



MEMORANDUM

EUGENE WATER & ELECTRIC BOARD

Rely on us.

TO: Commissioners Barofsky, Schlossberg, Brown, Carlson, and Morris

FROM: Diedre Williams, Chief People Officer

DATE: September 30, 2025 (October 7, 2025 Board Meeting)

SUBJECT: General Manager Transition – Executive Recruitment Process

OBJECTIVE: Discussion / Action

Issue

EWEB's General Manager, Frank Lawson, announced his intent to retire with a target departure within Q2 of 2026. Staff is seeking the Board's guidance on several key points to confirm the hiring process and hiring standards.

Discussion

Within the prepared materials for the October 7 Board session, the Board will find a draft job posting for the General Manager vacancy (titled EWEB GM Announcement), along with aggregated results from the recent hiring criteria survey (titled Hiring Criteria Prioritization) sent to the Board on behalf of Mycoff Fry Partners. As a reminder, this survey was sent individually to all Commissioners and was designed to keep each response segregated from the view of other Commissioners, so as to fully comply with public statutes controlling the executive hiring process for public companies. Accordingly, these aggregated results will provide the first view into the Board's prioritization of the qualifications and skills necessary for a successful General Manager candidate.

Recommendation/Requested Action

As an output from the session, the Board will be asked to give direction and approval regarding the hiring process (recruitment timeline, stakeholder feedback, and job posting) as well as hiring standards (General Manager compensation range). The Board's executive recruiter, Lanie Mycoff, will also lead the Board through a conversation covering the prioritization of required and preferred qualifications.

Attachments

EWEB GM Announcement
Hiring Criteria Prioritization
Presentation Slides

EUGENE WATER & ELECTRIC BOARD GENERAL MANAGER



EWEB is the largest publicly owned electric and water utility in the state of Oregon. The utility has approximately 500 employees, one-third of which are represented by organized labor. EWEB is governed by a five-member Board of Commissioners who are elected by voters residing in the City. The Electric System supplies service to 100,000 residential, commercial, and industrial customers within the City of Eugene and areas along the McKenzie River between the cities of Waltherville and Vida where two of EWEB's hydropower plants are located. The total service area covers 236-square-miles. The Electric System owns and operates approximately 1,150 circuit miles of overhead and underground distribution lines, 134 circuit miles of transmission lines, and 38 distribution substations. Power delivered to customers is supplied by Bonneville Power Administration (BPA) contracts, EWEB-owned generation resources, other contracted resources, and purchases from the wholesale energy markets. EWEB's power supply sources are primarily hydropower but also include wind, biomass, steam, and solar.

The source of supply for the Water System is the McKenzie River. Water intake and purification of water occurs at the Hayden Bridge Water Filtration Plant. In addition to the filtration plant, the Water System owns and operates 23 storage tanks, 25 pump stations, and approximately 800 miles of transmission and distribution mains. The Water System provides water service to 55,000 residential and general service customers within the EWEB service territory and supplies wholesale water to the River Road and Santa Clara water districts outside Eugene. In addition, EWEB has surplus water contracts with the City of Veneta and the Willamette Water Company.

The General Manager reports to the Board of Commissioners and is responsible for carrying out executive duties to ensure the effective management and operation of all water and electric utility activities. The current General Manager, Mr. Frank Lawson, has served in this role since 2016 and announced his plans to retire in the Spring of 2026.

PRINCIPAL ACCOUNTABILITIES

- Provide the leadership and management necessary to direct the utility to 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 fulfill the utility's mission.
- Create a compelling vision and 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.

PRINCIPAL ACCOUNTABILITIES (continued)

- 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 the 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.
- Responsible 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.
- Work directly with the EWEB leadership to delegate duties, plan for the future of the utility, 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. Establish and utilize a leadership and workforce reporting structure to enable operational effectiveness, efficiencies, and accountability. 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.

THE SUCCESSFUL CANDIDATE

Fully qualified candidates will offer five years' experience as chief/executive director of a publicly owned multi-service utility. Candidates can also offer ten years of related utility experience with five years at a senior management level in a complex public agency or private company with at least 300 employees. This experience should include knowledge of the rules and practices for operating under a Board of Commissioners as well as the principles, practices, laws, ordinances, techniques, methods, and terminology related to executive management in the electric and water utility industries.

Of paramount importance is leadership capabilities. Candidates must be visionaries who are familiar with competitive issues facing the electric and water industries with the ability to develop and implement strategies, work plans, financial forecasts, and budgets to help EWEB navigate opportunities and trends. He or she should be familiar with the principles and practices of strategic planning, deployment, and organizational alignment (e.g., Hoshi Kanri, Policy Deployment, Balanced Scorecard).

The General Manager must also possess the ability to guide EWEB in addressing power supply opportunities. Exposure to, and established relationships within, the Northwest marketplace are considered beneficial.

The General Manager must be of the highest integrity with a commitment to customer service.



THE SUCCESSFUL CANDIDATE (continued)

Successful General Manager candidates must possess outstanding interpersonal and communication skills. The General Manager will interact with a wide range of stakeholders including Board Members, City Council members, community leaders, and customers. Eugene residents are active in local issues and EWEB needs a General Manager who respects this culture of engagement. The General Manager is expected to participate in civic and community activities and become an integral part of the community. In addition, the successful candidate should share EWEB's values regarding environmental ethics.

The General Manager must be a seasoned manager who empowers, mentors, and develops employees. He or she must possess the ability to delegate to subordinates, make use of appropriate controls and feedback to measure results, maintain accountability, and utilize principles, practices, and tools used to optimize operational effectiveness and continuous improvement, including lean, TQM, Six-Sigma, and/or other industry standard approaches.

Additional knowledge of revenue, budget, and forecast models; rates; evolving information technology systems; and cyber security and other risk management policies and practices is considered ideal.

Knowledge and experience in labor relations and collective bargaining is desired. As are certifications relevant to public employment, 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.

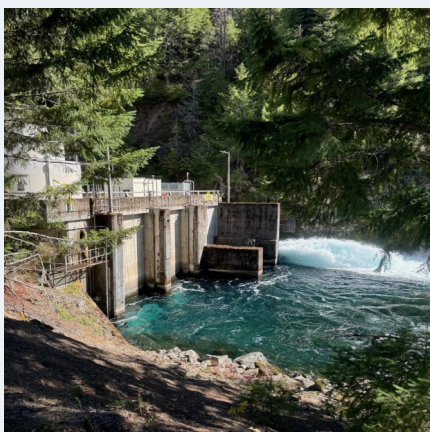
A bachelor's degree from an accredited college or university in engineering, public policy, business administration, or combined education, training, and experience deemed by the Board to be appropriate, is required.

EUGENE WATER & ELECTRIC BOARD

The City of Eugene commenced utility operations in 1908 with the purchase of a privately-owned water system. In 1911, upon completion of the City's first municipal hydroelectric power plant, the City organized the Eugene Water Board to operate the City's electric and water utilities. The name of the Eugene Water Board was changed to the Eugene Water & Electric Board (EWEB) in 1949. EWEB is not considered a component unit of the City. It is governed by a five-member Board of Commissioners who are elected by voters residing in the City. The Board of Commissioners has authority to set prices for water and electric services.

Nearly 80 percent of EWEB's power comes from hydroelectric projects. Currently, the Bonneville Power Administration provides approximately 75% of EWEB's power supply needs. EWEB owns and operates four hydroelectric projects: Leaburg, Walterville, Stone Creek, and Carmen-Smith. The Carmen-Smith Hydroelectric Project is the largest utility-owned power source and is currently undergoing a relicensing effort. EWEB also has power purchase agreements for biomass and wind energy, operates its own energy trading floor, and offers robust conservation, energy efficiency, and demand-side management programs. Over the next decade, EWEB will need to evaluate and potentially reimagine their power supply portfolio to address changes in the industry that include time-of-use consumption, distributed generation, demand response, and other evolving technologies.

EWEB holds three water rights permits on the McKenzie River for up to 194 million gallons per day (MGD). EWEB also holds approximately 20 MGD of water rights on the Willamette River which it plans to use for a second water source.



EUGENE WATER & ELECTRIC BOARD (cont'd)

EWEB's Hayden Bridge Plant is a complete filtration and treatment facility with a sustained peak production capacity of 72 MGD. For reliability and resiliency, EWEB is constructing a new drinking water treatment plant on the Willamette River and replacing aging infrastructure.

In 2025, EWEB's Operations & Maintenance and Capital & Debt Service budgets for both Utilities is \$489.6 million. Moody's, Standard & Poor's, and Fitch have assigned the following ratings to EWEB's electric debt: Aa2, AA-, and AA-. Water debt is rated at Aa2, AA, AA+. More information on EWEB can be found at: <http://eweb.org/>

EUGENE, OREGON

The City of Eugene covers 43.6-square-miles in Lane County at the southern end of the Willamette Valley. Eugene is an hour east of the Pacific Ocean and about the same distance west of the Cascade Mountains. It is the second largest city in the state, with a population of approximately 179,000. The University of Oregon and Lane Community College reside in Eugene.

Winter in the Cascade Mountains offers snowshoeing, skiing, snowboarding, snow camping, and snowmobiling at Willamette Pass, Hoodoo Mountain Resort, or Mount Bachelor Ski Resort. In the summer, there are many hiking trails and camping sites next to clear blue mountain lakes. Also close by is Salt Creek Falls, the second highest waterfall in Oregon.

The cost-of-living in Eugene is estimated at 106.6% of the national average. The Eugene area offers a wide variety of housing

opportunities. New and existing homes are easy to find in a variety of communities and locations. For more information, please visit: <http://www.eugenechamber.com/>
<http://www.eugene-or.gov/portal/server.pt>

COMPENSATION, BENEFITS & RELOCATION

The compensation package is competitive and dependent upon qualifications and experience. EWEB offers a comprehensive retirement and benefits package and will negotiate relocation as part of an overall compensation package.

RECRUITMENT & SELECTION TIMELINE

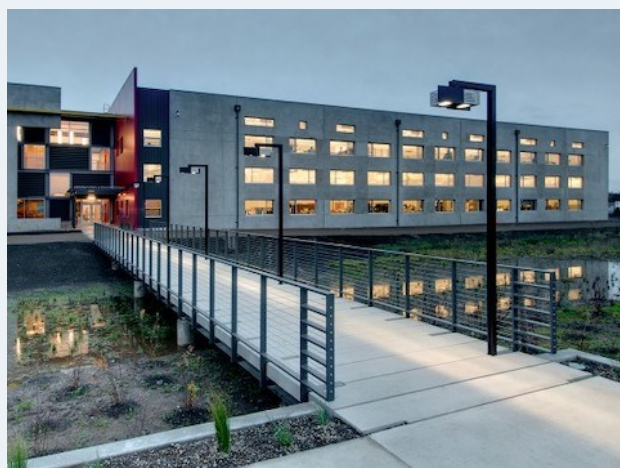
- Resumes must be submitted to Mycoff Fry Partners no later than **November 18, 2025**.
- Candidates to be interviewed will be identified by EWEB's Board of Directors on December 9, 2025.
- Mycoff Fry Partners and EWEB's Board of Directors will conduct interviews with selected candidates on December 17-19, 2025, and/or December 31-January 2, 2026, in Eugene, Oregon.
- Selected finalists will be interviewed in Eugene, Oregon on January 12-16, 2026.

TO APPLY

Interested candidates should submit a cover letter and resume to pprouse@mfpplc.us. Early applications are encouraged.

