This 2015 Master Plan Update was approved for posting by Commissioners Court on April 21, 2015 with the following additional provision:

The Travis County Commissioners Court will prioritize redevelopment of county-owned property that has additional development capacity to provide affordable housing for the community.
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Introduction

The Travis County Master Plan update has been developed to document the current strategies for meeting the facilities needs of Travis County services today and in the future. This document covers a rolling 20 to 25 year horizon for each campus or site discussed. This resource document provides the members of the Commissioners Court and the public a snapshot view of where county government is today in the execution of plans to house county services.

This Master Plan Update builds on the concept adopted in 2002 to develop a multi-campus strategy for service delivery throughout Travis County. Consolidated campus settings provide efficiencies and conveniences that the public sector in particular should seek out. This plan also continues the strategy that services should be taken to the constituent to the extent economically feasible and therefore reflects the development of small satellite offices and the consideration of expanded technology to offset growth in employee spaces.

Travis County has a comprehensive strategy for its four primary campuses to efficiently serve the county’s core functions. A brief overview of each campus is contained here.

Central Campus: the Central Campus, located in downtown Austin along the Lavaca-Guadalupe corridor, has long been the center of county government. From 2009 to 2012, the County executed a Central Campus Master Plan to consolidate departments and activities into a smaller number of facilities. Court-related functions were determined critical to remain in the downtown core along with the Commissioners Court, and affiliated departments requiring close coordination were co-located accordingly. Those services not considered as “anchor” services to the Central Campus were evaluated for relocation out of the Central Business District (CBD).

North Campus: In an effort to return high value land to the tax rolls and limit county occupancy in the CBD, general government activities that do not require close proximity to downtown functions were relocated to Travis County’s North Campus on Airport Boulevard. The County developed a master plan for this campus in 2010, with long-term plans to accommodate expansion and the integration of related departments at the site. As recently as March 2015, the Commissioners Court endorsed moving forward with a change to the plan for this site to include the development of a mixed-use, mixed-income facility to provide additional county office space and affordable housing. More information about the North Campus and future plans are available via the Facilities Management website at https://www.traviscountytx.gov/facilities.
South Campus: South Campus, located on South Congress Avenue near Oltorf Street, has long been home to Juvenile Probation and affiliate entities. County staff and Juvenile Probation are currently working on a new Juvenile Probation Master Plan to develop the next steps needed to maintain adequate accommodation of this department at the site. The County purchased an adjacent site that will be used to ensure expansion space for the juvenile services offered at the site are accommodated in a logical pattern and in partnership with the surrounding neighborhood.

Travis County Correctional Complex: The Corrections campus provides space for adult detention in Del Valle. In 2014, Strategic Resource Planning began an Adult Corrections Master Plan Update working with the Sheriff’s Office and Justice Planning to ensure long-term development of the County’s property in Del Valle continues to function in a safe and secure fashion as changes to the overall system are made and new delivery models are considered.

All other Travis County facilities are intentionally dispersed across the county to provide local services and amenities to all areas of Travis County and meet the needs of our dispersed population. These include Justices of the Peace and Constables offices, satellite tax office facilities, family support services, Sheriff’s Command Centers, and Transportation and Natural Resources maintenance centers.
Principles of Travis County Master Planning

Principles and standards for planning and allocating space were adopted in 2002, tested and updated in the 2010 Central Campus Master Plan, and articulated here as a reminder of the thought process used to develop and adjust the plans for each site. Additionally, many strategies outlined below have already been implemented to successfully address the facilities needed for county offices and departments located outside of the Central Campus. The “Space Standards,” which provide guidance for square footage allocations for county functions, are not attached here but will be provided as an appendix. These are the same standards adopted by the Commissioners Court in 2011 through the Central Campus Master Plan, Phase I.

Collaboration

Travis County will foster collaboration with other local governments, public agencies, and partners in the joint use and development of facilities and take advantage of such opportunities as they arise.

Maximizing Use of Existing Properties

Travis County will maximize the use of its existing owned real estate assets prior to the acquisition of additional real estate in the same geographic area. Considerations will be given to either:

• The abandonment of owned sites that are too small in size to meet the needs for development in the area;
• The demolition of existing structures and redevelopment of larger facilities where existing land assets are underutilized; or
• Where additional capacity exists beyond what services for the area will need, Travis County will consider mixed-use opportunities that meet County and community objectives.

Expansion Space

Travis County will include expansion space with each new development to accommodate departmental growth. It will be deemed reasonable to allocate additional space beyond current need to a department if there is a reasonable expectation that the department will add employees or functions over time. While it is not feasible to construct unlimited expansion space for departments, Travis County will make allocations based on growth patterns and trends for the function as well as development trends in the area.

All general office environments will accommodate a minimum 5 years of projected departmental
growth, within the departmental allocation, from the date of occupancy of the improved space. The need for shelled building space (for expansion beyond the 5-year planning horizon provided for within a departmental allocation) will be determined for each individual building project and/or renovation. Such shell space should be provided in a fashion that will minimize disruption to the day-to-day business of a department as the space is built-out in the future.

Special use facilities such as courts, jails, and labs should accommodate up to 15 years of growth from the date of occupancy of the improved space. This may include a plan for the periodic expansion of a facility to incorporate additional office space and/or to accommodate internal reconfiguration to retrofit for additional special use rooms such as courts. Compliance with space standards. Space will be allocated by Full Time Equivalent (FTE) based on the standards currently adopted by the Commissioners Court. Existing allocations of space to departments will be improved to meet current standards when a request for additional resources is evaluated and it is determined that additional FTE cannot be accommodated within the available departmental space.

Facility Siting

A) Service Type. The best use for each existing facility will first be determined based on geographic location matched to the needs of departments and the clients they serve. Offices with similar missions and functions will be located in close proximity to one another, either in the same building or in the same campus. Offices that have clients that must move from one office to another at a similar point in time to conduct a single transaction will be located in the same building or in the building with the closest adjacency within the campus. Offices that have multiple administrative interactions with one another on a daily basis that cannot be achieved through electronic transactions will be located in the same building. Offices with similar security requirements should be located in close proximity to one another, either in the same building or within the same campus.

B) Demand. Satellite or precinct-based facilities will be sited based on the geographic demand for services. The demand will be evaluated by zip code and/or census tract and an attempt will be made to site any new facility in the area closest to the highest client utilization of services.

C) Accessibility. Offices and/or campus configurations serving large volumes of public walk-in or drive-through traffic will be located on major thoroughfares with convenient multi-modal transportation accessibility. Parking provision should be context-sensitive, evaluated on a case-by-case basis, and based on zoned parking systems. Building and site amenities such as bike racks, lockers, and showers will be provided where feasible to support commuters who walk and bike to work.

D) Compatibility. Travis County will attempt to site new facilities to be compatible with surrounding neighborhoods. Land acquisition and facility siting should accommodate sufficient land
for future facility expansion and to provide an appropriate buffer between the County facility and the neighborhood if appropriate. Context-sensitive design will be encouraged.

**E) Conformity with community planning.** In addition to compatibility with the existing environments, facilities should be sited to meet the vision and guidelines identified in neighborhood, city, and regional plans. For Travis County, this includes the Travis County Land, Water, and Transportation Plan, CAMPO 2035 and 200 plans, Imagine Austin Comprehensive Plan, the Downtown Austin Plan, as well as individual neighborhood plans. Where possible, county facilities should locate in identified “centers” to support the community vision.

**F) Technological Connectivity.** County facilities will be located on or near the Greater Austin Area Telecommunications Network (GAATN) lines or other county-owned fiber optic, metropolitan area network (MAN) cabling routes. Facility services will be provided through these cabling routes unless a recommendation is made by Information Technology Services and the Commissioners Court that the demand does not justify the conversion from commercial to private fiber.

