



MEMORANDUM

EUGENE WATER & ELECTRIC BOARD

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TO: Commissioners Barofsky, Schlossberg, Brown, Carlson, and Morris
FROM: Diedre Williams, Chief People Officer
DATE: August 27, 2025 (September 2, 2025 Board Meeting)
SUBJECT: General Manager Transition – Executive Recruitment Process
OBJECTIVE: Information

Issue

EWEB's General Manager, Frank Lawson, recently announced his intent to retire with a target departure within Q2 of 2026. Before an executive search process for a replacement General Manager launches, staff is seeking the Board's guidance on several key points.

Discussion

Within the prepared materials for the September 2 Board session, the Board will find both presentation slides intended for the session as well as a draft position description for the General Manager position (based on the last approved position description from 2016).

As EWEB is a public entity, specific statutes (particularly ORS 192.660) dictate a portion of the process regarding executive recruitments. The materials provided will walk the Board through those requirements as well as provide a framework for conversation and decision-making around the larger recruitment process and the skills and capabilities desired within a successful General Manager candidate.

Recommendation/Requested Action

As an output from the session, the Board will be asked to give direction regarding the hiring process (subcommittee use and sourcing parameters) as well as hiring standards (the roles, responsibilities, and minimum and preferred qualifications of the General Manager position).

Attachments

1. General Manager Transition: Recruitment Process and Standards
2. General Manager/CEO Position Description with red-line edits



EUGENE WATER & ELECTRIC BOARD POSITION DESCRIPTION

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Position Title: General Manager

Working Title: Chief Executive Officer

Summary Statement

The General Manager reports to an elected five (5) member Board of Commissioners and is responsible for carrying out executive ~~responsibilities—duties~~ to ensure the effective, ~~overall~~ management and operation of a ~~customer-owned municipal~~ water and electric utility. The General Manager provides leadership in the fulfillment of the organization's mission and pursuit of its long-term vision in a manner consistent with the organization's values. The General Manager, working with the Board, staff, and community partners, shall lead the development and implementation of strategic plans to ensure the utility continues to be proactive and responsive to its customers, employees, and the general public and conducts utility business in accordance with legal and regulatory requirements, sound financial management practices, contract terms, policies and objectives established by the Board of Commissioners. The General Manager acts as chief executive officer of the operation of the organization and shall have all authority to: operate all utilities, hire, appoint, terminate or remove employees, reorganize and, as the General Manager deems necessary, disband and reorganize departments, act as contracting and purchasing agent for EWEB and award contracts for which there is an appropriation (except as otherwise provided in EWEB Purchasing Policies), prepare budgets, and enforce resolutions of the Board.

Policies pertaining to the relationship between the Board and General Manager, described as BL (Board-Staff Linkage) Policies are published on the website, or linked HERE. ~~The General Manager acts as chief executive officer and is an "at-will" employee.~~

Essential Functions and Tasks Performed

Examples of Duties - Duties may include, but are not limited to the following:

- Provide the leadership and management necessary to direct the utility to ~~meet~~ fulfill the mission, goals, objectives, policies, and budgets established by the Board of Commissioners and in accordance with pertinent laws and regulations. Provide leadership that encourages and holds staff accountable to carry out the duties required to ~~enable~~ fulfill the utility's mission.
- Create a compelling vision and ~~mission~~ strategy to ensure long-term success and positive organizational progress and change; Develop and recommend short- and long-range plans and goals and associated budgets to ensure adequate power and water supplies, reliable service delivery, sufficient physical plants, reliable infrastructure, efficient operational methods, and sound fiscal, business and process management.
- Provide recommendations to the Board regarding rates and policies to ensure revenues and available financial resources sufficient to meet EWEBs cost of operation, required expansion or improvements, and other expenditures at the most reasonable cost. Ensure the Board is sufficiently informed in a timely fashion of any emerging or unanticipated economic conditions potentially affecting EWEB financials.
- Maintain consistent and on-going communication with the Board. Ensure the Board is fully appraised of trends, regulatory changes, developing legislation and leading opinions regarding the utility industry. Lead management and workforce to position EWEB to respond as changing industry conditions and energy markets dictate. Ensure

the Board is sufficiently advised of any material shifts in the focus or management of significant or strategic EWEB operations or programs.

