



**TO:** Commissioners Carlson, Mital, Helgeson, Schlossberg and Brown  
**FROM:** Frank Lawson, General Manager  
**DATE:** February 4, 2020  
**SUBJECT:** Organizational Goals and Performance Measures  
**OBJECTIVE:** Consent Calendar Action

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**Issue**

Draft organizational goals will be established annually that represent the General Manager’s interpretation of the priorities as defined by the Board (Board Policy BL5).

**Background**

Detailed background information and the resulting draft 2020 organizational goals were presented and discussed at the January 7, 2020 Board Meeting, with clarifications discussed between Commissioners and the General Manager during individual meetings.

As a result of the discussions, Goal #4 was revised to include continuing efforts related to electric system outage prevention and management, and the specific inclusion of wildfire prevention and mitigation as it relates to our utility services.

Board Policy provides that the Board has responsibility for establishing its priorities for the coming year and providing that direction to the General Manager, who will draft new goals. The Board shall identify and define those results or conditions that are acceptable and not acceptable to the Board and communicate them in the form of policy, approval of Strategic Plans, Long-Term Financial Plans, Capital Improvement Plans, annual budget and goals.

**Discussion**

Consistent with the General Manager’s interpretation of the Board’s operational and strategic priorities, the following annual goals are drafted for Board consideration. The progress toward achievement of these goals will be included as part of the General Manager’s annual performance evaluation, and will be reported quarterly to the Board and public.

The proposed 2020 Organizational Goals are attached.

**Recommendation**

Having reviewed the goals with Commissioners, it is recommended that the Board approve the 2020 goals as an item contained in the consent calendar.

**Requested Board Action**

Approval of the 2020 Organizational Goals as included

## **2020 Organizational Goals**

### **Utility Operations**

*Goal #1 – Keep our “day-to-day” performance on track by managing utility operations consistent with Board direction including policies, strategic initiatives, and organizational values with a focus in 2020 on maintaining reliability, enhancing cyber security, and fostering productive workforce engagement.*

(Key Performance Indicators (KPIs, metrics) will be developed by/for each operating division)

### **Foster Customer Confidence**

*Goal #2 Using continuous improvement and good utility practice, standardize and scale the integration of advanced metering infrastructure (AMI) and existing metering technology for the purpose of effective (accurate, timely, secure) and efficient revenue billing, and move-in/out processing.*

*Goal #3 Streamline and simplify our most common customer interactions, including new self-service options, easy-to-understand bills, and secure ways to pay.*

### **Emergency Preparedness**

*Goal #4 - Enhance emergency management programs by improving partnerships and public awareness of neighborhood emergency sites, improving electric system resiliency and outage management, and adopting a wildfire mitigation plan.*

[For reference only, Goal #4 was previously stated as “heighten public awareness of neighborhood emergency sites, including community partnerships that support existing and additional locations”.]

*Goal #5 –Work with Springfield Utility Board to explore a more robust and cooperative water resiliency plan, including potential backup treatment options, interties, and sharing of water resources.*

### **Electric Resource Decisions**

*Goal #6 –Develop a dynamic electricity supply planning (ESP) methodology, including processes, analytical tools, and reporting and outreach methods, needed to effectively synchronize generation resources with future customer-preferred consumption products.*

*Goal #7 –Work with the EWEB Commissioners, FERC, and the McKenzie Valley community to develop a TBL-based plan for the lower McKenzie River Hydroelectric Projects by the end of 2020.*

### **Community**

*Goal #8 – Pursuant to SD15 Climate Change Policy, execute Resolution 1938 supporting State carbon pricing policy, reduce operational GHGs to 40% below 2009 levels, and achieve conservation/energy efficiency and peak-energy reductions in combination with smart electrification to equitably and cost-effectively facilitate the reduction of community carbon emissions by \_\_\_\_\_ [10,000] MTCO<sub>2</sub>e.*