**Space Allocation Standards**

Travis County will consistently adhere to established space allocation standards that address the size, configuration, and type of space to be provided for each position type and function. Where practical, auxiliary use spaces such as conference rooms and break rooms should be configured to support multiple departments or functions as shared amenities. Large conference spaces, as defined in the standards, should be positioned in a way to serve an entire building or campus and not just a single agency.

**Massing or Location within a Building**

**A) Level of Activity.** Offices with the most walk-in public traffic on a daily basis will be located on the lowest floors of a building.

**B) Adjacency.** Divisions of a single department will be co-located on a single floor. If a building footprint and department size cannot accommodate location of the entire office on a single floor, then the department will be split along division lines. The divisions with the most walk-in traffic on a daily basis will be located lowest in the building and the other divisions will be located on the next floor.

**C) Grossing Factor.** Overall building square footage figures developed for new program space will allow for common use areas outside of that assigned to specific departments. This area is commonly referred to as the “building grossing factor” or “building core factor” and will account for
the following areas:

- Building circulation areas including elevators, stairwells, building lobbies, and corridors,
- Public restrooms, public break rooms/vending areas and telephone vestibules,
- Employee shower and change facilities and,
- Mechanical, plumbing and telecommunications rooms and chases.

A building core factor or grossing factor of between 25 to 30% will be used to plan all new construction. Circulation systems will be evaluated on a case-by-case basis and may be sized to accommodate peak demand for special use buildings, such as court and classroom facilities, etc. All allocations of space and configurations within a building will comply with the current Uniform Building Code, Texas Accessibility Standards, County Space Standards, National Fire Protection Agency (NFPA) Code, the Commissioners sustainability objective of LEED Silver as a minimum, and any other codes or ordinances enforced by the local jurisdiction.

**E) Spatial flexibility.** Modular/Systems furniture will be utilized whenever an open or semi-private office configuration will make a reasonable accommodation for an individual. Although this will represent a higher initial capital cost, the advantages gained in flexibility of the space, efficiency of the space allocation and time frame to execute a project will minimize the cost and impact of future expansion projects on a department-by-department basis.

**F) Security.** The quality or level of security appropriate for each category of county building owned and leased will be identified by the Facilities Management Department in conjunction with the Travis County Sheriff’s Office and included in the improvement requirements for each site or new construction program. The security requirements will address interior and exterior landscaping guidelines to include not only vegetation but also all interior and exterior signage and lighting that is not intrusive to a neighborhood.
Owning versus Leasing Buildings

Travis County will pursue ownership of at least 90% of the space it occupies in any given year. A decision to lease more than 10% in any given year should be in response to an immediate or temporary space need when one or more of the following circumstances apply:

- It is less expensive to lease than to provide county-owned space;
- Temporary space is needed for all or part of a department until such time that a reasonable County-owned space can be secured;
- When a granting agency will pay for the cost of the lease and the space is to accommodate grant staff;
- When the long-term continuation of the program to be accommodated is not clear; or
- It is necessary to vacate a County-owned site to allow for renovation.

Transparency and Public Participation

The Travis County Commissioners Court welcomes public scrutiny of its deliberations and decisions. Therefore, public hearings regarding facility plans beyond those mandated by law or local ordinance are encouraged. Additionally, the Commissioners Court encourages the participation in public hearings of all stakeholders or members of the public who may be impacted by potential new development or change in use of an existing facility that may be under contemplation.

Next Steps

Master Plans are only the starting point for the Commissioners Court to finalize specific project objectives and project scopes so that funding can be considered during each budget cycle to establish a project for implementation. There will be an ongoing need to develop master plans for specific sites, and to provide continuous updates that the Commissioners Court can use as a current reference document.
Staff (FTE) Growth Projections

Methodology for Central Campus Projections

In 2009, the Commissioners Court contracted with Broaddus & Associates to develop a methodology for forecasting growth in full time employees (FTEs) for the County agencies located in the Central Campus. This methodology relied on evaluating historical staffing trends against County population growth trends to develop a reasonable assumption of future agency growth. Departments and offices were assigned either a direct relationship to population or an adjusted relationship that either tempered or escalated FTE growth in relation to population.

Methodology for Updates and County-wide Projections

As a starting point to assessing growth and updating trends developed in 2009, staff analyzed actual growth between Fiscal Year 2009 and Fiscal Year 2015. These adjusted figures were used to update growth trends developed by Broaddus & Associates in 2009 and to develop trends for all other County agencies not located in the Central Campus. Growth forecasts are now available for all county departments and agencies through 2035, which are updated annually.

Exceptions to the Population Growth Models

While the majority of department forecasts are based on historic staff levels and tied to population growth, Civil and Criminal Court growth figures are based on caseload factors as well as population. Criminal justice system forecasts have been updated recently via the ongoing Adult System Needs Analysis and Master Plan based on a customized model that considers a very broad array of system factors. Additionally, the Medical Examiner's Office growth figures are based on both historical analysis of caseload and NAME accreditation, in order to size an anticipated future regional facility. These forecasts are reevaluated annually and calibrated accordingly.
Traditionally, the number of County FTE has increased as population has increased, though FTE growth has slowed in recent years. Since 2009, staff growth has increased slower than population growth. Between 2009 and 2015, FTE growth has averaged just over 1% per year despite much higher forecasts. Long-term forecasts have been adjusted accordingly. We anticipate that growth rates will remain closer to 2% in the long-term as opposed to 3% figures used in the 2010 Central Campus Master Plan. Historic growth rates have been applied to all departments through 2025, with growth from 2025 to 2035 based on this 2% anticipated growth rate.

Additionally, we have reviewed growth patterns by campus and types of services. We will elaborate further as we discuss the facilities by geographic area and explain anticipated needs in the future for each campus and facility.
Travis County Facilities Overview

Excluding park-related facilities, Travis County owns approximately 3.2 million gross square feet of facility space. The map above indicates in red where these facilities are located throughout Travis County. Additionally, Travis County leases just 17,272 square feet of office space. As a long-term objective, Travis County will continue to reduce the amount of lease space it occupies and relocate those services and activities to county-owned properties.
Campuses and Complexes

While Travis County owns property and facilities throughout the county, the majority of activities are located at one of the county’s four primary campuses. Each of these campuses and their facilities are discussed in depth in this section.

The Central Campus is the historic center of Travis County activities and remains the center for Civil and Criminal Courts, the Commissioners Court, and general government functions requiring proximity to the Commissioners Court.

The North Campus is a general government campus, accommodating departments that do not require close proximity to the Commissioners Court or justice facilities.

The South Campus is the home of Juvenile Probation, focused on juvenile programs and activities.

Finally, the Travis County Correctional Complex is the center for criminal justice, housing the majority of the county’s jail population.
Central Campus

The Central Campus, located in downtown Austin along the Lavaca-Guadalupe corridor, has long been the center of county government. The County executed a Central Campus Master Plan, ratified by the Commissioners Court in 2011, to consolidate departments and activities into a smaller number of facilities. Court-related functions were determined critical to remain in the downtown core along with the Commissioners Court, and affiliated departments requiring close coordination were co-located accordingly.

The Central Campus consists of 11 county-owned buildings totaling approximately 853,000 square feet of office space. The average age of the campus buildings is 55 years old. In addition to these facilities, there are four parking structures and two surface lots providing about 1,900 spaces.

Additionally, two new sites have been acquired to accommodate future development. The first, at 308 Guadalupe Street, is a full downtown block purchased for the development of a new Civil and Family Court House. The second is a parcel on 11th Street, shown to right as the D2000 Site, purchased for a new District Attorney’s Office.
Updated Central Campus Growth Forecasts

In 2009, staffing forecasts were developed with the assistance of Broaddus and Associates for all departments in Travis County Central Campus. Employing the same methodology, these forecasts were completed for all departments and divisions of Travis County. Today, in 2015, we have reassessed those staffing projections based on six additional years of data.

