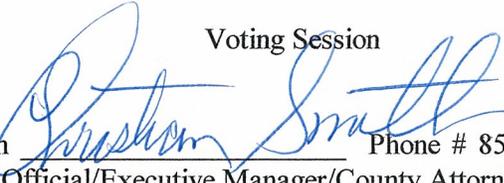


**Travis County Commissioners Court Agenda Request**

Voting Session November 10, 2009

Voting Session

I. A. Request made by: Christian Smith  Phone # 854-9465  
Signature of Elected Official/Appointed Official/Executive Manager/County Attorney

B. Requested Text:

Consider and take appropriate action on Downtown Master Plan needs analysis, staffing projections and adjacency requirements for 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, 331<sup>st</sup> District Court 854-9443
- Honorable Lora Livingston, 261<sup>st</sup> District Court 854-9309
- Honorable Brenda Kennedy, 403<sup>rd</sup> District Court 854-9808
- Honorable Eric Shepperd, County Court-at-Law #2 854-9248
- Honorable David Crain, County Court-at-Law #3 854-9243
- Honorable Michael Denton 854-9896
- Honorable Herb Evans, Justice of the Peace, Pct.5 854-9050
- Bruce Elfant, Constable Pct., 5 854-9100
- Debra Hale, Criminal Court Administration 854-9244
- Peg Liedtke, Civil Court Administration 854-9364
- Sheriff Greg Hamilton 854-9770
- Amalia Rodriguez-Mendoza, District Clerk 854-9737
- Dana DeBeauvior , County Clerk 854-9188
- Rosemary Lehmborg, District Attorney 854-9400
- David Escamilla, County Attorney 854-9415
- 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
Steven Broberg, Director of Records Management	854-9575
Todd Osburn, HRMD	854-9165
Dan Mansur, HRMD	854-9165
Rodney Rhoades, Executive Manager, Planning & Budget	854-8679
Belinda Powell, Strategic Planning Manager	854-9106
Leslie Stricklan, AIA, Sr. Project Manager	854-4778

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

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

November 3, 2009

**To: Members of the Commissioners Court**

**Re: Review and approval of staff projections and adjacency matrix for the Downtown Master Plan**

## **Staff Projections and Adjacency Matrix**

During a Work Session on October 15, you were briefed on the current status of the Broaddus team's work with various departments and offices on projections for staff through 2035. You were also briefed on the preliminary draft results of an adjacency matrix for both the general government and the courts-related offices. This adjacency matrix is intended to help identify the strength of adjacencies between offices. It helps to determine for planning purposes which offices need to be in the same building or in the same campus as one another, and which offices have little or no adjacency requirements.

Since that time, we have received a wide variety of comments from all the various departments and offices on the proposed staff projections and preliminary adjacencies. Most of these comments have been to correct existing data input, clarify requirements, enhance the explanations and improve language in the detailed report.

However, in order to reach consensus with the Criminal Courts projections, a change was required for the criminal County Courts-at-Law (CCL). The judicial leadership for those courts believed that more attention and emphasis needed to be placed on the historical backlog of criminal cases for these courts. The revised projections reflect the fact that Travis County has the highest caseload per CCL judge of comparable Texas counties and a disposition rate typically between 80-95% of filings. The consensus projections were needs-based in order to alleviate these deficiencies for the purpose of space planning. Thus, rather than one new CCL court by 2015, the revised projections show two courts by then. Future courts through 2035 were then projected, with caseload projections based on county population. These discussions also led to revisions to the projections for the criminal District Courts, based on similar analyses.

This was an important discussion, since the number of projected courts drives the staffing in a large number of judicial-related offices such as the prosecutors and clerks. The revised projections for the number of courts by jurisdiction are shown below:

	Now	2015	2025	2035
<b>Civil Courts</b>				
District	13	15	17	20
County	2	3	4	5
<b>Total</b>	<b>15</b>	<b>18</b>	<b>21</b>	<b>25</b>
<b>Criminal Courts</b>				
District	8.5	11	14	17
County	6	8	10	12
<b>Total</b>	<b>14.5</b>	<b>19</b>	<b>24</b>	<b>29</b>

Staff projections have now also been adjusted and final consensus was confirmed during a meeting on October 28, so that both the judges and our County planning consultants are in agreement.

