

Eugene Budget Committee
Citizen Subcommittee
Service Profile Review
Group II

Wednesday, January 21, 2009
5:30-8:30 p.m.
McNutt Room, City Hall
777 Pearl Street, Eugene
(Note new location)

- | | | |
|-----------|------|--|
| 5:30 p.m. | I. | Introductions |
| 5:40 p.m. | II. | Financial Services |
| 6:10 p.m. | III. | Human Resource and Risk Services |
| 6:40 p.m. | IV. | Information Technology |
| 7:10 p.m. | V. | Parks and Open Space |
| 7:40 p.m. | VI. | Fleet and Radio Communications Service |
| 8:10 p.m. | VII. | Wrap up |



MEMORANDUM

City of Eugene
777 Pearl Street, Room 105
Eugene, Oregon 97401-2793
(541) 682-5010
(541) 682-5414 FAX
(541) 682-5045
www.eugene-or.gov

Date: January 15, 2009
To: Citizen Members of the Eugene Budget Committee
From: Terrie Monroe, Service Improvement Manager
Subject: Service Profile Updates, Group II

Attached are updated service profiles for your review. Staff from each service will present the updates and answer any questions you have Wednesday, January 21, at 5:30 p.m. The meeting will be held in the McNutt Room at City Hall.

Please review the contents of this packet. Your feedback is sought particularly about the Mission, Outcomes, Total System Measures, and Strategies, which you will find summarized on the first two pages of each service's section of the packet. The next pages provide performance data on measures and strategies from the old profile, followed by the complete updated service profile.

Please call me at 682-5412 or e-mail me at terrie.e.monroe@ci.eugene.or.us if you have any questions. I look forward to seeing you January 21.

Mission

Our mission is to support City staff, policy makers and citizens by providing quality financial services and information to promote prudent decision making that maintains long-term financial stability.

Outcomes

- Wise stewardship of public resources.
- Financial stability of the City organization.
- Financial integrity of the City.
- Accessible and understandable financial information.
- Sustainable and robust business systems.
- Public confidence in financial policies, practices and information.

Financial Services

Many Finance functions are centralized for efficiency and to ensure compliance with legal and professional requirements. Staff provides for the strategic management of the City’s finances and performs functions necessary to conduct the financial business of the organization. Services include projecting and allocating resources through the annual budget preparation process; staffing the City’s Budget Committee; reporting the City’s financial condition to citizens and other stakeholders; providing accessible financial management tools; procuring materials and services and paying vendors and employees; billing customers, cashiering, and collections; managing the City’s investment portfolio and cash needs; issuing debt and making payment on outstanding debt; forecasting financial threats and opportunities and analyzing the financial impacts of proposals brought to the Executive Management Team and City Council.

Financial Services has a total FY09 adopted budget of \$3.8 million and 30.5 full time equivalent (FTE) employees.

Updated Performance Information FY10-FY13

Effectiveness

- Six-year forecast accuracy - percentage differential of actual to projected revenues in Year 1 of the forecast.
- Number of citations of non-compliance (contained in the audit comments and disclosures required by state regulations).
- Number of audit adjustments proposed by external auditors.
- Percentage of bid protests upheld.
- Government Financial Officers Association (GFOA) awards received for Comprehensive Annual Financial Report (CAFR) and budget document.
- Special Capital Recognition from GFOA for the Capital Improvement Program (CIP) document.

Efficiency

- Finance payroll as a percentage of total payroll cost.
- Number of Finance FTEs per 100 City FTEs.

Financial

- General obligation bond rating of Aa2 with a stable outlook.
- General Fund reserves as a percentage of General Fund expenditures (main subfund).

Customer Satisfaction

- Percentage of Budget Committee members satisfied or very satisfied with services provided by the Finance staff.
- Percentage of Central Services Advisory Board (CSAB) members satisfied or very satisfied with services provided by the Finance staff.

Updated Strategies: FY10-FY13

Strategy 1: Develop a sustainable General Fund budget.

Objectives: Develop annual operating General Fund budgets with current revenues equal or greater than current expenditures in each fiscal year starting with FY10.

Achieve a reserve of 8% of the General Fund expenditures above the minimum required Unappropriated Ending Fund Balance (UEFB) over a five-year period.

Strategy 2: Implement recommendations identified within Sustainable Business Initiative as part of City-wide practices and business processes.

Objectives: Incorporate new public contracting rule changes related to sustainability into purchasing operations and procedures by the end of FY10.

Develop and provide ongoing sustainable purchasing training and tools to the departments.

Increase the use of paperless finance transactions.

Strategy 3: Maintain City’s Aa2 general obligation bond rating in light of deteriorating macroeconomic conditions.

Objective: Maintain the City’s general obligation bond rating at Aa2 with a stable outlook.

Budget Information

	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Adopted
Expenditures--All Funds	\$3,277,182	\$3,415,378	\$3,752,719	\$3,853,832
General Fund Revenue	\$4,793	-\$687	\$0	\$0
FTE	32.50	30.50	30.50	30.50

Performance Information Closeout Data

Effectiveness

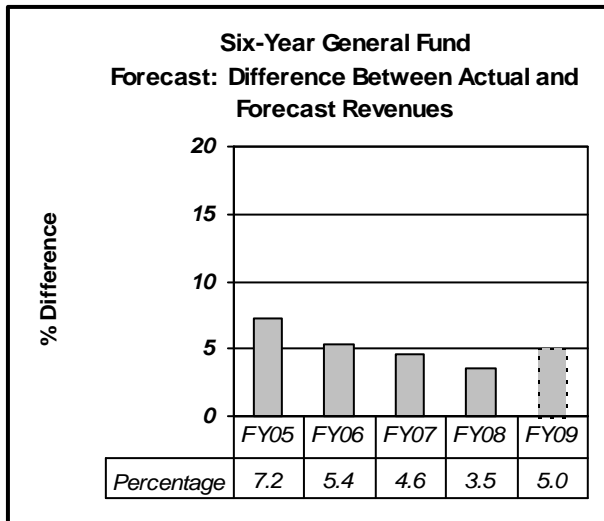
Number of Audit Adjustments Proposed by External Auditors

FY05 Actual	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Est
0	0	0	0	0

Number of Bid Protests Upheld

FY05 Actual	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Est
2	0	1	0	0

Effectiveness



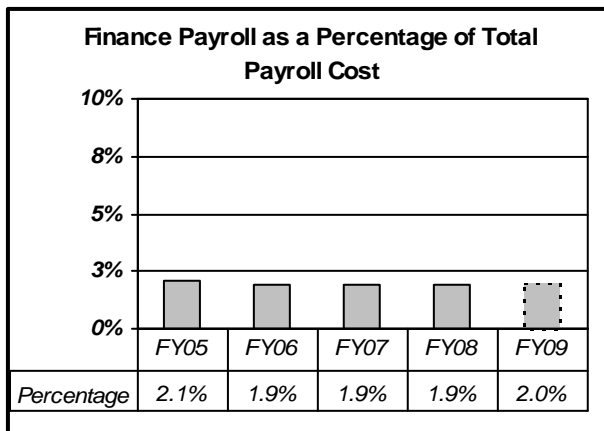
Government Financial Officers Association Awards Received for Comprehensive Annual Financial Report and Budget Document

FY05 Actual	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Est
2	2	2	2	2

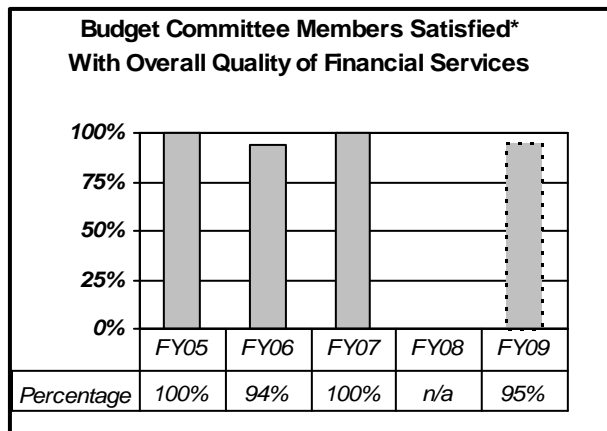
Number of Citations of Non-Compliance (contained in the audit comments and disclosures required by state regulations)

FY05 Actual	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Est
0	0	2	1	0

Efficiency



Customer Satisfaction



Satisfaction of members who responded to the survey. In FY07, 15 of 16 members responded.

Performance Information Closeout Data

Financial

Bond Rating of the Organization—The City has maintained an Aa2 bond rating or equivalent since 1957 and expects the rating to remain stable.

General Fund Reserves as a Percentage of General Fund Expenditures (main subfund)

FY05 Actual	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Est
22.8%	21.9%	22%	21%	20%

Measures of Success Closeout Data

Four-Year Strategies (FY05-FY08)	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Est
<p>Strategy 1: Lower the City’s ongoing interest payments for all departments.</p> <p>Measure: Accumulate \$7 million to redeem the callable pension bonds by June 1, 2007.</p>	\$1 million	\$7 million	\$7 million	Completed	
<p>Strategy 2: Maintain City’s Aa2 general obligation bond rating at Aa2, in light of state and county rating difficulties.</p> <p>Measure: By FY08, maintain the City’s general obligation bond rating at Aa2, with a stable outlook.</p>	Aa2	Aa2	Aa2	Aa2	Aa2
<p>Strategy 3: Improve the public contracting process and clarify the RFP process for personal services contracts.</p> <p>Measure 1: By March 2005, rewrite the public contracting administrative rules and related processes and clarify the RFP process for personal service contracts.</p> <p>Measure 2: By the end of 2005, post requests for quotes on the Internet and develop procedures and methods for electronic submittal of quotes, bids and RFP proposals.</p>	Done				
<p>Strategy 4: Improve ability to project property tax revenue.</p> <p>Measure: Maintain a high accuracy level in property tax forecasting (for all funds) through FY08 by achieving a 2% (+/-) differential between actual and budgeted property taxes in each year.</p>	+ .7%	+ .2%	-2.1%	-2.2%	+/-2%

FINANCIAL SERVICES

Service Description

Many Finance functions are centralized for efficiency and to ensure compliance with legal and professional requirements. Staff provide for the strategic management of the City's finances and perform functions necessary to conduct the financial business of the organization. Services include projecting and allocating resources through the annual budget preparation process; staffing the City's Budget Committee; reporting the City's financial condition to citizens and other stakeholders; providing accessible financial management tools; procuring materials and services and paying vendors and employees; billing customers, cashing, and collections; managing the City's investment portfolio and cash needs; issuing debt and making payment on outstanding debt; forecasting financial threats and opportunities and analyzing the financial impacts of proposals brought to the Executive Management Team and City Council.

Financial Services has a total FY09 adopted budget of \$3.8 million and 30.5 full time equivalent (FTE) employees.

Historic Perspective

- 1865 Charter established Board of Trustees with Treasurer.
- 1917 First Purchasing Agent for the City of Eugene hired.
- 1957 City bond rating upgraded to "Aa".
- 1963 State enacted legal requirements for local budget process.
- 1983 Financial policies adopted and long-range forecast developed.
- 1991 Measure 5 passed and Eugene Decisions process conducted.
- 1997 Passage of Measure 50 created a rate-based property tax system.

Community Involvement

The Budget Committee, comprised of eight City Councilors and eight appointed citizen members, represents the public interest for this service, reviewing the annual budget, capital improvement program and other financial documents and policies. Citizen testimony on budget proposals is received during public hearings and during public comment periods at committee meetings.

Customer Input

The major source of customer input for this service is the Central Services Advisory Board (CSAB). Comprised of staff representatives from other City departments, CSAB is responsible for reviewing and providing recommendations on all aspects of financial services in accordance with the annual CSAB work plan. External customer input is provided by the Budget Committee, current and prospective City vendors and citizen testimony

received at public hearings and during public comment periods at committee meetings.

Mission

Our mission is to support City staff, policy makers and citizens by providing quality financial services and information to promote prudent decision making that maintains long-term financial stability.

Outcomes

- Wise stewardship of public resources.
- Financial stability of the City organization.
- Financial integrity of the City.
- Accessible and understandable financial information.
- Sustainable and robust business systems.
- Public confidence in financial policies, practices and information.

Operating Principles

- We achieve legal and professional standards.
- We work to achieve common goals while balancing competing needs.
- We strive for consistency, accuracy, timeliness and completeness.
- We promote open communication.
- We model fiscal responsibility for the organization.
- We develop creative and innovative solutions.

Current Operating Environment

External Trends

Structural General Fund Imbalance

With the passage of Ballot Measure 50 in May of 1997, the property tax system for financing City services changed from a levy-based system to a rate-based system. This rate-based system relies on low inflation and a high level of new construction to provide the resources needed to fund a consistent level of service for a growing population. Despite the City's efforts to deliver services in a more cost-efficient manner and implement new revenue sources to balance the budget each year, the continuously rising costs of wages and fringe benefits coupled with limited growth in existing revenue sources has resulted in annual deficits in the City's General Fund. In the past, these deficits were addressed primarily by using one-time revenues, such as the Reserve for Revenue Shortfall. Now that the Reserve for Revenue Shortfall is depleted, the City has to identify alternative recurring revenue sources and/or cost reductions in order to balance the General Fund budget. The Finance Division is a key player in developing a balanced budget, as well as developing the policies that guide the level of reserves.

Negative Macroeconomic Trends

Rapid deterioration of macroeconomic conditions in 2007-08, including decline in real estate values, disruptions in the municipal bond markets, significant investment losses experienced by pension funds and other large institutional investors, high volatility in the cost of liquid fuels and other commodities, increased unemployment rate and overall decline in economic activity will continue to pose a major challenge to effective delivery of financial services. Locally, these trends are exemplified by the loss of major taxpayers such as Hynix Semiconductor Inc., slowdown in new construction and associated property tax revenue growth, challenges with issuance of debt and increased demand for local government services. The Finance Division plays a key role in ensuring the City's financial stability during these difficult times through prudent and sustainable stewardship of its resources.

Changing Standards and Requirements

Government accounting standards, federal and state requirements and laws are in a constant state of change. For example, the Governmental Accounting Standards Board (GASB) made significant changes in financial reporting requirements for other post-employment benefits (OPEB) effective in FY08. The City of Eugene began reporting its OPEB liabilities associated with retiree health care in the FY07 Comprehensive Annual Financial Report (CAFR). Although accounting standards do not require funding the obligation for retiree health care, if it is not funded, the City's financial statements will show a growing liability, which indicates a deteriorating financial condition. The Finance Division must keep abreast of these and other changes and make appropriate adjustments in our operating and reporting practices in order to ensure the financial integrity of the organization, as well as to meet all legal and professional standards.

Internal Conditions

Organizational Leadership and Culture Transformation

Periodically, the membership on the City Council changes and new Executive Managers join the organization. These changes can be accompanied by significant adjustments in leadership style, organizational culture and business processes. An example is an interdepartmental approach to developing the FY10 budget through Joint Executives and Division Managers (JEDM) budget teams. In the context of these changes, Finance needs to be flexible, but focused. We must be smart enough to retain the techniques and practices that have worked in the past, learn how to do our jobs better from our public and private sector partners, and discard the methods that are no longer useful.