Since 2009, the County has seen growth in downtown departments and offices of 11.7% or roughly 3% annually. By updating the 2015 milestone forecast numbers, we are projecting less growth in full-time employee (FTE) growth than originally forecast.

Rather than an estimated increase of 27% between 2009 and 2015, the County saw an increase of just 13% FTE. Future staff forecasts have been adjusted downward accordingly.

Central Campus, General Government Related

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This table no longer includes HHS&VS, as they are carried in the analysis for North Campus.
Central Campus, Court Related

Court-related departments have similarly grown at a slower than anticipated pace. Rather than a six-year increase of 18.4%, the County saw a small decrease in FTE (-.05%), due in part to changes related to the Public Integrity Unit of the District Attorney’s Office. While we do not anticipate reductions in the future, long-term forecasts have been adjusted.

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* these numbers have been adjusted to show the organizational move of the Drug Court program to Pretrial Services
** this staff is estimated based on average transports to court and are not tracked separately historically from other Corrections officers.
Central Campus, 2015

The map below indicates current conditions. The focus of renovations and changes to space allocations right now are related to the completion of relocations into the Travis County Administration Building at 700 Lavaca and accommodation of departments currently in leased space. The renovation of the Executive Office Building is providing space for Adult Probation and Pretrial Services. The relocation of Facilities Management to the 700 Lavaca Building will allow for the accommodation of Justice and Safety departments currently in lease space.
Central Campus, 2019

The most significant development completed by 2019 is the new Civil and Family Court House. This project is expected to deliver approximately 525,000 square feet of additional space in the Central Campus. The focus of the project is consolidate and accommodate the needs of the civil and family court system and supporting agencies through at least 2035.

With the completion of the Civil and Family Court House, the County is then able to vacate the HMS Courthouse for necessary preservation and rehabilitation work.

Additionally, the new District Attorney Building will be complete, providing much needed space for the District Attorney. The District Attorney’s vacation of the Gault Building will relieve crowding in the Criminal Justice Complex and allow for future demolition of Gault and the Travis County Jail.

Work can also begin clearing Block 126 by relocating Constable 5 to the University Savings Building and demolishing the Holt Building.
Central Campus, 2025

By 2025, the remaining elements of the Central Campus Master Plan will be underway or complete. A new Central Booking Facility will be completed (following a proposed 2019 bond referendum) on the current San Antonio Garage site to support the criminal justice system and provide swing space for the Criminal Justice Complex (CJC). The Gault Building and Travis County Jail (TCJ) will be vacated and cleared for the expansion of the CJC. The former University Savings Building and Holt Building site, Block 126, will be replaced by centralized underground parking, open space, and office space for probation-related programs. This relocation allows for the vacation and sale/demolition of the Executive Office Building (EOB).

By 2025, the preservation and rehabilitation of the HMS Courthouse will be finished, allowing the return of the County Clerk and Probate Courts from the CFCH, the relocation of JP 5 and Constable 5, and the addition of offsite archives to the facility.
Central Campus, 2035

Between 2025 and 2035, all campus growth needs are accommodated through internal renovations of the existing county buildings in the Central Campus. Any necessary expansion to the CJC for criminal justice activities will be finished.
700 Lavaca Building

The 700 Lavaca Building has replaced the Ned Granger Building as the County’s primary administration building, which has provided necessary expansion space for many departments and ready access to the Commissioners Court. A full renovation of the building began after purchase in 2010 to accommodate county needs. Space was allocated to departments to meet current need as well as to provide expansion space for future need. Travis County currently leases office space to external tenants, and as they vacate, additional space will also become available to meet departmental needs. As FTE growth has been slower than initial forecasts, expansion space in the building is now anticipated to last longer than originally forecast.

Location
700 Lavaca Street
Square feet
346,475 sf
(1.7 acre site)
Zoning
Central Business District (CBD)
Tenants
Commissioners Court, Commissioners Offices, ITS, HRMD, Purchasing Office, County Auditor, Intergov. Relations, RMCR, Planning & Budget, Justice & Public Safety
700 Lavaca Garage

The 700 Lavaca Garage is the largest county-owned parking structure in Central Campus, providing 673 parking spaces for the County. Additional spaces are becoming available to Travis County as external tenants vacate the 700 Lavaca Building.

In 2012, the bank occupying the first level of the parking structure terminated their lease. While this is now used primarily to for fleet vehicle parking, there is also an opportunity to enclose a large portion of the ground floor for reuse. Active functions- as opposed to parking- will provide the more vibrant street environment envisioned for the area, as outlined by the Imagine Austin Comprehensive Plan and Great Streets Program.

*This site is impacted by Capitol View Corridor #8 over approximately 60% of the site, limiting height to approximately 120 feet, but the 15:1 FAR permitted means there is no reduction in development capacity for the full site, as the remainder may rise to 400 feet.
The 700 Lavaca Building has replaced the Ned Granger Building as the County’s primary administration building, which has provided necessary expansion space for departments, particularly the County Attorney’s Office.

The Ned Granger Building is currently undergoing major repairs and renovations to significantly extend its useful life. As a result, this structure can be a valuable asset for many years for the County Attorney’s Office. Depending on growth within the County Attorney’s Office, the building may have adequate space available for temporary relocations of some departments in the Central Campus.
The Ned Granger Garage is a structure owned by Travis County, sited on leased land. The Ned Granger Garage provides 372 parking spaces to support government functions in the Central Campus. While the County owns the structure, the land is held privately. In the long-term, parking can be replaced elsewhere in the Central Campus, most significantly at a centralized underground facility on Block 126. This will allow for repurposing of the site. The County may decide to vacate the structure, purchase the land and maintain it as parking, or reuse the site for other County and community purposes.
University Savings Building

The University Savings Building (USB) is currently a building in transition, with current tenants (Facilities Management, Wellness Center) moving out and new tenants (Child Representation, Parental Representation) moving in temporarily. Upon completion of other Central Campus projects (CFCH, HMS renovation) within the next 10 years, this building will be vacated and demolished for site redevelopment.

The Central Campus Master Plan recommendation for the site includes two structures, one 5-story and one 1-story building totalling 135,000 gross square feet, plus centralized underground parking for the Central Campus and a public plaza. Office space could provide long-term accommodation of Adult Probation and Counseling & Education Services, and retail uses (see image below). This plan maximizes the site’s utility within current Capitol View Corridor restrictions.
The Holt Building currently houses the Precinct 5 Constable's Office. The size of this structure, as well as restrictions related to Capitol View Corridors, are limiting, and the block is maximized at 135,000 gross square feet, as discussed in the University Savings Building overview. This building, like the USB, is slated for redevelopment within 10 years. In the long-term, Constable 5 will relocate to the renovated Heman Marion Sweatt Courthouse.
The Brizendine House is a protected heritage structure owned by Travis County. Currently vacant, this building should be assessed for appropriate occupancy, though its size and condition severely limit utilization by county functions.
The 1101 Nueces Building currently provides space for the external grant-funded SafeExchange Program. In the long-term, this site is slated for redevelopment as a new Central Campus central plant building.

Redevelopment would likely require a zoning change from General Office (GO) to Downtown Mixed Use (DMU) or Public Use (P), for which there are precedents in this area. This would allow more flexibility in building height and floor-area ratio.
The historic Rusk Building was recently vacated by Travis County’s financial system overhaul project, BEFIT, opening the building for new use. While temporarily housing Facilities Management’s Maintenance Division, the building is planned as the future home for the Mental Health Public Defender.