We are now in a position to present to the Commissioners Court for approval the staff projections and the adjacency matrix. A summary power point presentation is enclosed, that builds upon and updates the presentation made at the October 15 work session.

**Next Steps**

The next step will be to establish space standards for courts and suggest any improvements to the existing space standards that now exist for general offices. Staff and courts projections will be then applied to those space standards to generate square footage needs. Once those needs are established, support spaces will be added along with grossing factors for circulation and building infrastructure. The net result will be a table that looks something like the following:

**Gross Square Feet Needed for County Services**

	Now	2015	2025	2035
<b>General Government</b>				
<b>Courts-related</b>				
<b>Total</b>				

This will end Phase One of the study and will establish the foundation for Phase Two, which will be to identify a strategy for meeting these space needs.

**Schedule**

We had hoped to get you the staff projections and adjacencies for your approval by October 27. However, the important and fruitful interchange among the consultants and the County criminal judicial leadership required more time to make the projections more accurate. This experience, along with other similar discussions have led us to realize that the benefits of getting it right outweigh the

benefits of meeting a predetermined time line, especially when one must coordinate with a wide variety of busy elected and appointed officials.

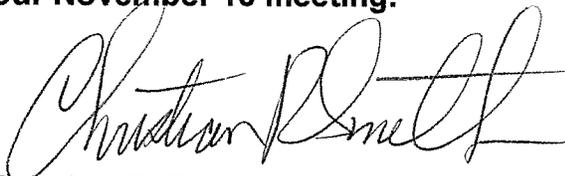
We were hoping to present you with square footage needs before the Christmas holidays. But we now realize that this is a bit too ambitious a schedule, and runs too much risk of truncating important reviews. Therefore, we expect to get back to the Commissioners Court for final approval of space requirements by mid-January.

#### Update of Related Planning Issues

You may remember that the concept of providing "hotel office space" near the Commissioners Courtroom was proposed to allow various offices the necessary space to use temporarily during Tuesday's Court sessions and when potential off-site officials or Executive Managers need to meet with individual members of the Commissioners Court. This allowed increased flexibility for space requirements in the downtown campus, and also improved the conference room and temporary office spaces on days other than Tuesdays. This concept has been generally embraced by the various offices that would find such space helpful and productive. We therefore expect this concept to be incorporated into the Needs Assessment. You also should expect to see a multi-function conference room that is similar to what exists at the Texas Association of Counties.

You also may remember that we have been working to identify alternative locations for the County's Data Center as part of the technical needs assessment for this facility, now located in the Gault Building. County staff has toured six different possible Data Center sites with our real estate consultant. In addition, County staff has used a selection matrix developed with the Broaddus team to assess County owned sites and have identified potential viable sites. County staff are in the process of narrowing these down to a manageable few for consideration by the Commissioners Court. Once the sites for consideration have been determined, we will be better able to finalize the timeline for delivering the Data Center planning recommendations. We will also know, at that time, what work the consultants may need to provide to assist us in finalizing a site selection.

I hope this status report has been helpful. We look forward to having the consulting team and involved officials participate in a review of this material at your November 10 meeting.



**Christian R. Smith**  
Special Assistant to the Commissioners Court

CC: Project Management Team  
Members of Advisory Committees for the Master Plan  
Elected and Appointed officials