Effective Use of Staff

Financial Services has a highly experienced and qualified but aging workforce. A significant number of managers and professional employees in the Finance Division will be eligible to retire in the coming years, creating the need to find qualified replacements for key positions in the organization. A special emphasis needs to be made on preserving the institutional knowledge and skills possessed by senior Finance staff through employee cross-training, business process documentation, effective succession planning and expanding professional development opportunities.

Effective Management of Technology

Finance is faced with an environment where technology is continuing to evolve, and customer expectations with regard to technology continue to increase. There are two major impacts from this rapidly changing technological environment. First, system operation, maintenance, upgrades, and training require nearly daily attention from a wide variety of staff in the division. Second, new ways to provide services with an eye toward efficient interaction with the customer, such as billing, receiving vendor bids, accepting customer payments, and paperless payroll processing are being deployed and expanded. Effective use of technology while providing information to internal and external stakeholders via multiple channels will continue to be a major focus of Finance staff.

Compliance Monitoring and Competing Demands

Finance plays multiple roles in the organization. We don our watchdog hats to monitor compliance with laws, administrative rules and professional standards to guarantee that appropriate action is taken. We see that adequate internal controls are in place to safeguard the assets of the City. At the same time, we play the mediator for financial issues by attempting to share resources across all parts of the organization in an equitable manner. As an overhead service, Finance must balance its role as mediator, watchdog and internal service provider with attention to quality customer service.

Performance Measures

Core Processes

Perform financial functions

- City's investment portfolio interest rate compared to the 12-month rolling average of 180-day T-Bill rate.
- Dollar amount of delinquent accounts as a percentage of total receivable balance.
- Percentage of small dollar purchases made with purchase card.
- Direct deposits as a percentage of total paychecks.
- Dollar amount of discounts received on accounts payable.

- Number of journal entries reviewed and posted each month. Plan, monitor and report results
- Percentage of times five-day monthly closing occurs within schedule. Ensure financial integrity of the organization
- Ending fund balance as a percentage of total revenues.

Total System

Effectiveness

- Six-year forecast accuracy - percentage differential of actual to projected revenues in Year 1 of the forecast.
- Number of citations of non-compliance (contained in the audit comments and disclosures required by state regulations).
- Number of audit adjustments proposed by external auditors.
- Percentage of bid protests upheld.
- Government Financial Officers Association (GFOA) awards received for Comprehensive Annual Financial Report (CAFR) and budget document.
- Special Capital Recognition from GFOA for the Capital Improvement Program (CIP) document.

Efficiency

- Finance payroll as a percentage of total payroll cost.
 - Number of Finance FTEs per 100 City FTEs.
- #### Financial
- General obligation bond rating of Aa2 with a stable outlook.
 - General Fund reserves as a percentage of General Fund expenditures (main subfund).
- #### Customer Satisfaction
- Percentage of Budget Committee members satisfied or very satisfied with services provided by the Finance staff.
 - Percentage of Central Services Advisory Board (CSAB) members satisfied or very satisfied with services provided by the Finance staff.

Strategy 1: Develop a sustainable General Fund budget.

Objectives: Develop annual operating General Fund budgets with current revenues equal or greater than current expenditures in each fiscal year starting with FY10.

Achieve a reserve of 8% of the General Fund expenditures above the minimum required Unappropriated Ending Fund Balance (UEFB) over a five-year period.

Work Activities:

- Work with the Joint Executives and Division Managers (JEDM) Team, Budget Committee, City Council and other external and internal stakeholders to achieve a balanced General Fund budget.

- Finance staff to develop and Budget Committee to adopt a new General Fund reserve policy, including required reserve levels above the minimum UEFB level, a plan and a timeline for achieving those reserve levels, criteria for reserve drawdown and procedures for replenishing the Reserve in the event of a drawdown.
- Prepare annual General Fund budgets that contribute to achieving minimum reserve requirements.
- Provide periodic reports to the Budget Committee on the General Fund status and trends.

Strategy 2: Implement recommendations identified within Sustainable Business Initiative as part of City-wide practices and business processes.

Objectives: Incorporate new public contracting rule changes related to sustainability into purchasing operations and procedures by the end of FY10.

Develop and provide ongoing sustainable purchasing training and tools to the departments.

Increase the use of paperless finance transactions.

Work Activities:

- Create a "Vendor Sustainability Form" for all public contracts in FY10.
- Define specific sustainable reference standards as part of the annual Financial Policies and Procedures (FPPM) update, such as green cleaning supplies, recycled office products, etc.
- Update the contract writing system (CONRAX) with the new sustainability requirements.
- Provide at least three training sessions per year to City staff on sustainable procurement practices and new contracting rules.
- Develop and utilize tools to increase the use of paperless finance transactions in payroll, purchasing and other core business processes.

Strategy 3: Maintain City's Aa2 general obligation bond rating in light of deteriorating macroeconomic conditions.

Objective: Maintain the City's general obligation bond rating at Aa2 with a stable outlook.

Work Activities:

- Achieve a structurally balanced General Fund budget.
- At the time of each bond sale, develop strategy for communication with bond rating agencies around critical rating factors.

- During each bonding cycle, emphasize the importance of certain rating factors, such as maintenance of reserves.
- Improve other factors that are critical bond rating considerations, such as adopting a policy for and funding of an additional General Fund reserve.
- Continue to work on diversifying General Fund revenue sources.

Work Activities:

- Work with the departments on improving the accuracy of revenue estimates for General Fund user fees and fines.
- Improve the accuracy of beginning working capital forecasting through proactive monitoring of revenues and expenditures.
- Maintain high level of accuracy in projecting property tax revenues.
- Annually compare changes in property taxes by account group to determine major factors in property tax changes.
- Analyze historical revenue forecast variances to identify future opportunities for revenue forecasting improvement.

Strategy 4: Improve accuracy of General Fund revenue forecasting.

Objective: Maintain a high level of accuracy in General Fund revenue forecasting by achieving a 3% (+/-) or lower differential between actual and budgeted revenues in each year.

FEEDBACK: City Council, Budget Committee, Central Services Advisory Board (CSAB), Citizen Survey, Sustainability Commission, citizen phone calls and letters, departmental budget liaisons, City vendors, action summaries, staff notes, bond rating, conferences with auditors, legal and professional standards, long-term financial trend report, benchmarking (internal and against other jurisdictions).

SUPPLIERS:

Executive management
Citizens
Other governments
Standard-setting bodies
Policy makers
Suppliers of goods and services
Other city staff
Financial services staff
Grantors

INPUTS:

Money
Legal and professional standards and requirements
Information and data
Computer systems
Equipment
Materials and supplies
Facility
People

System Map

CORE PROCESSES

Perform financial functions

Plan, monitor and report results

Ensure financial integrity of the organization

OUTPUTS:

Contracts and agreements
Employee/vendor payments and customer receipts
Financial policies and procedures
Long-range financial planning
Annual budget document
CIP document
Financial Trend Report
Financial information and reporting
Compliance

DIRECT CUSTOMERS:

Executive managers
City staff
Elected and appointed officials
Other government agencies
The public
Media
Business and financial community
Bond holders and creditors

STAKEHOLDERS:

Budget Committee
CSAB
Sustainability Commission
Bond rating agencies
Regulatory agencies
Employees
Other city staff
Investment services
Other jurisdictions
Voters/property tax payers
Vendors
Professional organizations
Standard setters, e.g., GASB
State and federal government

SUPPORTING PROCESSES:

Negotiations
Training
Research and analysis
Buying and selling
Monitoring system compliance with laws and standards
Cash management
Computer system management
Maintain databases
Record keeping
Consulting
Loan administration
Investing

Mission

Provide City departments the information and support needed to hire and develop qualified employees who model organizational values; maintain employer-employee relationships which are legal, equitable, productive and positive; and protect the City’s employees, property, and finances from avoidable loss.

Outcomes

- Partnerships with departments in delivering service to the organization
- Employees, supervisors and managers who value the services provided to them by Human Resources and Risk Services
- Equitable treatment of applicants, claimants, employees, and retirees
- Qualified, productive, and diverse workforce
- Partners in maintaining a legally compliant and ethical organization
- City employees who are prepared to meet direct customer service/stakeholder needs
- A healthy, respectful and safe work environment
- Minimized organizational costs
- Competitive, market-based pay and benefits
- An organization that is prepared for large scale emergencies

Human Resource and Risk Services

Human Resource and Risk Services support the City in providing a qualified and productive workforce that, in turn, delivers effective and efficient services. To support the organization, the Human Resource and Risk Services teams:

- administers centralized hiring
- manages pay and benefit processes
- manages the City’s work policies and labor contracts
- provides consultation and training to enhance individual, service, and organization performance
- manages organizational risk

The operating principles of the City are central to the kind of organization the City is, how it delivers service, and its relationship with its employees. Human Resource and Risk Services staffs help to articulate these principles and champion them: customer service, equitable treatment, diversity outreach, employee and organizational creativity and productivity, teamwork, a results-oriented focus, and effective communication.

The Human Resource and Risk Services team also stays abreast of trends and legal changes regarding management to ensure legal compliance and organizational responsiveness.

The Human Resource and Risk Services staff team comprises 27 full-time equivalent (FTE) staff. Services are delivered for the entire City organization of approximately 1,555 regular FTE (both full- and part-time) and approximately 400-700 temporary employees depending on the season. The FY09 budget for this service is \$29.8 million. The majority of the budget comprises health and risk insurance claims and premiums.

Updated Performance Information FY10-FY13

Effectiveness

- Percent of regular employees leaving the organization for reasons other than retirement or death.
- Percent of exit interviewees who say they would recommend the City of Eugene to others as an employer.
- Percent of total employees of color, women in non-traditional roles, and employees with disabilities in the workforce.

Efficiency

- Ratio of FTE to total City FTEs. (ICMA/HR #15)

Financial

- Workers’ Compensation experience modifier.
- Workers’ Compensation expenditures per full time equivalent employee.(ICMA/Risk #79b)
- Expenditures for liability claims per capita (ICMA/Risk Q 70a)

Customer Satisfaction

- Percent of direct customers surveyed who rate Human Resources and Risk Services as good or excellent. (ICMA/HR #40 and RS/#91)

Updated Strategies: FY10-FY13

Strategy 1: Use technology to improve service delivery and access to information while reducing environmental impact.

- Objectives: 100% of all Material Safety Data Sheets are accessible online.
- 100% of modified work assignments are available online.
- 100% of all essential job function analyses are available online.
- 100% of job applications submitted online.

Strategy 2: Use the Wellness Initiative and Wellness Center as mechanism to deliver health and wellness programs to City Employees.

- Objective: 80% of City employees surveyed rate the health and wellness services as good or excellent.

Strategy 3: Use technology to improve access to education opportunities in a sustainable and cost-effective manner.

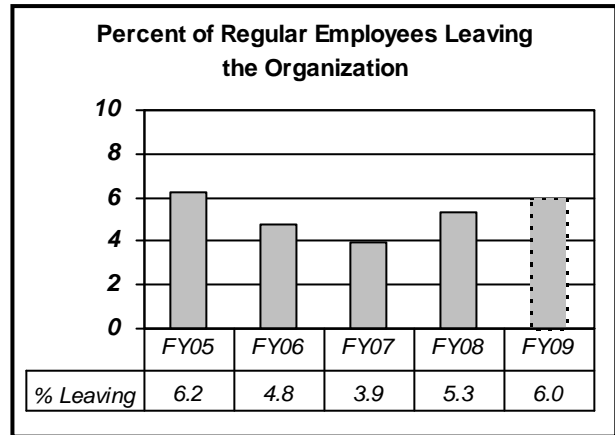
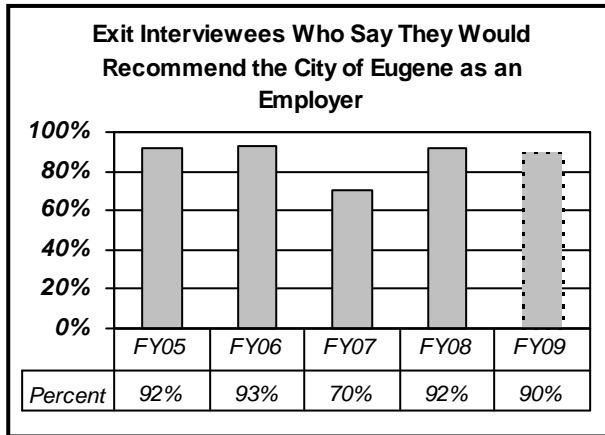
- Objective: 30% of required classes are available through workstation or online access.

Budget Information

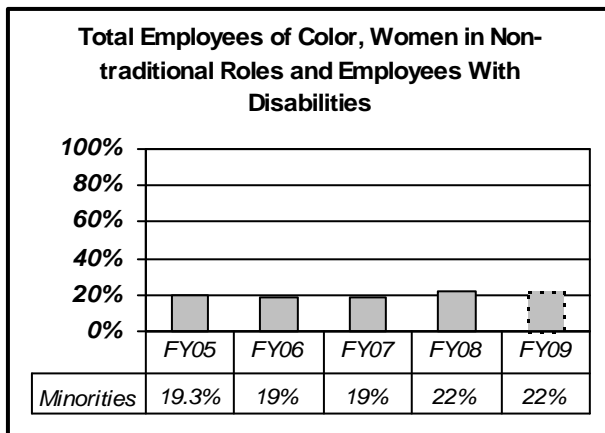
	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Adopted
Expenditures--All Funds	\$22,965,521	\$23,287,231	\$26,204,078	\$29,887,696
General Fund Revenue	\$25	\$0	\$20,000	\$20,000
FTE	26.60	26.85	26.85	27.35

Performance Information Closeout Data

Effectiveness



Effectiveness



Efficiency

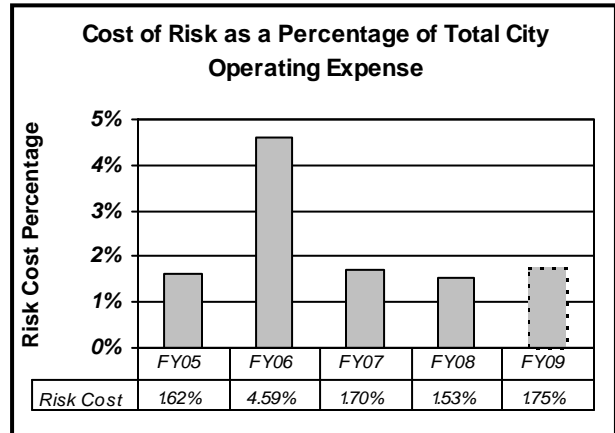
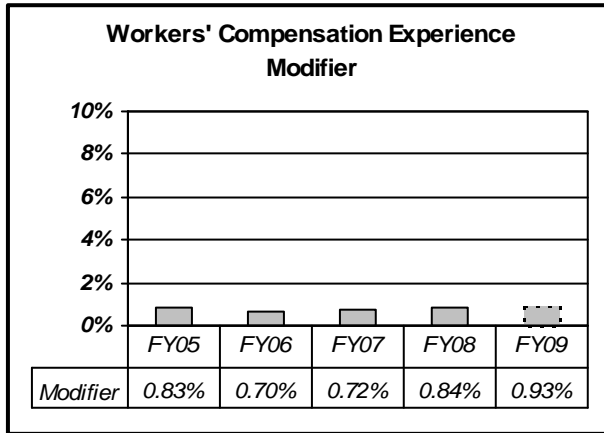
Ratio of HR FTE to Total City FTEs

FY05 Actual	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Est
1 : 85	1 : 79	1 : 77	1 : 79	1:80

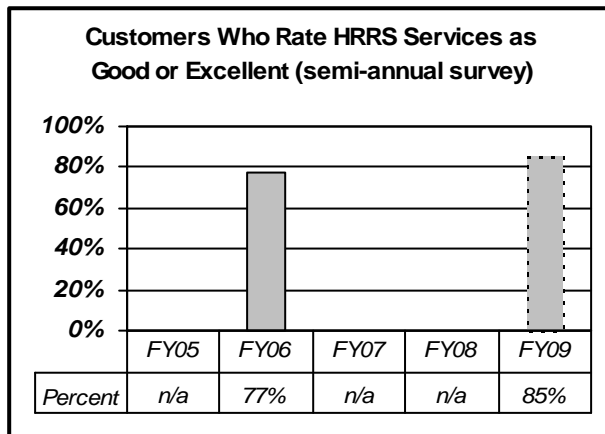
Measures hours worked in HR compared to total hours worked in the organization.