As this structure is historic, redevelopment options are limited and should focus on internal renovations or, if not needed in the future, sale.
Executive Office Building

The Executive Office Building (EOB) is currently undergoing major renovations to provide higher quality space for Adult Probation and Pretrial Services. This asset will be needed by Travis County until Block 126 is completed in 10 years, providing new space for these tenants. At that point, the EOB can be sold, demolished, or redeveloped.

Location
411 West 13th Street

Square feet
60,547 sf
(0.43 acre site)

Zoning
Downtown Mixed Use (DMU)

Maximum Capacity
over 280,000 sf
(15:1 FAR), pending Downtown Austin Plan implementation

Tenants
Adult Probation
Pre-Trial Services
Blackwell-Thurman Criminal Justice Complex

The Criminal Justice Complex (CJC) is the home of the Criminal Courts and criminal justice related offices and activities.

The structure was built in 2001 and is integrated on the site with direct connections to the Travis County Jail and the Gault Building.
The Gault Building, also referred to as the Courthouse Annex, currently houses the District Attorney and other court-related functions.

The Gault Building will provide a critical role in accommodating additional space for new Criminal Courts once the District Attorney can relocate to a new adjacent building in a few years. It will be needed for this purpose until a new Central Booking Facility is constructed with adequate swing space to accommodate these court functions. Once complete, this building can be redeveloped.
San Antonio Garage

The San Antonio Street Garage currently provides parking for Travis County employees.

The Central Campus Master Plan has identified this site as the location of the future Central Booking Facility, currently slated for construction in 2020.

Future plans for the site as a Central Booking Facility with 72-hour housing assumes 267,600 gross square feet of space on 10 stories plus basement and 2 stories of underground parking (140 spaces). Redevelopment should include rezoning to Public Use (P) to allow for necessary site density.

Image from Travis County Central Campus Study Phase Two: Part 2 by Broaddus & Associates
Heman Marion Sweatt Courthouse

The Heman Marion Sweatt Courthouse houses Travis County’s civil courts and related clerk functions. Many of these functions will be relocated to the future Civil and Family Court House when it opens in 2018 or 2019. This relocation will empty the building to allow for preservation and restoration. Ultimately, when complete, this building will once again house the Travis County Clerk and JP 5, as well become the new home for Constable 5 and county archives.

As a first step, Travis County will be working on a Historic Preservation Plan in 2015 to submit to the Texas Historical Commission for possible grant funding. If successful, state funds would be made available for restoration planning and design. Restoration could take place in 2019-2020. Ultimately, Travis County will scale the building back to its 1958 massing prior to the 1962 jail addition.
New District Attorney’s Office

The new site at 416 West 11th Street was purchased in 2010 for a future structure, intended to support the criminal justice system. Located directly across from the Criminal Justice Complex, this site provides optimally proximate space for the District Attorney’s Office and related services.

This project is currently underway with an anticipated completion date in 2018.
Future Civil and Family Court House

The final building block in the first phase of the Central Campus Master Plan is the Civil and Family Court House, projected to comprise approximately 525,000 gross square feet of development.

This building is planned to house 31 courtrooms, at least two hearing rooms, mediation space, as well as office space for the Civil Courts, District Clerk, County Clerk, District Attorney, Domestic Relations, Office of Child Representation, Office of Parental Representation, Sheriff’s Transport and Staging, and a Law Library and Self-Help Center.

Planning work is ongoing, anticipating a November 2015 bond election for voter approval. If approved, the County will be ready for bid. A design-build team would complete the project in approximately 3 years.
North Campus

History

Between 2003 and 2010, the Commissioners Court completed a series of building acquisitions to assemble just over 13 acres along Airport Boulevard. This is now identified as Travis County’s North Campus. Several departments, as indicated by the image below, were relocated to two renovated structures at the site.
North Campus Growth

In April 2010, the Commissioners Court approved a massing analysis and master plan developed by the Facilities Management Department for the site. Then, in August 2010, the Commissioners Court approved the allocation of space in the 700 Lavaca Administration Building, which significantly changed the need for additional new construction at the North Campus. Many general government functions planned to be relocated to the North Campus were instead relocated downtown. Consequently, significantly less space would be required for offices at North Campus.

While overall future space needs are less, offices currently located at Travis County North Campus have been growing and some units are beyond capacity for staff and support space. While growth is projected to be modest, new construction will be required to meet current and future space needs. There are currently 340 FTE at North Campus, not including temporary employees. Other than Records Archives, all current tenants intend to stay at the campus indefinitely. This number is projected to rise by more than 100 FTE by 2025.
Current and Future Space Needs at North Campus

The tables below identify current and projected future space needs for departments at the North Campus. While in a few instances space allocated is already greater than future need, two of the largest tenants, the Tax Office and County Clerk’s Office, already have unmet needs.

<table>
<thead>
<tr>
<th>Department</th>
<th>Current Space</th>
<th>2025 Need</th>
<th>Surplus/Deficit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sheriff’s Office</td>
<td>32,158</td>
<td>40,327</td>
<td>-8,169</td>
</tr>
<tr>
<td>Fire Marshal</td>
<td>3,847</td>
<td>6,028</td>
<td>-2,181</td>
</tr>
<tr>
<td>TOTAL</td>
<td>36,005</td>
<td>46,355</td>
<td>-10,350</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Department</th>
<th>Current Space</th>
<th>2025 Need</th>
<th>Surplus/Deficit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tax Office</td>
<td>22,758</td>
<td>37,613</td>
<td>-14,855</td>
</tr>
<tr>
<td>County Clerk</td>
<td>32,911</td>
<td>42,854</td>
<td>- 9,943</td>
</tr>
<tr>
<td>CES</td>
<td>15,640</td>
<td>17,535</td>
<td>- 1,895</td>
</tr>
<tr>
<td>RMCR</td>
<td>6,220</td>
<td>7,434</td>
<td>- 1,214</td>
</tr>
<tr>
<td>Emergency Services</td>
<td>4,062</td>
<td>3,328</td>
<td>+ 734</td>
</tr>
<tr>
<td>HRMD Training</td>
<td>1,995</td>
<td>2,641</td>
<td>- 646</td>
</tr>
<tr>
<td>HRMD Wellness</td>
<td>752</td>
<td>919</td>
<td>- 167</td>
</tr>
<tr>
<td>ITS Training</td>
<td>1,443</td>
<td>1,275</td>
<td>+ 168</td>
</tr>
<tr>
<td>District Clerk</td>
<td>912</td>
<td>912</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>86,686</td>
<td>114,514</td>
<td>- 27,828</td>
</tr>
</tbody>
</table>

Space totals above include circulation factors. Projections are based on annual forecasts and Program Planning Guides developed collaboratively with departments.
As the staff forecast above demonstrates, the fastest short-term growth is unarguably in the Tax Office. That department has already maximized use of the space available in the 5501 Airport Building and requires additional space. More modest growth is anticipated in other departments. Please note that 2035 forecasts are based on a 2% average annual FTE growth rate from 2025 to 2035 and the actual need may be lower as the County seeks to reduce FTE growth rates and increasingly automizing operations.
Accommodating Growth

To most readily provide expansion space to the departments in need, relocating an anchor tenant, such as the Tax Office, to a new building at the adjacent site would provide all campus tenants with ample space to grow through 2025, allowing flexibility for other departments to rearrange in the existing structures to better meet their current and future space needs. However, constructing a structure exclusively for the Tax Office would represent a severe under-utilization of the vacant site, which has substantial development potential.
Identifying Additional Tenants for North Campus: Health & Human Services

Given the development capacity of the available site at North Campus and the space needs of the anchor tenant for the new site, there is an opportunity to provide space for additional county functions. To determine appropriate departments for the site, it is critical to emphasize that each of the county’s campuses has a primary focus area, which ensures optimal functionality and appropriate departmental adjacencies. The map below exhibits each of the four campuses and their primary roles. Beyond these four campuses, other departments are located to meet specific geographic needs and cannot be relocated (precinct, field, and satellite offices, as well as service and command centers).

