

GOVERNMENTAL SERVICES

Service Description

Governmental Services embodies the leadership function of the organization. The City Manager and the Executive Management Team identify issues and develop policy and strategy alternatives, implement Council direction, align resources with strategic goals, and manage the City's operations across functional boundaries. They ensure that the organization's fiscal, personnel, technical and administrative policies and procedures enable City staff to provide effective and efficient municipal services. The City Manager and Executive Managers define the organization's climate and culture.

Governmental Services staff supports elected officials, City Manager, and assistant City Manager, and provides research assistance to elected officials and Council committees, coordinates Council agendas, packets, calendars, meetings, and assignments, and supports the development of Council goals process and priorities. Elected officials also request specific information from staff that is tracked as "Council Assignments." A two-week turnaround on these requests is required. The expectation is that these assignments take no more than two hours of staff time to complete.

Governmental Services is the organizational leader of service strategic planning and performance measurement efforts.

The staff guides the organization's adherence to public meeting, public record, and election laws, coordinates applications for board or commission positions, and pro-actively provides public information. Governmental Services is a central point of access for the general public and news media to elected officials and the organization, and responds to new and emerging issues. It is also keeper of the City's archive and election functions. The Human Rights Program supports the Human Rights Commission and its three standing committees. It trains human rights advocates to mediate human rights complaints.

Governmental Services staff coordinates the City's intergovernmental relations, including lobbying the City's agenda at the local, state and federal government levels. Governmental Services staff also track and record grant applications and results.

In 2005, the voters of Eugene approved a Charter amendment which created a Council-supervised position of Police Auditor. Although wholly independent from the services embodied in Governmental Services, the start-up and on-going operational budget for this new function has been placed within Governmental Services.

These services are provided by 20.0 FTE, funded by a \$3,323,313 FY07 General Fund budget and 2.0 FTE from non-general fund 611 at \$169,397. (The FTE and dollars for the Executive Managers are reflected in the Administration service category for their respective departments.)

Historic Perspective

- 1859 Oregon's Home Rule Constitutional provision approved
- 1864 First Eugene City Charter adopted
- 1944 Council/Manager form of local government approved by voters
- 1964 City Human Rights Commission established
- 1970 Oregon Legislature adopts state-wide land use goals
- 1981 City Council goals process initiated
- 1990s Series of state wide property tax limitations measures approved by state voters (Measures 5, 47, 50)
- 2002 Voters approve measures for new City facilities and funding to assist local schools
- 2004 Voters of Oregon approve Measure 37
- 2005 Voters of Eugene approve Charter Amendment to create council-supervised position of Police Auditor

Citizen Involvement

Elected or appointed officials represent the public's interest on the City Council, Council committees, the Human Rights Commission and its subcommittees, and other ad hoc committees staffed by this group. Citizen involvement is also gathered via the 30-plus city committees recruited and managed by Governmental Services. Public comment opportunities are often provided at scheduled meetings of these committees. At each regular meeting of the City Council, the first hour is dedicated to a public forum which offers community members the opportunity to provide direct input to the elected officials and staff.

For more than fifteen years, Eugene has conducted an annual community survey to gather information about community values and perceptions.

Voters give funding and policy direction by their ballot choices.

Through the Public Service Officer (PSO), citizens provide feedback about the entire City organization, its services and its issues. In July of 2005, the city launched a new portal website with a specific placement of an electronic capacity to contact the organization with complaints, concerns or service requests. It is estimated that approximately one-third of contacts to the PSO now come from the Internet.

Finally, the Mayor holds “one-on-one” meetings throughout the community each month to hear concerns, gather ideas and suggestions, and to increase the connection between individuals and local government.

Customer Input

This service has a wide and varied set of customers including the general community, elected and appointed officials and employees of the City. The City Council and Mayor are the most direct customers who represent the public interest on a day-to-day basis. The Mayor and Councilors provide specific feedback to staff in meetings with the City Manager and formal action. The other methods of receiving customer input include telephone, walk-in, e-mail and correspondence, and surveys. The employee survey gathers staff input on workplace issues and is a catalyst for discussion among management and staff about how to provide services more effectively.

Mission

Governmental Services provides administrative direction to the organization, aligning City work with Council direction and community values. We support elected and appointed officials, promote an informed public, and work to ensure City government is effective, accountable and inclusive.

Outcomes

- Decision-making that is informed, thoughtful, inclusive, accountable and equitable.
- A well-managed municipal government that is aligned with community expectations, values, needs, and priorities.
- Good value for the expenditure of public resources.
- Inclusive, just, and equitable community.
- An electorate that is informed and involved.
- Measured and reported performance.
- Public access and connection to government.

Operating Principles

- Service to the elected officials is a high priority.
- The dignity, worth and individual differences of human beings within the community and within the organization enriches our work lives.
- We value feedback, access and involvement in decision-making as we work in partnership with the public and other City departments.
- As a team, we meet challenges, share credit and responsibility, and maintain a sense of humor and perspective.
- We maintain our ethical standards, personal integrity and individual dignity.