Performance Information Closeout Data

Financial



Customer Satisfaction



FY06 includes costs of two lawsuits which have been settled, thus the drop in FY07 and FY08 to more historically normal levels.

Measures of Success Closeout Data

Four-Year Strategies (FY05-FY08)	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Est
Strategy 1: Manage workload and resources to most effectively meet commitments to customers. Measure: Complete 85% of annual work plan items. Measure: 85% of customers surveyed are satisfied with HRRS services (semi-annual survey).	73%	74%	71%	n/a	80%
	n/a	78%	n/a	n/a	85%
Strategy 2: Improve organizational leadership at all levels. Measure: 100% of supervisors new to their positions will complete supervisor orientation within 12 months. Measure: 80% of supervisors/managers have participated in greater than 8 hours of supervisor/manager training offered internally each year.	84%	69%	81%	63%	75%
	66%	79%	75%	62%	70%

HUMAN RESOURCE AND RISK SERVICES

Service Description

Human Resource and Risk Services support the City in providing a qualified and productive workforce that, in turn, delivers effective and efficient services. To support the organization, the Human Resource and Risk Services teams:

- administers centralized hiring
- manages pay and benefit processes
- manages the City's work policies and labor contracts
- provides consultation and training to enhance individual, service, and organization performance
- manages organizational risk

The operating principles of the City are central to the kind of organization the City is, how it delivers service, and its relationship with its employees. Human Resource and Risk Services staffs help to articulate these principles and champion them: customer service, equitable treatment, diversity outreach, employee and organizational creativity and productivity, teamwork, a results-oriented focus, and effective communication.

The Human Resource and Risk Services team also stays abreast of trends and legal changes regarding management to ensure legal compliance and organizational responsiveness.

The Human Resource and Risk Services staff team comprises 27 full-time equivalent (FTE) staff. Services are delivered for the entire City organization of approximately 1,555 regular FTE (both full- and part-time) and approximately 400-700 temporary employees depending on the season. The FY09 budget for this service is \$29.8 million. The majority of the budget comprises health and risk insurance claims and premiums.

Historic Perspective

- 1966 International Association of Firefighters first labor contract
- 1971 Eugene Police Employees Association first labor contract
- 1972 American Federation of State, County and Municipal Employees (AFSCME) first labor contract
- 1975 First Affirmative Action plan adopted
- 1978 Risk Management program created
- 1979 Workers' Compensation & General Liability coverage self-insured
- 1981 Health and Wellness Program initiated
- 1983 International Alliance of Theatrical Stage Employees first labor contract
- 1985 Self-insured health benefits plan created
- 1986 Public sector employers regulated by Fair Labor Standards Act

- 1987 Coordinated Training program created
- 1998 Diversity program created
- 2002 Emergency Management program created
- 2003 Human Resource Advisory Board created
- 2007 Human Resource and Risk Services established as separate Divisions in Central Services

Citizen Involvement

The Human Rights Commission provides feedback during its annual review of workforce statistics and the Affirmative Action Plan and Department Diversity Work Plans. Human Resources staff participates in an annual informal gathering with community representatives to review diversity work plans and to listen to feedback on the organization's progress in this area. Additionally, community representatives are frequently included in interview processes for key City leadership positions.

Customer Input

Direct customers of the Human Resource and Risk Services team include the executive management team, City supervisors and managers, all City employees, work teams, the City Council and members of the public.

The Executive Management Team regularly interacts with Human Resource and Risk Services staff when responding to legal, technological, environmental, strategic decisions, and social changes that impact the organization.

Human Resource and Risk Services staff obtains input from periodic meetings with division management teams to assess service satisfaction. Staff also conduct surveys of customers of many program services including:

- 1) supervisors at the end of the recruitment and selection process, 2) workers' compensation claimants and supervisors, 3) participants of training classes, 4) supervisors at the end of the classification process, 5) general liability internal supervisory customers, 6) employee benefits recipients, 7) wellness program participants and, 8) recipients of safety and loss control services.

Human Resource and Risk Services receive customer input on employee benefits from the members of the Benefits Study Group. This group is composed of members of each of the City's employee units. The group is responsible for reviewing city benefits and has a primary focus on health insurance benefits. Human Resources and Risk Services staffs gather input

from the departments in preparation for the start of negotiations with each of the City's bargaining units.

Mission

Provide City departments the information and support needed to hire and develop qualified employees who model organizational values; maintain employer-employee relationships which are legal, equitable, productive and positive; and protect the City's employees, property, and finances from avoidable loss.

Outcomes

- Partnerships with departments in delivering service to the organization
- Employees, supervisors and managers who value the services provided to them by Human Resources and Risk Services
- Equitable treatment of applicants, claimants, employees, and retirees
- Qualified, productive, and diverse workforce
- Partners in maintaining a legally compliant and ethical organization
- City employees who are prepared to meet direct customer service/stakeholder needs
- A healthy, respectful and safe work environment
- Minimized organizational costs
- Competitive, market-based pay and benefits
- An organization that is prepared for large scale emergencies

14

Operating Principles

- We believe all people should be treated fairly and with respect
- We develop effective working relationships with our customers in order to understand and meet their needs.
- We are timely in meeting the needs of our customers
- We coach, mentor and guide others to exemplify and support the City's values and operating principles
- We strive to be cost-effective in the services we provide and in the policies and programs we develop and administer

Current Operating Environment

External Trends

Alternative Service Delivery

With a six-year financial forecast indicating a significant deficit of revenues and resources, there will be an increase in demand by taxpayers to ensure that services are delivered in the most cost effective manner possible. It will be necessary to explore opportunities to form partnerships with private providers and alternative cost effective service delivery methods.

Advances in Technology

Technological advances and increased access to information by staff and the public are making it more efficient to provide services to external and internal customers through the use of the Internet, the City's Intranet, on-line learning, and videoconferencing. These advances have made it possible for employees to update and monitor personnel, payroll, and training records, and to participate in learning activities without traveling and for individuals to apply for a City job on-line, and

Job Applicant Characteristics

Job applicants continue to reflect the available population, bringing different skills, cultural perspectives, expectations, and styles to the workforce. Economic trends will influence all aspects of applicant characteristics including education, experience, and those beginning, expanding or extending careers past retirement age. The community and the broader labor markets continue to diversify, with the Hispanic population showing the largest gains.

Insurance and Benefits Trends

Actuarial projections for health insurance premiums show an annual 9% cost increase over the next five years. The City will continue to work with its bargaining units on cost reduction and cost sharing strategies in the employee benefits area.

Legal Environment

Updates to federal and state laws and regulations such as Fair Labor Standards Act (FLSA), the Federal Family and Medical Leave Act (FMLA), the Oregon Family Leave Act (OFLA), the Oregon Tort Claims, HIPPA, USSERA, OR-OSHA, the Americans with Disabilities Act, local, state and federal environmental regulations, and state and federal identity theft protection laws continue to impact the organization.

Internal Conditions

Workforce Characteristics

Workforce characteristics continue to shift, reflecting the overall demographic of younger workers who are technologically skilled. Shifting economic conditions may result in postponed retirements and, increased use of technology. Even so, the trend toward an aging workforce has begun to reverse as eligible employees pursue retirement. The loss of more experienced employees through retirement creates the need for robust succession planning.

Organization Leadership

The City Manager has encouraged innovation and involvement from staff at all levels of authority across the organization. Supervision and leadership growth will continue to be a top priority for organization-wide training over the next few years.

Policies and Organizational Support

The organization has well-developed systems, business processes and policy frameworks that support the organization. Human Resources and Risk Services staff manage many of these systems, working with department staff to meet changing business, policy and organizational needs. The organization has successfully built a respectful work environment for all city employees and will continue this work.

Budget Priorities

Reduction in resources and revenues will challenge us to continually reassess the services we provide to the organization as well as how services are provided.

Performance Measures

Core Processes

Manage Pay and Benefits

- Total compensation compared to comparable jurisdictions.
- Cost of health insurance compared to comparable organizations.

Administer Hiring Processes

- Percent of individual classification and recruitment requests completed by Human Resource by the target date.
- Percent of employees passing probation.
- Average satisfaction rating by department managers regarding quality of hire.

Percent of applications received online.

Manage Work and Employment Agreements.

- Percent of supervisors and managers surveyed who agree Human Resource and Risk Services staffs are knowledgeable in their program areas and give sound advice.

Percent of grievances filed and resolved without arbitration process.

Enhance Organization Development and Performance

- Percent of employees who have received performance reviews annually. (ICMA/HR #32)
- Percentage of internal career training opportunity (AIC/Career Development)
- Percent of employees who have completed required training.

Manage Organizational Risks

- Traffic accidents per 100,000 miles driven (ICMA/Risk Q53f).
- Number of Workers' Compensation Claims per 100 FTEs (ICMA/Risk Q79c).
- Liability claims per 10,000 population served (ICMA/Risk Q. 41e)

Total System

Effectiveness

- Percent of regular employees leaving the organization for reasons other than retirement or death.
- Percent of exit interviewees who say they would recommend the City of Eugene to others as an employer.
- Percent of total employees of color, women in non-traditional roles, and employees with disabilities in the workforce.

Efficiency

- Ratio of FTE to total City FTEs. (ICMA/HR #15)

Financial

- Workers' Compensation experience modifier.
 - Workers' Compensation expenditures per full time equivalent employee. (ICMA/Risk #79b)
 - Expenditures for liability claims per capita (ICMA/Risk Q 70a)
- #### Customer Satisfaction
- Percent of direct customers surveyed who rate Human Resources and Risk Services as good or excellent. (ICMA/HR #40 and RS/#91)

Strategy 1: Use technology to improve service delivery and access to information while reducing environmental impact.

Objectives:

100% of all Material Safety Data Sheets are accessible online.

100% of modified work assignments are available online.

100% of all essential job function analyses are available online.

100% of job applications submitted online.

Work Activities

- Develop an essential job function analysis for each job classification
- Implement on-line systems (MSDS & Essential Job Functions)
- Train users on systems implemented.

Strategy 2: Use the Wellness Initiative and Wellness Center as mechanism to deliver health and wellness programs to City Employees.

Objective: 80% of City employees surveyed rate the health and wellness services as good or excellent.

Work Activities

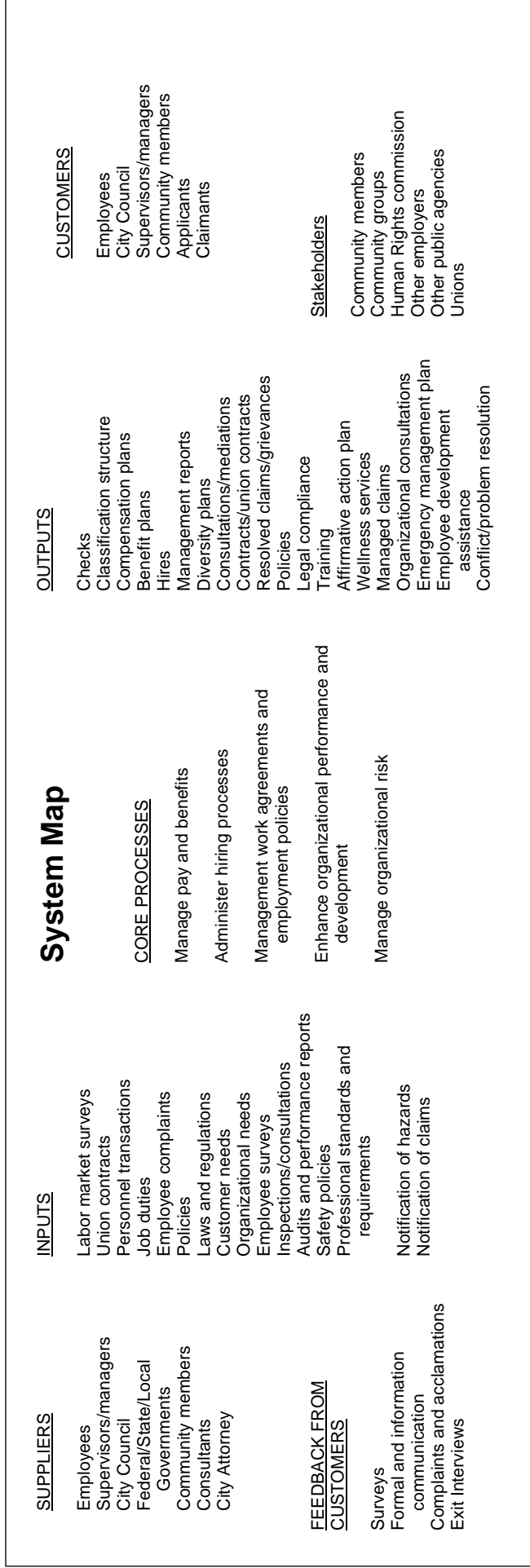
- Offer a variety of health and wellness related trainings and classes
- Promote the use of wellness services and fitness facilities

Strategy 3: Use technology to improve access to education opportunities in a sustainable and cost-effective manner.

Objective: 30% of required classes are available through workstation or online access.

