TO:	Commissioners Barofsky, Schlossberg, Brown, Carlson, and Morris
FROM:	Frank Lawson, CEO & General Manager
DATE:	March 4, 2025, Board Meeting
SUBJECT:	2024-Q4 Quarterly & Year-End Report
OBJECTIVE:	Information

Issue

Per Board Policy, management presents updates on operations and strategic initiatives to the Board on a quarterly basis via the attached report, which also represents the 2024 Annual Organizational Report.

Rely on us.

Eugene Water & Electric Board

Q4 Quarterly & 2024 Annual Report

Frank Lawson, CEO & General Manager

Executive Team, Q4-2024

Deborah Hart, Asst. Gen. Mgr./Chief Financial Officer

Brian Booth, Chief Energy Resource Officer

Karen Kelley, Chief Operations Officer

Travis Knabe, Chief Information Officer

Julie McGaughey, Chief Customer Officer

Anne Kah, GM Office Administrative Services Mgr.

Data in this report is preliminary and unaudited.

Rely on us.

Table of Contents

Introduction

Management is pleased to provide this fourth quarterly and yearly annual report summarizing our financial position, reviewing impactful events, highlighting our ongoing day-to-day operations, and providing an update on strategic progress. As the 2024 Organizational Goals, approved by the Board in January 2024, represent both operational and strategic endeavors, this report uses these goals as the basis for its content.

Executive Summary

Overall, many of the electric utility's annual operational key performance indicators (metrics) were influenced by the ice storm in the first quarter, and unfavorable hydroelectric and wholesale market conditions resulting in consumption 486,629 Megawatt-Hours (MWhs), or 13%, below the budget of 3,684,078 MWhs. Electric operating revenue ended the year at $292.3 million, unfavorable by $54.1 million to budget, primarily due to wholesale sales activity. A $12.0 million annual increase in net position was $8.8 million below the budgeted $20.8 million increase in net position for the year, a significant improvement compared to the $5.4 million decrease in net position in Q1. The Working Capital and Return on NBV metrics are outside of Board targets due to the unfavorable impacts from the ice storm. However, FEMA funding has been appropriated to address storm restoration costs, and reimbursement is anticipated in 2025.

Driven by water consumption of 433,722 Kilogallons (KGals), or 5.6%, higher than budget, the water utility annual operating revenue ended at $49.6 million, favorable by $2.5 million to budget. Operating expenses were $2.8 million favorable to budget at $42.6 million. Overall, an annual increase in net position of $10.2 million was $6.1 million favorable to the budgeted $4.1 million increase in net position for the year.

As part of EWEB's operations, safety, reliability, affordability, environmental stewardship, and workforce indicators are tracked and evaluated for efficiency and effectiveness as we look for continuous improvement opportunities. While safety metrics trended unfavorably from EWEB's all-time best year in 2022, as exemplified by an OSHA Cases Per 100K Exposure Hours of 1.75 (up from 3-year average of 1.42) many of the measures were influenced by 2023 rollover and ice storm incidents. Despite some fourth quarter outages, Electric Reliability remained within most industry benchmarks for the year, while water system reliability saw increases in unplanned customer outages while breaks/100 miles remained within industry benchmarks.

Several major strategic capital projects were substantially completed in 2024, including the E. 40th Water Storage Reservoirs, Hilyard water transmission, Currin Substation, the deployment of advanced electric meters in Eugene, and EWEB Enterprise Solutions and new SAP Customer and Financial Systems (see 2024 Organization Goal #4), while progress was made on others including Carmen-Smith Relicensing, College Hill Reservoir Replacement, and planning/permitting work on the Willamette Water Treatment project.

In 2024, EWEB employees and customers contributed approximately $21.5 million to the community in the form of CILT (Contribution In Lieu of Taxes) to the City of Eugene, customer grants and incentives, bill assistance, and volunteer service contributions. From a customer service perspective, EWEB responded to over 144,000 customer calls and 4,700 virtual inquiries in 2024. The Average Speed of Answer (ASA) for inbound calls in the first three quarters of the year was 78 seconds, meeting the 90-second goal. In Q4 EWEB's new customers systems were commissioned, and as a result higher call volume and longer hold times. The contact center finished the year with an ASA of 110 seconds which is just slightly above the goal of 90 seconds. EWEB's Eugene City Hall (ECH) Service Center averaged 20 in-person

appointments per week in the fourth quarter. While taking appointments, staff continued to be available for walk-in traffic.

In 2024, EWEB customers participated and leveraged EWEB customer services, including 414 energy efficiency projects, 212 helping limited-income customers (up from 137 in 2023), with first-year savings of 7,900 MWhs (66% of target) and reducing peak energy by 2.04 MW (151% of target). Peak savings was driven by a few large Industrial projects, commercial activity, and a favorable project mix on the residential side. Additionally, EWEB facilitated 197 water conservation projects saving approximately 14,000 KGals (first year), while EWEB's leak detection program sensed over 7,000 leaks saving over 185,000 KGals of drinking water. EWEB provided approximately $1.45 million in customer assistance, helping 5,700 limited income qualifying customers pay their bills.

2024 Organizational Goals

As part of an annual review, EWEB's 2024 Organizational Goals showed substantial completion of five (5) of the seven (7) annual goals, with substantial progress on two not fully achieved.

