen Coulston
Bob Perkins
Deece Eckstein
Dana DeBeauvoir
David Escamilla
Guy Herman
Rosemary Lehmborg
Debra Hale
Rosie Ramon-Duran
Susan Spataro
Darren Long
Joe Gieselman
Amalia Rodriguez-Mendoza
Todd Osburn
Richard Villareal
Belinda Powell
Joe Harlow
Rob Fisch
Eric Shepperd
Estela Medina
Geraldine Nagy
Jim Collins
Cecilia Burke
Caryl Colburn
Steve Broberg
Nelda Wells-Spears
Mark Sawa
Jim Sylvester
Roger Jefferies
Marvin Brice
Roger El Khoury
Walter Lagrone
John Dietz
Jeanne Meurer
Dolores Ortega-Carter
Greg Hamilton
Steve Capelle
Herb Evans
Peg Liedtke
Bruce Elfant
Dusty Knight
Mike Hemby
Danny Hobby
Sherri Fleming
Dan Mansour

TRAVIS COUNTY CENTRAL CAMPUS STUDY

FOR STRATEGIC NEEDS ANALYSIS & FACILITIES MASTER PLAN

October 15, 2009



**BROADDUS
& ASSOCIATES**
INNOVATIVE PROJECT MANAGEMENT AND PLANNING

RICCI GREENE ASSOCIATES
WIGINTON HOOKER JEFFRY
ARCHITECTS

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AGENDA

- INTRODUCTION – PROJECT UPDATE
- DRAFT STAFFING PROJECTIONS
 - Methodology
 - Draft Staffing Projections
 - General Government
 - Courts
- PRELIMINARY DRAFT ADJACENCY MATRIX
 - Methodology
 - Preliminary Draft Adjacency Matrix
 - General Government
 - Courts