Work Activities

- Implement online learning management system (LMS).
- Use LMS to provide key employment information to new employees.
- Utilize employee survey data on supervisor behaviors to drive priority areas for staff training in the Coordinated Training Program.
- Expand and enhance supervisor/manager development activities.
- Utilize systems to track supervisor competencies for assessments in development discussions with supervisors/managers.
- Assist departments in using supervisor/manager development activities as criteria in annual performance appraisal and development discussions.



Mission

We use our professional expertise, in partnership with our customers, to improve public services through the strategic use of Information Technology.

Outcomes

- Increase the efficiency and effectiveness of City departments and improve the quality of their services.
- Provide secure public access to City services and information through the use of technology.
- Improve access, usability and integrity of information for City staff, elected and appointed officials, and other agencies.
- Strengthen communication and collaboration between City staff, officials, and the public through computer, telephone, and document technology.
- Use technology to facilitate environmentally sound and sustainable practices.
- Protect the public's interests by ensuring that telecommunications providers adhere to City telecommunications program policies and rules.

Information Technology

All residents of the city of Eugene experience Information Technology (IT) services when they report a crime, check out a library book, stop at a traffic signal, purchase Hult Center tickets, register for a recreation class, or use virtually any City service. All City services use technology to increase their efficiency and effectiveness. The public is increasingly accessing City information and services over the Internet. IT staff support the complex network of information and communication systems that underpin these applications, thus enabling the City to better serve the public.

The work of IT staff involves five key service processes:

- **Network Infrastructure:** Providing computers in offices and vehicles, workstations, printers, servers, telephones and the secure and reliable network that links them together in 51 City facilities throughout the community.
- **E-government:** Providing reliable and secure Internet and Intranet platforms for the City departments to deliver information, services and e-commerce to the public and departments.
- **Automated Business Systems:** Working with City departments to design, implement (develop or purchase), maintain, and upgrade automated business systems and personal computer software.
- **Telecommunications Program Management:** Administration of a comprehensive City ordinance governing public rights-of-way licensing, dedicated taxation, and oversight of City telecommunications technology projects. Related consumer and legislative advocacy.
- **Document Production and Distribution:** Managing multi-function devices (copy, scan, print, and fax) located in departments, providing in-house publishing services, consulting about external publishing, and in-house and US mail services.

IT staff support the needs of about 1550 staff that use over 1,500 personal computers (including 400 mobile computers) to access 200 automated business systems. The service staff comprises 54.0 FTE.

Updated Performance Information FY10-FY13

Effectiveness

- Percentage of surveyed customers satisfied or very satisfied with IT business systems and support.

Efficiency

- Percentage of hardware (24hr) and software (4hr) calls resolved within time frame.
- Ratio of IT staff to jurisdiction-wide staff.

Financial

- Total ISD expenditures per FTE jurisdiction-wide.

Customer Satisfaction

- Percentage of surveyed customers satisfied or very satisfied with general IT services.

Updated Strategies: FY10-FY13

Strategy 1: Provide leadership for the use of Internet technologies to provide services to the public.

Objectives: Increase Internet sales volume by 20% per year.

Strategy 2: Align IT resources with our customers' key strategic service needs.

Objectives: 100% of department steering committees submit annual IT plans.

Strategy 3: Improve the delivery of quality business systems through the use of effective project management techniques.

Objective: 100% of projects have a Project Charter (plan).

80% of IT projects are completed on time.

Strategy 4: Provide leadership in sustainable use of technology.

Objectives: Reduce the volume of paper usage. Reduce the amount of paper purchased each year.

Minimize number of print devices for greatest efficiency. Reduce the ratio of printers: staff each year.

Reduce energy use. Increase the percentage of devices (computers, monitors, printers) that are Energy Star and/or EPEAT rated.

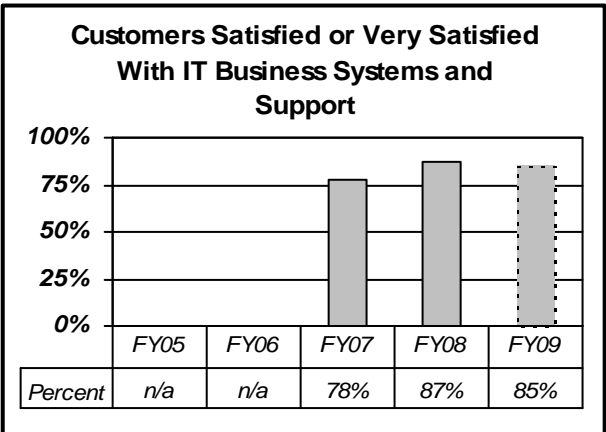
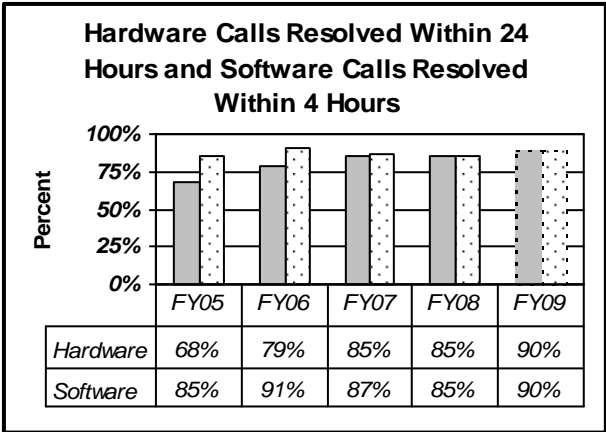
Increase the number of visits to the City web site by 20% per year.

Budget Information

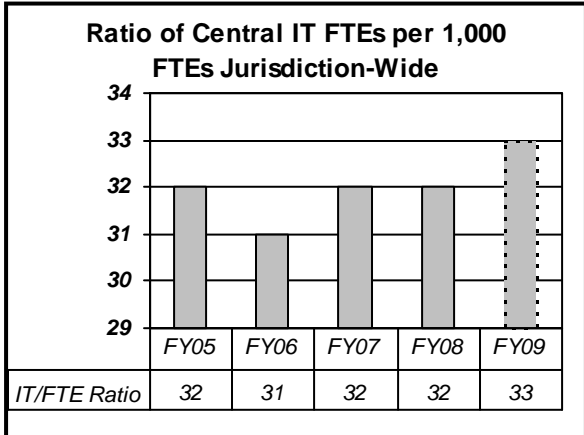
	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Adopted
Expenditures--All Funds	\$13,063,009	\$14,671,360	\$16,477,351	\$17,098,270
General Fund Revenue	\$170	\$1,009	\$0	\$0
FTE	55.75	54.75	54.75	53.75

Performance Information Closeout Data

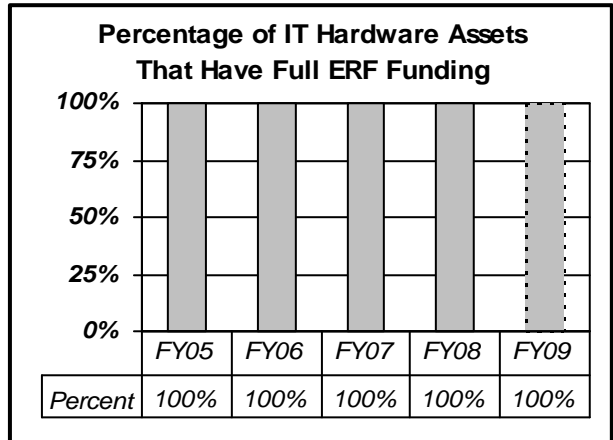
Effectiveness



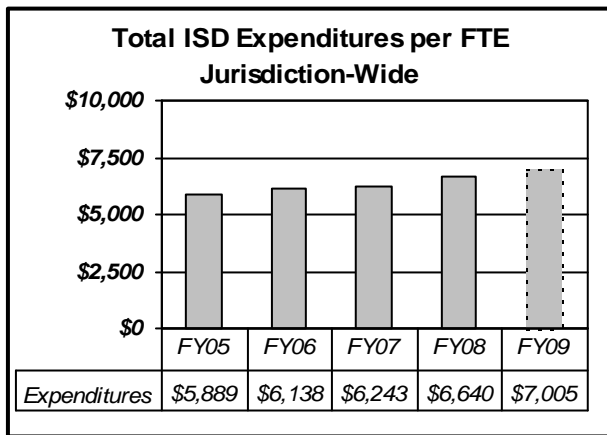
Efficiency



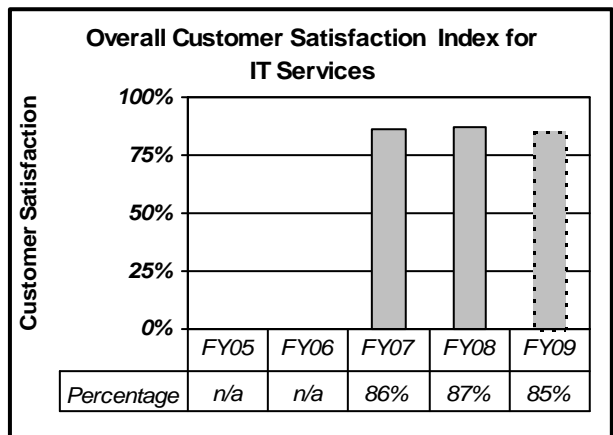
Financial



Financial



Customer Satisfaction



Measures of Success Closeout Data

Four-Year Strategies (FY05-FY08)	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Est
<p>Strategy 1: Provide leadership for the use of Internet technologies to provide services to the public.</p> <p>Measure: Increase the number of Internet transactions by 20% per year.</p> <p>Measure: Increase Internet sales volume by 20% per year.</p> <p>Measure: Increase the number of visits to the City website by 20% per year.</p>	n/a	29.5%	20.4%	38%	25%
	\$817,704	\$1,249,390	\$1,630,000	\$1,947,152	\$2,100,000
	n/a	1,014,900	1,140,786	1,392,161	1,500,000
<p>Strategy 2: Align Internet Technology (IT) resources with customers' key strategic service needs.</p> <p>Measure: Department IT steering committees are strongly connected to their department management. At least 75% of steering committee members are managers.</p> <p>Measure: Annual IT team plans are developed that align with the needs identified in the department and corporate IT plans. 100% of IT teams have a current work plan.</p>	75%	47%	57%	66%	75%
	100%	100%	100%	100%	100%
<p>Strategy 3: Maintain IT infrastructure to be secure.</p> <p>Measure: Maintain adequate safeguards against computer viruses. 100% of City networked PCs have the most current anti-virus release installed.</p> <p>Measure: Maintain adequate safeguards against hacker intrusions into the City network. City suffers zero loss of data due to intrusions.</p>	99%	99.6%	99.8%	99%	99%
	Zero Loss	Zero Loss	Zero Loss	Zero Loss	Zero Loss
<p>Strategy 4: Improve the delivery of quality business systems through the use of effective project management techniques.</p> <p>Measure: IT projects receive a score of 4 or above (scale 1-5) on project quality from stakeholders.</p> <p>Measure: IT projects receive a score of 4 or above (scale 1-5) on project management from stakeholders.</p>	4.4	n/a	n/a	n/a	n/a
	4.6	n/a	n/a	n/a	n/a

Measures of Success Closeout Data

Four-Year Strategies (FY05-FY08)	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Est
<p>Strategy 5: Reduce the cost and environmental impacts of City document production.</p>					
<p>Measure: By FY11, increase the ratio of staff-to-printers to 10 to 1.</p>	6.27:1	6.25:1	5:1	8:1	8.7:1
<p>Measure: Decrease the number of cases of paper purchased each year.</p>	1,304	1,147	1,130	1,440	1,100
<p>Measure: Increase the percentage of pages that are duplexed by 5% each year.</p>	n/a	n/a	n/a	n/a	n/a

INFORMATION TECHNOLOGY

Service Description

All residents of the City of Eugene experience Information Technology (IT) services when they report a crime, check out a library book, stop at a traffic signal, purchase Hult Center tickets, register for a recreation class, or use virtually any City service. All City services use technology to increase their efficiency and effectiveness. The public is increasingly accessing City information and services over the Internet. IT staff support the complex network of information and communication systems that underpin these applications, thus enabling the City to better serve the public.

The work of IT staff involves five key service processes:

- Network Infrastructure: Providing computers in offices and vehicles, workstations, printers, servers, telephones and the secure and reliable network that links them together in 51 City facilities throughout the community.
- E-government: Providing a reliable and secure Internet and Intranet platforms for the City departments to deliver information, services and e-commerce to the public and departments.
- Automated Business Systems: Working with City departments to design, implement (develop or purchase), maintain, and upgrade automated business systems and personal computer software.
- Telecommunications Program Management: Administration of a comprehensive City ordinance governing public rights of way licensing, dedicated taxation, and oversight of City telecommunications technology projects. Related consumer and legislative advocacy.
- Document Production and Distribution: Managing multi-function devices (copy, scan, print, and fax) located in departments, providing in-house publishing services, consulting about external publishing, and in-house and US mail services.

IT staff support the needs of about 1550 staff that use over 1,500 personal computers (including 400 mobile computers) to access 200 automated business systems. The service staff comprises 54.0 FTE.

Historic Perspective

- 1965 City of Eugene joined local partners to establish the Regional Information System (RIS) and to purchase a mainframe computer.
- 1984 Personal computer work station introduced.
- 1985 City/County consortium acquires first shared telephone system.
- 1995 Council Committee on Automation calls for creation of City Web site.
- 1997 Comprehensive Telecommunications Ordinance adopted by City Council.

- 1999 First major Internet-based system for patron use - Library System
- 2000 Y2K planning and remediation efforts result in no service disruption.
- 2002 Eugene prevails in telecommunications lawsuits, funding for community projects begins.
- 2003 Mobile computers deployed in Police and Fire and EMS vehicles.
- 2005 Launch of City of Eugene Internet Portal.
- 2007 Free public WiFi made available at many City facilities.
- 2008 Formation of IT Technical Response Unit to support emergency management.

Citizen Involvement

As IT technologies become an indispensable part of the national fabric, ISD continues to serve the public interest in IT services through a variety of citizen participation programs and projects. The Budget Committee regularly reviews the IT Budget and Service Profile. In July 2006, ISD launched a year-long public engagement process to seek public input on improvements of the portal site. Using a variety of techniques such as surveys, stakeholders input, public workshops, panel meetings etc., the project successfully prioritized and implemented the recommendations made by the public. ISD staff serves in the Neighborhood Empowerment committee to ensure the City's neighborhood leaders have adequate technical support and access to critical information.

Customer Input

Direct customers of IT Services include:

- City departments, work groups, and individual employees
- Department IT Steering Committees
- Eugene elected officials
- The public (via Internet)
- Other public agencies

IT staff periodically identify customer needs, expectations and satisfaction using surveys and focus groups. The most recent comprehensive survey was in 2007. All major business software is designed with customers on project teams. IT staff meet regularly with steering committees from each department and the IT management team meets annually with each department management team to review goals and accomplishments. An annual workplan is developed with extensive input from City departments. Informal input is solicited in a variety of formats from customer groups. IT staff monitor use on the City's Internet site to determine what areas are of most interest to the public. The City Internet site enables users to e-mail suggestions and comments to City staff in a number of program areas.