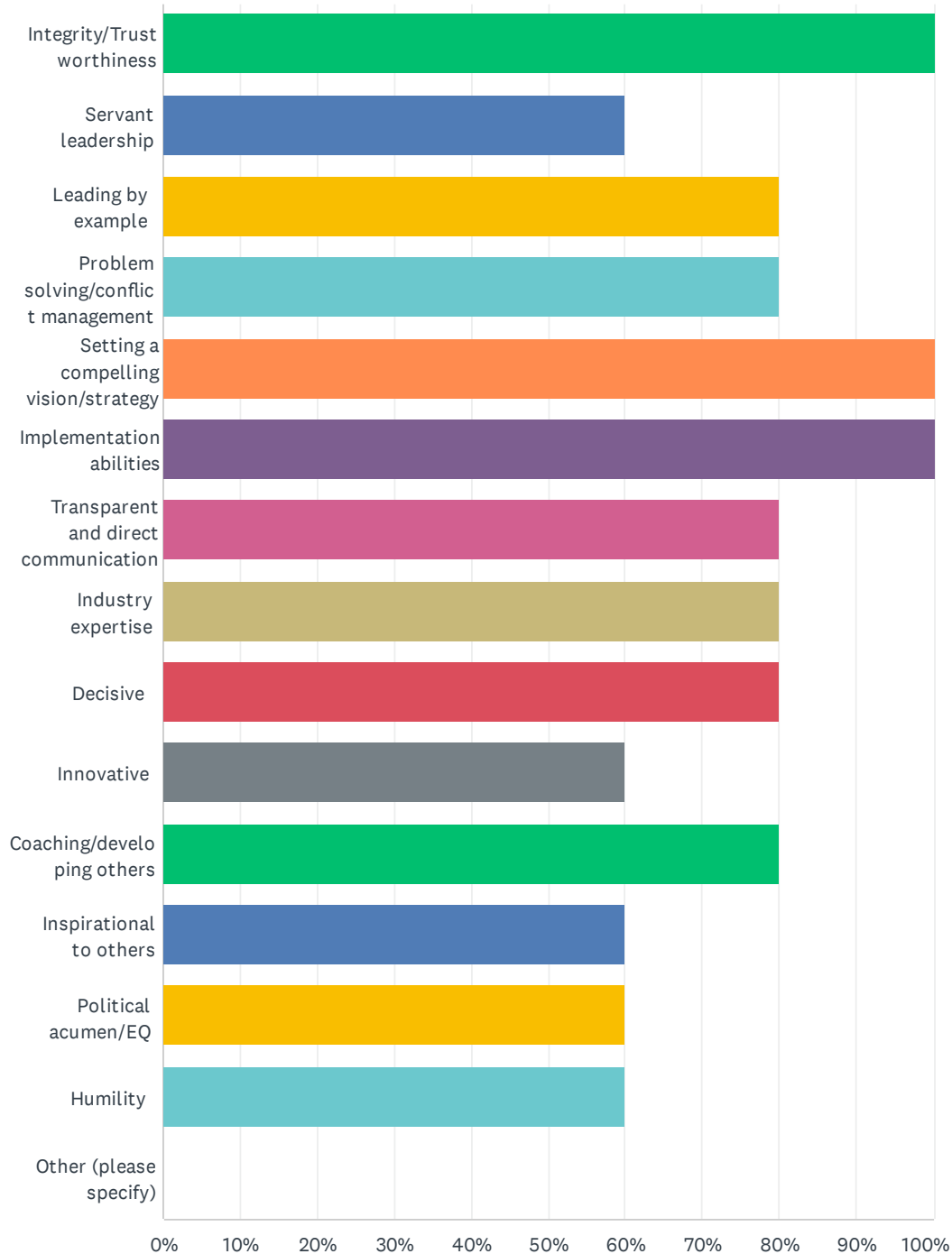
Patrick Prouse
Mycoff Fry Partners LLC
PO Box 1310,
Conifer, CO 80433
(720) 201-1828

EWEB is an Equal Opportunity Employer



Q1 What are ideal leadership and managerial competencies for EWEB's next GM? (Please check all that apply and add any critical characteristics not listed.)

Answered: 5 Skipped: 0



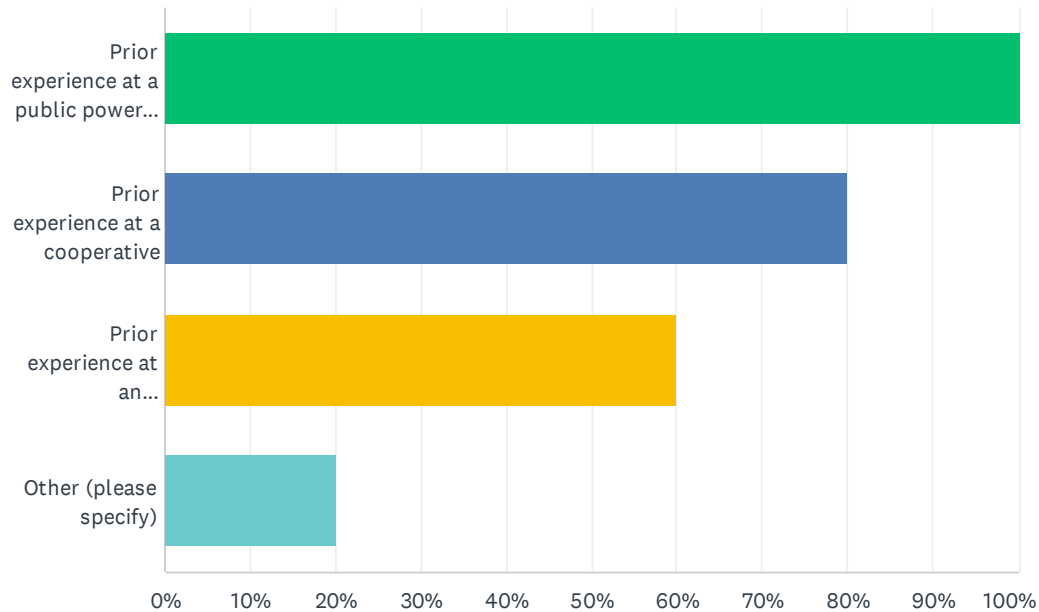
EWEB General Manager Hiring Criteria Topics

ANSWER CHOICES	RESPONSES	
Integrity/Trustworthiness	100.00%	5
Servant leadership	60.00%	3
Leading by example	80.00%	4
Problem solving/conflict management	80.00%	4
Setting a compelling vision/strategy	100.00%	5
Implementation abilities	100.00%	5
Transparent and direct communication	80.00%	4
Industry expertise	80.00%	4
Decisive	80.00%	4
Innovative	60.00%	3
Coaching/developing others	80.00%	4
Inspirational to others	60.00%	3
Political acumen/EQ	60.00%	3
Humility	60.00%	3
Other (please specify)	0.00%	0
Total Respondents: 5		

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q2 How important is public power expertise; can candidates come from cooperatives or Investor-owned utilities? (Please check all backgrounds that could be acceptable, assuming the candidate also meets other key leadership, managerial, and technical capabilities.)

Answered: 5 Skipped: 0

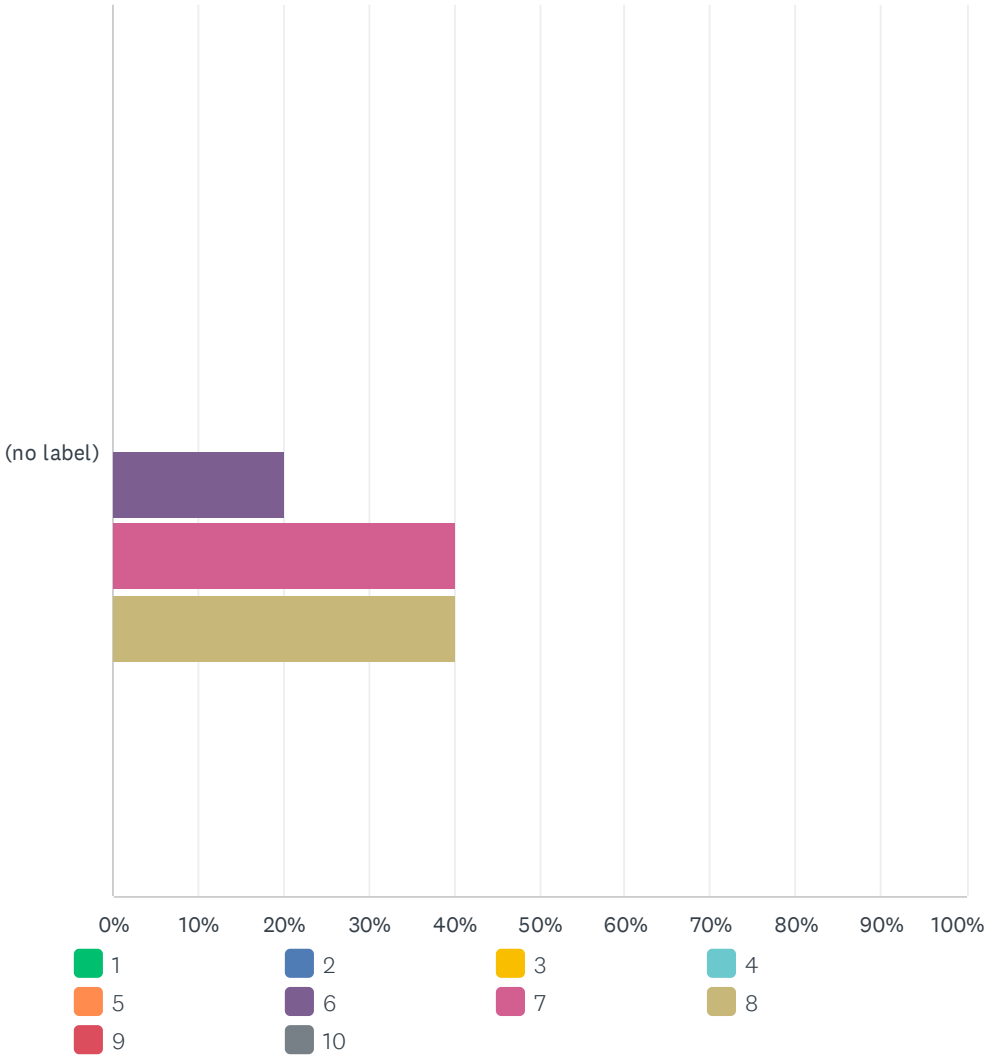


ANSWER CHOICES	RESPONSES	
Prior experience at a public power entity	100.00%	5
Prior experience at a cooperative	80.00%	4
Prior experience at an investor-owned utility	60.00%	3
Other (please specify)	20.00%	1
Total Respondents: 5		

#	OTHER (PLEASE SPECIFY)	DATE
1	I would be open to experience at an investor owned utility, but the candidate would have to also have experience at a public utility as well	9/24/2025 8:37 AM

Q3 How important is prior hands-on distribution engineering and/or operations experience?

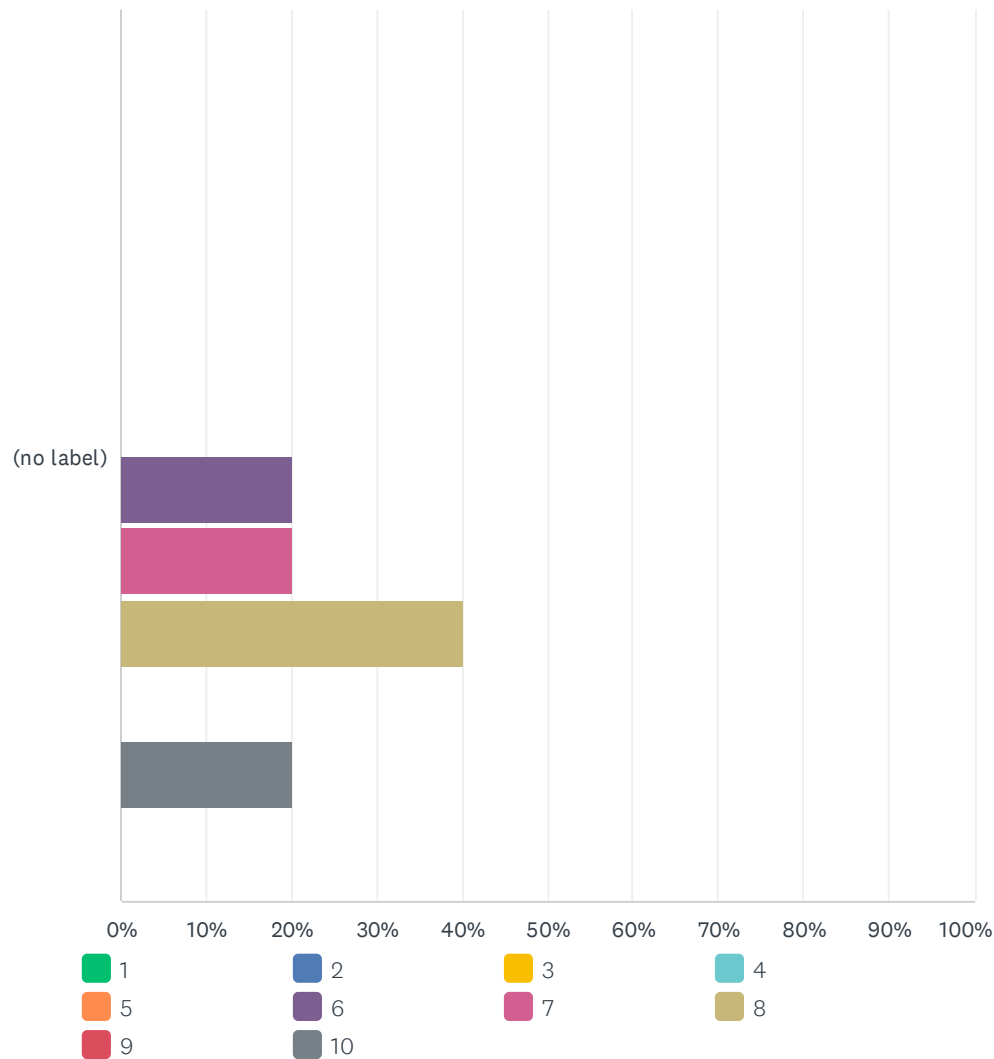
Answered: 5 Skipped: 0



	1	2	3	4	5	6	7	8	9	10	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	40.00% 2	40.00% 2	0.00% 0	0.00% 0	5	7.20

Q4 How important is exposure to power supply and/or distributed generation trends, issues, development, planning, etc.? (Including hydroelectric operations.)