Given these limitations, the primary potential tenant is Health and Human Services and Veterans Services functions currently located at Palm Square. North Campus is in close proximity to the Highland Mall Boulevard building, which houses most of Health and Human Services’ administrative offices, and is also located in a prime service area for the department. This is also consistent with the 2010 North Campus Master Plan.
The City of Austin has been working in the corridor for nearly 4 years, developing a new “form-based code” that will promote pedestrian-friendly, mixed-use development to implement the established vision for the area by increasing redevelopment potential in the corridor and addressing parking requirements and building setbacks. This represents a great opportunity for Travis County to develop something innovative and catalytic that will not only meet our space requirements, but also contribute positively to the neighborhood. This could be accomplished by developing a new building that includes community amenities and even an affordable housing component.

The Travis County Development Authority, Facilities Management Department, and Planning and Budget Office have been working together for more than a year to plan a next phase of development at North Campus. This development will work to accomplish three goals: 1) Provide space for the modest office growth needs at the site through 2025; 2) Meet additional county objectives, such as the provision of affordable housing and community amenity space; and 3) minimize financial burden of development to Travis County.

Moving forward with these planning efforts will be a major focus of 2015. The team is currently bringing a pre-development consultant to ensure project success and get an RFQ for development out this year.
The 5501 Airport Building houses many general government functions for Travis County, as well as Counseling and Education Services. This building currently accommodates more than 215 full-time employees. The Tax Office and County Clerk’s Office draw a significant number of customers each day to the site. These two anchor tenants are currently crunched for space, and internal renovations have been underway each year to provide additional space.

Optimally, an anchor tenant should be relocated from this building to a new structure at the adjacent vacant site to provide the remaining tenants with adequate expansion space for several years. This building should also be maintained and renovated to serve the County for another fifteen to twenty years, when the structure can be replaced by a new one in its foreground.
The Keith Ruiz Building is anchored by the Travis County Sheriff’s Office and its administrative, law enforcement, and Central Command units. The building was outfitted with expansion space that provides the Sheriff’s Office with space for annual growth over the next several years. In the medium-term horizon, other units currently in the building (i.e., Fire Marshal) could be relocated to available space elsewhere at North Campus to allow the Sheriff’s Office to expand and fully occupy the building. Consequently, this building should be maintained sufficiently to serve Travis County for another twenty years. Planning and design for reconfiguration should occur after additional office space is developed at North Campus.
South Campus

South Campus, located on South Congress Avenue near Oltorf Street, has long been home to Juvenile Probation and affiliate entities.

The Gardner-Betts building was completed in 1991 with shell space for additional detention beds to be built out in later years. There are currently 120 secure detention beds at the facility, as well as kitchen, laundry, medical, gymnasium, and court facilities.

Adjacent to the Gardner-Betts Building, the W. Jeanne Meurer Intermediate Sanction Center was completed in 2001, providing 118 additional beds at the site. The two structures currently provide approximately 227,000 square feet of office, treatment, and detention space.

To alleviate space pressures on the site, land immediately to the north was purchased for expansion. A garage was constructed in the back of the new site to meet demand, and Juvenile Justice staff are partially occupying the former Bank of America building along Congress Avenue.

At the northern end of South Campus is Travis County’s Post Road facility. This building houses Health & Human Services (Family Support Services and Deaf Services), the Juvenile Public Defender, and the IV D Child Support Court in a 34,150 square feet building.
Growth at South Campus

The 2015 Juvenile Probation Department Needs Analysis and Master Plan will project long-term needs for the juvenile justice system at the sites. This analysis will determine the nature of growth in service areas for the agency and the types of space needed to accommodate that growth, resulting in a Master Plan. Community amenities and co-tenancy opportunities will be considered as well.

<table>
<thead>
<tr>
<th>South Campus Departments- Staff Forecasts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office or Department</td>
</tr>
<tr>
<td>----------------------</td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
<tr>
<td>Juvenile Probation</td>
</tr>
</tbody>
</table>

The staff forecast above is based on historical staffing levels for the past 15 years and includes grant-funded positions. The Juvenile Probation Needs Analysis process will refine these numbers to take into account caseload, program enrollment, and residential trends for the department. Note again that the 2035 forecast is based on 2% average annual FTE growth between 2025 and 2035 and the updated forecast may vary significantly. Departments at Post Road are not included.
Gardner Betts Juvenile Justice Center

The Gardner-Betts building was completed in 1991 with shell space for additional detention beds to be built out in later years. There are currently 120 secure detention beds at the facility, as well as kitchen, laundry, medical, gymnasium, and court facilities.

The 2015 Juvenile Probation Department Needs Analysis and Master Plan, which will plan for juvenile system growth, will evaluate this building’s layout and function to help optimize it for future use.
W. Jeanne Meurer Intermediate Sanction Center

Adjacent to the Gardner-Betts Building, the W. Jeanne Meurer Intermediate Sanction Center was completed in 2001, providing 118 additional beds at the site. Together, the two structures provide approximately 227,000 square feet of office, treatment, and detention space.

The 2015 Juvenile Probation Department Needs Analysis and Master Plan will evaluate this building’s layout and function to help optimize it for future use.
This former Bank of America building and site was purchased in 2006 to house additional staff from Juvenile Probation, as adjacent facilities have reached capacity. Behind this building is a large surface parking lot, also owned by Travis County, as well as a newly constructed 2-story parking garage.

This site will be likely play a pivotal role in accommodating growth at South Campus, which will be explored this year in the 2015 Juvenile Probation Department Needs Analysis and Master Plan.
The Travis County facility on Post Road houses Health & Human Services (Family Support Services and Deaf Services), the Juvenile Public Defender, and the IV D Child Support Court.

While this building is providing space for critical county functions, the structure is aging and the site is underutilized. The IV D Court will be relocated in 2019 to the new Civil and Family Court House, significantly vacating the structure.

This is a high priority site for evaluating opportunities for redevelopment. Work will begin in Fiscal Year 2016 to engage the community about future opportunities at the site, which may include affordable housing.

*There are no specific requirements for Public Use zones, so zoning standards from the adjacent properties, which are primarily General Commercial Services (vertical mixed-use permitted) are employed. A conditional site plan would be needed.*
Travis County Sheriff’s Office

The Travis County Sheriff’s Office is largely responsible for Travis County’s mission to ensure public safety. The department largely focuses on corrections, specifically adult detention, and law enforcement. Corrections is accommodated by the Travis County Jail in the Central Campus and the Correctional Complex located in Del Valle. Law enforcement is based out of Central Command (located in North Campus), as well as patrol-oriented command centers located in the western and eastern areas of the county. These facilities (with the exception of Central Command, addressed under North Campus) are discussed on the following pages.

Staff Forecast

The adjacent table forecasts staff levels for these two primary divisions. Corrections estimates for 2025 are primarily based on positions identified in the Phase I Final Report of the Adult System Needs Analysis, held constant for the next 10 years based on the stable projected inmate population. Law Enforcement projections are based on extrapolation of historic staffing levels. Actual numbers will likely be lower based on lower growth rates in recent years.

2035 projections are not included, as staff levels will depend on a variety of issues. The Commissioners Court has advocated for slower FTE growth than in prior years. Additionally, annexations by municipalities in Travis County will continue to reduce the coverage are for Law Enforcement as well.
Travis County Correctional Facilities

Travis County’s correctional facilities are currently split between the primary correctional center in Del Valle and the Travis County Jail in the Central Campus. The Travis County Jail is the location of central booking, 48-hour housing, and housing for select working inmates. Detainees are processed at Travis County Jail and move on the Travis County Correctional Complex if they are not released.

