



MEMORANDUM

EUGENE WATER & ELECTRIC BOARD

Rely on us.

TO: Commissioners Mital, Simpson, Helgeson, Manning and Brown
FROM: Roger Gray, General Manager
DATE: December 22, 2015
SUBJECT: 2016 Organizational Key Performance Indicators (KPIs)
OBJECTIVE: Share draft 2016 Organizational KPIs for feedback

Issue

Need to establish 2016 EWEB Key Performance Indicators.

Background

Each year, the General Manager presents the organizational priorities along with the Key Performance Indicators that EWEB will focus on for the coming year.

Discussion

The 2015 format has been in place for the past two years. A few updates have been proposed for 2016, primarily to update and consolidate the existing categories.

Management is seeking feedback from the Board on the proposed changes to the 2016 Organizational Dashboard. Please note that some of the goals may be further refined to better reflect EWEB's strategic initiatives for 2016. The final draft of the Organizational Goals & KPI will be brought back to the Board in February for approval.

TBL Assessment

The balanced scorecard approach takes into account the three legs of the TBL model.

Recommendation

Provide any feedback on changes proposed.

Requested Board Action

None at this time. Final draft will be submitted for approval at the February Board meeting.

Please contact Anne Kah or Erin Erben if you have questions or comments.

PROPOSED EWEB ORGANIZATIONAL PERFORMANCE DASHBOARD - CY2016

Customer & Stakeholder Perspective									
	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Owner	Trend	Expected Finish	Comments	Sources
PERFORM									
Customer Engagement & Satisfaction					LR		Ongoing		Public Affairs 2015 Operational Plan
Customer Service and Energy Management Services Operations					MF		Ongoing		CS&EMS 2015 Operational Plan
Environmental Stewardship					SN		Ongoing		Environmental 2015 Operating Plan
Product Delivery – Conservation, DR, & EE					MF		Ongoing		CS&EMS 2015 Operational Plan
Product Delivery – Electric Service					TS		Ongoing		Electric 2015 Operational Plan
Product Delivery - Water					BT		Ongoing		Water 2015 Operational Plan
Water Reliability Initiative: Emergency/Provisional, and Alternative Water Source (AWS)					BT		Ongoing		Water 2015 Operational Plan
Financial Perspective									
	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Owner	Trend	Expected Finish	Comments	Sources

PERFORM									
Budget Adherence – Electric Utility					SF				Electric Financial Statements
Budget Adherence – Water Utility					SF				Water Financial Statements
Sale of Smith Creek Risk Management					DC SF				Asset sales plan
Management of Real Property					SN		Ongoing		Property 2015 Operational Plan
Sale of Surplus Riverfront Property (~ 17 acres; does not include HQ)					RG		Ongoing		MOU with City of Eugene
Financial Contribution of Trading Operations					DC		Ongoing		Power Operations 2015 Operational Plan
Financial Health Recovery Plan Implementation					SF		In progress		2016 Budget
Financial Metrics – Electric Utility (Reserves, DSC, etc.)					SF		In progress		Electric Utility Financial Statements
Financial Metrics – Water Utility (Reserves, DSC, etc.)					SF		In progress		Water Utility Financial Statements
Operational, Continuous Improvement and Efficiency Perspective									
	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Owner	Trend	Expected Finish	Comments	Sources
PERFORM									
AMI/MDM Projects					EE		Opt-in phase thru 2017		I.S. 2015 Operational Plan

Capital Improvement Program Implementation					MD		Ongoing	Includes approval of electric master plan	Engineering 2015 Operational Plan
Carmen-Smith Relicensing Project					MM		Ongoing		Generation 2015 Operational Plan
Generation Asset Efficacy					MM		Ongoing		Generation 2015 Operational Plan
IS Project Execution					EE		Ongoing		I.S. 2015 Project Plan & 2015 Division Goals
Work Asset Management Project (WAM) business stabilization and phase II planning.					EE		In progress		Roger Gray initiated a 6-month WAM Business Stabilization effort in Q1 due to concerns with roll-out of new system.
Regulatory Compliance and Self Reporting					SF		Ongoing		ER/IC Operational Plan
Vehicle Safety and Property Preservation					MM		Ongoing		Generation 2015 Operational Plan
People/Cultural Perspective									
	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Owner	Trend	Expected Finish	Comments	Sources
PERFORM									

Employee Engagement					LK		Ongoing		Human Resources 2015 Operational Plan Public Affairs 2015 Operational Plan
Employee Safety, Health, & Wellness					LK		Ongoing		Human Resources 2015 Operational Plan
Workforce Composition EWEB CULTURE					LK		Ongoing	Discrete metrics Includes: <ul style="list-style-type: none"> EWEB U & other training WBT Engagement survey & action plans Health & Wellness Programming Safety & Disability Mgmt Performance management Employee Relations Issues Grievances 	Human Resources 2015 Operational Plan Public Affairs 2015 Operational Plan
Workforce Performance COMPETITIVE EMPLOYMENT PRACTICES & PROGRAMS					LK		Ongoing	Market-based compensation packages CBA ratification or management implementation. If no ratification, labor dispute resolution process	Human Resources 2015 Operational Plan
TRANSFORM									
	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Owner	Trend	Expected Finish	Comments	Sources
Financial Position Close LTFP shortfalls within next three years through cost mitigation strategies					SF		On-going process	Includes continuous process improvement initiatives	

Change Management (NEW) Implement formal change management methodology at EWEB and use for IS project deployment in addition to other major initiatives					EE				
Strategic Workforce Planning Develop and implement a long-term workforce planning methodology and project plan					LK				

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.