Mission

We use our professional expertise, in partnership with our customers, to provide and improve public services through the strategic use of Information Technology.

Outcomes

- Increase the efficiency and effectiveness of City departments and improve the quality of their services.
- Provide secure public access to City services and information through the use of technology.
- Improve access, usability and integrity of information for City staff, elected and appointed officials, and other agencies.
- Strengthen communication and collaboration between City staff, officials, and the public through computer, telephone, and document technology.
- Use technology to facilitate environmentally sound and sustainable practices.
- Protect the public's interests by ensuring that telecommunications providers adhere to City telecommunications program policies and rules.

Operating Principles

- We work for the customer.
- We have integrity.
- We are professional.
- We produce quality products and services.
- We look for innovative solutions.
- We are stewards of the City's technology infrastructure including secure hardware, software, and data.
- We value diversity and team work.
- We plan strategically with our customers and work from our plans.

Current Operating Environment

Web Technologies

Within City departments and the community there is a growing emphasis on the use of web technologies as a means to increase efficiencies of providing services. To meet the growing demands for sharing public information, collaborating on community efforts and City projects, and making financial transactions for all City services convenient for citizens ISD will need to improve and implement new web technologies to meet the growing demands. Application development is shifting towards web based solutions. Streaming video and audio are increasingly becoming standard forms of media delivered from Internet sites, and web based video conferencing may soon become an important communication tool used by City staff and the community.

IT Staffing

Workload has increasingly become an issue as the demands for technology have increased and staffing levels have decreased. In some service areas there is no backup. Acquiring the skills necessary to support rapidly changing technology is an increasing challenge. ISD's training budget does not adequately address this reality and the current atmosphere of budget tightening has eliminated our ability to maintain enough training funds to keep skills in line with technology. While the current labor market would seem to favor employers, there are very few qualified applicants for our technical positions as they become open. We have responded by creating entry-level classifications for technical positions. While this strategy has been successful, it increases our training costs and has a temporary negative effect on our service level.

Resource Constraints

The budget for IT services is not keeping pace with demand. Departments look to technology as a means to promote efficiency and to offset gaps created by reduced budgets. This has become more difficult to accomplish as budget cuts have resulted in the loss of IT positions. IT is also unable to provide the 24/7 support coverage requested by several departments. The City makes extensive use of vendor-provided software and this brings with it mandatory increases in annual contracts for support that exceed budget adjustments. Telecom funding for new projects has been significantly reduced to help pay for AIRS redevelopment and Telecom funding does not provide for ongoing support.

Collaboration Tools

As the Internet matures as an indispensable two-way communication channel for information sharing and eCommerce, Web 2.0 or social networking is fast becoming a leading technology for collaborating among disparate groups of users. Wikis, blogs, discussion forums, YouTube, Facebook, virtual meetings etc. are becoming the standard collaboration toolset in Cyberspace. These collaboration tools are designed to facilitate multi-way communication, and to provide a set of methods for stakeholders to participate in problem resolutions without time and location constraints. The collaboration technology should capture the development efforts of innovative ideas and solutions from many participants and organized them into a structured content environment. In response, ISD will be introducing Microsoft Office SharePoint Server as the collaboration platform for both internal and external facing websites. Once the platform is in place, City staff can quickly build collaboration websites with minimal IT assistance.

Regional Partnerships

Eugene has a long history of using regional partnerships in technology to improve services and lower costs. Examples include the AIRS public safety system and the shared Geographic Information System. A major new statewide initiative, e-Permitting – will involve several RIS agencies. At the same time we need to recognize that differences in priorities, policies and finances can make cooperative projects very difficult. In addition the ability to share critical information - such as public safety data - brings an additional level of complexity and cost to our network operations.

Work Planning and Project Management

Strategic planning and effective project management are key competencies for IT staff. Effective planning requires that each department maintain an IT plan that addresses their technology needs in priority order. IT staff incorporate departmental and regional technology plans into a rolling two-year work plan for IT. Proper execution of the IT plan requires the extensive use of project management tools and techniques. The most effective IT organizations have a Project Management Office (PMO) to coordinate projects and maintain the project management process. Lacking the funding for a PMO, many of the project management duties fall to ISD's technical staff. The emergence of project management as a primary duty diverts technical staff from their more traditional duties and expertise.

Technology Infrastructure

The City's strong technology infrastructure provides employees with the information and technology required for successfully achieving the City's strategic goals and objectives. This technology infrastructure is constantly changing and will affect City resource requirements. Some of the challenges include: Ongoing equipment replacement funding for PCs, servers, and other IT components; increasing information storage requirements (data, photos, video, etc.); new technology initiatives such as wireless, mobile devices, virtualization and document management; and improving web-based collaborative technologies.

Changing business needs drive IT requirements and these new technologies will require funding as well as training for IT staff and other City staff.

Digital Asset Management

With the advancement of the digital medium and the Internet, a proliferation of digital assets is growing throughout the City. Digital assets such as video, pictures, audio, scanned documents, and other rich media contents are being created, retrieved, and modified on a regular basis. These important assets should be catalogued, organized, stored, and distributed in a secure and easily searchable manner by an enterprise digital asset management system. Such system should also promote the reuse and re-purpose of these assets, support

a configurable workflow, enforce digital rights and automate legal retention and disposal of these assets. Without such a system in place, the management of digital assets can quickly become chaotic, overwhelming and fraught with duplication of assets.

Telecommunications Program Management

Municipalities utilize their authority over commercial use of the public rights of way and their taxation authority within a myriad of restrictive federal laws and regulations enacted since the mid 1990's. The operational landscape remains unstable and litigious between telecommunications providers as well as between providers and municipalities. By 2004, Eugene itself prevailed in four lengthy lawsuits over its municipal code amendments; however, two additional challenges were initiated in 2007. Although post-litigation collection of fee and tax arrears has been successful in Eugene, program policy and implementation instability and volatility have become the constant; that is likely to continue for the next few years should litigation, State and Congressional pre-emption attempts, and FCC rulings continue to threaten City authority and financial stability.

Performance Measures

Core Processes

Provide Infrastructure for Network and Communication Services

- Percentage of telephone MACs (Moves and Changes) completed within service level agreement.
- Percentage of desktop repair calls resolved within 24 hours.
- Percentage of new hardware requests completed within service level agreement.

Provide Secure and Reliable E-Government Platform

- Number of visitors per month.
- Number of page views per month.
- Number of e-commerce business systems.

Provide Automated Business Systems

- Percentage of Help Desk calls resolved within 4 hours.
- Percentage of Help Desk calls resolved during initial call.
- Number of Help Desk contacts (calls and e-mails).

Provide Telecommunications Code Enforcement

- Percentage of registered providers who are current with fee and/or tax requirements.
- Percentage of consumer complaints resolved, or referred to appropriate state or federal agency.

Provide Document Production and Distribution Services

- Amount of paper purchased.
- Percentage of applicable bulk US mail that qualifies for CASS-certified discount.

Total System Effectiveness

- Percentage of surveyed customers satisfied or very satisfied with IT business systems and support.

Efficiency

- Percentage of hardware (24hr) and software (4hr) calls resolved within time frame.
- Ratio of IT staff to jurisdiction-wide staff.

Financial

- Total ISD expenditures per FTE jurisdiction-wide.
- **Customer Satisfaction**
- Percentage of surveyed customers satisfied or very satisfied with general IT services.

Strategy 1: Provide leadership for the use of Internet technologies to provide services to the public.

Objectives: Increase Internet sales volume by 20% per year.

Increase the number of visits to the City web site by 20% per year.

Work Activities:

- Implement new collaboration tools.
- Implement additional transaction (e-commerce) systems.
- Identify and initiate partnership opportunities to create other e-commerce applications.

Strategy 2: Align IT resources with our customers' key strategic service needs.

Objectives: 100% of department steering committees submit annual IT plans.

100% of departments have an active IT steering committee.

Work Activities:

- Assist departments with strategic planning and accurate estimation of project duration and cost.
- Work with department steering committees to develop annual IT plan that is realistic and aligned with departmental priorities.
- Publish and maintain standardized department work plan documents.
- Meet regularly with department steering committees.

- Update department steering committees on relevant ISD initiatives and facilitate 2-way communication between the steering committees and ISD management.

- Meet with Executive Management to periodically review and revamp department steering committees.

Strategy 3: Improve the delivery of quality business systems through the use of effective project management techniques.

Objective: 100% of projects have a Project Charter (plan).

80% of IT projects are completed on time.

Work Activities:

- Develop a project charter template based on the industry standard Project Management Body of Knowledge (PMBOK) guidelines.
- Assist departments in the formulation of the project chart inputs.
- Publish the each project charter to a project workspace SharePoint site.
- Develop a process for managing project scope and integrated change control.
- Incorporate a plan for resource (ISD and departmental) management into each project management plan.
- Implement tools and techniques for the management of project execution.
- Implement an administrative project closure procedure.

Strategy 4: Provide leadership in sustainable use of technology.

Objectives: Reduce the volume of paper usage. Reduce the amount of paper purchased each year.

Minimize number of print devices for greatest efficiency.

Reduce the ratio of printers: staff each year.

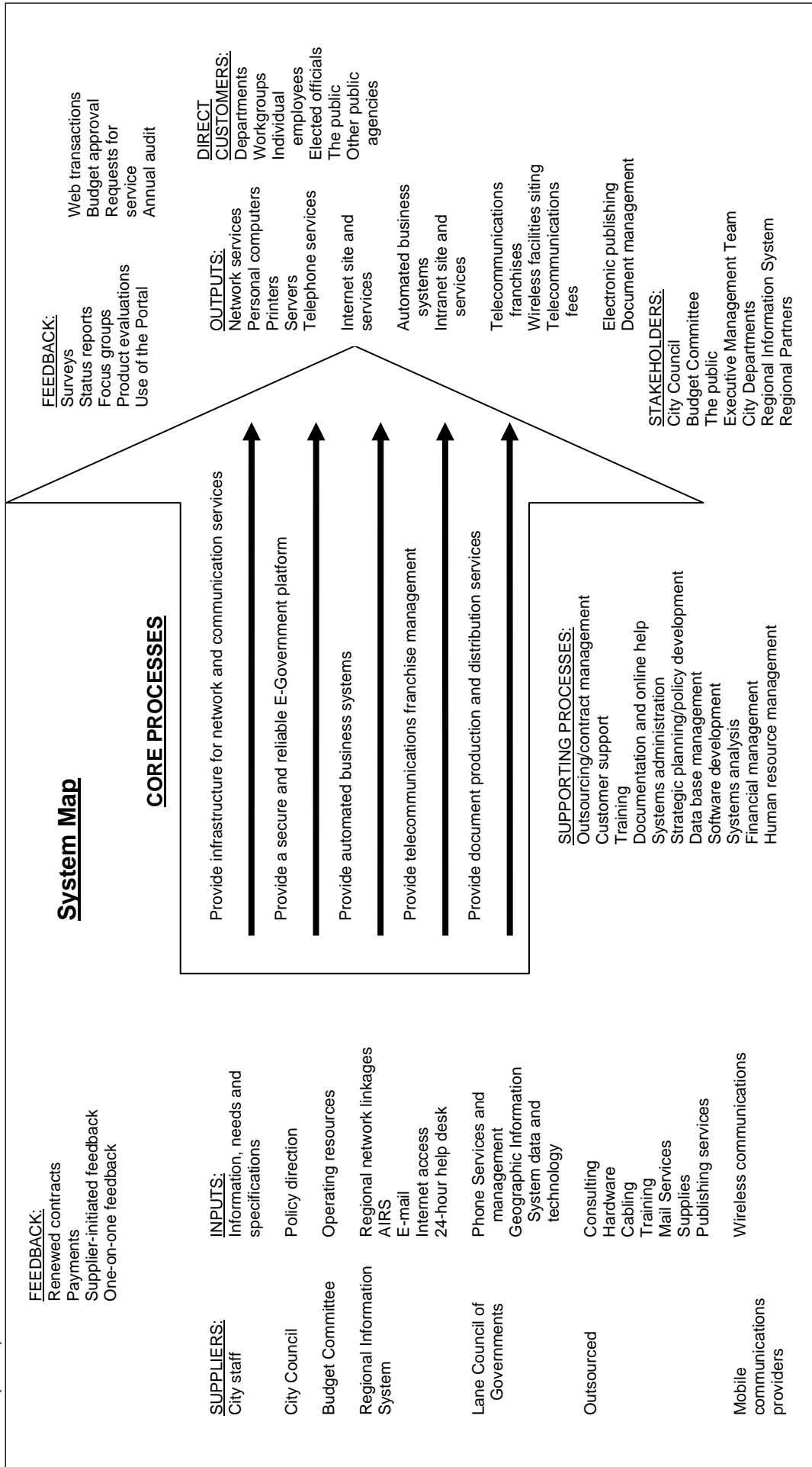
Reduce energy use. Increase the percentage of devices (computers, monitors, printers) that are Energy Star and/or EPEAT rated.

Work Activities:

- Configure print devices to duplex print, train staff to reuse single sided printed paper and to use digital drafts.

- Increase use of online forms and digital reports. Increase use of document scanning and management systems, such as Laserfiche.
- Paperless time entry and payroll advises.
- Analyze work group print production needs to reduce number of printers by consolidating printing function into a Multi-function Device (MFD).

- Train users to use the convenience features with their MFD.
- Purchase Energy Star compliant and EPEAT rated equipment.
- Reduce number of servers with virtualization technology.
- Implement video conferencing.



Mission

Strengthening our community by preserving and enhancing our parks and open space system and providing diverse recreation experiences.

Outcomes

- Provide opportunities to enjoy nature and the outdoors
- Build environmental stewardship through volunteer, environmental education, and outdoor recreation opportunities
- Distribute parks, open space and recreation services equitably throughout the community
- Build and maintain sustainable parks, recreation, and open space infrastructure
- Protect and enhance diverse, healthy, and interconnected ecosystems
- Build a sense of community by developing strong community partnerships

Parks and Open Space

The service plans, develops, and maintains over 3,400 acres of parks and open space. The parks and open space system includes gardens, sports fields and courts, children’s play areas, picnic shelters, walking, biking, and hiking trails, and natural resource areas.

There is a wide range of public park and open space areas operated and maintained by service staff, volunteers and interagency partners. These areas can be grouped into several categories. *Neighborhood parks* provide accessible recreational, social activities, and general open space and typically include features such as playground apparatus, hard surface play areas, picnic tables, open turf, natural areas, and trees. Neighborhood parks are the basic building block of the City's park system, providing the fundamental park components of children's play, open space, and family and neighborhood gathering areas. We strive to provide a neighborhood park within a 1/2 mile of all city residents. *Community parks* provide large areas for facilities and activities that attract a high number of participants and may include lighted athletic fields, off-street parking, skateparks, and other recreational facilities. These parks draw from multiple neighborhoods within the city. Examples are Amazon Park, Bethel Park, Petersen Park, and youth sports parks. *Natural area parks* make up approximately half of the City’s park system. Spencer Butte, Meadowlark Prairie, and Delta Ponds are among the community’s largest natural areas. Other park types managed by this service include linear parks, such as the Willamette River Greenway, metropolitan parks such as Hendricks Park, Skinner Butte Park and Alton Baker Park, and the grounds of community centers, such as Campbell Senior Center.