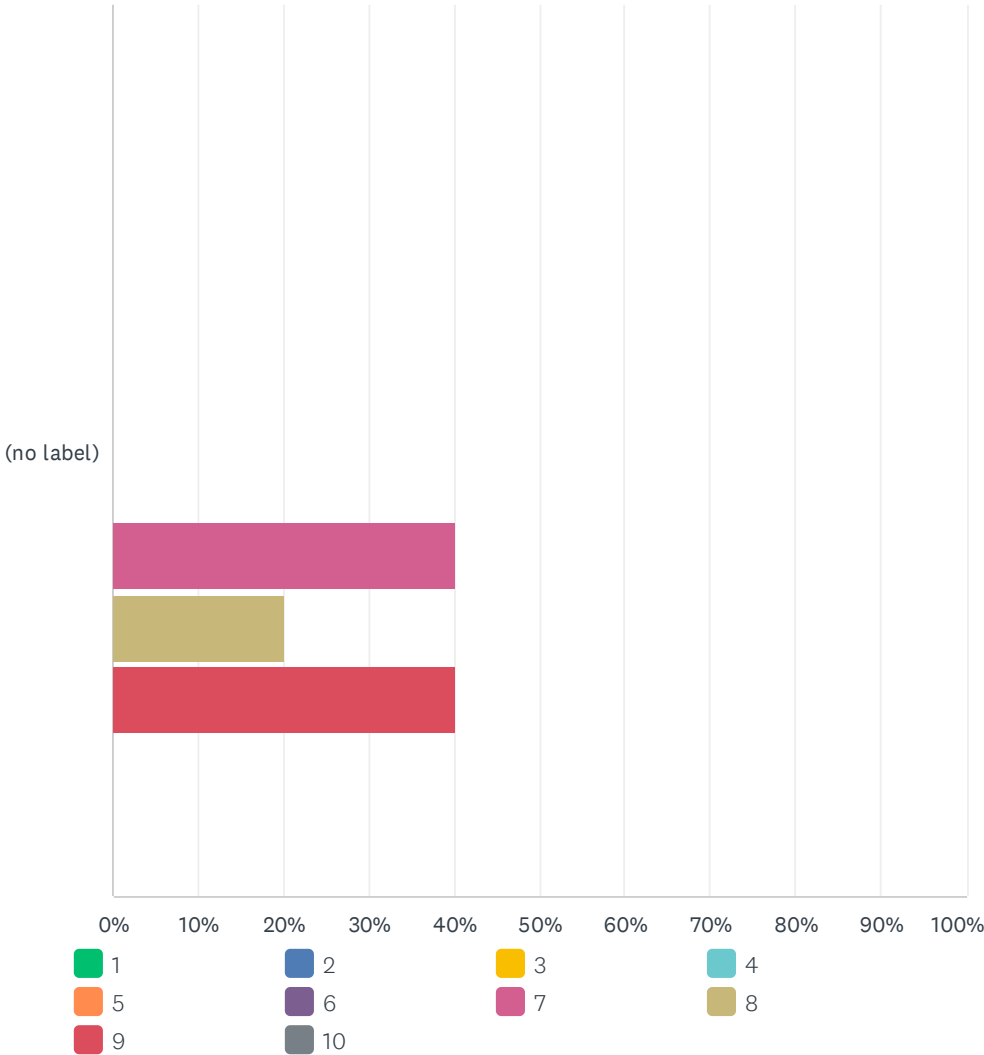
Answered: 5 Skipped: 0



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Q5 How important is knowledge of BPA?

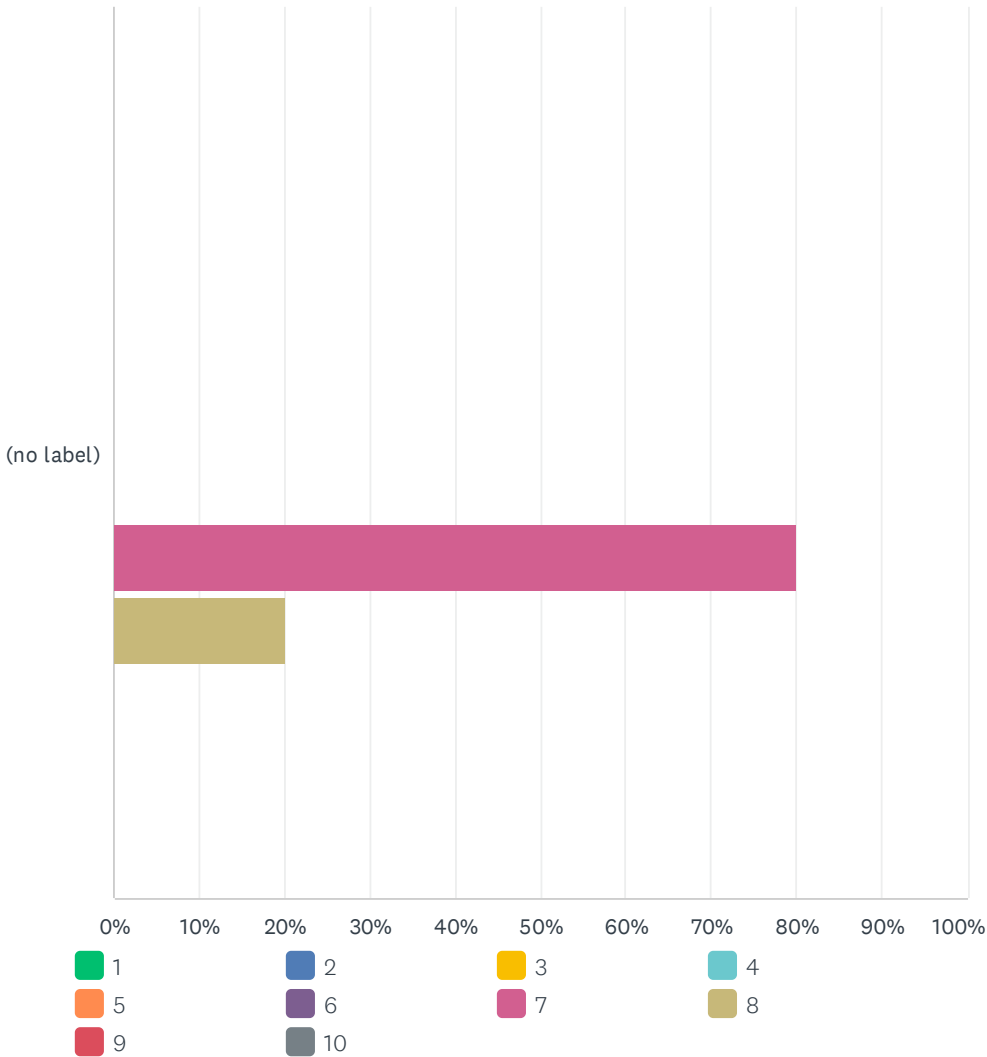
Answered: 5 Skipped: 0



	1	2	3	4	5	6	7	8	9	10	TOTAL	WEIGHTED AVERAGE
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Q6 How important is water utility experience?

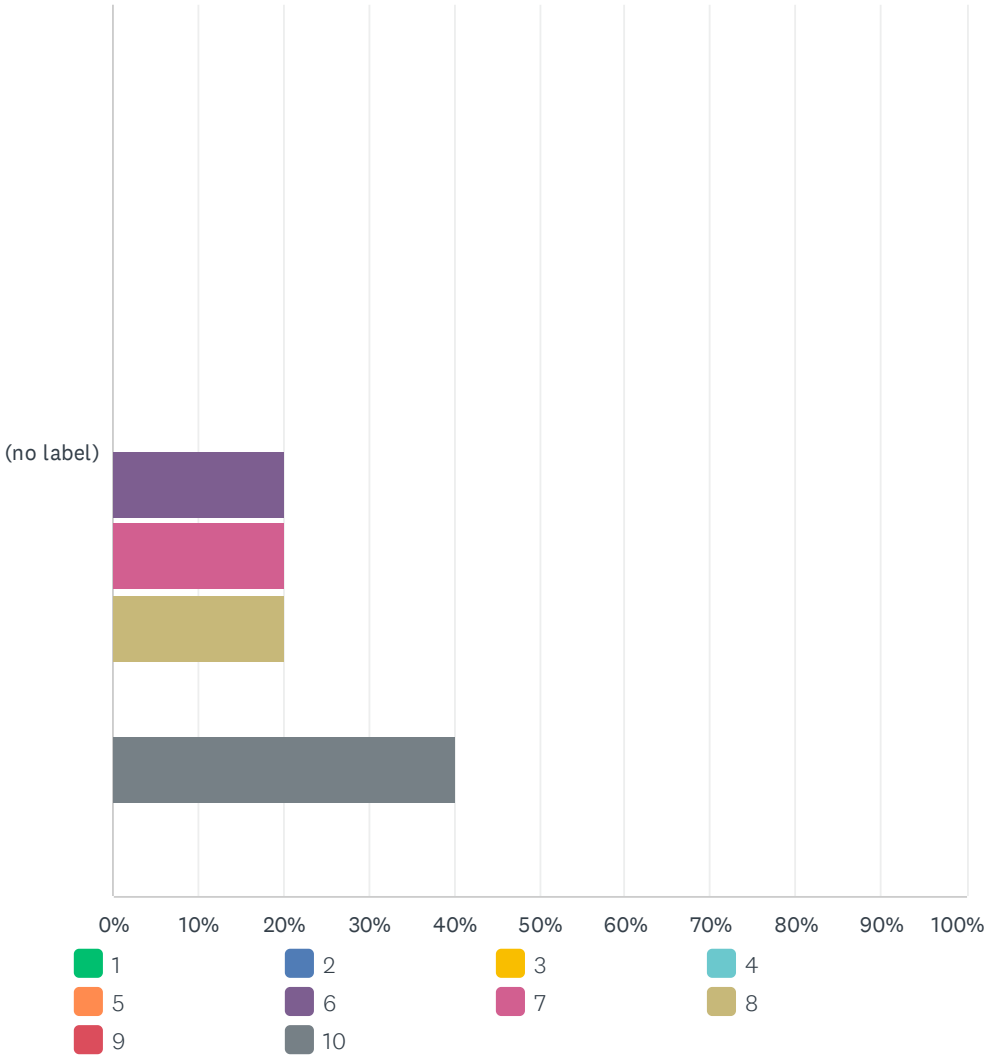
Answered: 5 Skipped: 0



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Q7 How important is a shared cultural commitment to environmental stewardship, conservation, and other sustainability efforts?