# TRAVIS COUNTY CENTRAL CAMPUS STUDY

## FOR STRATEGIC NEEDS ANALYSIS & FACILITIES MASTER PLAN

for November 10, 2009



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

**RICCI GREENE ASSOCIATES**  
**WIGINTON HOOKER JEFFRY**  
**ARCHITECTS**

DRAFT working document for review and discussion: NOT FOR PUBLICATION

# AGENDA

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

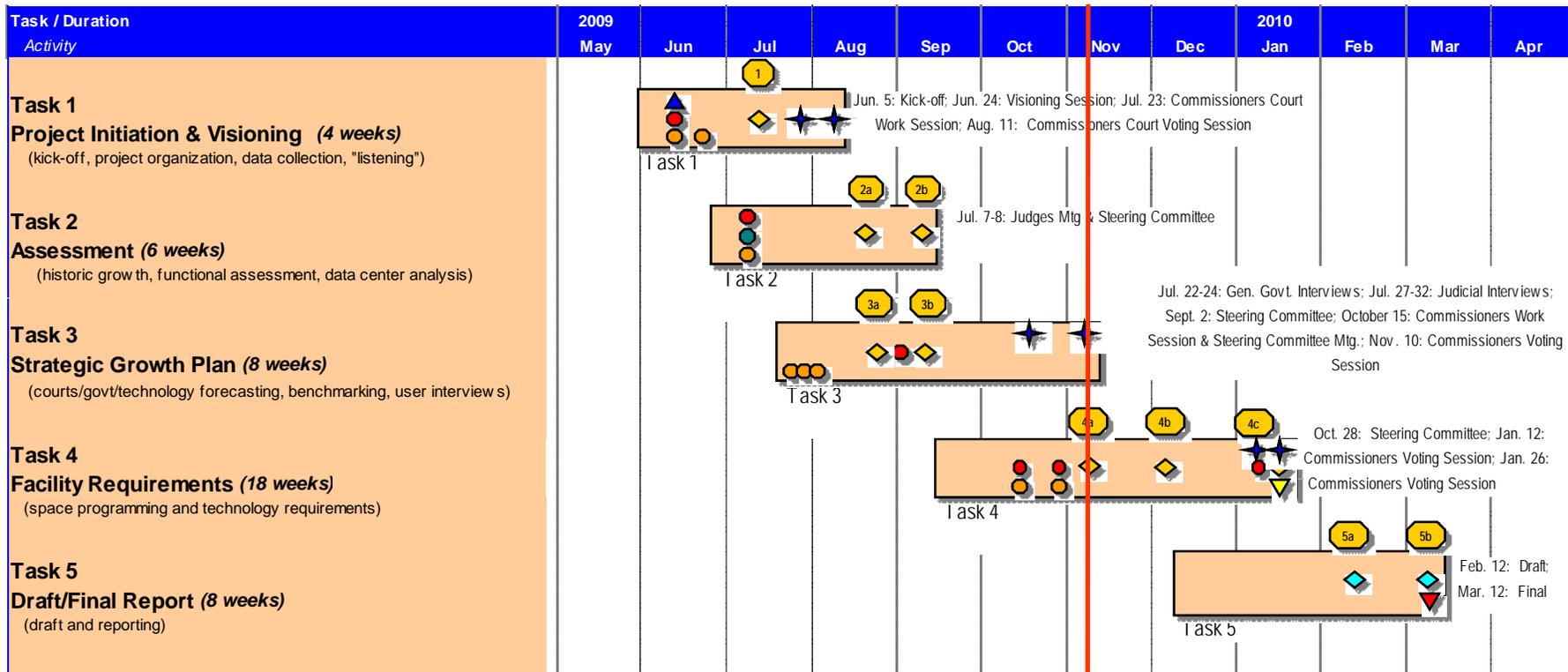
# PROJECT UPDATE

TRAVIS COUNTY CENTRAL CAMPUS STUDY



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# SCHEDULE UPDATES



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# STAFFING PROJECTIONS METHODOLOGY

TRAVIS COUNTY CENTRAL CAMPUS STUDY



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# CORRELATION ANALYSIS – General Government

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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 – General Government

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 – General Gov't

For all general government 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 – General Government