The service also addresses major changes in the park and open space system, such as acquiring new parks and open space to keep pace with growth, renovating existing parks to meet maintenance and safety standards, and addressing significant changes in park use and community needs. The Parks Recreation and Open Space Comprehensive Plan (PROS Plan), an aspirational, guiding document, was completed in 2005. Although the plan was approved by the City Council, the adoption was appealed to the Oregon Land Use Board of Appeals, which remanded the plan to the City based on a finding that the adoption process was inadequate. The accompanying Project and Priority Plan was adopted in 2006 and is the official guiding document for park acquisition and development.

Updated Performance Information FY10-FY13

Effectiveness

- Total acres of developed and undeveloped City park land available per 1,000 city residents
- Total acres of developed and undeveloped City park land available per 1,000 residents as compared to the median parkland available of ICMA comparison cities

Efficiency

- Total service cost per acre

Customer Satisfaction

- Percent of Community Survey respondents who believe the City’s parks are maintained at an above average level of quality
- Ranking of the reported use of City Parks compared to other City services (from Community Survey)

Updated Strategies: FY10-FY13

Strategy 1: Implement a coordinated vision of Parks, Recreation, Open Space, and Natural Resources

- Objective 1: Maintain a Community Survey rating of at least 4.3 when residents are asked to rate the importance of providing parks and open space on a scale of 1-5.
- Objective 2: Maintain a Community Survey rating of at least 3.6 when residents are asked to rate the performance of the service in providing parks and open space on a scale of 1-5.
- Objective 3: Maintain a Community Survey rating of at least 3.7 when residents are asked to rate the quality of maintaining parks on a scale of 1-5.

Strategy 2: Continue Developing a Parks and Open Space Operations Staff for the 21st Century

- Objective 1: Provide cross-training to all new Park Specialists I/II within two years of hiring.

Strategy 3: Innovative and Efficient Resource Management

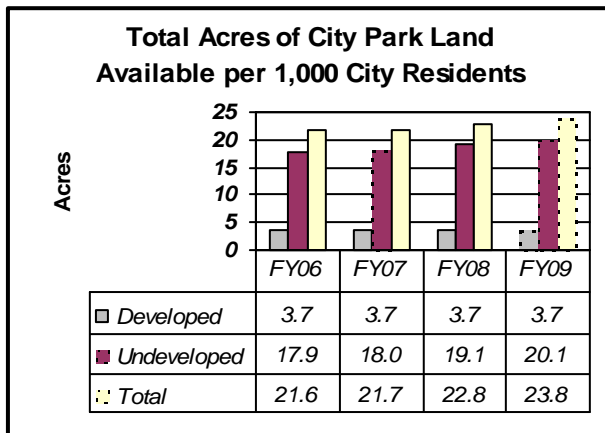
- Objective 1: Create park management plan(s) covering at least 100 acres of developed park land and at least 500 acres of undeveloped parks by FY14.

Budget Information

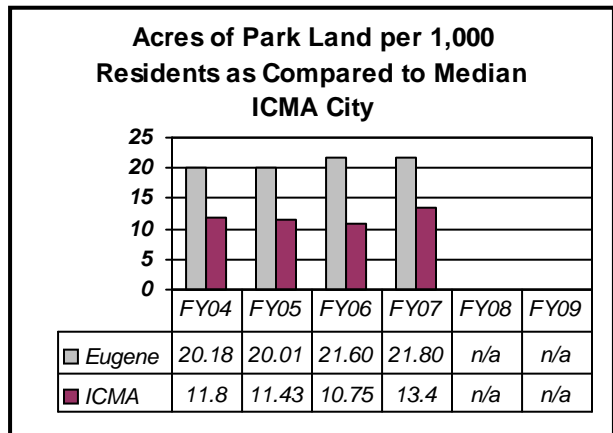
	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Adopted
Expenditures--All Funds	\$4,227,603	\$4,504,998	\$4,732,648	\$4,992,721
General Fund Revenue	\$125,809	\$111,799	\$85,221	\$79,721
FTE	40.50	44.00	44.00	44.00

Performance Information

Effectiveness

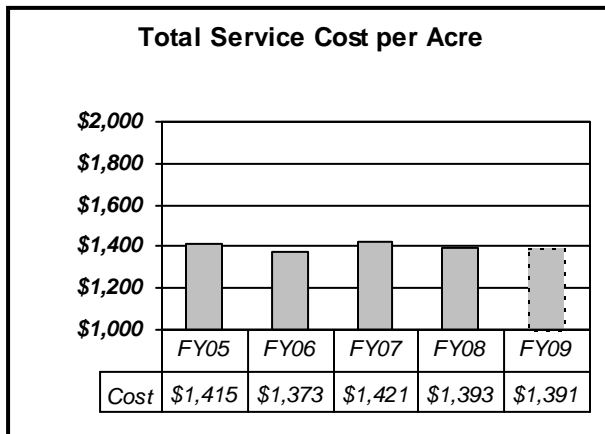


Effectiveness

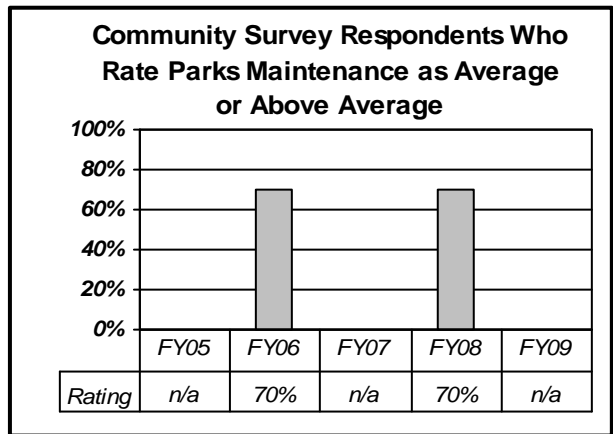


Data reported on actual basis only.

Efficiency

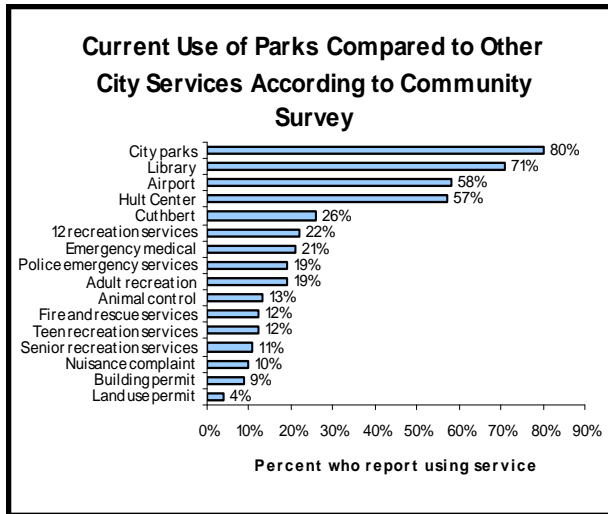


Customer Satisfaction



Performance Information Closeout Data

Customer Satisfaction



Measures of Success Closeout Data

Four-Year Strategies (FY06-FY09)	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Proj
<p>Strategy 1: Implement a coordinated vision of Parks, Recreation, Open Space, and Natural Resources.</p> <p>Measure: Maintain a Community Survey rating of 4.3 when residents are asked to rate the importance of providing parks and open space on a scale of 1-5.</p> <p>Measure: Maintain a Community Survey rating of 3.6 when residents are asked to rate the performance of the service in providing parks and open space on a scale of 1-5.</p> <p>Measure: Maintain a Community Survey rating of 3.7 when residents are asked to rate the quality of maintaining parks on a scale of 1-5.</p>	n/a	4.1	n/a	4.3
<p>Strategy 2: Continue developing a Parks and Open Space Operations Staff for the 21st Century.</p> <p>Measure: Provide cross-training to 25% of Park Specialists I/II by FY09.</p>	0%	13%	16%	25%
<p>Strategy 3: Innovative and Efficient Resource Management.</p> <p>Measure: Increase developed parks under a plan by 100 acres.</p> <p>Increase undeveloped parks under a plan by 500 acres by FY09.</p>	7.6 94	18.3 141	43.3 341	53.3 381

PARKS AND OPEN SPACE

Service Description

The service plans, develops, and maintains over 3,400 acres of parks and open space. The parks and open space system includes gardens, sports fields and courts, children's play areas, picnic shelters, walking, biking, and hiking trails, and natural resource areas.

There is a wide range of public park and open space areas operated and maintained by service staff, volunteers and interagency partners. These areas can be grouped into several categories. *Neighborhood parks* provide accessible recreational, social activities, and general open space and typically include features such as playground apparatus, hard surface play areas, picnic tables, open turf, natural areas, and trees. Neighborhood parks are the basic building block of the City's park system, providing the fundamental park components of children's play, open space, and family and neighborhood gathering areas. We strive to provide a neighborhood park within a 1/2 mile of all city residents. *Community parks* provide large areas for facilities and activities that attract a high number of participants and may include lighted athletic fields, off-street parking, skateparks, and other recreational facilities. These parks draw from multiple neighborhoods within the city. Examples are Amazon Park, Bethel Park, Petersen Park, and youth sports parks. *Natural area parks* make up approximately half of the City's park system. Spencer Butte, Meadowlark Prairie, and Delta Ponds are among the community's largest natural areas. Other park types managed by this service include linear parks, such as the Willamette River Greenway, metropolitan parks such as Hendricks Park, Skinner Butte Park and Alton Baker Park, and the grounds of community centers, such as Campbell Senior Center.

The service also addresses major changes in the park and open space system, such as acquiring new parks and open space to keep pace with growth, renovating existing parks to meet maintenance and safety standards, and addressing significant changes in park use and community needs. The Parks Recreation and Open Space Comprehensive Plan (PROS Plan), an aspirational, guiding document, was completed in 2005. Although the plan was approved by the City Council, the adoption was appealed to the Oregon Land Use Board of Appeals, which remanded the plan to the City based on a finding that the adoption process was inadequate. The accompanying Project and Priority Plan was adopted in 2006 and is the official guiding document for park acquisition and development.

Historic Perspective

- 1906 First official City park acquired (Hendricks).
- 1914 EWEB deeded Skinner Butte to the City.

- 1920 First park improvement bond issued.
- 1938 Voters approved special tax levy to purchase 280 acres on Spencer Butte.
- 1946 Eugene's first Parks and Recreation Department created.
- 1951 George Owen donated a two-acre river front parcel that became the Rose Garden.
- 1954 Hendricks Park Rhododendron Garden opened.
- 1966 Bond in support of parks issued for \$1.75 million.
- 1969 Eugene awarded Gold Medal for excellence in parks and recreation by the National Recreation and Parks Association.
- 1976 Property tax levied \$1.0 million for parkland acquisition.
- 1979 \$4.0 million General Obligation Bond issued for parkland acquisition.
- 1991 Systems Development Charge (SDC) for parks adopted.
- 1998 Parks and Open Space bond measure approved, raising \$25 million.
- 2001 Public Works created a new Parks and Open Space division.
- 2004 POS Division won 3 ORPA Awards, and received an APWA sustainability award.
- 2005 Parks, Recreation and Open Space Comprehensive Plan completed.
- 2006 Parks and Open Space bond measure approved, raising \$27.5 million.
- 2006 Oregon Land Use Board of Appeals remanded PROS Plan Project and Priority Plan adopted.
- 2006 Dragonfly Bend wetland restoration project won State Land Board Wetland Award.
- 2007 River Play Discovery Village won American Public Works Association Project of the Year Award.
- 2007 Delta Ponds project won DOGAMI Oregon Plan Award.
- 2008 Delta Ponds project won Landowner Recognition Award from the Salmon and Trout Enhancement Project Advisory Committee.

Citizen Involvement

The manner in which the City acquires, develops, and maintains park lands has a significant impact on our community's quality of life. Staff places a high priority on maximizing public participation of all affected stakeholders. Historically, Eugene residents were involved in creating the Eugene Parks and Recreation Plan, the guiding planning document for the City's park resources in 1989. In 1998, citizen participation shaped the \$25.3 million Parks & Open Space bond measure which was subsequently approved by a two to one margin. Beginning in 1998, staff engaged the community during the design and development of more than a dozen new parks including Amazon Park, Bethel Community Park, Oakmont, Frank Kinney, Trainsong, and Delta Ponds. In addition, more than 3,000 people participated in the

public involvement for the Parks, Recreation and Open Space Comprehensive Plan and the adopted Project and Priority Plan.

Customer Input

Parks and open space staff are assigned to regularly attend scheduled neighborhood meetings to provide opportunities for direct communication with residents about important parks issues. In addition, the POS Division website at www.ci.eugene.or.us/parks has dramatically increased direct contact and improved the accessibility of information to thousands of Eugene citizens.

Vision

We envision an interconnected and accessible system of vibrant public spaces, friendly neighborhood parks, thriving natural areas, and diverse recreational opportunities that make our city a healthy, active, and beautiful place in which to live, work and play.

Mission

Strengthening our community by preserving and enhancing our parks and open space system and providing diverse recreation experiences.

Outcomes

- Provide opportunities to enjoy nature and the outdoors
- Build environmental stewardship through volunteer, environmental education, and outdoor recreation opportunities
- Distribute parks, open space and recreation services equitably throughout the community
- Build and maintain sustainable parks, recreation, and open space infrastructure
- Protect and enhance diverse, healthy, and interconnected ecosystems
- Build a sense of community by developing strong community partnerships

Operating Principles

- Health: Contribute positively to individual and community health
- Equity: Provide programs and places that are inclusive of all residents
- Community: Reflect community strengths and values
- Service: Maintain high accountability to our constituents
- Sustainability: Look into the future when making day-to-day decisions

Current Operating Environment

External Trends

Impacts to Parks Planning, Acquisition and Design

Challenges to providing parkland to area residents include:

- Dwindling land availability - The increase in population and continued land development, combined with the limitations of the Urban Growth Boundary, result in less available land at higher cost. Since suitable park sites within the City are very limited and can be prohibitively expensive, the service has begun to purchase property for parks outside the Urban Growth Boundary. Development of this property requires special permission.
- Regulatory factors - With many new natural resource regulations in place, parks development costs increase. Acquisition costs increase due to the need to purchase more area to include protected areas for open waterways, stormwater infiltration, and tree conservation.
- Accessibility improvements-New guidelines for accessibility relating to outdoor recreation have been implemented. The City will need to ensure that new facilities meet the current standards and that funding is available for retrofitting existing facilities.
- Increased Systems Development Charges (SDCs) - While the City collects SDCs for providing parkland, the City also pays other SDCs when it develops parkland.
- Sustainable Design - Because of increasing incidents of vandalism, the City must build park amenities (restrooms, park benches, trash cans, etc.) to withstand abuse. The sustainable design approach is to "buy it once." While that may save money in the long run, it costs substantially more up front.
- Public involvement - The City values responsiveness to citizens, which in turn increases reporting obligations and the time it takes to include citizens in decision-making. Over the long run, citizen involvement improves community support for parks but also increases the time and cost of planning, acquisition, and design in the short term.