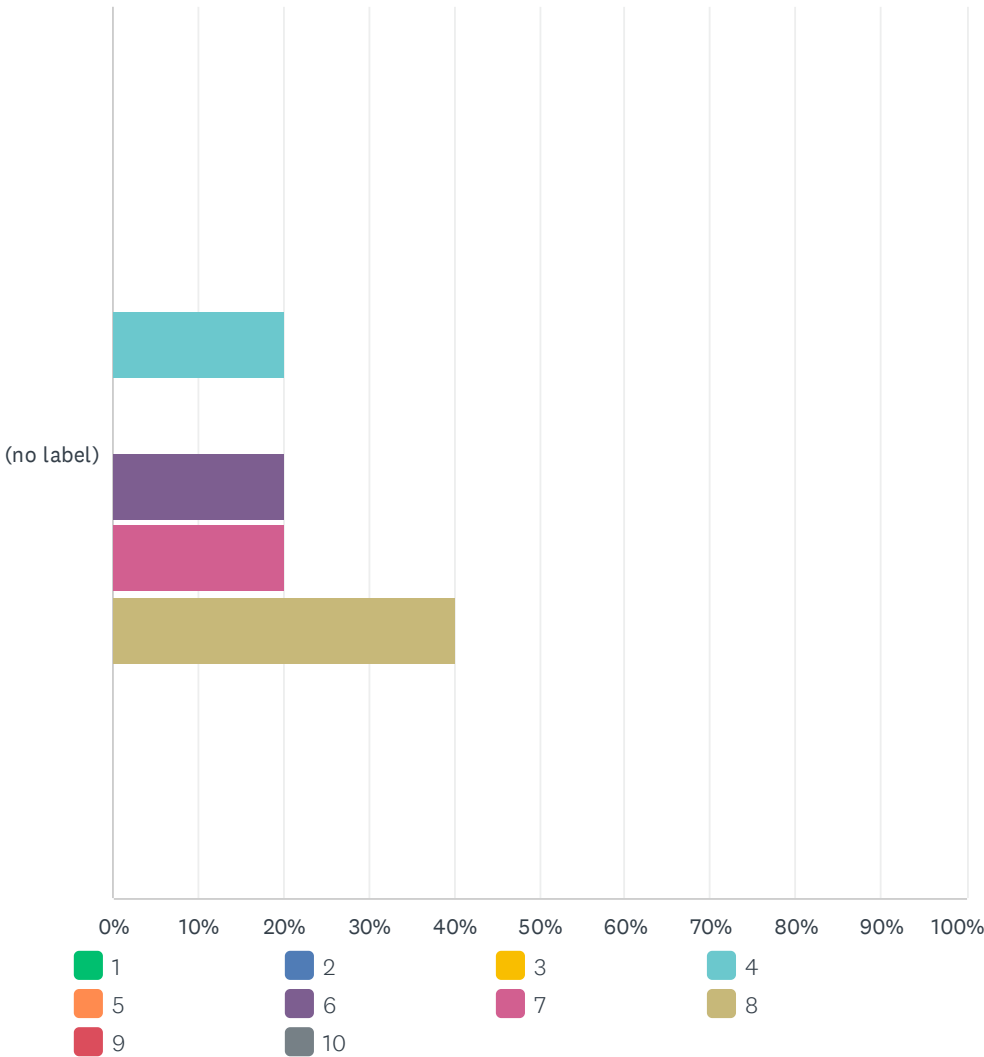
Answered: 5 Skipped: 0



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(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	20.00% 1	20.00% 1	0.00% 0	40.00% 2	5	8.20

Q8 How important is IT/cybersecurity operations experience?

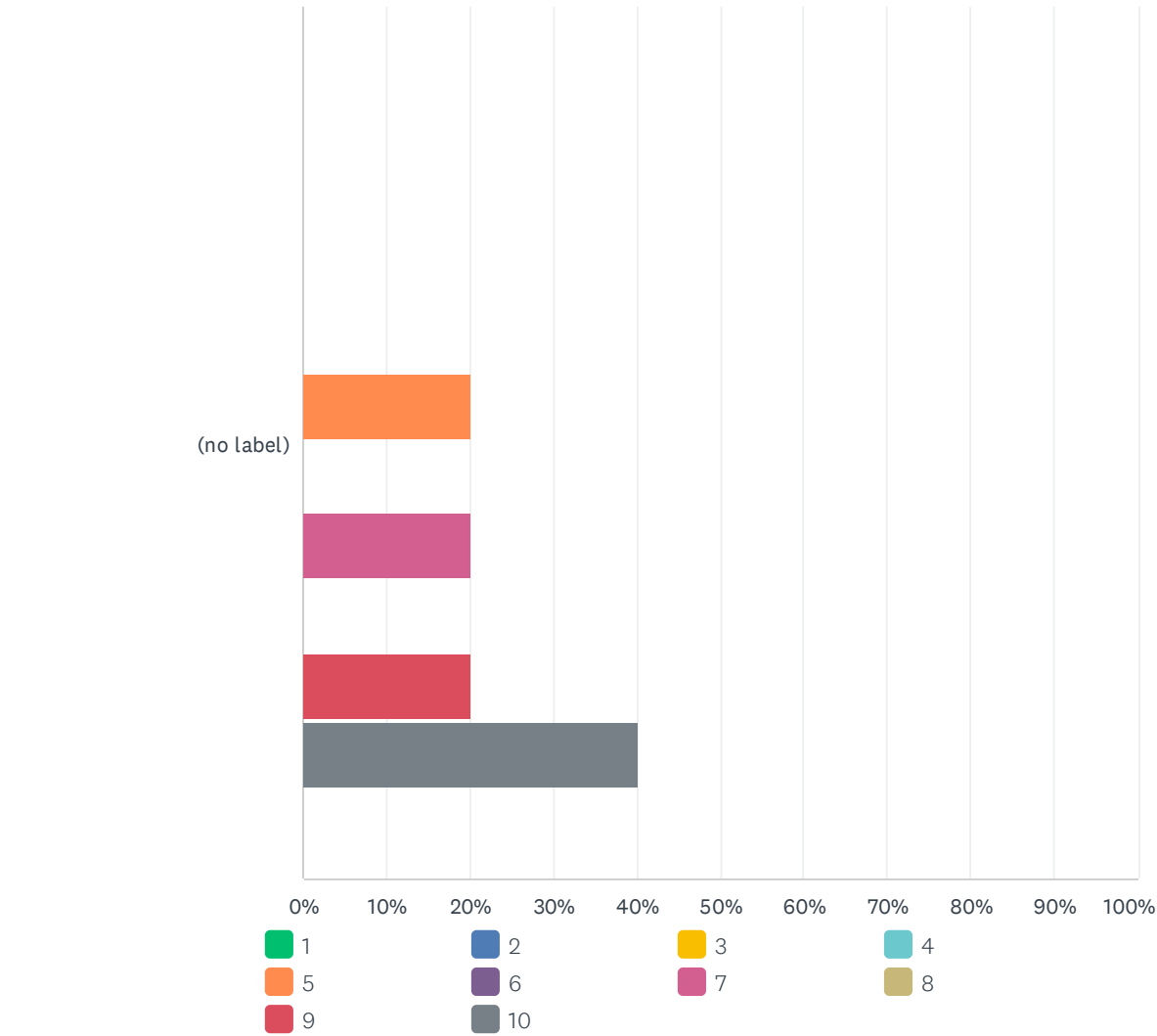
Answered: 5 Skipped: 0



	1	2	3	4	5	6	7	8	9	10	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	20.00% 1	0.00% 0	20.00% 1	20.00% 1	40.00% 2	0.00% 0	0.00% 0	5	6.60

Q9 How important is overall business/budget/fiscal acumen? (i.e., prior direct responsibility for profit or loss.)

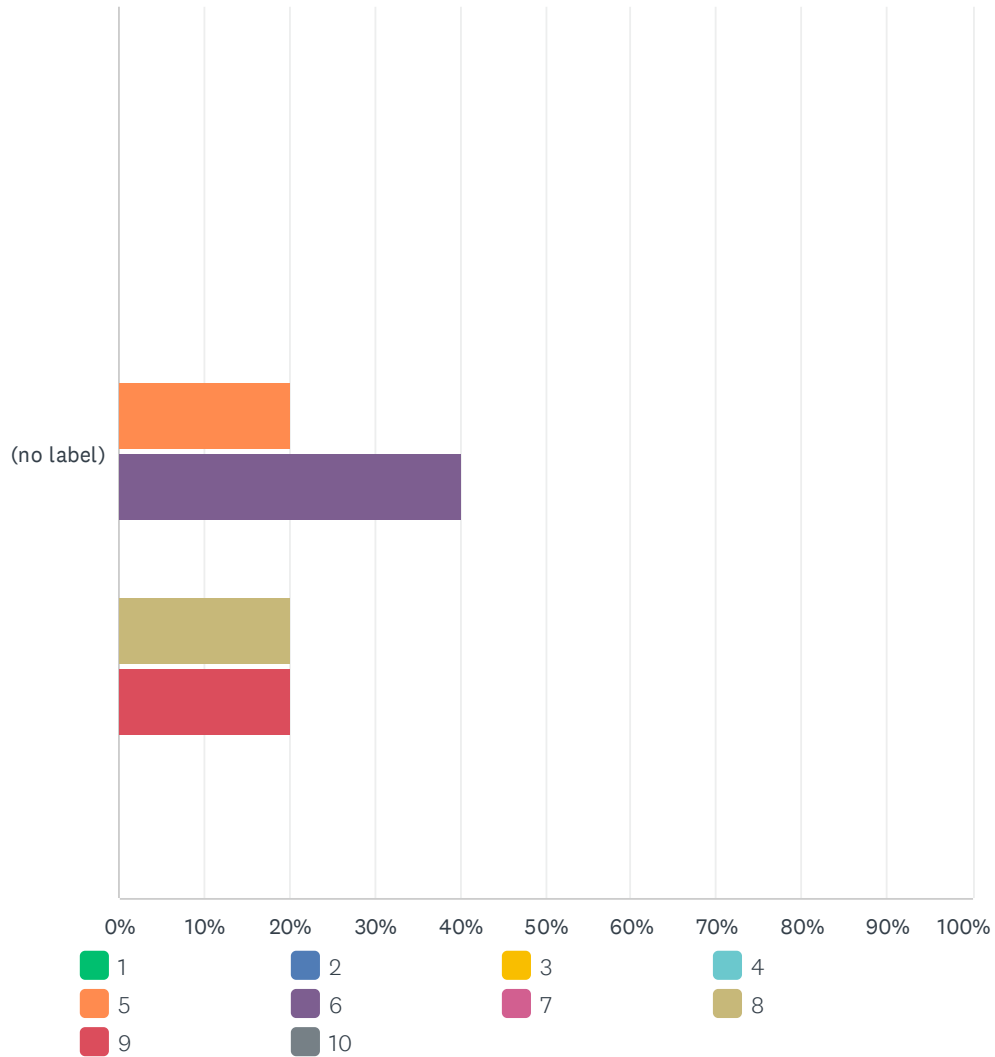
Answered: 5 Skipped: 0



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Q10 How important is prior experience with finance and debt issuance (i.e., tax exempt bonds, rating agency presentations, etc.)?