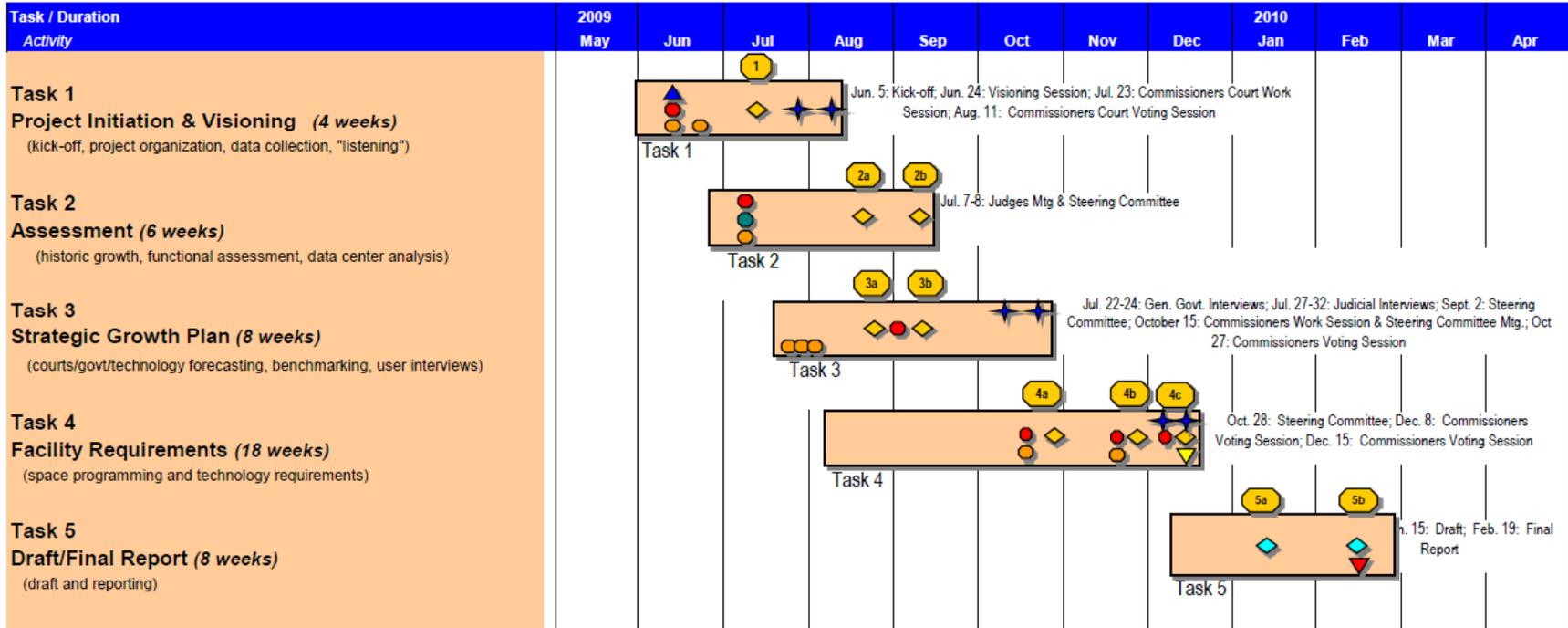
PROJECT UPDATE

TRAVIS COUNTY CENTRAL CAMPUS STUDY



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PROJECT UPDATE - SCHEDULE



Legend

- Project Kick Off Worksession
- Steering Committee Meeting
- Walk-through assessment
- Stakeholder meetings/workshops
- Interim Deliverable
- Draft & Final Document
- Present Final Needs Assessment
- Final Needs Assessment Submitted
- Commissioners Court (TBD)

Activity Milestones

- Task 1
- Task 2a
- Task 2b
- Task 3a
- Task 3b
- Task 4a
- Task 4b
- Task 4c
- Task 5a
- Task 5b

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DRAFT STAFFING PROJECTIONS METHODOLOGY

TRAVIS COUNTY CENTRAL CAMPUS STUDY



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CORRELATION ANALYSIS

Correlation between historic staffing and County budget was compared to population growth for the purpose of developing staff growth projection assumptions.

- *County General Fund Budget adjusted to 2009 dollars*
- *Overall budget data analyzed for trends*
- *Staff growth correlation to budget compared with correlation to population*
- *County departments reviewed individually for comparison with budget and population trends*

CORRELATION ANALYSIS

The ratio of staff to population is much more consistent over time, suggesting population is a considerably stronger predictor of staff growth:

| FY | Staff/ Budget (per \$million) | Staff/ Population (per 1,000 pop.) | Trendlines | |
|---------------------|-------------------------------------|--|-------------------------------------|--|
| | | | Staff/ Budget (per \$million) | Staff/ Population (per 1,000 pop.) |
| 1998 | 13.60 | 4.74 | 13.00 | 4.60 |
| 1999 | 13.01 | 4.65 | 12.73 | 4.59 |
| 2000 | 12.64 | 4.53 | 12.46 | 4.58 |
| 2001 | 12.12 | 4.63 | 12.19 | 4.57 |
| 2002 | 10.71 | 4.31 | 11.91 | 4.56 |
| 2003 | 11.49 | 4.61 | 11.64 | 4.55 |
| 2004 | 11.01 | 4.50 | 11.37 | 4.55 |
| 2005 | 11.02 | 4.45 | 11.10 | 4.54 |
| 2006 | 11.05 | 4.49 | 10.82 | 4.53 |
| 2007 | 10.63 | 4.57 | 10.55 | 4.52 |
| 2008 | 10.37 | 4.54 | 10.28 | 4.50 |
| 2009 | 10.40 | 4.58 | 10.01 | 4.50 |
| Change (1998-2009): | | | -23.0% | -2.2% |

Note: Trendlines based on least square regression.

DEPARTMENTAL GROWTH

For all departments, the difference in annual growth was smaller between historic staffing and population than between historic staffing and budget:

| Department | Avg. Annual Growth | | |
|---------------------------|--------------------|------------|------------|
| | Staff FTE | Population | Difference |
| Auditor | 3.2% | 3.1% | 0.1% |
| Facilities Management | 4.9% | 3.1% | 1.8% |
| Health & Human Services | 3.5% | 3.1% | 0.4% |
| Planning & Budget Office | 3.3% | 3.1% | 0.2% |
| Purchasing | 2.1% | 3.1% | -1.0% |
| TNR | 1.2% | 3.1% | -1.9% |
| Treasurer's Office | 1.8% | 3.1% | -1.3% |
| Criminal Justice Planning | 4.2% | 2.7% | 1.5% |

Note: Historic staffing from 1998-2009, except for Criminal Justice Planning, which dates to 2004.

