



MEMORANDUM
EUGENE WATER & ELECTRIC BOARD

Rely on us.

TO: Commissioners Schlossberg, Brown, Barofsky, Carlson, and McRae
FROM: Lena Kostopulos, Chief Workforce Officer
DATE: March 30, 2021
SUBJECT: Annual Evaluation of the General Manager Lawson's Performance for Year 2020

In accordance with the terms of the General Manager's Amended Employment Agreement, this memorandum provides information to support the Board's required annual evaluation of GM Lawson's performance and, consideration of any associated recognition award.

The Agreement requires only the Board's consideration of a recognition award. The Board's decision to make such an award is entirely optional.

The following information is intended to aid the Board in its decision regarding the award and, also outlines the public process requirements for the conduct of the Board's performance evaluation discussions and deliberation pertaining to a recognition award.

Background

In addition to the annual performance evaluation and consideration of a recognition award, GM Lawson's Agreement also stipulates that he is to receive a scheduled adjustment in January of each year. This adjustment is based on the CPI escalator which is applied to the compensation plan covering EWEB's non-represented (MAPT) employees but, is limited to a minimum of 2% and a maximum of 4%.

In January, the MAPT compensation plan structure was adjusted upward by 1.75%. In accordance with the Agreement, GM Lawson received the minimum 2% adjustment, bringing his annual salary to \$325,760.

With respect to its consideration of a recognition award, the Board may recall that during last year's performance evaluation process, GM Lawson was rated "fully-performing" and "exceptional" in all categories. However, based on Coronavirus pandemic-related economic conditions and forecasts, the Board chose not to issue any recognition award. That action was consistent with the foundational principles of the MAPT pay plan. In their deliberations, Commissioners also weighed the appropriateness of granting a recognition award in the context of financial pressures EWEB customers were thought to be experiencing at the time.

For the Board's further reference, MAPT employees were eligible to receive performance recognition awards last year but, recognition awards will be withheld in 2021.

Board Action

Pursuant to the General Manager's Amended Employment Agreement, the Board should meet with GM Lawson during Executive Session to provide direct feedback and comment regarding his achievement of the Board's goals and his overall job performance for year 2020.

During Public Session, the Board should discuss the results of the annual evaluation. Also, during Public Session, the Board should deliberate and decide on the matter of any associated recognition award. Should the Board choose to grant a recognition award, it can be issued in the form of an adjustment to base salary, a one-time award, or some combination of the two. There are no contractual parameters governing the amount of any recognition award.

The Board's individual performance evaluation ratings and comments have been consolidated into a single evaluation document which, is attached for the Board's reference during the Executive Session dialogue with General Manager Lawson and, Public Session deliberations and decision pertaining to a recognition award.

Attachment: General Manager's Performance Evaluation, Year 2020

EWEB Board of Commissioners
General Manager's Performance Evaluation, Year 2020

OVERVIEW & INSTRUCTIONS

Competency Categories

There are three basic competency categories which are common to every EWEB employee. They are:

- Business Effectiveness
- Personal Effectiveness
- Interpersonal Effectiveness

A fourth competency is added for leadership roles. For the GM, this is:

- Executive Leadership Effectiveness

Summary descriptions of each competency category have been adapted to align with the requirements of the GM job and are provided for your reference on each rating page.

Performance Ratings

The GM performance ratings are the same ones used for all EWEB employees. They are: *High-performing, Performing, Developing, and Under-Performing*. A rating key appears on the following page.

As you select your ratings, please consider the General Manager's performance in each competency category separately and assign the rating you think best fits each one. Use the ratings you award in each category to inform your rating of the General Manager's overall 2020 performance.

Comments

Your explanatory and additional general comments are encouraged and add meaning to the evaluation. General Manager Lawson is asking for your specific and direct feedback about what you believe he is doing well and what he could do differently to improve his individual performance as a means to drive the Utility's results.

You might consider noting a specific example of a situation or a behavioral observation to illustrate a particular strength or development opportunity. Also, some raters choose to include qualifying remarks describing the reasoning for their rating.

Completing the Evaluation

You'll be awarding ratings for each the four competencies, GM Lawson's goal achievement, and issuing a rating for his overall performance.

