



MEMORANDUM

EUGENE WATER & ELECTRIC BOARD

Rely on us.

TO: Commissioners Brown, Mital, Helgeson, Manning and Simpson
FROM: Roger Gray, General Manager
DATE: March 24, 2014
SUBJECT: 2014 Organizational Performance - Key Performance Indicators (KPI) Dashboard
OBJECTIVE: Board Information and Feedback

Issue

Each quarter, Management prepares a KPI dashboard report to reflect organizational performance and to convey to the Board the general health of the utility. Subsequent to the approval of the new Strategic Plan and in preparation for the first quarterly report out in May, Management is seeking feedback from the Board on the proposed changes to the KPI dashboard.

Background

Beginning in 2013, Management created a new format to report out organizational performance and GM goals. Feedback on this structure has been positive, both from the Board and from the Leadership Team.

Discussion

In follow-up to the discussions on the Strategic Plan, Management is recommending to more clearly reflect the Transformational aspects of the organization's goals in the dashboard by including the Business Strategies along with supporting organizational goals that move us toward them. In addition, Management is calling out the Perform aspects of performance, represented by the KPIs reflected last year, along with a few additions - particularly in the "Employee" part of the) framework. The framework is represented in the breakout of performance into four general areas: Customer, Financial, Operational/Efficiency, and People/Cultural. You will note that these are represented at the highest level of categorization in the dashboard.

TBL Assessment

A TBL assessment has not been specifically conducted to create the dashboard, but the dashboard itself really serves as a TBL assessment of organizational performance at the highest level.

Recommendation

Management recommends adoption of the new KPI dashboard report to represent the GM goals for 2014 and for use to convey to the Board the general health of the organization, reported out at quarterly intervals.

Requested Board Action

Provide feedback (either via email or in person to me) on the proposed Dashboard in preparation for the Q1 report out in May.

**EWEB ORGANIZATIONAL PERFORMANCE DASHBOARD - CY2014
QUARTERLY REPORT**

Customer & Stakeholder Perspective								
	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend	Expected Finish	Comments	Sources
PERFORM								
Competitive Electric Rate Trends								
Competitive Water Rate Trends								
Customer Communication & Engagement								
Customer Satisfaction								
Customer Service Operations								
Environmental Stewardship								
Product Delivery – Conservation, DR, & EE								
Product Delivery – Electric Service								
Product Delivery - Water								
Water Reliability Initiative: Emergency Preparedness								
Water Reliability Initiative: Alternative Water Supply								
TRANSFORM								

Redefine and price the products and services that today's customers value over the next three years, in order to help prepare EWEB and the community for the utility of the future.

Partner with customers of both utilities redefine services, pricing and options that include increasing levels of customer								
Refine product definitions and pricing for both utilities (un and repackage services to accurately reflect customer services such as back-up, storage/banking, delivery, supply) over the next three years to enable customers to more clearly respond to the cost and value of the products and services we offer.								

Financial Perspective

	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend	Expected Finish	Comments	Sources
PERFORM								
Budget Adherence – Electric Utility								
Budget Adherence – Water Utility								
Explore Sale of Generating Assets								
Sale of Real Property Assets (Includes Riverfront Property and Asset Utilization Efforts)								
Financial Contribution of Trading Operations								
Financial Health Recovery Plan Implementation								

Financial Metrics – Electric Utility (Reserves, DSC, etc.)								
Financial Metrics - Water Utility (Reserves, DSC, etc.)								
Budget Adherence – Electric Utility								
Budget Adherence – Water Utility								
TRANSFORM								
Increase customer value within the next five years for both utilities by targeting a competitive comparator position at the middle of the pack when compared to industry peers.								
Improve our comparator position among peer electric utilities to at least 10% below Oregon-based IOUs within 5 years. Improve our relative comparator position among NW-based COUs by moving closer to 50th percentile within 5 years.								
Maintain our comparator position among peer water utilities to no more than the 50th percentile after implementing alternative water supply.								
Operational, Continuous Improvement and Efficiency Perspective								
	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend	Expected Finish	Comments	Sources
PERFORM								
AMI/MDM Projects								
Capital Improvement Program Implementation								

Carmen Smith Relicensing Project								
Generation Asset Efficacy								
IS Project Execution								
Regulatory Compliance and Self Reporting								
Vehicle Safety and Property Preservation								
Work Asset Management Project (WAM)								
Plan for Internal Audit and Process Improvement Function								
TRANSFORM								
Increase organizational efficiency over the next five years by using technology, business process improvements, partnerships, and other mechanisms to manage costs, improve service, and increase customer value.								
Develop and implement tools to reduce waste and reduce or eliminate costs that don't provide customer value within the next two years.								
Build and fully implement the 10 year Information Systems plan meeting scope, cost and schedule.								
Use technology and business systems to improve customer experience and information flow, beginning now.								
Adopt benchmarking as a standard EWEB practice to measure and assess efficiency of all EWEB work processes and functions by EOY 2014.								

People/Cultural Perspective

	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Trend	Expected Finish	Comments	Sources
PERFORM								
Employee Engagement								
Employee Safety, Health, & Wellness								
Workforce Composition								
Workforce Performance								
Workforce Development								
Employee Engagement								
TRANSFORM								
Leverage the power of our people to create and implement flexible and resilient business plans over the course of this strategic plan to allow EWEB to better adapt and thrive as the future changes.								
Assess and enhance employee engagement, awareness of EWEB’s strategic direction, alignment with current EWEB and department goals, and willingness and ability to embrace change.								
Effectively implement scenario-based planning that includes broader horizons ranging from traditional centralized to decentralized utility futures and considers enterprise risk management.								

Ensure major work processes and functions can scale up and down more flexibly without disruption to business or people.								
EWEB people receive increasing levels of (re)training to perform EWEB work now and in the future and are hired and retained for ability to adapt and learn over time.								
Refine our focus over the course of this strategic plan to clearly reflect the vision and values of EWEB employees and the community we serve in the work that we do each day, while we transform vital aspects of our business.								
Clearly define and then deliver the unique benefits of being a public utility within 2 years to better leverage the value of the public utility business model.								
Position EWEB as a competitive employer within the next five years by evolving our workplace management policies, practices, and safe working conditions to attract, develop, and retain the next generation of skilled, dedicated, and highly performing employees to carry out the mission and goals of the water and electric utilities.								
Make EWEB a “Great Place to Work” right now, with people who are highly engaged and committed to our customers.								