



**MEMORANDUM**  
EUGENE WATER & ELECTRIC BOARD  
*Rely on us.*

TO: Commissioners Helgeson, Brown, Mital, Simpson and Carlson  
FROM: Frank Lawson, General Manager  
DATE: October 27, 2017  
SUBJECT: Q3, 2017 Operating Dashboard and Goals Review  
OBJECTIVE: Information Only

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**Issue**

Each quarter the Board receives an update to the KPI dashboard. The 2017 dashboard includes major projects, operational performance and strategic initiatives where the utility is placing focus. The current submission constitutes the utility performance assessment for the third quarter of 2017.
















**Requested Board Action**

None at this time.





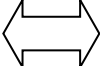










**EWEB ORGANIZATIONAL PERFORMANCE DASHBOARD**  
**OPERATIONAL PERFORMANCE INDICATORS CY2017**

PERFORM										
Operational Performance Indicators	JOP	Q1 Status	Q2 Status	Q3 Status	Q4 Status	EOY Target	Owner(s) (Lead)	Trend	Comments	Drivers
Safety, Health/Wellness							ET/LT (Lena)		Worker's Comp claims on trend with 2016 avg. OSHA recordables lower than 3-yr avg. 17 lost days YTD but all due to prior year incidents, 0 lost days due to 2017 injuries. No seminal events for Q3. Safety training hours = 3,347 YTD, increased over 2016. Safety EXPO delivered successful trainings day-long to operations groups. Avg sick leave = 3 days, below 5 day avg.	Safety Working Group Initiatives; Work Plan, Metric Indicators re: Work Comp, safety incident, OSHA recordable and, time loss data, seminal events, safety training hrs or \$\$ invested per/EE, ER mod rate & premium cost data, absence data, program participation rates
Compliance & Risk							ET/LT (Sue)		No regulatory compliance issues reported. Non-standard contract inventory nearly compiled.	Compliance with all regulatory requirements, Proactive and accurate management of contracts
Financial Performance (Water & Electric)							ET/LT (Sue)		Financial metrics and department budget adherence improved with implementation of Affordability Initiative. Over \$11 million on-going savings identified. Revenue is above budget for both Utilities. Yellow is due to likely future budget amendment as a result of recording non-cash items due to defeasance.	Metrics within Board Policy, Revenue/Performance (Trading & Solutions Group), PPV, CIA Targets, Budget Adherence, Improve net income \$2.5 million by 2018, \$5 million by 2019 "Affordability"
Customer & Community Satisfaction							Rene		Meeting all customer facing/impacting operational metrics and field service metrics. Pacing toward green rating by end of year. Transactional survey functionality is expected before end of year.	Customer satisfaction and transactional surveys, contact center and atrium operational metrics including first contact resolution, wait times, etc.

**EWEB ORGANIZATIONAL PERFORMANCE DASHBOARD  
OPERATIONAL PERFORMANCE INDICATORS CY2017**

PERFORM										
Operational Performance Indicators	JOP	Q1 Status	Q2 Status	Q3 Status	Q4 Status	EOY Target	Owner(s) (Lead)	Trend	Comments	Drivers
Customer Energy and Water Solutions							Rene		Customer Solutions is meeting or exceeding conservation, revenue growth and efficiency goals for Q3. Review of targets in progress; will establish new goals in Q4.	All efficiency and sales metrics are on track for Q2
Water Treatment & Delivery							Mel		Main breaks and leaks are lower than expected for the year, but this activity tends to rise in Q4 due to soil movements and temperature changes. Water is meeting or exceeding compliance goals. Water quality in distribution system is exceeding goal, and confirmed water quality complaints are at 4 total for the year. One significant boil notice affected 109 customers on 8/30 11:00 am until early evening on 8/31. Response was per Oregon Health Authority, Best Management Practices, meeting or exceeding OAR requirements. Water Operations has improved the QA/QC processes for all planned and unplanned outages to reduce the risk of reoccurrence.	Treatment Standards, Interruption Metrics, PM Metrics.
Electric Generation & Delivery							Mike		EWEB-owned generation is meeting performance targets for availability and outages. Co-Gen plants had 100% availability during the quarter. Wind and hydro performance are exceeding plan. SAIDI and CAIDI were above plan all quarter, but within	Generation Performance (availability and forced outage); Electric Performance (SAIFI – Maintain, SAIDI - Improve 20% by 2018, CAIDI); T&D preventive maintenance metrics (PUC Inspections, Tree Trimming).

