EWEB

STRATEGIC & OPERATIONAL QUARTERLY REPORT | Q4 & FY2021

March 1, 2022

TABLE OF CONTENTS

EXECUTIVE SUMMARY

In 2022, with a few exceptions EWEB continued to operate well and make strategic progress despite some ongoing and emerging challenges including additional COVID variants and pandemic spread, supply chain issues, and labor shortages in some impactful job classifications. The EWEB workforce demonstrated a high-degree of perseverance and professionalism as we worked together to support our community, colleagues, partners, and customer-owners.

At year end, the preliminary unaudited Electric utility financials were solid, posting a net income of $4.4 million on approximately $269 million in revenue. FEMA reimbursements from the Holiday Farm Fire were recognized in Q4 2021, totaling nearly $3.5 million. Electric financial metrics with the exception of Rate of Return, were within target. Spending was within budget authority, following a budget amendment to account for purchased power expense and shifting overhead to O&M as capital spending was under budget. Total retail consumption of electricity was 2.4 million MWhs, close to budgeted assumption.

The Water utility preliminary financials were exceptional with $10.2 million of net income on approximately $43.1 million in sales. Annual water production, at 9.55 billion gallons, was the highest since 2008. Water net income was strong, and all financial metrics were within Board targets for the Water Utility. Spending in both Capital and O&M was within budget authority.

In 2021, safety continued to be a priority with EWEB's safety program recognized with NIOSH's Total Worker Health® Affiliate status, one of just over 50 awarded nationwide. Injuries were slightly higher than the 3-year average, OSHA time loss days were significantly lower, and participation in the proactive "good catch" reporting continued to grow.

Reliability was generally good for both the electric and water utility. Electric outage frequency and duration were near the five-year lows, while water had slightly higher leaks per 100 pipe-miles versus the American Water Works Association (AWWA) benchmark. However, the percentage of customers experiencing a water disruption was down versus the 2-year average with the duration of the outage well below the AWWA benchmark. The water utility was identified as an "Outstanding Performer" by the Oregon Health Authority as a result of their 2021 Sanitary Survey.

EWEB's "source to tap" multi-barrier approach continues to insure the delivery of excellent water quality. EWEB staff are maintaining 14 real-time water quality instruments in the field that help us track changing water quality conditions in our source water and prepare for any necessary treatment adjustments. While harmful algal blooms (HABs) were detected in both Cougar and Blue River Reservoir in Q3, no reportable levels of cyanotoxins were measured in 2021 for either the reservoirs, tributaries, or the mainstem McKenzie River. For customer complaints, the majority of the complaints were about dirty water, similar to past years. In 2020 Q3, EWEB had quite a few more taste and order complaints from the fire with 13 total in that quarter. Whereas in 2021 EWEB received from two to five taste and odor complaints per quarter. EWEB will publish a 2021 Water Quality Report this coming spring.

Despite the organization's focus on the continuity of operations amidst several ongoing and emerging challenges, EWEB was able to accomplish most of our strategic annual goals in 2021. Of the nine (9) goals (and sub-goals), eight were either fully accomplished or "on target" based on the 2021-specific milestones. The Board revised the strategic plan, an electrification analysis, three-year COSA, multi-year information system/technology plan, a Leaburg canal decision roadmap, and wildfire mitigation plan were all completed in 2021. The only goal to be classified as "below target" related to the deployment of advanced metering where, due to supply chain issues, the rapid deployment of electric meters was postponed on October 1st, 2021. Despite some delays, EWEB has now deployed over 100,000 advanced meters as of yearend.

Overall, there are many accomplishments and people to recognize based on our 2021 performance. Despite some response time challenges for several compounding reasons, in 2021 customer service assisted over 167,000 customers. Over 50,000 customer accounts have now registered on EWEB's customer portal, far more than previous online subscribers. EWEB Customer Care provided 4,650 customers with over $1.3 million in assistance. EWEB's Field Services provided incentives and services saving customers 10,624 MHhs of energy use, while EWEB also achieved our carbon assistance reduction savings of 10,184 MTCO2e, well over our goal of 8,500 MTCO2e. Not

including Energy Efficiency loans, Water Truck deployments, Greenpower grant awards yet to be paid out/finalized, or volunteer/ambassador efforts and events, in 2021 EWEB and our employees contributed over $18 million in community investment in the form of contributions in lieu of taxes (CILT), sponsorships, donations, grants, mutual aid, Customer Solutions products and services, System Development Charge (SDC) waivers, and EWEB Ambassador efforts and events.

The organization continues to work to overcome some challenges that manifested further in 2021, primarily driven by staffing or contracted-resource challenges or supply chain issues, including longer-than-normal customer hold times, turnaround time on electric customer-driven construction and renovation projects, pace of vegetation management, and some other proactive O&M activities. Carmen Smith License Deployment remains challenged by emergent dam safety issues that will further delay fish passage projects.

Throughout the year, Commissioners provided significant guidance, oversight and governance on a variety of important topics including EWEB's climate change policy, revised strategic plan, wildfire mitigation, Leaburg canal restoration, E. 40th water storage project, cost-of-service analysis, pricing and rates, capital and operations plans and budgets, community electrification, and the establishment of a $12 million 5-year watershed recovery fee. EWEB worked often with the City of Eugene this past year on project coordination, issues of mutual interest, and property transactions that included the MGP site sale, the City's modernizing of the city code related to EWEB surplus property and release of exclusive rights to the HQ property.

Overall, EWEB's workforce performed admirably in 2021 despite some ongoing and new challenges. We are proud of our many accomplishments and are aware of the areas where improvement is needed. We will work to address these shortcomings, some included in the 2022 organizational goals, in ways that we can continually improve and sustain in order to effectively and efficiently serve our customer-owners.

Frank Lawson
CEO & General Manager

GENERAL MANAGER'S OFFICE

BOARD ACTIVITY REPORT

During the months of October, November, and December the Board of Commissioners took significant actions and held meaningful discussions including, but not limited to, the following:

- The Board discussed and approved the 2022 annual budgets, along with the appropriate and supporting rate/pricing actions.
- After hearing an update on the Water Utility's second source project, the Board gave direction to proceed with planning for the new water treatment plant.
- The Board directed staff to execute a formal Request for Proposals process for the HQ buildings and property.
- After several work sessions and discussions, the Board approved amendments to the Utility's strategic plan and further defined our core values.
- The Board discussed EWEB's Information Systems and technology investment plan.
- Commissioners deliberated and provided guidance on potential revisions to Board Policy SD15, Climate Change Policy.
- Commissioners reviewed and provided guidance on the results of the second phase of EWEB's analysis of the impacts of community electrification.
- Commissioners approved EWEB's "working version" of the Wildfire Mitigation Plan.
- Commissioners provided input and guidance on the Utility's potential 2022 organizational goals.
- The Board discussed its high-level direction and principles for EWEB's advocacy efforts and approved the 2022 State Legislative Agenda.
- The Board also reviewed substantive updates and reports on the following subjects: Annual Greenhouse Gas Report for 2020, Draft Wildfire Mitigation Plan Update, Final Electrification Study Reports, Leaburg Canal Communication and Stakeholder Engagement Strategy, and notice of the completion of the MGP site sale/transfer.

MANAGEMENT HIGHLIGHTS

The General Manager established a position description and budget for a Climate Policy Analyst & Advisor. This new role will support the General Manager's Office and the Energy and Water divisions with strategic planning and resource decisions amidst emerging climate and energy challenges. A recruitment will take place during the first quarter of 2022.

The Executive Team engaged with a consultant to begin a dialog around anti-racism and identifying ways that we can foster diversity, equity, and inclusion within EWEB, and in our day-to-day interactions with customers and the community.

COMMUNITY INVESTMENT

In accordance with Board Policy EL3 - Public Requests for Board Expenditures, Appendix G outlines the sponsorships, donations, grants and in-kind services, efforts, and events of EWEB's Community Investment Program. In addition,

the Community Investment report outlines other investments including EWEB's Energy Efficiency and Water Conservation products and services, Limited Income Assistance programs, System Development Charge Waiver program, and contributions in lieu of taxes to the Cities of Eugene and Springfield.

APPENDICES

Management is obligated to report explicit information as guided by Board policy and voluntarily reports additional supplemental information, contained as follows:

REQUIRED REPORTING PER BOARD POLICY

- Appendix A: Electric Utility Financial Statement (EL1)
- Appendix B: Water Utility Financial Statement (EL1)
- Appendix C: Electric Utility EL1 Capital Report
- Appendix D: Water Utility EL1 Capital Report
- Appendix E: Capital Spending Summary (Supplement to EL1 Reports)
- Appendix F: Contracts Awarded Report (EL2)
- Appendix G: Community Investment Report (EL3)

ADDITIONAL APPENDICES

- Appendix H: Electric Division Metrics Scorecard
- Appendix I: Water Division Details
- Appendix J: Workforce Composition

EWEB STRATEGY & ANNUAL GOALS

The Eugene Water & Electric Board Strategic Plan (2018-2028) was approved August 2, 2017, revised October 5, 2021, and provides the basis for policies, decisions, and the annual goals established for the organization. This Quarterly Report is organized to provide status and progress information based on those annual goals. On January 5, 2021 the EWEB Commissioners approved the following annual goals for the organization.

- **GOAL #1:** Maintain or improve our "day-to-day" performance consistent with Board direction, policies, and organizational values, with an emphasis on increasing workforce resiliency
- **GOAL #2:** Effectively execute and operationalize a multi-divisional information system program by successfully scaling-up advanced metering for revenue management purposes
- **GOAL #3:** Revise and update the strategic plan in order to identify and prioritize the most impactful 3-5-year strategic issues, decisions, and projects
- **GOAL #4:** Collaborate and align with the Board to develop directional guidelines and decision criteria on issues having long-term strategic and policy-setting impacts, including development and approval of:

  a.) revised/updated Watershed Recovery & Protection Program, including appropriate 2021 budget amendments and future revenue mechanisms, and

  b.) TBL-based plan for the lower McKenzie River Hydroelectric Projects in compliance with FERC, and collaboration with the McKenzie Valley community, and

  c.) multi-year Information System/Technology Investment Plan, in support of both business continuity and strategic priorities, including 10-year annual spending projections for incorporation into EWEB's Long-Term Financial Plan and 2022 Annual Budget, and

  d.) Initial risk-based Wildfire Mitigation Plan, for likely filing with Oregon Public Utility Commission, and

  e.) first multi-year COSA, including revised ratemaking principles.
- **GOAL #5:** Continue electrification impact assessment, specifically analyzing the future decarbonizing trends of electricity and natural gas, and the division of costs/benefits between participants, utilities, and society at-large -- a.k.a. who benefits and who pays?

GOAL 1 – UTILITY OPERATIONS

Goal #1 – Maintain or improve our "day-to-day" performance consistent with Board direction, policies, and organizational values, with an emphasis on increasing workforce resiliency.

ELECTRIC UTILITY FINANCIAL REPORT

See Appendix A: Electric Utility Financial Statement

Submitted By: Deborah Hart

Overall Status

Status Summary

Financial metrics with the exception of Rate of Return, were within target. Spending was within budget authority, following a budget amendment to account for purchased power expense and shifting overhead to O&M as capital spending was under budget. Total revenues were in line with budget assumptions.

Item of Interest

FEMA reimbursements from the Holiday Farm Fire were recognized in Q4 2021, totaling nearly $3.5 million.

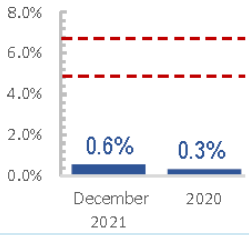
FINANCIAL METRICS

Financial metrics are indicators of financial condition and presented within Appendix A. The Rate of return metric is the only metric not in line with Board targets. Rate increases in 2022 will have a positive impact on the metric moving forward.

Rate of return

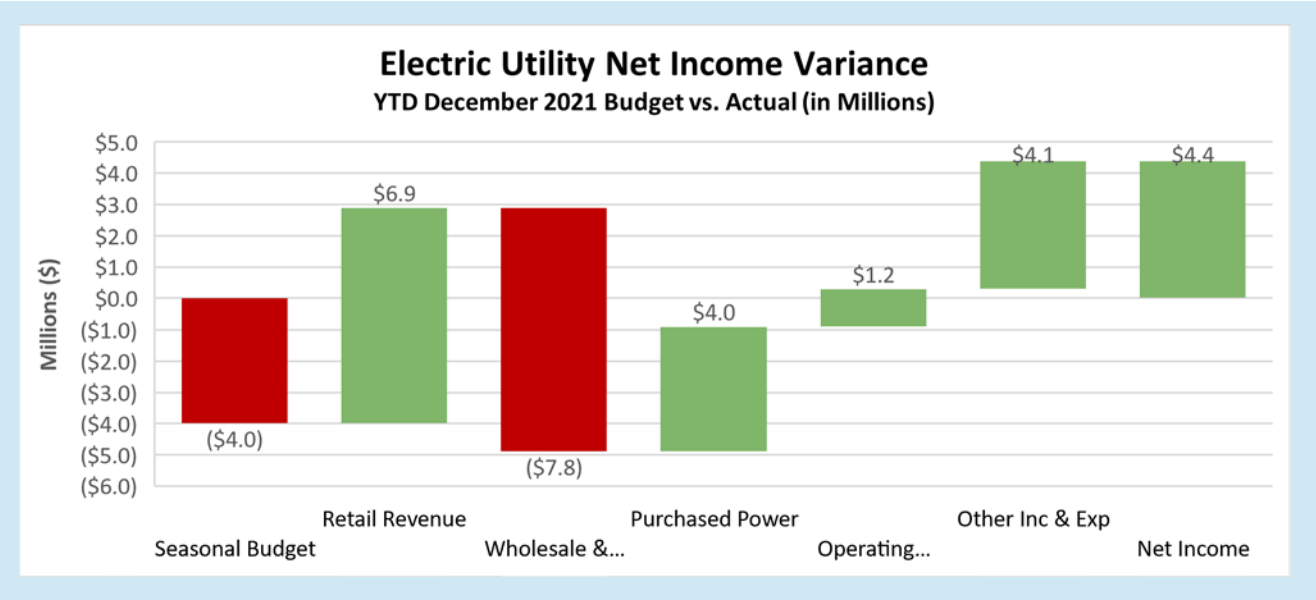
Target: 5 - 7%.

Measures the utility's ability to pay current and future infrastructure costs.



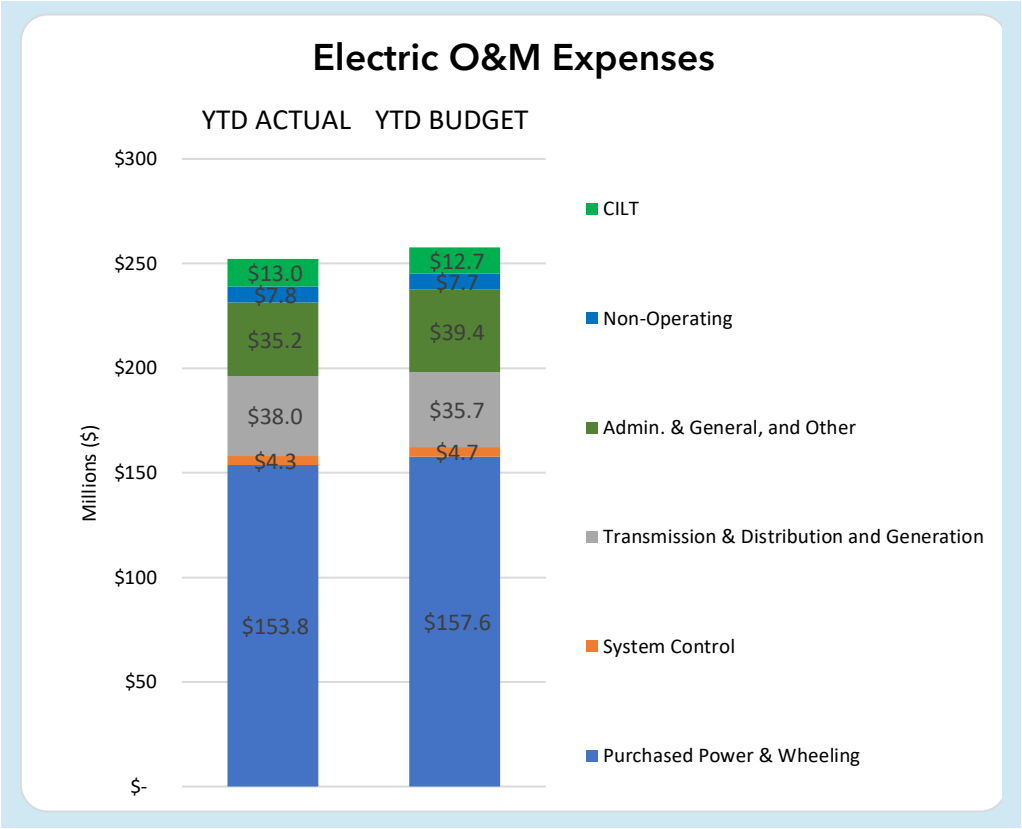
NET INCOME

Energy demand and FEMA grant revenue recognition in the fourth quarter improved net income to $4.4 million for the year. EWEB hydro resources were below budget and overall resources available for sale to the wholesale market were used to meet increased retail demand.



BUDGET CONTROLS

Energy costs and below budget capital spending created the need for a budget amendment, which was approved by the Board in December.



WATER UTILITY FINANCIAL REPORT

See Appendix B: Water Utility Financial Statement

Submitted By: Deborah Hart

Overall Status

Status Summary

Net income was strong, and all financial metrics were within Board targets for the Water Utility. Spending in both Capital and O&M was within budget authority.

Item of Interest

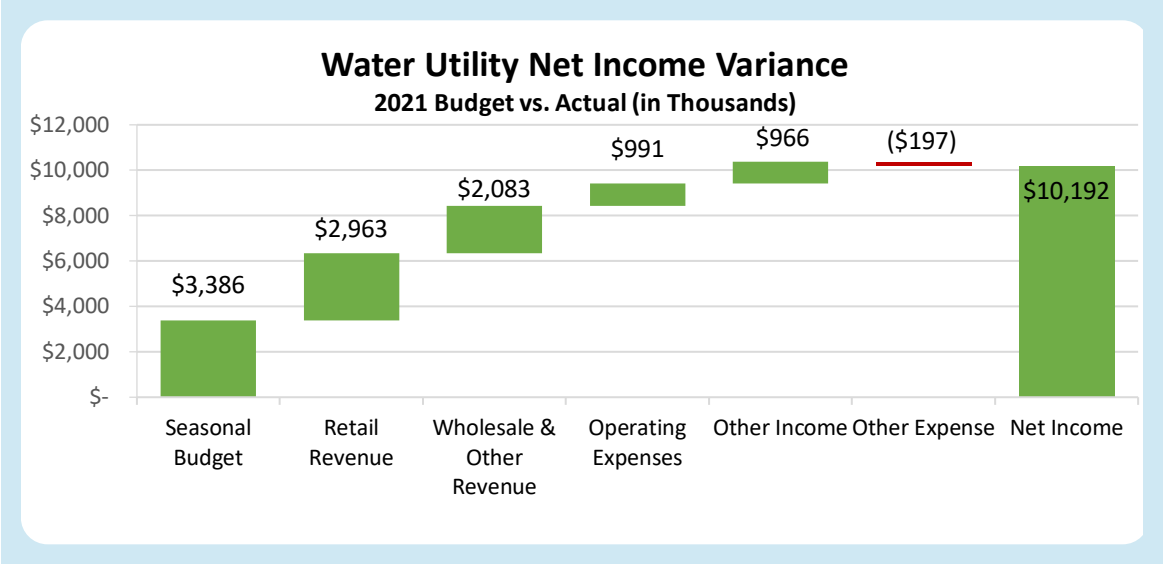
Water retail and wholesale sales exceeded five-year average sales by 8.1%

FINANCIAL METRICS

Financial metrics are indicators of financial condition and presented within Appendix B. All metrics conform with Board targets.

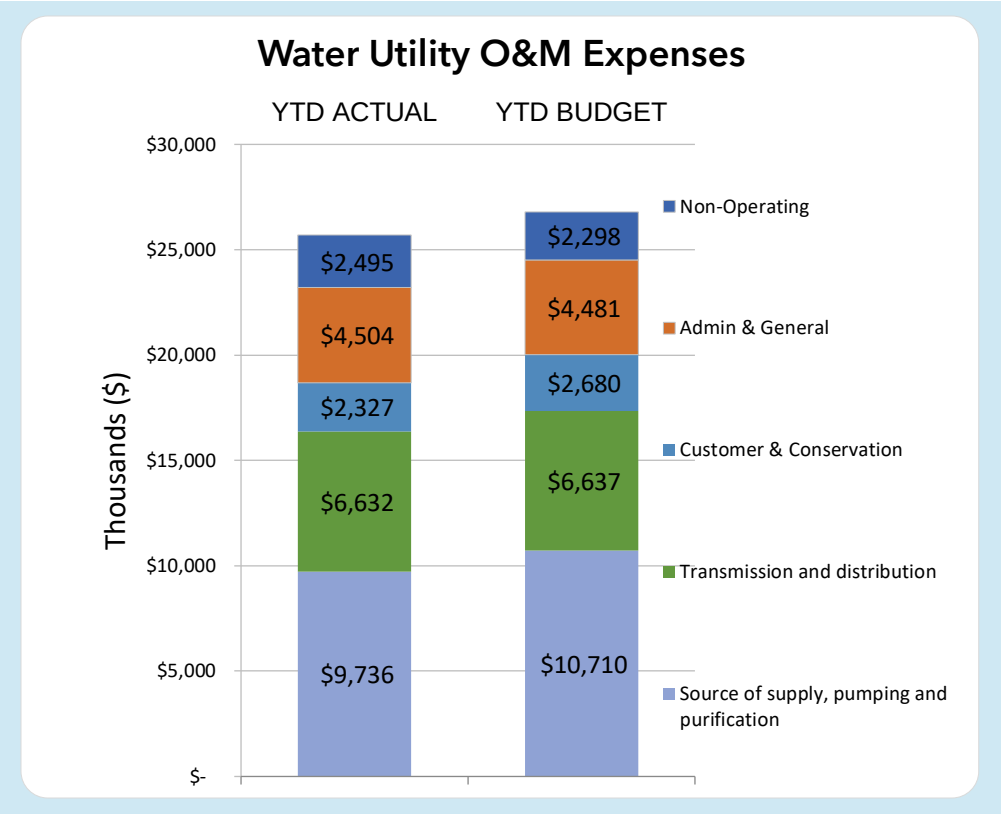
NET INCOME

Net income exceeded budget by $6.5 million. Revenues were strong from sales and exceeded budget assumptions that included lingering impacts from COVID.



BUDGET CONTROLS

Operating expenses were below budget due largely to the $4.0 million budget amendment for Watershed Recovery within Source of supply, pumping and purification. Work not completed in 2021, will be performed in 2022.



CUSTOMER PROGRAMS & SERVICES REPORT

Submitted By: Julie McGaughey

Overall Status

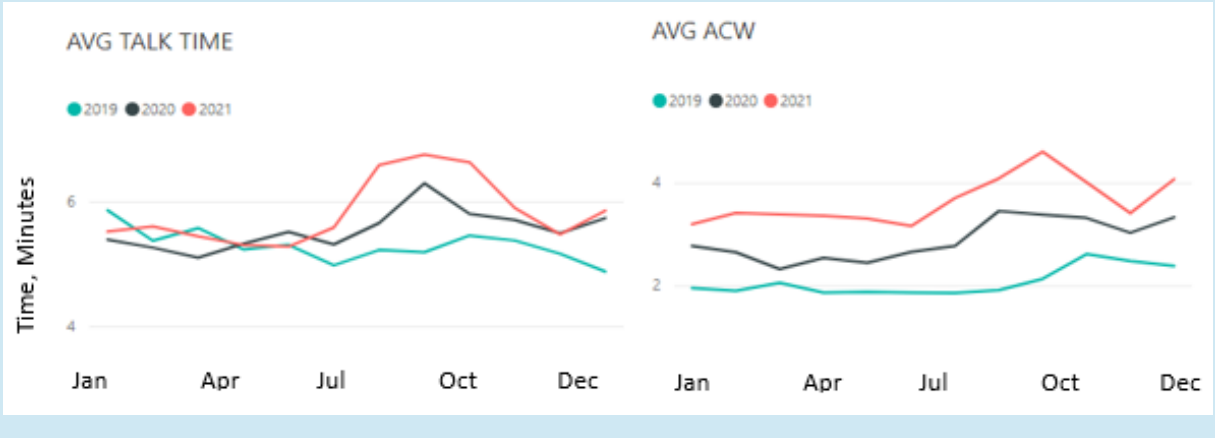
Status Summary

Customer Service did not meet second half service level targets due to increased call volume and staffing constraints.

Conservation, Bill Assistance, and Communications met all targets.

CUSTOMER OPERATIONS RESPONSE & EFFECTIVENESS

In 2021, Customer Service assisted 167,000 customers, down 14% from 2020. This decline can be attributed to the lobby remaining closed to walk-in customers and an increase in self-service options available through the Customer Portal. Staff made numerous outbound calls due to several events associated with vendor payment errors. In the latter half of 2021, calls and after call work (ACW) tended to be longer and more complex due to assisting customers with signups and payments in the new Customer Portal, as well as estimated reads due to a shortage of meter readers. In the third quarter, there was a 24% increase in average talk time compared with the second quarter. EWEB also experienced intermittent call center staffing shortages due to Covid. These events compounded, resulting in longer times to answer calls and a higher abandon rate, particularly during the third quarter.



We continue to see approximately 315 customers visit the HQ building every week to use the drop box to deposit cash payments, checks or other correspondence. In addition, approximately 8 to 10 customers per week make appointments to meet with staff to drop off cash, pick up a key for the self-service water station, or other customer service business.

Customer Response Performance - 2021

Performance Metric	Result	Comment(s)
Calls Serviced	129,000	Down 6% YoY

In-person Visits (incl. drop box)	16,775	Down 59% YoY
Emails Answered	21,500	Up 30% YoY
Call Center Time to Answer	95 seconds avg	Through 6/11. 20% improvement over 2020
Call Center Time to Answer	420 seconds avg	All year; includes Portal launch and ECC days
Call Abandonment Rate	6%	Through 6/11. 45% improvement over 2020
Call Abandonment Rate	20%	All year; includes Portal launch and ECC days

ENERGY & WATER CONSERVATION & BILL ASSISTANCE PROGRAMS

Energy efficiency activity in the community has continued at a steady pace through 2021. Annual Energy efficiency target for the year has been exceeded by 6% while maintaining expenses within budget.

Carbon reduction target has been met, primarily through EVs registered in Eugene, but also through energy efficiency, conversions from gas heating to ductless heat pumps, and carbon reduction through electrification in the commercial sector.

Energy Efficiency

Performance Metric	**Result**	**Comment(s)**
BPA Reimbursements	$2,343,000*	101% of target ($2,313k) attained. *$24k of total reimbursed was included in 2020 financial reporting. EWEB applied for and received an additional $54k in unassigned funds. YTD does not include $587k of EWEB's 2022 allocation that was received in 2021.
Conservation Incentives	$2,477,000	Below budget of $2,625k. 94% spent.
Conservation Loans	$1,766,000	314 conservation loans funded in 2021. Ultra-low delinquency continues, with only $1,705 sent to collections in 2021 for all outstanding EWEB loans.
Conservation Savings (MWh)	10,624	106% of goal (10,000 MWh) achieved.
Peak Savings (MW)	3.1	247% of goal (1.25 MW) achieved.
Total Residential EE Projects	1,460	Up 9% YoY
Income-Qualifying EE Projects	189 (13%)	49 projects supplemented grants with loans .
Residential Rental EE Projects	217 (15%)	49 projects are Income-Qualifying rental properties.
Residential Savings (MWh)	2,600	Up 10% YoY
Income-Qualifying Savings (MWh)	366 (14%)	189 projects. 14% of residential savings, but 41% of incentives. In addition, 49 projects supplemented grants with loans.
Residential Rental YTD Savings (MWh)	506 (19%)	217 projects. 49 of these are income-qualifying rental properties (also included in income-qualifying totals).
Total Home Audits (does not include site visits and inspections related to projects)	83	To protect staff and customer health and safety, most site visits were suspended.

Carbon Reduction ($MTCO_2e$)	10,184	120% of target (8,500 $MTCO_2e$). Includes conservation, growth and heating system conversions as well as all EVs registered in Eugene as of 10/31. Subsequent EV registrations have not yet been reported by DEQ.

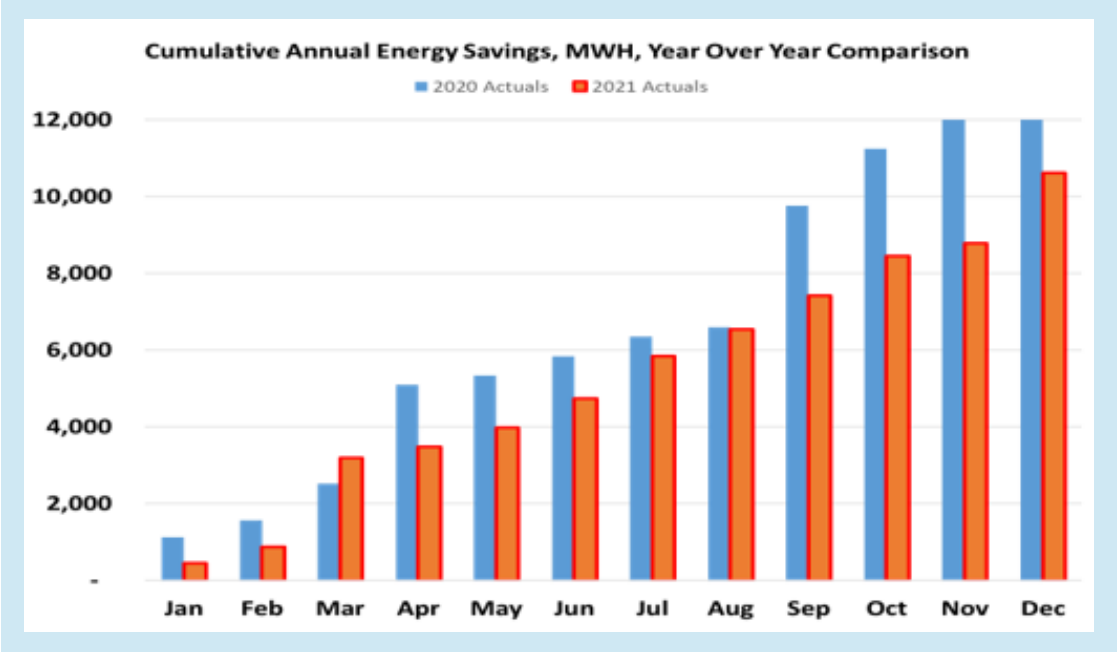
Staff are continuing site visits as needed, with added safety, PPE, and distancing precautions. Staff continue to use make the best use of remote forms, photographs, and phone calls to continue conservation work.

On the water side, EWEB provided rebates to residential customers for 143 hand valves and 113 WaterSense toilets, saving nearly 1,500 kgal of water annually. Twenty-two customers took advantage of zero interest water line replacement loans ($81k), and 10 customers received $23k in leak repair grants. These repairs reduced the loss of approximately 20.5 million gallons of water on an annual basis. Staff also worked to protect our watershed by providing septic pumping loans and rebates. Throughout the year, three septic tanks were replaced using EWEB loans ($26k) and 95 septic tanks ($25k) in close proximity to the McKenzie River and its tributaries were pumped through the rebate program.

On the electrification front, EWEB has provided incentives for 178 residential and eight commercial EV charging stations and assisted in converting 86 homes, three businesses and a city swimming pool with non-electric heat to efficient electric heat.

Final EV registrations in EWEB service territory are not available for 2021; the Oregon Department of Energy will be updating these figures in 2022. As of the end of October 2021, there were 2,670 EVs in EWEB service territory, a 41% increase over 2020.

In 2021 EWEB launched loan and grant programs to provide assistance for customers who suffered infrastructure damage from the Holiday Farm Fire to relocate structures and septic systems away from the river and move overhead electric services underground. Participation is just getting underway in the fourth quarter (8 projects, $19k in incentives, $45k in loans) as customers begin to rebuild.



Bill Assistance

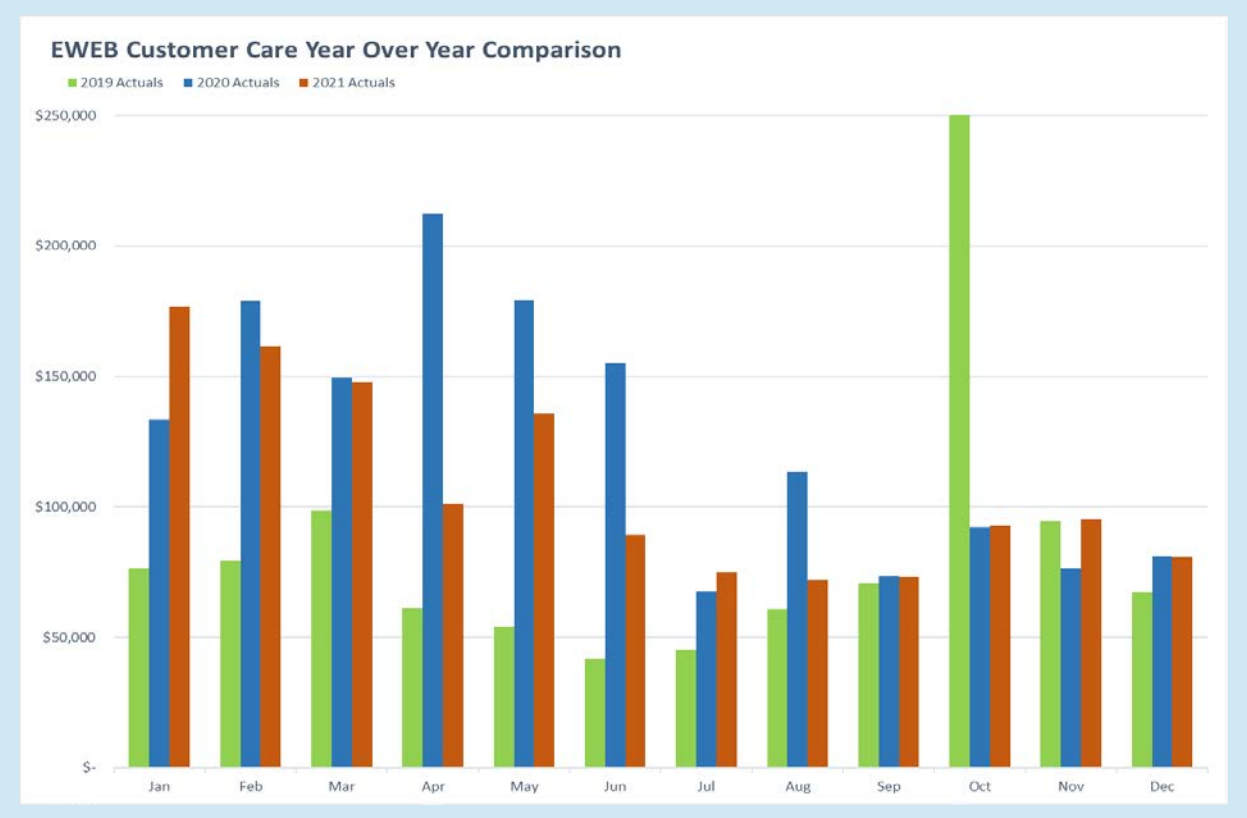
Throughout 2021 EWEB delivered over $1.4M in bill assistance ($1.3M to 4650 customers through Customer Care and $130k to 917 unique customers through Energy Share).

EWEB Customer Care (ECC) Program Results

	Q1	Q2	Q3	Q4	YTD
2021 Actual	$486,000	$326,000	$220,000	$269,000	$1,301,000
2021 Recipients	1740	1160	790	960	4,650
2020 Actual	$462,000	$547,000	$255,000	$249,000	$1,513,000
2020 Recipients	1,780	2,100	980	960	5,820

Customer Care activity slowed later in the year, which is a normal trend, and EWEB was able to keep the program open continuously through the summer and fall to the end of the year. Even though bill assistance year to date has exceeded original pre-Covid-19 budget, actual third-party administrative fees are 37% below budget, totaling $78k for the year. This is relative to a budget assumption of approximately $125k, as deemed eligibility has remained high.

In addition to ECC and Energy Share, EWEB continued to distribute City of Eugene-funded assistance through the second quarter.