EVALUATION RATING KEY

The following rating labels are used for all EWEB employee performance evaluations. Each one is accompanied by a description.

High Performing

Excels in virtually all aspects of the individual competency or overall; high performance levels have been sustained over time; reliably achieves excellent results; considered to have advanced skill or expertise in one or more aspects of the competency or within the profession or occupation; performance and skill level routinely *far exceed* what is necessary for success in the role.

NOTE: When used as an overall rating, it is reserved for EWEB's highest performing employees – approximately 10-15%. The rating may also be awarded to employees who have delivered some particular extraordinary outcome during the rating period, achieved a significant result with respect to a large initiative or major project, or demonstrated sustained and extraordinary effort to reach a notable objective.

Performing

Solidly skilled and performs commendably in all, or nearly all, aspects of the individual competency or overall; professional skill and expertise are sufficiently broad and deep; performance is very good, reliable; results meet and often exceed expectations; performance and skill level are equal to, or somewhat greater than, what is required for success in the role; deliverables and work quality are as expected and synchronized to organizational position level.

NOTE: "Performing" is a very favorable rating and is not considered "average" or a "C-grade." The majority of EWEB employees are rated "performing."

Developing

Sufficient foundational expertise, knowledge, and skill; opportunities for notable development exist; performance and skill level may be somewhat less than what is required for ongoing success; discernable development and/or sustained improvement in one or more aspects of the individual competency or overall is anticipated and required.

This rating represents a temporary developmental state.

NOTE: "Developing" is a perfectly acceptable rating; employees who are undertaking new initiatives, working in some unfamiliar discipline, or have limited experience in some particular aspect of their performance often receive a "developing" rating. Likewise, it is common to relatively new or recently promoted employees.

Underperforming

Performance is unacceptable and far less than what is required for success in the role. **An "underperforming" rating in any competency category results in an "underperforming" rating overall.** Employees receiving this rating require immediate corrective action.

PERFORMANCE EVALUATION, EWEB GENERAL MANAGER

General Manager: Frank Lawson	Rating Period: 1/01/2020– 12/31/2020
EWEB Commissioner:	

BUSINESS EFFECTIVENESS

Strategic and operational understanding and technical expertise required for EWEB oversight, including: management and evolution of infrastructure; stewardship of assets and finances; organization and deployment of the workforce; solid business acumen; knowledge of current industry best practices; awareness of shifts in industry and economic conditions;

Anticipates future consequences and create breakthrough proactive and responsive strategies and plans, conceptualizes future scenarios and likely outcomes, thinks critically and creatively; encourages creativity in others, solicits and demonstrates openness to ideas from all organizational levels and from expert sources inside and outside the utility industry; applies good judgment in projecting how potential ideas may play out, copes effectively with ambiguity and capably manages change and uncertainty.

Advanced skill in complex problem-solving and decision-making; uses rigorous logic and honest analysis to evaluate problems; anticipates and identifies hidden challenges; looks beyond the obvious and doesn't stop at the first or easiest solution; makes sound decisions based on a combination of analysis, wisdom, experience and sophisticated judgment; evaluates and accepts well-calculated risk; anticipates potential "down-sides" of decisions and makes necessary contingency plans; engages in vigorous debate and thorough study but appropriately senses when enough discussion and analysis have occurred or when further study is impractical or offers little additional value; unafraid to make decisions and readily accepts responsibility and accountability for the outcomes of decisive actions.

Vigorously advocates for EWEB's interests; engages actively with regional and national professional industry associations and groups to monitor trends; remains apprised of and understands the effects of emerging legislation and regulatory standards and ensures EWEB is fully represented in stakeholder forums; participates with local leaders and community groups and represents EWEB at community events.

BUSINESS EFFECTIVENESS RATING

Rater 1	Rater 2	Rater 3	Rater 4	Rater 5
✓ High Performing Performing Developing Underperforming	High Performing ✓ Performing Developing Underperforming	✓ High Performing Performing Developing Underperforming	✓ High Performing Performing Developing Underperforming	✓ High Performing Performing Developing Underperforming

COMMENTS (Business)

Rater 1: Frank continues to demonstrate exceptional leadership in all aspects of this category. I believe Frank is well respected by local leaders as well as regional industry executives and managers. Franks open door policies help foster a good dialogue with his leadership team as well as all EWEB employees. The slower than anticipated roll out of AMI is something that I believe was not predictable however Franks ownership of the challenges is a testament of his ability to find solutions to complex issues.