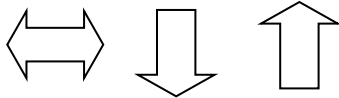
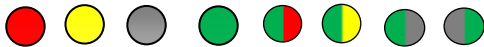
**EWEB ORGANIZATIONAL PERFORMANCE DASHBOARD**  
**OPERATIONAL PERFORMANCE INDICATORS CY2017**

PERFORM										
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									the historical reporting band. SAIFI is meeting plan. T&D preventive maintenance metrics are close to or exceeding plan.	
Water Asset Management							Mel		Main replacement work has exceeded goal by 30%. Type 1 water capital is tracking as expected. Type 2 capital is lower than expected due to slow start on projects. See EL1 report for details.	Plan vs. Actual (Type 1 & 2), On Scope, Schedule, Budget, 2-Year CIP
Electric Asset Management							Rod		Type 1 + Type 2 capital spending is low when compared against predicted straight line approach. Several major payments are expected to occur in Q4 based on information available from PMs and program managers. Current tracking is 1-2% overage for Electric.	Plan vs. Actual (Type 1 & 2), Electric Queue? 1 Qtr. ahead?, On Scope, Schedule, Budget, 2-Year CIP
Environmental/Sustainability							ET/LT (Mike)		Environmental metrics indicate continued good performance. One spill was reported in Q3; it is still being addressed. One DEQ reporting requirement was missed and was self-reported. No FERC compliance or river ramping issues this quarter.	Spills, property management, leveraged funds, waste management, Source Protection, sustainability, GHG emissions, SF6, carbon mitigation





















**EWEB ORGANIZATIONAL PERFORMANCE DASHBOARD  
OPERATIONAL PERFORMANCE INDICATORS CY2017**

PERFORM										
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Community Investment							ET/LT		Strategy and budget to be discussed at the October board meeting. Management is in the process of refining the Community Investment program.	Decisions based on established criteria which align with EWEB's core values.
Information Technology Work Plan							Matt		IS Type 1 Capital is at 75% spend. Expected year end is 100% spend. Type 2 Capital is slightly behind spend due to vendor delays  On target for Project completion.  Cyber Security enhancements are on track for completion by EOY	Plan vs. Actual (Type 1 & 2), On Scope, Schedule, Budget, Cyber Security

Status = Traffic light indicators represent past performance for the quarter  
Trend = Arrows are a projection of future results  
Red Light = Significant actual or projected miss in cost, scope or schedule. Issues that will likely cause material impacts.  
Yellow Light = Potential or minor miss with respect to cost, scope or schedule. No major impacts in spite of miss.  
Gray Light = too early to tell; metrics in process of being defined or collected.  
Green Light = Completed or projected to complete with respect to cost, scope or schedule. Results exceed or expected to exceed objective.  
Split Color Light = Two distinct reporting results, which will be explained in the comments section.  
In the case of a split color light displayed for Financial reporting, revenue will appear on the left-hand side and expenses will appear on the right-hand side.