COMMUNICATIONS EFFECTIVENESS

COMMUNICATIONS & MARKETING | Q4 2021

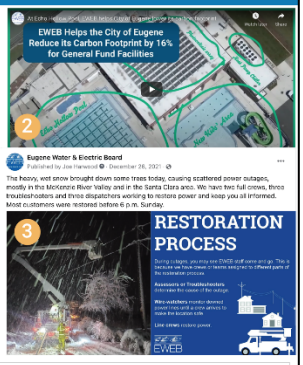
Priority Topics

- Snow storm/outages
- Climate Crisis/Carbon Programs
- E. 40th Water Storage Project
- Electrification Study
- Public Power Week
- Spill Drill/Source Protection
- Wildfire Mitigation

Total Content Delivered

Owned	**263**
Email marketing	26
FB/IG	179
Twitter	42
Print/Direct mail/bill insert	3
EWEB Newsroom	13
Paid	**72**
KLCC	71
McKenzie River Reflections	1
Earned Media	**20**
Spill Drill	3
E. 40th	5
Alternative Water/Willamette	1
Storm/outages	2
Rates/Budget	1
Wildfire/Carmen Line	3
Mapleton/Mutual Aid	2
HQ Sale	3
Events	**4**
RTSW	1
E-prep presentation	2
Emergency Water	1
Total	**272**
Change from Q3 2021	-3%

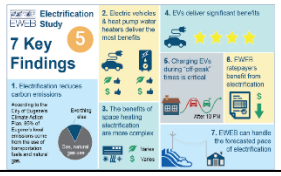
Showpieces



New Carbon Offsets Programs Will Help Community Collaborate on Climate Solutions
11/10/2021
4

Slowing down the effects of climate change is all about reducing greenhouse gas emissions that come from power generation, transportation, energy use in buildings, and waste. EWEB is committed to doing our part, which includes meeting our community's electricity needs with affordable, low-carbon sources.

Fortunately, the abundant rivers and legacy hydropower projects of the Pacific Northwest help EWEB to maintain an electricity portfolio that is 90% carbon-free.

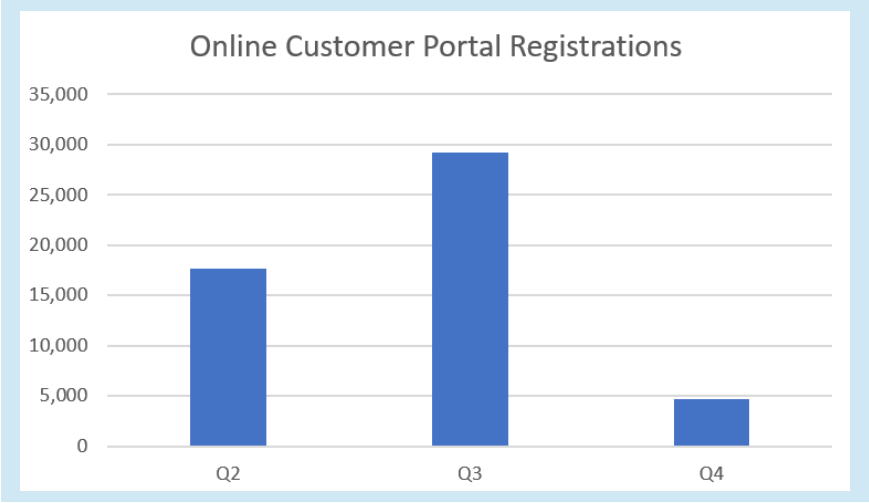


Links to Showpieces:

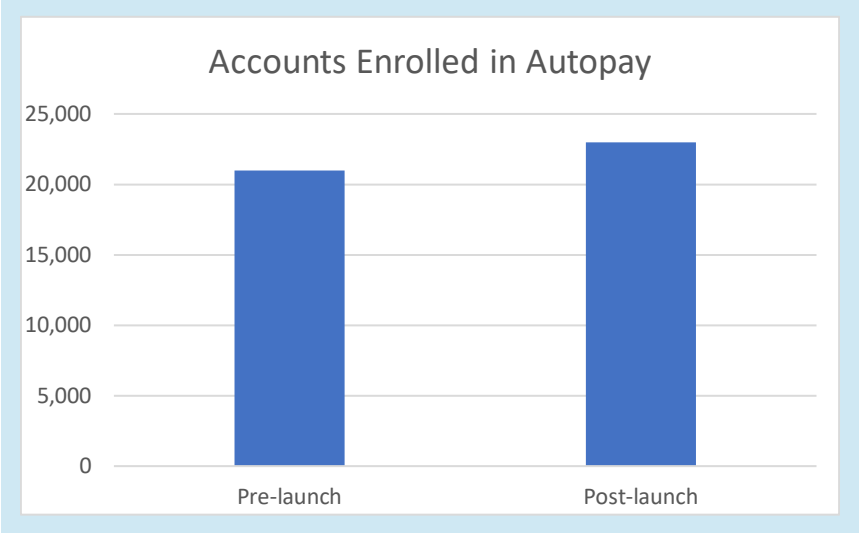
(1) December 2021 Bill Insert to all Residential Customers
(2) Video and posts describing EWEB-City partnership on Echo Hollow Pool project
(3) Social media updates during snow storm outages
(4) Newsroom article teaser for upcoming Green Options
(5) Communications explaining EWEB's Electrification Study
(6) Earned media with video showing fire mitigation vegetation management

ONLINE CUSTOMER PORTAL

EWEB launched a new online customer portal in mid-June 2021. Nearly 40,000 customers registered for the new portal within two months of launch. By the end of the year the portal had over 51,000 registered users.



The portal cutover required customer to re-enroll in autopay. At the time of launch, about 21,000 accounts were enrolled in autopay. By the end of 2021, autopay enrollments surpassed this initial target, with about 23,000 accounts enrolled in the payment program.



ENERGY OPERATIONS

ENERGY PRODUCTION & PLANNING

Submitted By: Megan Capper, Lisa Krentz

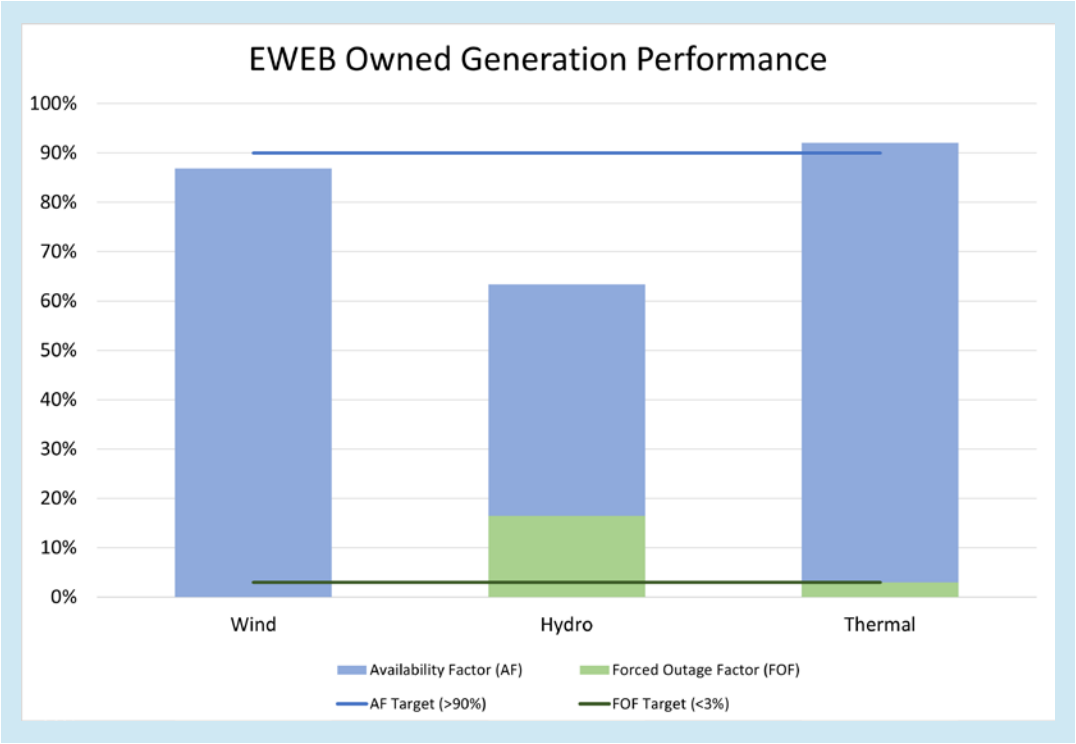
Overall Status

Status Summary

EWEB-Owned hydroelectric production was significantly below target, and EWEB purchased hydroelectric production was slightly below target. However, higher than expected market prices helped mitigate the impact.

EWEB POWER SUPPLY PERFORMANCE

EWEB- Owned hydroelectric performance was significantly below target due to both planned and unplanned outages. The Leaburg Project has been offline since 2018 related to concerns about internal erosion and seismic stability of the canal embankment. The Carmen and Trail Bridge powerplants were offline periodically in August due to the Knoll Butte Fire that burned nearby or subject to operating restrictions associated with dam safety investigations. Carmen Unit No. 2 went offline in July for General Electric to begin the turbine-generator overhaul work. It is expected to remain offline through Q3 2022.



POWER TRADING PERFORMANCE & COMPLIANCE

2021 was warmer than average by ~ 2 degrees. Departures from normal were especially large during the summer months (June – August), with record breaking temperatures during June's heat dome event. YTD,

2021 has presented operational challenges due to increased weather variability, lower-than-normal water supply, and unexpected EWEB-owned generation outages. The impacts of these challenges have been mitigated by relying on markets to secure additional power when needed, and higher-than-expected purchase power costs have largely been offset by surplus sales at higher-than-budgeted prices.

Weather Variance

Q4 temperatures were close to average (Graph 1). Planning and Trading floor staff improved Winter Readiness by holding additional length to help cover cold events and sell surplus power as risk of cold weather had subsided (Graph 2). Abundant Hydro in November and December also helped cover higher loads days. Beginning Q3 2021, load reductions due Covid were no longer observed.

Hydro Generation Variance

BPA Slice actual generation finished 2% points below 2021 budgeted generation due to lower-than-normal water supply (see Graph 3). Power production from EWEB-owned resources was also impacted by abnormally low river flows in the region (see Graph 4). For example, the Trail Bridge unit was offline for most of October due to inadequate river flows to generate. Other factors impacting generation included the Knoll Fire and operating restrictions to mitigate risk associated with the recently discovered sinkholes in Trail Bridge Reservoir. As a result, EWEB-owned hydroelectric generation was 24% points below 2021 budget.

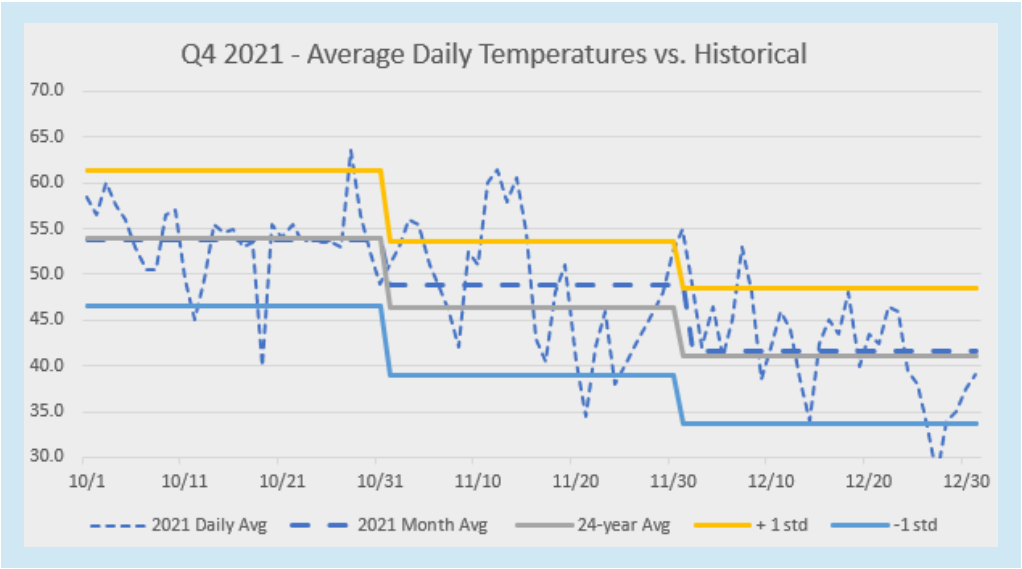
Market Price Variance

Market prices have been higher than budget assumptions on average. This increases the value of EWEB's remaining surplus length, but it also increases the cost of market purchases made during extreme peak load events and market purchases made necessary by unbudgeted hydro variances. Overall, market price variances are expected to result in a net benefit EWEB in 2021 due to our surplus length on average.

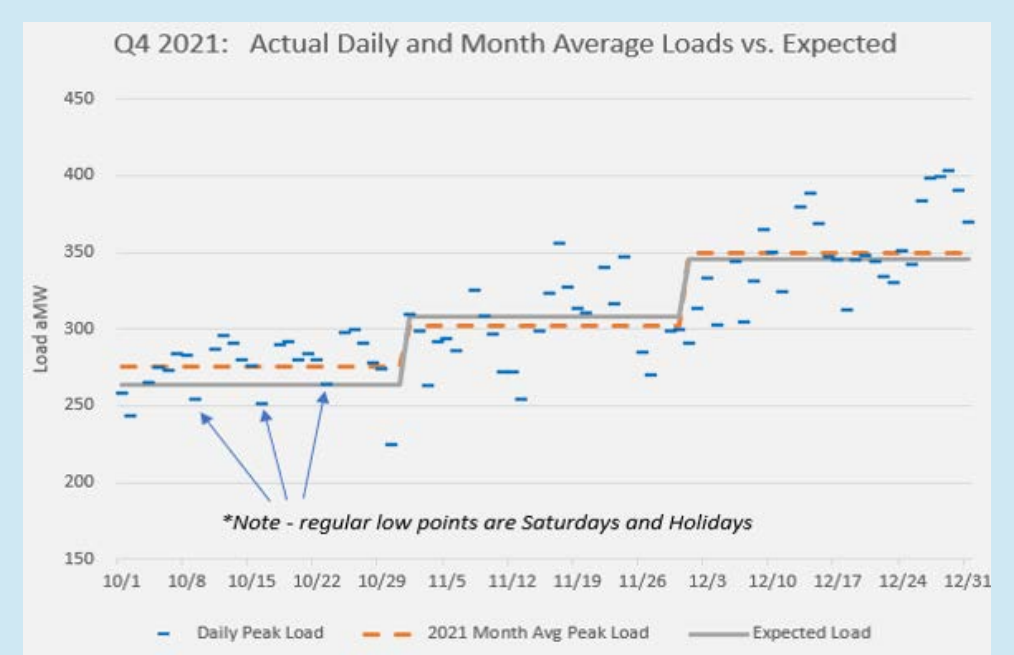
Risk Compliance

Staff have met risk compliance measure and completed all required risk reporting.

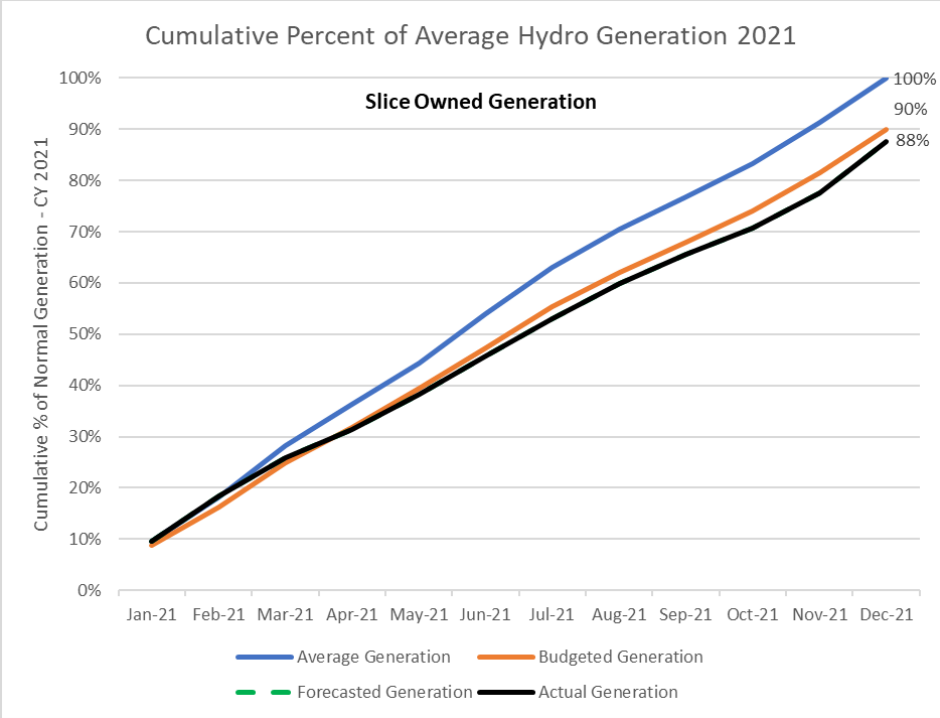
Graph 1 – October-December 2021 – Average Daily Temperatures vs. Historical



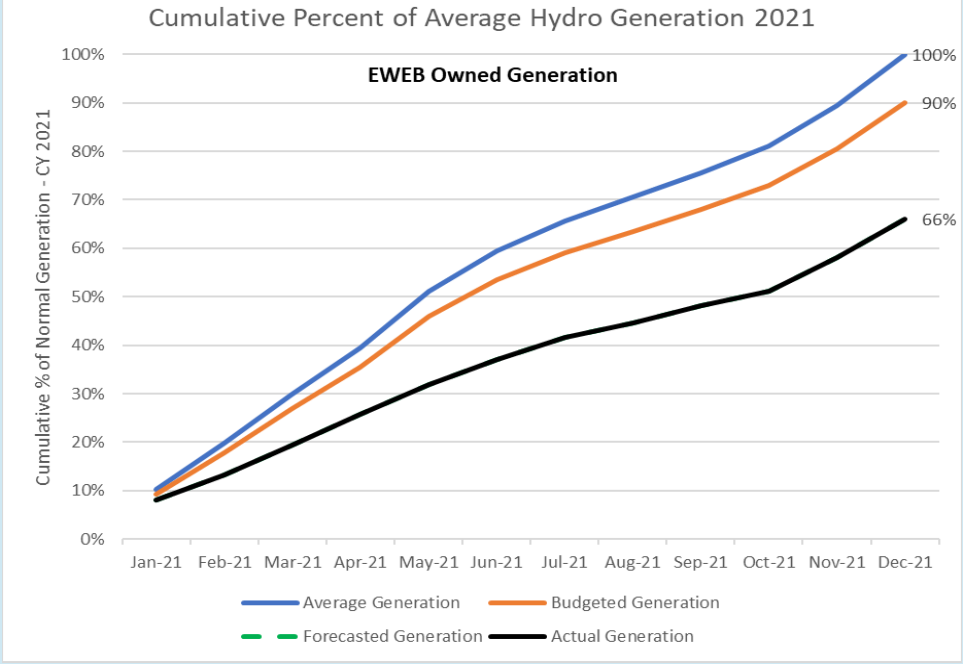
Graph 2 – October-December – 2021 Actual Loads and Temperatures vs. Expected



Graph 3 – Hydro Generation – Columbia River



Graph 4 – Hydro Generation – McKenzie River



POWER PLANNING ACTIVITIES

BPA Post 2028 Contract Discussions

Over the last few months a sub-section of NW Public Power that includes representatives from EWEB, Snohomish PUD, Tacoma Power, Seattle City Light, along with several our respective trade associations has been working on a post-2028 concept paper to provide BPA in March 2022. Delivery of this concept paper will kick off BPA's stakeholder engagement later this year. The key concepts public power is analyzing include assumptions around the size of the federal system, allocation methodologies, cost control options, and a set of desired contractual flexibilities that customers would like to see included in the next iteration of the Regional Dialogue Contract.

Bonneville Power Administration & Northwest Markets

BPA has postponed its entrance into the California Independent System Operator's (CAISO) Energy Imbalance Market (EIM) from March 2, 2022 to May 3, 2022. This 8-week delay is good news to EWEB staff who have been working hard to prepare for the changes, including moving from an hourly market to a sub-hourly market operating in 5 and 15-minute increments. Additionally, due to internal delays at BPA, customers haven't been able to integrate with BPA's systems for testing, validation, or training given delays on BPA's end.

EWEB, BPA, and others continue to prepare for a future that includes new and emerging markets. Currently there are several different regional discussions around the formation of future NW markets. These discussions include:

1) Working with the CAISO on a day ahead market called Extended Day Ahead Market (EDAM),
2) Using the NWPP's Western Resource Adequacy Program (WRAP) governance structure and bringing in the Southern Power Pool (SPP) to create a day ahead market called Markets+, and

3) The Western Markets Exploratory Group (WMEG) with a broader western footprint looking at not only day ahead market options but considering the functions of a full regional transmission operator (RTO).

Staff continue to work with our trade association representatives to track the above efforts with the goal of understanding potential future impacts on EWEB and the region.

ELECTRIC DISTRIBUTION

Submitted By: Lisa Krentz, Tyler Nice

Overall Status

Status Summary

System reliability indices ended 2021 on lower (favorable) range of five-year average due to focus on planned outage timing, equipment replacement, crew response, and generally mild weather throughout most of the year.

Division Safety Metrics in good standing compared to three-average and continued Good Catch Reports being received on a regular basis.

ICS Drill completed in Q4 which updated office functions to remote capability, updated rosters and related training and logistics preparations. New technology and ability to manage storm remotely was used in the December 2021 Snowstorm.

Item of Interest

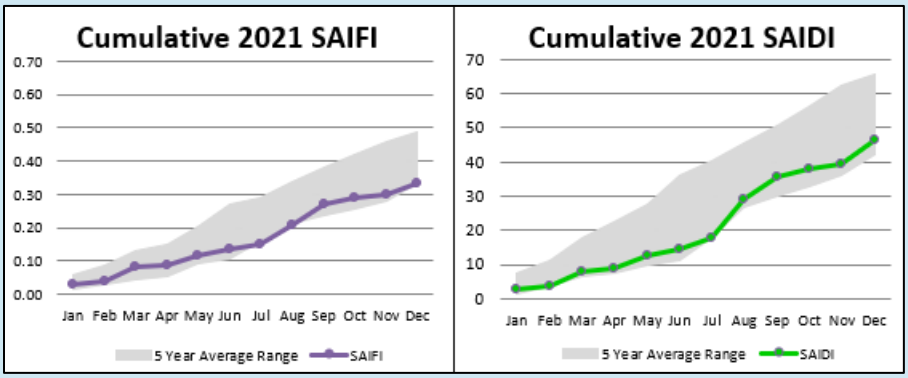
Continued staffing shortages in Distribution Engineering, Relay Shop, Sub Shop and Meter Shop of the electric utility are resulting in delayed customer turnaround time, or deferral of non-compulsory work.

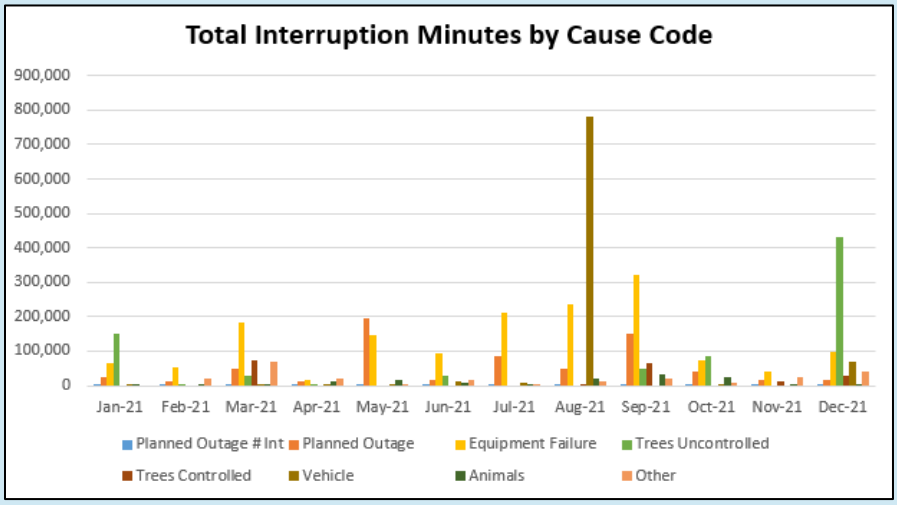
Supply chain issues effecting customer facing work. Procurement completed with additional suppliers, and alternative construction methods developed. Equipment has been reserved for to ensure restoration.

Vegetation program trending 9-12 months behind due to limited crew resources and holiday farm fire related delays. Staff are prioritizing work and pursuing additional external crew resources and focusing on fast spring growing vegetation.

Carmen Smith License Deployment remains challenged by emergent dam safety issues that will further delay fish passage projects.

ELECTRIC SYSTEM RELIABILITY





Major Outages of Note

December – Trees Uncontrolled:

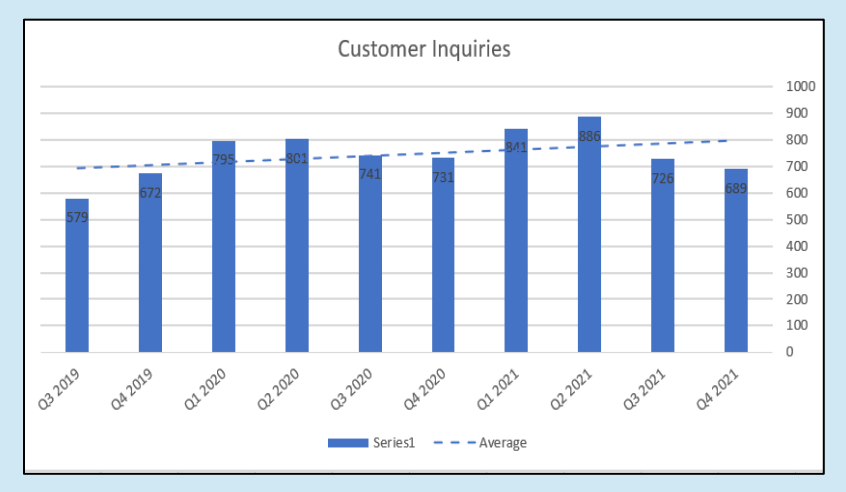
These outages were due to the late December snowstorm. The outage statistics do not include the outages that began December 27 since that day was determined to be a Major Event Day and is not included in the reliability data per the index definition.

CUSTOMER CONNECTIONS

Year end 2021 customer inquiries were 2% higher than 2020. This equates to the Distribution Engineering Department processing over 3,100 inquiries in 2021. Trending suggests a sustained rise of customer inquiries over the last 2 years. Due to staffing shortages in Distribution Engineering, the turnaround time for Tech Assignment of new project work is at 15 weeks. Below are mitigating actions for recruiting and workflow management being used:

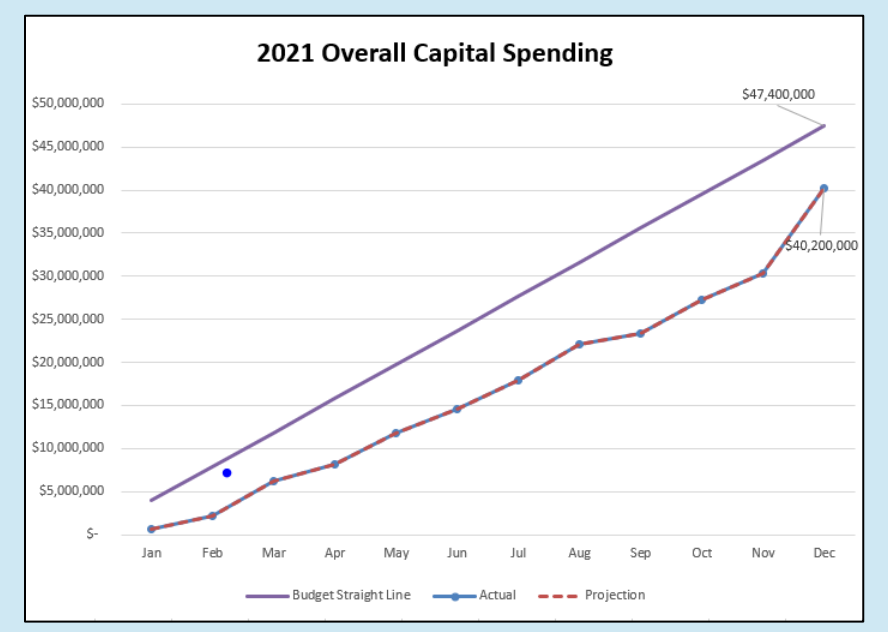
- Completing a Continuous Improvement effort on the “High Level Estimate” workflow to reduce staff time spent on inquiry processing and make more efficient in order to divert more resources to design time.

- All internally driven distribution system work has been deferred to focus on customer driven work and PUC. Engineering Consultants are being engaged for additional resourcing to assist these work queues.
- Engineering and Operations have partnered to create a streamlined workflow for PUC corrections which rely on less Technician time.
- Recruiting moving to more entry level positions and relying on internal mentoring for support to fill empty positions.



CAPITAL INVESTMENTS & PROJECTS

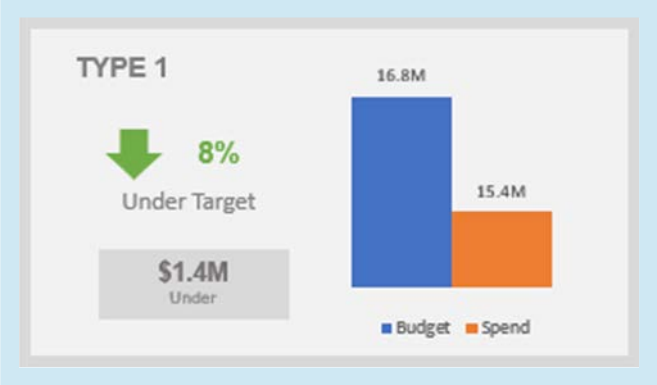
The Electric Capital Plan expenditures ended at 85% of budget. Main contributors to the underspend are associated with manufacturer supply chain delays to AMI meters resulting in project delays, and internal design resource constraints resulting in deferral of internal strategic and reliability related distribution work. Please see EL-1 Appendix for additional information. Below are definitions of budget categories.



TYPE 1 – General Capital Projects (Electric and Shared Services)

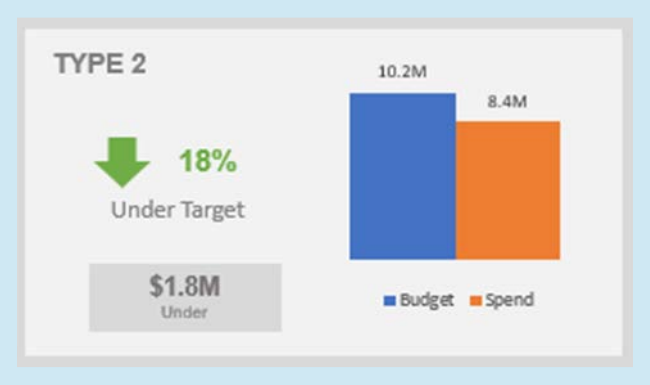
Type 1 General Capital is budgeted year-by-year for routine capital expenditures totaling less than $1 million and is funded with rates and customer contributions. Typical examples include "pole replacements" as part of Transmission & Distribution.

Type 1 Capital work ended at 92% favorable of budget. Favorable variances in Generation, Telecom, and IT related work was offset by overspending in Buildings and Land due to procurement of the Bertelsen Property and additional Fleet Purchases accelerated from 2022 budget year. Electric Infrastructure only projects ended the year at 100.8% (Substation, Transmission and Distribution).



TYPE 2 – Rehabilitation & Expansion (Electric and Shared Services)

Type 2 capital projects are discrete, with a defined completion period, and lifetime expenditures over $1 million. Depending on the project, this work may be funded with rates, customer contributions, or bond funds.



TYPE 3 – Carmen-Smith License Deployment (Electric and Shared Services)

Type 3 projects are large strategic programs with long term impacts and are generally bond-funded.

CARMEN-SMITH LICENSE DEPLOYMENT

2021 activity focused on the completion of fish passage design, and initiation of design for habitat improvement projects and Smith Dam spillway expansion. EWEB also convened a FERC-mandated Board of Consultants to review critical dam safety elements of the fish passage designs, as well as potential project impacts associated with the discovery of sinkholes in Trail Bridge Reservoir. Relocation of a section of the transmission line and rebuilding the Chinook Salmon Spawning Channel were completed, while construction of improvements to Trail

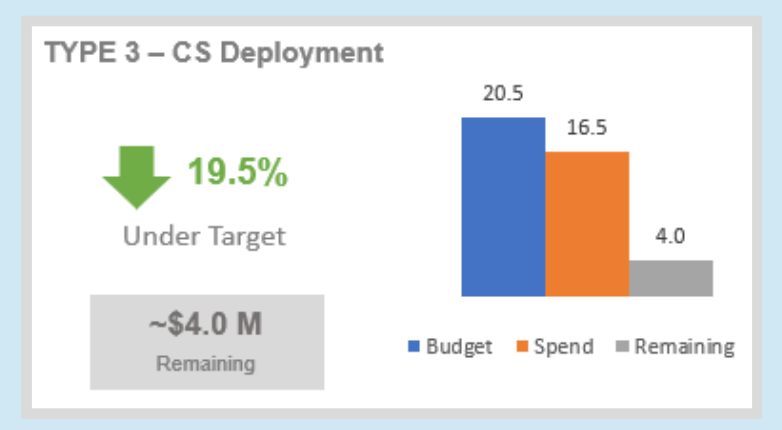
Bridge Campground achieved more than 50-percent completion. Rehabilitation of the first turbine generator unit at the Carmen Plant started in July and the construction of reliability improvements at Trail Bridge went under contract for execution in 2022.

Project Schedule

- The majority of license deployment activities are on schedule, although workload and staffing remain significant challenges towards completing projects or avoiding extensions to compliance deadlines. The Board recently approved a 2022 goal intended to improve this situation.
- Recently discovered sinkholes in Trail Bridge Reservoir will have direct and indirect impacts to projects with upcoming design and construction deadlines.
- Delays to construction of upstream and downstream fish passage projects are expected for several reasons, including unanticipated review and actions to satisfy FERC dam safety requirements and sinkhole remediation projects.
- Four Settlement Parties initiated Dispute Resolution in 2020 due to delay of fish passage projects. EWEB and the Parties have made good progress on a mitigation package to resolve the dispute.
- 19.5% underbudget at year end due to project delays.

Status	Number of Projects	Proportion of Tracked Projects
Out of Compliance[1]	1	1%
On Track for Compliance[2]	62	83%
Completed	9	12%
On Hold, No Fault[3]	3	4%

[1]Overdue License deadline. Does not include Extension of Time Requests (EOT) awaiting FERC approval.
[2]Projects that are scheduled/in progress and expect to be completed on time. Assumes FERC approval of EOT
[3] Awaiting Agency comments or submitted on time and awaiting FERC approval.



WATER DIVISION

Submitted By: Wally McCullough

Overall Status

Status Summary

Excavation continued at the E. 40th Reservoir Site and 42" Riverfront transmission main was completed. Compliance and reliability KPIs are largely on target although a few need attention.

Item of Interest

EWEB was identified as an "Outstanding Performer" by the Oregon Health Authority as a result of our 2021 Sanitary Survey.

WATER QUALITY & RELIABILITY (SOURCE TO TAP)

The Water Operations Division uses the Multiple Barrier Approach to Safe Drinking Water, an integrated system of procedures, processes and tools that collectively prevent or reduce the contamination of drinking water from source to tap. The purpose of this approach is to provide safe, reliable drinking water to customers 24/7/365 and to reduce the operational risks to public health while being good stewards of our customer/owner's infrastructure and funding resources.

Drinking Water Source Protection

The purpose of the Source Water Protection Program is to minimize adverse impacts on the source of our community's drinking water. Specifically, the program aims to 1) identify and understand the threats to our drinking water through watershed monitoring and 2) reduce the risk of pathogens and pollutants entering the treatment plant through source water protection to ultimately manage or reduce the degree of treatment required.

WATERSHED MONITORING

EWEB staff are maintaining 14 real-time water quality instruments in the field that help us track changing water quality conditions in our source water and prepare for any necessary treatment adjustments. We monitored two significant rain events at the tail end of 2021, including the first flush in mid-November and then a

smaller event in mid-December. Most analytes were similar to other storm events except for nitrate which was highest during the November storm event. Nitrate can increase in systems post-fire due to associated natural processes, particularly the proliferation of nitrifying soil bacteria given access to abundant nutrients released by fire-impacted plant material.

Cyanotoxins

EWEB began monitoring for harmful algal blooms (HABs) and cyanotoxins in mid-March 2021. While HABs were detected in both Cougar and Blue River Reservoir in Q3, no reportable levels of cyanotoxins were measured in 2021 for either the reservoirs, tributaries, or the mainstem McKenzie River. For more information visit our Cyanobacterial Harmful Algae Blooms website.

Urban runoff monitoring and mitigation

Installation of a monitoring station at Keizer Slough is still moving forward. The contractor surveyed the property in Q4 and EWEB is preparing documents for the easement application to the City of Springfield. Once the easement is approved, we will install a housing to keep our equipment safe, a water quality probe, and an auto sampler.

Healthy Farms, Clean Water

EWEB worked with a contractor in 2021 to monitor filbert moths at properties owned by six different hazelnut growers in the McKenzie above the Hayden Bridge intake. The growers used the information about moth counts to time their spraying to coordinate with the most effective time to spray. Due to the informative monitoring, the growers reported that they used between 25-50% less spray (spot spraying instead of spraying the whole and spraying only one time instead of two).