STAFF PROJECTIONS

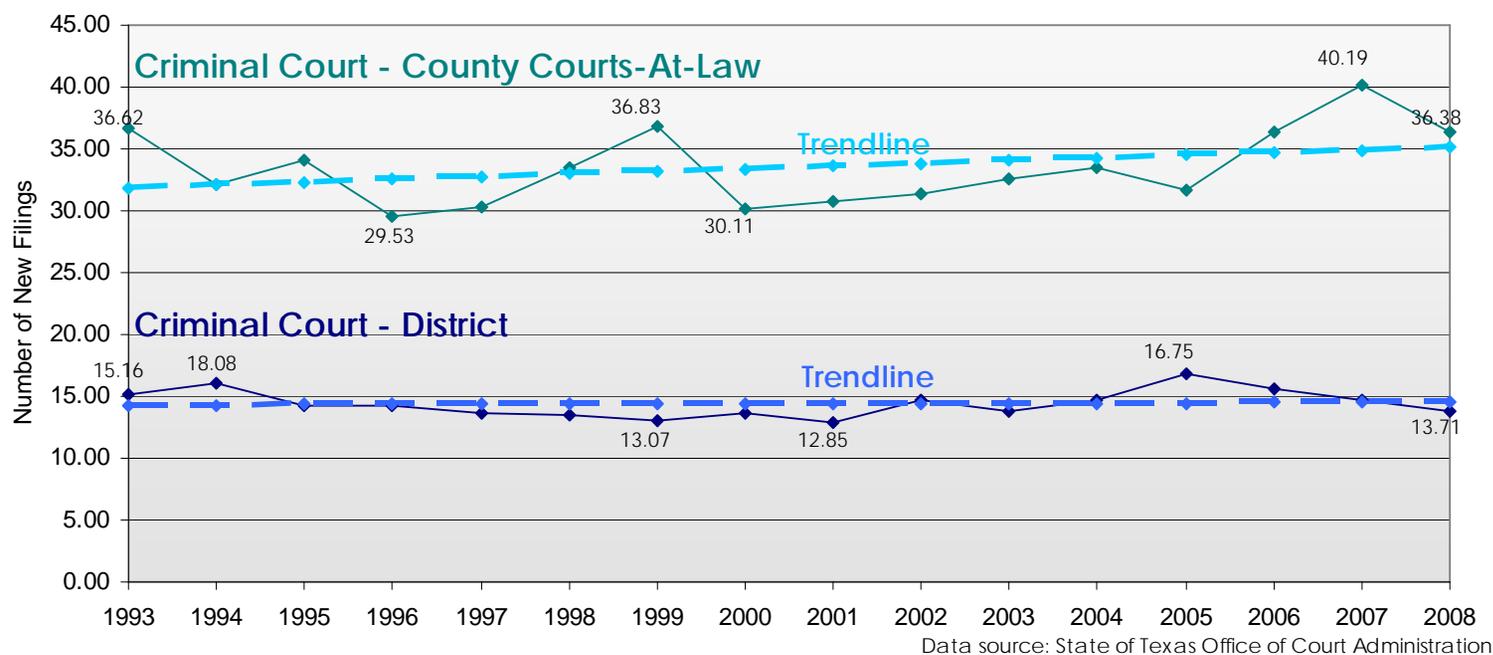
Staff projections for each office and department will follow a consistent methodology:

- *2015 staff projections will be based on the Program Planning Guides, but modified to reflect recent staffing changes, updated short-term staffing projections and anticipated hirings, and office and departmental comments.*
- *2025 and 2035 staff projections will directly correlate to the State Demographer's Scenario 1.0 projection, using the 2015 staffing as the base numbers.*
- *"Tempered" and "High" projection variations may be used for exceptional office or department that are anticipated to grow at a different rate than population, per County policy direction.*
- *Staffing projections by agency done on an aggregate level, and distribution of staff by position to be further developed in space programming when offices or departments will have opportunity to comment.*

STAFF PROJECTIONS

Criminal Court was found to have a strong relationship to population...