- Overarching responsibility for the management and continued development of the utility's workforce including the negotiation and administration of labor agreements and employment policies, implementation and administration of new employment practices and programs. Guide and authorize appropriate compensation, benefits and employment programs to ensure the Utility's continued ability to attract and retain a skilled workforce.
- Working directly with the EWEB leadership to delegate duties, plan for the future of the utility, ~~and to~~ devise and execute strategic objectives and utility programs, and cultivate a culture based on the values of the organization including safety, reliability, affordability, environmental stewardship, and community focus. Translate Board direction to utility leadership through clear and meaningful objectives and performance measures. Establishes and utilizes a leadership and workforce reporting structure to enable operational effectiveness, efficiencies and accountability for results. Carry out supervisory responsibilities over direct reports in accordance with the organization's policies and applicable laws. Ensure key staff development and establish succession contingencies through training as necessary or appropriate.
- Represent EWEB in communities served by the utility. Ensure effective communication with EWEB customers, employees, suppliers, partners, and the general public. Represent and promote the needs and objectives of EWEB. Work with officials at the local, county, state, and federal level as well as other utilities and industry organizations to represent and promote the needs and objectives of EWEB.
- Demonstrate support for the Board and its direction. Resolve conflicts between different constituents following review of their positions and interests. Act as a steward for EWEB's volunteer and community service efforts and lead by example.
- Satisfactorily demonstrate EWEB's core performance competencies at the level required for the position.
- Other related duties as assigned.

Note: This position description is intended to represent key areas of responsibility. It is not meant to be all inclusive and does not prescribe or restrict the work that may be assigned. Nothing in this description restricts EWEB's right to assign or reassign duties and responsibilities to this job at any time. Job descriptions may occasionally be updated, as necessary, to reflect evolving business needs.

Knowledge, Skills, and Abilities Essential for Success

Knowledge of:

- Requires extensive knowledge of the electric and water industries and a thorough understanding of all business units within the utility.
- Management and leadership principles with ability to delegate authority and responsibility to subordinates, to make use of appropriate controls and feedback to measure results, and to maintain accountability for delegated authority.
- State, county, and local government laws, regulations, future planning, and the political climate affecting EWEB.
- Public relations and communications principles.

- Rules and practices for operating under a Board of Commissioners, including published Board Policies.
- Regional power and water supply issues and current industry trends.
- Principles, practices, laws, ordinances, techniques, methods, and terminology related to executive management and the utility industry.
- Revenue and budget models and forecast, profit/loss, and cost-to-completion projections, profitability, margins, bill rates and utilization, especially for public utilities.
- General trends, opportunities, and risks of evolving information technology systems.
- Techniques for facilitating group processes including meetings and electronic collaboration.
- Principles and practices of strategic planning, deployment, and organizational alignment (e.g. Hoshi Kanri, Policy Deployment, Balanced Scorecard).
- Risk and change management policies and practices, including physical and cyber security, as applicable in the Utility industry.
- Formal approaches (including roles and responsibilities) to incident management, including FEMA Incident Command System (ICS).
- Leadership skills including effective communication, mobilization of change, establishing vision and direction.
- Principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources.
- Application of principles, practices, and tools used to optimize operational effectiveness and continuous improvement, including lean, TQM, Six-Sigma and/or other industry-standards approaches.

Skills in:

- Establishing and creating understanding of company-wide goals and expectations directly or through managers.
- Recognizing issues that impact utilities, including economic, social, and environmental.
- Maintaining general executive oversight and control of utility operations
- Presenting complex or controversial issues to the Board, employees, and public in an articulate, clear, and persuasive manner both verbally and in writing.
- Strategic planning and deployment
- Applying project management principles and professional standards.
- Developing and implementing programs. Administering and developing budgets and tracking budget expenses.
- Decision-making, influencing, leading, delegation and ~~team work~~teamwork.
- Creating consensus and/or mutual understanding

- Conflict resolution
- Using a personal computer and software typical to project management including spreadsheets, word processing and other presentation software.