DRINKING WATER SOURCE PROTECTION

Pure Water Partners Program

The Pure Water Partners (PWP) program is an incentive-based strategy that aims to protect existing healthy riparian and floodplain areas and restore degraded riparian forests along the McKenzie River through voluntary actions with landowners. We worked with our partners to develop tools that result in an efficient workflow from property assessment to contractor delegation. Our new comprehensive 7-year Watershed Stewardship Agreement for landowners encompasses riparian restoration and protection, erosion control, invasive species management, fuels reduction, and Firewise/naturescaping principles. We are finalizing the new Watershed Stewardship Agreement and the workflow tools, and we expect to start reporting metrics in 2022 Q1 – see Goal 4a.

Water Treatment Effectiveness

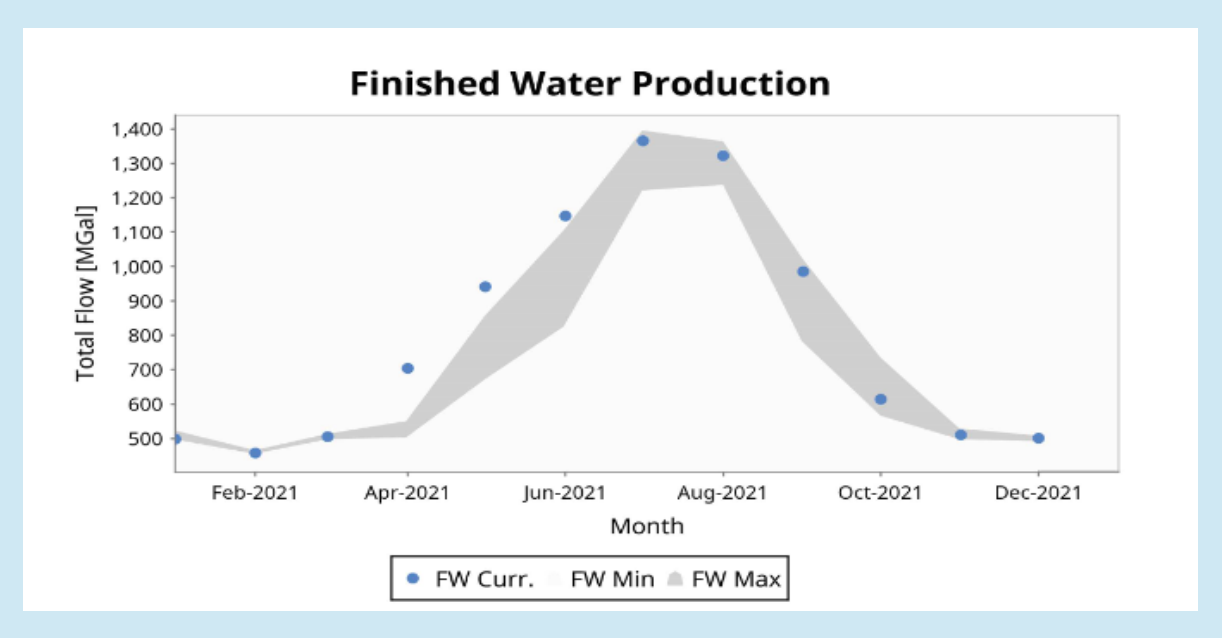
McKenzie River water is treated to drinking water standards using conventional treatment trains that include redundancy to protect from treatment failures. The treatment process is closely monitored and constantly adjusted to ensure production of safe drinking water prior to delivery to customers.

Treatment

During Q4 Hayden Bridge treated four turbidity events with a peak turbidity of 75 NTU. Typical winter turbidity is around 3 NTU. A turbidity event is defined by raw water turbidity above 10 NTU which triggers the addition of Power Activated Carbon (PAC) to avoid taste and odor issues. These events typically last several days to weeks. Despite the turbid waters all treated water exceeded regulatory standards.

Production

Production levels for the fourth quarter were 1.7% below the five-year average however the total yearly production was 5.25% above the five-year average and the highest production year since 2008. 2021 chemical costs per million gallons of treated water were down 10% compared to last year. This was due to the high summer demand when water was relatively clean and easy to treat.



Delivery/System Reliability

Once the water is adequately treated, the quality must be maintained as it is delivered to EWEB customers. Replacing aging infrastructure, repairing leaks, flushing, maintaining a disinfectant residual and positive pressure, and protecting against cross-connections are critical aspects of the program to ensure water quality, reliability, and adequate fire flow.

There were no significant outages or EWEB caused boil notices during Q4.

Reliability Metrics		Unit	AWWA Median Benchmark*	EWEB 2-Year Average	YTD Results	On Target?
Water Operations: System Integrity	Leaks and Breaks per 100 Miles of Pipe	#	9.6	11.1	11.5	
Customer Relations: Water Service Disruptions	Minimize Frequency of Unplanned Outages	#	61.1	101	93	
	Average Duration of Unplanned Outages	Minutes	222	118.5	112	
	Percentage of Customers who Experience a Planned or Unplanned Water Outage	%	N/A	3.91%	2.0%	

* AWWA Median Benchmark from 2019 data.

Preventative Operations & Maintenance

Exercising valves is important preventative maintenance because easily identifiable and properly functioning valves can help reduce the size and duration of outages. Due to higher priority work, very little valve exercising has taken place in 2020 and 2021. Exercising distribution system valves (2-12") is currently below target but the crews are actively working on them. All critical distribution valves (16-20") have been inspected and operated for the year. Arterial transmission valves (30" +) did not meet the target for 2021 and planning is currently taking place to complete the 10 remaining from 2021 in Q1 of 2022. System pressure separation valves, along with reservoir and pump station valves, were completed as planned in 2021. Residential backflow testing is critical to ensuring backflow devices properly protect our system from contamination. For year end 2021 we ended at 91% with 9596 tests completed and 10,499 total assemblies.

Reliability Metrics		Unit	Goal	EWEB 2-Year Average	YTD Results	On Target?
Customer Relations: Water Service Disruptions	Exercise distribution system valves (2-12")	18,522	20% Annually	650	1334	
	Exercise critical distribution valves (16-20")	292	Annually	163	292	
	Exercise arterial transmission valves (30" +)	43	Annually	9.4	33	
	Exercise system pressure separation valves	84	Semi-annually	42	168	
	Exercise reservoir and pump station valves	339	Semi-annually	168.5	339	
Water Operations: Regulatory Compliance	Testing compliance on residential backflow devices	%	95%	93.3%	91%	

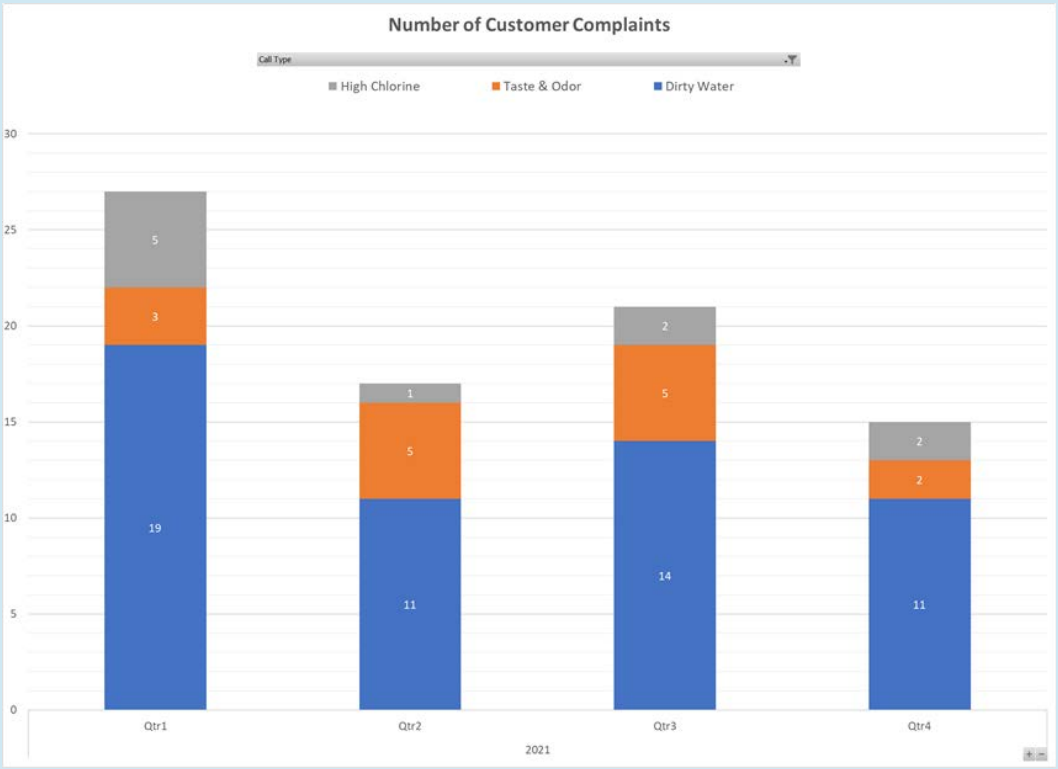
Drinking Water Quality & Complaints

Monitoring the quality of our raw, treated, and distributed drinking water is essential to ensuring safe water for EWEB's customer/owners. Monitoring data gives water operations staff the ability to adjust treatment and system operation to safeguard quality for human consumption. We track customer complaints as another means to evaluate long-term water quality trends in the distribution system.

During the first flush of the year, turbidity and nitrate levels were slightly elevated as would be expected during a first flush storm event particularly in a fire-impacted area. Our treatment plant has been able to reduce organic material in the finished drinking water and maintain compliance with all state and federal requirements for public health. The Maximum Contaminant Level (MCL) for Nitrate is 10000 uq/L or 10 mg/L and the samples from the McKenzie River near Hendricks Bridge did not exceed 600 uq/L. The source water storm samples are well below the MCL level before any treatment. Our treatment process has two barriers for Nitrate. Aluminum Sulfate coagulation chemically reduces Nitrate and biofiltration reduces it by a denitrification process. It is consumed as food by bacteria and off gassed as Nitrogen.

For more information on the water quality impacts from the Holiday Farm Fire and on finished drinking water quality generally, including the 2020 Water Quality Report published in May, visit our Water Quality Reports website https://www.eweb.org/documents/board-meetings/2021/02-02-21/m10a-state-of-the-mckenzie-watershed-annual-report.pdf. We will publish a 2021 Water Quality Report this coming spring. For customer complaints, the majority of the complaints were about dirty water, similar to past years. In 2020 Q3, we had quite a few more taste and order complaints from the fire with 13 total in that quarter. Whereas in 2021 we only had from two to five taste and odor complaints per quarter.

Safe Drinking Water Act	
Quarter	In Compliance?
Q4	



CUSTOMER CONNECTIONS

Metric	2020 Quarterly Average	Q4 2021
Number of New Service Requests	22	18
Design Time (Avg)	7 Days	3 Days
Time Waiting on Customer (Avg)	19 Days	15 Days
Construction Time (Avg)	15 Days	16 Days

EMERGENCY PREPAREDNESS ACTIVITIES

Natural hazard and security response mitigation plans along with resiliency plans are a final barrier in place to protect the public if harmful contaminants should make it through the other water system barriers. Emergency Response Plan training was conducted in Q4, but an exercise specific to this plan was not. The multi-agency intertie drill took place at the Henderson intertie in Q3 and the McKenzie Watershed Spill Drill and emergency well drills took place in Q4.

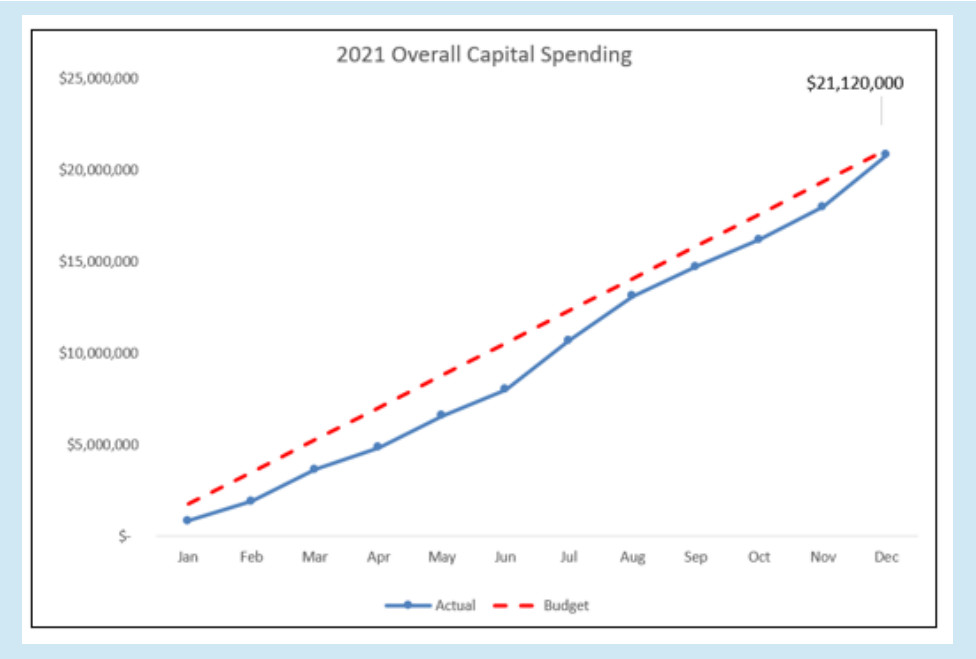
Metric	2021 Goal	YTD Status	On Target?
Finalize Enhanced Emergency Response Plan	Q2	Complete	
McKenzie Watershed Spill Drill	Annual	Complete	
Emergency Well Drill (2 sites)	Annual	Complete	
Exercise Emergency Intertie (EWEB, SUB, Rainbow)	Annual	Complete	
Emergency Water Treatment Trailer Exercise	Quarterly	Completed	
Emergency Water Distribution Trailer Exercise	Semi-Annual	Completed	
Emergency Response Plan Testing & Exercise	Annual	Incomplete	

In early October a Spill Drill at Hendrick's Bridge County Park was used as an opportunity for ICS implementation involving Source Protection, the Water Quality Lab, Treatment and Distribution operations and several outside agencies. Source Protection implemented a boom and oil skimmer strategy with multiple agencies to simulate a response to a diesel tanker spill. During the event the water quality lab created samples of diesel in water and tested capabilities to see if it could be determined when a spill arrives at the Hayden Bridge intake and when it passes based on analysis. Treatment initiated a short notice increase in water production followed by a shutdown and Distribution Operations used a tabletop exercise to discuss how they could accept the rapid increase of flow and then isolate areas of distribution in preparation for curtailment. There were valuable lessons learned that will be incorporated in future events.

In Q4 the treatment trailer was modified to add several prefilters to expand the range of turbidity it can treat and protect the expensive finer pore size filters. This change expanded the trailers range from 4 NTU to 8 NTU and significantly increased the life of the other filters. More work is being done to improve the adaptability and range of water quality that the treatment trailer can handle.

CAPITAL INVESTMENTS & PROJECTS

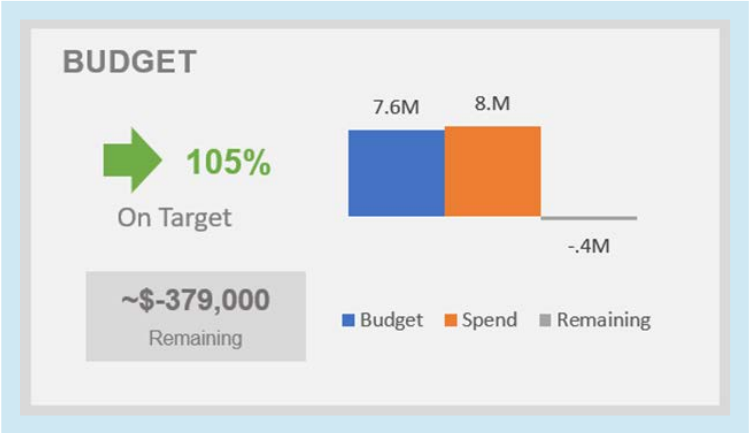
Overall, water capital expenditures ended the year at approximately 99 percent of budget. This is largely due to significant progress made on the year's largest projects: E.40th Reservoir excavation and the 42-inch Riverfront Transmission Main. Water main replacements, service installations, treatment plant upgrades and AMI all tracked in line with expectations. Supply chain constraints added challenges and costs to project delivery but resourcefulness throughout the organization helped EWEB keep projects on track.



See Appendix E – Water Utility EL-1 Capital Report - Shared Services project updates are provided within the Electric Utility Capital section, but the project budget and costs are split between Electric and Water in the appendices.

TYPE 1 – General Capital Projects (Water)

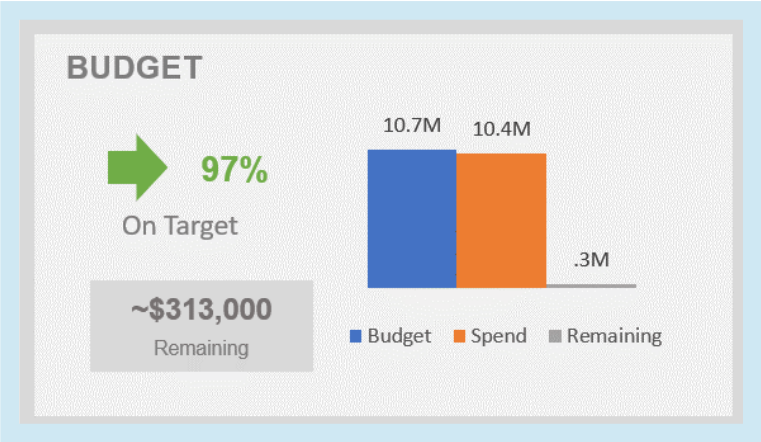
Type 1 General Capital is budgeted year-by-year for routine capital expenditures totaling less than $1 million and is funded with rates and customer contributions. Typical examples include “main replacements” as part of Distribution & Pipe Services.



TYPE 2 – Rehabilitation & Expansion (Water and Shared Services)

Type 2 capital projects are discrete, with a defined completion period, and lifetime expenditures over $1 million. Depending on the project, this work may be funded with rates, customer contributions, or bond funds.

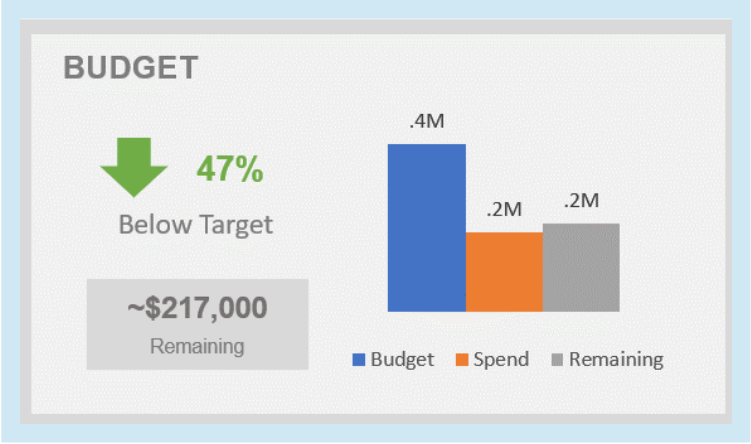
Overall water Type 2 Capital Expenditures for 2021 came it at 97% of budget at year end. There were two large projects in this area including the second phase of a 42-inch transmission main project extending from the EWEB headquarters site across University of Oregon property and the E. 40th Reservoir. Both projects are on schedule and significant progress was made.



TYPE 3 STRATEGIC - Emergency Water Supply

Type 3 projects are large strategic programs with long term impacts and are generally bond-funded.

2021 water capital work in this area was focused on continued efforts to construct emergency water distribution sites. This year, this effort was largely focused on the South Eugene site. Coordination efforts with the Eugene School District, City of Eugene and the YMCA delayed construction on this site. Planning efforts continued for potential emergency sites in Southeast and Southwest Eugene. Expenditures were below target due to delayed construction activities in South Eugene.



WORKFORCE SERVICES

See Appendix J: Workforce Composition

Submitted By: Lena Kostopulos

Overall Status

Status Summary

Workforce Services programs are performing as expected and meeting established targets, except for recruiting and hiring of electric jobs. Benefit program utilization was better than expected, delivering an increased premium renewal rate of only 2%.

Item of Interest

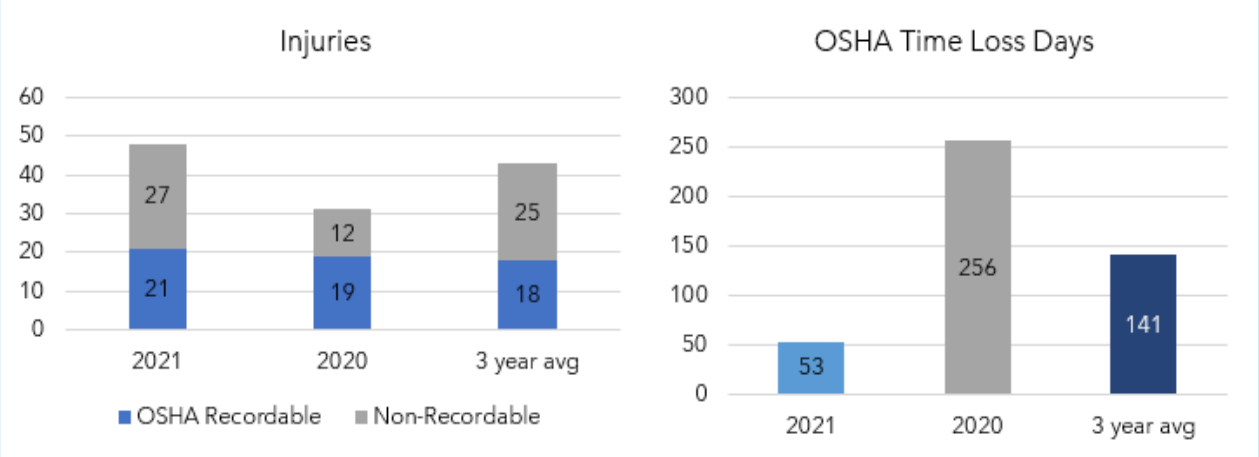
Total Worker Health Affiliation
Healthiest Employer Award
Dynamic Workforce Model
COVID Response
Recruiting & Hiring Challenges

TOTAL WORKER HEALTH

SAFETY PROGRAM

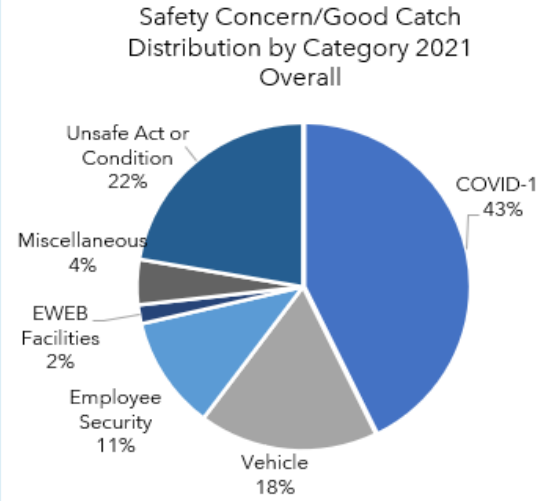
EWEB's safety program was recognized with NIOSH's Total Worker Health® Affiliate status, one of just over 50 awarded nationwide. The Total Worker Health program aims to foster an integrated approach to protecting and promoting worker well-being through collaborations with academic, labor, nonprofit, and government organizations.

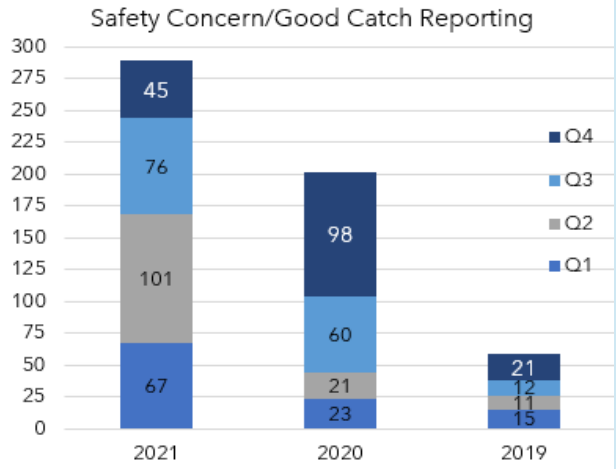
EWEB's multilayered approach to mitigation through 2021 delivered good results with minimal work disruption until December with the onset of the Omicron variant. Some workforce disruption presented later in the year, continuing into early 2022.



**OSHA Recordable Injury: any injury resulting in days away from work, restricted duty or job transfer, or any injury requiring medical treatment beyond first aid.*

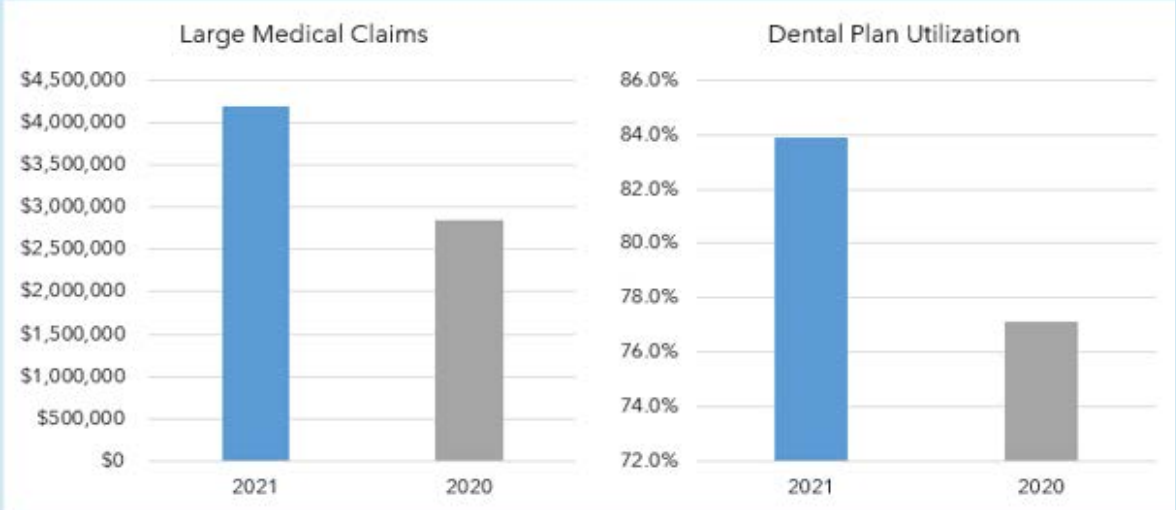
**OSHA Time Loss Days: Number of full days of work missed because of a recordable injury or illness.*





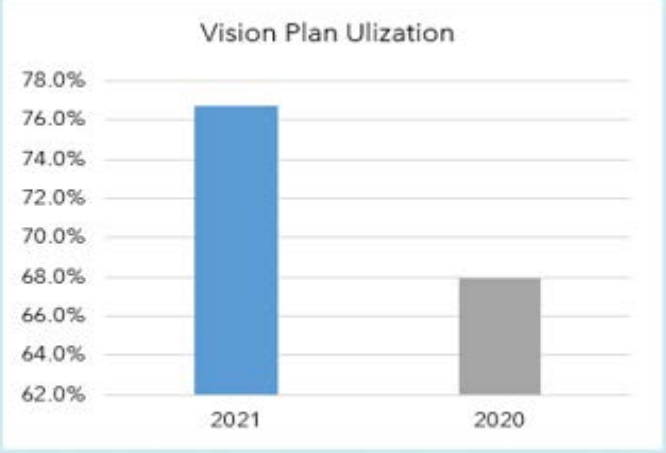
**Near-miss and safety concern reporting helps create a culture that seeks to identify and control hazards, which will reduce risks and potential for harm. Controlling exposures to occupational hazards is a fundamental method of protecting workers.*

HEALTH INSURANCE UTILIZATION

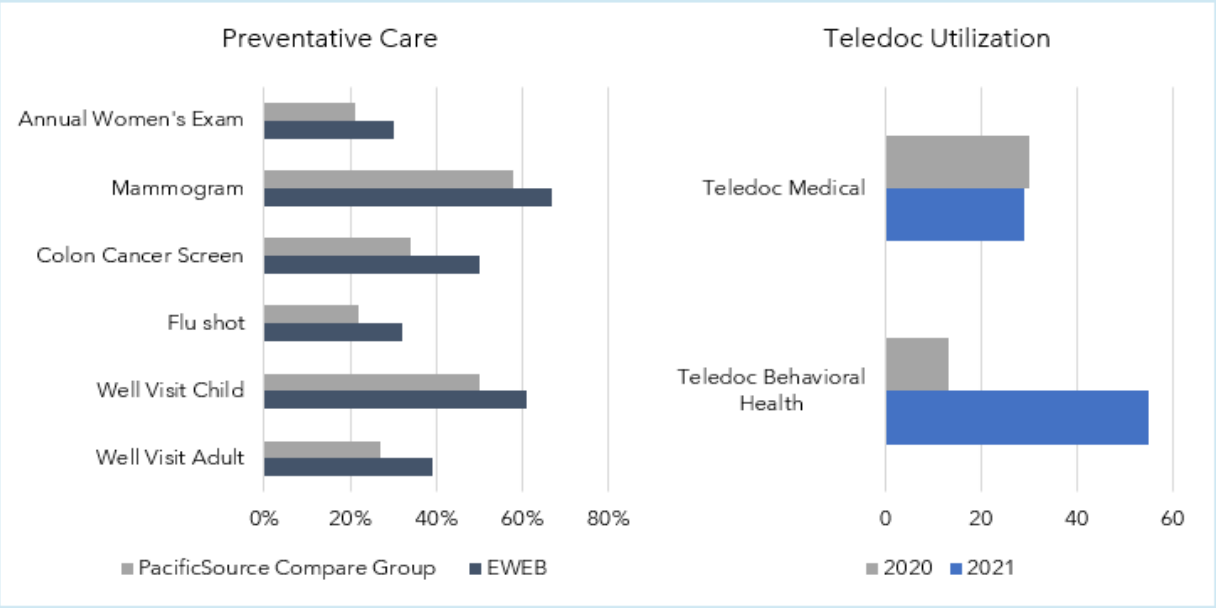


Medical premium renewals don't capture Q4 utilization data. While the 2022 premium renewal was far better than projected, a dramatic increase in large claims during Q4, will likely result in a greater increase for 2023. Lower than average premium renewals enable EWEB to offer an attractive medical plan, enhancing the utility's ability attract and retain workers.

2021 dental plan utilization was up slightly over 2020, with preventative care accounting for approximately half of all dental claims.

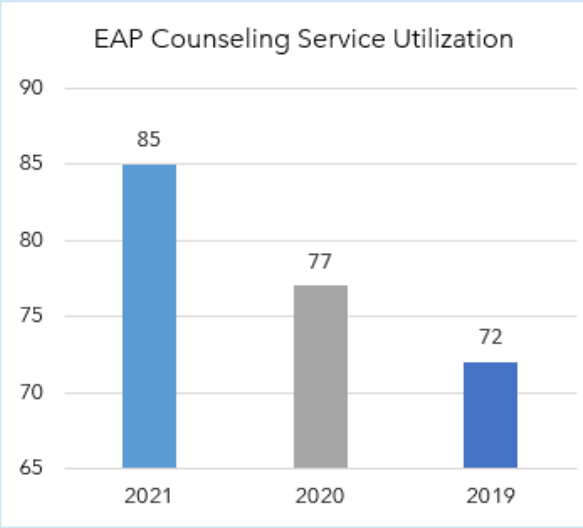


Vision plan utilization for 2021 increased by 8.8% as compared to 2020

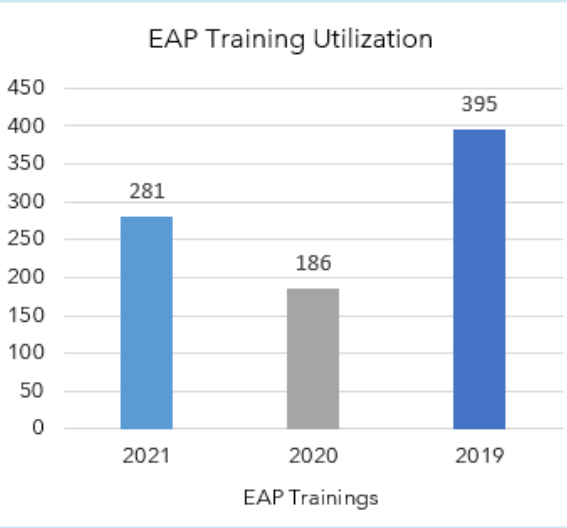


EWEB preventative care outpaces PacificSource Compare Group in all categories

2021 Teledoc behavioral health visits increased by 323% as compared to 2020. Medical visits were up slightly over the same period.



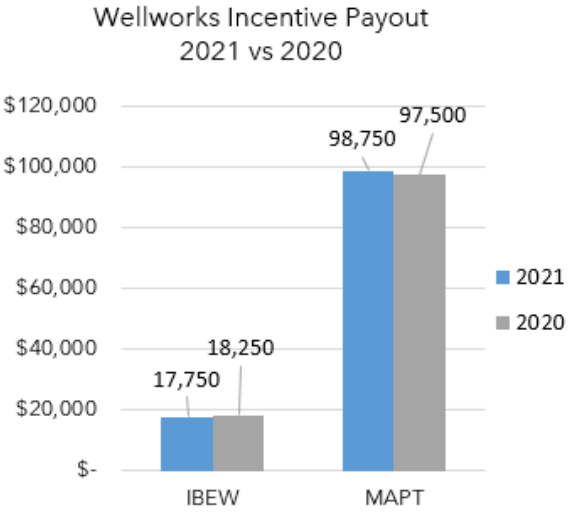
EAP counseling service utilization has increased steadily since 2019 (pre-Covid).



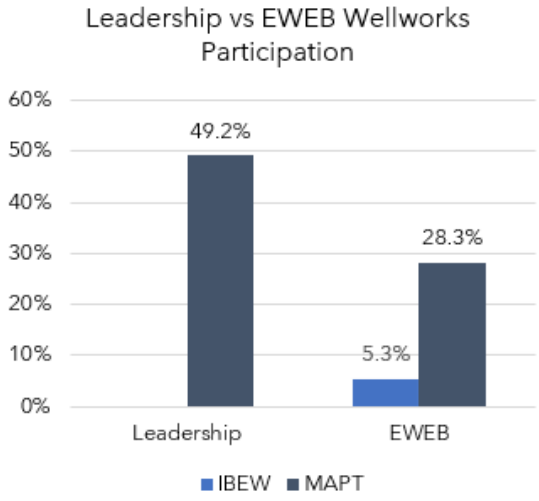
EAP training utilization is creeping back to pre-covid levels, likely due to increased virtual class offerings.

WELLNESS PROGRAMING

EWEB was recognized as one of Oregon's Healthiest Employers for the third year running, with a second-place award.



The 2021 Wellworks VEBA Incentive payout increased slightly as compared to 2020. There was a significant difference in participation between MAPT and IBEW.



The 2021 Wellworks VEBA Incentive payout increased slightly as compared to 2020. There was a significant difference in participation between MAPT and IBEW.

WORKFORCE MANAGEMENT

WORKFORCE RESILIENCY

Dynamic Workforce Model

Following two years of remote work in response to Covid-19, many regional employers are making plans to return employees to pre-Covid conventional work arrangements. EWEB's leadership team evaluated the effectiveness of mobile work and the value employees placed on increased flexibility and decided to adopt ongoing telework as part of an evolving dynamic workforce model. This model is a good resiliency strategy, enabling continuity of work during storm events, emergencies, and pandemic health events. EWEB leadership believes that empowering its workforce with greater personal control results in better business outcomes. Further, the ongoing adoption of telework expands EWEB's recruiting possibilities and improves EWEB's competitive position as an attractive regional employer.

Capacity & Resiliency

In an effort to ensure both near and long-term workforce capacity and resiliency, resource planning studies were undertaken by each division, surfacing common themes around increasing workloads in support of organizational initiatives, capital projects, and evolving regulatory requirements. Divisions also shared growing concerns around EWEB's ability to attract workers, discussed in the "Employment Outlook" narrative below. Summaries of each division's work follow that discussion.

Employment Outlook

Specific details regarding EWEB's recruiting and hiring results, including some of the strategies used for hard-to-fill electric utility jobs appear later in this report. While there are isolated challenges, EWEB remains an attractive employment prospect, able to fill most non-electric MAPT and general labor jobs. EWEB compensation, benefits, and recently adopted on-going telework, appear to remain effective in attracting sufficient qualified candidate pools to ensure workforce capacity and operational resiliency.

EWEB experienced some competition in recruiting and retaining contact center workers. This was not due to a worker shortage, rather it was the result of rising local wages among area call centers. The problem was easily addressed with a wage rate adjustment for that EWEB job classification.