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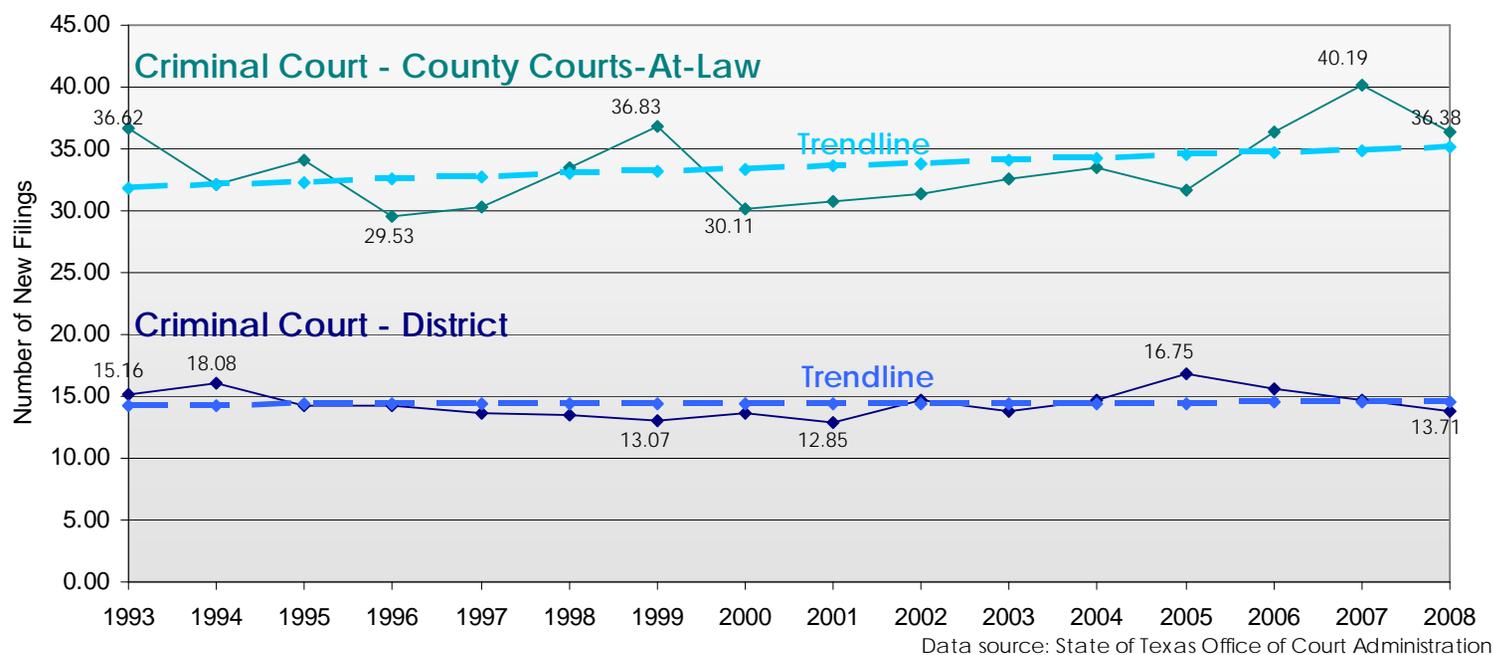
Staff projections for each office and department will follow a consistent methodology:

- *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

Criminal Court was found to have a strong relationship to population, so caseload projections to 2035 are based on population projections.

