



# MEMORANDUM

EUGENE WATER & ELECTRIC BOARD



TO: Commissioners Helgeson, Brown, Mital, Simpson and Carlson  
 FROM: Frank Lawson, General Manager  
 DATE: October 3, 2017  
 SUBJECT: EWEB Headquarters Options and Long-term Impacts  
 OBJECTIVE: General Board guidance on preferred approaches to in-person customer service

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### Issue

EWEB management is ready to initiate physical moves of personnel from the organization’s headquarters building to the Roosevelt Operations Center (ROC). The specific layout of the workforce at the ROC is dependent on the requirements to serve customers from a downtown location. The Board is being ask to provide general guidance on the requirements for a customer service location.

### Background and Discussion

EWEB staff has been evaluating options to relocate most of the workforce to the Roosevelt Operations Center (ROC). It has been determined that it is possible to accommodate all personnel at the ROC, with the exception of remote operational sites (e.g. Leaburg, Carmen-Smith). The following highlights the workforce locations under two different scenarios.

Options*	Full ROC Consolidation	Customer Ops. (incl. Call Center) Offsite	Minimal “In-Person” Customer Center	“Full Service” Customer Center (Call Center at ROC)	“Full Service” Customer Center incl. Call Center
Existing ROC Staff	248	248	248	248	248
FTE moving from HQ to ROC	162	127	152	137	112
Total estimated ROC Workforce	410	375	400	385	360
Moving to Hayden Bridge - Dispatch/Systems Operations	7	7	7	7	7
“Customer Center” Occupancy	0	35	10	25	50
Downtown Sq. Foot Needs	0	3,500	1,500	3,500	5,000

\* not including McKenzie Valley staff (Leaburg, Carmen-Smith)

To provide the Board some context of downtown activity, the following questions are answered.

**How many people visit our lobby each day?**

Our records indicate that approximately 255 people visit EWEB’s headquarters building each day (2015-16 2 year average), with the highest individual day being 430.

**Why do customers visit headquarters?**

Earlier this year, we formally surveyed customers visiting the headquarters for in-person service. Here are some of the results from the 424 people who completed the survey.

<i>Why did you come to EWEB's office today?</i>		
<b>Response</b>	<b>Responses</b>	<b>Response Percentage</b>
Pay my bill	358	84.63%
Ask a question	32	7.57%
Other	29	6.86%
Set up/Change/Cancel Service	27	6.38%
Drop off a program application	8	1.89%
Obtain Customer Care information	8	1.89%
Meet with EWEB Employee	7	1.65%
Meet Lane County HDS for assistance appointment	3	0.71%
Pay a deposit	1	0.24%

<i>Would you have preferred to have completed this transaction another way?</i>		
<b>Response</b>	<b>Responses</b>	<b>Response Percentage</b>
No	326	77.43%
Yes	95	22.57%

<i>What mode of transportation did you use to get here today?</i>		
<b>Response</b>	<b>Responses</b>	<b>Response Percentage</b>
Car	379	89.60%
Walked	15	3.55%
Bus	13	3.07%
Bike	11	2.60%
Other	5	1.18%

<i>What is your total annual household income?</i>		
<b>Response</b>	<b>Responses</b>	<b>Response Percentage</b>
Under \$30,000	193	45.84%
\$30,000-\$50,000	93	22.09%
\$50,000-\$75,000	38	9.03%
\$75,000-\$100,000	24	5.70%

Over \$100,000	15	3.56%
Don't Know	8	1.90%
Prefer not to disclose	50	11.88%

<i>What area of town do you primarily reside or work during the week?</i>		
<b>Response</b>	<b>Responses</b>	<b>Response Percentage</b>
West Eugene/River Road	113	26.84%
Core Downtown	56	13.30%
South Eugene/University	53	12.59%
West 11 <sup>th</sup> Area	50	11.88%
North Eugene/Gilham Area	34	8.08%
Oakway/Cal Young Area	26	6.18%
Southwest/Churchill Area	23	5.46%
Other	66	15.68%

<i>EWEB is evaluating whether to relocate this service center to our location at Roosevelt and Bertelson Roads in West Eugene. Which location would be most convenient for you to conduct business with us?</i>		
<b>Response</b>	<b>Responses</b>	<b>Response Percentage</b>
Current EWEB Location	224	52.83%
EWEB/Roosevelt Operations Center	93	21.93%
West 11 <sup>th</sup> Area	71	16.75%
West Eugene/River Road	46	10.85%
Core Downtown	42	9.91%
Oakway/Cal Young Area	27	6.37%
South Eugene/Churchill	23	5.42%
North Eugene/Gilham Area	15	3.54%
Other	9	2.12%

Additionally, most of those who visited the lobby and completed the survey were renters (58%), and female (60%) of all age groups. Only 7% were students.

### **General Customer Service Options**

EWEB has several options for providing in-person customer service, including the following:

1. Construct a limited customer service center at the ROC; 1,500-2,500 square feet (drive up, counter, meeting room, security office); does not include call center; <\$750K million.
2. Create “full service” customer center, and retain ownership in North Building; \$400,000 mechanicals/utilities, \$200,000 renovations. Potential EWEB Credit Union Co-Location. Could offer right of first refusal to new owner of South HQ Building.
3. Purchase or Lease space in downtown core; 1,500 square feet for in-person services, 2,500 square feet call center; potential to partner with EWEB Credit Union. Estimated lease cost of \$70,000/year at \$20/sq. ft. for 3,500 sq. feet. Estimated purchase cost at \$200/sq. foot of \$700,000 for 3,500 sq. feet.

In all of these cases, EWEB can vacate the south Headquarters building. Option 2 is likely the least cost effective, but provides a tie to our historical location and facilitates a Board Room and public

meeting space. However, the 24,000 square feet of the North HQ Building is more than needed for our operation, and therefore a potential sale or rental opportunity.

**TBL Assessment**

Prior to initiating large-scale relocation activities, staff will complete a TBL assessment of the different customer service options.

**Requested Board Action**

Management is requesting general Board guidance on preferred approaches to in-person customer service. We will specifically ask for Commissioner perspectives on 1) Preferred Types of Service (Limited vs. Full Scale), and 2) Social vs. Economic Weight? (site history, downtown presence, economic optimization, services preference).