EWEB's greatest employment challenge is primarily centered around electric utility jobs, specifically journey-level electric craft workers and technically skilled electric or energy industry professionals. Candidate pools in these occupational categories continue to shrink, increasing demand and leaving utilities competing with each other for employees, as well as with private energy companies, engineering firms and trade contractors.

For electric craft jobs, that competition is driving pay to levels never seen before. EWEB increased pay for those jobs by 3% as an off-cycle measure to narrow the growing gap against comparator pay. In addition to wages themselves, the pace at which bargained wage rates are rising makes it difficult to set pay levels at intervals which will remain competitive for reasonable periods, even with scheduled cost-of-living increases. This is prompting some regional electric utilities to agree to scheduled limited wage reopeners in addition to COLAs as a condition of newly bargained union contracts. Others are abandoning annual COLAs, opting instead to set pay rates at a pre-determined percentage above the highest wage paid by comparators.

So far, EWEB's challenge has not been felt in the retention of employees having any real length of service, or who are locally "rooted" with families and homes in the area. Rather, the difficulty is in attracting replacement workers

to cover retirement exits, to fill new jobs, or to hold on to relatively newly hired, generally younger employees inclined to leave for higher wages or richer signing bonuses paid by other employers, even temporary contractors.

Conventional utility employers, offering long-term job stability and generous benefits, including pensions, have not previously considered electric contracting companies a threat to worker supply or workforce stability. However, contractor wages have risen to extreme levels, with some contracting companies now even beginning to offer health care benefits, and more pre-defined working schedules, making contractor employment a desirable option for job seekers whose personal circumstances can accommodate travel and on/off working schedules.

Apart from employer competition, expanding EWEB's reach beyond the northwest region is not yielding good results. Out-of-area recruitment initially attracts some qualified candidates, but the withdrawal rate is very high. Frequently cited reasons include the high cost and limited availability of rental or purchased housing, limited employment options for trailing spouses or partners, lack of regional and local cultural/racial diversity, and even concerns surrounding Oregon's political climate. EWEB engaged a hiring firm specifically focused on electric occupations who reported that qualified candidates declining to even file an initial application, cited the same reasons.

Apart from Line Technician, EWEB has struggled to fill electric jobs, and recruitments for that job classification are beginning to yield fewer candidates. Had it not been for a single hire made following a protracted recruitment period, EWEB's BOLI-sponsored Meter Tech Apprentice program would have fallen outside required ratios and been suspended.

The experience surrounding recruiting and hiring professionals with specialized technical electric qualifications is equally challenging, and apart from conditions or constraints related to a union contract, most of the difficulties described here apply to those jobs as well. So far, this is happening on the electric side. It's likely the same challenges will present when EWEB must recruit for technically- skilled professionals in other divisions.

The problem is both immediate and long-term. EWEB has been able to fill most of these jobs eventually. A variety of approaches to attract qualified candidates have been tried with varying degrees of success. When recruiting is unsuccessful, departments have been able to reorganize and redistribute job duties to create bandwidth enabling professionals and journey-level workers to perform the required work. EWEB continues to supplement its workforce with contract workers when necessary and when those supplemental workers are available. These practices may be necessary for some time but are likely unsustainable solutions.

The situation pertaining to pay for union electric jobs will be further addressed as EWEB negotiates a new collective bargaining agreement in 2022, improving EWEB's compensation position among its regional comparators. EWEB will conduct a comprehensive compensation study of the non-bargained jobs with an eye toward developing compensation strategies to appeal to industry professionals.

Longer-term solutions aimed at building an internal candidate pool to advance through job classifications as employees garner required skills is appropriate for some jobs and is a strategy already in use when possible. Partnerships with colleges and trade schools will also be necessary, but the programs of study for professionals and apprenticeships for electric craft workers take more than four years to complete. Other approaches include leveraging high school events to promote careers in electric journey, engineering, and technical jobs, and developing other informational programs aimed at students and parents. Another program under development is a paid summer "intern" program directed at teachers and career counselors to build their awareness about EWEB career opportunities. Some of this program development was underway and will resume after Covid restrictions lift.

In the meantime, EWEB will continue to apply any tools and strategies or pursue avenues available to continue to staff the utility. Succession planning has become a renewed focus of every division.

Water

Basic resource and long-term planning foundations were built in late 2019 and early 2020 by the new appointed Division Manager and her staff. A comprehensive workload analysis was reviewed for the upcoming five years along with expected staffing needs to complete the workload. Major reviews of workload and staff in 2021 included staffing needs for a second treatment plant, increase in technicians required for the transfer of fire hydrants from the City of Eugene, additional Construction crew for increased capital workload, and staffing for AMI smart meter deployment. Staffing discussions included use of contract labor to supplement EWEB FTE and equipment needs. Firm resource requirements were entered into the 2022 Long Term Financial Plan. Potential area of future focus will be on succession planning.

Support Services

The Support Services Division is relatively young, having formed in 2019. Prior to 2021, much of the time working on resiliency centered around building a leadership team and building ideas of mission and service. In 2021, the leadership team solidified and began the year by reviewing resource needs and expected workloads. To help with future workforce planning, the SS Manager surveyed their customers to look for needs and gaps, which has led to updated work processes and will help with future resource planning. Emerging issues like AMI deployment and increased capital budgets prompted Utility Support to look at their structure and adjust. In response to increasing workload and requirements, and the undependability of contract support, Physical Security revised their FTE count and structure as well. Filling vacant key positions in all departments has been challenging and the SS leadership team is partnering with Workforce Services to create solutions to address filling vacancies.

Electric

An initial comprehensive staffing and resource plan was developed in 2018 with a complete review completed in 2021 by the Manager and his staff. This review included emerging changes brought on by increased capital projects such as the multi-year cable replacement program, on-going customer connection demands, expanded substation work plan and wildfire mitigation requirements. Additional input to the review included emerging AMI deployment and long-term impacts of smart meters and a vulnerability/succession plan study to identify key position continuity. The Manager with staff and Executive review developed a spreadsheet with optional investment options with one of the options being selected and entered into the 2022 Long Term Financial Plan.

Generation

Emerging dam safety problems and challenges to implement the Carmen Smith License prompted a comprehensive staffing and resource plan review by the Manager and Staff in the fall of 2020. In Q2 of 2021, the Manager and Executive reviewed and refined the staffing plan and decided on immediate action resulting in adding and re-purposing positions to shore up the Carmen Smith Operations, Engineering and Carmen Smith License Implementation teams and re-enforce the Dam Safety team later in the year. Updates to staffing and resource levels, recruitment, and retention in all areas of the Generation Division remains of concern due to the challenges of emergent dam safety and Carmen Smith License Implementation project needs.

Information Services

The IS Division started in 2021 with a fully staffed leadership team, for the first time in several years, which included newly appointed CIO Travis Knabe, Operations Managers Daniele McCallum and Bruce Debysingh. This management team devoted substantial effort in the first half of 2021 validating and aligning a large number of divisional projects to organizational goals. Once the divisional project priorities were qualified, staff capabilities were measured through an in-depth self-assessment and the development of a skills matrix. The information allowed the management team to identify resource gaps and take corrective actions to align resources to divisional projects and operational priorities.

Customer

In 2021, the Customer Service team faced a number of challenges, including high call volume related to implementation of a new customer online interface and billing system, AMI deployment and meter reading estimations, as well lingering COVID-19 impacts to staff. High turnover on the Customer Service team, primarily due to internal promotions, required a larger recruitment and new hire class for that group. Early on the Division Chief took advantage of a management vacancy and restructured the division to drive better alignment. The team reviewed work and mission needs and made the decision to increase the FTE count for the Communications and Marketing team. This was a response to the rising number of projects and initiatives that interface with our community. Changes were included in the 2022 Long Term Financial plan and efforts continue to focus on customer engagement and new services.

Finance

No less than annually, Finance reviews key functions and the depth in each of those areas. Any identified deficits in bench strength are then formally rolled into individual and department goals. Additionally, staff looks for opportunity to reduce waste in process (such as discontinuing paper service orders) as a way to increase efficiencies in the day-to-day work. Early in 2021 a more comprehensive evaluation was completed and, as result, a manager position was opened, a fiscal analyst was added to support increased utility need, and a grants specialist was hired to address the growing body of work associated with both the Holiday Farm fire and federal legislation for infrastructure improvements. Finally, due to delays in advanced meter deployment, the smaller meter reading staff was not sufficient to support the work. A recruitment was opened to address staffing shortages, employee morale, and customer satisfaction.

Workforce Services

Compulsory workloads reached levels which were unsustainable to support. An evaluation of functional requirements revealed FTE reductions from previous affordability efforts had resulted in staffing levels insufficient to manage work emerging from recent legislation. The study also revealed continuity risks due to multiple single points of expertise and specialized technical skill deficits. A resource plan, addressing staffing, organizational logic, cross-training, and skill development was created, with implementation either complete or underway. Two added FTE, one in Safety and one in HR, addressed immediate needs. Succession measures in anticipation of two projected retirements in years 2023-24 include repurposing a job to Human Resources Manager and a subsequent promotion, and use of a limited duration position to make a redundant hire at the HR staff level in 2022, enabling sufficient time for knowledge transfer, experience and skill development. To support growing demand for continuous improvement and change management assistance, an FTE addition to the CI/CM team was included in the 2021 budget for hire at mid-year, 2022.

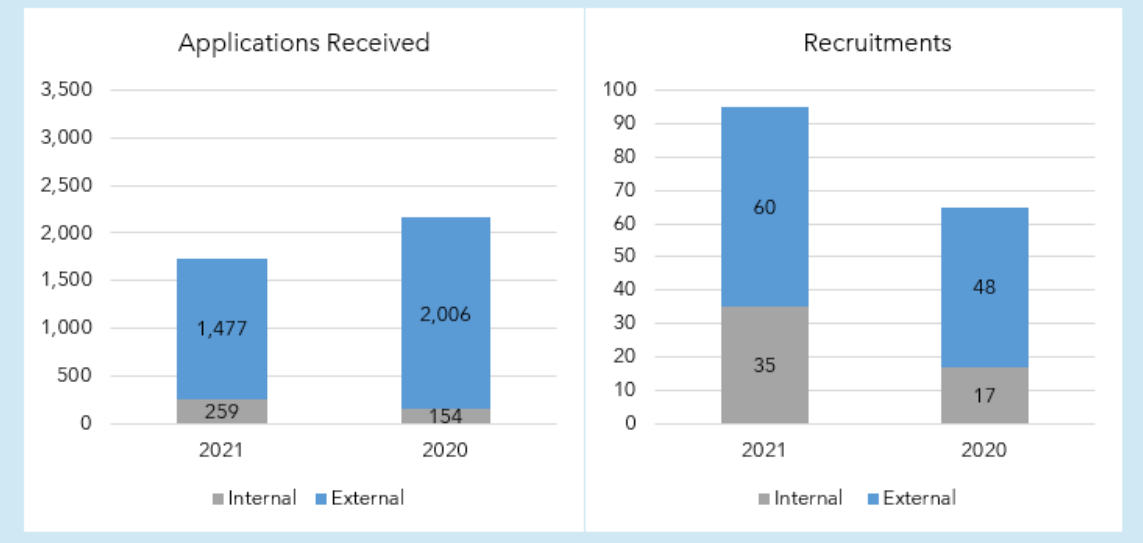
Office of the General Manager

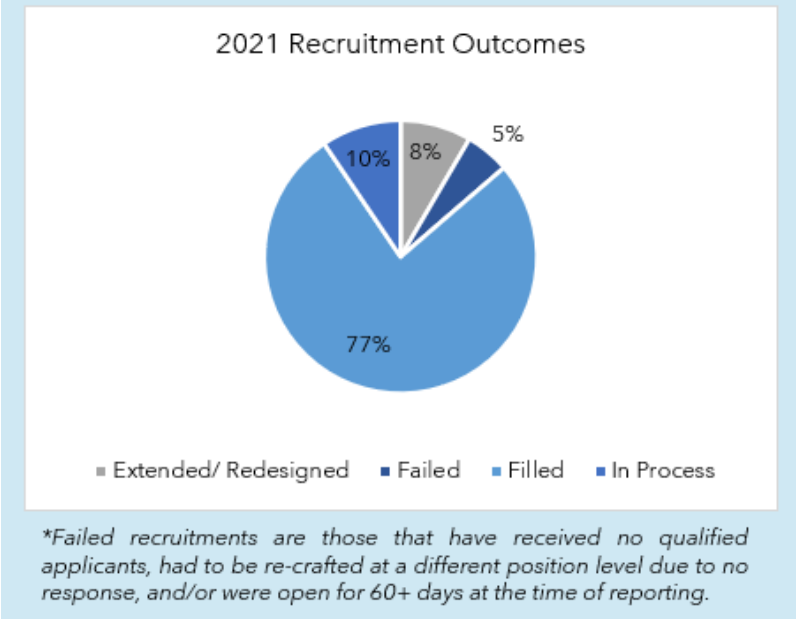
At the executive level, workforce resiliency is primarily acquired or built through the selection and/or development of targeted/specific talent that's aligned with upcoming strategic initiatives, including at the management layer. In 2021, several organizational changes were made to enhance resiliency and prepare for future transitions. A particular ongoing need is to enhance the executive and management strategic acumen. Karen Kelley's role, now as Chief Operations Officer, was expanded beyond the water division to develop further leverage and expand her leadership role across a broader portion of both utilities. Karen's direct responsibility for operations has enabled Rod Price to gain and disseminate perspective to wider-impact strategic and organizational issues and opportunities as AGM. Travis Knabe was promoted to Chief Information Officer, enhancing the management layer within Information Systems allowing him to focus more on the application of information and technology strategy across the organization. In Workforce Services, Kira Hutchens' was promoted to Human Resources Manager to reinforce the capability of the department in preparation for Chief Workforce Officer, Lena Kostopulos' retirement in approximately 2 years. Anne Kah's promotion to Administrative Services Manager within the GM Office facilitated some direct reporting within strategic focus areas, including the Energy Division where development continues with the promotions of both Megan Capper, Energy Manager, and Matt Schroettnig, Power Planning Supervisor and

Power Counsel. In 2022, look for continued efforts to develop "bench strength" in strategic areas, including financial management, climate policy, and analytics. A 2022 organizational goal is dedicated to building and inspiring the workforce necessary to fulfill ongoing business obligations and strategic initiatives amidst a challenging and changing labor and social environment through several actions.

RECRUITING AND HIRING

Recruitment volumes increased over 2020, but yielded fewer total applications, with the average number of applications per external posting decreasing by 40%. Unemployment in Eugene-Springfield also decreased by 4%, potentially reducing the number of available and interested candidates.





**Failed recruitments are those that have received no qualified applicants, had to be re-crafted at a different position level due to no response, and/or were open for 60+ days at the time of reporting.*

While total applications decreased in 2021, diversity candidates advancing through the entire hiring process increased. The selection process is monitored through each step to determine if under-represented diversity

candidates are being disproportionately eliminated from consideration. Strengthening diversity sourcing strategies and conducting interviewer panel training which includes a focus on Diversity, Equity, and Inclusion has contributed to better outcomes.

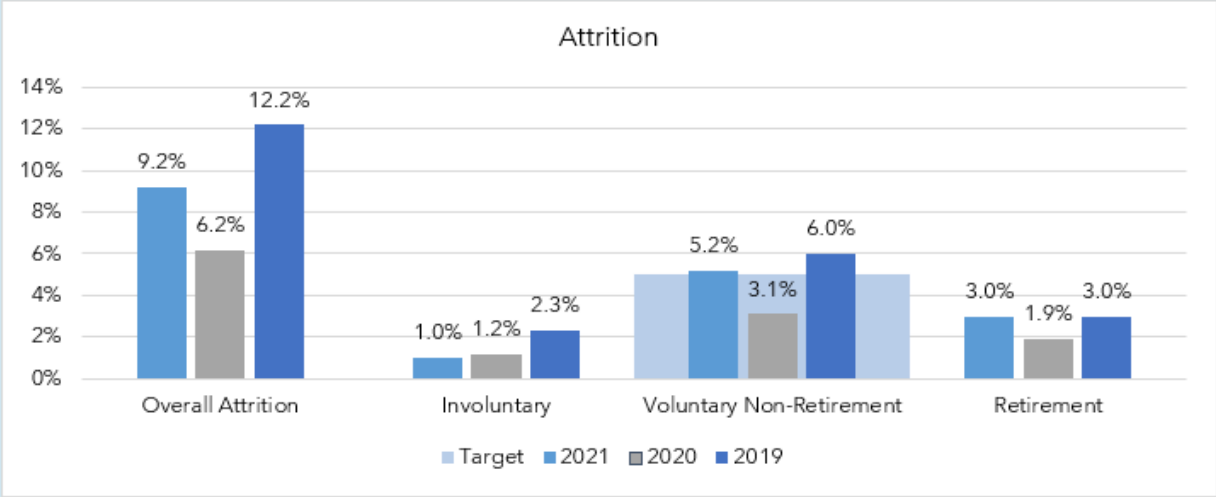
Diversity Applicants by Step						
	Total Applications	Did not qualify	Met Minimums	Phone Interview	Final Interview	Offer/Hire
2021 Applications	1,736	479	833	122	217	85
% Female	36%	37%	37%	44%	24%	34%
% Veteran	7%	4%	6%	17%	7%	7%
% Minority	22%	27%	22%	19%	16%	14%
2020 Applications	2,160	843	917	178	151	71
% Female	25%	25%	25%	21%	22%	32%
% Veteran	5%	5%	5%	10%	7%	4%
% Minority	14%	14%	14%	16%	14%	14%

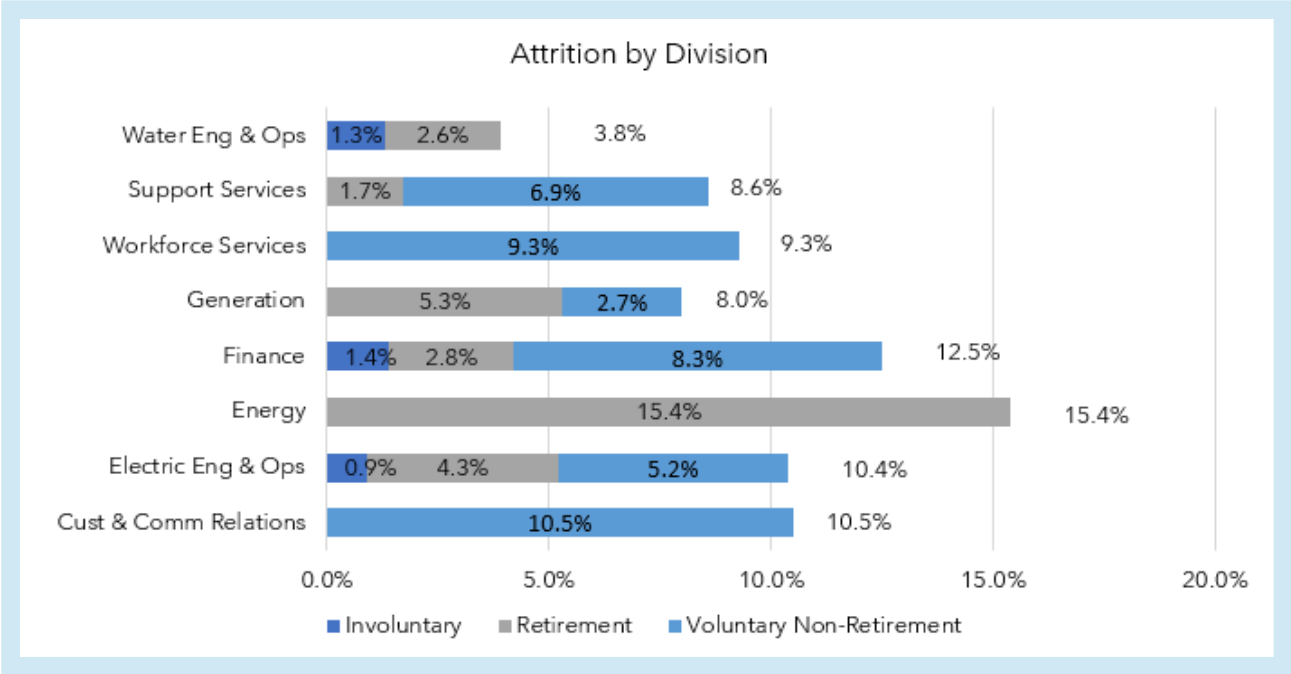
**Gender identity is selected by candidate. Reporting numbers are based on which gender the candidate identifies as.*

**Detailed workforce composition data is included in the appendix of this report.*

ATTRITION

While EWEB tracks retirements and involuntary exits, a target of 5% is set for non-retirement voluntary attrition as it is an indicator reflecting retention trends. 2021's voluntary attrition rate increased by 2%, taking it just above target. 2021 attrition can be generally attributed to competing offers from other employers, negotiated resignations, and personal/family related reasons.

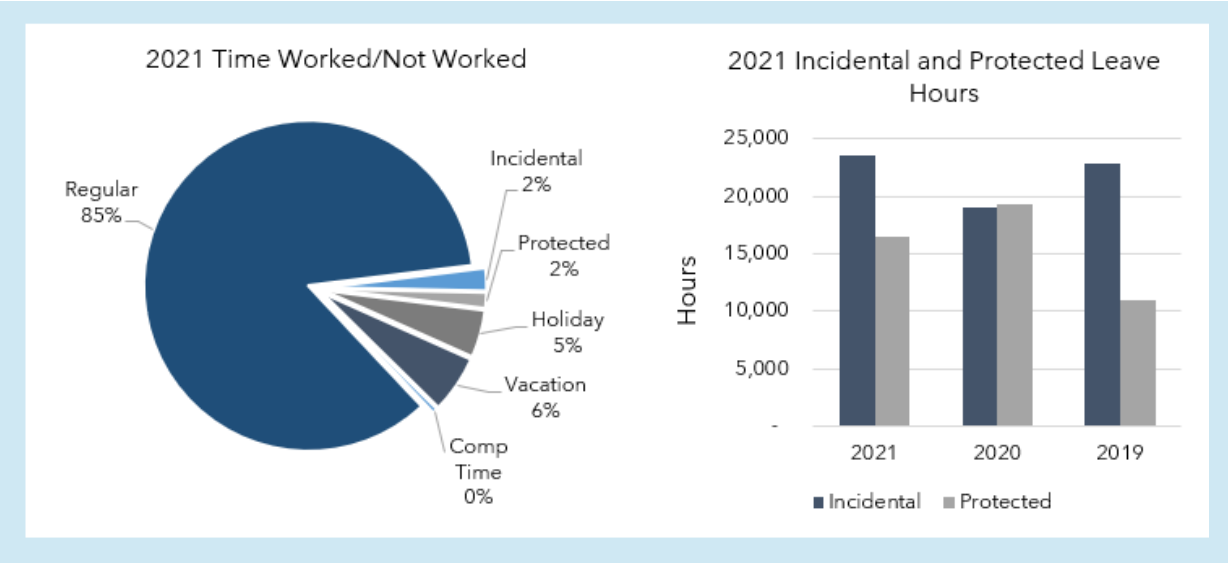


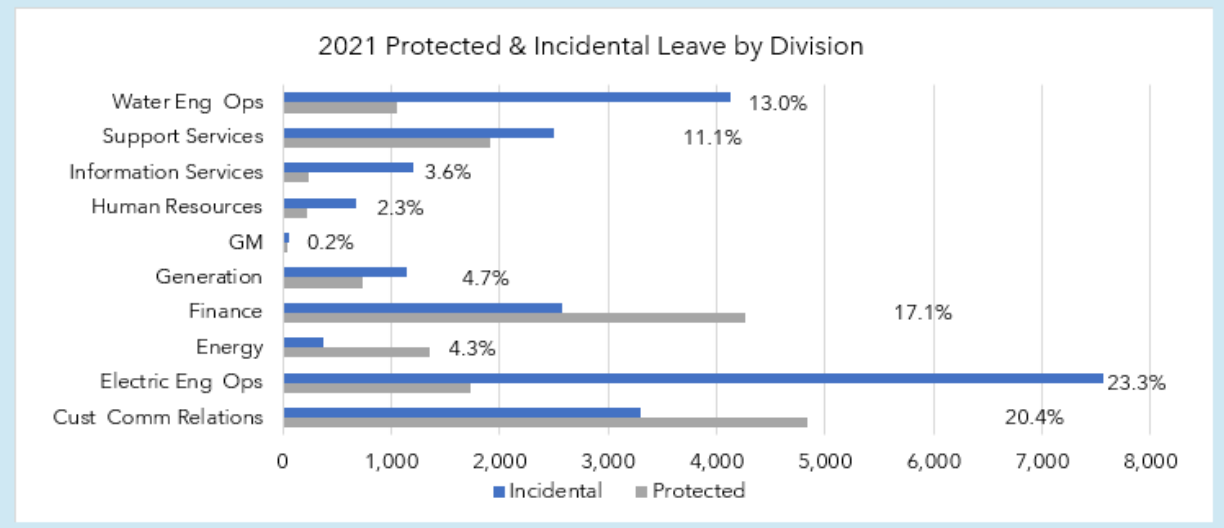


WORKFORCE CAPACITY DISRUPTION DUE TO LEAVE UTILIZATION

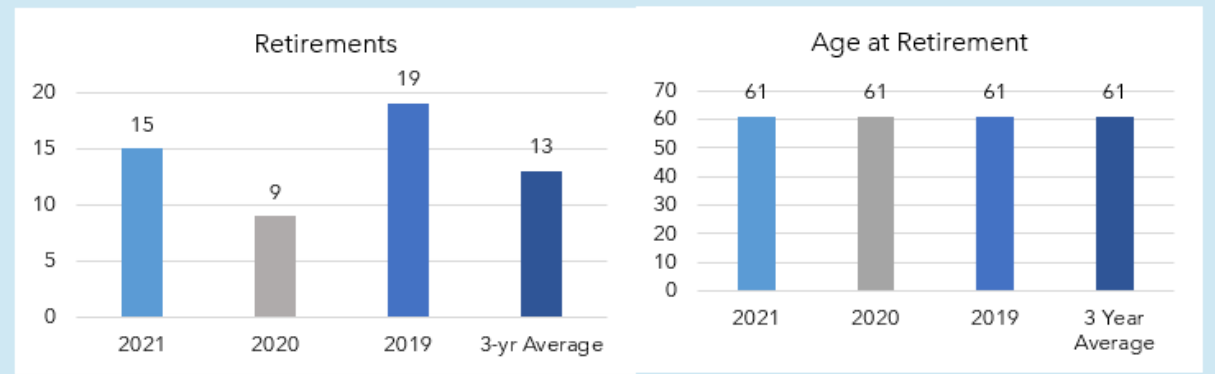
Absence due to leave utilization, including vacation and comp time, represents only a fraction of available work time and therefore, continues to indicate minimal disruption risk.

Last year, protected leave usage fell 15% while incidental leave usage rose 24%; this aligns with the spike of Omicron in Q4.





RETIREMENT



Retirements increased by 40% over 2020, and 13% higher than the 3-year average.

RETIREMENT PROBABILITY

EWEB estimates retirement probability based on age and/or years of service remaining toward retirement qualification. The information is provided to divisions semi-annually to be considered in succession planning efforts.

Eligibility Based on Age and/or Years of Service	PERS Tier 1	PERS Tier 2	OPSRP	Total
Less than 1 year	9	9	6	24
2-4 years	3	19	14	36
5+ years	0	50	398	448
Total	12	78	418	508

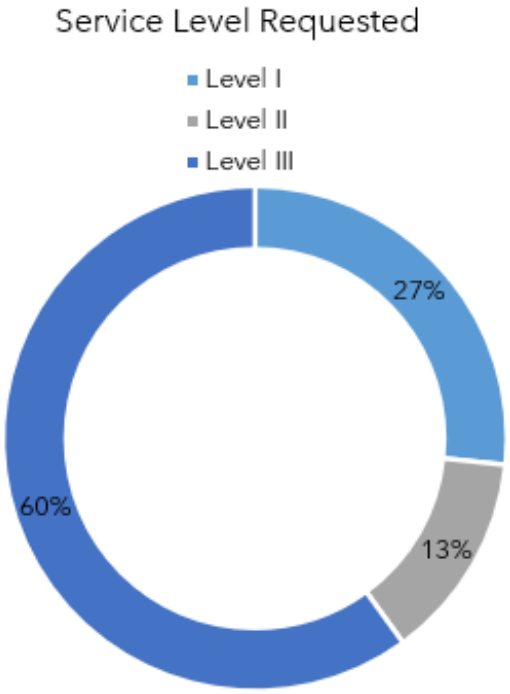
EWEB expects the average retirement age, presently 61 years, will trend up gradually as the number of participants eligible for EWEB post-retirement healthcare subsidies declines. 82% of EWEB's active worker population is now covered by the PERS OPSRP and EWEB Tier 4 non-subsidized post-retirement healthcare programs, which will likely drive retirements closer to age 65, full OPSRP retirement and Medicare eligibility.

CONTINUOUS IMPROVEMENT & CHANGE MANAGEMENT PROGRAM

The CI/CM Team developed, designed, and deployed a new model of service and is successfully embedded in various teams supporting both operational and strategic goals. Support for high-impact initiatives was prioritized, including the AMI program and deployment efforts, CM support for COVID-19 response, and development and deployment of the dynamic workforce model. CI/CM academic offerings were adapted to current restricted working conditions. Monthly online offerings are in development to further integrate CI/CM knowledge and skill throughout EWEB.

Projects

1 Capitol Work Order Close
2 Substation Emergent Work
3 Non-Pay Management
4 Electric Process Support
5 Safety Dashboard
6 Real Time Trading Work
7 Benefits Metrics
8 Open Enrollment
9 WFS Support
10 Finance Support
11 CM Energy Div
12 IT CM Support
13 AMI
14 Customer Access Refusal



The projects listed above have been prioritized by EWEB leadership and were active in the previous quarter.	**LEVEL I (1 to 9 hrs)** - Basic consultative support
	LEVEL II (10 to 99 hrs) - Intermediate consultative and advanced skill support
	LEVEL III (> 99 hrs) - Comprehensive consultative and advanced skill support as a member of the project team

SHARED & STRATEGIC OPERATIONAL UPDATES

CYBER SECURITY

Submitted by: Rod Price & Ed Penn

Overall Status

Status Summary

The Cyber Security Department is ahead of target for monitoring Windows Servers, but on target for the overall program.

Item of Interest

Cyber Security made significant improvements in our vulnerability scanning coverage in Q4. We went from 39% to 96% for Windows servers assessed.

THREAT AND VULNERABILITY MANAGEMENT AND INCIDENT RESPONSE

Coverage of Windows servers in our Corp domain improved dramatically in Q4. Vulnerability scanning coverage for our Corp domain is now nearly complete. Change monitoring service coverage has also improved, from 65% to almost 90%. In the coming year, we will look to expand coverage to servers in other domains, as well as Linux servers, network appliances, printers, cameras, and some OT equipment. To control Change Monitoring licensing costs, we will look to partner with IS Operations and address technical issues that generate excess log events.

ISMS programs

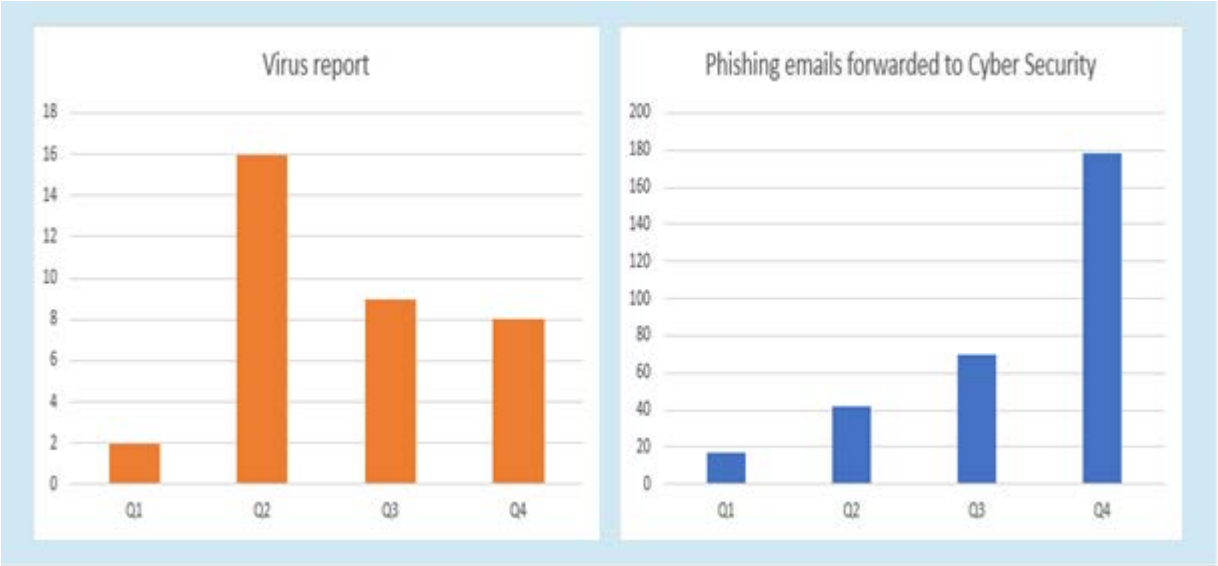
Cyber Security's Information Security Management System (ISMS) is our blueprint for securing EWEB's information and protecting EWEB from cyber threats. In Q4 we improved our vendor security assessment processes, which helps us to understand the cyber security risks associated with our vendors.

Starting in Q3 of 2021, a cross functional compliance team consisting of EWEB employees responsible for FERC, NERC, and Cyber compliance programs was established in order to address records management. Through this work we have been able to leverage the capabilities of new tools provided by Information Services to automate manual processes. We anticipate further benefits from this cooperative effort and look forward to further improving our compliance workflows in 2022, reducing the manual effort required to demonstrate compliance with cyber-related regulation.

In 2022, we will also publish our Information Security Management System to EWEB's internal SharePoint, providing visibility to the rest of the utility, aiding our efforts to integrate Cyber Security into business processes. Our goal is to provide clear and readily available cyber guidance to the rest of the utility.

Security Awareness Program

In the last quarter our Endpoint Security reported 8 viruses. The Cyber Security Department follows up on every virus detected. We make sure that the virus is removed, and the affected system is safe before it goes back into production. Most viruses originate from a malicious email. One of the most important things that the Cyber Department does is educate staff on how to best identify a malicious email. The number of phishing emails reported to the Cyber Security Department has increased throughout the year, see chart below. We attributed this increase to employee awareness. In 2022 the Cyber Security Department plans to expand on our work with IS Operations to improve email filtering and further reduce the amount of spam and phishing emails.



INFORMATION SERVICES OPERATIONS

Submitted by: Daniele McCallum & Bruce Debysingh

Overall Status

Status Summary

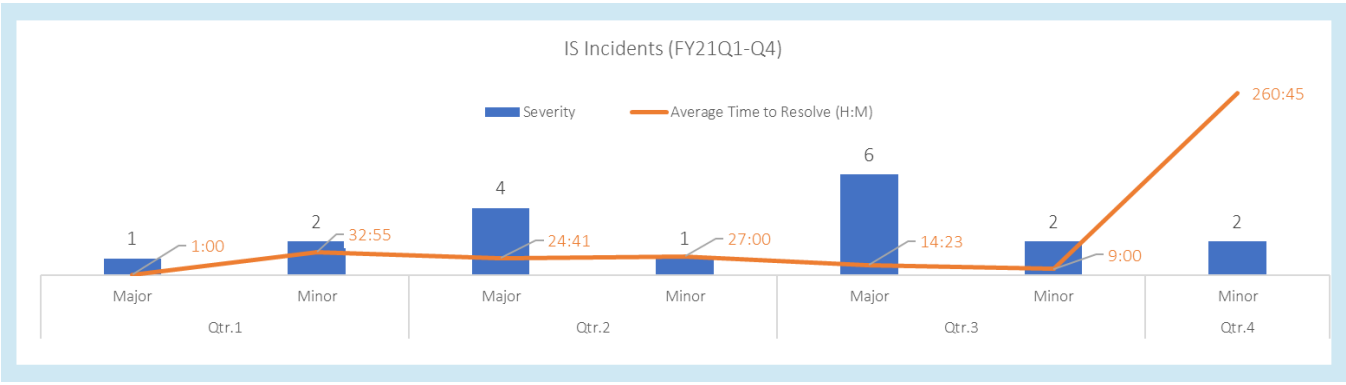
Information Services is operating within its O&M and Capital budgets. 2021 O&M budget was underspent by $59K, less than 1%. Operational activities continued to be quantified to established baseline benchmarks to develop KPIs.