- We support cooperation and a team focus to our work; we integrate our work products, share information, and publicly acknowledge each other's contributions and accomplishments.
- We are flexible and responsive to change, open and honest in our communications, and respectful of those with whom we come in contact.
- Our work reflects personal commitment to our community.
- We ensure that materials produced for elected officials are professional accurate, complete, consistently presented, and timely.

Current Operating Environment

External Trends

Community Growth and its Impact on City Services

As Eugene grows in population and economic, ethnic, and social diversity, so grows the demand for increased and more specialized City services. These demands are not accompanied by sufficient additional resources. Planning for and addressing demands of growth while maintaining municipal services challenges the City organization to plan strategically, work in partnership with other public and private agencies, and enhance City staff teams' service improvement efforts. The issue of growth itself is yet another factor in matters considered by the City organization.

State/Federal Devolution

City officials must address the shift of federal program responsibilities to the states. Similarly, municipalities must address a de facto shift of responsibilities from the state to local governments as increased demands are placed on local resources due to the loss of state-funded services. Governmental Services staff devotes more and more time to coordinating the City's response to proposed state and federal legislation.

Loss of Local Control

State and federal preemptions of local authority in a variety of areas limit local governments' ability to address community issues or fund local priorities. The state legislature has historically been wary of local government efforts to use non-traditional revenue methods. Local control of local school spending has been seriously eroded by state ballot measures approved by the state as a whole but defeated in Lane County.

Economic Disparity/Shifting Social Values

Community values continue to shift. The split between rich and poor grows wider. An increasing percentage of the population lives in poverty, increasing social service demands for which many community members don't see the need and are unwilling to fund. Many youth in our community are disengaged, leading to more crime and a subsequent punitive reaction from society. All levels of government are responding to fiscal constraints by decreasing social services. This makes it more difficult for City leaders to

formulate and implement policy options that emphasize prevention and ensure that service delivery decisions do not exclude the minority.

Diversity as a Core Value

The community and organization continue to evolve and a greater diversity is seen in many facets of daily matters. A new strategic planning effort has been undertaken to embrace diversity as a core value.

Internal Conditions

Changing Leadership Composition

Every two years the make-up of the Council changes. Two new City Councilors will assume office in January 2007.

Work Load Balancing

Emergency and emergent issues land here first. Staff must solve the crises of the moment without compromising their ability to research, formulate, and negotiate long-term policy options.

City Locations and Disconnection

City offices are located in many places, even in the downtown core area. This creates a certain level of disconnection between divisions in departments, as well as between departments in the City organization.

Performance Measurement

Heightened emphasis on benchmarking and measuring city services and the City's emerging leadership in regional and national performance measurement initiatives have increased the City's profile on these issues and created additional work for this team.

Performance Measures

Core Processes

Implement long- and short-term Mayor and Council policy

- Number of intended amendments to Council motions prepared in advance of meeting.
- Council meetings and time committed to discussion of Priority Issues.
- Number of responses to Council inquiries for information.
- Council meeting summary turnaround.
- Number of ordinances and resolutions adopted by City Council.

Manage the operation of the City

- Percent of public surveyed who evaluate how well the City manages their tax dollars as "average" or "above average."

Provide public access to City decision-making, information, and elections

- Number of opportunities to speak at City Council public forums and public hearings. Number of speakers.

- Number of hits to Weblink (Council agendas, minutes, etc.)
- Number of applicants to boards and commissions and department advisory committees, and the diversity breakdown of applicants.
- Number of participants in Mayor's "One-on-One" sessions.
- Percentage of level 2 public information requests that are completed within 10 days.
- Percentage of level 3 public information requests that are completed within 48 hours.
- Percentage of Council adopted ordinances and resolutions processed within 48 hours of Council action.
- Number of administrative orders processed. Percentage available on the website within 48 hours.
- Percent of candidate filings posted to website within 24 hours of receipt.

Coordinate relationships between the organization, the community and the media

- Percent of staff who rate media coverage of City as "accurate".
- Number of public information publications distributed citywide.
- Number of media contacts.
- Number of news releases.
- Number of media stories resulting from new releases.
- Number of requests for city staff to advise the community.

Advocate for human rights

- Percent of Human Rights Support System cases that meet the two-day response time for initiating a case.
- Number of attendees at Human Rights Commission events.
- Number of police, Paso a Paso, and Human Rights Support System case intakes.
- Attendees at Central Services Diversity Committee events.

Manage intergovernmental relationships

- Contact hours with local, state and federal officials.
- Unanimity of Intergovernmental Relations decisions.
- Number of Intergovernmental Relations bills the City Council revisits.

Total System

Effectiveness

- Number and percent of bills lobbied in Salem where the outcome is rated as "acceptable" or better.
- Percent of community survey respondents who feel somewhat or well informed about the City of Eugene.
- Percent of media contacts who rate responsiveness of City staff as "good" or better.

Efficiency

- City FTE (for the general fund and all funds) per 1000 population.