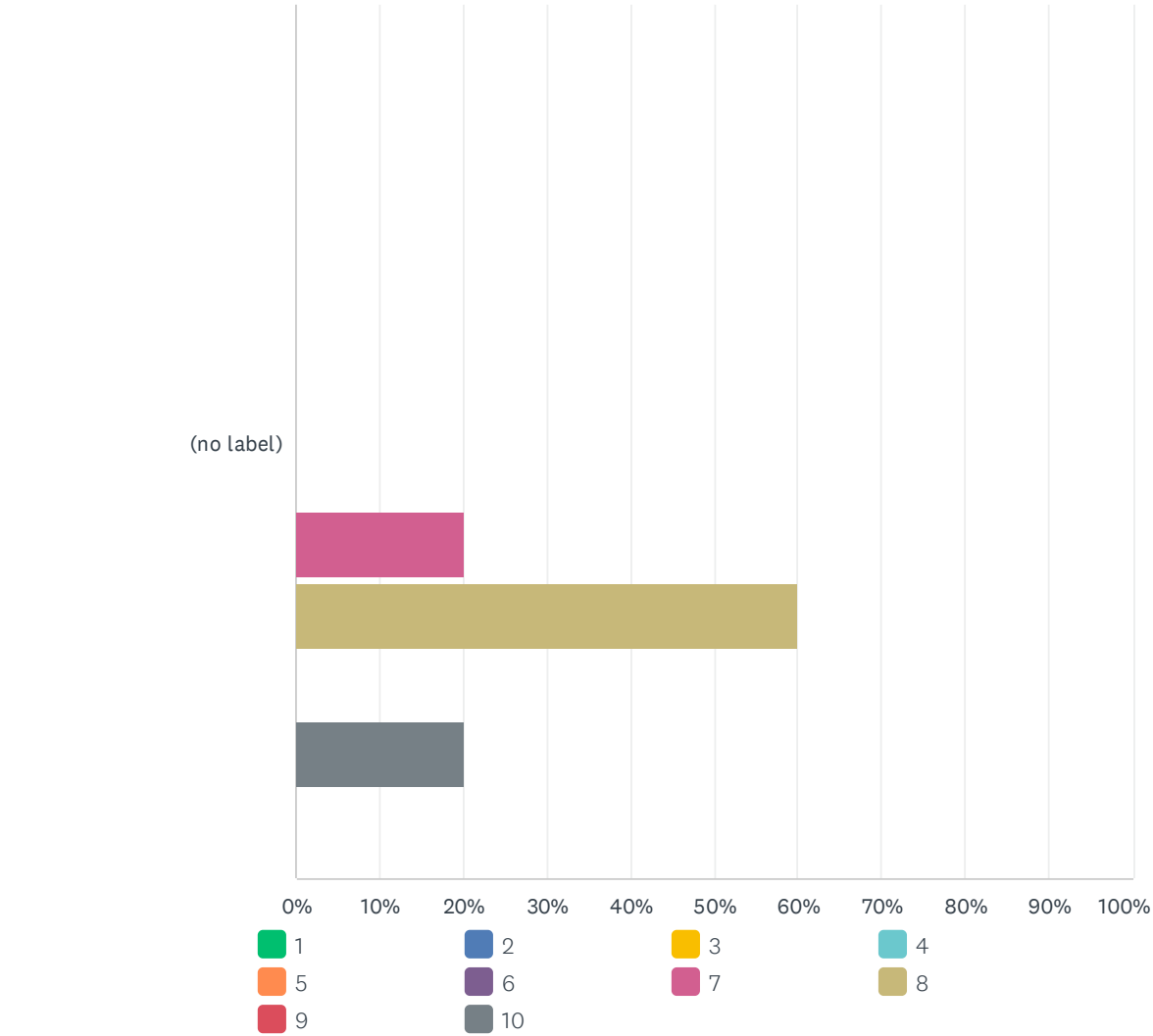
Answered: 5 Skipped: 0



	1	2	3	4	5	6	7	8	9	10	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	40.00% 2	0.00% 0	20.00% 1	20.00% 1	0.00% 0	5	6.80

Q11 How important is previous experience working/negotiating with organized labor/unions?

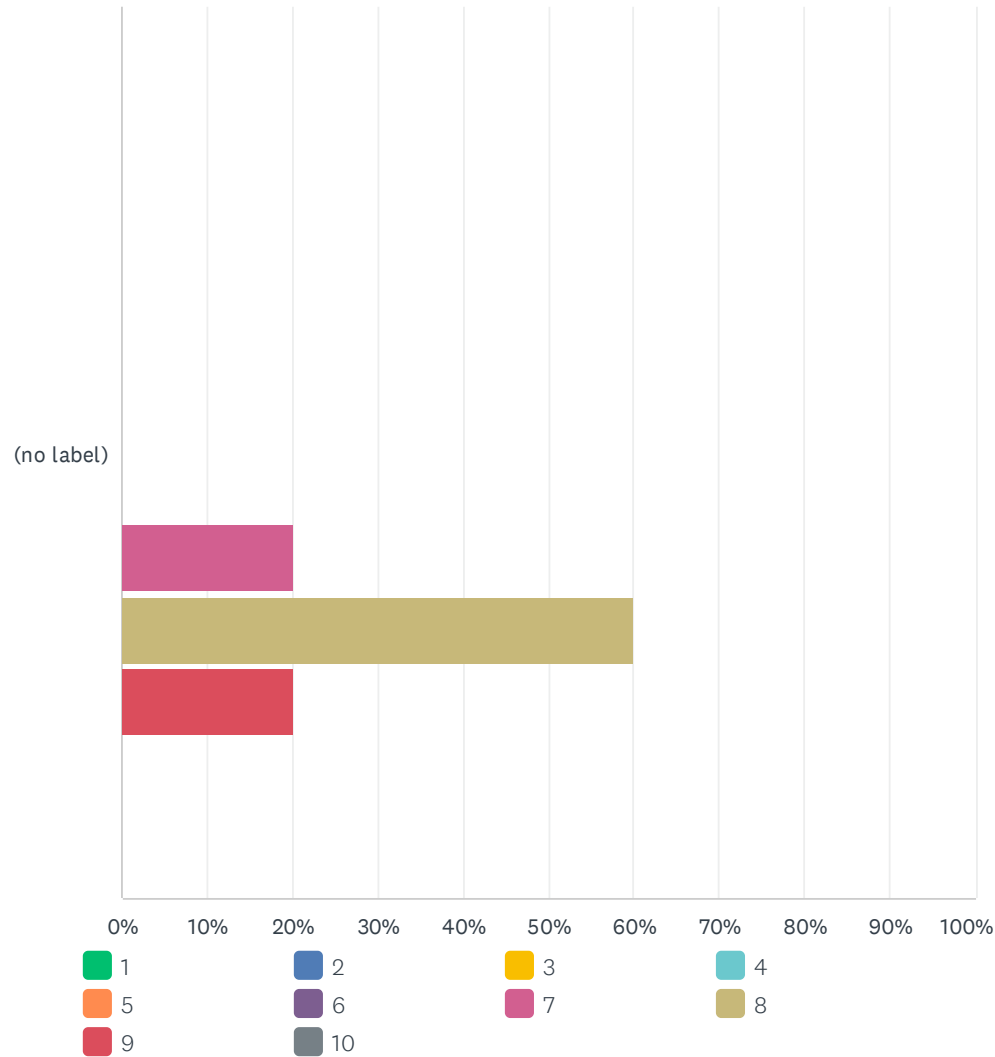
Answered: 5 Skipped: 0



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Q12 How important is previous experience developing/implementing new products and services?

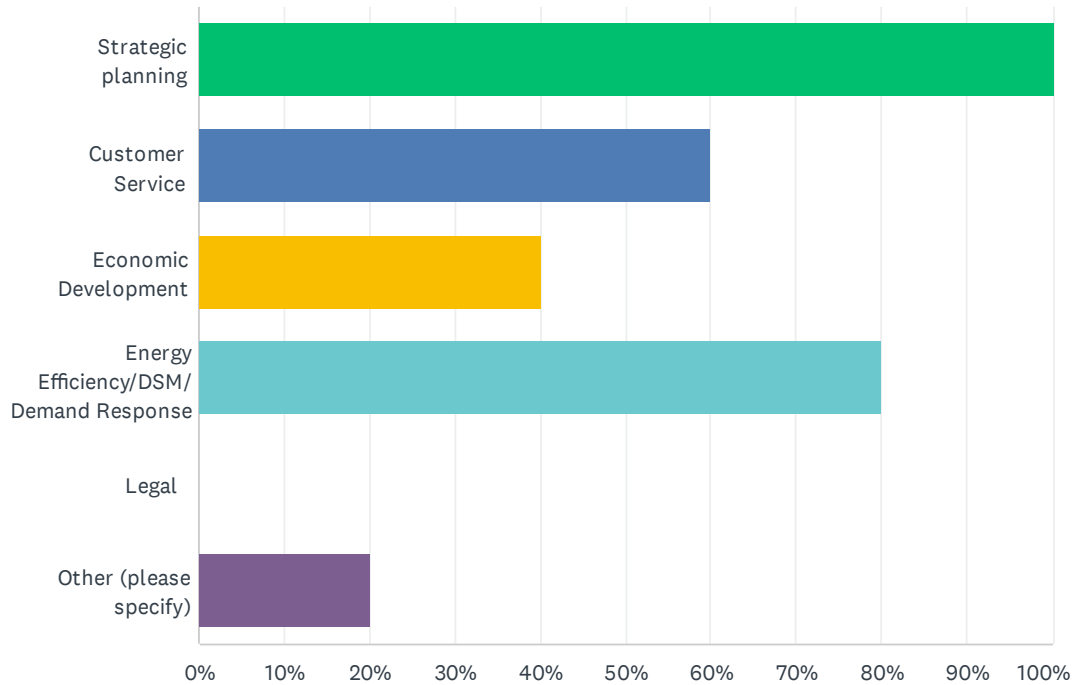
Answered: 5 Skipped: 0



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(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	60.00% 3	20.00% 1	0.00% 0	5	8.00

Q13 What other areas of acumen are ideal for GM candidates to possess?

Answered: 5 Skipped: 0

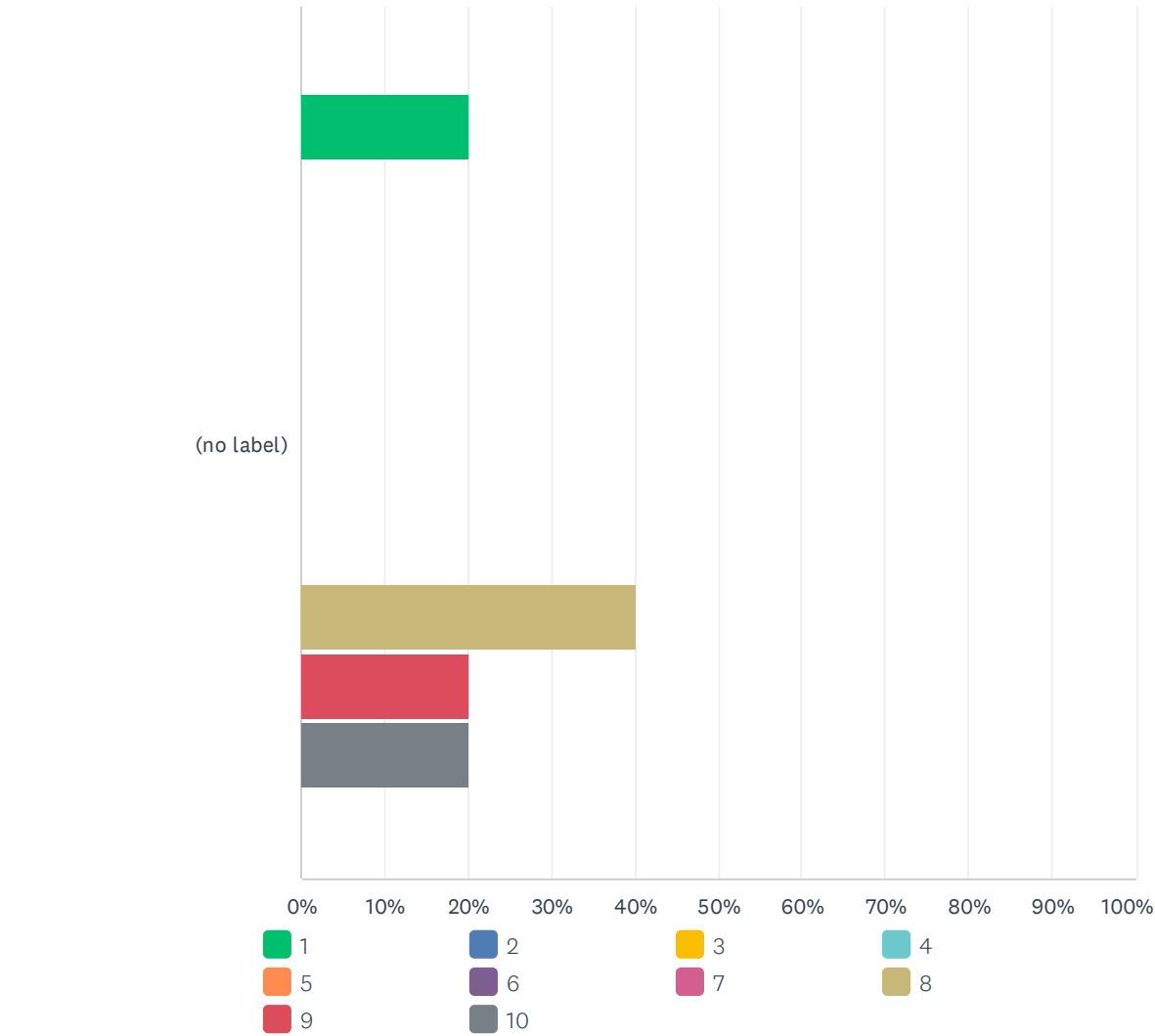


ANSWER CHOICES	RESPONSES
Strategic planning	100.00% 5
Customer Service	60.00% 3
Economic Development	40.00% 2
Energy Efficiency/DSM/Demand Response	80.00% 4
Legal	0.00% 0
Other (please specify)	20.00% 1
Total Respondents: 5	

#	OTHER (PLEASE SPECIFY)	DATE
1	I think the other areas are important, but those can be done by others. It is important the the candidate be open to learning about those areas and have a general understanding of them	9/24/2025 8:37 AM

Q14 How important is previous experience presenting to a Board or similar governing body?