Item of Interest

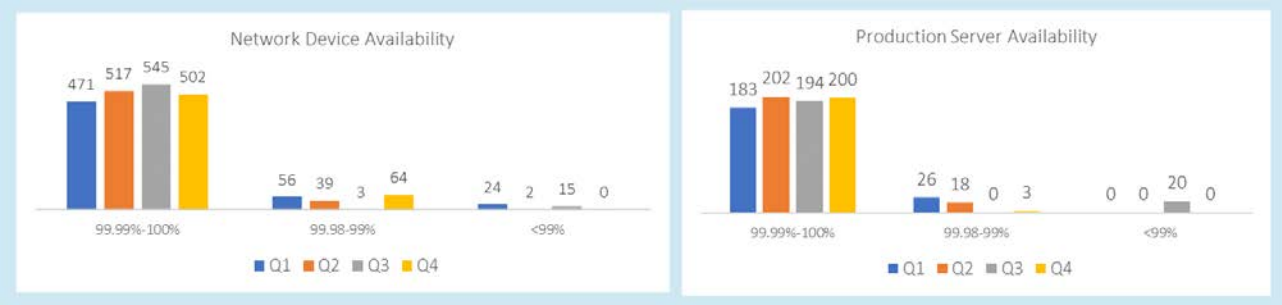
MS SharePoint migrated to O365 with improve automation tools for data workflows. New SharePoint features well received by the EWEB business community.

INCIDENT MANAGEMENT AND NETWORK AND SERVER AVAILABILITY

Information Services Incident Management Report 2021 Q1 – Q4

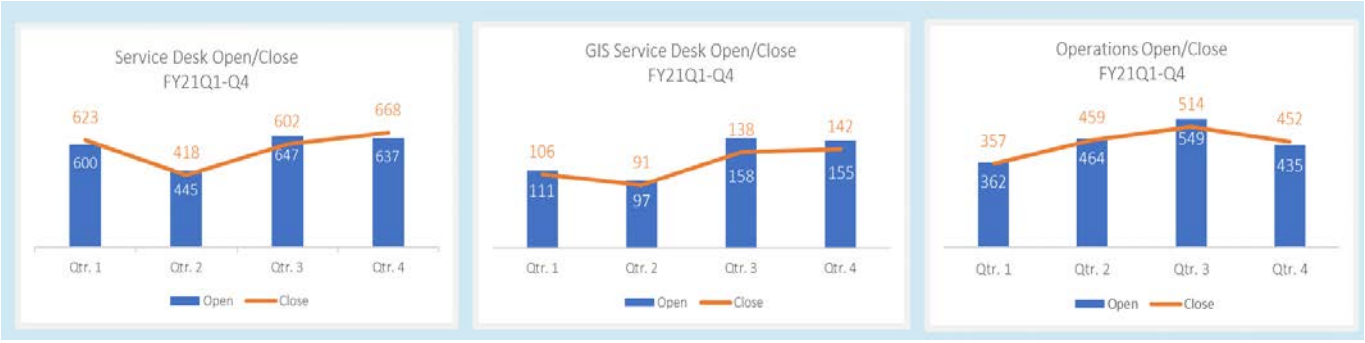


Information Services Network and Server Availability: 2021 Q1 - Q4



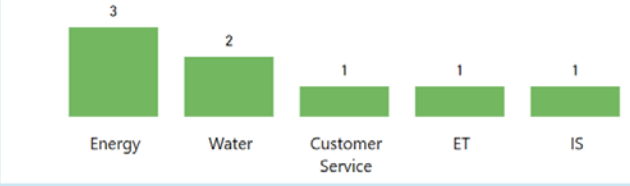
SERVICE DESK AND GIS SERVICE DESK QUARTERLY TICKET OPEN/CLOSE COUNT

Service Desk, GIS, and Operations Support: 2021 Q1-Q4



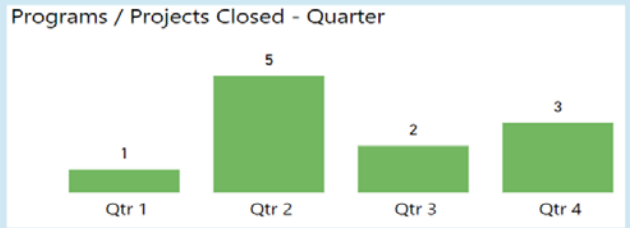
STRATEGIC REPORT

Active Programs/Project by Division



Programs / Projects - In Process	Status
Project	
Allegro Upgrade	RFP
Backflow Upgrade/Update	RFP
EIM Shadow Settlement	RFP
Energy Insite Replacement	RFP
Enterprise Resource Planning (ERP)	RFP
Water SCADA upgrade / Network DMZ Redesign	RFP
EIM Minute Interval Data	In Process
Hayden Bridge DR site	In Process

Closed Programs/Projects: 2021 Q1 - Q4



Programs / Projects - Closed	Qtr.	Type	Division
Firewall upgrade	4	Project	IS
ION Server Replacement	4	Project	Electric
Sharepoint Migration	4	Project	IS
CEI	3	Program	Customer Service
MDM Platform Refresh	3	Program	AMI
GIS Server Optimization	2	Program	GIS
MASS Meter Deployment	2	Program	AMI
Pumpstation Network Installs	2	Project	Water
RFgen Barcoding (WAM)	2	Project	Finance
WAN Upgrade (Substations)	2	Project	Electric
Golden Gate Upgrade	1	Project	IS

SUPPORT SERVICES MANAGEMENT

Submitted by: Sarah Gorsegner

Overall Status

Status Summary
Management completed a Customer Service Survey to internal customers during Q4

Item of Interest
The service provided to the Organization as well as the mix of services align well with Organization expectations.

Support Services Customer Service Survey

Support Services is comprised of 7 Departments including Property and Environmental Services, Utility Support, Facilities Maintenance, Physical Security, Communications and Controls, Design and Document Support Services, and Fleet Services. The work that Support Services provides to the Organization is critical work for others to complete their responsibilities. The Division is required to be customer focused and provide services on time and with the proper training and knowledge. During Q4 2021, Management requested feedback on Customer Satisfaction and sought feedback on areas of improvement.

Overall, the feedback indicated that service is provided with courtesy and respect. There are some opportunities to improve our ability to complete work on time and with the knowledge and skills required for the work. There is also an opportunity to improve the intake process to make sure it is clear and effective.

Service Approach	Score	Sliding Scale
Consistent and effective support with courtesy and respect	4.1	5
Provide Service on time and prepared	3.6	5
Is the intake approach clear and effective	6.6	10

The survey requested feedback on how to best service our customers, feedback indicates that there is an opportunity to expand the offered products and services, as well as communicating responsibilities and providing training to our customers.

COMMUNICATIONS AND CONTROLS

Submitted by: Leon Atkinson and Sarah Gorsegner

Overall Status

Status Summary
Current projects, active work and budget are all tracking as expected.

Item of Interest
Mt Hagan rebuild complete.

Repairs required on the communications line connecting Hayden Bridge to the IP Substation and Generation sites.

PROJECT UPDATES

For the 4th quarter we had the closeout on the Mt Hagan rebuild and the loss of the pilot wire connections to the IP mill. That work is in-progress and won't be repaired until the second quarter 2022. Overall system performance was good, we are still working on the outage metrics for the Microwave system so that isn't exactly available yet and will be a 2022 goal.

ENVIRONMENTAL AND PROPERTY MANAGEMENT

Submitted by: Jared Rubin and Sarah Gorsegner

Overall Status

Status Summary
Supported efforts to develop an RFP for the sale of the HQ building.

Staff worked with Generation on Carmen Smith implementation.

Item of Interest
New NPDES Permit for Carmen Smith

Worked with Water to address encroachment issues at the 40th Avenue reservoir site.

MAJOR PROPERTY SUMMARIES

Headquarters

Property staff are working with two Board liaisons and colleagues in Purchasing, Facilities, and the General Manager's office to define the process, establish the timeline/evaluation criteria, and compile the needed materials for the release of the RFP for the sale of the HQ properties. Property staff are also collaborating with the organizers of the 2022 Fan Festival (associated with the World Track and Field event) for the use of the North Building and the HQ parking lots for this major civic event.

Support of Carmen Smith

Staff from Environmental Management are actively supporting the Carmen Smith implementation effort. In Q4, staff assisted Generation with permit compliance for the recreational improvement projects at Trail Bridge Reservoir including erosion control, fish salvage, and securing an extension of the 'in-water' work period. Staff also helped negotiate and secure a new permit from the Oregon Department of Environmental Quality for the Carmen Smith and Trail Bridge powerhouses. Major milestones in 2021 include the permitting of the Trap and Haul and Spillway Improvements at Trail Bridge, the boat ramp improvements at Trail Bridge, and the permitting/monitoring compliance at the Spawning Channel and at Trail Bridge. Environmental staff assisted with the dye studies for the

dam safety sinkhole evaluations and Property staff are helping to secure Conservation Easements for the expansion of the Transmission-Line easement area onto private property.

OVERALL PERFORMANCE - ENVIRONMENTAL

Processed the disposal of 403 lbs of Hazardous Waste and responded to one spill/release of transformer oil. Secured new NPDES permit for the discharge of non-contact cooling water from the Carmen Smith and Trail Bridge powerhouses and worked with Generation Staff to implement the new monitoring requirements. Received 12 Project Planning Checklist submittals for internal review (8 have been completed and 4 are still pending). Assisted with permit compliance for the recreational improvement projects at Trail Bridge.

OVERALL PERFORMANCE - PROPERTY

During Q4, the Property Management team provided support for easements, concurrence reviews, entry permits, and lease agreements. Staff were able to achieve the target turnaround time for standard easements requests. Work on 8 easements was initiated during Q4 and a total of 26 easements were completed in 2021.

During 4th quarter 2021, Property completed 26 concurrence reviews. For the entire 2021-year, Property staff reviewed 159 concurrences (up 10% from 2020). Staff worked with Water to address numerous encroachment issues at the 40th Avenue reservoir site.

The number of nuisance reports received by Property Management was down slightly in Q4. A total of 140 nuisance reports were recorded and addressed during 2021.

The top 3 most visited graffiti sites in 2021 include:

- College Hill Reservoir – 17
- Jefferson Substation – 18
- Hilyard Substation - 8

The top 4 most visited illegal camping/trash/biohazard sites in 2021 include:

- Santa Clara Substation – 15
- Adams Substation – 8
- Currin Substation – 7
- Jefferson Substation – 7

NUISANCE TYPE	1st Quarter Count	2nd Quarter Count	3rd Quarter Count	4th Quarter Count
Graffiti	26	16	14	14
Illegal Camping/ Trash/Biohazards	20	23	17	10
TOTAL	**46**	**39**	**31**	**24**

FACILITIES MAINTENANCE

Submitted by: John Marshall and Sarah Gorsegner

Overall Status

Status Summary
Current projects, active work and budget are all tracking.

Item of Interest
Working with several work groups to co-develop Service Level Agreements aimed at enhancing resiliency.

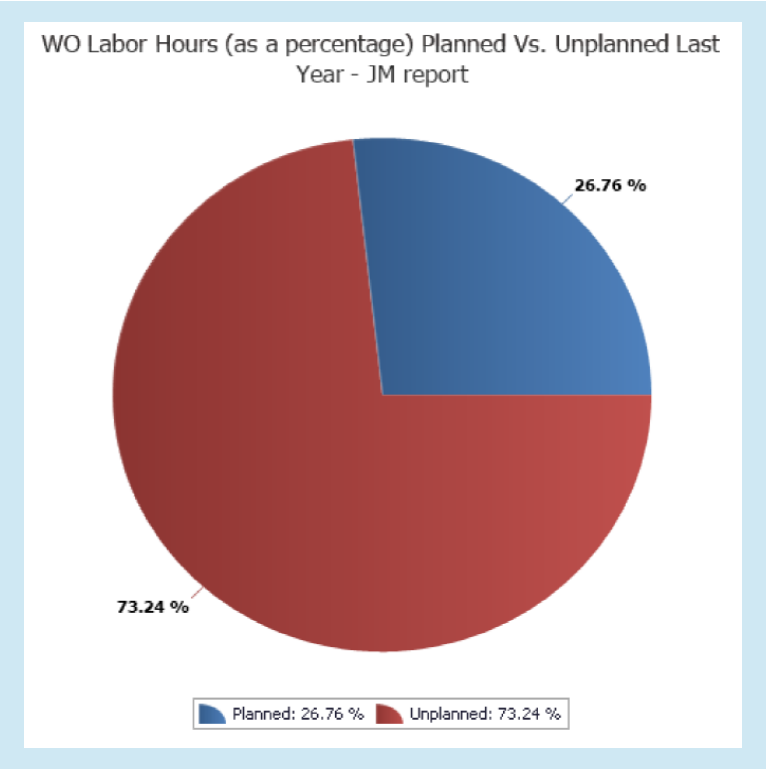
MAJOR FACILITIES MAINTENANCE SUMMARIES

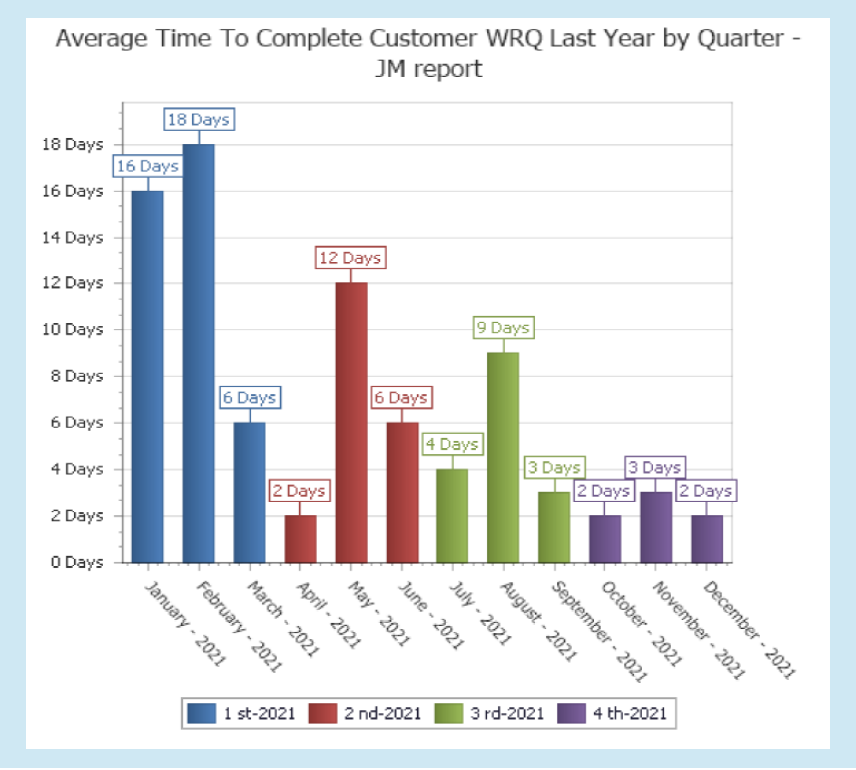
Headquarters

Work is progressing toward the steps needed to vacate HQ, a Project Manager has been assigned and stakeholders have meeting to plan for project work planned for 2022. Teams are targeting Q2 for vacating staff, except for a small group of Customer Service Representatives who will likely remain until Q4 while a new downtown location is being searched for. Teams have preliminarily targeted Q4 for vacating HQ equipment, infrastructure, and technology. No changes have been expressed by our tenant, Magstim EGI, to update or modify the current lease agreement set to expire this November. All HQ related work is scheduled or preliminarily targeted for completion Q4.

Bertelsen

The Bertelsen Property development is entering into the design phase with the recent approval of the PIVOT Architecture contract at February's Board Meeting. The design project kick-off meeting will be scheduled by the end of February, where teams will be identified to start capturing the final project requirements. Recent communication from our wetland mitigation consultant, Terra Science Inc., has disclosed some uncertainty regarding the previous Approved Jurisdiction Determination, which may have an impact on our application process. No delays are currently expected and the currently engaged wetland mitigation work will sync up with the design team in the coming weeks to begin development of the Alternatives Analysis needed as part of the required Joint Permit Application. NW Natural's interest appears to be unchanged currently, as they continue working through their internal processes, further developing the co-located hydrogen facility feasibility analysis.


WO Labor Hours (as a percentage) Planned Vs. Unplanned Last Year - JM report
26.76 %
73.24 %
Planned: 26.76 %
Unplanned: 73.24 %


Average Time To Complete Customer WRQ Last Year by Quarter - JM report
18 Days
16 Days
14 Days
12 Days
10 Days
8 Days
6 Days
4 Days
2 Days
0 Days
16 Days
18 Days
6 Days
2 Days
12 Days
6 Days
4 Days
9 Days
3 Days
2 Days
3 Days
2 Days
January - 2021
February - 2021
March - 2021
April - 2021
May - 2021
June - 2021
July - 2021
August - 2021
September - 2021
October - 2021
November - 2021
December - 2021
1 st-2021
2 nd-2021
3 rd-2021
4 th-2021

FLEET

Submitted by: Gary Lentsch and Sarah Gorsegner

Overall Status

Status Summary

Fleet has been Impacted by global supply chain shortages, with prices increasing and factory commitments to new orders reduced over 40%.

Item of Interest

Fleet continues to support Organization goals to reduce GHG emissions and Fossil Fuel Use. Idling continues to be over industry standards, Fleet is working on an updated policy and messaging to improve our idling metrics.

KEY UPDATES

Fuel and Emissions

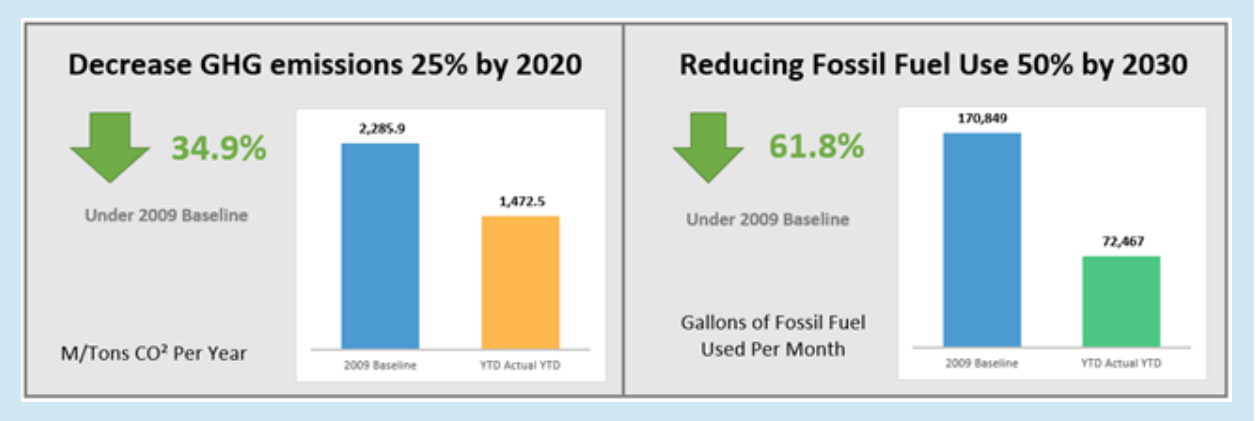
a) Total gallons purchased: 188,236 gallons (last 3-year average 177,490 gallons)

- 108,344 gallons Unleaded
- 79,892 gallons Diesel

b) Fossil fuel reduction: 61.8% less than our 2009 baseline (Goal)

- Fossil fuel use: 72,467 gallons (38.2%)
- Alternative fuel use: 117,020 gallons (61.8%)

c) CO^2 Emissions omitted by the Fleet: 1,472.5 Metric/Tons (2009 Baseline – 2285.9 Metric Tons)



d) 2021 Fuel Prices:

- Budget: $481,000 (185,000 gallons at $2.6000 a gallon)
- Actual: $525,225 (188,236 gallons at $2.7902 a gallon)

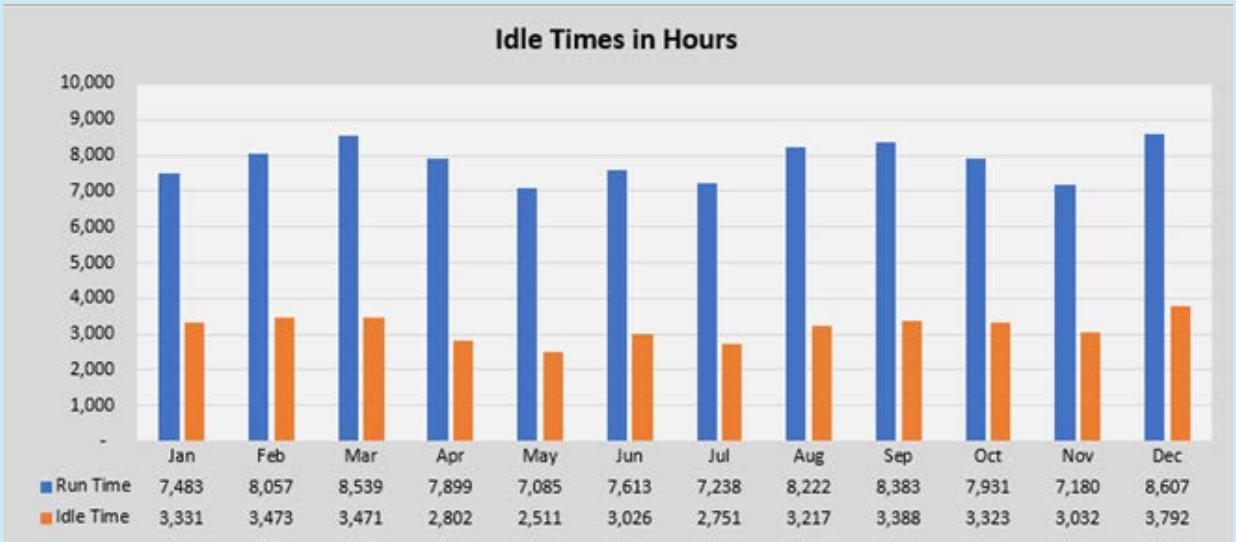
Historical Fuel Prices

- In 2020, our average fuel cost, $378,892 (175,755 gallons at $2.1558 a gallon)
- Last 5-years, our average fuel cost, $407,662 (178,613 gallons at $2.2823 a gallon)

Vehicle Idle Times

With the use of GPS technology, the Utility is able to track idle time on its fleet of vehicles and equipment. Idle time most commonly means the amount of time an engine is running while a vehicle is standing still. The percentage of idle time over a working day varies depending on the type of vehicle. For example, a bucket truck is likely to idle longer each day than a pickup. In a utility atmosphere such as EWEB, the industry benchmark is 22 percent idle time of the vehicle's total run time. This is driven by PTO (Power take-offs) use to operate different functions, use of traffic control, and crew comfort in extreme weather conditions.

By taking away the first 5-minutes of the stop, EWEB's effective idle time in 2021 was 40.4% of the engines total run time. Fleet is working on an update to the Fleet Use Policy that will address excessive idling times.



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Run Time	7,483	8,057	8,539	7,899	7,085	7,613	7,238	8,222	8,383	7,931	7,180	8,607
Idle Time	3,331	3,473	3,471	2,802	2,511	3,026	2,751	3,217	3,388	3,323	3,032	3,792

Vehicles

As the global supply shortages worsened, EWEB's Fleet operations continued to face delays of more than a year for certain new light duty vehicles. The amount of factory build-slots for fleet orders have been reduced over 40% which led to even more delays on obtaining new vehicles. We do not anticipate the problem ending any time soon.

No manufacturer is immune to the issue. Altec Industries, one of our suppliers of bucket trucks are now quoting as far out as 3-years after receipt of PO. With increasing miles on the clock and natural wear and tear on parts, mechanical breakdowns become more likely – which is what we're currently witnessing. This is causing mechanical failures you wouldn't ordinarily expect and resulting in unexpected O&M costs for repairs.

In 2020, Fleet Services placed vehicle orders early in hopes that we would receive these vehicles in 2021. For the most part we were successful in receiving the vehicles, many of them arrived late in Q4. With staffing challenges and delays with obtaining accessories used with up-fitting, 12 of the 23 new units were not placed in service by year end.

PHYSICAL SECURITY

Submitted by: Ken Baldwin and Sarah Gorsegner

Overall Status

Status Summary

Physical Security is continuing with improving visibility and presence at outlying infrastructure sites. Intrusions into substations continues to be an issue with copper thefts at remote substations such as Coburg.

Item of Interest

Physical Security Systems Team upgraded software and capabilities to improve responsiveness requests for monitoring and evidence collection. Enhanced response protocols for Hayden Bridge are being finalized.

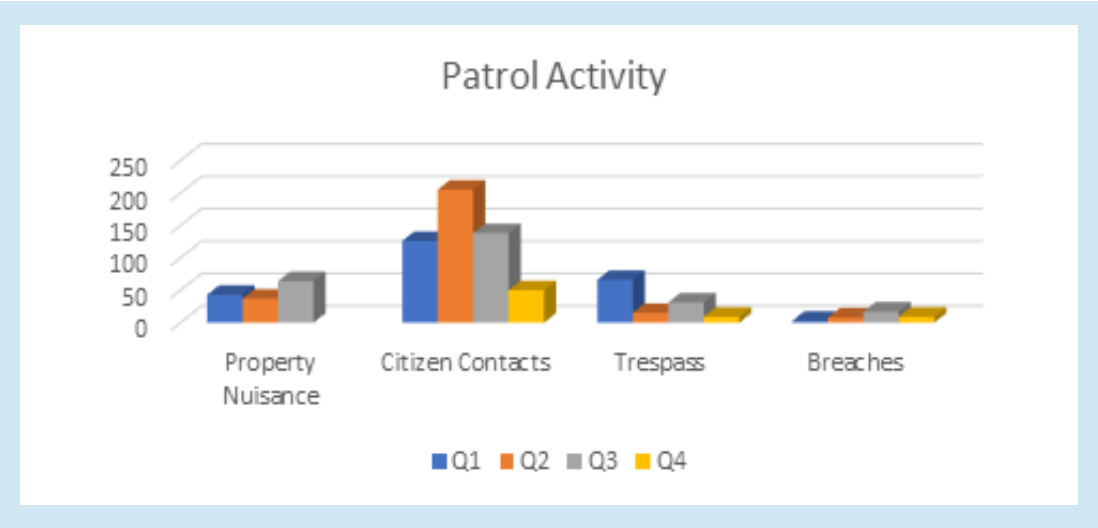
KEY UPDATES

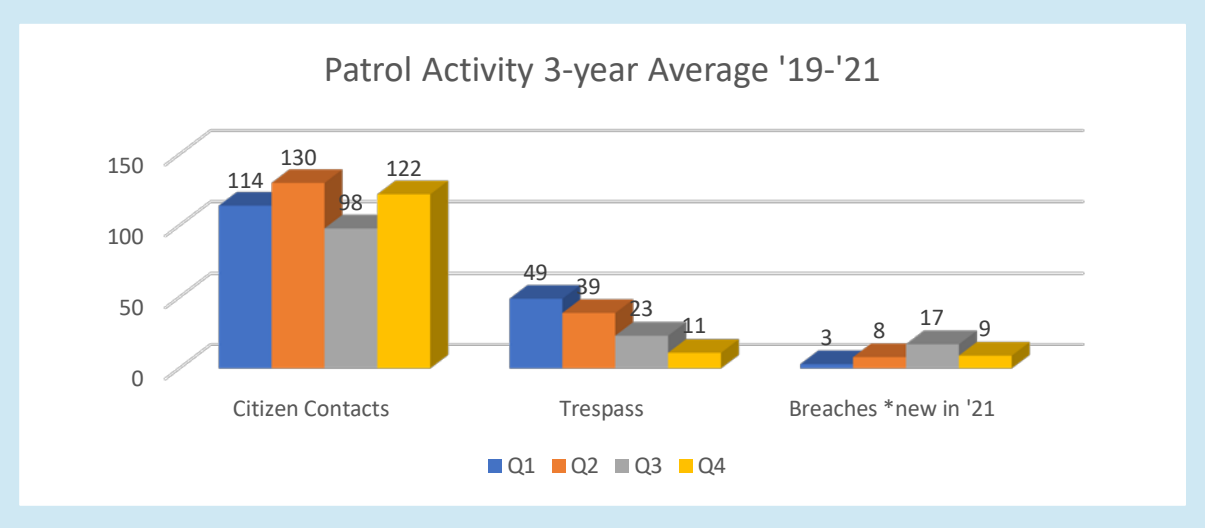
In Q4 there were additional breaches at Coburg Substation with additional copper thefts of grounding wires. We are working with ELOPS to consider remote video capabilities at these target sites. Enhanced patrol strategies are showing positive deterrent effects with a downward trend for campers and trespass, and for breaches at other sites. Citizen contacts are down as expected largely due to weather conditions, and community efforts at keeping folks out of the elements. Analysis of metrics over the next year should validate the effectiveness of our faster responses and detection of activity which threatens the utility staff and assets.

Calls for service declined at a predictable level due to weather, holidays, and several short weeks in November and December. Property Nuisance metrics are being removed from this report from Security since they are already covered by the Property Team in their report.

Upcoming projects include finishing mechanical lock upgrades and installing new card readers at several locations to improve accessibility and overall security of staff at remote locations. Staff is completing development of a staffed Security Operations Center which will allow for better responsiveness to internal customer requests and investigations, with more concise record keeping for NERC-CIP purposes.

Citizen Contacts- 99
Trespass- 9
Breaches- 9
Calls for Service- 50


Patrol Activity
250
200
150
100
50
0
Property Nuisance
Citizen Contacts
Trespass
Breaches
Q1 Q2 Q3 Q4


Patrol Activity 3-year Average '19-'21
150
100
50
0
114
130
98
122
49
39
23
11
3
8
17
9
Citizen Contacts
Trespass
Breaches *new in '21
Q1 Q2 Q3 Q4

PURCHASING - SUPPLY CHAIN

Submitted by: Deborah Hart & Quentin Furrow

Overall Status

Status Summary

EWEB continues to maintain a well-stocked inventory despite continued supply chain challenges. Materials required to provide the utilities water and electric services as well as materials for storm restoration are available but continue to be a challenge to source quickly and at reasonable prices.

Item of Interest

A recent bid for transformers came in at 10 times the current contract price. Although the magnitude is not typical, prices for inventory items remain high.

Purchasing has been working with our vendors to limit price increases and manage excessive lead times whenever feasible. Staff have been surveying the market and checking pricing from multiple sources to confirm that increases in pricing and lead times are valid and warranted. EWEB's contracts have better than current market prices, for the most part, however, there have been instances where some vendors are no longer able to honor agreed upon contract prices. For the water utility this is most impactful for ductile iron fittings. For the electric utility this is most apparent in both pricing and lead times for transformers.

REGULATORY COMPLIANCE

Submitted by: Lisa Krentz & Tyler Nice

DAM SAFETY

Overall Status

Status Summary

EWEB's hydroelectric projects are operating in compliance with FERC dam safety regulations. Although the dams and reservoirs are currently in safe operation, several engineering challenges are being investigated.

Item of Interest

Investigation of the Trail Bridge reservoir sinkholes is ongoing. EWEB staff and emergency response partners conducted a functional exercise to evaluate the workability of the Carmen Smith Emergency Action Plan.

- EWEB's Owner's Dam Safety Program is meeting all FERC guidelines and regulatory requirements. However, emergent issues, such as Trail Bridge sinkholes, and staffing shortages continue to affect operations and the successful deployment of License required Capital improvement projects.
- EWEB staff continue to work closely with the FERC Division of Dam Safety and expert consultants to investigate the root cause and potential remediation measures for Trail Bridge reservoir sinkholes. The investigation phase is expected to continue at least through 2022.
- EWEB convened a FERC-mandated Board of Consultants to review critical dam safety elements of the Carmen-Smith fish passage designs, as well as investigation of the sinkholes in Trail Bridge Reservoir.

- New information on rock faults near the Carmen-Smith project may impact earthquake ground motion predictions. If so, seismic design criteria for infrastructure projects will need to be updated.
- A tabletop and functional exercise designed to evaluate the sufficiency of EWEB's Emergency Action Plan in the event of a total failure at the Carmen-Smith Project was conducted on December 9. The exercise included EWEB staff and thirteen emergency response partners.
- Structural and embankment stability assessments of the Walterville Project are in progress and will be completed in 2022. Dam safety related repairs to the Walterville spillway are scheduled for summer 2023.
- The Dam Safety Department is currently staffed at 25%, due to the departure of two engineers in December and recruiting challenges for an ongoing vacancy. We expect two of the three open positions to be filled by March.

FEDERAL ENERGY REGULATORY COMMISSION (FERC)

Overall Status

Status Summary

EWEB's hydroelectric projects are operating in compliance with FERC regulations and no license violations were issued.

Item of Interest

Several deviations from required river ramping rates occurred in 2021. However, FERC did not consider any to be violations of our operating licenses. Challenges to the deployment of the Carmen-Smith license are noted separately in the Electric Distribution Type 3 Capital Investment section of this report.

NORTH AMERICAN ELECTRIC RELIABILITY CORPORATION (NERC)

Overall Status

Status Summary

No pending non violations or compliance issues known at this time.

Completion of gap assessments for key standards and requirements.

Item of Interest

Staff leveraged newly deployed SharePoint software to develop additional internal controls including automated workflow tracking and dashboard reporting of compliance tasks and status.

During the 4th quarter, there were no compliance violations or open self-reports.

During the 4th quarter, the following compliance violations were self-reported, or outstanding:

- None

During the 1st quarter, the following NERC Standards were implemented:

- None

PUBLIC UTILITY COMMISSION (PUC)

Overall Status

Status Summary

Test and treat program inspections up to date. Data has been processed and updated in system and improvements have been made to tracking methods using IT systems.

Staff completed continuous improvement effort to streamline Operations ability to process inspection findings with less design resourcing and in quicker fashion. General PUC safety program is on track for primary infrastructure (poles, wires, crossarms, clearances, etc.).

Item of Interest

Due to staffing shortages in 2021, secondary and service entrance rewire program has been delayed. Staff are currently developing program for 2022 and budget has been allotted to effort. Consulting resourcing being procured to completed design and electrical contractor as well for execution for compliance over full cycle.

OPUC will be in EWEB service territory for cycle inspection in Q1. Staff performed internal audit to ensure compliance and are actively partnering with PUC staff for coordination and processing of any findings.

LEGAL MATTERS

Submitted by: Deborah Hart & Sarah Creighton

• Jody Anderson, et. al. v. Eugene Water & Electric Board and Lane Electric Cooperative, Inc.: Complaint was filed in Lane County Circuit Court on April 16, 2021 (amended May 17, 2021; second amendment July 22, 2021) by 176 plaintiffs claiming damages alleged on theories of statutory wildfire liability, negligence, gross negligence, trespass, nuisance, and inverse condemnation arising from the Holiday Farm Fire which began on September 7, 2020. Procedural motions against the Amended Complaint are currently pending before the court. Pre-trial document discovery among the parties has recently commenced.

• Karen Anderson, et al. v. Lane Electric Cooperative, Inc., and Eugene Water & Electric Board: Complaint was filed in Lane County Circuit Court by 163 plaintiffs on May 24, 2021 (amended October 29, 2021) claiming damages on theories of wildfire liability, negligence, trespass, and nuisance arising from the Holiday Farm Fire which began on September 7, 2020. The plaintiffs have served their complaint on each of the parties. EWEB's response will be filed in a timely manner.

GOAL 2 – ADVANCED METERING

Goal #2 – Effectively execute and operationalize a multi-divisional information system program by successfully scaling-up advanced metering for revenue management purposes.

Submitted By: Rod Price

Overall Status

Status Summary

Due to supply chain issues, the deployment of electric meters was postponed October 1st, 2021. The deployment of water meters continues but at the rate of 30% of the original plan. Once EWEB's meter vendor, Sensus, is able to restart mass production of meters, the installation of electric and water meters will resume at a rate of 100% of plan.

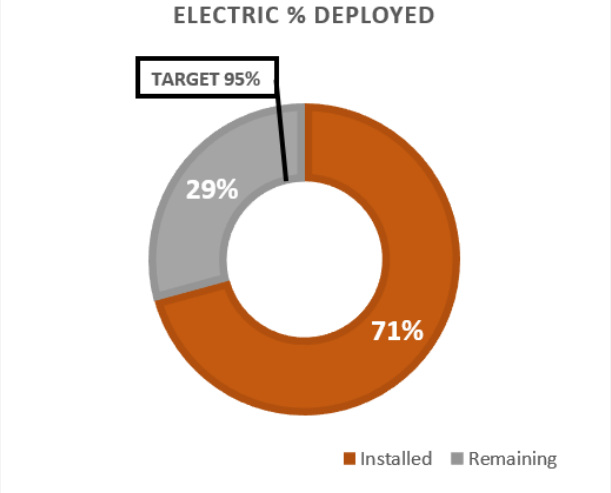
Item of Interest

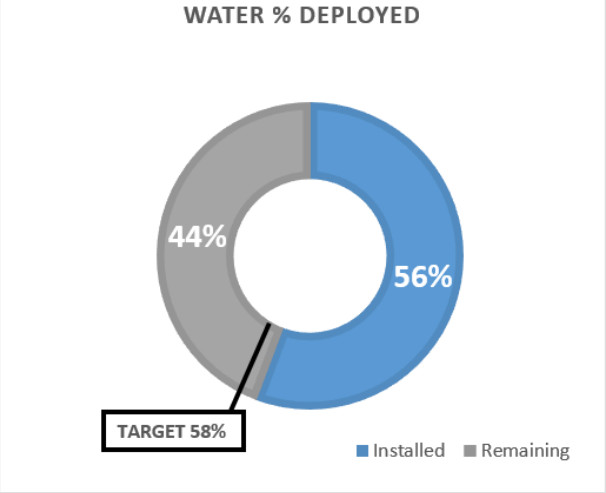
The planning of the "Resolution Phase", which is the project dedicated to installing the remainder of all EWEB AMI meters is underway while Deployment is on hold. For example, this includes "Danger" customers, customers that have life support equipment and other special needs.