- Council assignments completed within two-week response time.
- Percent of public records requests that receive response within 48 hours.

Financial

- Value of the number of Human Rights Program volunteer hours.
- Moody's Municipal Credit Rating.

Customer Satisfaction

- Percent of community survey respondents who believe the community is generally headed in the right direction.
- Percent of community survey respondents who are satisfied with the overall level of services provided by the City.

Strategy 1: Ensure that the City budget is based on a sustainable strategy.

Objective: By 2011, incorporate library operating expenses currently funded by local option levy into the General Fund.

Objective: By 2011, elected officials give the City Manager an average rating of 4 on a 5-point scale on this element of the annual City Manager evaluation: "Does the Manager ensure that the City budget is based on a sustainable service and funding strategy so that ongoing expenses are supported by ongoing revenue?"

Work Activities:

- Prioritize services and maximize existing revenue sources.
- Continue to control employee costs.
- Develop financial plans that allow City Council to anticipate and respond to changes in the City's finances.
- Create budget so that on-going expenses are supported by on-going revenue.

Strategy 2: Increase effectiveness of citywide external communications.

Objective: Develop and begin implementation of comprehensive strategic external communications plan by the beginning of FY09.

Objective: By 2011, 85% of community survey respondents feel "somewhat" or "well" informed about City government issues.

Work Activities:

- Design strategic planning process for external communications
- Seek input from a range of stakeholders and develop agreement on goals and priorities for external communications program
- Secure resources for additional tools for communicating with the public, such as publications, ads, presentations

Strategy 3: Improve education and communication about sustainability.

Objective: Offer at least 15 sustainability trainings per year.

Objective: By 2011, 25% of community survey respondents say the City does an "excellent" job of engaging in environmentally sustainable practices.

Work Activities:

- Put on monthly Green Ambassador trainings.
- Plan and implement several special sustainability trainings.
- Coordinate efforts of sustainability staff for special events.
- Gather and disseminate information about the City's sustainability efforts.

System Map

CORE PROCESSES



SUPPORTING PROCESSES:
 Coordinate organizational response
 Training
 Internal communications
 Mediation
 Human resources
 Finance
 Information technology
 Administrative support

FEEDBACK:
 Oral presentations; policies, procedures and guidelines; process debriefs; phone calls; correspondence; walk-ins; electronic mail; contract negotiations

SUPPLIERS:

Mayor, Council
 Executive Management Team
 Staff
 Other government agencies
 Media
 Community Members
 Vendors
 City Attorney's Office
 Boards, commissions and committees
 Volunteers
 Consultants

INPUTS:

Council vision goals and Priorities
 Council discussions, actions, legislation
 Staff deliberations, decisions
 Results of other meetings
 Public records
 State and Federal laws, admin rules
 City Charter and Code
 City policies and procedures
 Community issues, conflict
 Individual inquiry
 Request for support
 Alleged discrimination
 Bias crimes, activities
 Complaints and allegations
 Community data, information
 Deliberations of other jurisdictions
 Facilities
 Labor
 Information/expertise

FEEDBACK:
 Public forums; community comment opportunities; items from Mayor; Councilors and members of boards and communities; process debriefs; process sessions; surveys; letters to the editor; phone calls; correspondence; walk-ins; electronic mail; media reports; citizen comments

OUTPUTS:

Issue identification and strategy development
 Research assistance
 Council goals and work plan
 Council Priorities
 Schedule, calendars and assignments
 Council agendas and packets
 Boards and Commission system management
 Meetings logistics and support
 Ad hoc committee support
 Coordination of:
 Budget
 Administrative policies and procedures
 Organization work priorities
 Department work priorities
 Organizational climate and culture
 Coordinated service delivery
 Service profiles and performance measures
 Electronic access to meetings, records and information
 Records management
 Public records expertise
 Election information
 Meeting recordings
 Eugene Code and Charter maintenance
 Administrative orders
 Issue resolution, referral and tracking
 Media relations
 Public information
 Special events
 Access to elected officials
 Human Rights complaint resolution
 ADA coordination
 Public education sessions/training
 Human Rights Commission and Committees support
 Human Rights Center management
 Legislative policy
 Intergovernmental Relations Committee support
 Intergovernmental relationship management
 Grant management
 Measured and reported performance
 Service Improvement initiatives
 Green Team

DIRECT CUSTOMERS:

Mayor
 Councilors
 Boards and commissions
 Public
 Staff
 Politically active individuals and groups
 Government accountability groups
 People with questions, complaints, concerns
 Future generations
 Staff
 Media
 Vulnerable communities
 Individuals involved with Human Rights complaints
 HR program volunteers
 Faith communities
 Other government agencies and offices
 International organizations and governments

STAKEHOLDERS:

State agencies
 Federal agencies
 Local, State, Federal legislators from the Lane County area
 Other government agencies
 Special interest groups
 Chamber of Commerce
 NLC/LOC/OMA/ICMA
 Unions
 Community service organizations
 CTV
 Staff
 Retirees