New Case Filings per 1,000 Population – Criminal Court



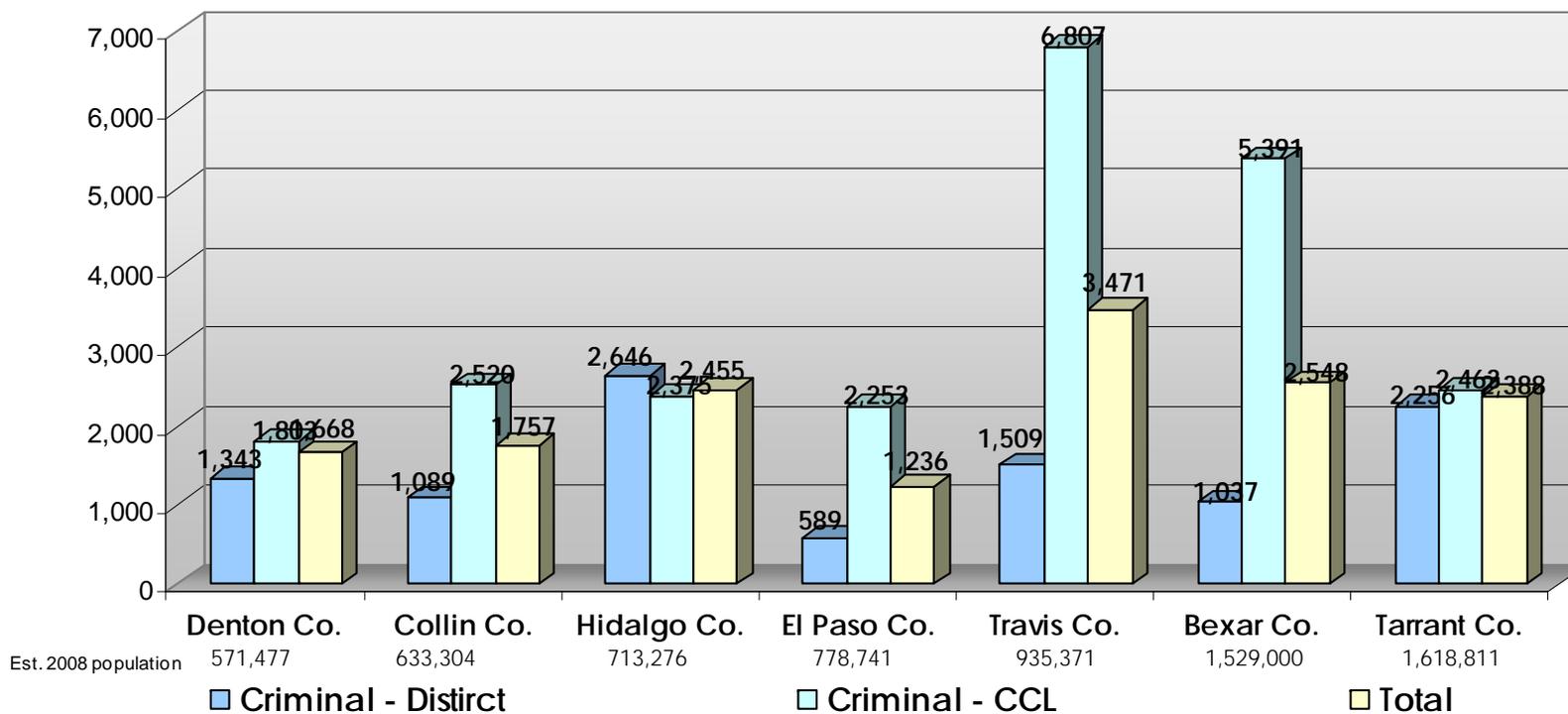
Slope / mean:

District Court: 0.0010    County Court: 0.0065

# STAFF PROJECTIONS – CRIMINAL COURT

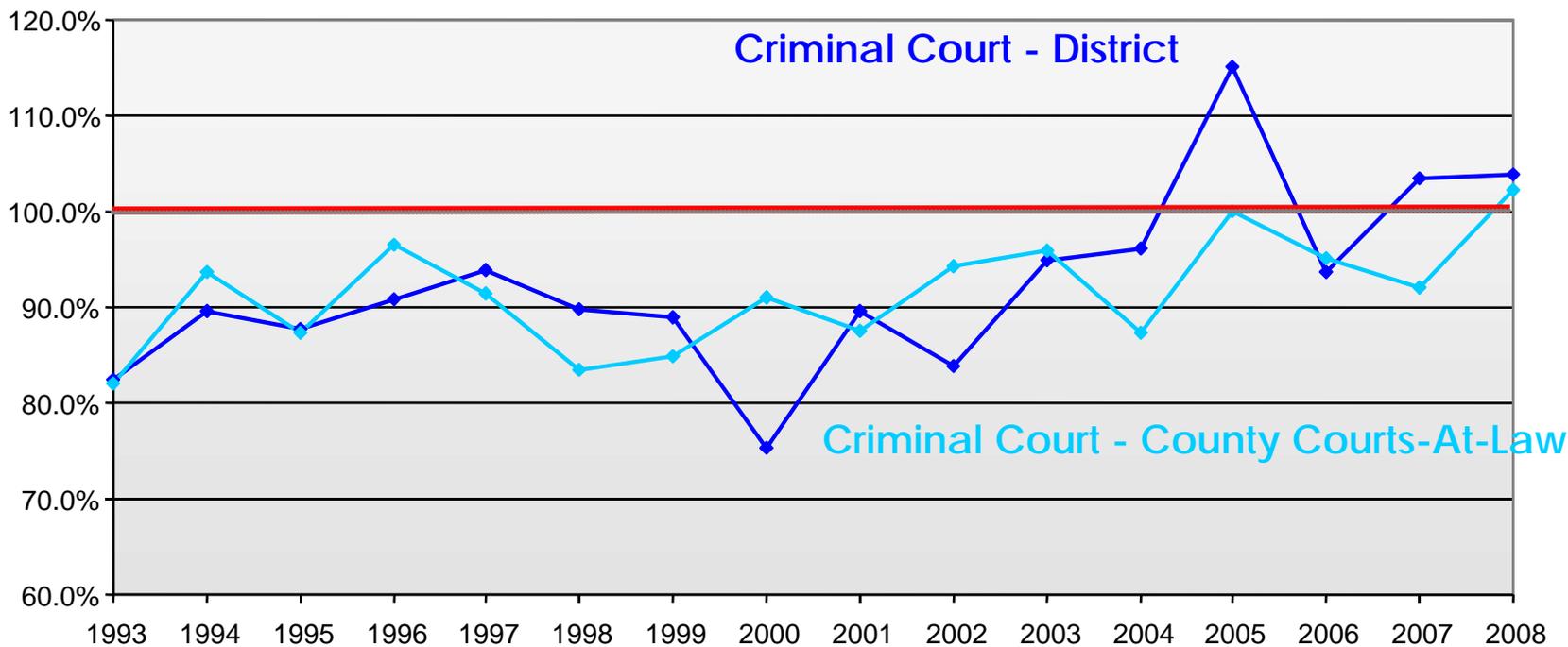
Travis County has a relatively high number of cases filed per population...