BUDGET
As of 12/31/2021

METER INSTALLATIONS

As of 12/31/2021



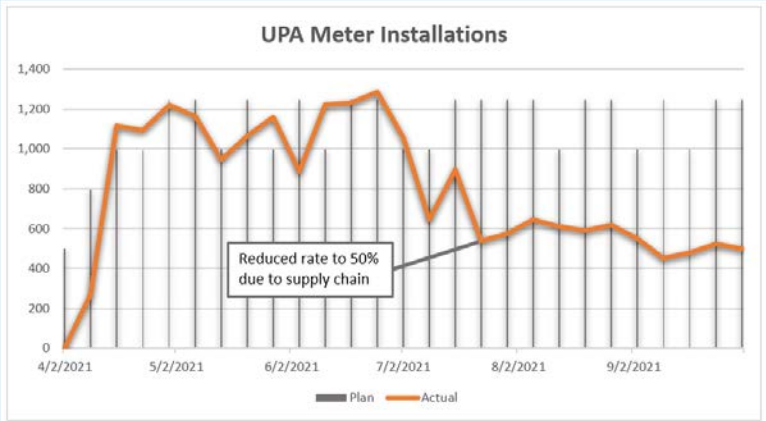


Electric deployment was postponed as of 10/1/2022 due to meter supply chain constraints. The completion date has been moved to the end of year 2023. There is no projected date when more electric meters will be available at this time.

Water deployment continues at 30% of original planned rate due to module supply chain constraints. The completion date is still planned for end of year 2023.

UPA VENDOR PERFORMANCE

Meter supply chain issues caused UPA to demobilize as of 10/1/2021. A change order was signed to enable them to return once 20K residential meters are in stock with assurances from Sensus that the remainder required for the project will be available. The projected date for resuming electric meter deliveries has not been determined. UPA performance has met or exceeded all targets.



UPA Metrics	Total to Date	% of Total
Meters Installed	21,323	44.9%
RTU's (Return to Utility as unable to install)	291	1.4%
Claims	5	0.02%
Appointments (contract limit 2%)	285	1%

GOAL 3 – REVISE & UPDATE STRATEGIC PLAN

Goal #3 Revise and update the strategic plan in order to identify and prioritize the most impactful 3-5-year strategic issues, decisions, and projects.

Submitted By: Frank Lawson

Overall Status

Status Summary
Completed October 5, 2021.

Item of Interest
The objective of this period of the revised Strategic Plan is to build the foundational pieces that facilitate future consumption and operational flexibility

COMPLETED

After several discussions throughout the year, the Board approved the first revision to the 2018-2028 EWEB Strategic Plan since July 10, 2018. The revised plan incorporated several years of feedback and improvements designed to update our present state, planning and operating environment, and more specifically call out key milestones over the next few years. Between now and 2024, EWEB will work to position the utility for more flexibility. Creating operational and consumption flexibility tools, including demand response capabilities, will improve our ability to negotiate and manage supply contracts, integrate clean-energy resources, develop backup and emergency systems, and respond to unanticipated events. The objective of this period is to build the foundational pieces that facilitate future consumption and operational flexibility, including the following elements:

a. Advanced Metering & Analytics – e.g., Meter Data Management (MDM) System, Customer Experience Systems
b. Information Technology & Systems – e.g., modernize legacy systems - Financial & Customer Information System (CIS)
c. Integrated (Electric) Resource Plan – informs electricity supply contracts, energy services, and EWEB-owned asset decisions, EWEB electric resource management/trading
d. Rate Design –pricing agnostic to customer/product choices (prerequisite to new services), Board Policy SD9 (Rate Setting Policy) and rate making principles
e. Resiliency (Electric) – e.g., disruptive-event mitigation plans, fortify/automate system controls (including telecommunications), replace aging high-impact underground conductors, prioritize links between local generation and essential services (resilient spine)
f. Resiliency (Water) – e.g., watershed recovery, base-level reservoirs and inter-connecting transmission, Willamette water treatment plant design

Included in the strategic plan is the reiteration of our vision, mission, and values. Values drive "how" we do things, and provide the fundamental basis for our policies, actions, behavior, and decisions. These values are sacrosanct; they cannot be compromised for convenience, short-term gain, or strategic progress, including the following:

SAFE: We value the physical and psychological health and safety of our workforce and the public, the security and integrity of cyber assets and data, and the protection of our customers' assets.

RELIABLE: We value the continuous on-demand delivery of drinking water and electricity, and the dependability of our response to our customers.

AFFORDABLE: We value and respect our customer-owners' financial resources by making wise investments and controlling costs and rates

ENVIRONMENTAL: We value the prudent and sustainable stewardship of the environment and natural resources, including preserving our watershed, and our role in reducing the greenhouse gases (GHGs) contributing to Climate Change.

COMMUNITY: We value our local governance and obligation to serve our community transparently and equitably.

GOAL 4 – COLLABORATE & ALIGN WITH THE BOARD

Goal #4 – Collaborate and align with the Board to develop directional guidelines and decision criteria on issues having long-term strategic and policy-setting impacts, including development and approval of:

a) Revised/updated Watershed Recovery & Protection Program, including appropriate 2021 budget amendments and future revenue mechanisms.

Submitted By: Karl Morgenstern

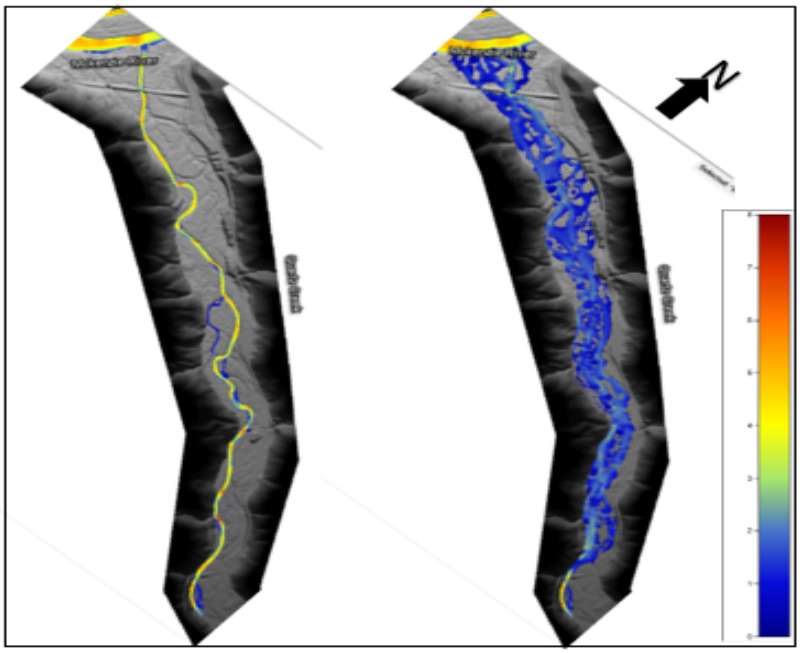
Overall Status

Status Summary

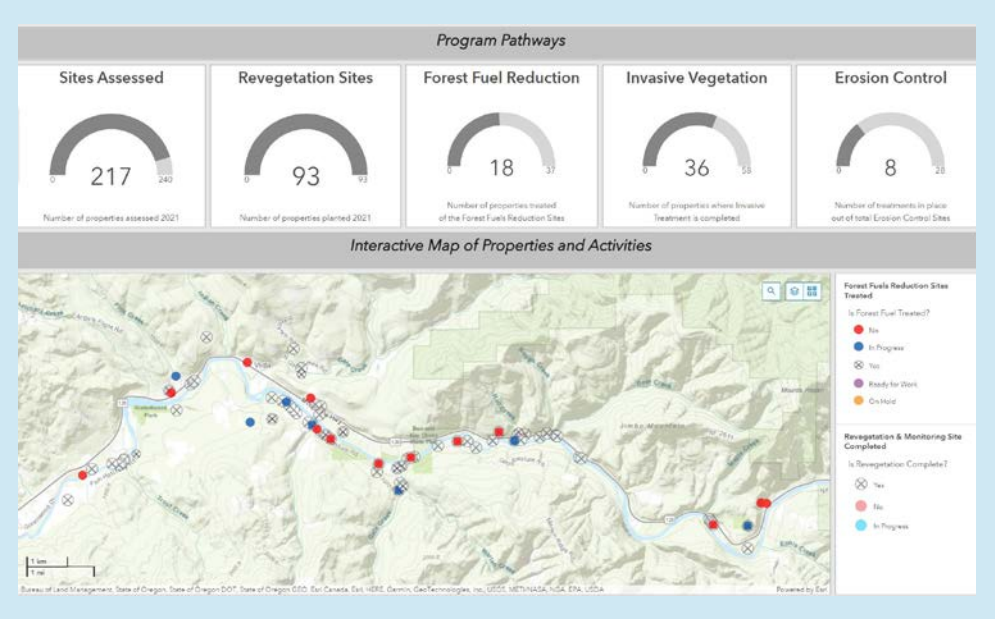
Completed design and modeling of the two large scale floodplain restoration projects at Finn Rock Reach (FRR) Phase 2 and Quartz Creek. This will be incorporated in the FEMA Hazards Mitigation Grant Program (HMGP) Project application due January 29, 2022, to seek funding to implement project design once permitting is completed. Below the modeling results of the 60% design for Quartz Creek during spring snow melt flows confirming restoration project design will spread out flows and slow down velocities.

Item of Interest

As a result of the Q3 work to establish watershed restoration contracting and develop a work force application to assign work to the various contractors, Q4 focused on implementation of the work as indicated in the PWP Dashboard below.



Velocity (ft/s) during the spring snow melt event (320cfs) under existing conditions (left) and post-project conditions (right)



PROGRAM MONITORS

The Holiday Farm Fire (HFF) watershed recovery and restoration work is now focused on conducting longer term restoration efforts on private properties that are enrolled in the Pure Water Partners (PWP) program that includes identifying revegetation needs for winter 2022 planting, excessive fire fuels in need of treatment, invasive weed outbreaks to be treated, and erosion issues that need to be addressed ahead of winter rains (risk-based actions). In addition, watershed restoration work is setting up a series of landscape scale treatments in floodplains and tributaries that will help mitigate post-fire water quality impacts (resiliency actions). The following summaries provide an overview of the landowner incentive programs, land acquisition efforts, budget and outside investments, and water quality impacts from the Holiday Farm Fire.

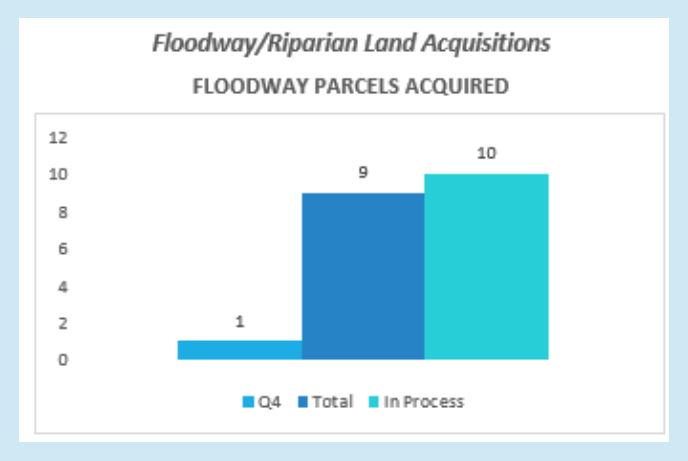
HFF Landowner Incentive Programs

EWEB established a set of programs to provide landowners impacted by the HFF with grant funds and/or 0% interest loans as incentives for septic system repair/replacement, septic system upgrades, and rebuilding homes and structures out of riparian setback or special hazard areas (floodway or floodplain). These efforts are coordinated with Lane County.

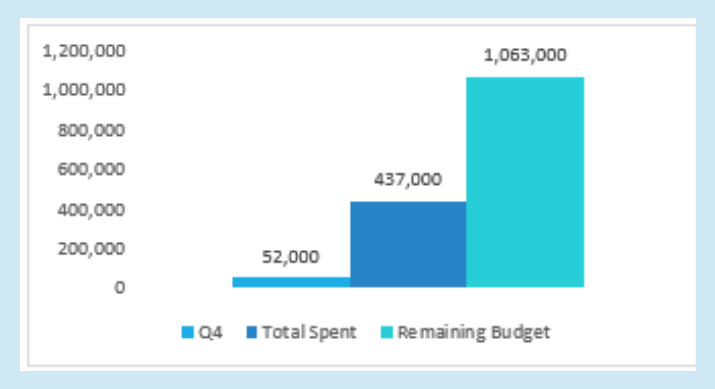
- Issued five (5) 0% interest loans (totaling $62,000) in 2021 for septic system replacement or repair and 10 additional landowners have been approved and are waiting for septic work to happen.
- Two landowners have completed the permitting to rebuild farther back from the river and 3 others are in process.

Floodway/Riparian Land Acquisitions

The goal is to acquire 30 parcels that have destroyed structures from the HFF in the floodway/riparian area by 2023. The nine parcels acquired to date total approximately 22.5 acres. The 10 parcels in process include severely burned forest lands as well as additional floodway residential properties for a total of approximately 1,100 acres. The real estate market for residential lots along the McKenzie River has increased significantly in 2021 making these investments more expensive. As a result, EWEB and the McKenzie River Trust (MRT) have started focusing on acquisitions of severely burned steep forest lands for restoration and long-term conservation. MRT holds fee title to all lands acquired.



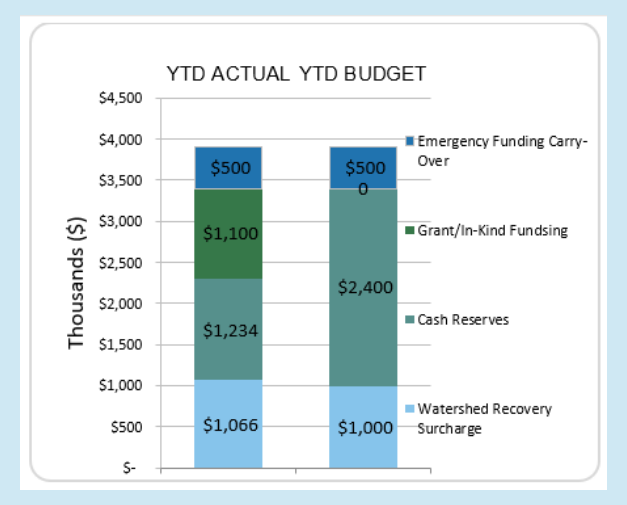
2021 Land Acquisition Budget



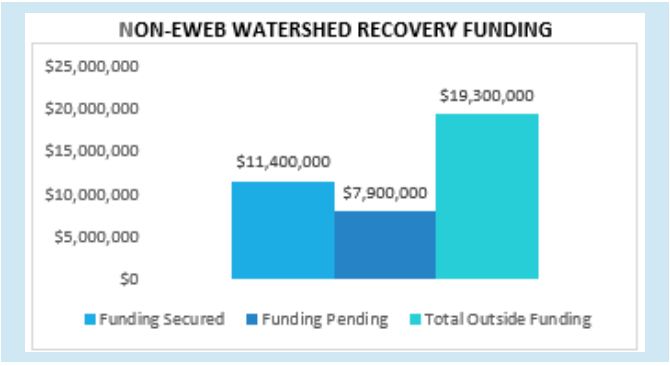
The McKenzie River Trust cost shares land acquisitions 50/50 with EWEB. The above budget graph is for only EWEB's portion of those costs.

Funding and Budget Tracking (2021 Budget Amendment)

In March 2021, the Board approved a $3.9 million Water budget amendment to fund watershed recovery and restoration efforts (including carry over of $500,000 from 2020). The 2021 expenditures totaled nearly $2.5 million. In April, Pure Water Partners (PWP) received a grant of $375,000 to perform work in the scope of the budget amendment, reducing EWEB's overall spend. EWEB and watershed partners received a total of $1.1 million in grant and in-kind funding for 2021. A Watershed Recovery Fee took effect in July 2021 and generated revenues of $1,066,000 through the second half of the year. Remaining work in 2021 was funded through reserves and will be reimbursed through the future collection of fees from the Watershed Recovery Fee.



Contractor activities increased in Q4 as PWP property assessments mapped work areas that are being assigned to contractors to address fire fuels, winter invasive weed treatments, erosion issues, and winter planting needs. This level of investment will be sufficient to support this ongoing work and is being leveraged by other funding as indicated below.



The outside funding support includes funds already received and used in the watershed restoration work (i.e., secured funding is a running tally). Sources of outside funding include FEMA, Oregon Watershed Enhancement Board (OWEB), Oregon Department of Forestry, US Forest Services, State legislature directed funding (via OWEB),

Bonneville Power Administration, Bonneville Environmental Foundation, Oregon Emergency Management, McKenzie River Trust, and the US Geological Survey. EWEB anticipates having access to approximately $7.7 million in 2022 and the remaining funding starting in 2023.

Holiday Farm Fire Water Quality Impacts

Water quality monitoring through Q4 indicates that impacts from the HFF continue to be muted and are mainly tied to storm events like the rain on snow event that happened in late December. Overall water quality continues to be good and within pre-fire ranges. Late fall storms and atmospheric river event brought much needed precipitation to the watershed helping restore more normal flows in Q4. The one notable water quality event occurred when the Army Corps of Engineers lowered Blue River Reservoir too much exposing bottom sediment to river erosion in mid-November creating a significant turbidity plume that lasted for days.

Water Quality Trends

Parameter(s)	Observations	Q4 Status
Water Quantity	McKenzie River flows near Belknap, Vida and Hayden Bridge were below median flows at the start of Q4. However, a series of warm atmospheric river events in November elevated flows across the watershed. Fortunately, falling temperatures in December coincided with several big storm events resulting in snowpack levels near or above normal in the Cascades by the end of the year. Elevated flows were observed in Gate Creek (> 1,500 cfs) and other Holiday Farm Fire sites during the later part of Q4 as a result of rain on snow conditions.	
Water Quality - Continuous	Increased turbidity and fDOM levels during large flow events in mainstem and tributary locations were similar to levels in fall/winter of 2020. One notable exception was a major turbidity event (> 500 FNU) that occurred in Blue River on Nov 19th, likely caused by dropping reservoir levels that exposed lakebed sediments to river flows. Turbidity values in the mainstem McKenzie remained elevated for several days. Significant pH swings were evident in Gate Creek and other sites at the start of Q4, but quickly dissipated once fall rains arrived.	
Harmful Algal Blooms	Elevated cyanobacteria numbers (Aphanizomenon) were observed in Cougar Reservoir in early October. By Nov 1st both Blue River and Cougar Reservoirs were relatively clear. HAB monitoring for the year was concluded on Nov 1st.	
Cyanotoxins	Cyanotoxins were not detected above method reporting limits at any source water locations during Q4.	
Nutrients	Nitrate level increases observed across most tributaries and mainstem sites associated with the Holiday Farm Fire during Q4, particularly during rain events. Other nutrient parameters appear to fall within normal ranges.	
Metals	Total and dissolved metal results for Q4 were similar to the previous year. The large November runoff event did result in elevated metal concentrations.	
Organics	Although most organic contaminant sampling focused on the first fall flush in September, organic results for baseline and storm events in November were largely non-detect.	
Solids	Results for total solids, total suspended solids and total dissolved solids were similar to the prior year across most sites.	
Bacteria	Bacteria levels generally remained within normal ranges during baseline and storm conditions across most sites.	

GOAL 4 – COLLABORATE & ALIGN WITH THE BOARD

Goal #4 – Collaborate and align with the Board to develop directional guidelines and decision criteria on issues having long-term strategic and policy-setting impacts, including development and approval of:

b) TBL-based plan for the lower McKenzie River Hydroelectric Projects in compliance with FERC, and collaboration with the McKenzie Valley community.

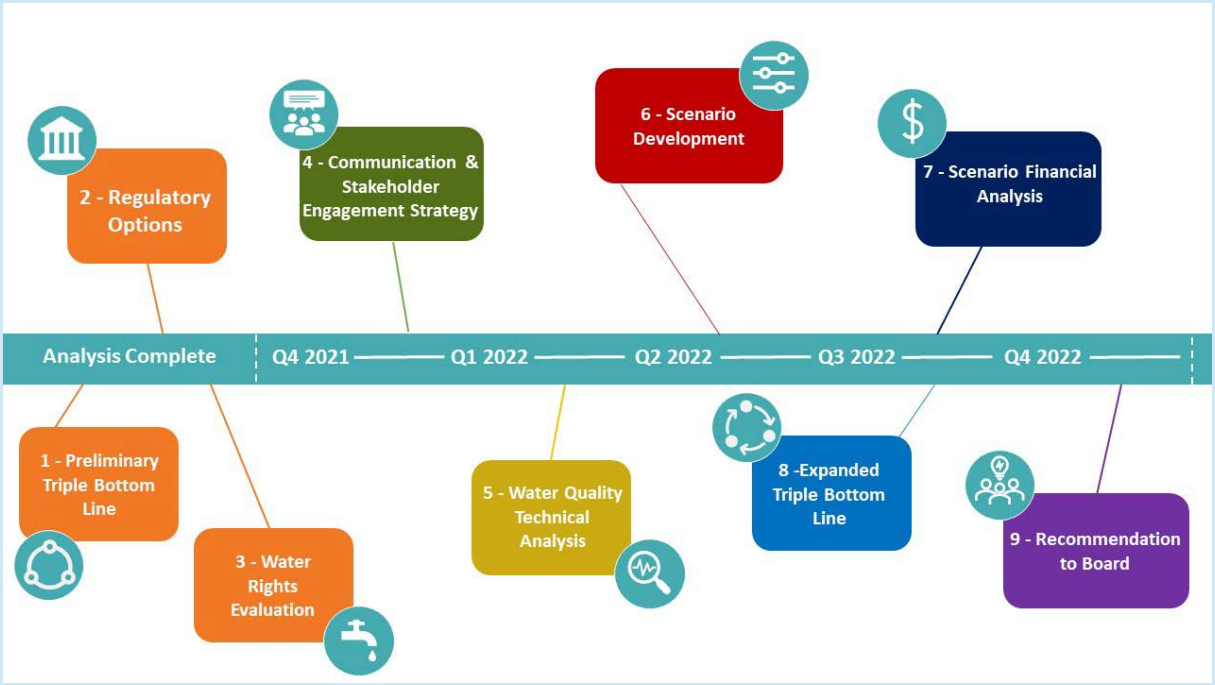
Submitted By: Mark Zinniker and Lisa Krentz

Overall Status

Status Summary
All action items are on track relative to the decision-making timeline presented to the Board in August.

Item of Interest
The Communication and Stakeholder Engagement Plan was completed and conceptual scenarios for either return to service or decommissioning were developed for analysis in 2022.

PROJECT MILESTONES



COMPLETED

- Selected a consultant to develop multiple scenarios (return to service, decommissioning, and hybrid options) and evaluate alternatives from a Triple Bottom Line (TBL) perspective. Completed scenario development workshop in December.
- Hired an experienced civil infrastructure planner to serve as project manager for the strategic evaluation.
- Presented the Leaburg Canal strategic evaluation scope and timeline to critical stakeholders at the US Army Corps of Engineers, Bonneville Power Administration, Oregon Department of Fish & Wildlife, and National Marine Fisheries Service as it relates to the McKenzie Hatchery.
- Presented potential water supply alternatives to two water rights holders along Leaburg Canal and advanced the development of new agreements.
- Received detailed consultant report on near term risk mitigation actions for the Leaburg Canal.
- Completed the communication and stakeholder engagement plan.

IN PROGRESS

- Complete water quality impact analysis for stormwater conveyance vs. return to service.
- Refine scenarios for comprehensive TBL.
- Complete near-term risk mitigation action plan.
- Negotiate alternative water supply arrangements for water users that EWEB is obligated to serve.
- Investigate potential grant funding sources for infrastructure improvements, dam safety modifications, and environmental impact mitigation.
- Prepare correspondence and presentations for the public and Board.

GOAL 4 – COLLABORATE & ALIGN WITH THE BOARD

Goal #4 – Collaborate and align with the Board to develop directional guidelines and decision criteria on issues having long-term strategic and policy-setting impacts, including development and approval of:

c) Multi-year Information System/Technology Investment Plan, in support of both business continuity and strategic priorities, including 10-year annual spending projections for incorporation into EWEB's Long-Term Financial Plan and 2022 Annual Budget.

Submitted By: Travis Knabe

Overall Status

Status Summary
Technology RFP Issued, pre-proposal conference completed and intent to bids due March 4.

Item of Interest
~ 9 bids received at this point.

PROJECT MILESTONES

COMPLETED

- ERP Program Update provided to ET: introduction of ERP Program Manager and Organizational Readiness Lead
- Technology RFP Issued on 2/1; Pre-Proposal Conference Conducted
- Organizational Readiness Workstream Mobilized

IN PROGRESS

- Response to questions provided from potential proposers to Technology RFP
- Evaluation of Technology RFP Responses once received (3/4 deadline)
- Review of draft Program Governance deliverables
- Organizational Readiness Foundational Deliverables

GOAL 4 – COLLABORATE & ALIGN WITH THE BOARD

Goal #4 – Collaborate and align with the Board to develop directional guidelines and decision criteria on issues having long-term strategic and policy-setting impacts, including development and approval of:

d) Initial risk-based Wildfire Mitigation Plan, for likely filing with Oregon Public Utility Commission.

Submitted By: Tyler Nice

Overall Status

Status Summary

Wildfire Mitigation Plan on track for Board approval and PUC submission with many new procedures for response and planning put in place in 2021.

Working draft in progress with Risk Assessment being finalized and PSPS program draft in development.

Item of Interest

EWEB completed Helicopter Trimming on Carmen Line to reduce risk of tree related outages.

Staff have partnered with Fire Agencies and local Peer Utilities to share practices and ensure training on fire procedures is up to date.

PROJECT MILESTONES

- Board Update – Completed May 2021
- Develop Communication Plan – Complete July 2021
- Dedicate Internal Resources – Complete July 2021
- Procure Consultant – Complete August 2021
- Board Update – Complete October 2021
- Internal Response and Protocol Gap Analysis – Completed November 2021
- Fire Risk Analysis – Draft Completed November 2021
- PSPS Applicability Study and Criteria – Est. February 2022
- Fire Behavior Modeling of High-Risk Circuits – Est. February 2022
- Internal Response and Protocol Enhancements – Est. Q2 2022
- Draft Plan for Review – Est. Q2 2022
- Final Plan Approval – Est. Q2 2022

COMPLETED

Red Flag Warning Responses

- Dispatch procedure finalized and implemented
- Communications team internal and external messaging and processes finalized
- Informational brochures and communications sent out to effected customers

Third Party Consultant

- Kickoff meeting completed
- EWEB internal data and documents for consultant review submitted and analyzed

- Initial Draft Wildfire Management Plan
- Reviewed with board in October work session for comment
- Draft High Risk Circuit Analysis Completed
- Consultant Gap Analysis of internal EWEB processes
- Updating of GIS data with newly available wildfire fuel mapping
- Internal review and comment development of PUC draft rule language concerning Wildfire Updates
- Local Utility Symposium sharing Wildfire Management Plan progress

IN PROGRESS

- Continued development of overall plan draft document
- Fire Behavior modeling of High-Risk Circuits
- Continuation of communication plan activities to internal staff, partner agencies, and customers
- Updating of internal procedures for 2022 Fire Season
- Continued partnership with Local Utilities, and Lane County Emergency Response entities

GOAL 4 – COLLABORATE & ALIGN WITH THE BOARD

Goal #4 – Collaborate and align with the Board to develop directional guidelines and decision criteria on issues having long-term strategic and policy-setting impacts, including development and approval of:

e) First multi-year COSA, including revised ratemaking principles

Submitted By: Deborah Hart and Adam Rue

Overall Status

Status Summary

In December 2021 the Board approved the 2022 budget and pricing proposals incorporating the first multi-year COSA.

Item of Interest

On bills rendered on or after February 1, 2022 the new rates went into effect and appeared on customer bills.

COMPLETED

- Presented revised ratemaking principles to Board
- Approval of Budget and Pricing for 2022 reflecting 2022-2024 COSA results.

GOAL 5 – CONTINUE ELECTRIFICATION IMPACT ASSESSMENT

Goal #5 – Continue electrification impact assessment, specifically analyzing the future decarbonizing trends of electricity and natural gas, and the division of costs/benefits between participants, utilities, and society at-large -- a.k.a. who benefits and who pays?

Submitted By: Megan Capper

Overall Status

Status Summary

The final Electrification Study results were presented at the November Board meeting and Final report published in December 2021.

Item of Interest

This work is an important step in understanding the impact on EWEB of our changing industry as we continue to work to reassemble an electric supply portfolio for the long-term economic, environmental, and social benefit of our community. The 2022 IRP is a key next step.

IN PROGRESS

Staff are quickly transitioning from the Electrification Study to the 2022 Integrated Resource Plan (IRP). In November 2021 we were surprised by the retirement of two key staff members with little notice for transition. Will Price, IRP lead analyst and architect, is being replaced by a new hire in February, and we plan to utilize consultants to help meet our 2022 deadlines. With three new team members in the last quarter, Power Planning intends to assess the updated teams' skillset and hire to fill its open FTE based on any identified skill gaps.

GLOSSARY

AF: Availability Factor. Multiplied by 100, this factor indicates the percentage of time that the generating units were available for operation.
BLM: Business Line Manager
CI: Continuous Improvement
CIA: Contributions in Aid of Construction
CIS: Customer Information System
CIP: Capital Improvement Plan
CIP: Critical Infrastructure Protection
CRM: Customer Relationship Manager
CSU1 and CSU2: Carmen-Smith turbine units 1 & 2
FERC: Federal Energy Regulatory Commission
FCRPS: Federal Columbia River Power System
FOF: Forced Outage Factor. Multiplied by 100, this factor indicates the percentage of time that the generating units were forced offline due to an unplanned event.
GCF: Gross Capacity Factor. Multiplied by 100, this factor indicates the percentage of megawatt hours generated relative to the maximum number of megawatt hours that could have been generated if the generating unit had been operating continuously at full capacity.
GIS: Geographical Information System
GOF: Gross Output Factor. Multiplied by 100, this factor indicates the percentage of megawatt hours generated relative to the maximum number of megawatt hours that could have been generated if the generating unit had been operating at full capacity when available to generate.
HW - Harvest Wind
ICS: Incident Command System
IP: International Paper
KGAL: 1,000 gallons
KPI: Key Performance Indicator
LBU1 and LBU2 - Leaburg turbine units 1 & 2
NERC: North American Electric Reliability Corporation
PERS: Public Employees Retirement System
PPE: Personal Protective Equipment
PSPS: Public Safety Power Shutoff
PUC: Public Utility Commission
RCP: Retail Cash Payment
RMC: Risk Management Committee
SAIDI: System Average Interruption Duration Index
SAIFI: System Average Interruption Frequency Index
STC - Stone Creek
TB - Trail Bridge
WGA: Western Generation Agency (WGA) is the name of the intergovernmental entity formed by EWEB and Clatskanie People's Utility District (CPUD). The WGA steam turbine generator is located at the Georgia Pacific paper mill named Wauna.
WV – Walterville

APPENDICES

Appendix A: Electric Utility Financial Statement
Appendix B: Water Utility Financial Statement
Appendix C: Electric Utility EL-1 Capital Report
Appendix D: Water Utility EL-1 Capital Report
Appendix E: Capital Spending Summary
Appendix F: Contracts Awarded Report
Appendix G: Community Investment Report
Appendix H: Electric Division Metrics Scorecard
Appendix I: Water Division Details
Appendix J: Workforce Composition

Disclaimer: The unaudited financial statements provided in this report are intended for management purposes only.

ELECTRIC UTILITY FINANCIAL STATEMENT (EL1) | Q4 & FY 2021

APPENDIX A

ELECTRIC CONDENSED STATEMENT OF REVENUES, EXPENSES, & CHANGES IN NET POSITION (Unaudited)

(In millions)	Twelve Months Ended December 31,		YTD Budget Comparison	
	2021	2020	Budget $	Variance
Operating revenues	$ 257.7	$ 243.9	$ 258.6	$ (0.9)
Operating expenses	255.6	241.7	260.8	5.2
Net operating income (loss)	2.1	2.2	(2.2)	4.3
Non-operating revenues	10.1	12.0	5.9	4.2
Non-operating expenses	7.8	7.6	7.7	(0.1)
Income (loss) before capital contributions	4.4	6.6	(4.0)	8.4
Capital contributions	3.5	2.8	2.2	1.3
Increase/(Decrease) in net position	$ 7.9	$ 9.4	$ (1.8)	$ 9.7

ELECTRIC CONDENSED STATEMENT OF NET POSITION (Unaudited)

(In millions)	December 31, 2021	December 31, 2020	December 31, 2020
Current assets	$ 138.4	$ 147.5	$ 147.5
Net utility plant	444.4	429.2	429.2
Other assets	117.3	126.0	126.0
Total assets	700.1	702.7	702.7
Deferred outflows of resources	35.7	43.9	43.9
Total assets and deferred outflows	$ 735.8	$ 746.6	$ 746.6
Current liabilities	$ 37.7	$ 36.5	$ 36.5
Long-term debt	217.9	228.4	228.4
Other liabilities	41.8	70.2	70.2
Total liabilities	297.4	335.1	335.1
Deferred inflows of resources	43.0	24.0	24.0
Total net position	395.4	387.5	387.5
Total liabilities, deferred inflows, and net position	$ 735.8	$ 746.6	$ 746.6

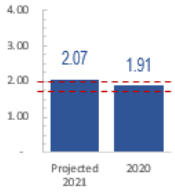
ELECTRIC CONDENSED CAPITAL BUDGET COMPARISON (Unaudited)

(In millions)	YTD 12/31/2021	Annual Working Budget Budget $	% of Budget
Type 1 - General capital	$ 15.4	$ 16.8	91.7%
Type 2 - Rehabilitation and expansion	8.4	10.2	82.4%
Type 3 - Strategic projects	16.5	20.5	80.5%
Total capital	$ 40.3	$ 47.5	84.8%

FINANCIAL STRENGTH MEASUREMENTS

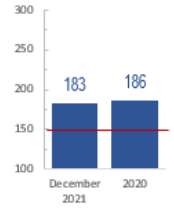
Target line

Debt service coverage
Target: 1.75 to 2.0x
Measures the utility's ability to meet its annual long-term debt obligation.

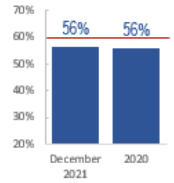


Current ratio
Target: Minimum of 3.250x
Measures the utility's short-term liquidity (ability to pay bills).

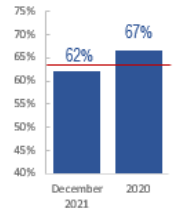
Working capital days cash
Target: Greater than 150 days
Estimates the number of days the utility can pay its daily O&M before running out of cash.



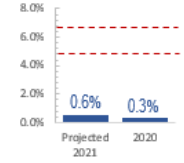
Age of system
Target: Less than 60 percent
Measures age of system compared to how much has been depreciated.



Debt as a % of NBV
Target: Less than or equal to 60
Measures overall leverage of the system by aligning debt service with the useful lives of assets.



Rate of return
Target: 5 - 7%.
Measures the utility's ability to pay current and future infrastructure costs.



WATER UTILITY FINANCIAL STATEMENT (EL1) | Q4 & FY 2021

APPENDIX B

WATER CONDENSED STATEMENT OF REVENUES, EXPENSES, & CHANGES IN NET POSITION (Unaudited)

(In thousands)	Twelve Months Ended December 31,		Budget Comparison	
	2021	2020	Budget $	Variance
Operating revenues	$ 42,118	$ 38,881	$ 37,072	$ 5,046
Operating expenses	30,462	29,351	31,453	991
Net operating income	11,656	9,530	5,619	6,037
Non-operating revenues	1,031	958	65	966
Non-operating expenses	2,495	2,307	2,298	(197)
Income before capital contributions	10,192	8,181	3,386	6,806
Capital contributions	2,354	2,354	1,598	756
Increase in net position	$ 12,546	$ 10,535	$ 4,984	$ 7,562

WATER CONDENSED STATEMENT OF NET POSITION (Unaudited)

(In millions)	December 31,		December 31,
	2021	2020	2020
Current assets	$ 60.8	$ 63.6	$ 63.6
Net utility plant	209.5	196.3	196.3
Other assets	12.5	13.1	13.1
Total assets	282.8	273.0	273.0
Deferred outflows of resources	10.7	13.2	13.2
Total assets and deferred outflows	$ 293.5	$ 286.2	$ 286.2
Current liabilities	$ 7.7	$ 6.6	$ 6.6
Long-term debt	71.9	75.4	75.4
Other liabilities	12.8	21.7	21.7
Total liabilities	92.4	103.7	103.7
Deferred inflows of resources	13.3	7.3	7.3
Total net position	187.8	175.2	175.2
Total liabilities, deferred inflows, and net position	$ 293.5	$ 286.2	$ 286.2

WATER CONDENSED CAPITAL BUDGET COMPARISON (Unaudited)

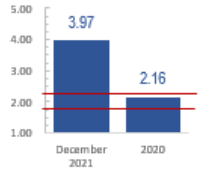
(In thousands)	YTD	Annual Working Budget	
	12/31/2021	Budget $	% of Budget
Type 1 - General capital	$ 9,297	$ 9,133	101.8%
Type 2 - Rehabilitation and expansion	$ 11,167	11,575	96.5%
Type 3 - Strategic projects	$ 196	412	47.6%
Total capital	$ 20,660	$ 21,120	97.8%

FINANCIAL STRENGTH MEASUREMENTS

Target line

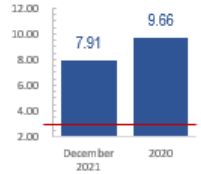
Debt service coverage
Target: 2.0 - 2.50x

Measures the utility's ability to meet its annual long-term debt obligation.



