



TO: Commissioners Schlossberg, Brown, Carlson, Barofsky, and McRae
FROM: Frank Lawson, CEO & General Manager; Rodney Price, Assistant General Manager
DATE: January 3, 2023
SUBJECT: 2023 Organizational Goals
OBJECTIVE: Action

Issue

Management is proposing the 2023 organization's annual goals for the Board's consideration and approval.

Background

In December, the Board deliberated and provided guidance and feedback to management on a set of proposed annual goals. The background memorandum for that discussion can be found at [Link-to-December-Memo](#).

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 annual goals. Organizational goals will be established annually that represent the General Manager's interpretation of the priorities as defined by the Board (Board Policy BL5). Accordingly, 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 budgets, and annual goals.

Discussion

Annual goals are a mechanism to prioritize and focus the organization's investments and resources on maintaining critical ongoing "perennial" business fundamentals, addressing discrete gaps or weaknesses, or positioning the utility for strategic success.

At the December 6, 2022, Regular Board Meeting, Commissioners engaged in a conversation related to the proposed 2023 priorities, opportunities, and goals. In summary, management garnered the following guidance and direction from that conversation.

1. Commissioners and management agreed to the reduced number of goals from 2022, as well as the overall language related to the proposed goals, including the change of *Operational Performance* to *Operational Effectiveness* in Goal 1 along with the focus on a data management plan.
2. Urgency and criticality of focus on building workforce and workplace culture while including Board policy development to support principles of DEI for our employees **and our community** as well as **resiliency**.

2023 Areas of Opportunity

EWEB's organizational goals are monitored and reported quarterly using defined performance metrics. While EWEB will achieve most 2022 goals, our quarterly reports also include areas of concern, notably workforce capacity and culture and coordinating major projects.

In 2023, our proposed goals are set to address our gaps as well as ensure we continue to strive to meet

our resiliency targets and our goals continue to support alignment of energy supply with consumption. Strategic milestones include preparing for our efficient and transformative adoption of new Business systems, improving the ability to understand and use consumption information and the ability to optimally forecast usage and purchase our power.

To continue building on our foundations, and advance our strategic plan, the following goals are offered for Board consideration.

Proposed 2023 Organizational Goals

Consistent with Board direction, policies, and organizational values...

1. **Operational Effectiveness:** *Maintain or improve our ongoing operational effectiveness and refine our use of the related data/information, key process indicators, and quarterly organizational reporting. As the basis to aid decision making and priority setting that increases customer value, encourages customer participation, and optimizes operational effectiveness, develop and launch an **enterprise data management plan**.*
2. **Workforce and Culture:** *Build and inspire a workforce and a workplace culture to fulfill ongoing business obligations and strategic initiatives in alignment with our organizational values by evolving our **Dynamic Workforce Model** (mobile/hybrid work opportunities), integrating a new **IBEW Collective Bargaining Agreement**, using the results of a comprehensive **employee survey** to continuously improve our employees' work experience, and working with the Board of Commissioners to develop and deploy policies that will weave **principles of DEI** (diversity, equity, and inclusion) and resiliency into our work.*
3. **EWEB Enterprise Solutions (EES):** *In support of the EWEB Enterprise Solutions (EES) Strategy, prepare to replace aging customer and financial information systems in 2024 with **SAP for Utilities** by creating and implementing a staffing plan for deployment and on-going support, cleansing legacy data, defining SAP cloud architecture, and mapping existing processes to the new applications while minimizing customization.*
4. **Integrated Resource Planning:** *Building on the 2022 Integrated Resource Plan (IRP), prepare an IRP for Board endorsement by using stakeholder outreach, a series of iterative analysis to test future scenarios, and finalized model results. Launch the analysis of the Bonneville Power Administration product options, "electives", and terms and conditions anticipated in the next contract.*
5. **Willamette Drinking Water Treatment Plant:** *Progress toward the 2025-2028 construction of a second drinking water treatment facility on the Willamette River by performing preliminary design verification and value engineering, completing the property annexation and initiation of plan/code amendments, completing the initial surveying and environmental investigations to support design and permitting efforts, and initiating the federal permitting process for the river intake and treatment plant facilities.*
6. **Leaburg Decommissioning Action Plan:** *Consistent with the Record of Decision approved via Resolution 2302, complete an initial **Leaburg Decommissioning Action Plan (LDAP)**, including identification of major project milestones through 2033, by coordinating with key public stakeholders, external agencies, and the Board of Commissioners and integrating with our near-term risk reduction measures to comply with FERC dam safety requirements.*

Monitoring and Reporting

Following the approval of the annual goals, Management will work with Staff to determine the best tactical milestones, or key process indicators (KPIs) needed to gauge progress and/or determine success. These defined measurement metrics will be developed and the progress toward achievement

of these goals will be reported quarterly to the Board and public beginning in May (Q1 Report).

Recommendation

Management recommends the Board approve the 2023 Organizational Goals.

Requested Board Action

Approval of the 2023 Organizational Goals.