New Criminal Case Filings per Judicial Officer



# STAFF PROJECTIONS – CRIMINAL COURT

... which affects the disposition rate, historically between 80-95% typically.  
Additional Judicial Officers are needed to handle the caseload.



# STAFF PROJECTIONS – CRIMINAL COURT

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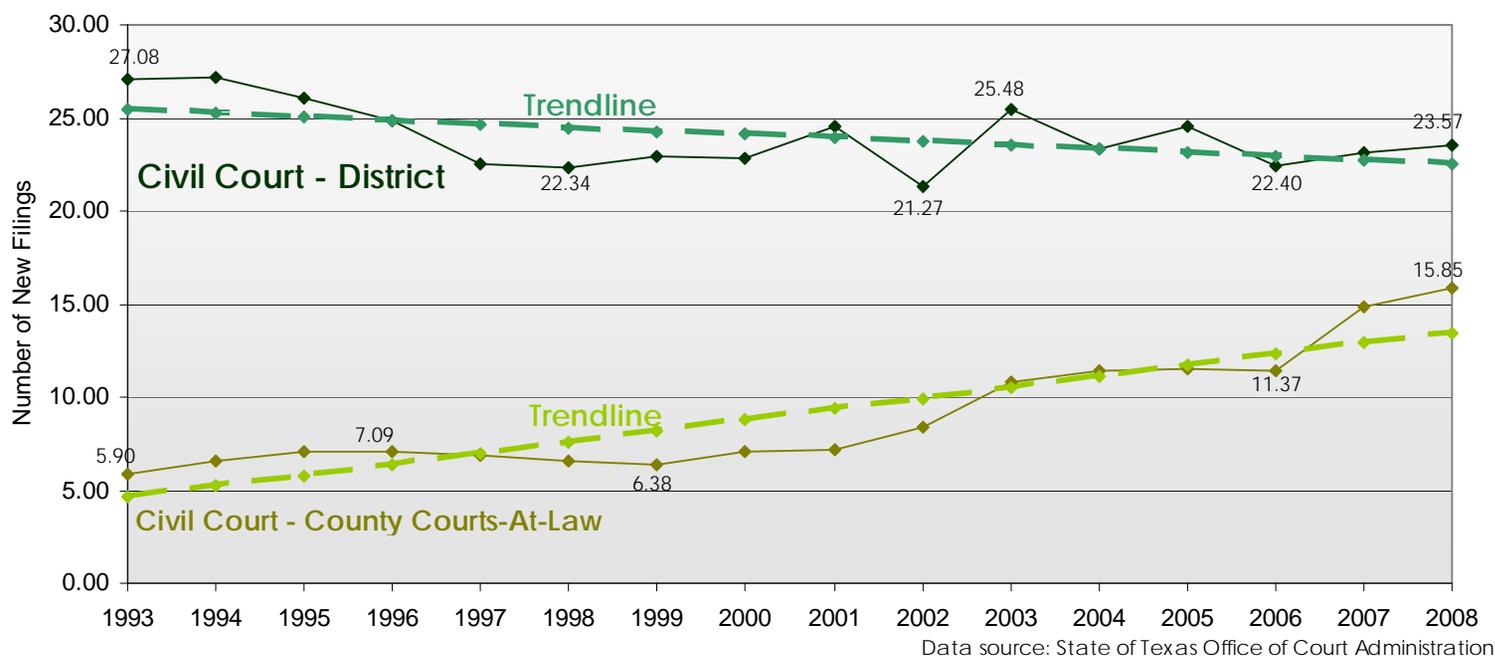
The projected number of judicial officers required to dispose of the project Criminal Court caseload:

- *Projection of caseload based on County population projection.*
- *Number of projected dispositions per Judicial Officer assumed to be less than current dispositions (since the typical disposition rate has historically between 80 and 95%, and to account for Travis County's high number of dispositions compared to other counties).*
- *Projected number of Judicial Officers is the number required to dispose of projected caseload, per adjusted disposition rate.*
- *Criminal Court-related staff projections follow the same methodology as for General Government.*

# STAFF PROJECTIONS – CIVIL COURT

Civil Court was found to be more independent of population, and Civil caseload projections are based on historic caseload trend.

New Filings per 1,000 population – Civil Court

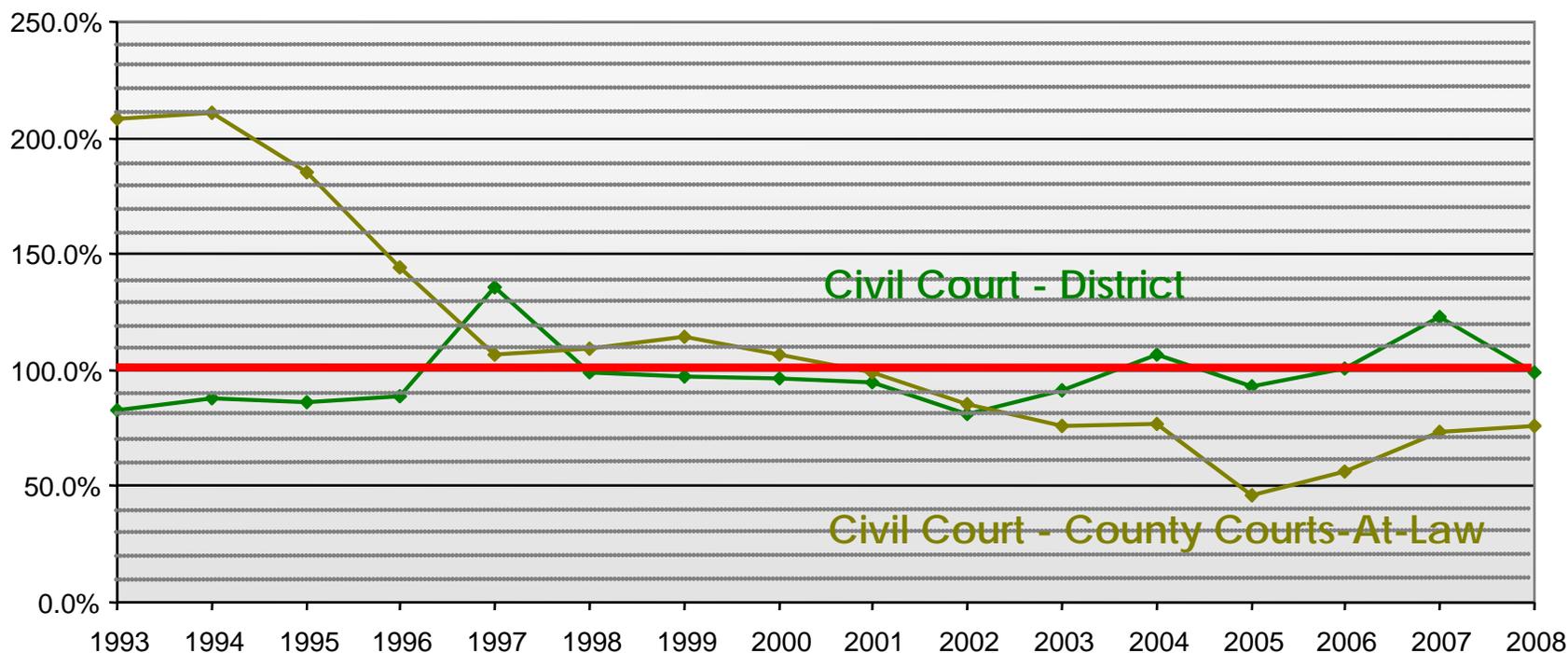


Slope / mean:

District Court: -0.0080    County Court: 0.0653

# STAFF PROJECTIONS – CIVIL COURT

The disposition rates for Civil Court have generally been around 100% for District Court, suggesting that the current number of Judicial Officers is adequate. Data for County Court is skewed by “junk cases”, and the current numbers of County Judicial Officers is also considered adequate.



# STAFF PROJECTIONS – CIVIL COURT

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

- *Civil Court projections are based on caseload trends.*
- *The projected number of Judicial Officers maintains the current ratio of Judicial Officer-to-case filings.*
- *Civil Court-related staff projections uses the same methodology as for General Government and Criminal Court, except projections between 2015 and 2035 are at the same rate of growth for Civil caseload projections rather than population projections*

# 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	27	31	36	71.4%	33.3%
County Attorney's Office -Civil Division	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	30	38	44	53	76.7%	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	68	86	126.3%	52.2%
Facilities Management	123	174	207	244	98.4%	40.2%
Information Telecommunication Systems	104.5	115.5	141	181	73.2%	56.7%
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%

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# 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	79	100	120	105.1%	51.9%
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	20	31	38	42	110.0%	35.5%