Ability to:

- Manage and lead in an effective manner.
- Empower employees to accomplish goals.
- Effectively manage, prioritize and balance competing and conflicting goals and objectives.
- Communicate and translate complex or controversial issues to the Board, employees, and public in an articulate, clear, and persuasive manner both verbally and in writing.
- Manage multiple, concurrent, large, and complex projects.
- Understand, follow, and communicate verbal and written instructions, laws, and regulations.
- Make sound decisions regarding the administration of policy and regulations.
- Apply critical strategic thinking to organization initiatives to leverage resources to provide efficient and effective utility operations.
- Analyze complex issues; identify alternative solutions, project consequences and develop and implement corrective action to resolve problems.
- Develop and maintain effective working relationships with employees, the public, the Board, the media, and all levels of management.
- Mitigate and manage controversy. Ability to resolve differences amongst divergent groups and cultures, bring people together, and facilitate consensus.
- Learn all functions and responsibilities of the EWEB's departments.
- Demonstrate cultural competency through respectful, inclusive work habits and through the valuing and welcoming of cultural differences in all position responsibilities.
- Work individually and in a team environment; ability to multi-task, work under pressure, and manage change and stressful situations effectively.
- Demonstrate to EWEB's satisfaction EWEB's performance competencies.

SUPERVISION AND/OR FUNCTIONAL OR TECHNICAL OVERSIGHT

Supervision or Functional or Technical Oversight Exercised: Manages ~~up to twelve~~ Executive or Leadership Team members and exercises executive oversight over their respective areas and staff. Responsible for the overall direction, coordination, and evaluation of these business units. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws.

Type and frequency of personal contact required (general public, customers, organizations, and EWEB employees): Daily personal, virtual/electronic, and /or telephone contact with EWEB personnel and the general public, agency and elected officials, consultants, executives, and news media representatives, among others.

Qualifications & Requirements

Equivalency: An equivalent combination of skills, education, experience, and knowledge may be qualifying to meet the requirements listed below.

Position Qualifications & Requirements			
Minimum education required:	Bachelor's Degree	Bachelor's degree from an accredited college or university in Engineering, Public Policy, Business Administration, or combined education, training, and experience deemed by the Board to be appropriate.	
Apprenticeship or other education required:	Not required		
Licenses/certifications required:	None required		
Minimum experience required:	Five years' experience as chief/executive director of a public agency, private corporation, or major division of a utility <u>or</u> ten years of utility experience with five years at a senior management level <u>in a complex public agency/private company of at least 300 employees</u> .		
Recommended qualifications & experience:	Advanced degree in a relevant area. Experience within a multiple utility. Familiarity with Northwest power, water, and environmental issues, regulations, and challenges. Experience working with Boards; Knowledge and experience in labor relations and collective bargaining. <u>Certifications relevant to public employment or industry, including but not limited to Professional Engineer, Certified Public Accountant, Project Management Professional, Society for Human Resource Management (SHRM), Total Quality Management, or others related to public agency management, drinking water, or electricity/energy.</u>		
Oregon driver's license:	Required		
Post-offer background check:	Required	Post-offer drug test:	No
Post-offer physical or functional test:	No	Post-offer hearing test:	No
Physical activities (with or without accommodation):	Light Work: Work is primarily stationary, some tasks may involve light physical activity. May require exerting up to 20 pounds of force occasionally, up to 10 pounds frequently to move objects.		

Additional Position Information			
FLSA:	Exempt	Supervisory position:	Yes
Union representation:	No	Safety-sensitive (MAPT only):	No
Job Family Progression eligible:	No	Auto Progression Eligible:	No
NERC access:	Yes		

EWEB is an Equal Opportunity Employer

EWEB acknowledges that the principles of Diversity, Equity and Inclusion are foundational to the consistent application of our values in the pursuit of our vision and fulfillment of our mission. EWEB recognizes and strives to celebrate our human differences and will ensure representation across a wide spectrum of

characteristics and experiences, combat bias and discrimination that negatively impacts members of our community and foster an inclusive culture that welcomes people and leads to a sense of belonging and shared commitment. All qualified persons will be considered for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, political affiliation, disability, veteran status, or any other factor unrelated to the essential functions of the job.

In accordance with the **Americans with Disabilities Act of 1990**, we provide reasonable accommodations to enable qualified individuals with disabilities to perform the essential functions of their roles. If you require accommodations during any stage of employment, please contact the Human Resources department.

Revision Date	Authors/Editors	Description
2/1/2016	Laurie Muggy	PD Origination

General Manager transition: Recruitment Process and Standards

September 2, 2025

EUGENE WATER & ELECTRIC BOARD



Agenda

- Process Objective and Constraints
- Hiring Process – Discussion and Direction
- Hiring Standards – Discussion and Direction

Process Objective

Identify and retain new General Manager who is best qualified to guide EWEB to success on both long and short-term horizons

- Comply with all governance requirements
- Withstand internal and external scrutiny
- Timely and efficient
- Limit disruption to the Utility

Process Constraints

- No current Board policies controlling the methodology of GM recruitment/selection
- ORS 192.660 (7) specifies that the following actions must take place publicly:
 - Posting of vacancy
 - Adoption of hiring procedures
 - Confirmation of hiring standards (minimum and preferred qualifications)

The public must be given the opportunity to comment on all of the above before any discussions in executive session can occur.