The Adult Correctional System Needs Analysis and Master Plan has been underway since 2014 and is assessing the long-term need for Corrections and support spaces. The Central Campus Master Plan indicates that the Travis County Jail will be demolished in the future, with a Central Booking and 48-hour housing facility replacing it on an adjacent site. The Travis County Correctional Complex will need to absorb any additional housing beyond 48-hour housing coming from the Travis County Jail.

The final master plan, stemming from a preferred development scenario, will be completed this year.
Travis County Correctional Complex

Space needs at the 128 acre Travis County Correctional Complex in Del Valle are determined by peaks in the inmate population and the profile of the population. Projecting those peaks has been a key aspect of the 2014 Adult Correctional System Needs Analysis. A customized model for future jail population is informing space needs projections at the Correctional Complex. While the final Master Plan Update for the Correctional Complex is not yet complete, we do know that the jail population is not expected to increase significantly.

Despite slow growth forecasts, Travis County is reorganizing functions in its Central Campus. The Travis County Jail is planned for demolition as a part of the approved Central Campus Master Plan. Consequently, the need to replace some of this jail capacity will impact future development requirements at the Correctional Complex.

Slower jail population growth also provides a unique opportunity to explore creating space for additional inmate programs and improved campus layout. The master planning process will develop multiple scenarios for the Correctional Complex and provide them to Commissioners Court for selection this year.
TCSO Command Centers

The TCSO Command Centers provide a two bases for Law Enforcement. As the map below demonstrates, this provides a sensible way to split service areas for unincorporated Travis County areas, bifurcated by the City of Austin and other municipalities. Both Command Centers are discussed briefly on the following pages.
The West Command Center is the base location for law enforcement activities in western Travis County. The current structure is heavily occupied, accommodating 114 FTE currently. An assessment will be required to determine the viability of expansion at this site and to evaluate alternatives.
The East Command Center is the base location for law enforcement activities in eastern Travis County, accommodating 125 FTE. The site currently provides space for both the James E. Collier Law Enforcement Center as well as the Purchasing Warehouse. A needs assessment and master plan is recommended to assess future use potential, as ample land exists.
Precinct Offices

Precinct offices are one of the ways that Travis County implements its objective to provide services closer to the constituents that need them. In accordance with state law, this includes Justices of the Peace and Constables offices, of which there are 5.

In addition to these functions, precinct offices may also include satellite tax offices for the benefit of county residents, as is the case at Precinct 1, 3, and 4 offices. Discussions are ongoing about how the Tax Office would like to deliver services in the future, and these satellite offices could potentially be expanded.

Adult Probation, a state mandated department that is provided space by the counties, is based in the Central Campus. To improve accessibility to all county residents, Travis County provides additional space through field offices at northern and southern facilities (Precinct 2, Precinct 4).

Precinct 5 is omitted from this discussion as it is located downtown and discussed as part of the Central Campus overview.

<table>
<thead>
<tr>
<th>Precinct Offices - Staff Forecasts</th>
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</thead>
<tbody>
<tr>
<td>Office or Department</td>
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<tr>
<td>-----------------------------------</td>
</tr>
<tr>
<td>Precinct 1 Total</td>
</tr>
<tr>
<td>JP 1</td>
</tr>
<tr>
<td>Constable 1</td>
</tr>
<tr>
<td>Satellite Tax Office</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Precinct 2 Total</td>
</tr>
<tr>
<td>JP 2</td>
</tr>
<tr>
<td>Constable 2</td>
</tr>
<tr>
<td>Satellite Tax Office</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Adult Probation North Field Office</td>
</tr>
<tr>
<td>Satellite Tax Office (Pflugerville)</td>
</tr>
<tr>
<td>Precinct 3 Total</td>
</tr>
<tr>
<td>JP 3</td>
</tr>
<tr>
<td>Constable 3</td>
</tr>
<tr>
<td>Satellite Tax Office</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Precinct 4 Total</td>
</tr>
<tr>
<td>JP 4</td>
</tr>
<tr>
<td>Constable 4</td>
</tr>
<tr>
<td>Satellite Tax Office</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Adult Probation South Field Office</td>
</tr>
</tbody>
</table>

In addition to these precinct offices, Travis County provides community centers in different areas of the county to provide family support services closer to the constituents that need them as well. This is discussed under the Health and Human Services chapter.

The staff forecasts for precinct offices are shown in the table to the left. Projections through 2025 are based on historic growth rates while 2035 numbers are based on 2% average annual growth in FTE from 2025 through 2035. These forecasts may need to be tempered, as growth at the precinct offices has slowed significantly since initial jumps in staffing associated with the construction of new precinct facilities.
Precinct One

A new office building, the Richard E. Scott Building, was constructed for Justice of the Peace 1 and Constable 1 (large structure on the right, above). This LEED-Gold certified building provides both departments with high quality space to meet current and future need. If necessary in the future, the building design can accommodate an additional level. In addition, a small freestanding structure was constructed at the same site to house a satellite tax office.

The facility at 1811 Springdale Road (demarcated in red above) is the site of the former Precinct One facility, replaced by the Richard E. Scott Building. Space at 1811 Springdale is currently being used by Justice of the Peace 1 for a community youth program. This site, at the corner of East Martin Luther King Jr Boulevard and Springdale Road, is a highly accessible site with significantly greater development potential than is currently being utilized. This is a priority site for redevelopment evaluation, as it could become a community asset in this East Austin neighborhood.
Precinct Two

An office building was purchased and expanded to provide additional space for the Justice of the Peace, Constable, and an Adult Probation field office.

This building has long-term viability for Travis County. It accommodates one of just two Adult Probation field offices in Travis County and is the only one located north of downtown. While located in Austin’s growing Burnet-Gateway corridor, it is located in an industrial area that is compatible with its current uses.
Precinct Three

Land was acquired and offices were built in Oak Hill for Justice of the Peace 3, Constable 3, a Satellite Tax Office, and a Health and Human Services Community Center (described further in the Health and Human Services facility section). A CommuniCare clinic is also co-located on site.

The site appears to have maximized its impermeable surface area, with undeveloped land within the property boundaries located along the southern slope.

While space does not currently exist, Travis County may want to explore opportunities to provide space for affordable and/or senior housing at the site with the landowner to the south, the City of Austin (Fire Department).
Precinct Four

Land was acquired for offices to accommodate Justice of the Peace 4, Constable 4, a satellite Tax Office, and an Adult Probation field office in the new Ray Martinez Building on McKinney Falls Road. The Adult Probation field office is one of two field offices in Travis County and the only one serving the southern portion of the county.
Transportation and Natural Resources

Transportation and Natural Resources (TNR) provides engineering, design, construction, and maintenance of Travis County's roads, drainage, and bridges. The department is also responsible for fleet services, environmental protection, solid waste management, resource conservation, county parks, capital improvement projects, and land development review in the unincorporated areas.

The Road and Bridge Satellite Offices were consolidated into East and West Service Centers. The department also occupies space in the Central Campus at the 700 Lavaca Building.

The staff forecast to the left includes all divisions not located in the 700 Lavaca Administration Building from all funding sources. These positions work a variety of hours and many positions spend the majority of time out of office.

The following pages discuss five of the department's primary properties, including the Lamar Fleet Fueling Station, the West Service Center serving western Travis County, and the East Service Center serving eastern Travis County, the Solid Waste Transfer Station in Bee Cave, and the former Road & Bridge facility on Hamilton Pool Road. The Onion Creek site is also included as an example of planned redevelopment (bridge yard to park) that is already underway.
Lamar Fleet Fueling Station

Fleet Services, operated by Transportation and Natural Resources (TNR), provides access to filling stations at this centrally located site, in addition to the East and West Service Centers. This site is of particular utility for the fueling of patrol vehicles, inmate transport vans and buses, maintenance trucks, and general administrative vehicles. The proximity of this station to the Central Campus makes it strategically valuable to the fleet, although its current use also represents a serious underutilization of the site’s development potential.