Probate Courts	11	13	23	24	118.2%	84.6%
Justice of the Peace, Precinct 5	18.5	20	28	35	89.2%	75.0%
District Clerk	109	133	162	196	79.8%	47.4%
County Clerk	78	104	120	137	75.6%	31.7%
District Attorney	213	238	286	331	55.4%	39.1%
County Attorney – Criminal/Hot Checks	107	127	151	173	61.7%	36.2%
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	58	68	78	47.2%	34.5%
Public Defender Offices	28	46	61	72	157.1%	56.5%
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%

# ADJACENCY MATRIX METHODOLOGY

TRAVIS COUNTY CENTRAL CAMPUS STUDY



*DRAFT working document for review and discussion: NOT FOR PUBLICATION*

# OVERVIEW – ADJACENCY MATRICES

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## 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

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## 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

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## SELECTING THE CATEGORY:

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

# HOW TO READ ADJACENCY MATRIX

Amarillo								
487	Austin							
649	196	Corpus Christi						
356	191	387	Dallas					
417	576	700	619	El Paso				
334	187	383	30	589	Fort Worth			
595	161	208	243	735	261	Houston		
740	300	150	491	745	487	341	McAllen	
505	82	144	273	556	269	197	235	San Antonio

## TEXAS MILEAGE CHART

# DRAFT ADJACENCY MATRICES

TRAVIS COUNTY CENTRAL CAMPUS STUDY



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# DRAFT – CROSSOVER ADJACENCIES

## Courts and General Government Adjacencies Not Reflected in the Adjacency Matrices

### **2** Strong Adjacency

County Attorney (Criminal) <-> County Attorney (Civil)

Civil - Judiciary <-> Juvenile Probation at Gardner Betts Juvenile Justice Center (CPS Dockets, etc.)

County Treasurer's Office <-> County Attorney (Criminal Division, Hot Checks)

County Treasurer's Office <-> Commissioners Court Support Spaces (Executive Conference Room)

County Treasurer's Office <-> RM Courthouse Information Booth and Law Library \*

District Attorney <-> APD Arrest Review

*\* Additional armored car service could satisfy Strong Adjacency need*

### **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

# COMMENTS & DISCUSSION

TRAVIS COUNTY CENTRAL CAMPUS STUDY



*DRAFT working document for review and discussion: NOT FOR PUBLICATION*