New Case Filings per 1,000 Population – Criminal Court



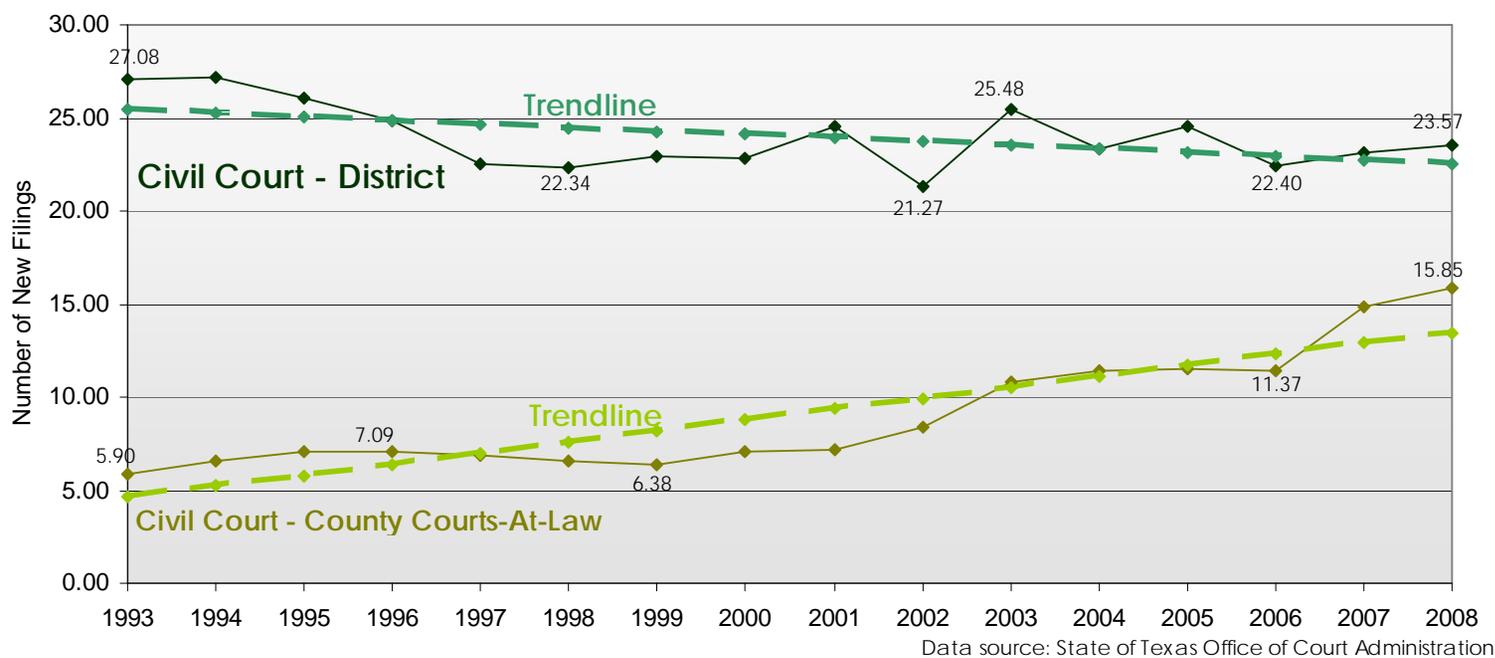
Slope / mean:

District Court: 0.0010 County Court: 0.0065

STAFF PROJECTIONS

...while Civil Court was more independent of population.