Rater 2: My review of the GM's 2020 performance is based primarily on the State of the Utility report. 2020 brought big curve balls including wildfires and a life-threatening pandemic. The utility,

under Frank's leadership, has navigated these challenges skillfully and Frank deserves a lot of credit for the utility's success in these unprecedented conditions.

Rater 3: In my short time on the board, I have seen Frank exhibit advanced skills in dealing with complex business problems.

Rater 4: Frank has successfully steered EWEB through this past year and has managed to keep the agency strong. This could have been a tough year, both financially and in terms of navigating the workplace, but Frank's clear vision and level-headed leadership enabled EWEB to continue doing regular business and pivoting to respond to multiple crisis, including the Holiday Farm fire.

Rater 5: Frank continues to handle difficult situations and system shocks with grace and control. He has built a strong balanced team that works well together to overcome challenges and keep the best interests of the community and organization in mind. Frank continues to be an advocate in regional threats proactively trying to prevent crisis. This year presented many challenges to overcome and the utility walked away relatively unscathed. Frank and his team stepped in to provide desperately needed community support when many lost jobs and were unable to pay bills. The only areas I have seen that could use more attention in the wake of recent disasters are in regard to more proactive fire control measures, the severity of that event seems to warrant more strategy around future mitigation, attention to AMI and Leaburg Dam (which seems to be stalling or taking longer than I would usually expect), and finally, a path forward on secondary water source. Obviously, many obstacles this year made progress in any area challenging. Frank succeeded in keeping the utility operating, protected staff using science-based measures, adapted to changing data on best practices and government guidelines, and made progress on many key initiatives including the water storage tanks, ROC consolidation, and upgrades to customer billing and communications.

PERSONAL EFFECTIVENESS

Personally organized, high-functioning and productive; sets effective prioritized objectives; establishes plans and organizes for execution; sets clear expectations and high standards for deliverables and outcomes; accomplishes work through others by appropriately delegating duties and responsibilities and empowering direct reports; establishes relevant and quantifiable goals; establishes indicative measures and monitors progress and results; communicates organizational, divisional and individual progress; milestones and targets are generally reached as agreed upon and within prescribed time frames; proactive in informing conditions which demand attention and course correction or when renegotiated time lines or alternative approaches are necessary to achieve an objective.

Creates a structure and environment designed to enable accountability and reliable performance; recognizes and acknowledges success of direct reports and appropriately and promptly intervenes when correction is necessary; models perseverance and a drive for results; continuously evaluates organizational performance and directs correction or process improvements as needed; challenges organizational status quo; motivates others to achieve better outcomes.

Operates with honesty, integrity, and within ethical standards; accepts individual accountability and responsibility for his authority and the Utility’s results; informs proactively and responsibly regarding emerging controversies, critical business developments, and emergencies; creates or leverages opportunities to represent EWEB interests and to interact with customers, community partners and stakeholders to receive input to enable better service delivery, or respond to criticism and complaints; remains accessible and actively engages with media representatives to proactively influence a balanced tone in reporting on EWEB matters.

PERSONAL EFFECTIVENESS RATING

Rater 1	Rater 2	Rater 3	Rater 4	Rater 5
✓ High Performing Performing Developing Underperforming	High Performing ✓ Performing Developing Underperforming	✓ High Performing Performing Developing Underperforming	High Performing ✓ Performing Developing Underperforming	✓ High Performing Performing Developing Underperforming

COMMENTS (Personal)

Rater 1: The COVID challenges placed a huge burden on all industry leaders however EWEB was able to work through most hurdles and adapt as best they could to continue to provide excellent service to ratepayers while placing the health and welfare of the employees as top priority.

Rater 2: My review of the GM's 2020 performance is based primarily on the State of the Utility report. It is more difficult to assess personal effectiveness (vs. business effectiveness) from this kind of report - however the utility's performance during extremely difficult conditions suggest Frank is "personally organized, high-functioning and productive; sets effective prioritized objectives; establishes plans and organizes for execution; sets clear expectations and high standards for deliverables and outcomes" and is effective in performing the other components of this category.