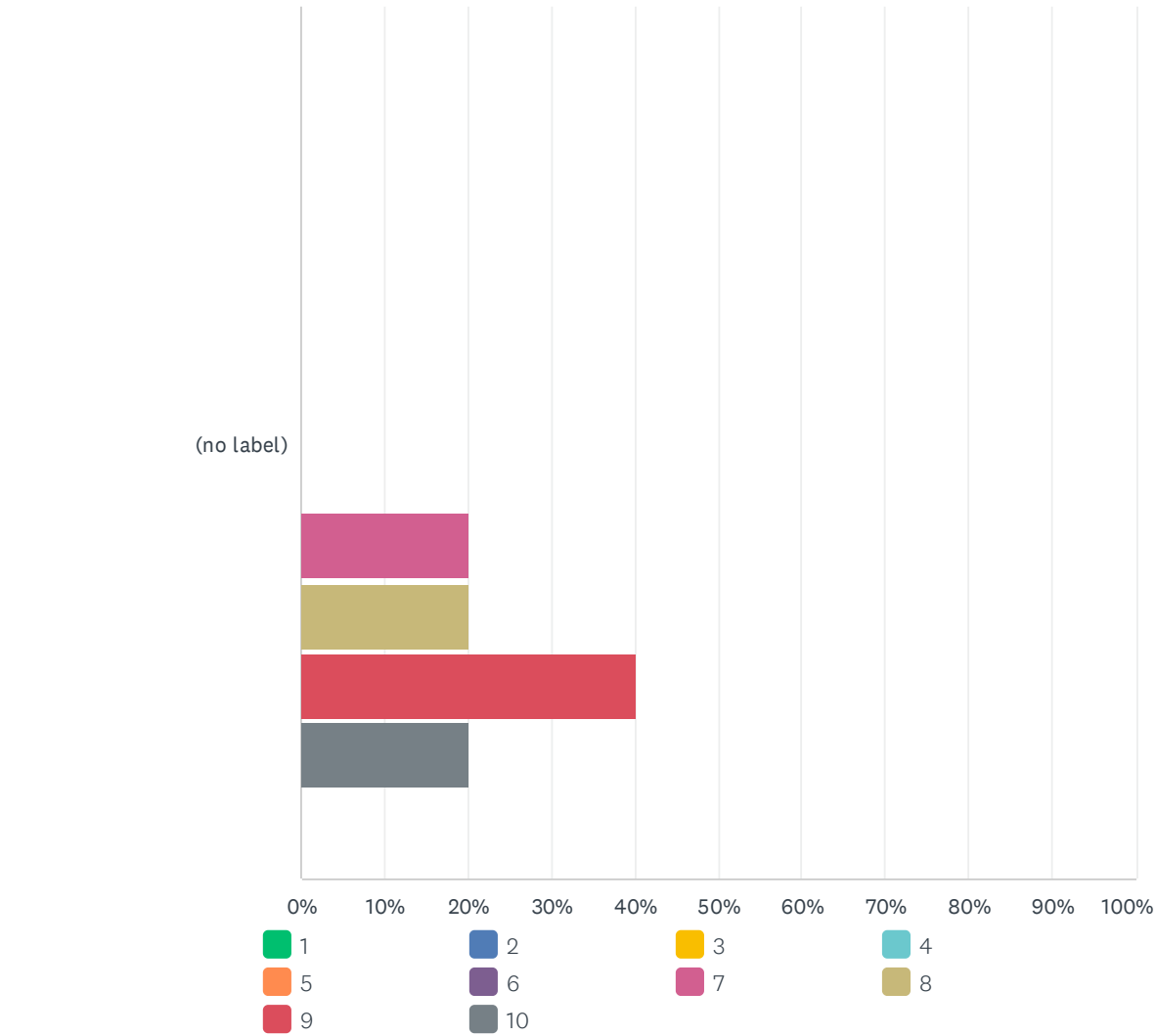
Answered: 5 Skipped: 0



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(no label)	20.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	20.00% 1	20.00% 1	5	7.20

Q15 How important is experience with member/stakeholder/community relations?

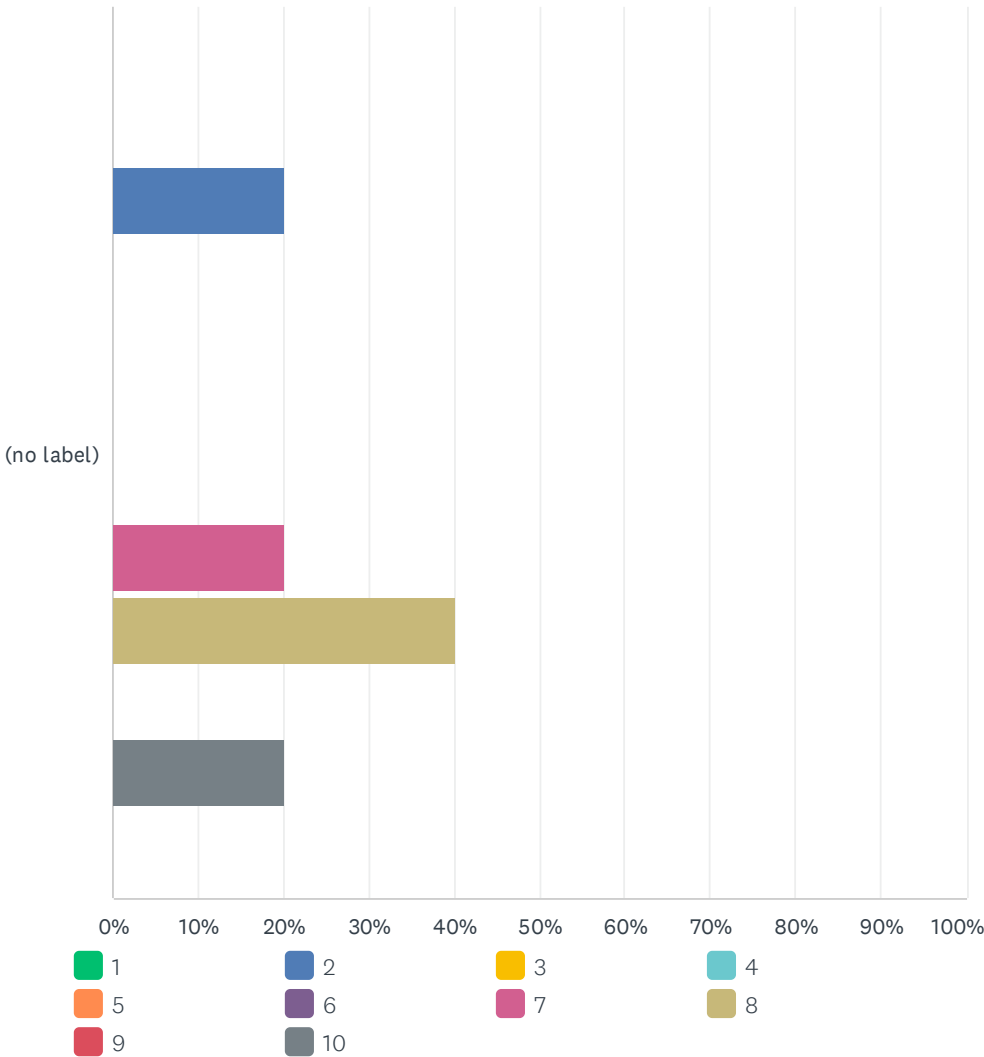
Answered: 5 Skipped: 0



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(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	20.00% 1	40.00% 2	20.00% 1	5	8.60

Q16 How important is experience with regulators and/or legislators?

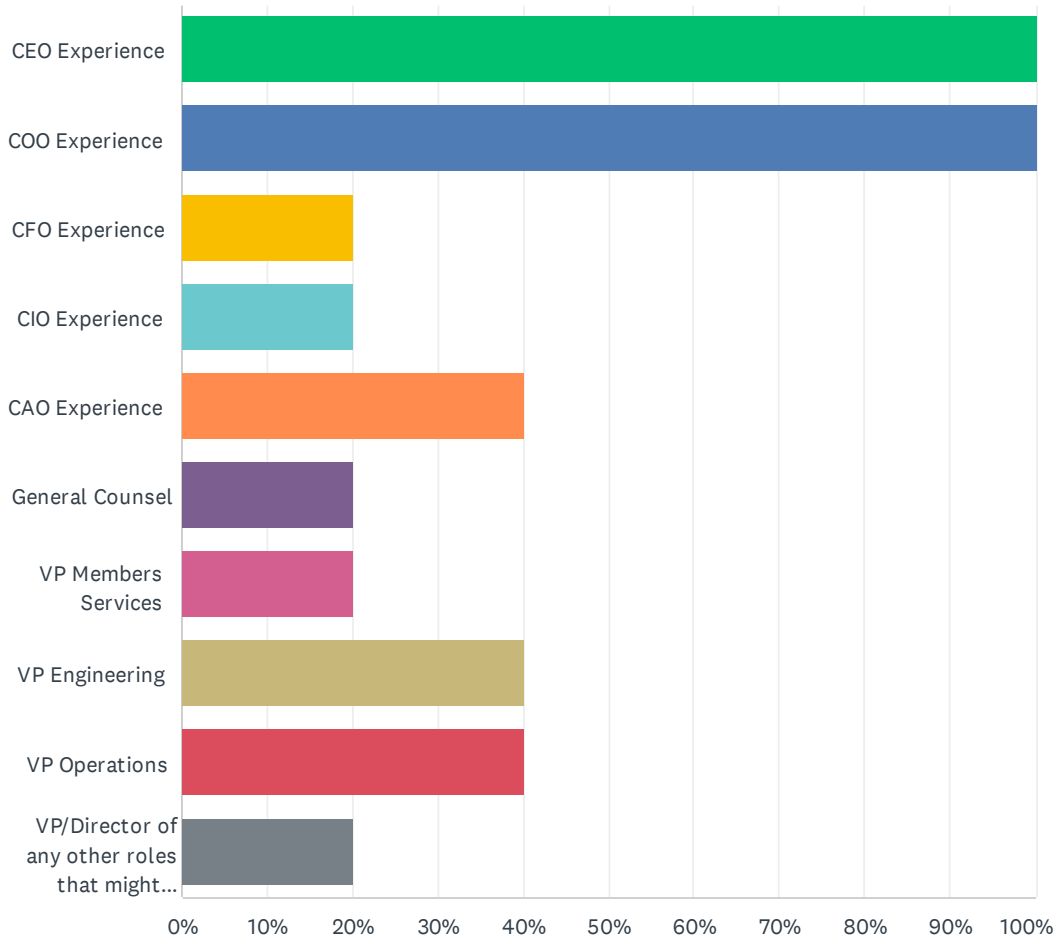
Answered: 5 Skipped: 0



	1	2	3	4	5	6	7	8	9	10	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	20.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	40.00% 2	0.00% 0	20.00% 1	5	7.00

Q17 Are qualified candidates acting in VP or C-Suite (CEO, CFO, CAO, CIO) roles already? Please check all backgrounds that could be acceptable, assuming the candidate also meets other key leadership, managerial, and technical capabilities.