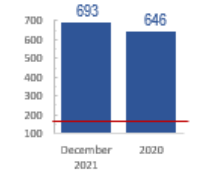
Current ratio
Target: Minimum of 3.25x

Measures the utility's short-term liquidity (ability to pay bills).



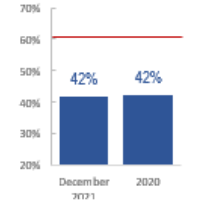
Working capital days cash
Target: Greater than 150 days

Estimates the number of days the utility can pay its daily O&M before running out of cash.



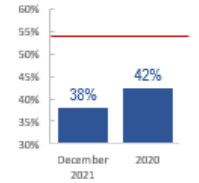
Age of system
Target: Less than 60 percent

Measures age of system compared to how much has been depreciated.



Debt as a % of NBV
Target: Less than or equal to 60 percent.

Measures overall leverage of the system by aligning debt service with the useful lives of assets.



Rate of return
Target: 5 - 7%.

Measures the utility's ability to pay current and future infrastructure costs.

ELECTRIC UTILITY EL1 CAPITAL REPORT | Q4 & FY 2021

APPENDIX C

	ANNUAL BUDGET		2021	% OF
	APPROVED	WORKING	ACTUAL	BUDGET
TYPE 1 - GENERAL CAPITAL				
Generation Infrastructure	$ 1,440,000	$ 1,361,000	$ 912,000	67%
Substation Infrastructure	2,000,000	1,898,000	1,775,600	94%
Transmission & Distribution Infrastructure	7,211,000	6,946,000	7,141,700	103%
Telecommunications	1,319,000	1,319,000	869,400	66%
Information Technology	4,667,000	4,166,000	1,956,800	47%
Buildings, Land, & Fleet	1,074,000	1,073,950	2,709,600	252%
TOTAL TYPE 1 PROJECTS	**$ 17,711,000**	**$ 16,763,950**	**$ 15,365,100**	**92%**
TYPE 2 - REHABILITATION & EXPANSION PROJECTS				
Downtown Network	$ 1,070,000	$ 917,000	$ 969,300	106%
Buildings & Land	-	-	6,100	0%
Consolidation of Operations	-	-	57,100	0%
Electric T&D - Master Plan	-	732,000	448,100	61%
Distribution Resiliency Upgrades	2,235,000	1,008,000	551,800	55%
Infrastructure - Generation	-	-	97,400	0%
Upriver Reconfiguration/Holden Creek	-	-	1,900	0%
Electric Meter Upgrade	6,900,000	6,176,000	5,196,700	84%
Telecommunications	-	-	300	0%
Information Technology	2,524,000	1,362,000	939,600	69%
Hayden-Bridge Lab & Backup Services Building	-	-	179,300	0%
TOTAL TYPE 2 PROJECTS	**$ 12,729,000**	**$ 10,195,000**	**$ 8,447,600**	**83%**
TYPE 3 - STRATEGIC PROJECTS & PROGRAMS				
Carmen-Smith Relicensing	**$ 20,900,000**	**$ 20,481,000**	**$ 16,493,000**	**81%**
TOTAL ELECTRIC CAPITAL PROJECTS	**$ 51,340,000**	**$ 47,439,950**	**$ 40,305,700**	**85%**

Type 1 - General Capital is budgeted Year-by-Year for recurring capital expenditures from January through December. Type 1 Capital includes categorized collections of projects of less than $1 million, and typically involves dozens of individual projects that add up to $3.5-4.5 million per year.

Type 2 projects have "discrete" scopes, schedules (launch through completion), and cost over $1MM during the project life, and project life can span multiple years.

Type 3 projects are large strategic programs with long term impacts and are typically bond-funded.

WATER UTILITY EL1 CAPITAL REPORT | Q4 & FY 2021

APPENDIX D

	ANNUAL BUDGET		2021	% OF
	APPROVED	WORKING	ACTUAL	BUDGET
TYPE 1 - GENERAL CAPITAL				
Source - Water Intakes & Filtration Plant	$ 463,000	$ 464,004	$ 1,027,000	221%
Distribution & Pipe Services	5,769,000	5,767,999	6,363,600	110%
Distribution Facilities	1,401,000	1,401,004	267,400	19%
Information Technology	690,000	690,180	499,300	72%
Buildings, Land, & Fleet	810,000	810,000	1,139,600	141%
TOTAL TYPE 1 PROJECTS	**$ 9,133,000**	**$ 9,133,187**	**$ 9,296,900**	**102%**
TYPE 2 - REHABILITATION & EXPANSION PROJECTS				
Source - Water Intakes & Filtration Plant	$ 100,000	$ 100,000	$ 380,900	381%
Distribution Facilities	7,416,000	6,694,999	2,744,400	41%
Distribution & Pipe Services	-	721,002	3,966,800	550%
Buildings & Land	-	-	1,500	0%
Water Meter Upgrade	3,200,000	3,480,206	3,820,300	110%
Information Technology	859,000	578,327	238,700	41%
Consolidation of Operations	-	-	14,300	0%
TOTAL TYPE 2 PROJECTS	**$ 11,575,000**	**$ 11,574,535**	**$ 11,166,900**	**96%**
TYPE 3 - STRATEGIC PROJECTS & PROGRAMS				
Emergency Water Supply	**$ 412,000**	**$ 412,000**	**$ 195,700**	**48%**
TOTAL WATER CAPITAL PROJECTS	**$ 21,120,000**	**$ 21,119,721**	**$ 20,659,500**	**98%**

Type 1 - General Capital is budgeted Year-by-Year for recurring capital expenditures from January through December. Type 1 Capital includes categorized collections of projects of less than $1 million, and typically involves dozens of individual projects that add up to $3.5-4.5 million per year.

Type 2 projects have "discrete" scopes, schedules (launch through completion), and cost over $1MM during the project life, and project life can span multiple years.

Type 3 projects are large strategic programs with long term impacts and are typically bond-funded.

CAPITAL SPENDING SUMMARY | Q4 & FY 2021

APPENDIX E

In accordance with Board Policy EL1, staff will provide the Board with quarterly updates for all current year projects on the Capital Improvement Plans.

General Capital Renewal and Replacement projects (Type 1) will be reported by category (e.g., substations, shared IT infrastructure, transmission & distribution mains).

Infrastructure Rehabilitation & Expansion (Type II) and Strategic Projects (Type III) will be reported individually. Type II and III projects are further defined as those that are projected to be greater than $1 million for the life of the project.

ELECTRIC UTILITY AND SHARED SERVICES CAPITAL SPENDING SUMMARY

TYPE 2 – REHABILITATION & EXPANSION (ELECTRIC AND SHARED SERVICE)

Shared Services project updates are provided within the Electric Utility Capital section below, but the project budget and costs are split between Electric and Water in Appendix C and D.

Downtown Network

Project Initiation:	Sep - 2010	Initial Scope Budget:	$15,000,000
Initial Planned Completion:	Dec - 2015	Actual Project Costs To-Date:	$11,137,500
Projected Completion:	Dec - 2031	Total Final Cost Projection:	$20,000,000

Electric T&D – Strategic Projects

Currin Substation Rebuild Project specifically: Early 2020 the Currin Substation rebuild project was initiated and has progressed to Engineering Contractor began work in Q3 2021 with design estimated to be complete Q2 2022. Engineering is procuring long lead items and working on design temporary system designs to support construction. Construction planned to begin Q4 2022.

Project Initiation:	Jul – 2021	Initial Scope Budget:	$9,500,000,
Initial Planned Completion:	Dec – 2022	Actual Project Costs To-Date:	$496,240
Projected Completion:	Oct - 2023	Total Final Cost Projection:	$9,500,00

Electric Metering Upgrade

Project Initiation:	Feb-2018	Initial Scope Budget:	$13,695,000
Initial Planned Completion:	Dec-2021	Actual Project Costs To-Date:	$20,174,683
Projected Completion:	Dec-2021	Total Final Cost Projection:	$24,675,305

Leaburg Canal Risk Mitigation Improvements - Generation

Project Initiation:	Jul - 2021	Initial Scope Budget:	$21,500,000
Initial Planned Completion:	Dec - 2028	Actual Project Costs To-Date:	$145,408,
Projected Completion:	Dec - 2028	Total Final Cost Projection:	$21,500,000

TYPE 3 – CARMEN SMITH RELICENSING (ELECTRIC AND SHARED SERVICES)

The Carmen-Smith Relicensing Program Summary (below) has been updated to reflect the 2016 renegotiated Settlement Agreement scope, schedule, and budget.

Project Initiation:	Nov – 2016	Initial Scope Budget:	$139,000,000

Initial Planned Completion:	Dec – 2027	Actual Project Costs To-Date:	$62,000,000
Projected Completion:	Oct - 2029	Total Final Cost Projection:	$139,630,000

WATER UTILITY CAPITAL SPENDING SUMMARY AND PROJECT UPDATES

TYPE 2 – REHABILITATION & EXPANSION (WATER AND SHARED SERVICES)

Shared Services project updates are provided within the Electric Utility Capital section above, but the project budget and costs are split between Electric and Water in Appendix C and D.

Source – Water Intakes & Filtrations Plant

As we moved away from Hayden Bridge into the storage and transmission areas for large projects no significant Type 2 projects occurred in this area. The design was completed for the Powder Activated Carbon Improvements in Q4 however which will improve a system important to water quality at the plant.

Distribution Facilities and Distribution & Pipe Services

The E 40th Reservoir, the Riverfront Transmission Pipeline and the AMI Water Meter projects listed below are included in this category on the EL-1 Report. No other significant activity occurred through year end in this area.

E. 40th Ave. Reservoir

Final cost projection includes Board endorsed decision to construct two tanks in current project. Also, the final cost project reflects the amount allocated to this project in the current water CIP. This will be solidified in April when we open bids for the tank construction.

Project Initiation:	2018	Initial Scope Budget:	$10,250,000
Initial Planned Completion:	Dec 2021	Actual Project Costs To-Date:	$3,180,000
Projected Completion:	Dec-2023	Total Final Cost Projection:	$28,000,000

Riverfront Transmission Pipeline Phase 2

Final cost projection reflects an increase of $600K over what was presented in the Q3 report. This is due to encountering significant buried concrete and other debris during the excavation in later Q3 and Q4 which resulted in additional contractor costs.

Project Initiation:	2020	Initial Scope Budget:	$2,848,000
Initial Planned Completion:	Dec 2022	Actual Project Costs To-Date:	$3,996,000
Projected Completion:	Dec-2021	Total Final Cost Projection:	$4,100,000

AMI Water Metering Upgrade

Project Initiation:	Feb 2018	Initial Scope Budget:	$17,828,000
Initial Planned Completion:	Dec 2021	Actual Project Costs To-Date:	$12,883,355
Projected Completion:	Dec-2023	Total Final Cost Projection:	$19,934,786

CAPITAL SPENDING SUMMARY | Q4 & FY 2021

APPENDIX E

TYPE 3 - EMERGENCY WATER SUPPLY

Construction of new emergency distribution sites is anticipated to end in 2023 with an anticipated total of 8 sites. Efforts will then shift to the operation and maintenance of established sites.

Project Initiation:	2018	Initial Scope Budget:	$4,000,000
Initial Planned Completion:	2028	Actual Project Costs To-Date:	$1,809,142
Projected Completion:	2023	Total Final Cost Projection:	$2,500,000

CONTRACTS REPORT | Q4 2021

APPENDIX F

Contract Execution Date	Contractor	City, State	Contract Title, Detailed Description	Expiration Date	Contract Amount	Contract Process	Executive Manager
11/02/21	USDA Forest Service	Springfield, OR	USDA Contract #: NRMG-0618-21-FE-2242A. Fishing Regulation Enforcement and Outreach.	12/31/22	$51,576	Direct Negotiation	Karen Kelley
11/03/21	USDA Forest Service	Springfield, OR	Carmen Smith #0618-21-FE-2242B 2 year license	10/14/23	$107,907	Direct Negotiation	Karen Kelley
11/10/21	The Saunders Co.	Newberg, OR	Irving Rd. Repair. Construction Services to repair a portion of Irving Road.	11/19/21	$82,020	Informal Quotes	Karen Kelley
11/19/21	Landmark Ford	Tigard, OR	Purchase of a ½ ton, 4wd, Crew Cab Pickup (qty 2)		$81,814	Informal Qutoes	Karen Kelley
11/19/21	Kendall Ford	Eugene, OR	Purchase of a 1 ton, 4wd, Crew Cab Pickup (qty 1)		$41,407	Informal Quotes	Karen Kelley
11/19/21	Kendall Ford	Eugene, OR	Purchase of a 18,000 GVRW, 4wd, Crew Cab / Chassis (qty 1)		$47,066	Informal Quotes	Karen Kelley
11/23/21	Aquatics Informatics	Denver, CO	Aquarius Cloud Subscription Services. Software as a Service (SaaS) for Water Data Management.	12/01/22	$146,932	Direct	Karen Kelley
12/02/21	Triptych Construction	Glide, or	Professional Forestry Consultant Services. Assist small non-industrial landowners enrolled in PWP with upland reforestation efforts following Holiday Farm Fire.	12/02/22	$50,000	Direct	Karen Kelley
12/02/21	MASON, BRUCE & GIRARD INC	Portland, OR	Professional Forestry Consultant Services. Assist small non-industrial landowners enrolled in PWP with upland reforestation efforts following Holiday Farm Fire.	12/02/22	$50,000	Direct	Karen Kelley
12/07/21	General Pacific	Fairfview, OR	Single Phase Padmounted Transformers. Purchase of 16 50KVA single phase padmount transformers to meet upcoming projects.		$147,936	Quotes	Karen Kelley

For questions please contact Quentin Furrow, 541-685-7380

COMMUNITY INVESTMENT | Q4 2021

APPENDIX G

Community Investment Program guidelines are in place to ensure consistency and transparency for how we invest our customers' dollars for the betterment and well-being of the community we serve.

- Community safety net - Helping people regain stability during times of hardship
- Emergency preparedness - Encouraging personal preparedness and supporting a disaster-resilient community
- Water - Highlighting the importance of drinking water systems, promoting water quality and reliability, and encouraging stewardship of water resources for future generations
- Energy - Promoting energy efficiency and renewable energy projects
- Education - Inspiring and preparing students to succeed in careers of the future.

$18.1 million

invested year to date

**Does not including Energy Efficiency loans, Water Truck deployments, Greenpower grant awards yet to be paid out/finalized, or volunteer/ambassador efforts and events.*

INVESTMENT TYPE CATEGORIES

BOARD DIRECTED

Items that are funded through rates and specifically approved by the Board of Commissioners. Examples include education grants, limited income programs and system development charge (SDC) waivers.

CUSTOMER VOLUNTARY

Greenpower Program, an optional customer program that allows customers to support clean, sustainable energy and encourage renewable energy projects in our local community.

DISCRETIONARY

Projects, events, sponsorships and/or other requests of support from the community or industry directed to individual departments or the organization as a whole. Requests that provide strong alignment between EWEB's discretionary community investment criteria and the Strategic Plan are vetted through the General Manager's office for consideration. As a customer-owned utility our community giving dollars are reserved for requests that closely align with the main priorities of EWEB's Board-adopted Strategic Plan: providing safe and reliable water and electricity to our customers, and helping our community be prepared and recover from emergencies.

MANDATORY

Because EWEB is a public agency, it is exempt from taxes. Instead, we contribute a portion of electricity sales revenue to the cities of Eugene and Springfield in the form of Contributions in Lieu of Taxes, or CILT.

COMMUNITY INVESTMENT | Q4 2021

APPENDIX G

SPONSORSHIPS, DONATIONS, GRANTS & MUTUAL AID

2021 TOTAL= $570,276*

**Including Greenpower grant disbursements to date.*

Q4 **FRIENDS OF TREES - EUGENE METRO** $10,000

2021 Greenpower grant winner - will receive up to $50,000

Partial disbursement: subsequent installments will be made as project progresses. The 2021 grant will be used for another tree planting effort with a focus on urban areas and communities historically excluded from the benefits of green space. The project will also include engaging volunteers in the stewardship of trees to promote more sustainable neighborhoods and urban habitat areas.

CITY OF MAPLETON N/A

Mutual Aid

EWEB sent one of our emergency water trailers to Mapleton to help distribute water to residents impacted by the town's water crisis. In addition to the water trailer, we provided a 1,000-gallon water tank, 3-gallon containers for residents, and a three-person crew to assist with distribution. The crew also distributed water.

Q4 SUBTOTAL* **$10,000**

**Including Greenpower disbursements to date.*

Q3 **THE EUGENE MISSION** $25,000

2021 Greenpower grant winner - will receive up to $50,000

*Updated since last iteration to include payment issued 09/08/21. The Eugene Mission plans to use the grant to install a solar energy system for a new Learning Center on its campus to assist unhoused families and community members. The organization is in the process of renovating one of the 12 buildings on its 7.5-acre campus to create the Learning Center. The Learning Center will include a culinary training kitchen, meeting and classroom spaces, a computer lab, and a therapeutic day use area for the growing population of homeless families.

JUL-DEC 2021 EDUCATION GRANTS

Eugene 4J School District	$130,000
Bethel School District	$40,500
McKenzie School District	$11,000
Springfield School District	$24,500

COMMUNITY INVESTMENT | Q4 2021

APPENDIX G

OREGON ENVIRONMENTAL COUNCIL — $1,000

21/22 Forum on Business and the Environment

OEC will be hosting two online events (Dec and March) offering insights and discussion into the state of water efficiency. With Oregon's population growing, the climate changing and 90% of the state in drought conditions, water efficiency – making the most of every drop – requires major business and government investment in new technologies. Panelists from Intel Corporation, San Francisco Public Utilities Commission, and the Farmers Conservation Alliance, will share case studies of what's already working, and explore the potential of emerging innovations that can be applied in the manufacturing, municipal and agricultural sectors.

CITY OF EUGENE — N/A

Donation of downed trees

Downed trees from the E. 40th Water Storage project are being donated to a City of Eugene wetlands restoration project, where they will continue to provide habitat long into the future

SE EUGENE, CITY OF SPRINGFIELD — N/A

Donation of downed trees

Downed trees from the E. 40th Water Storage project are being donated to a City of Eugene wetlands restoration project, where they will continue to provide habitat long into the future

LANE COUNTY AND DEV NORTHWEST — $115,000

Surplus House Donation

In Nov 2020, EWEB purchased property along the Leaburg Canal for dam safety and canal repair access purposes, which included a manufactured home. Rather than renting and maintaining the home, it was decided that EWEB would donate the home to a family in need impacted by the Holiday Farm Fire. EWEB contacted Lane County who worked with DEV Northwest, a low-income housing agency, to identify a recipient family and manage the logistics and costs for relocation of the home. The recipient family, who lost their home and business to the fire, attended the June 15 Upriver board presentation to express their appreciation. We expect the transfer to occur at the end of August. RLID real market value of the house is $115,000.

LANE COUNTY FAIR — $0

Co-Sponsorship of Comfort Station Water Booth

07/21-07/25 - The annual Booth Fee was carried over from last year's event since the fair was cancelled in 2020 due to the pandemic. EWEB will provide the use of a drinking water fountain w/chiller for the event, as well as Ambassador staffing for shifts throughout the duration of the fair.

BLUE RIVER WATER DISTRICT — N/A

Mutual Aid

A Water Troubleshooter and Warehouse Storekeeper responded to an afterhours mutual aid request from Blue River for parts assistance.

Q3 SUBTOTAL* $347,000

**Not including Greenpower grant awards as actual amounts are yet to be paid out/ finalized*

COMMUNITY INVESTMENT | Q4 2021

APPENDIX G

Q2 **ANDREW REASONER WILDLIFE PRESERVE, LOCAL YOUTH CENTERS, AND NURSERIES** N/A

Remove and replant fawn lilies

May 2021 - EWEB teamed up with volunteers from the Columbines School of Botanical Studies to remove/replant fawn lilies at the E. 40th Water Storage project site as part of our effort to preserve and protect the site and habitats on it. The volunteers plan to distribute the bulbs to local native youth centers and nurseries. Some bulbs will be replanted at the Andrew Reasoner Wildlife Preserve as part of a native youth nutritional and ecological internship program.

Q2 SUBTOTAL **$0**

Q1 **FRIENDS OF TREES** N/A

Tree planting at E. 40th Water Storage project site

02/27/21 - EWEB teamed up with Friends of Trees to plant a variety of native trees on the south side of the ridgeline on the site of the water storage project at E. 40th. EWEB donated the mulch and plant stock for the 18 trees, while FOT coordinated the volunteers. Species included white and black oaks, valley ponderosa, pine, incense cedar, pacific madrone and Oregon myrtles – species that are more adaptable to warmer, drier climates, making the habitat more acclimated to the future.

EMERALD VALLEY ELECTRIC VEHICLE ASSOCIATION $5,000

rEV Up! EV Education Workshops

Event Dates - Multiple throughout 2021 and 2022 - As part of EWEB's transportation electrification efforts, EWEB is sponsoring rEV Up workshops for our community through the Emerald Valley Electric Vehicle Association (EVEVA) group. These workshops provide EV education and secure dealership discounts for attendees. Monthly workshops will be provided in 2021 (the $5000 sponsorship supports those workshops for the entire year).

PORTLAND GENERAL ELECTRIC N/A

Mutual Aid

02/15/21 - Three electric line crews were dispatched to the Salem area to provide mutual aid to PGE during the February snow and ice storm that saw roughly 300,000 PGE customers out of power system wide. EWEB crews spent several days assisting in restoration efforts.

SHELTERCARE $2,276

Water service to ShelterCare facility

The Water department has been working to expand water service to a ShelterCare facility. ShelterCare is a private, nonprofit human-services agency directed by a board of community volunteers offering a range of housing and support services for individuals and families who are homeless, or on the verge of homelessness, with a committed focus on individuals living with mental illness. Because this is not a "new" service, the associated development charge is not eligible to be waived under the System Development Charge Waiver program, however, we feel it meets the spirit of the program therefore we are "waiving" the charge through the application of the discretionary community investment budget funds.

COMMUNITY INVESTMENT | Q4 2021

APPENDIX G

JAN-JUNE 2021 EDUCATION GRANTS

Eugene 4J School District	$130,000
Bethel School District	$40,500
McKenzie School District	$11,000
Springfield School District	$24,500

LEABURG CANAL PROPERTY

$3,925

Grant Match under EWEB's Healthy Farms Clean Water Program

Match for a nutrient management project on a property near Leaburg Canal, under EWEB's Healthy Farms Clean Water Program. Other funding sources include OWEB, the landowner, and the Upper Willamette Soil & Water Conservation District. The composting facility reduces nutrients and runoff into the canal and ultimately the McKenzie River. EWEB is contributing $3,925 of the overall $14,764 project cost.

Q1 SUBTOTAL $213,276

COMMUNITY INVESTMENT | Q4 2021

APPENDIX G

CUSTOMER SOLUTIONS PRODUCTS AND SERVICES

ENERGY EFFICIENCY INCENTIVES

2021 TOTAL = $3,014,523

Q4	**EWEB ENERGY EFFICIENCY PROGRAMS** Incentives – Residential 353 residential projects.	$442,761
	EWEB ENERGY EFFICIENCY PROGRAMS Incentives - Non-residential 45 commercial projects.	$276,649
	EWEB ENERGY EFFICIENCY PROGRAMS Incentives - Efficient Growth 34 residential heating conversions.	$24,600
	EWEB ENERGY EFFICIENCY PROGRAMS Transportation Electrification 51 residential and 2 commercial EV chargers.	$44,611
	EWEB GREENPOWER PROGRAM Solar Electric Incentives 14 residential and 3 municipal/nonprofit projects.	$43,116
	EWEB WATER CONSERVATION PROGRAMS Hand Valve and Toilet Rebates, Septic Maintenance Incentives 20 efficient toilets, 27 hand valves and 16 septic pumping rebates.	$7,225
	Q4 SUBTOTAL	**$838,962**
Q3	**EWEB ENERGY EFFICIENCY PROGRAMS** Incentives – Residential 388 residential projects.	$394,958
	EWEB ENERGY EFFICIENCY PROGRAMS	$199,696

COMMUNITY INVESTMENT | Q4 2021

APPENDIX G

Incentives - Non-residential
31 commercial projects.

EWEB ENERGY EFFICIENCY PROGRAMS $136,100
Incentives - Efficient Growth
33 residential heating conversions, 2 commercial projects, and the conversion of a city pool to electric heating.

EWEB ENERGY EFFICIENCY PROGRAMS $29,500
Transportation Electrification
57 residential and 1 commercial EV charger.

EWEB GREENPOWER PROGRAM $32,914
Solar Electric Incentives
20 residential projects.

EWEB WATER CONSERVATION PROGRAMS $9,500
Hand Valve and Toilet Rebates, Septic Maintenance Incentives
23 efficient toilets, 45 hand valves and 14 septic pumping rebates.

Q3 SUBTOTAL $802,668

Q2

EWEB ENERGY EFFICIENCY PROGRAMS $299,813
Incentives – Residential
326 customers – 10% of projects (35% of dollars) were for limited income customers and 13% were rentals.

EWEB ENERGY EFFICIENCY PROGRAMS $111,460
Incentives - Non-residential
28 non-residential customers.

EWEB ENERGY EFFICIENCY PROGRAMS $60,524
Incentives - Efficient Growth
11 residential and 1 commercial customer.

EWEB ENERGY EFFICIENCY PROGRAMS $21,343
Transportation Electrification
39 residential and 2 commercial customers received rebates for Level 2 EV Chargers.

EWEB GREENPOWER PROGRAM $49,734

COMMUNITY INVESTMENT | Q4 2021

APPENDIX G

Solar Electric Incentives

18 residential net-metered projects were completed and received Greenpower-funded incentives. 1 commercial direct generation project was completed (City of Eugene).

EWEB WATER CONSERVATION PROGRAMS $10,250

Hand Valve and Toilet Rebates, Septic Maintenance Incentives

36 residential hand valve rebates, 21 toilet rebates, and 21 septic pumping rebates.

Q2 SUBTOTAL $553,124

Q1

EWEB ENERGY EFFICIENCY PROGRAMS $400,391

Incentives – Residential

335 customers - 15% of projects (40% of dollars) were for limited income customers and 14% were in rentals.

EWEB ENERGY EFFICIENCY PROGRAMS $322,780

Incentives - Non-residential

40 non-residential customers.

EWEB ENERGY EFFICIENCY PROGRAMS $24,776

Incentives - Efficient Growth

9 residential and 2 commercial customers.

EWEB ENERGY EFFICIENCY PROGRAMS $17,672

Transportation Electrification

39 residential and 2 commercial customers received rebates for Level 2 EV Chargers.

EWEB GREENPOWER PROGRAM $36,375

Solar Electric Incentives

22 residential net-metered projects were completed. 17 received Greenpower-funded incentives, and 5 did not qualify. 1 commercial direct generation project was completed (City of Eugene).

EWEB WATER CONSERVATION PROGRAMS $17,775

Hand Valve and Toilet Rebates, Septic Maintenance Incentives

35 residential hand valve rebates, 49 toilet rebates, and 43 septic pumping rebates (25 of the septic rebates were payments for the Q4 2020 $300 promotion).

Q1 SUBTOTAL $819,769

COMMUNITY INVESTMENT | Q4 2021

APPENDIX G

LIMITED INCOME ASSISTANCE

2021 TOTAL = $1,466,388

Q4

EWEB CUSTOMER CARE PROGRAM $302,776

Limited Income Energy Assistance

960 customers served through ECC program ($268,800) and 221 through Energy Share ($33,976).

EWEB LIMITED INCOME ASSISTANCE $4,464

Electric Line Repair Grants (Income eligible)

2 projects in Q4.

EWEB WATER CONSERVATION PROGRAMS $9,968

Water Line Repair Grants (Income eligible)

5 projects in Q4.

Q4 SUBTOTAL $317,208

Q3

EWEB CUSTOMER CARE PROGRAM $255,630

Limited Income Energy Assistance

795 customers served through ECC program ($220,080) and 385 through Energy Share ($35,550).

EWEB LIMITED INCOME ASSISTANCE $3,450

Electric Line Repair Grants (Income eligible)

1 project in Q3.

EWEB WATER CONSERVATION PROGRAMS $6,206

Water Line Repair Grants (Income eligible)

2 projects in Q3.

Q3 SUBTOTAL $265,286

Q2

EWEB CUSTOMER CARE PROGRAM $349,696

Limited Income Energy Assistance

EWEB provided Customer Care (ECC) bill assistance to 1,041 customers in Q2 and increased assistance to $280 retroactive to January 1, for a total of $326,400. Energy Share contributed $23,296 to 132 customers. EWEB credited federal LIHEAP funds to 666 customers, and federal funds distributed through COE and Lane County to 26 customers. Total does not include federal funds.

EWEB LIMITED INCOME ASSISTANCE $2,929

Electric Line Repair Grants (Income eligible)
3 electric repair grants.

EWEB WATER CONSERVATION PROGRAMS $7,090
Water Line Repair Grants (Income eligible)
2 water leak repair grants.

Q2 SUBTOTAL $359,715

Q1 **EWEB CUSTOMER CARE PROGRAM** $522,886
Limited Income Energy Assistance
EWEB Customer Care (ECC) credited $485,940 to 1,869 customers. Energy Share contributed $36,946 to 208 customers. EWEB credited federal LIHEAP funds to 1309 customers, and federal funds distributed through COE and Lane County to 74 customers. Total does not include federal funds.

EWEB LIMITED INCOME ASSISTANCE $1,128
Electric Line Repair Grants (Income eligible)
3 electric repair grants.

EWEB WATER CONSERVATION PROGRAMS $165
Water Line Repair Grants (Income eligible)
1 water leak repair grant.

Q1 SUBTOTAL $524,179

HOLIDAY FARM FIRE INCENTIVES AND GRANTS - NEW IN Q4

2021 TOTAL = $14,741

Q4 **WATER SOURCE PROTECTION** $2,500
Infrastructure/Homesite Relocation
2 residential grants to relocate homesite &/or septic away from riparian area.

REDUCE FIRE RISK / IMPROVE RELIABILITY $12,241
Relocate Overhead Electric Service to Underground
3 residential grants to assist with undergrounding electric service.

COMMUNITY INVESTMENT | Q4 2021

APPENDIX G

ENERGY AND WATER LOANS

2021 TOTAL = $1,971,768

Q4

EWEB ENERGY EFFICIENCY PROGRAMS $564,912

Loans – Residential

92 residential energy efficiency loans.

EWEB WATER CONSERVATION PROGRAMS $65,998

Water Line Repair & Septic Repair/Replacement Loans

4 water line repair and 3 septic system replacements (in Holiday Farm Fire area).

EWEB RESILIENCY PROGRAM $7,712

Generator Loan Program

3 residential generator loans.

EWEB ELECTRIC SERVICE LINE UPGRADE LOAN PROGRAM $3,770

Electric Service Line Upgrade Loan Program

1 residential electric service upgrade loan.

Q4 SUBTOTAL $642,392

Q3

EWEB ENERGY EFFICIENCY PROGRAMS $427,513

Loans – Residential

77 residential energy efficiency loans.

EWEB WATER CONSERVATION PROGRAMS $22,145

Water Line Repair & Septic Repair/Replacement Loans

2 water line repair and 2 septic system replacements.

EWEB RESILIENCY PROGRAM $4,000

Generator Loan Program

1 residential generator loan.

EWEB ELECTRIC SERVICE LINE UPGRADE LOAN PROGRAM $16,610

Electric Service Line Upgrade Loan Program

6 residential electric service upgrade loans.

Q3 SUBTOTAL $470,268

COMMUNITY INVESTMENT | Q4 2021

APPENDIX G

Q2

EWEB ENERGY EFFICIENCY PROGRAMS $380,312

Loans – Residential

64 residential energy efficiency loans.

EWEB WATER CONSERVATION PROGRAMS $14,061

Water Line Repair & Septic Repair/Replacement Loans

4 residential water line repair loans.

EWEB RESILIENCY PROGRAM $11,231

Generator Loan Program

3 residential generator loans.

EWEB ELECTRIC SERVICE LINE UPGRADE LOAN PROGRAM $9,018

Electric Service Line Upgrade Loan Program

2 residential electric service upgrade loan.

Q2 SUBTOTAL $414,622

Q1

EWEB ENERGY EFFICIENCY PROGRAMS $393,391

Loans – Residential

71 residential energy efficiency loans.

EWEB WATER CONSERVATION PROGRAMS $40,099

Water Line Repair & Septic Repair/Replacement Loans

12 residential water line repair loans.

EWEB RESILIENCY PROGRAM $8,551

Generator Loan Program

3 residential generator loans.

EWEB ELECTRIC SERVICE LINE UPGRADE LOAN PROGRAM $2,445

Electric Service Line Upgrade Loan Program

1 residential electric service upgrade loan.

Q1 SUBTOTAL $444,486

COMMUNITY INVESTMENT | Q4 2021

APPENDIX G

SYSTEM DEVELOPMENT CHARGE (SDC) WAIVERS

YEAR TO DATE = $13,660

Q2-4 No new SDC waivers in Q2-Q4 — N/A

Q1 **HOMES FOR GOOD & LANE COUNTY** — $6,829

The Nel

Homes for Good and Lane County have partnered to build 45 units of supportive housing for people experiencing chronic homelessness. The Nel, at 1100 Charnelton St., qualified for a $6829 water SDC waiver (total development costs were about $14.5M).

11TH AND LINCOLN, LLC (PRIVATE DEVELOPER) — $6,831

The Lincoln Apartments

The Lincoln Apartments (11th and Lincoln) consist of 59 units of affordable housing. This project, to begin construction in October 2021, qualified for a $6831 water SDC waiver (like the project above, an existing 1.5" water meter will be replaced with a 2" meter, so the waiver is just for the increased capacity costs).

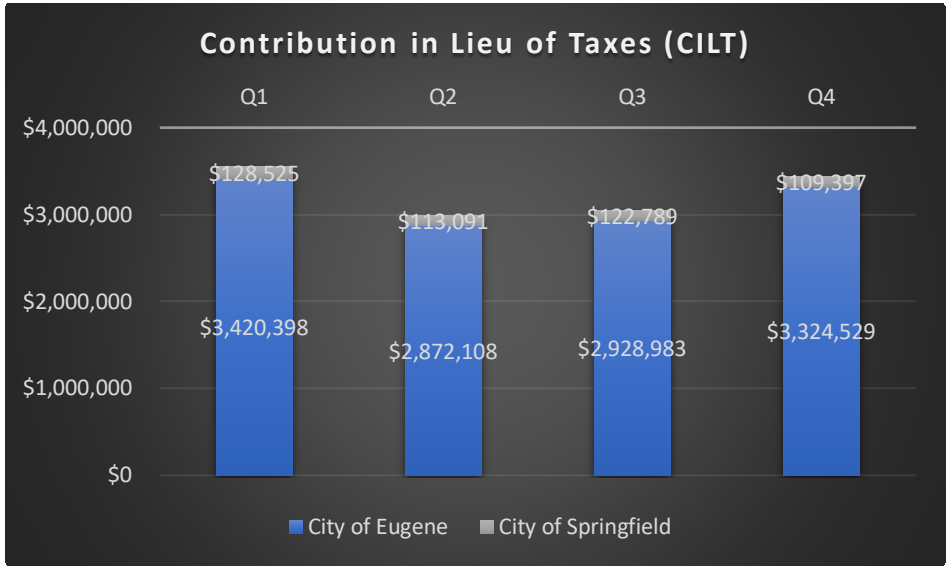
COMMUNITY INVESTMENT | Q4 2021

APPENDIX G

CONTRIBUTIONS IN LIEU OF TAXES (CILT)

YEAR TO DATE = $13,019,821

YEAR TO DATE	
City of Eugene	$12,546,018
City of Springfield	$473,803



COMMUNITY INVESTMENT | Q4 2021

APPENDIX G

EWEB AMBASSADOR EFFORTS AND EVENTS (PAID)

EWEB Ambassadors provided over 150 hours of services to the Community in 2021

Q4

READY NW EUGENE

Presentation - Emergency Preparedness

12/17/21

ADAMS NEIGHBORHOOD ASSOCIATION

Presentation - Emergency Preparedness

11/30/21

EWEB CUSTOMER CARE

Run to Stay Warm

11/17/21 - For more than a decade, runners from all over have been gathering on the third Sunday in November to run a Half Marathon, 10k, or 5k on Eugene's beautiful river paths, all while raising money to benefit EWEB's Customer Care Program. 1200 total participants - 26 EWEB employees and family members. Total donation to Customer Care was $6,750.