Rater 3: Too short of tenure to make in depth judgment.

Rater 4: Frank is very clear in setting goals and communicating them to the Board. I can't speak to how he works with other employees and whether his organizational style works well with them, but EWEB is a well-run organization and there seem to be few hiccups.

I will say there is one area where I feel that communication and planning has come up a bit short regarding the board - with the power planning process. I believe that is an area where the planning and execution (thus far) haven't been very clear and caused more confusion than adding anything meaningful to the Board's work.

Rater 5: I believe Frank excels in this area as well, though staff are likely better able to provide knowledge on Frank's ability to set clear expectations and high standards for deliverables and outcomes. The success Frank has had for the utility as a whole suggests that he is able to empower, guide, and give mid-course corrections to the team as necessary to achieve real results. With regard to the board, I believe Frank has professionalized and institutionalized a useful framework and environment designed to yield results from the board and helps to maneuver the board to provide timely feedback. Frank's integrity and honesty is unparalleled. I have never been given a reason to question Frank's motives and it seems Frank is typically the first to come to the Board and admit a shortfall or unintentional consequence. We even see this in the process Frank has outlined with regard to KPIs and regular reporting of the "Good, the Bad, and the Ugly". I could be misremembering the exact phrasing, but the summary is that Frank reports on the entire situation and recognizes that there is a range of success and obstacles and doesn't hide them or shy away from failures. He uses those failure points to create mid-course corrections and supports staff to see those as learning opportunities to be shared not brushed under the rug.

INTERPERSONAL EFFECTIVENESS

Demonstrates appropriate care and concern for others; approachable, respectful, and relates well with others; cultivates constructive and productive relationships with Commissioners, EWEB customers, employees, community leaders, industry peers, and other stakeholders; maintains an awareness of prevailing or developing attitudes, senses potential conflict or emerging difficulty and takes proactive mitigation steps; maintains composure and behaves diplomatically in difficult situations; solicits input and seeks opportunities to interact with others, both within and outside of EWEB; listens with genuine curiosity and demonstrates interest in and respects the opinions, experiences and, wisdom of others.

Values the importance of workforce diversity for EWEB and the community; seeks to understand the perspectives of others and the origins of their thinking; welcomes and considers the viewpoints and contributions of all individuals regardless of gender, sexual orientation, ability, culture, ethnicity or racial background; demonstrates interest in and regard for individuals across economic and educational strata and age groups; sponsors, supports or participates in efforts to build cultural competency for both organizational and personal development; models appropriate behavior; ensures workforce conduct comports with EWEB values, policies, and the law through clear and unyielding expectations for respectful behavior; intervenes to prevent or stop any harassing, discriminatory or other inappropriate conduct.

INTERPERSONAL EFFECTIVENESS RATING

Rater 1	Rater 2	Rater 3	Rater 4	Rater 5
✓ High Performing Performing Developing Underperforming	High Performing ✓ Performing Developing Underperforming	✓ High Performing Performing Developing Underperforming	High Performing ✓ Performing Developing Underperforming	High Performing ✓ Performing Developing Underperforming

COMMENTS (Interpersonal)

Rater 1: Franks ability to be open and honest in his self-evaluation and take ownership of both successes and failures is a leadership trait I believe sets a tone at the organization for others to follow. Frank is deliberate and direct while he respects opposing viewpoints and opinions. He continues to have an open and trusted relationship with commissioners, industry leaders and local elected officials,

Rater 2: As a commissioner elect in 2020, I had a fair amount of interaction with Frank one-on-one as well as with staff teams that included Frank. Frank has very refined interpersonal skills. He is respectful and clear in his communication with other EWEB staff and Commissioners.

Rater 3: Very good at bringing a new commissioner up to speed. Regarding the staff and the rest of EWEB all interactions with upper management seem good with my limited observations. As far as rank-and-file employees I do not have enough information to make an informed judgment.

Rater 4: Frank is very approachable and available. He treats others with respect and is willing to listen to diverse viewpoints. The only constructive feedback I have is that because he has such a deep and broad knowledge base, he can sometimes answer questions or explain concepts at a much higher, more technical level than necessary. I have seen this both with community members and with Board members. I don't think he is doing this on purpose - I just think his level of understanding and his way of thinking about EWEB issues is more comprehensive than others.