Process Constraints: General Session v Executive Session

General Discussion

- Discussion and direction/decision regarding process
- Working sessions to determine hiring standards
- Decision to make an actual offer of employment

Executive Session

- Attorney/Client discussions of qualified topics
- Discussion of candidate's qualifications against the hiring standards
- Direction to negotiate a potential offer of employment to identified candidate

Hiring Process Decisions: Subcommittee

Purpose of Committee:

- As determined by the board
- Example: Could work independently and directly with recruitment resources to create a short list of qualified candidates for full Board review

Pros

- Can expedite completion of tasks

Cons

- Could silo information / understanding of candidate
- Quorum rules apply to subcommittee work, even with just two members – more notice/administration requirements

Hiring Process Decisions: Subcommittee

Discussion and Direction:

Should the Board stand up a subcommittee to expedite the executive search process?

If yes, what is the body of work assigned to this group?

Hiring Process Decisions: Sourcing Parameters

Decision: Determine resourcing and parameters for recruitment search

Options:

1. Direct solicitation – targets already known candidates
2. Internal solicitation – open process for EWEB candidates only
3. Open solicitation – open process with a nationwide search

Hiring Process Decisions: Sourcing Parameters

Direct Solicitation: Recruitment specialist target efforts to a limited field of known candidates

Pros

- Targeted effort lowers cost
- Can reduce time to fill

Cons

- Can give the appearance of circumventing the public process, even if public process requirements are still met
- Lack of understanding of how targeted candidates measure up to larger pool

Hiring Process Decisions: Sourcing Parameters

Internal Solicitation: Recruitment specialist target efforts to internal candidates only

Pros

- Simplified process – can reduce cost and time to fill
- Final candidates are known commodity
- Less risk of disruption – final candidate aligned with current EWEB strategy and culture

Cons

- Can give the appearance of circumventing the public process, even if public process requirements are still met
- Lack of understanding of how targeted candidates measure up to larger pool
- Internal candidates may not meet hiring standards

Hiring Process Decisions: Sourcing Parameters

Open Solicitation: Recruitment specialist opens broad search for qualified candidates

Pros

- Delivers the greatest number and quantity of candidates (includes internal)
- Diverse range of culture, background, industry experience
- Potential fresh perspective on EWEB strategy and operations

Cons

- Highest cost and longest time to fill solution
- Greater chance of operational disruption
- Less likely to source candidates familiar with dual utility background

Hiring Process Decisions: Sourcing Parameters

Staff Recommendation: Open Solicitation

- Engage an executive search firm with expertise in the utility industry, with a track record of successful PNW and nationwide placements
 - Deep understanding of utility industry and regulatory requirements
 - Robust client list of potential candidates
 - Expertise in facilitation of all aspects of the executive recruitment process

Hiring Process Decisions: Sourcing Parameters

Discussion and Decision:

Which solicitation approach (direct, internal, or open) should be used to secure a new General Manager for the Utility?

Should an executive search firm be engaged to expedite search process?

Hiring Process: Timeline

Activity	Forum	Date *	Timeline								Status
Process and Standards Discussion	General	Sept 2	●								
Requirements discussion with Vendor	General	Oct 7		●							
Candidate Search and Screening	Recruiter	Oct 8 – Nov 18		■							
Short List Selection	Executive	Dec 2				●					
Short List Interviews	Executive	Dec 15 - 19				●					
Finalist Interviews	Executive	Jan 12 - 16					●				
Candidate Selection	Executive	Jan 20					●				
Employment Negotiations	Recruiter	Jan 20 – Feb 2					■				
Offer of Employment to new GM	General	Feb 3						●			
Notice Period / new GM start		Feb – April						■			

* Note: Dates are proposed, and subject to change with input from recruiting source

Hiring Standards

The Board must identify the standards against which job candidates will be considered.

- The artifact confirming these standards is typically the position description (PD)
- A draft PD, updated to reflect staff's understanding of the role, has been prepared for Board review and discussion

Discussion and Direction:

Does the PD accurately convey the duties and skills expected of a successful General Manager candidate?

Do the minimum and preferred qualifications accurately portray the education, experience, and certifications desired from the candidate pool?