AMERICAN WATER WORKS ASSOCIATION

Presentation - "Performance Criteria for Source Water Protection Webinar"

11/17/21 - Presentation designed to teach participants how to use qualitative and quantitative performance measures to evaluate the progress and success of utility source water protection programs and better articulate the resulting benefits to utilities and customers.

SOUTHERN OREGON OPERATORS CONFERENCE

Presentation - Hayden Bridge Water Filtration Plant

11/17/21 - Presentation on Hayden Bridge's conversion from gas chlorine to onsite generation of sodium hypochlorite.

SOUTHERN OREGON OPERATORS CONFERENCE

Presentation - EWEB's mobile water treatment trailer

11/17/21 - Presentation on EWEB's mobile water treatment trailer: overview of design, case studies of exercises and drills for operators.

SHELDON FIRE STATION

COMMUNITY INVESTMENT | Q4 2021

APPENDIX G

Emergency Water Station Demonstration

10/17/21 - Members of the Community Emergency Response Team demonstrated the Emergency Water Station.

Q3 **RIVERBEND STROKE SURVIVORS GROUP**

Emergency Prep/Pledge to Prepare presentation

09/01/21

LANE COUNTY FAIR

Co-Sponsorship of Comfort Station Water Booth

07/21/21-07/25/21 – EWEB provided the use of a drinking water fountain w/chiller for the event as well as Ambassador staffing for shifts throughout the duration of the fair.

Q2 **EUGENE YMCA CAMP DOGWOOD**

Electric Generation Presentation

EWEB Communications staff delivered a 30-minute presentation to a group of 25 kids (ages 8-10) about EWEB, where their water and electricity comes from, how electricity is generated, and how solar power works.

EUGENE AREA/SPRINGFIELD CHAMBER OF COMMERCE

Greeters Breakfast

05/17/21 - EWEB Communications staff spoke briefly at the Greeters Breakfast providing information on EWEB's commercial energy programs to approximately 150 participants and provided a nominal sponsorship and door prizes.

Q1 **CERT NORTHWEST (COMMUNITY EMERGENCY RESPONSE TEAM)**

Pledge to Prepare presentation

03/13/21

CONSULATE OF MEXICO IN PORTLAND > MEXICAN MOBILE CONSULATE IN EUGENE

Assistance obtaining legal documents

02/20/21-02/21/21 - Based on feedback from the community, the agency requested EWEB's participation. EWEB provided Spanish language materials offering guidance on accessing our limited income bill assistance program. EWEB also provided general information regarding weatherization programs available to customers including weatherization grants for qualifying households.

MULTI-AGENCY

Locals Helping Locals Holiday Farm Fire event

02/05/21-02/06/21 - EWEB staffed an information table at this event held at McKenzie High School to answer questions and provide information about what EWEB is continuing to do to help customers affected by the Holiday Farm Fire. Staff was able to connect with and support local upriver organizers.

VOLUNTEER EFFORTS AND EVENTS (UNPAID)

EWEB employees, friends and families have volunteered over 50 hours in 2021

Q4

EWEB CUSTOMER CARE

Run to Stay Warm

11/17/21 – EWEB volunteers helped support race events.

HOLIDAY GIVING

Food for Lane County Drive

11/01/21-11/19/21 - EWEB employees donated over 360 pounds of food and $2,200 in cash donations. Approximately 6,800 meals were distributed by FOOD for Lane County throughout the community due to these generous donations.

HOLIDAY GIVING

Hope & Safety Alliance Family Sponsorship

11/18/21-12/17/21 – The Physical Security, Water Quality and Energy teams sponsored three families (10 individuals) providing gifts and much needed household items during the holiday season.

Q3

UNITED WAY DAY OF CARING

Lane County History Museum

09/17/21 - 5 employees volunteered to provide feedback on how the Lane County History Museum can better connect and serve our community. Discussion points included accessibility, inclusion, and visitor experience.

COMMUNITY INVESTMENT | Q4 2021

APPENDIX G

UNITED WAY DAY OF CARING

Owen Rose Garden

09/17/21 - 7 employees volunteered their time edging and weeding the Owen Rose Garden.

Q2 **MCKENZIE WATERSHED COUNCIL**

Annual McKenzie River Clean-Up

06/26/20 - 5 employee volunteers plus their family members picked up trash in five areas around Leaburg Dam for the annual event.

Q1 No events in Q1

UPCOMING AND/OR COMMITTED INVESTMENTS

MCKENZIE FIRE & RESCUE

Emergency Response Planning Presentation

01/26/22 - Presentation to Emergency Responders regarding Electric and Dam Safety topics

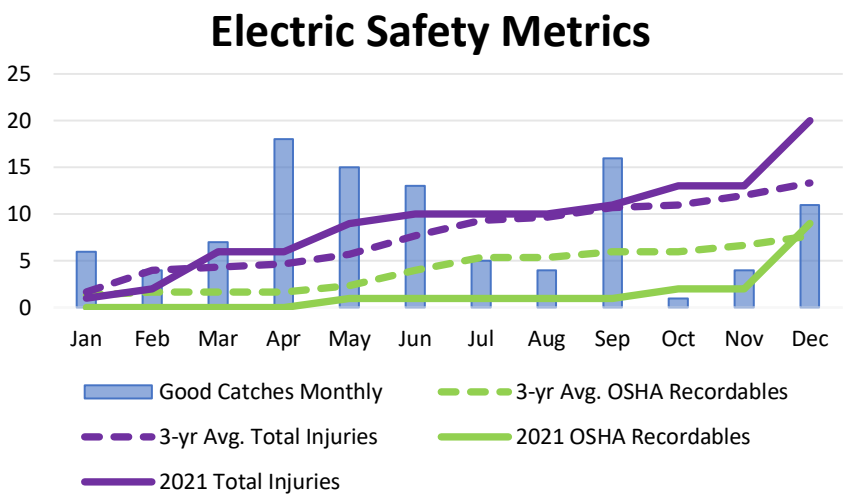
PACIFIC GAS & ELECTRIC

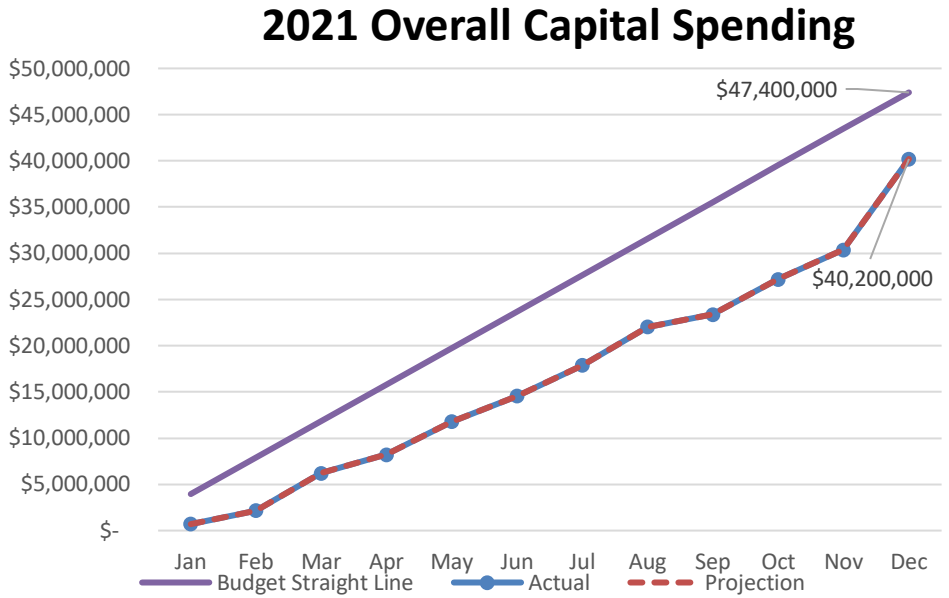
Mutual Aid

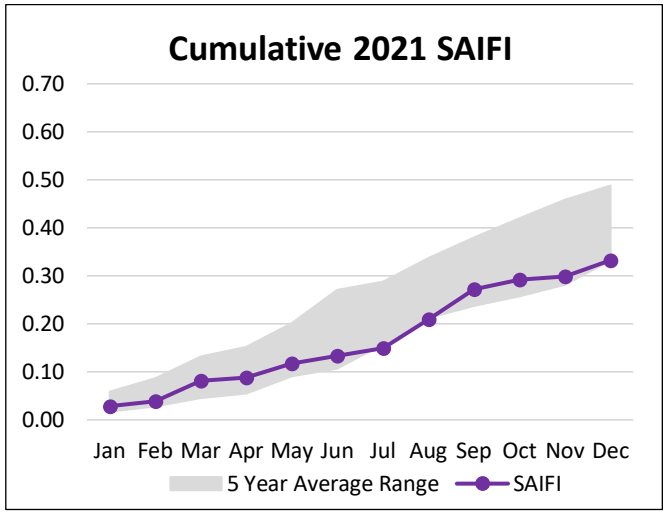
01/01/22-01/05/22 - Two 4-person line crews spent the New Year holiday weekend through Jan. 5 restoring power to thousands of Pacific Gas & Electric customers in northeast California after winter storms dumped more than 10 feet of snow in the Lake Tahoe area starting before Christmas.

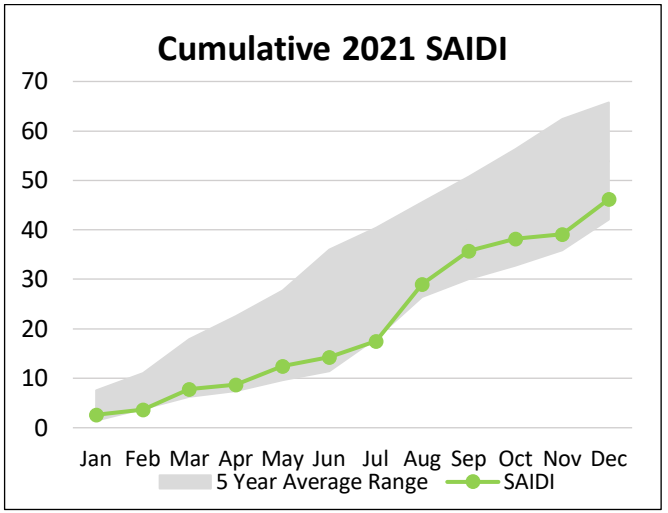
ELECTRIC DIVISION | Q4 & FY 2021

APPENDIX H









ELECTRIC DIVISION | Q4 & FY 2021

APPENDIX H

Key

Meeting target
Not meeting target
Not reported

Dept	Category	Metric	Q1 Final	Q2 Final	Q3 Final	Q4 Final	Explanation for Not Meeting Target
Substation	Customer Response Time:	Complete 39 NERC battery testing in Q1	🔴	🟢	🟢	🔴	Competing Emergent Work
	Work Queue:	Complete 12 Power Transformers Maintenance	🟢	🟢	🟢	🔴	Competing Emergent Work
	Turn Around:	Complete all ECR's in 30 days	🟢	🟢	🟢	🟢	
Relay	Customer Response Time:	Test 86 NERC Devices annually	🔴	🔴	🔴	🟢	
	Work Queue:	Test 331 non-NERC Devices annually	🔴	🔴	🔴	🔴	Competing Emergent Work
	Turn Around:	Complete All ECR's in 30 days - (internal customer)	🟢	🟢	🟢	🟢	
Transformer	Customer Response Time:	Stage crew material within 24 hours of request	🟢	🟢	🟢	🟢	
	Work Queue:	Prepare all Scrap Material Quarterly	🟢	🟢	🟢	🟢	
	Turn Around:	Complete Live line tool testing within 3 days	🔴	🟢	🟢	🟢	
Line	Customer Reponses Time:	Customer driven project "wait time" less than 3 weeks	🟢	🟢	🟢	🟢	
	Customer Response Time:	Line crew emergent call out less than 30 minutes	🟢	🔴	🔴	🔴	Performance Issues
	Work Queue:	Backlog of "form 3" work less than 8 jobs	🟢	🟢	🟢	🟢	
	Work Queue:	Preventative Maintenance for Network completion	🟢	🟢	🟢	🟢	
	Work Queue:	Preventative Maintenance for Switch inspections	🟢	🟢	🟢	🟢	
	Work Queue:	Identified NESC feeders repaired per 2021 schedule	🔴	🔴	🔴	🔴	Staffing Limitations
Meter	Customer Response Time:	Customer bills accuracy	🟢	🟢	🟢	🟢	
	Work Queue:	40 Site Visits & PUC audits	🔴	🔴	🟢	🔴	Staffing Limitations
	Work Queue:	10% Meter Testing (SPh)	🔴	🔴	🟢	🟢	
	Work Queue:	100% Meter Testing (3Ph)	🔴	🟢	🔴	🟢	
	Work Queue:	100% Meter Testing Refurbished	🔴	🔴	🔴	🟢	
	Work Queue:	100% Tamper Checks	🟢	🟢	🟢	🟢	
	Work Queue:	10 CT Sites per month	🔴	🔴	🔴	🔴	Staffing Limitations
	Work Queue:	100% Investigating zero consumption	🔴	🟢	🟢	🟢	
	Work Queue:	100% Recheck New installed CT jobs	🔴	🔴	🔴	🔴	Staffing Limitations

ELECTRIC DIVISION | Q4 & FY 2021

APPENDIX H

Vegetation Management	Customer Response Time:	Back log for plan less than 8 weeks	🔴	🔴	🔴	🔴	Competing Emergent Work
	Work Queue:	Vegetation plan greater than 23 miles per month	🔴	🔴	🔴	🔴	Competing Emergent Work
	Turn Around:	Customer Tags response less than 48 hours	🔴	🟢	🟢	🟢	
Landscape	Customer Response Time:	Incoming Jobs - 15-20 per quadrant within 5 days	🟢	🟢	🟢	🟢	
	Work Queue:	Cycles of Daily work finish all stops in quadrant each month	🟢	🟢	🟢	🟢	
	Turn Around:	Customer Jobs within 3 days	🟢	🟢	🟢	🟢	
Dispatch	Customer Response Time:	Processing switching orders less than 3 days	🟢	🟢	🟢	🟢	
	Work Queue:	Posting 100% of completed switching orders to Outlook calendar	🟢	🟢	🟢	🟢	
	Turn Around:	Time between receiving a Hold Order and processing Hold less than 15 minutes	🟢	🟢	🟢	🟢	
Coordinators	Customer Response Time:	Service Request pending approval to active within 10 minutes	🟢	🟢	🟢	🟢	
	Turn Around:	Taking action on Service Requests from other depts less than 2 days	🟢	🟢	🟢	🟢	
Troubleshooters	Customer Response Time:	First Responder Emergent Call out response within 10 minutes	🟢	🟢	🟢	🟢	
	Turn Around:	100% completion of items scheduled	🟢	🟢	🟢	🟢	
Service Crew	Customer Response Time:	After hours response completed within the same day	🟢	🟢	🟢	🟢	
	Turn Around:	100% completion of items scheduled	🟢	🟢	🟢	🟢	
Systems Engineering	Customer Response Time:	System Event Response by next business day	🔴	🔴	🔴	🔴	Staffing Limitations
	Work Queue:	No Engineering Change Requests greater than 1 year	🔴	🔴	🔴	🔴	Staffing Limitations
	Turn Around:	System Event Root Cause Analysis less than 30 days	🔴	🔴	🔴	🔴	Staffing Limitations
Distribution Engineering	Customer Response Time:	90% of Customer Inquiries response within 24 business hours	🟢	🟢	🟢	🟢	
	Work Queue:	Customer (Internal/External) Design Requests assigned within 3 weeks	🔴	🔴	🔴	🔴	Staffing Limitations
	Turn Around:	90% of High-Level Estimates provided within 3 business days	🟢	🔴	🔴	🟢	
NERC Compliance	Customer Response Time:	Completed Compliance Deadlines	🟢	🟢	🟢	🟢	
	Work Queue:	Complete 2 Compliant department Spot Checks monthly	🟢	🔴	🟢	🔴	Competing Emergent Work
	Turn Around:	Train 50 employees per year	🟢	🔴	🔴	🔴	Competing Emergent Work

WATER DIVISION | Q4 & FY 2021

APPENDIX I

WATER DIVISION DETAILS

The Water Operations Division uses the Multiple Barrier Approach to Safe Drinking Water, an integrated system of procedures, processes and tools that collectively prevent or reduce the contamination of drinking water from source to tap. The purpose of this approach is to provide safe, reliable drinking water to customers 24/7/365 and to reduce the operational risks to public health while being good stewards of our customer/owner's infrastructure and funding resources. For more information: http://www.eweb.org/outages-and-safety/water-safety-in-your-home-or-business/drinking-water-quality

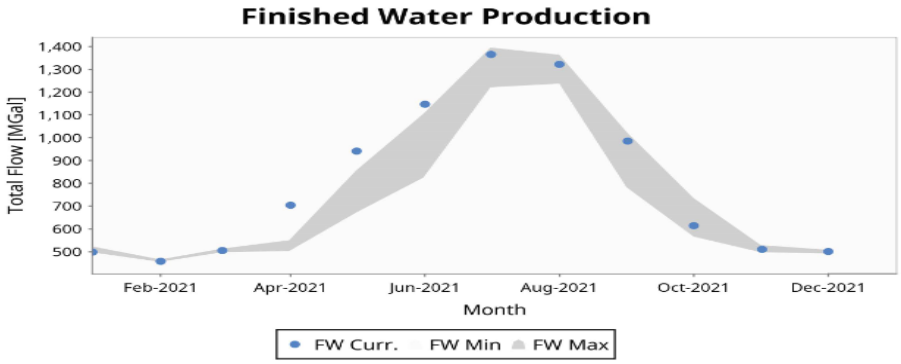
DRINKING WATER SOURCE PROTECTION

The purpose of the Source Water Protection Program is to minimize adverse impacts on the source of our community's drinking water. Specifically, the program aims to 1) identify and understand the threats to our drinking water through watershed monitoring and 2) reduce the risk of pathogens and pollutants entering the treatment plant through source water protection to ultimately manage or reduce the degree of treatment required.

ROBUST WATER TREATMENT

McKenzie River water is treated to drinking water standards using conventional treatment trains that include redundancy to protect from treatment failures. The treatment process is closely monitored and constantly adjusted to ensure production of safe drinking water prior to delivery to customers

PRODUCTION



YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
2016	508.8	465.5	501.4	546.6	742.0	1070.1	1218.1	1342.1	973.2	598.0	493.6	488.2
2017	521.8	450.2	495.4	500.7	682.2	969.7	1338.1	1360.6	966.3	636.3	511.0	495.9
2018	497.4	457.3	501.8	521.9	778.1	1066.7	1393.7	1355.5	1001.1	734.6	529.1	498.6
2019	511.0	456.7	513.3	532.8	851.9	1100.4	1242.8	1232.5	779.6	563.9	504.7	494.1
2020	497.2	463.3	497.0	545.0	667.9	822.6	1253.1	1333.1	1021.8	661.8	507.5	504.4
MAX	521.8	465.5	513.3	546.6	851.9	1100.4	1393.7	1360.6	1021.8	734.6	529.1	504.4
MIN	497.2	450.2	495.4	500.7	667.9	822.6	1218.1	1232.5	779.6	563.9	493.6	488.2
CUR	498.2	457.6	505.2	704.0	941.2	1146.8	1365.4	1322.0	985.3	613.9	510.2	500.9

	Yearly Total	Daily Average	Peak Daily Flow
5 Year Max	9335.8	25.6	52.1
5 Year Min	8774.8	24.0	46.0
Year to Date for 2021	9550.9	26.2	50.1

3 Day Consecutive Max Date	Total Flow
Jun 26	47.1
Jun 27	50.1
Jun 28	50.1
3-Day Average	49.1

WATER DIVISION | Q4 & FY 2021

APPENDIX I

FILTRATION PERFORMANCE

Turbidity is a measurement of the clarity of water, which is an important indicator of filter performance that tells us if we are effectively removing microorganisms in the water. The Maximum Contaminant Level (MCL) for turbidity in drinking water is 0.3 NTU in 95% of the samples. The national performance optimization goal for turbidity in drinking water is 0.15 NTU in 95% of the samples. Filtration performance continues to show our filtration process is optimized.

SECURE WATER SUPPLY NETWORK

Once the water is adequately treated, the quality must be maintained as it is delivered to EWEB customers. Replacing aging infrastructure, repairing leaks, flushing, maintaining a disinfectant residual and positive pressure, and protecting against cross-connections are critical aspects of the program to ensure water quality, reliability, and adequate fire flow.

WATER QUALITY MONITORING

Monitoring the quality of our raw, treated and distributed drinking water is essential to ensuring safe water for EWEB's customer/owners. Monitoring data gives water operations staff the ability to adjust treatment and system operation to safeguard quality for human consumption. We track customer complaints as another means to evaluate long-term water quality trends in the distribution system.

EMERGENCY PREPAREDNESS

Natural hazard and security response mitigation plans along with resiliency plans are a final barrier in place to protect the public if harmful contaminants should make it through the other water system barriers (source water protection, water treatment, water supply system reliability, and water quality monitoring).

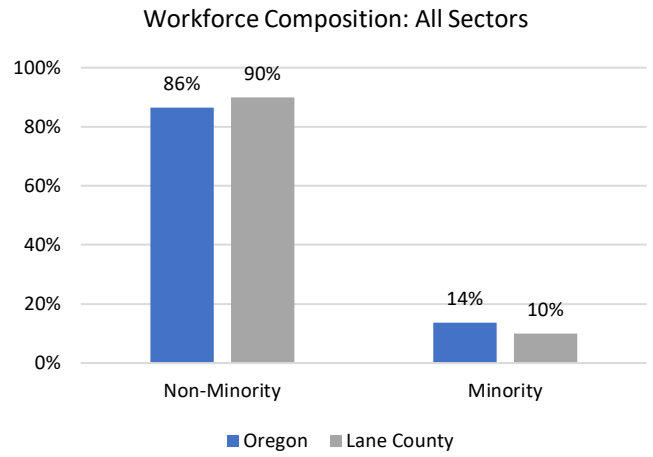
Refer also to Emergency Water Supply in the Water Utility Capital Spending Summary and Project Updates.

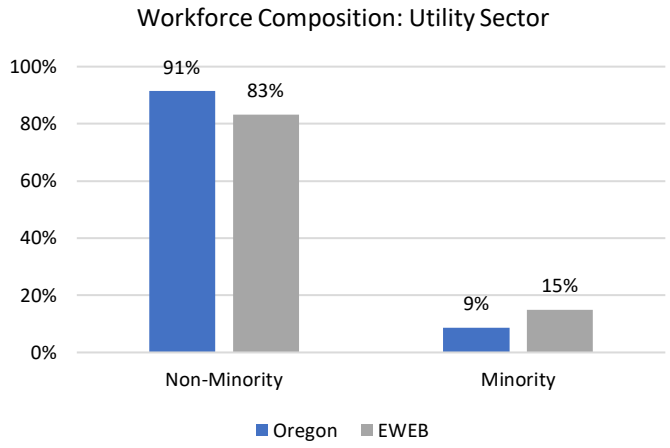
WORK FORCE COMPOSITION | Q4 & FY 2021

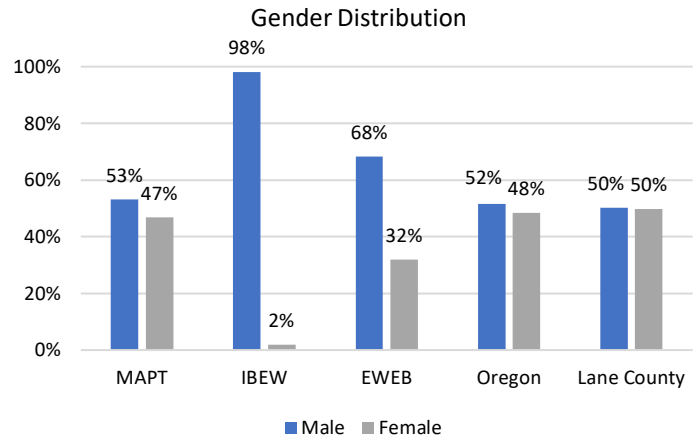
APPENDIX J

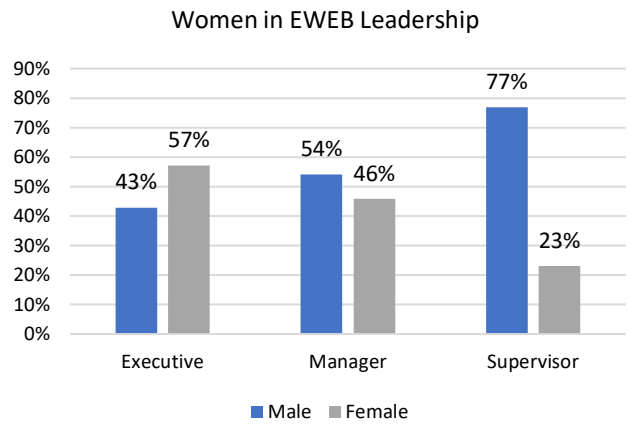
2021 WORKFORCE COMPOSITION

The following charts are demographic snapshots of EWEB's workforce composition as compared to that of the State of Oregon and Lane County, as reported by the US Census Bureau in 2021.

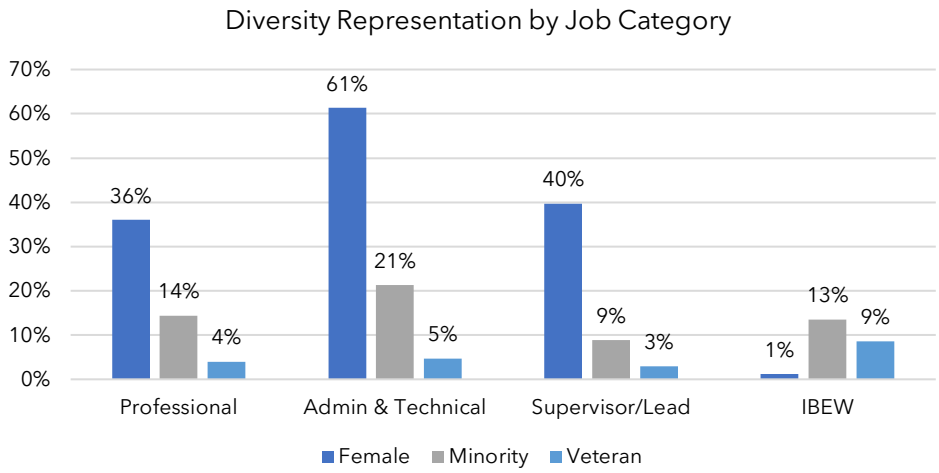






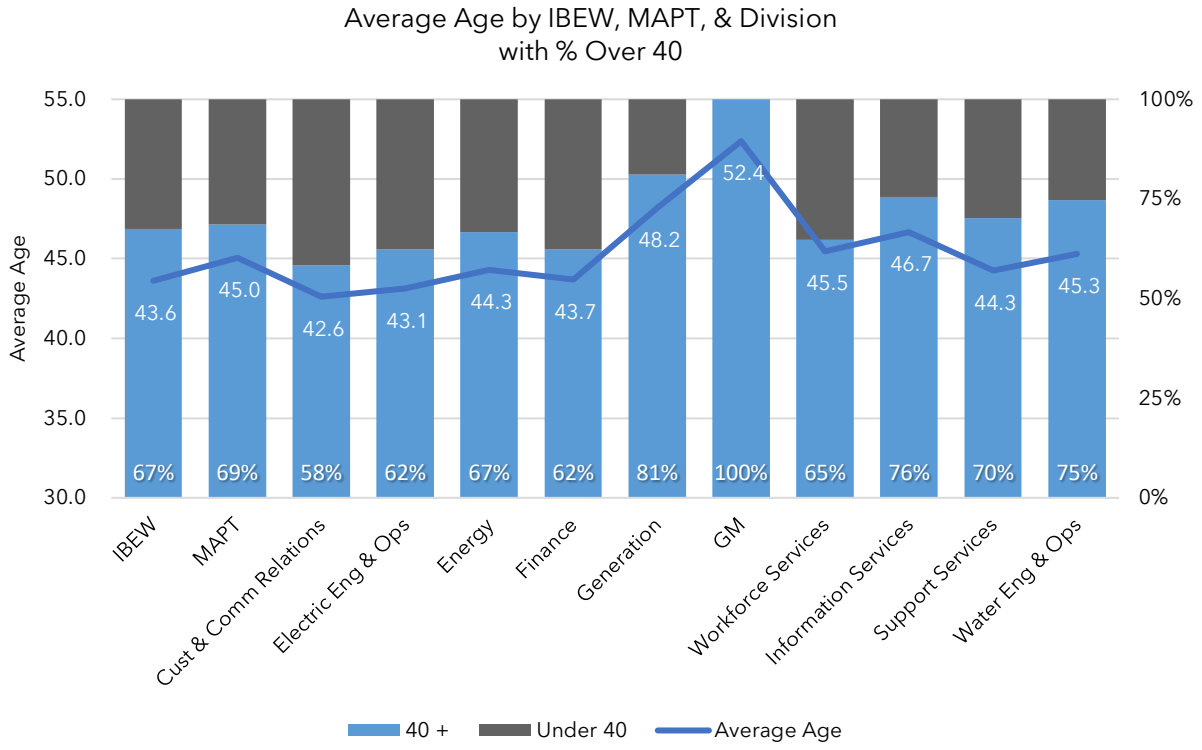


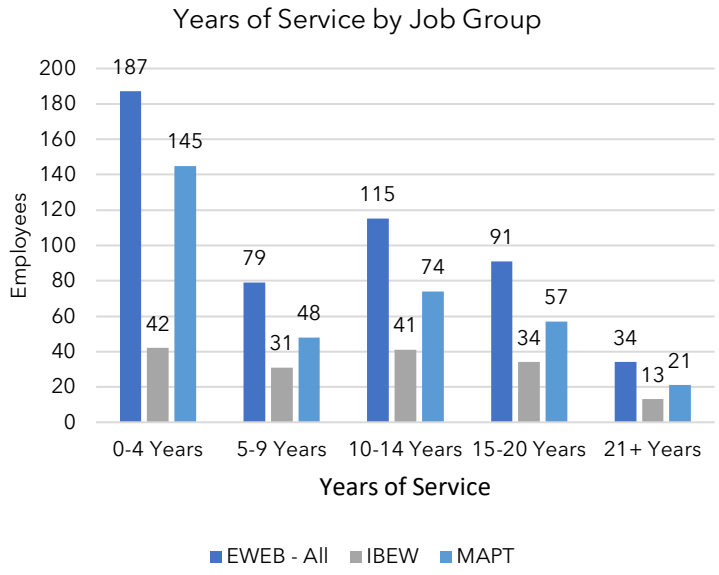
**EWEB's numbers do not total to a 100% because there is a small percentage of the workforce that declines to provide racial status information*

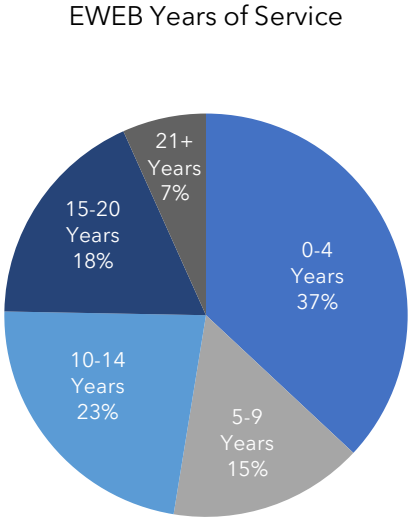


WORK FORCE COMPOSITION | Q4 & FY 2021

APPENDIX J

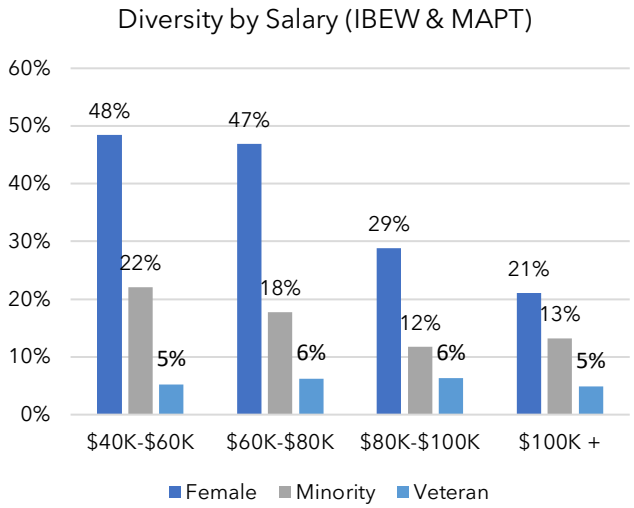


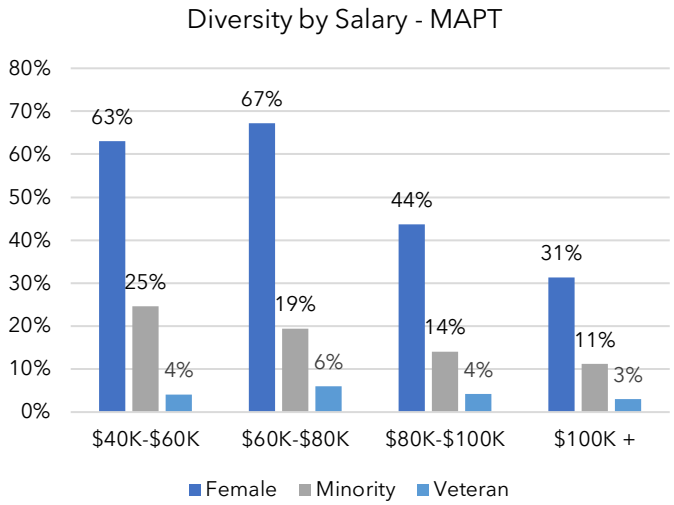


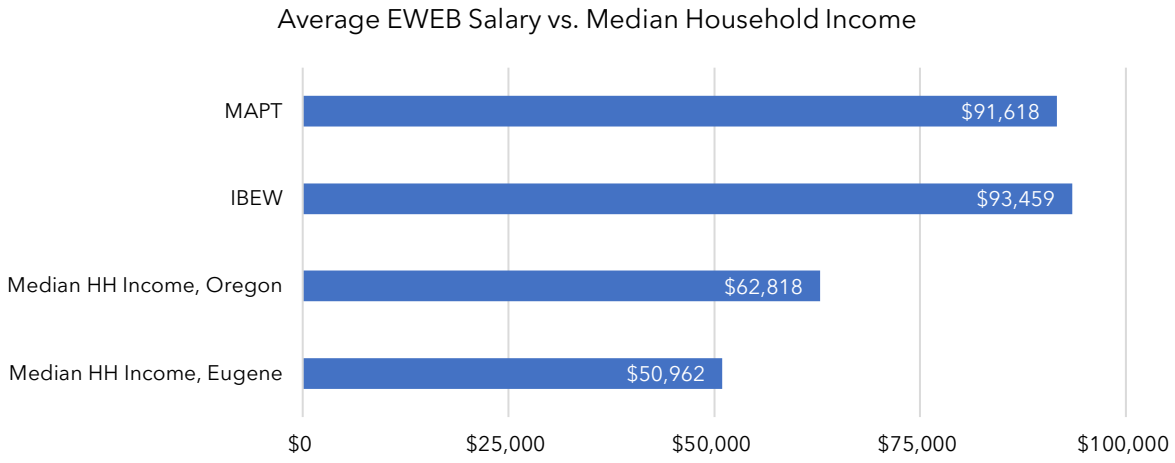


WORK FORCE COMPOSITION | Q4 & FY 2021

APPENDIX J







WORK FORCE COMPOSITION | Q4 & FY 2021

APPENDIX J

Diversity Applicants by Step						
	Total Applications	Did not Qualify	Met Minimums	Phone Interview	Final Interview	Offer/Hire
2021 Applications	1,736	479	833	122	217	85
% Female	36%	37%	37%	44%	24%	34%
% Veteran	7%	4%	6%	17%	7%	7%
% Minority	22%	27%	22%	19%	16%	14%
2020 Applications	2,160	843	917	178	151	71
% Female	25%	25%	25%	21%	22%	32%
% Veteran	5%	5%	5%	10%	7%	4%
% Minority	14%	14%	14%	16%	14%	14%

**Gender identity is selected by candidate. Reporting numbers are based on which gender the candidate identifies as.*

Diversity Promotions and Reclassifications		
	2020	2021
Promotion	43	56
Job Reclassification	19	14
Total	**62**	**70**
% Female	44%	39%
% Veteran	2%	4%
% Minority	10%	13%