Answered: 5 Skipped: 0



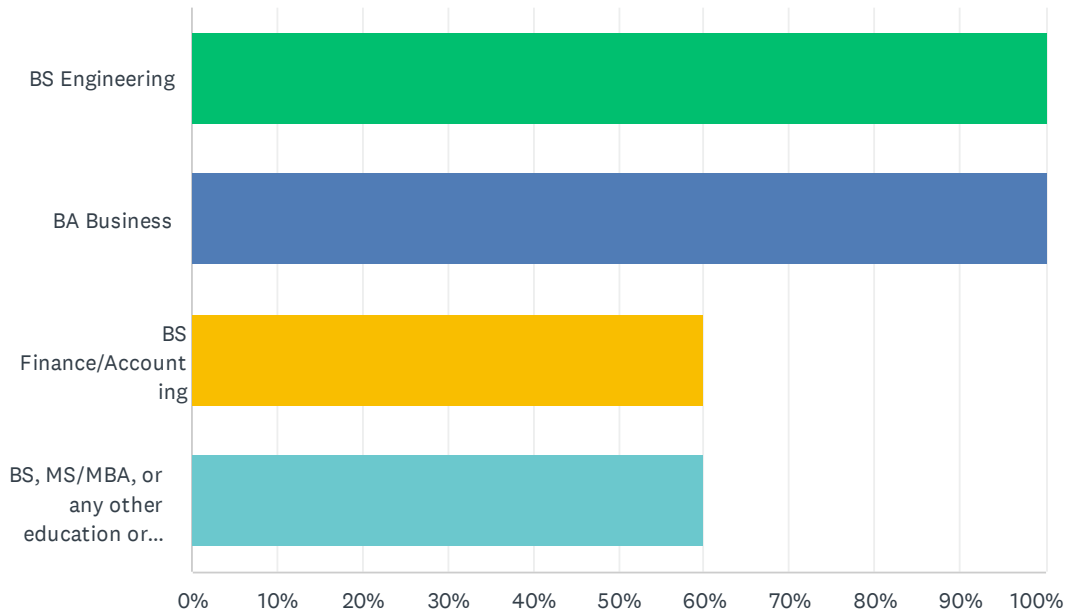
EWEB General Manager Hiring Criteria Topics

ANSWER CHOICES	RESPONSES	
CEO Experience	100.00%	5
COO Experience	100.00%	5
CFO Experience	20.00%	1
CIO Experience	20.00%	1
CAO Experience	40.00%	2
General Counsel	20.00%	1
VP Members Services	20.00%	1
VP Engineering	40.00%	2
VP Operations	40.00%	2
VP/Director of any other roles that might qualify. (Please specify)	20.00%	1
Total Respondents: 5		

#	VP/DIRECTOR OF ANY OTHER ROLES THAT MIGHT QUALIFY. (PLEASE SPECIFY)	DATE
1	I would be open to people in the other positions, but I think we should aim for someone who has both direct experience with the industry and overall leadership/visioning skills	9/24/2025 8:37 AM

Q18 Are qualified candidates acting in VP or C-Suite (CEO, CFO, CAO, CIO) roles already? Please check all backgrounds that could be acceptable, assuming the candidate also meets other key leadership, managerial, and technical capabilities.

Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
BS Engineering	100.00%	5
BA Business	100.00%	5
BS Finance/Accounting	60.00%	3
BS, MS/MBA, or any other education or professional licenses in any other fields. (Please specify)	60.00%	3
Total Respondents: 5		

#	BS, MS/MBA, OR ANY OTHER EDUCATION OR PROFESSIONAL LICENSES IN ANY OTHER FIELDS. (PLEASE SPECIFY)	DATE
1	MBA	9/28/2025 3:37 AM
2	MBA depending on work experience.	9/26/2025 4:58 PM
3	I'm open to a variety of backgrounds, given they have relevant experience	9/24/2025 8:37 AM

Q19 What would be the Ideal number of years a candidate should commit to working for EWEB? What is the minimum that the Board will look to seek?

Answered: 5 Skipped: 0

#	RESPONSES	DATE
1	5-10	9/29/2025 10:55 PM
2	5	9/28/2025 3:37 AM
3	5 to 8	9/26/2025 4:58 PM
4	10	9/24/2025 8:37 AM
5	7-10	9/23/2025 1:38 PM

Q20 How visible should the GM expect to be regionally and nationally?

Answered: 5 Skipped: 0

#	RESPONSES	DATE
1	Regionally, should be a recognized individual from a community perspective. Nationally matters less to me. Actions beget recognition, which are the higher priority.	9/29/2025 10:55 PM
2	Somewhat	9/28/2025 3:37 AM
3	Regionally frequently. EWEB has always been a strong voice for the region.	9/26/2025 4:58 PM
4	Visible - Eugene citizens expect to be able to see, hear, and interact with the GM.	9/24/2025 8:37 AM
5	Regionally yes but nationally not so important.	9/23/2025 1:38 PM

Q21 What do you see as external and internal challenges for EWEB and what key goals, expectations, and desired accomplishments do you have for the next GM?

Answered: 5 Skipped: 0

#	RESPONSES	DATE
1	Internal: Executive Suite vs rank and file relations, clear and forward motion on forward facing customer programs, Navigating the challenge of utility owned vs utility purchased/contracted systems, External: An ever changing environmental landscape that will require both expertise and finesse to navigate, Cost of living increases and challenging markets ahead. Goals and expectations: A GM who can lead with both expertise and compassion. One who will not sacrifice our values or mission for the next "shiny" project. One who others within the organization can look to and at least feel like they have been heard. My expectation is to have a GM who is open, listens to feedback, and can uplift good ideas even if they are not mainstream. No GM can know and do everything, they have to bring a team of trusted colleagues to support the organization as a whole. I'm looking for a team leader.	9/29/2025 10:55 PM
2	Complete large project, second source, hydro	9/28/2025 3:37 AM
3	Challenges: Carmen Smith, Labor Union negotiations, secondary water source, continued supply chain cost pressures. Goals: Affordability during time of uncertainty and numerous cost increases.	9/26/2025 4:58 PM
4	External challenges - costs, changing regulatory environment, resiliency issues, lack of adequate resources (both electricity and water); Internal - union issues, filling open job positions. I would like the next GM to be open and curious, to respect the values of environmental stewardship and sustainability, to be approachable, and to understand how to work with a publicly elected board. I would like the next GM to have a vision how to adapt in a changing utility world and how to keep EWEB innovative.	9/24/2025 8:37 AM
5	Current union issues, Leaburg/Walterville, Second source, deployment of AMI, rate restructuring, Seneca Bio Mass, aging workforce & affordability. The new GM will have to take on all of these current challenges as well as any emerging issues not yet identified.	9/23/2025 1:38 PM

Q22 What does the Board consider an appropriate salary range and total compensation package for the GM? A package could include any of the following: base salary, incentives, vehicle allowance, enhanced retirement contributions, pension restoration plan, employment contract, relocation, retention or signing bonus, etc.

Answered: 5 Skipped: 0

#	RESPONSES	DATE
1	I trust HR to make this determination.	9/29/2025 10:55 PM
2	Need to see comps	9/28/2025 3:37 AM
3	15% less than what Frank was making unless there is reason to believe they had similar experience to Frank. Frank was an experienced top performer. I do not expect someone to garner that same level of compensation right out of the gates.	9/26/2025 4:58 PM
4	I don't know. This would be based on industry standards and comparable salaries/packages. I'm hoping we get information on this from the search firm.	9/24/2025 8:37 AM
5	\$325,000-\$400,000 plus benefits	9/23/2025 1:38 PM

General Manager Transition: Recruitment Process and Standards

October 7, 2025



Eugene Water & Electric Board

Rely on us.

Agenda

- Updated Recruitment Timeline
- Commissioner Feedback on Hiring Standards
- Stakeholder Feedback
- Job Posting
- GM Compensation Range

Hiring Process: Updated Timeline

Activity	Forum	Date *	Timeline										Status
Process and Standards Discussion	General	Sept 2	●										Complete
Requirements discussion with Vendor	General	Oct 7		●									
Candidate Search and Screening	Recruiter	Oct 8 – Nov 18		■									
Short List Selection	Executive	Dec 9				●							
Short List Interviews/ Finalists Selection	Executive	Dec 17 – 19 Dec 31 – Jan 2					■						
Finalist Interviews	Executive	Jan 12 – 15					●						
Candidate Selection	Executive	Jan 28					●						
Employment Negotiations	Recruiter	Feb 2 – Feb 16						■					
Offer of Employment to new GM	General	Feb 17						●					
Notice Period / new GM start		Feb – May							■				

Hiring Process: Updated Timeline

Direction Requested:

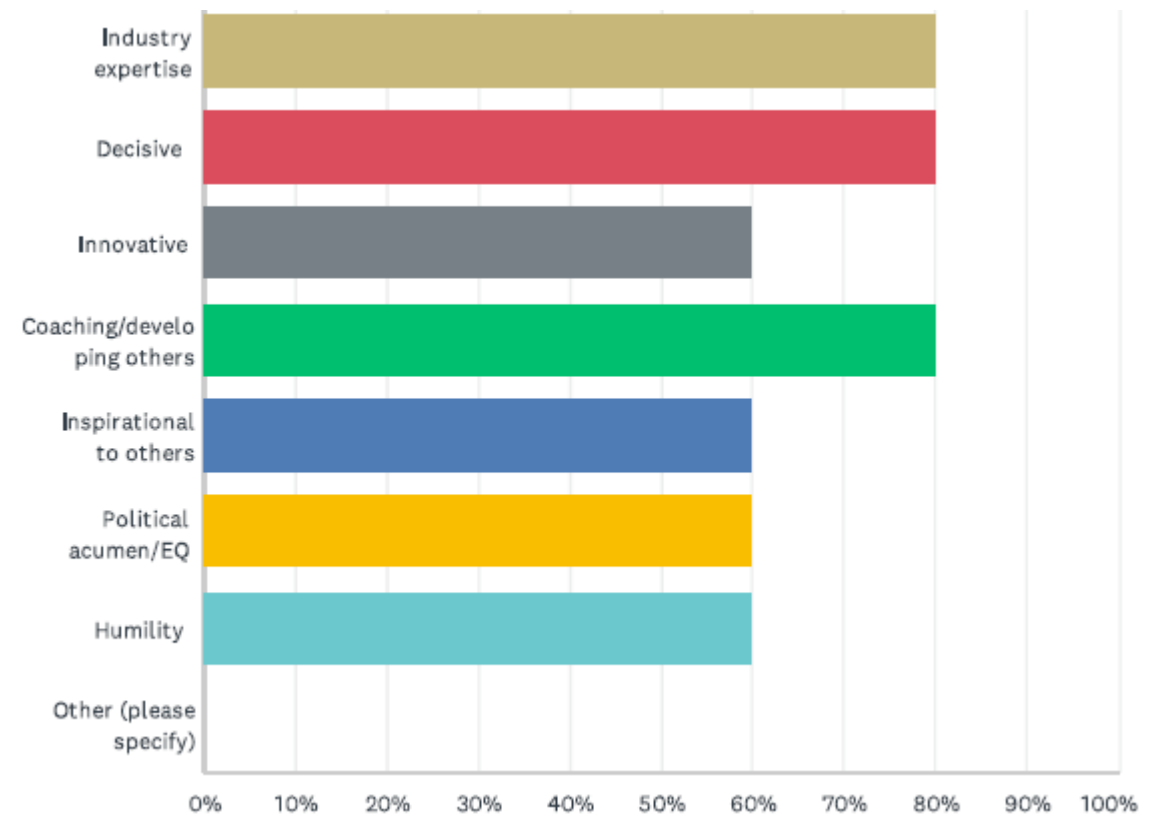
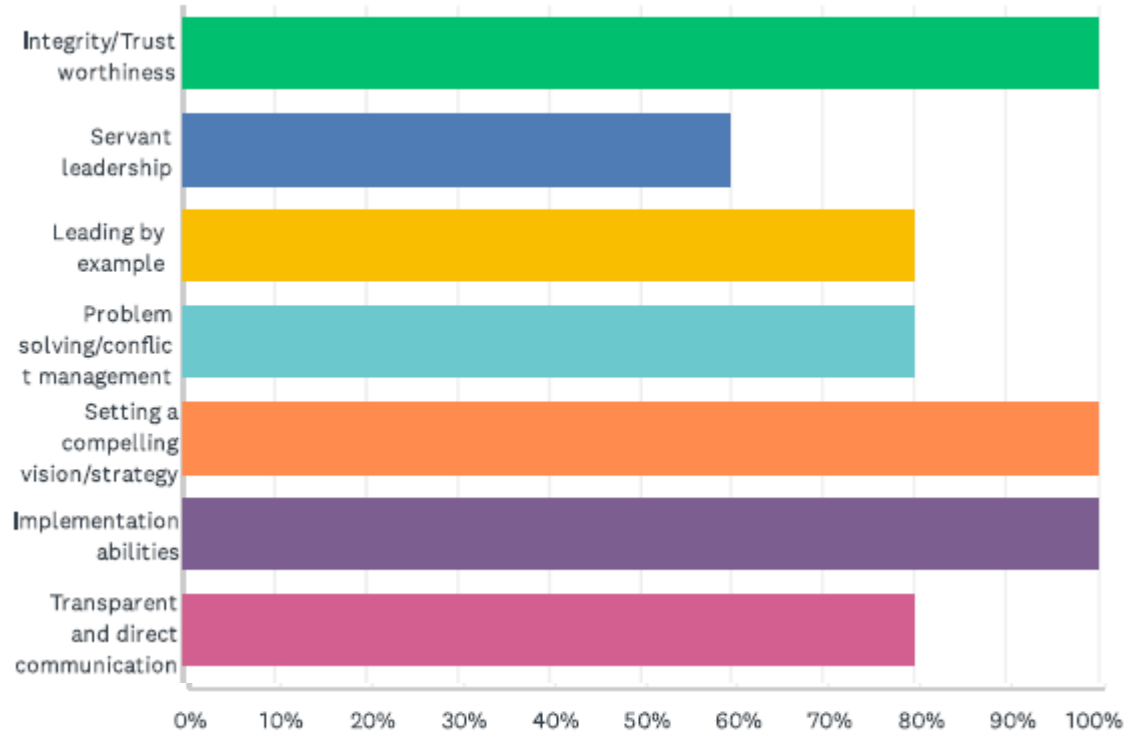
Will this timeline be acceptable to the Board for completing the General Manager recruitment process? What modifications, if any, are necessary?

