



MEMORANDUM

EUGENE WATER & ELECTRIC BOARD

Rely on us.

TO: Commissioners Carlson, Barofsky, McRae, Schlossberg, and Brown
FROM: Frank Lawson, CEO & General Manager; Rodney Price, Asst. General Manager
DATE: May 29, 2023 (Board Meeting June 6, 2023)
SUBJECT: Resiliency Policy
OBJECTIVE: Direction

Issue

Commissioners expressed a desire to develop a Board policy directing the utility to incorporate resiliency into project design and decision criteria.

Background/Discussion

During the 2022 annual Board Policy Review (December), Commissioners expressed interest in developing a “resiliency policy”. EWEB staff collaborated on a draft of such policy as presented for Commissioner feedback as correspondence at the May 2, 2023, meeting. Commissioner feedback included a desire to create metrics to gauge progress, however staff views the policy as a “process guiding” tool to aid and support design and decision processes, not an “outcome-oriented” policy.

Recommendation

Staff recommends Commissioners deliberate on the content of the proposed SDxx Resiliency Policy (attached), with the goal of incorporating final edits and approval via resolution within the Consent Calendar at the July 11, 2023, Board Meeting.

Requested Board Action

Review and comment on the attached draft Resiliency Policy

Strategic Direction Policies (SD Policies)

SDXX Resiliency Policy

Effective Date July 11, 2023 (tentative)

EWEB is committed to providing essential services that protect and enhance our community’s vitality and strives to maintain these services without disruption. With the goal of sustaining safe, reliable, affordable, and environmentally responsible drinking water and electricity services, EWEB faces the challenge of effectively planning and operating in an environment of a changing climate, new technology, developing markets, political and regulatory flux, natural and human-caused threats, and evolving community expectations.

Meeting our ongoing obligation to provide essential services requires an organizational culture that fosters sustainability and resiliency of our infrastructure, finances, workforce, information, and decisions. In addition, EWEB acknowledges its role in furthering community resiliency so that our customer-owners can self-sustain through periods of disruption, recognizing the broad and unique needs of members of the community.

EWEB defines resiliency as follows.

Resiliency: The ability to reduce the likelihood, magnitude, and duration of sudden or gradual disruptive events through risk mitigation, emergency preparedness and response, and recovery strategies.

Consistent with EWEB’s Vision, Mission, and Values (SD1) and other Strategic Direction (SD) policies, along with other policies guiding Governance Process (GP), Board-Staff Linkage (BL) and Executive Limitations (EL), the Board supports a comprehensive approach to organizational and community resiliency, as defined above, using the following primary guidance.

1. Infrastructure and Systems (including service delivery, financial, and information systems)

The Board authorizes, delegates, and directs the General Manager to ensure that infrastructure design and construction, financial plans, communication and information systems, and operational and maintenance processes use risk-assessment methodologies that consider established criteria under both normal operating conditions and disruptive events.

2. Workforce

The Board further authorizes, delegates, and directs the General Manager to build workforce resiliency through transfer of knowledge and skills across the organization, creating redundancy, flexibility, and depth in mission-critical functions. The organization shall facilitate employee and family emergency preparedness, improving EWEB’s response to and recovery from disruptive events.

3. Community

The Board further authorizes, delegates, and directs the General Manager to cultivate partnerships that enhance community resiliency, leveraging unique capabilities with the potential to plan, mitigate adverse impacts of, or respond and recover from a variety of operating conditions or disruptive events. EWEB shall educate and encourage the community at-

large, including vulnerable and/or historically marginalized customer-owner segments, to plan and prepare to self-sustain through periods of disruption, as well as other options for response and recovery.

Implementation

Implementing the guidance provided in the policy will include the development and maintenance of risk mitigation and recovery plans for major potential threats (e.g., wildfires, chemical spills, etc.), and incorporate both normal and disruptive event conditions in triple-bottom-line (TBL) assessments, when applied. The resiliency of major decisions will be evaluated by assessing the sensitivity of outcomes under a variety of different future conditions.

The guidance outlined in this policy are acknowledged as results or conditions that are acceptable to the Board in the process of establishing policy and approval of Strategic Plans, Long-Term Financial Plans, Capital Improvement Plans, annual budgets, and goals, as established in Board Policy BL4 “Delegation to the General Manager”.

So that EWEB’s actions related to this policy are visible to the Board and our community, at least annually EWEB will compile and report on the status of strategic initiatives and annual goals associated with the implementation of this policy, as applicable.