New Filings per 1,000 population – Civil Court



Slope / mean:

District Court: -0.0080 County Court: 0.0653

STAFF PROJECTIONS

Criminal Court and Civil Court projections are different based on caseload/population findings:

- *Criminal Court staff projection methodology is the same as for general government, using Scenario 1.0 population projections to project staff.*
- *Civil Court projections are based on caseload trends, with staff growth projection rates between 2015 and 2035 matching caseload projections for Civil Courts, using 2015 staff numbers as a base.*
- *2015 staff projections based on the Program Planning Guides, but modified to reflect recent staffing changes, updated short-term staffing projections and anticipated hirings, and court office comments.*
- *Projection variations may be used for exceptional offices that are anticipated to grow at a different rate than the caseload.*
- *Staffing projections by component are done on an aggregate level, and distribution of staff by position will be further developed in space programming when offices will have opportunity to comment.*

DRAFT STAFFING PROJECTIONS GENERAL GOVERNMENT

TRAVIS COUNTY CENTRAL CAMPUS STUDY



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GENERAL GOVERNMENT

| <u>Office or Department</u> | <u>Current Staff</u> | <u>2015 Staff</u> | <u>2025 Staff</u> | <u>2035 Staff</u> | <u>% Change from Current</u> | <u>% Change from 2015</u> |
|--|----------------------|-------------------|-------------------|-------------------|------------------------------|---------------------------|
| Commissioners Court Member's Offices | 21 | 26 | 31 | 36 | 71.4% | 38.5% |
| County Attorney's Office - Civil Functions | 83 | 90 | 112 | 137 | 65.1% | 52.2% |
| County Treasurer's Office | 6 | 14 | 16 | 20 | 233.3% | 42.9% |
| County Auditor's Office | 77 | 96 | 119 | 146 | 89.6% | 52.1% |
| Purchasing Agent | 32 | 38 | 44 | 53 | 65.6% | 39.5% |
| Transportation Natural Resources | 121 | 145 | 178 | 219 | 81.0% | 51.0% |
| Criminal Justice Planning | 10 | 16 | 20 | 24 | 140.0% | 50.0% |
| Planning and Budget Office | 16 | 21 | 25 | 31 | 93.8% | 47.6% |
| Administrative Operations | 3 | 3 | 4 | 5 | 66.7% | 66.7% |
| Human Resources Management | 38 | 56.5 | 69 | 86 | 126.3% | 52.2% |
| Facilities Management | 123 | 176 | 218 | 268 | 117.9% | 52.3% |
| Information Telecommunication Systems | 107.5 | 116.5 | 146 | 178 | 65.6% | 52.8% |
| Records Management & Comm. Res. | 17 | 19 | 21 | 26 | 52.9% | 36.8% |
| Health and Human Services | 59 | 77 | 95 | 118 | 100.0% | 53.2% |
| Intergovernmental Relations Office | 2 | 4 | 5 | 6 | 200.0% | 50.0% |