**EWEB ORGANIZATIONAL PERFORMANCE DASHBOARD**  
**MAJOR PROJECTS CY2017**

PERFORM										
Major Projects	JOP	Q1 Status	Q2 Status	Q3 Status	Q4 Status	EOY Destination	Owner(s) (Lead)	Trend	Comments	Drivers
Carmen-Smith							Mike		EWEB submittals to FERC are complete. Now awaiting agency and FERC action on license. License expected Q2 2018. Planned 2017 work completed safely, on time and under budget. Plans for work in 2018 and beyond are progressing appropriately.	Execution including scope, schedule and budget, progress will be measured by key milestones each quarter
Alternative Water Source (AWS)							Mel		Willamette Project is closed out due to deferral. Emergency Water Supply feasibility study has started and communications with potential partners (4J, UO, Bethel) have been initiated but are progressing slowly. AWS will drop off Major Projects List in Q4 and Emergency Water Supply will be added.	Execution including scope, schedule and budget, progress will be measured by key milestones each quarter
Customer Information System (CIS)							SF/MB		Software contract approved and implementation consultant contract is on November consent agenda. Project kick off approximately one month behind; however other work such as test environment set up is in process.	Execution including scope, schedule and budget, progress will be measured by key milestones each quarter
Modernization Products (AMI facilitated)							Rod		All remote reads and billing processes installed, tested and in production. Meters for the year have been ordered and being installed per Opt-In policy. Single Phase Meter techs have been hired and on track to be installing meters Q1 2018. The Board has requested a review of the meter deployment strategy; scheduled for February 2018.	Execution including scope, schedule and budget, progress will be measured by key milestones each quarter

# EWEB ORGANIZATIONAL PERFORMANCE DASHBOARD

## MAJOR PROJECTS CY2017

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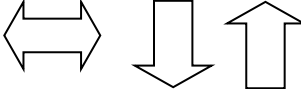
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


**EWEB ORGANIZATIONAL PERFORMANCE DASHBOARD**  
**STRATEGIC GOALS CY2017**

TRANSFORM										
Strategic Initiatives	JOP	Q1 Status	Q2 Status	Q3 Status	Q4 Status	EOY Destination	Owner(s) (Lead)	Trend	Comments	Drivers
<b>Proactive Outreach</b> We will actively engage our customers and community partners on pricing approaches and alternative water source opportunities.							Rene		Ad hoc customer pricing redesign committee meetings completed and staff recommendations presented to ET; AWS conversations underway with 4J, UO, others; will continue to pursue dialog with these partners. Open house and other outreach scheduled in October (City Club, Rotary, et. al.)	Campaign and project objectives, event attendance and survey response rates.
<b>Simplify and Streamline</b> We will increase our operational effectiveness by streamlining our processes, specifically those needed to implement a new Customer Information System (CIS), improve our customer interactions, and reduce administrative overhead associated with work and asset management.							ET (FL)		Employment offer has been extended to Process Improvement Program Manager. Business Intelligence project is underway and will extend through Q1 2018. Process improvements implemented for water development pricing. Customer Support team is keeping an eye on responsiveness to customer inquiries to optimize efficiency.	Processes Mapped Est. Cost of Processes
<b>Cultural Dynamics</b> We will create a culture that inspires us to respectfully work together for a common cause, motivates us to makes decisions and take action, and sets expectations and holds us accountable for results.							ET (FL)		IBEW relationship is productive. Other indicators are strong (e.g. absenteeism, safety, etc.) Some specific workforce changes have caused anxiety in areas of the organization. Employees are adapting to new structure. Management continues to communicate with employees about strategic plan and organizational changes.	HR Cultural Dynamics and Compliance dashboard.



## EWEB ORGANIZATIONAL PERFORMANCE DASHBOARD STRATEGIC GOALS CY2017

TRANSFORM										
Strategic Initiatives	JOP	Q1 Status	Q2 Status	Q3 Status	Q4 Status	EOY Destination	Owner(s) (Lead)	Trend	Comments	Drivers
<b>Organizational Resiliency</b> We will target specific areas to improve our human, financial, and operational resiliency, including management and supervisory succession, cash management, electric system design, and waste reduction.							ET (MD)		Affordability Initiative efforts are progressing as planned, financial metrics are strong. Storm preparation in progress; SCADA linked to outage management system, Responder and Wire Watch training conducted, interactive outage map is in pilot stage.	Phase II Workforce Planning - progress against plan, qtrly milestones, qtrly or annual worker replacement rate against 0.7 target. Operational, Capital and Long-term Financial plans.

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