Trends in Park Usage

In conducting assessments of community needs for the Parks, Recreation and Open Space Comprehensive Plan, a number of changes in the way parks are used were identified.

- **Youth:** To compete with the pull of highly stimulating computer and video games, youth activities are shifting to more extreme play. Skateboarding continues to grow, but is competing with bikes using the new bowls, ramps, and stairs. New sports such as free-riding (an extreme form of mountain biking) and BMX bicycling have significant user groups, and limited facilities are provided.
- **Families:** With limited time for family recreation, single specialty use facilities are inconvenient for most. Multiple use facilities that address a range of interests and age groups provide the greatest flexibility for families planning activities.

- **Adults:** Responding to the aging baby boomer population will require a different approach to providing “senior” activities. These adults will have significant leisure time, and will be much more active than previous generations.
- **Technology:** More people are making travel and recreation decisions based on ease of finding programs and information and are likely to completely avoid an experience that is not easily accessible. Having an efficient and up-to-date web site with maps and ability to schedule and reserve on-line will be critical as we continue to move into the future.
- **Nature-based recreation:** Although the City has made significant progress in protecting natural areas, there is increased demand for access to and interpretation of these special areas. New partnerships for recreation and education programs can build community stewardship, increase environmental education, promote water quality, and protect important habitats. The draft “No Child Left Inside Act of 2007” is an emerging national effort that the City will continue to track, and which may provide future funding for nature-based recreation.

Importance of Parks System

Parks are a key component of our quality of life, providing a multitude of benefits to individuals, to the community, to our environment, and to our economy. Currently, individuals, communities, and our economy are all at risk due to the rising tide of the extreme health impacts of obesity, particularly in our children. It is anticipated that parks and recreation will be a core part of the national effort to combat this public health issue by providing accessible trails for walking to schools, stores, and parks, and providing places and programs for healthy, fun activities as alternatives to television.

Challenges to Managing Natural Resources

As our knowledge of natural systems has increased, so has the complexity of managing over 3,000 acres of open space consisting of forests, wetlands, riparian areas, oak savannah and upland prairies. The City has moved toward integrating stormwater, wetland, and other natural resource components into developed parks, and added recreation, access, and interpretation facilities to habitat areas. Parks and Open Space has begun to change the way we do business, including adding staff with new areas of expertise, training current employees, purchasing new equipment, introducing permitting issues, changing funding, and adding different partners. Significant issues include management of invasive species, land acquisition, increased regulatory requirements and the costs associated with developing habitat management plans. These types of plans are needed to ensure that open space management is consistent with community goals and that public involvement is addressed in a manner similar to the way the City manages our developed parks. The increased regulatory requirements in

recent years have continued to increase the costs associated with managing the City’s natural areas.

Internal Conditions

Operational Costs Have Grown Much Faster Than Operational Resources

While the parks and open space system has grown significantly over the past 10 years, the resources available for parks maintenance and operations have grown much more slowly. For example, the passage of the 1998 Parks and Open Space bond measure resulted in the addition of 4 new community-scale parks; 19 new children’s play areas, 4 park restrooms, 4 skate parks, a boat launch, 10 new neighborhood parks, an expanded Amazon Pool; and over 400 acres of land for future park development and expansion of the ridgeline trail system. The 2006 Parks and Open Space bond measure, when fully implemented, will add 13 new neighborhood park sites, a new community park in the Santa Clara area, development and expansion of Golden Gardens Park, expansion of several existing community parks, acquisition of more than 240 acres along the ridgeline corridor, acquisition of up to 45 acres of Willamette River frontage and land to improve access at Gillespie Butte. As these significant additions to the parks and open space system have occurred, allocation of general fund dollars for parks maintenance and operations have not kept pace, leaving a growing gap between the magnitude of operational needs and the resources available to address them. Other impacts driving up costs include:

- Vandalism, graffiti, and homeless camping - More staff time is devoted to cleaning and repairing vandalized structures, leaving less money available for regular maintenance.
- Regulatory complexity - Regulations affecting safety and the environment are affecting operating costs. Examples include National Safety Standards for playgrounds, accessibility standards, equipment changes to produce less noise, new techniques for fertilizing parkland, resource recovery (composting), and integrated pest management.
- Assuming operational costs of partnership agreements - As the City forms partnerships with other government, nonprofit, and for-profit agencies, it takes on the maintenance of those lands developed in partnership, further increasing the inventory of parkland to be maintained. Lack of resources for schools results in the City being more involved in grounds maintenance at schools.
- Changes in the ways people recreate to more complex and interactive play areas and varied sports activities requires more technical expertise, tools and resources.

Use of Volunteers

One solution to the problem of increased operational costs has been for the City to develop a volunteer program. Currently there are three volunteer programs, including the Eugene Stream Team, Volunteers in Parks, and NeighborWoods. These programs recruit individuals and organizations as volunteers. They also make use of other labor, such as the Lane County Youth Service, the Northwest Youth Corps, and the Lane County Sheriff's Work Crew. However, these efforts have not been sufficient to solve the problem of increasing operational costs.

Performance Measures

Core Processes

Planning and Acquisition of Open Space

- Number of citizens involved in the planning process per year.
- Number of acres purchased annually.

Developing Park and Recreation Improvements

- Number of development or management plans completed per year
- Amount of money invested in parks and open space capital improvements

Managing and Maintaining Parks and Open Space

- Total acres maintained annually
- Net annual operating and maintenance expenditures per capita.

Total System:

Effectiveness

- Total acres of developed and undeveloped City park land available per 1,000 city residents
- Total acres of developed and undeveloped City park land available per 1,000 residents as compared to the median parkland available of ICMA comparison cities

Efficiency

- Total service cost per acre

Customer Satisfaction

- Percent of Community Survey respondents who believe the City's parks are maintained at an above average level of quality
- Ranking of the reported use of City Parks compared to other City services (from Community Survey)

Strategy 1: Implement a coordinated vision of Parks, Recreation, Open Space, and Natural Resources

Objective 1: Maintain a Community Survey rating of at least 4.3 when residents are asked to rate the importance of providing parks and open space on a scale of 1-5.

Objective 2: Maintain a Community Survey rating of at least 3.6 when residents are asked to rate the performance of the service in providing parks and open space on a scale of 1-5.

Objective 3: Maintain a Community Survey rating of at least 3.7 when residents are asked to rate the quality of maintaining parks on a scale of 1-5.

Work Activities:

- Work towards City Council adoption of PROS Comprehensive Plan in FY06
- Provide staff support to a PROS bond measure committee to recommend for a November 2006 ballot
- Begin implementation of 2006 bond projects

Strategy 2: Continue Developing a Parks and Open Space Operations Staff for the 21st Century

Objective 1: Provide cross-training to all new Park Specialists I/II within two years of hiring.

Work Activities:

- Develop an employee training program for cross-training staff in all maintenance operations crews including; turf and grounds, natural resources, park amenities, landscape and medians, tree maintenance and specialty gardens.

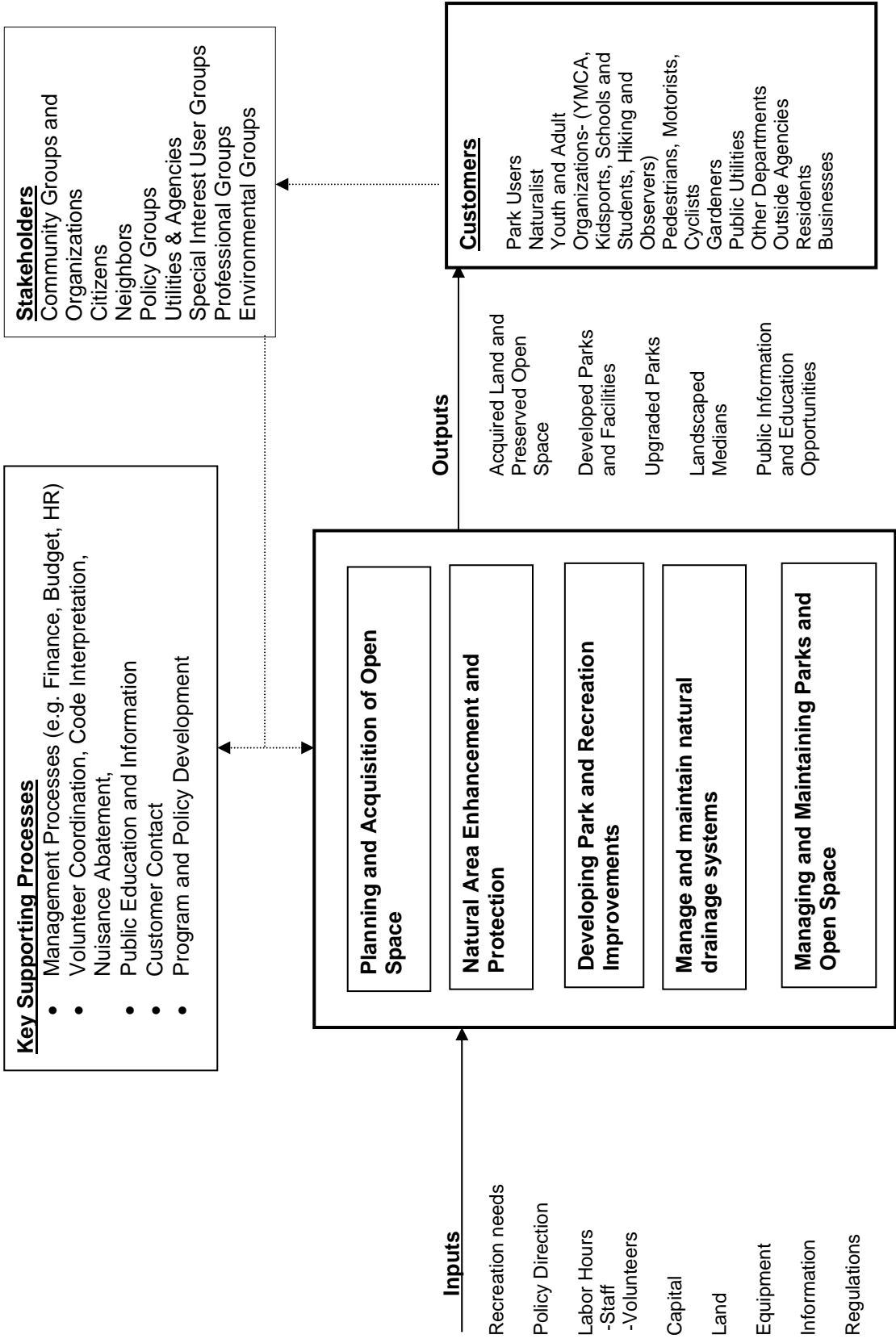
Strategy 3: Innovative and Efficient Resource Management

Objective 1: Create park management plan(s) covering at least 100 acres of developed park land and at least 500 acres of undeveloped parks by FY14.

Work Activities:

- Identify funding opportunities
- Identify stakeholders and develop public involvement programs
- Identify priority areas and issues

Parks and Open Space Service Map



Mission

Through teamwork, our mission is to provide customers safe, reliable, environmentally responsible fleet maintenance and communication equipment repair and installation in an efficient and cost effective manner.

Outcomes

- Safe and reliable vehicles, radios, and other equipment.
- Effective management of the City's fleet assets.
- Operating savings to the City through effective and efficient operation of Fleet Services.
- Effective and efficient delivery of City services.

Fleet and Radio Communication Services

City of Eugene staff uses over 580 vehicles, 350 pieces of construction equipment, and 1,100 pieces of communication equipment to deliver a wide array of services to the residents of Eugene. This equipment—referred to as the City's fleet—includes the full range of municipal equipment including police cars, emergency medical vehicles, fire engines, construction and maintenance equipment, and communications equipment.

A centralized Fleet and Radio Communication Services staff keeps the City's fleet operating to ensure City staff has safe, cost-effective, environmentally responsible and reliable equipment to carry out their responsibilities. Fleet's staff implements a year-round preventive maintenance schedule for all equipment. Fleet staff performs equipment repairs on a multi-shift basis and are available to respond to emergency requests on a 24/7 basis. Fleet Services staff also assists City personnel with equipment purchases by providing technical advice, managing equipment purchases, and inspecting and modifying equipment prior to delivery.

While equipment acquisition and maintenance is centralized at the City, equipment management and ownership resides with individual City departments. Departments pay Fleet Services for the services they provide using a rate schedule published at the start of each budget year. Rates are established for each class of vehicle and equipment based on the actual costs of maintenance and repair services, as well as annual insurance and overhead. Funds to replace General Fund equipment are allocated annually through the City's budget process. Funds to replace non-General Fund vehicles and equipment are set aside in equipment replacement accounts managed by Fleet Services. Equipment is replaced based upon projected life-cycle and actual operating costs. A Fleet Advisory Board, consisting of representatives of each City department and staffed by the manager of Fleet Services, sets City-wide fleet policy.

The City's fleet is currently valued at \$38,000,000. The service has a staff of 30.0 FTE and its FY09 operating budget is \$10,482,000. Of this, \$4,955,000 is designated for equipment acquisition. The remainder funds fleet and radio maintenance and repair services.

Updated Performance Information FY10-FY13

Effectiveness

- Percentage of time vehicles and equipment are available for customers’ use.
- Number of vehicle and equipment comebacks.

Efficiency

- Fleet average fuel efficiency law enforcement vehicles, light vehicles, on-road heavy vehicles, and other rolling stock heavy equipment.

Financial

- Operating cost per mile.

Customer Satisfaction

- Percentage of customers reporting they are satisfied or very satisfied with Fleet Services.

Updated Strategies: FY10-FY13

Strategy 1: Continue to improve how customers are informed about the status of their equipment and work performed.

Objective: Increase overall customer satisfaction above 83%.

Strategy 2: Continually strive to improve the safety, effectiveness, and environmental efficiency of all equipment.

Objective: Increase the percentage of hybrid sedans and SUV’s in the fleet (from FY09 levels of 61% and 54% respectively), to 90% for each class by FY14.

Strategy 3: Provide cost competitive fleet and radio communication services.