DRAFT STAFFING PROJECTIONS COURTS

TRAVIS COUNTY CENTRAL CAMPUS STUDY



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COURTS

| <u>Component</u> | <u>Current Staff</u> | <u>2015 Staff</u> | <u>2025 Staff</u> | <u>2035 Staff</u> | <u>% Change from Current</u> | <u>% Change from 2015</u> |
|---------------------------------------|----------------------|-------------------|-------------------|-------------------|------------------------------|---------------------------|
| Criminal Courts - Judiciary | 58.5 | 71 | 84 | 100 | 70.9% | 40.8% |
| Criminal Courts - Administration | 30 | 41 | 51 | 63 | 110.0% | 53.7% |
| Civil Courts - Judiciary | 58 | 71 | 83 | 99 | 70.7% | 39.4% |
| Civil Courts - Administration | 19 | 24 | 29 | 35 | 84.2% | 45.8% |
| Probate Courts | 11 | 13 | 19 | 20 | 81.8% | 53.8% |
| Justice of the Peace, Precinct 5 | 18.5 | 20 | 28 | 35 | 89.2% | 75.0% |
| District Clerk | 108 | 120 | 147 | 178 | 64.8% | 48.3% |
| County Clerk | 78 | 94 | 109 | 124 | 59.0% | 31.9% |
| District Attorney | 213 | 236 | 284 | 333 | 56.3% | 41.1% |
| County Attorney – Criminal/Hot Checks | 107 | 120 | 142 | 164 | 53.3% | 36.7% |
| Adult Probation | 100 | 114 | 139 | 167 | 67.0% | 46.5% |
| Counseling and Education | 15 | 17 | 20 | 24 | 60.0% | 41.2% |
| Pretrial Services | 58 | 72 | 98 | 120 | 106.9% | 66.7% |
| Domestic Relations | 53 | 59 | 69 | 79 | 49.1% | 33.9% |
| Public Defender Offices | 32 | 52 | 66 | 81 | 153.1% | 55.8% |
| Tax Assessor-Collector's Office | 5 | 7 | 8 | 10 | 100.0% | 42.9% |
| Law Library | 9.5 | 9.5 | 10 | 10.5 | 10.5% | 10.5% |
| Constable, Precinct 5 | 54 | 57 | 62 | 66 | 22.2% | 15.8% |
| Sheriff - Transport and Staging | 85 | 98 | 119 | 138 | 62.4% | 40.8% |

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PRELIMINARY DRAFT ADJACENCY MATRIX METHODOLOGY

TRAVIS COUNTY CENTRAL CAMPUS STUDY



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OVERVIEW – ADJACENCY MATRICES

WHAT IS AN ADJACENCY MATRIX?

- A tool that graphically quantifies the strong, desired, minimal, or negative functional relationships between offices, departments, divisions, or workgroups.

INTENT & APPLICATION

- **Helps clarify / quantify ideal functional relationships.**
- **Prioritizes** the list of preferred neighboring spaces for offices or departments.
- **Does not** record existing relationships.
- **Does not** determine the specific physical location of the spaces for offices or departments.

- In Phase 2, the Master Plan will use the adjacency matrices as tools to help generate various stacking & blocking scenarios, that will, in turn, determine the specific physical location of the spaces for offices and departments.

OVERVIEW – ADJACENCY MATRICES

CLASSIFICATION OF ADJACENCIES:

- 2 STRONG ADJACENCY:** Indicates need for offices/departments to be in the same building together unless physically impossible.
- 1 DESIRABLE ADJACENCY:** Suggests two functions' need for proximity in the same campus and preference to same-building co-location, since operational efficiencies would increase as travel time is reduced or contact encouraged. However, operations would not necessarily be disrupted if not co-located in the same building.
- MINIMAL ADJACENCY:** Indicates that these offices/departments do not have any significant relationship and may or may not be adjacent or distant without impact on operations.
- N NEGATIVE ADJACENCY:** Suggests that components may not be immediately adjacent to each other, and should even maintain a reasonable distance. However, this does not necessarily indicate that the components may not be in the same building.

OVERVIEW – ADJACENCY MATRICES

SELECTING THE CATEGORY:

- County-developed Program Planning Guides
- Interviews regarding functional relationships
- Follow-up correspondence and review

PRELIMINARY DRAFT ADJACENCY MATRICES

TRAVIS COUNTY CENTRAL CAMPUS STUDY



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PRELIM. DRAFT – CROSS-OVER

Courts and General Government Adjacencies Not Reflected in the Adjacency Matrices

2 Strong Adjacency

County Attorney (Criminal Division Hot Checks) <-> County Attorney (Civil)

1 Desirable Adjacency

County Clerk – Civil/Probate Functions <-> County Attorney (Civil)

Law Library – Main Law Library <-> County Attorney (Civil)

Civil Courts – Courtrooms <-> County Attorney (Civil)

County Auditor <-> Criminal Courts Judiciary

County Auditor <-> Civil Courts Judiciary

Purchasing Agent <-> Purchasing Board (Criminal Courts Judiciary, Civil Courts Judiciary & Commissioners Court)

N Negative Adjacency

Adult Probation <-> All General Government Departments

2 Strong Adjacency

1 Desirable Adjacency

Minimal or No Adjacency

N Negative Adjacency