Rater 5: I think Frank's respect and compassion for staff and his "Tour de Frank" meetings show that he believes connection with staff at all levels is valuable for building strong relationships with the entire team. I think the new paradigm we have entered and will be forever changed by, will necessitate new focus on the topic of connection in an environment where people are separated and may be permanently displaced from working in the campus setting. This will require new ways promoting interpersonal relationship building. Due to the fact that the team was high functioning to begin with, I believe that they have weathered the storm well, but continued support in this area will wither without new innovative attention.

While I believe Frank has always been a proponent of workforce diversity and I do believe that it is challenging to make significant change in such a homogeneous community. I believe we should pay more attention to this area and be more proactive about addressing these topics. I have seen some innovation and attention. Particularly Lisa was tasked with finding best practices and gleaming results from other utilities. While, I don't believe utilities have been pillars for change in that regard, and I was dismayed that her work never rose to the board level, I do think there is an opportunity to grow and be innovative, but we will have to look outside of the utility silo to find that change. There is a course taught by Harvard Executive Program that focuses on Diversity and Inclusion. As a professional development tool, if Frank is interested, I would recommend the Board consider approving that or some other training as Frank sees fit to further handle this new era of relationship building.

EXECUTIVE LEADERSHIP EFFECTIVENESS

Formulates and communicates a compelling vision. Demonstrates a sense of purpose by anticipating present and future customer expectations and is driven to meet or exceed what is required; focuses on possibilities, conveys appropriate optimism, and builds confidence and a drive for success in others.

Models well-considered risk taking and encourages exploration; invites and encourages vigorous but appropriate debate; creates an atmosphere which enables free thinking and invites disparate views with no fear of reprisal for respectfully expressed contrary opinions; portrays appropriate confidence balanced with humility; secure in understanding what he does not know; seeks advice from subject matter experts at any level, and gives credit to others for their efforts and contributions; demonstrates a willingness to work side-by-side with anyone at any level of the organization.

Models continuous learning and readily accepts unfamiliar challenges; admits mistakes, accepts responsibility, offers apology when appropriate and makes corrections; translates mistakes into learning opportunities which he shares for the benefit of others.

Faces adversity with resolve and courage; readily and capably addresses conflict and accepts his responsibility to take unpopular action when necessary; communicates directly and truthfully; unafraid to express disparate or unpopular viewpoints; respectfully speaks up when in disagreement with Commissioners, community stakeholders, or industry leaders; articulate in explaining his position; senses when concession or compromise is necessary and is able to move on without difficulty.

Acts with integrity, maintains confidentiality, and models honest and ethical conduct.

EXECUTIVE LEADERSHIP EFFECTIVENESS RATING

Rater 1	Rater 2	Rater 3	Rater 4	Rater 5
✓ High Performing Performing Developing Underperforming	High Performing ✓ Performing Developing Underperforming	✓ High Performing Performing Developing Underperforming	✓ High Performing Performing Developing Underperforming	✓ High Performing Performing Developing Underperforming

COMMENTS (Executive)

Rater 1: Frank adapts well to changes directed by Board actions and prepares well for a good, open dialogue of the pros and cons of major decisions facing the utility. Franks straight forward approach to challenges allows for an open dialogue which is greatly appreciated and which I believe results in good decisions.

Rater 2: Based on the State of the Utility for 2020 and my interactions with Frank in 2020 as a commissioner elect, I find Frank has extremely effective executive leadership skills.

Rater 3: Too short of tenure to make in depth judgment. However, with many critical decisions upcoming this will be a skill that will be called upon to a great extent.

Rater 4: I think Frank is very forward thinking and is anticipating the changing world. He is able to say when he does not know something and makes sure he finds out the answers. I think he is very principled and when he is strong in a belief, he is willing to take responsibility for things which may be unpopular. He also shows an open mind on other issues and is able to compromise. I appreciate that he gives credit to other EWEB employees and he seems to support their professional development by giving them opportunities to directly address the Board.

Rater 5: Frank guided the team with his patient logical approach, helped develop and update the strategic plan and has been marching along executing the core initiatives outlined. He has tackled adversity head on, admits mistakes, and encourages exploration as stated in previous sections.