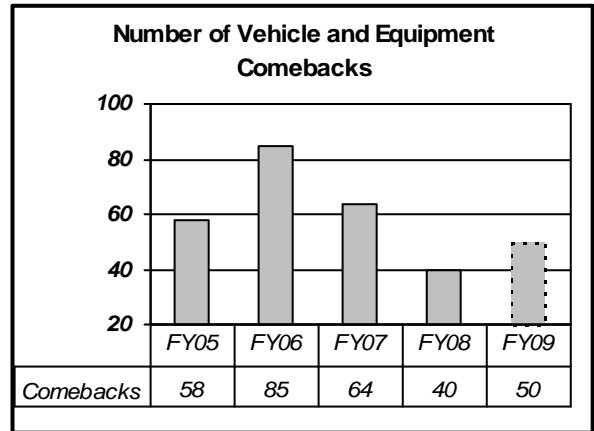
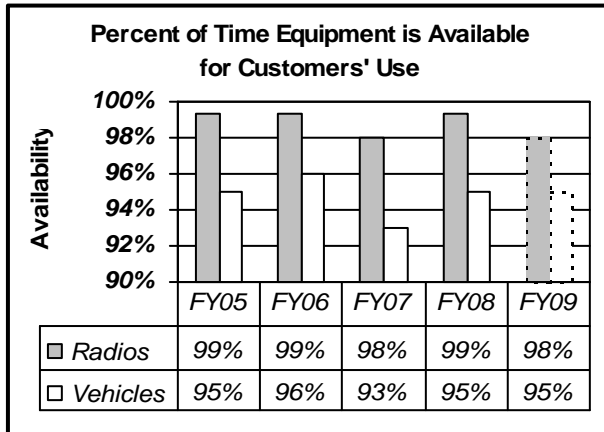
Objective: Maintain comebacks on equipment repairs at 3% or less.

Budget Information

	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Adopted
Expenditures--All Funds	\$8,004,266	\$11,172,531	\$9,391,057	\$10,481,908
FTE	29.92	29.92	29.92	30.00

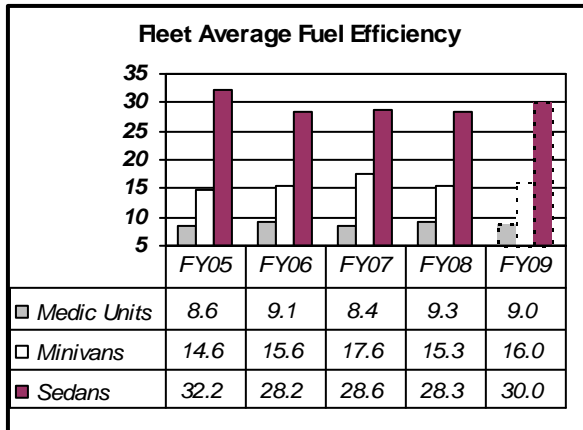
Performance Information Closeout Data

Effectiveness

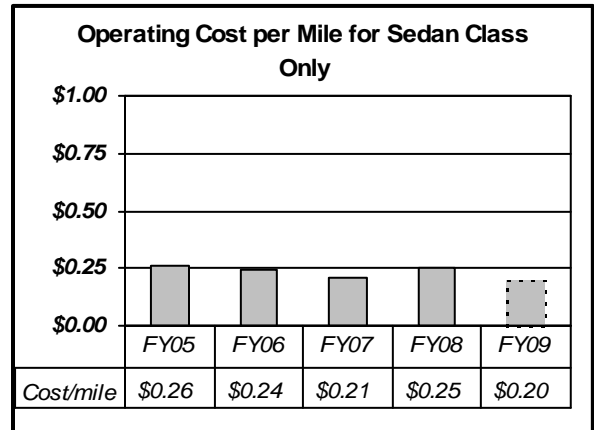


In FY06, a new fleet system coding methodology was implemented; does not suggest a substantial increase in vehicle and equipment comebacks.

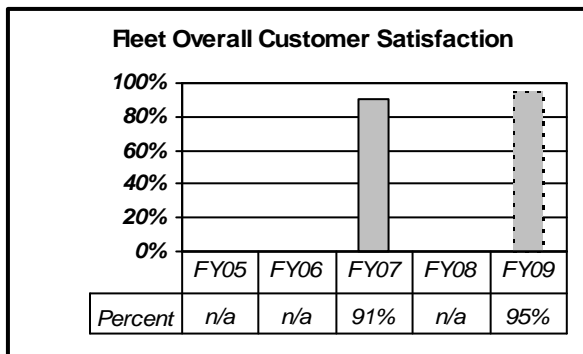
Efficiency



Financial



Customer Satisfaction



Measures of Success Closeout Data

Four-Year Strategies (FY05-FY08)	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Proj
<p>Strategy 1: Continue to improve how customers are informed about the status of their equipment and work performed.</p> <p>Measure: Increase overall customer satisfaction above 83%.</p>	n/a	n/a	91%	n/a	95%
<p>Strategy 2: Continually strive to improve the safety, effectiveness and sustainability of environmental efficiency of all equipment.</p> <p>Measure: Increase the percentage of hybrid sedans in fleet from 11% to 40% by FY09.</p>	32%	39%	50%	60%	65%
<p>Strategy 3: Provide cost competitive fleet and radio communication services.</p> <p>Measure: Maintain comebacks on equipment repairs at 3% or less.</p>	1.3%	1.7%	1%	1%	1%

FLEET AND RADIO COMMUNICATION SERVICES

Service Description

City of Eugene staff use over 580 Vehicles, 350 pieces of construction equipment, and 1,100 pieces of communication equipment to deliver a wide array of services to the residents of Eugene. This equipment—referred to as the City's fleet—includes the full range of municipal equipment including police cars, emergency medical vehicles, fire engines, construction and maintenance equipment, and communications equipment.

A centralized Fleet and Radio Communication Services staff keeps the City's fleet operating to ensure City staff have safe, cost-effective, environmentally responsible and reliable equipment to carry out their responsibilities. Fleet's staff implements a year-round preventive maintenance schedule for all equipment. Fleet staff performs equipment repairs on a multi-shift basis and are available to respond to emergency requests on a 24/7 basis. Fleet Services staff also assist City personnel with equipment purchases by providing technical advice, managing equipment purchases, and inspecting and modifying equipment prior to delivery.

While equipment acquisition and maintenance is centralized at the City, equipment management and ownership resides with individual City departments. Departments pay Fleet Services for the services they provide using a rate schedule published at the start of each budget year. Rates are established for each class of vehicle and equipment based on the actual costs of maintenance and repair services, as well as annual insurance and overhead. Funds to replace General Fund equipment are allocated annually through the City's budget process. Funds to replace non-General Fund vehicles and equipment are set aside in equipment replacement accounts managed by Fleet Services. Equipment is replaced based upon projected life-cycle and actual operating costs. A Fleet Advisory Board, consisting of representatives of each City department and staffed by the manager of Fleet Services, sets City-wide fleet policy.

The City's fleet is currently valued at \$38,000,000. The service has a staff of 30.0 FTE and its FY09 operating budget is \$10,482,000. Of this, \$4,955,000 is designated for equipment acquisition. The remainder funds fleet and radio maintenance and repair services.

Historic Perspective

1977 The City of Eugene purchased 12.5 acres on Roosevelt Boulevard to serve as the central site for all City Public Works maintenance activities.

1978 Centralized Fleet Services operation established at Public Works

maintenance site. Prior to this time individual City departments employed separate staff units to maintain their department's vehicles and equipment.

1988 Five year Equipment Replacement Fund initiated.

1991 A 3,800 square-foot service station, maintenance bays, new underground fuel storage tanks, and an automated fuel system were constructed at the Roosevelt maintenance yard.

1995 New Fleet Information Management System implemented.

1999 Fleet facility improvements completed; including 1250 sq ft of service bays and 600 sq. ft. of office space.

2001 First Hybrid-electric sedan is purchased for City staff use.

2004 Use of biofuels begins for all City vehicles and gas/diesel powered equipment.

2008 61% of all City sedans and 54% of SUV fleet use hybrid-electric technology.

Customer Input

Fleet Services has two primary direct customers:

- City staff who directly use equipment maintained and repaired by Fleet Services
- City supervisory staff who obtain Fleet Services' advice and assistance regarding vehicle/equipment management and purchase.

Fleet Services conducts customer surveys every two years with the last being in 2006. The survey asks City supervisory staff their opinion of Fleet Services' maintenance, repair, acquisition services and their opinion of Fleet's customer service.

The Fleet Manager also meets monthly with the Fleet Advisory board to obtain input regarding Fleet operations and to share Fleet and Radio related issues which affect customer costs and service delivery. The Fleet and Radio Communications Services Policy and Procedures Manual was revised, updated and processed through the Fleet Board and Executive Managers in FY09. This manual will help to increase communication and understanding of the services provided to all City Departments by Fleet Services. In addition, it provides a template of operating principles to assist customer departments in understanding the importance of efficiently managing their operational fleets.

Mission

Through teamwork, our mission is to provide customers safe, reliable, environmentally responsible fleet maintenance and communication equipment repair and installation in an efficient and cost effective manner.

Outcomes

- Safe and reliable vehicles, radios, and other equipment.
- Effective management of the City's fleet assets.
- Operating savings to the City through effective and efficient operation of Fleet Services.
- Effective and efficient delivery of City services.

Operating Principles

- We strive to make our customers' equipment safe and reliable.
- We are responsive to customer needs and accountable for the services we provide.
- We deliver quality services in a cost-effective, equitable, environmentally responsible and professional manner in a way that minimizes equipment downtime.
- We believe in open and direct communication between co-workers and fleet customers to ensure we acquire and properly maintain equipment in a way that best meets their needs.

Current Operating Environment

External Trends

Customer Expectations

42 In past customer surveys, City staff told Fleet Services they would like field vehicle repair, increased communication between fleet and their departments, more transparency of what Fleet and Radio rates provide, how they are developed, and most of all to be treated like customers. Accordingly, Fleet and Radio services has made this feedback an integral part of their core operating values.

To address this feedback, Fleet Services has:

- Implemented a trial program to assign a technician to be responsible for field repairs at the Airport and Wastewater Divisions to minimize equipment down times.
- Focused on ensuring communication between Fleet and Departments is handled by direct contact instead of relying solely on electronic email information exchange.
- Began a program of meeting with primary customers to explain the rate development process and to outline what services are included in the rates paid.
- Continued building positive customer working relationships through the development of a mission, vision, and value operating principles where ongoing partnership development is recognized as a top priority for Fleet and Radio Services.

Managed Competition

To remain competitive, Fleet and Radio Services must provide cost-effective, customer-responsive services and in addition, recognize the technological and industrial changes affecting the Fleet and Radio service delivery model. Currently, Fleet and Radio Services contracts with vendors where efficiency and costs savings can occur. For example, vehicle body work and front-end alignments are currently contracted out to local private vendors.

Intergovernmental Cooperation

As resources become more constrained, other governmental jurisdictions may request cooperative agreements with the City of Eugene. Currently, multi-jurisdictional agreements are being developed to establish protocols for the City of Eugene Radio Shop to serve as the primary maintenance entity for the new interoperable trunked public safety radio system purchased through grant funding. Partners in this project include: City of Eugene Police, Lane County Sheriff, City of Springfield Police and EWEB.

Increased Regulatory Requirements

Increasing or changing regulations are expected to continue in several areas including ongoing requirements for staff certification and licensing, product disposal, fuel types, alternative energy equipment, and radio communication innovation and FCC system requirements. Ongoing regulatory requirement changes can bring the potential to increase costs.

Desire for Energy Efficient Vehicles and Fuels

A continued emphasis to maximize fuel efficiency will lead to the use of more energy efficient equipment and alternative energy vehicles. Finding ways to improve vehicle utilization through analysis and the establishment of an idling reduction policy will become an important tool to help address the volatility of costs related to the use of fossil fuels.

Internal Conditions

An Increasingly Technical Environment

Vehicle systems, radios, repair equipment, and Fleet database tracking systems continue to become increasingly complicated and technical. Ongoing technical training to respond to these changes will be crucial for Fleet and Radio staff. Currently Fleet is recognized as a Blue Seal Shop under the nationally recognized ASE (Automotive Service Excellence) program. Continued requirements for professional certifications of Fleet technicians are essential for maintaining competence in maintenance of the diverse types of vehicles/equipment in the City fleet. Advances such as alternative fuels and electric drive systems in the vehicle markets will also require Fleet and Radio Communications Services to provide customer departments ongoing advice and information on choices available in the vehicle and equipment markets.

Inefficient and Unsafe Fleet Facility

The facility that Fleet Services currently occupies is an old and cramped structure that does not meet seismic standards, is inefficient for the variety of large equipment Fleet staff maintains, and is costly to repair and maintain. A feasibility study was conducted in FY09 to determine the costs and operational issues in replacing the current facility. The feasibility study was reviewed by Fleet Board and a project is being developed to address the needs of a safer and more efficient Fleet Facility.

Performance Measures

Core Processes

Preventive and Corrective Maintenance Process

- Preventive maintenance versus corrective maintenance ratio.

Inventory Management Process

- Inventory accuracy rate.
- Acquisition, Customization and Disposal Process
- Turnaround time on customization projects.

Total System Effectiveness

- Percentage of time vehicles and equipment are available for customers' use.
- Number of vehicle and equipment comebacks.
- Efficiency
- Fleet average fuel efficiency law enforcement vehicles, light vehicles, on-road heavy vehicles, and other rolling stock heavy equipment.
- Financial
- Operating cost per mile.
- Customer Satisfaction
- Percentage of customers reporting they are satisfied or very satisfied with Fleet Services.

Strategy 1: Continue to improve how customers are informed about the status of their equipment and work performed.

Objective: Increase overall customer satisfaction above 83%.

Work Activities:

- Distribute information regarding Fleet Services, policies and procedures, and Fleet Board.
- Review preventive maintenance notification process.
- Provide documentation of work performed.
- Make phone or e-mail contact with customer on equipment status, and

upon work order completion.

- Update equipment status in ELOG, F&EMS' database.
- Implement customer response cards for equipment operator feedback.
- Enter into customized Service Level Agreements with customers.

Strategy 2: Continually strive to improve the safety, effectiveness, and environmental efficiency of all equipment.

Objective: Increase the percentage of hybrid sedans and SUV's in the fleet (from FY09 levels of 61% and 54% respectively), to 90% for each class by FY14.

Work Activities:

- Pursue inclusion of other vehicle technologies, such as plug-in hybrid and fully electric vehicle systems, as they become financially and operationally viable.
- Educate users about effective radio use.
- Ensure radio coverage is optimal in our service area.
- Meet to resolve customer concerns about safety and effectiveness.
- Implement emissions testing for gas and diesel vehicles.

Strategy 3: Provide cost competitive fleet and radio communication services.

Objective: Maintain comebacks on equipment repairs at 3% or less.

Work Activities:

- Sustain percentage of fleet and radio availability.
- Educate customers on how they can impact rates.
- Achieve high technician utilization rates.
- Effectively manage Fleet overhead expenses.
- Decrease repair timeframes by improving crew and parts coordination.
- Increase number of certified staff in fleet and radio.

System Map