Zoning modifications or parcel assembly might be required to make full use of this site, as it currently has flooding issues and is limited to 2:1 FAR and 95% lot coverage.

Programmatic changes may be necessary before repurposing the site, such as shifting to a fueling card model for county vehicles. Another option might consider sharing fuel stations operated by the City of Austin.

This is a high priority site for redevelopment and efforts to further evaluate the site will continue, led by TNR.
The West Service Center is on land leased from the Lower Colorado River Authority (LCRA) and includes office and meeting space in addition to serving road and maintenance needs for all of western Travis County. This strategically located site is of long-term value to Travis County. The County is currently in negotiations for the purchase the three-tract site from the LCRA. In addition to current uses, additional field office space could potentially be located at the site in the future.
East Service Center

The East Service Center was developed in 2009, consisting of six structures plus covered parking on this site. Like the West Service Center, the East Service Center serves road and maintenance needs for half of Travis County.
The Solid Waste Transfer Station is a 4.5 acre, county-owned site managed by Transportation and Natural Resources. The land is currently leased to Texas Disposal Systems to provide landfill drop-off for Western Travis County. The current lease ends definitively in December 2017.

At the end of 2017, Texas Disposal Systems will relocate, freeing this land for other uses. As a property directly adjacent to the Galleria and within the Town Center zoning district of the City of Bee Cave, this site has significant development potential. The most recent assessed value for the land was $866,203, and its value has risen consistently. Sale or redevelopment of this site should be discussed over the next two years.
The Former Satellite 3 Road and Bridge Facility is currently being occupied by Parks staff. This site includes administrative, maintenance, and storage space, and includes an active fueling station.

At this time, Travis County is negotiating the sale of 5 acres at the northern portion of this site along Highway 71, as it currently serves no County purpose and has significant market desirability.

This is a high priority site for redevelopment evaluation. The long-term use of the remainder of the site (13 acres, approximately half developable) should be evaluated, including an assessment of any activities that could be consolidated from this site to the West Service Center.
Onion Creek Site

The Commissioners Court approved the reuse of the former Precinct 4 Road and Bridge Yard for the Onion Creek Trailhead Park in 2011. Park Bonds, also approved by voters in 2011, will be used to fund the redevelopment of this site. This project got started in 2014.

- **Location**
  - 5412 Lockhart Hwy.
- **Square feet**
  - 22,241 (on 12.7 acres)
- **Zoning**
  - Development Reserve District (DR)
- **Tenants**
  - Transportation & Natural Resources
Health and Human Services and Veterans Services

The Health and Human Services and Veterans Services Department (HHSVS) serves the community by protecting vulnerable populations, investing in social and economic well-being, promoting healthy living, and building a shared understanding of the community. The department address these community needs through both internal and external investments and services.

While administrative functions are generally centralized (currently at the East Highland Mall Boulevard location), emergency assistance and support services are provided at seven community center locations around Travis County. These locations provide, at a minimum, emergency financial assistance to qualifying residents. Each center also provides a food pantry and clothing closet, dependent upon donations received. Some centers provide space for senior programs and non-profit meetings. Most community centers are co-located with Central Health’s CommUnityCare clinics as well. Details on each site follow.
As a dispersed department, facilities are located throughout the county. Administrative functions are primarily based at the East Highland Mall Boulevard Building. Palm Square remains the flagship service center, including Children's Services and Veterans Services. Deaf Services are based at Post Road, in close proximity to the Texas School for the Deaf. Weatherization and Housing Services are based at the East Cesar Chavez Boulevard facility for easy access to client residences across the county. The AgriLife program is based at Smith Road. Community Centers are dispersed across the county, providing residents with access to emergency financial services as well as community space in most locations.

<table>
<thead>
<tr>
<th>Office or Department</th>
<th>2015</th>
<th>2025 Forecast</th>
<th>2035 Forecast</th>
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<tr>
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The staff forecast in the adjacent table indicates current and projected future FTE by facility. Note that these numbers are based on historic staffing increases through 2025. These are more reliable estimates than 2035 numbers, where the forecast is based on 2% average annual FTE growth from 2025 through 2035, as is done for all departments. A more nuanced forecast by division and location would be necessary prior to facility redevelopment.
HHVS Future Planning

Travis County has been on the receiving end of strong migration over the last several years. Home values and costs have risen rapidly as construction has not kept up with ever growing demand. Rising costs and property taxes have led many residents to relocate. Those that have stayed are bearing a growing financial burden. These changes have impacted the profile of clients served by HHVS, as those in need are increasingly located in outer areas of Travis County.

Work should continue between HHVS, Planning & Budget, Facilities Management, and the Commissioners Court to evaluate opportunities for improved service delivery and, where appropriate, co-location with other service delivery partners.

In accordance with the county principle of collaboration, and with the planned relocation of Palm Square functions to a new North Campus facility, there may be a new opportunity to co-locate county assistance employees at existing City of Austin community centers that already serve nearby areas of East Austin and South Austin. Co-locating these services could better serve clients by offering more support services at each location while reducing overall facility costs.
Palm Square currently operates as the flagship location for HHSVS. The building provides space for Family Support Services, Veterans Services, and some administrative divisions that did not move to East Highland Mall Boulevard. In 2014, approximately 34% of all clients served by the department were served at this site.

Planning is currently underway to relocate services from this site into a new structure at Travis County’s North Campus, vacating the site within 5 years. This site will be centrally located within the county and near the geographic center of the department’s client base. This should be a more suitable site for service delivery given the challenges posed by the rapidly changing downtown environment around Palm Square.

Once department relocation is underway, this building will need a comprehensive assessment to determine the long-term utility of the site. With extensive, high-density urban redevelopment occuring on all sides, including the towering Fairmont Hotel directly adjacent to the site, service delivery is increasingly difficult and unbefitting. With a value in excess of $20 million, this parcel is one of Travis County’s most valuable. As a critical gateway site in downtown Austin and part of the Waller Creek Corridor, future use will require thoughtful consideration and discussion. The Commissioners Court have indicated that this is a high priority site for evaluation and a potential opportunity for the provision of affordable housing.
East Highland Mall Boulevard Building

The Highland Mall Boulevard Site was purchased from the Travis County Housing Authority, with whom HHSVS administration currently share the building as co-tenants. Travis County occupies approximately two-thirds of the building.

In the long-term, Travis County Housing Authority will relocate from the site, freeing several thousand square feet for county use if the site is maintained by Travis County. If HHSVS administration can be accommodated from this site through new construction at North Campus, this site could be sold and disposed. As a property directly adjacent to the redeveloping Highland Mall site, its value of $2.16 million will continue to increase.
The Community Center at Pflugerville, formerly the North Rural Community Center, is located near the center of Pflugerville and provides constituent services (HHSVS-Family Support Services and a satellite tax office) for residents in North Central Travis County. The existing facility also houses CommUnityCare Services and the City of Austin’s WIC Program.

The site is currently at capacity and expansion space for Family Support Services will be needed in the future to meet demand in this growing area of the county. A building addition or new construction on adjacent, county-owned open space are two options for meeting that need. The County will need to work with CommUnityCare as well to optimize co-location opportunities and plan for future need.
Community Center at Del Valle

The Community Center at Del Valle, formerly the South Rural Community Center, is located on land adjacent to the Travis County Correctional Complex. The facility includes an assistance center operated by HHSVS and, like some other community centers, a CommUnityCare Clinic managed by the Travis County Health District. Adjacent to the primary structure is a new wellness clinic building for Travis County employees.