GOAL ACHIEVEMENT

The degree to which the General Manager has delivered on 2020 goals and advanced EWEB's Strategic Plan. (For reference, GM Lawson's State of the Utility Operating Results presentation appears beginning on page 9).

GOAL ACHIEVEMENT RATING

Rater 1	Rater 2	Rater 3	Rater 4	Rater 5
✓ High Performing Performing Developing Underperforming	High Performing ✓ Performing Developing Underperforming	High Performing ✓ Performing Developing Underperforming	High Performing ✓ Performing Developing Underperforming	High Performing ✓ Performing Developing Underperforming

COMMENTS (Goals)

Rater 1: EWEB has a strategic plan that emphasizes resiliency and affordability amongst other goals. The Holiday Farm fire coupled with the COVID pandemic made day to day operations a challenge let alone achieving goals that were set pre-COVID/fire. While not all goals were 100% achieved. I believe Frank did an exemplary job of making sure the utility kept functioning while continuing to strive to achieve goals which were again set without any prediction of the pandemic or fire.

Rater 2: No Comments.

Rater 3: Too short of tenure to make in depth judgment. However, what I have seen handled 2020 quite well.

Rater 4: I think Frank has done a remarkable job meeting some of our goals this year. One reason I did not give him high performing is that we are a bit behind on our cooperation with SUB and the second water plant. I think this was unavoidable due to COVID and to Springfield's political environment this year. I also know that the electrification analysis is complete, but I think the process hasn't been smooth and I'm still a bit confused by how it started and where it is now.

Rater 5: I mark this section as "Performing" with the caveat that the goals outlined for 2020 didn't see as much success or progress, but that there were emerging shocks including pandemic, inequities sparking riots, and fires that took center stage and were not outlined in the 2020 goals listed below. Those emerging issues clearly commanded significant resources and explain away much of the reduced progress I believe we otherwise would have seen without those compounding shocks. I am thankful of the resiliency work that Frank and the team have undergone to build the bench and have plans in place, while they were not exactly the shocks we have discussed in depth in recent years, I am sure they helped us pivot and adapt more quickly than we otherwise would have during this unprecedented year.

OVERALL PERFORMANCE RATING

Rater 1	Rater 2	Rater 3	Rater 4	Rater 5
✓ High Performing Performing Developing Underperforming	✓ High Performing ✓ Performing Developing Underperforming	✓ High Performing Performing Developing Underperforming	✓ High Performing Performing Developing Underperforming	✓ High Performing Performing Developing Underperforming

COMMENTS (Overall)

Rater 1: Frank continues to meet the challenges of working with one of the most volatile commodities in the world. His ability to effectively listen to and adapt the utility to the climate change goals and challenges which balancing resources and affordability is appreciated. EWEB has major challenges in McKenzie restoration, second source, AMI. Leaburg, reservoir replacement just to name a few, and having Frank as the leader is reassuring that EWEB will make the best decisions for all concerned as we move forward.

Rater 2: Frank has done a remarkable job of leading the utility through unprecedented challenges. His demeanor is calm and professional and credible. Frank demonstrates clarity of vision, organizational leadership, and consistent follow through. It is hard to imagine someone more skillfully navigating the challenges that 2020 dished out.

Rater 3: No Comments.

Rater 4: I think Frank is an effective leader and has enabled EWEB to come through this past year strong and in a good position to tackle some big issues. He leads the organization calmly and expertly and he is always available to answer questions. I think he could improve a bit on how he explains complex issues to community members, especially as it relates to his vision for EWEB's future. I also think there are a couple of areas where we still need work - namely the electrification process and the second water source, but overall, we are lucky to have Frank and I appreciate his hard, steady work.

Rater 5: Frank's leadership, approach to team building, compassion for serving the community, goal setting, and professionalism have proved successful again. This year makes the snow and ice storms of years past seem like distant mole hills compared to the Everest of ongoing challenges 2020 offered. Thank you, Frank, for rallying staff, finding motivation to run this never-ending marathon, and strength to keeping everyone aligned on the core values and strategic plan. Your dedication and grounded approach kept EWEB moving on a positive path. Thank you for your service to our community.