Hiring Standards: Commissioner Feedback on Hiring Criteria

- On September 23, 2025, Mycoff Fry Partners requested feedback from Commissioners regarding the prioritization of potential candidate qualifications, skills, and experiences to ensure candidate recruitment and prescreening was as effective as possible.
- A summary of aggregated Commissioner responses is included on the following slides, and Lanie Mycoff will lead the Board through a discussion of the results to confirm the Board's priorities for candidate qualities.

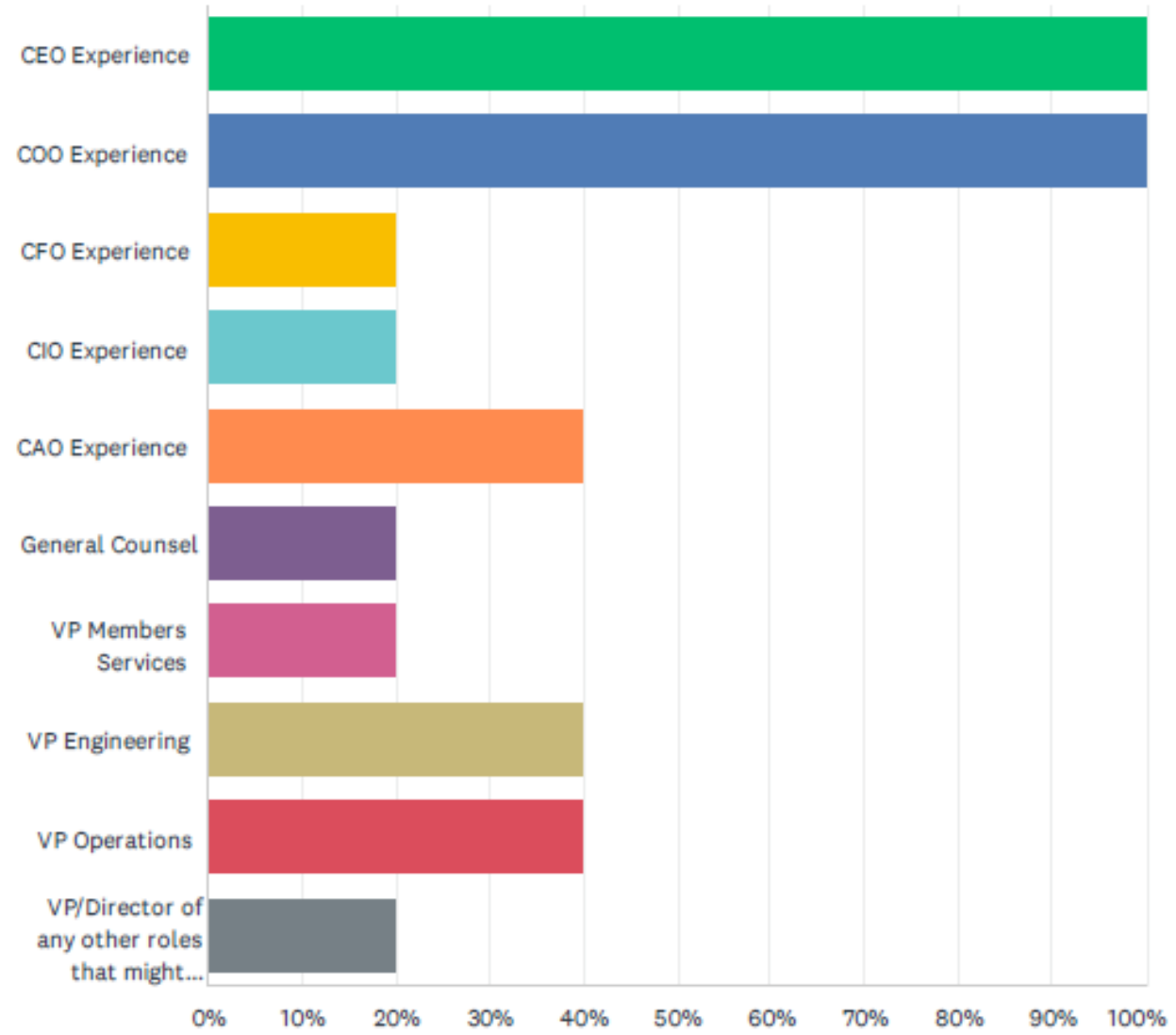
Hiring Standards: Commissioner Feedback on Hiring Criteria

What are the ideal leadership and management competencies for EWEB's next GM?



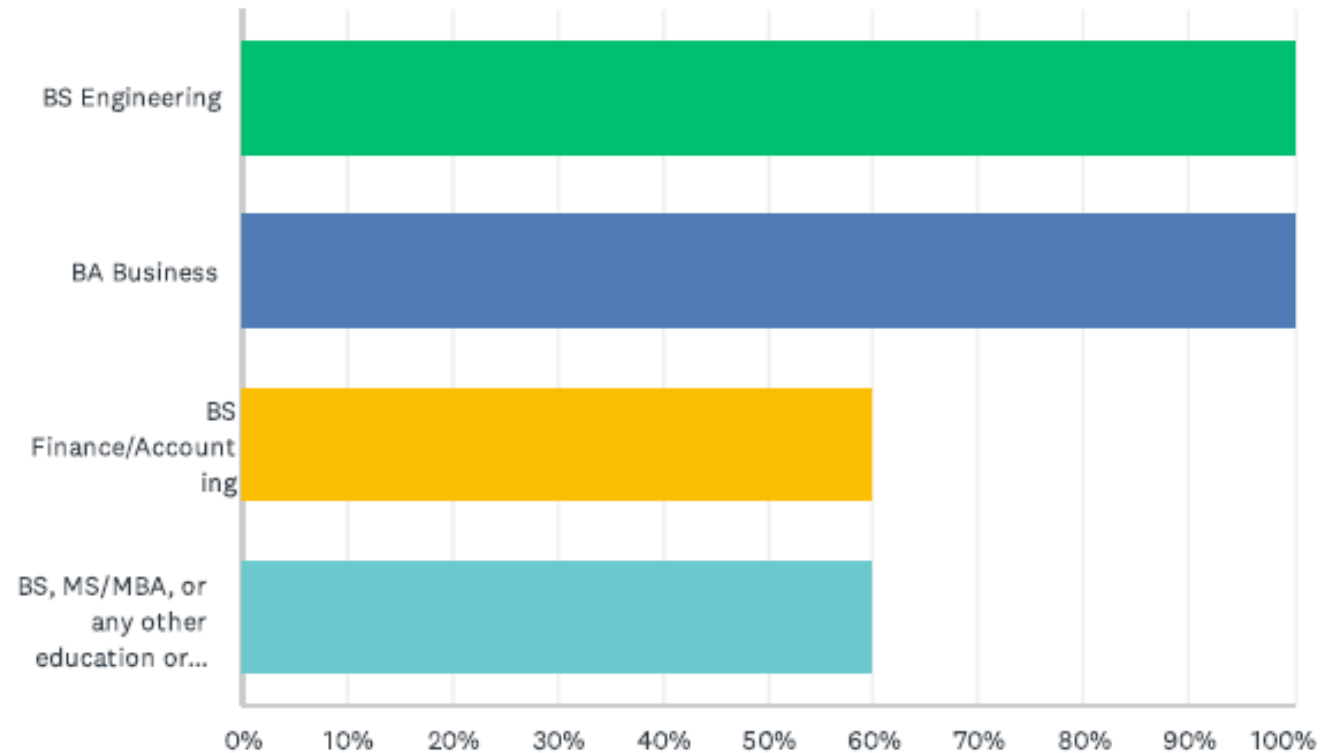
Hiring Standards: Commissioner Feedback on Hiring Criteria

Are qualified candidates already
working in VP or C-Suite
Positions?



Hiring Standards: Commissioner Feedback on Hiring Criteria

What educational background or certifications should candidates have?



Hiring Process: Stakeholder Feedback

Discussion:

- During the September 2, 2025, board meeting a discussion was started regarding interest in creating a special tool or event secure community feedback regarding the desired skills, qualifications, or priorities for a new General Manager.
- Common avenues to secure community feedback include the public commentary portion of each general session, scheduling a special “listening session,” and utilizing digital survey tools.

Direction Requested:

Should a special listening session or survey tool be utilized to secure community feedback?

Hiring Process: Job Posting

Discussion:

- As part of the recruitment process a job posting, based on the hiring standards approved by the board, will be used to inform prospective candidate of the opportunity and the Board's expectations.
- A proposed job posting has been included in this month's Board materials.

EUGENE WATER & ELECTRIC BOARD GENERAL MANAGER



EWEB is the largest publicly owned electric and water utility in the state of Oregon. The utility has approximately 500 employees, one-third of which are represented by organized labor. EWEB is governed by a five-member Board of Commissioners who are elected by voters residing in the City. The Electric System supplies service to 100,000 residential, commercial, and industrial customers within the City of Eugene and areas along the McKenzie River between the cities of Waterville and Vida where two of EWEB's hydropower plants are located. The total service area covers 236-square miles. The Electric System owns and operates approximately 1,150 circuit miles of overhead and underground distribution lines, 134 circuit miles of transmission lines, and 38 distribution substations. Power delivered to customers is supplied by Bonneville Power Administration (BPA) contracts, EWEB-owned generation resources, other contracted resources, and purchases from the wholesale energy markets. EWEB's power supply sources are primarily hydropower but also include wind, biomass, steam, and solar.

The source of supply for the Water System is the McKenzie River. Water intake and purification of water occurs at the Hayden Bridge Water Filtration Plant. In addition to the filtration plant, the Water System owns and operates 23 storage tanks, 25 pump stations, and approximately 800 miles of transmission and distribution mains. The Water System provides water service to 55,000 residential and general service customers within the EWEB service territory and supplies wholesale water to the River Road and Santa Clara water districts outside Eugene. In addition, EWEB has surplus water contracts with the City of Veneta and the Willamette Water Company.

The General Manager reports to the Board of Commissioners and is responsible for carrying out executive duties to ensure the effective management and operation of all water and electric utility activities. The current General Manager, Mr. Frank Lawson, has served in this role since 2016 and announced his plans to retire in the Spring of 2026.

PRINCIPAL ACCOUNTABILITIES

- Provide the leadership and management necessary to direct the utility to 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 fulfill the utility's mission.
- Create a compelling vision and 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 EWEB's 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.

Hiring Process: Job Posting

Direction Requested:

Does the draft job posting, as drafted, accurately describe both the duties and required qualifications of a qualified General Manager candidate as well as the Board priorities for that candidate?

If not, what specific updates are required to align the document with the Board's intentions?

Hiring Criteria: Compensation Range

Discussion:

- The Board will need to identify the compensation range that the incoming General Manager's compensation package must adhere to.
- An updated market analysis of GM pay was completed in September 2025 and is found below.

Compensation Type	EWEB	Comparator 1	Comparator 2	Comparator 3	Comparator 4	Comparator 5	Comparator 6	Comparator 7
Base Salary	\$ 394,640	\$ 340,008	\$ 350,314	\$ 365,820	\$ 425,000	\$ 435,450	\$ 474,240	\$ 750,240
Additional Benefits	\$ 10,924	\$ 660	\$ 93,155	\$ 4,800	\$ 12,750	\$ 1,140	\$ -	\$ 69,240
Base + Additional Benefits	\$ 405,564	\$ 340,668	\$ 443,469	\$ 370,620	\$ 437,750	\$ 436,590	\$ 474,240	\$ 819,480

- Take away: EWEB GM pay as currently set lags slightly behind market average

Comparator Analysis	Average	% from Avg
Average for all Comparators	\$ 474,688	-14.56%
Excluding Highest/Lowest Comparators	\$ 432,534	-6.24%
Excluding Highest Comparator	\$ 417,223	-2.79%

Direction Requested:

- What compensation range should be used to determine bounds of incoming GM pay?