The Texas Department of Transportation will soon begin a major road widening project on South FM 973, impacting access to this property. Additionally, this building has many structural issues that cannot be readily addressed. Consequently, Facilities Management will be designing and constructing a new facility directly behind the existing main building to provide an improved environment for service delivery in the Del Valle area. The County will need to work with CommUnityCare as well to optimize co-location opportunities and plan for future need.
The Community Center at Manor, formerly the East Rural Community Center, is located in the center of Manor. The facility provides assistance to Northeastern Travis County as well as community space for Manor’s senior programs. The facility also provides space for Central Health's CommUnityCare services.

Adjacent to the primary building is a smaller, older building owned by Travis County that currently provides houses Manor’s volunteer-run library. The City of Manor has indicated no interest in management of the facility. For now, the county is maintaining the structure and providing access to volunteer managers and customers.

The County also owns the adjacent Ben Fisher Park, Manor’s primary community park. This park is a major terminus to the new Southern Walnut Creek Trail, connecting Manor by trail to downtown Austin.

Recently, Central Health has considered relocation of CommUnityCare to a new facility in Manor, and Travis County has been working with Central Health to ensure continuity of services, should CommUnityCare relocate.
Community Center at Oak Hill

The Community Center at Oak Hill, formerly the West Rural Community Center, was built as one building at a two-building county facility in Oak Hill. The East Building accommodates both HHSVS-Family Support Services as well as a CommUnityCare clinic and City of Austin WIC Program space. This community center provides not only support services, but community space for senior programs and a public computer room.

The Community Center at Oak Hill is the least frequented of the county’ community centers, accounting for just 8% of all Travis County community center clients.

As mentioned in the Precinct Three overview, the site appears to have maximized its impermeable surface area, with undeveloped land within the property boundaries located along the southern slope, though the county may want to explore opportunities to provide space for affordable and/or senior housing at the site with the landowner to the south, the City of Austin (Fire Department).

Should any changes to layout or tenancy occur, the County will need to work with CommUnityCare to optimize co-location opportunities and plan for future need.
Community Center at Post Road

The Community Center at Post Road is quite small, operating in just over 3,000 square feet of space and employing 7 full-time employees. Though it provides a food pantry and small clothing closet, this location is primarily for emergency financial assistance.

Unlike community centers located in more peripheral areas, the Post Road facility is located in very close proximity to City of Austin community centers. As the Post Road facility is providing only emergency assistance, co-tenancy opportunities with the City of Austin should be explored to consolidate social service delivery where it makes most sense.

This is a high priority site for evaluating opportunities for redevelopment. Work will begin in Fiscal Year 2016 to engage the community about future opportunities at the site, which may include affordable housing.
Community Center at Jonestown

The Jonestown Community Center, formerly the Northwest Rural Community Center, is a leased office space at a retail center in Jonestown. This community center is the least frequented by clients, accounting for just 4.5% of all Travis County clients in 2014.

Ideally community centers do not operate long-term in lease spaces. Discussions with the Commissioners Court and HHSVS should take place to determine the value of maintaining services at this location or finding a property to purchase to provide services in Jonestown or perhaps another area.
HHSVS maintains a warehouse office building at the eastern end of East Cesar Chavez Boulevard in East Austin. This site provides weatherization and home repair assistance to county residents. The site currently accommodates about 22 FTE.

As a property in a rapidly growing and changing part of the city, this site should be assessed for additional opportunities. At the 3 miles directly east of downtown, this has become an increasingly central site in growing East Austin. While the surrounding development remains primarily industrial, this has been changing rapidly in the last year, with commercial and residential uses moving closer. The Future Land Use Map (FLUM) for this site, as defined by the Govalle/Johnston Terrace Combined Neighborhood Plan, suggests mixed-use development for this site.

This is a high priority site for evaluating opportunities for redevelopment. Work will begin in Fiscal Year 2016 to engage the community about future opportunities at the site, which may include affordable housing.
Other County Properties

Certain county properties do not fall into a specific category. These include stand-alone facilities used for innovative programming (SMART), storage purposes (County Warehouse), regional facilities with no natural partners (Medical Examiner’s Office, STAR Flight), and vacant property with no identified purpose (4523 Tannehill Lane). These properties are discussed individually on the following pages.
SMART Facilities

An expansion to the SMART Facility was completed with the addition of a new building to support additional residential treatment beds for Adult Probation. While this facility is not associated with Corrections, it is co-located adjacent to the Correctional Complex.
1600 Smith Road (County Warehouse)

The County’s Smith Road facility is predominantly used by the Facilities Management Department for warehousing (18,680 square feet). The facility provides significant storage space.

In addition to warehouse space, the Smith Road site is home to HHSVS Texas AgriLife Extension Services (8,320 square feet). This space includes both office and storage space.
Medical Examiner’s Office

The current Medical Examiner’s Office was built in 1996 to accommodate three pathologists and has been remodeled several times to address space constraints. The facility includes an autopsy suite, histology lab, toxicology lab, and administrative offices.

As just one of eleven medical examiner’s offices in Texas, the Travis County Medical Examiner serves the entire Central Texas region. A 2011 needs analysis and financial feasibility study indicated that the current office is inadequate for both current and future operational need. The study suggested that the Travis County Medical Examiner maintain its role as a multi-county, regional service provider in a new facility more than 3 times the size (51,000 square feet). The new facility is expected to cost between $30 and $35 million.

A new Medical Examiner’s Office is currently being designed at the county’s STAR Flight Site. This presents an opportunity to consider reuse of this site. There have been ongoing discussions with the City of Austin about use of the site as a new sobriety center, though this has not ultimately been decided.

Regarding the existing site, current restrictions by the City of Austin require that this site maintain health-related use to remain a Travis County asset, so thoughtful consideration will need to be given to determine appropriate reuse.
Medical Examiner Staff forecast

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<tr>
<th>Office or Department</th>
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<tbody>
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</tr>
<tr>
<td>Medical Examiner's Office</td>
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<td>49</td>
<td>60</td>
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As the facility is currently planned to continue its role as a regional service provider, the historic staffing levels provide a good basis for the future staff level projections as shown above. Staffing projections for the Needs Analysis and Financial Feasibility Study are in line with these numbers (52 FTE in 2025 and 55 FTE in 2035).
The STAR Flight Facility is a 10-acre, three tract site in Northeast Austin that currently provides helicopter storage and support space as part of the county’s Emergency Services. In 2014, this site was also selected to house the future Medical Examiner’s Office. Design is currently underway.

<table>
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<tr>
<th>Office or Department</th>
<th>2015</th>
<th>2025 Forecast</th>
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<tr>
<td>TOTAL</td>
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As the staff forecast above indicates, there is no anticipated FTE growth in the department in the next 10 years. As with all departments, a 2% annual growth rate is applied for years 2025 through 2035.

This site should be reassessed after completion to determine opportunities for any additional activities at the site if space remains.
4523 Tannehill Lane is one of Travis County’s largest non-park properties. The back of the property includes open space and The Austin Shelter for Women and Children (ASWC). The ASWC is an emergency shelter program for women and children who are experiencing homelessness. The shelter is funded by the City of Austin and operated by the Salvation Army. The shelter has a capacity of 60 beds and 20 bedrooms, includes a child care center, kitchen/dining area, computer learning center, and a community garden. There is ample space around the facility for future expansion if necessary.

The area indicated by yellow in the image above (“1”) is a 6-acre vacant sub-parcel fronting Tannehill Lane. This large, accessible site has no existing plan. Zoning supports the development of a mixed-use town center in this area and areas to the north. Planning should begin in 2015 to identify beneficial development opportunities for the site.

The southern section of the parcel is an open area owned by Travis County, historically used for camping by the Girl Scouts of America. Staff will check if this remains the case.