Eugene Water & Electric Board

State of the Utility & 2020 Operating Results

Frank Lawson



State of the Utility Address

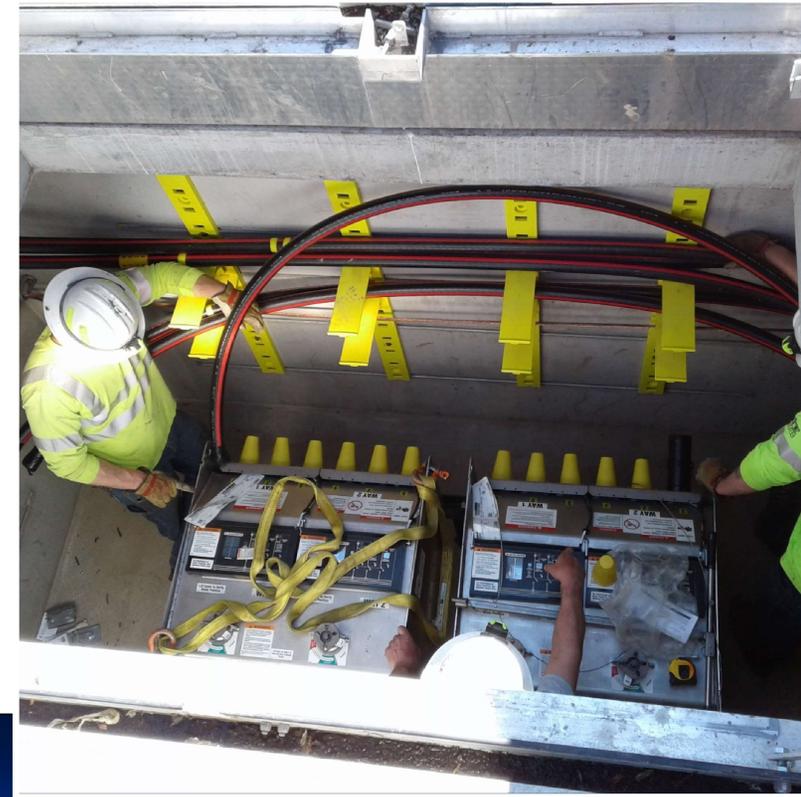
Frank Lawson
CEO & General Manager



Notable in 2021

- **Circumstance-Driven Resiliency**
Financial, Workforce, Assets, Process
\$1 Million Board-Enacted Emergency Watershed Funding
- **Reliable/Affordable Delivery**
7.96 Billion Gallons Drinking Water
2.45 Billion KWhs
197,000+ Direct Customer Interactions (non-media)
- **\$18 Million Community Investment**
Education Grants, Bill Assistance, Energy/Water Efficiency Incentives, CILT Eugene & Springfield
- **Customer Care & Energy Share**
COVID & Holiday Farm Fire Program Criteria
\$1.8MM, 7,516 Recipients, 20,000+ people

Eugene Downtown Underground Electrical Network Tie-Switch Installation



Notable in 2021

ORELAP Water Quality Lab Certification
(Cyanotoxins & Microbiology)

Wendell R. Ladue Award for Safety Excellence
American Water Works Association (AWWA)

Electric and Water Utility Bonds (New and Refunding) ~ \$90 Million
Electric Utility: \$56MM; Water Utility: \$33.4MM

Thank You - Commissioners Helgeson & Mital
Welcome John Barofsky & Matt McRae

Oregon Environmental Laboratory Accreditation Program (ORELAP)

EWEB Water Quality Laboratory, 2020



2020 Goal Achievement Summary

Annual Operational Goal	Result	Criteria
<i>Goal #1 – Manage utility operations</i>	Fully Achieved	Operational KPIs
<i>Goal #2 – AMI - standardize and scale the integration</i>	Partially Achieved	IS Upgrades; Communication Site(s) Tuned/Added; M2C Processes Updated; Ready for mass deployment in 2021
<i>Goal #3 – Improve the customer experience (self-service & Billing)</i>	Partially Achieved	Design Complete; Launch 2021
<i>Goal #4 – Enhance emergency management programs</i>	Fully Achieved	Completed Original Five (5) Emergency Water Sites; Black Start; Wildfire – Enhanced Vegetation Management
<i>Goal #5 – SUB - cooperative water resiliency plan</i>	Not Achieved	Inter-Tie Progress; Real Estate Priority
<i>Goal #6 – Electrification Analysis Report (Phase 1)</i>	Fully Achieved	Released Phase I Report
<i>Goal #7 – McKenzie River Hydroelectric Projects</i>	Partially Achieved	Technical Assessment; Initial Canal Economics
<i>Goal #8 – Climate Change Policy actions</i>	Fully Achieved	Customer Carbon Reduction(s)

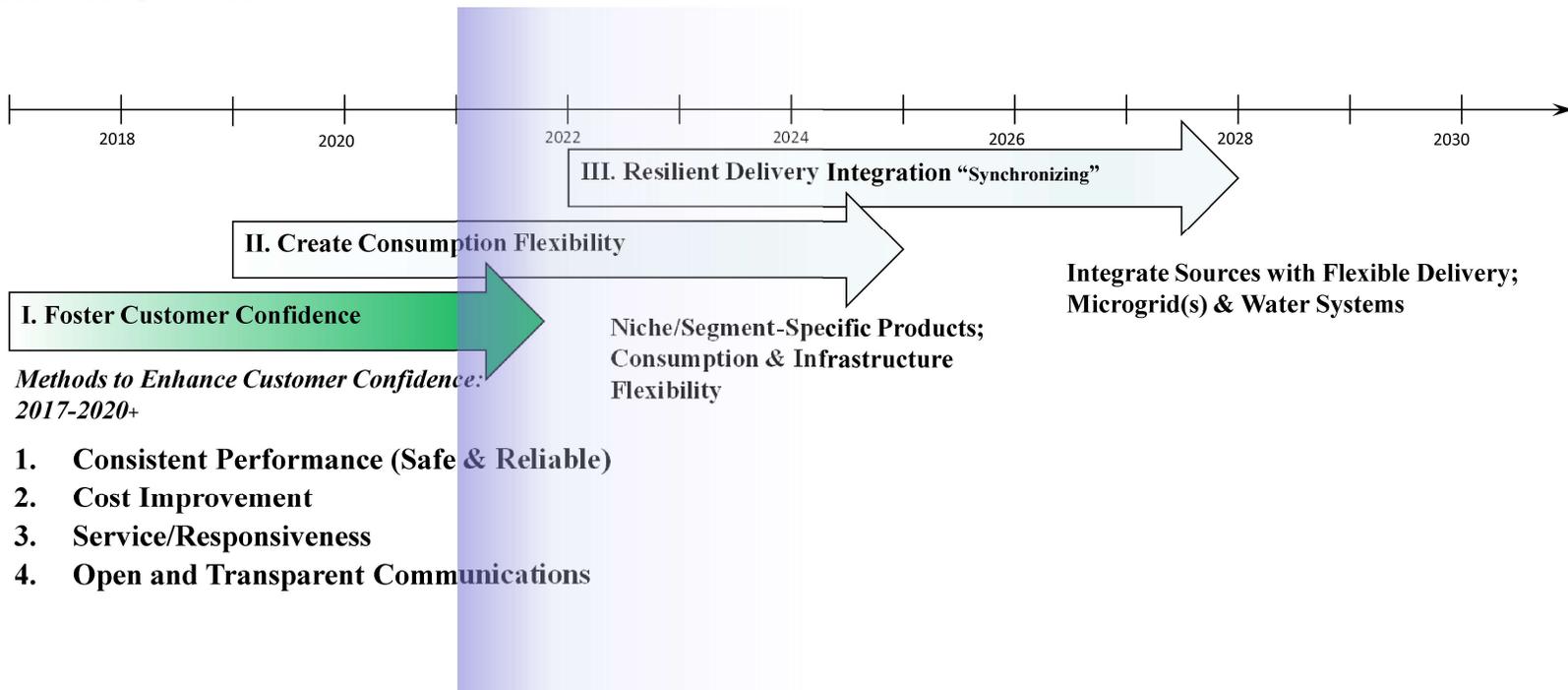
2020 Utility Trends



Strategic Assessment

10-Year Strategic Priorities

- 1. Emergency Preparedness & Disaster Recovery*
- 2. Electric Resource Choices*



Questions & Comments

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