EWEB's ***2024 Organizational Goal #1*** focused on maintaining or improving different aspects of the delivery of electricity and drinking water, along with customer services, including finance, safety, reliability, environmental stewardship, and alignment with community. Most outcomes were achieved, as described above and throughout this report, although some areas did not reach the intended goal.

Substantial progress was made throughout the year on issues of regulatory compliance, as outlined in ***2024 Organizational Goal #2***, although active pursuit remains in some challenging areas. An external audit of EWEB's ODSP (Owner's Dam Safety Program), as required by FERC every five (5) years, acknowledged and praised EWEB for the significant program improvements that have been implemented since the 2019 audit. Of the Carmen-Smith License requirements requiring work in 2024, one hundred fifteen (115) were completed, and sixteen (16) are delayed, mostly due to dam safety issues and FERC DHAC (Division of Hydropower Administration and Compliance) approval time. In the first quarter, EWEB was informed that the onsite NERC audit was cancelled due to the demonstration of a positive compliance history, applicability, controls, and culture; although the overall 10-year PUC electric replacement and renewal workflow is behind schedule by approximately one year. The water utility saw improvement in backflow testing, and completed appropriate testing and reporting to the Oregon Health Authority related to the Lead and Copper Rule Water Line Service.

As targeted in ***2024 Organizational Goal #3***, EWEB completed the Workforce and Labor Market Assessment. Utilizing the Workforce and Labor Market Assessment as well as EWEB's 2024 Engagement Survey, a work plan was developed with some action items commencing in 2024 and many that will continue into 2025.

After a multi-year effort, and included within ***2024 Organizational Goal #4***, EWEB began modernizing our information systems. SAP Finance and Customer Systems officially went live on December 2, 2024. Because of EWEB's hard work, preparation, and disciplined adherence to program guiding principles the go-live was overwhelmingly successful and the new systems have been operating as expected. The project was on-schedule and on-budget at $27 million. An exception management process has been developed and implemented to handle implausible meter reads and out-of-balance bills. The teams are currently handling approximately 670 exceptions/day; down from over 1000/day during the first month of billing. These numbers are well within reason and will continue to trend down.

In preparation to offer new consumption-based products and services in the future, EWEB Management worked with Commissioners throughout 2024 on rate design issues and topics, as set forth in ***2024 Organizational Goal #5***. The initial "straw proposal" draft of a 5-Year Rate Design Project Timeline and Milestones was presented at the October Board meeting with additional discussion in December. This

proposal aligns rate design strategy and timeline with interdependencies of meter replacement, information systems modernization, IRP and customer communications through a phased approach including continuing milestones in 2025.

As outlined in ***2024 Organizational Goal #6,*** EWEB began completing the "Actions" identified in the 2023 Integrated Resource Plan. This includes leveraging the BPA "Provider of Choice" process to influence product design and inform a decision in 2025 that best serves EWEB's customers, completing a Demand-Side Management Potential Assessment, and engaging with major, local, customer-owned generators to determine future plans for these facilities and potential partnership opportunities. Staff and the Board will work toward making a final BPA product choice by mid-2025. EWEB's agreement with International Paper has been extended through 2028 with negotiations for a long-term extension planned for mid-2025. Active negotiations with Sierra Pacific (formerly Seneca Sustainable Energy) regarding an extension or replacement of the current contract are happening now and discussions with UO around electrification, demand response, and on-site generation have been ongoing.

Finally, inclusive of ***2024 Organizational Goal #7***, EWEB staff completed a review of the grants program using a continuous improvement framework, identifying three tracks of grant work including EWEB driven, based on existing projects found in the Capital Improvement Plans / Long Term Financial Plans, EWEB driven, grant opportunities inspired, and community driven, community inspired. In 2024, EWEB was awarded approximately $21.2 million in grants funds, primarily for projects already contained within existing budgets and/or plans.

Throughout 2024, EWEB had many successes, made progress, and faced some challenges. I appreciate the support of the Board, our partners and suppliers, and the dedication of EWEB staff necessary to fulfill our mission and pursue our vision.

Frank Lawson
CEO & General Manager

The following dials are used to represent overall goal status.

Goal 1 – Ongoing Operational Efficiency & Effectiveness

As a prerequisite to our strategic initiatives and in support of our business priorities, EWEB will maintain/improve the ongoing operational efficiency and effectiveness of the organization while maintaining/improving compliance with regulations, statutes, policies, and values, as demonstrated through established key performance indicators (KPIs), metrics, key milestones for Type 2 and 3 projects (e.g. AMI, Base-Level Water Storage, Alternative Water Source, etc.…), and including incorporating selective aspects of the 2023-adopted Board Policies SD22 (Resiliency) and SD23 (Diversity, Equity, and Inclusion).

Governance (Board Actions/Guidance)

During the fourth quarter, Commissioners approved revisions to EWEB's Investment Policy including incorporating environmental, social, and governance (ESG) factors into the investment decision-making framework. The Board approved updates to the Utility's Customer Service policy which change how shared distribution transformer costs are allocated for residential and small general service customers, creating a more equitable price structure and intending to support development and electrification.

The Board provided input on the methodology used for Water System Development Charges to inform a future board policy. Commissioners helped advance Organizational Goals 5 and 6 by considering tradeoffs and providing feedback to Management concerning Energy Resource Planning, EWEB's electric business model, and the Rate Design Plan. Management's multi-year Rate Design Plan, which aims to develop a rate structure that improves customer choice, respond to changing electricity supply and demand, and ensure the continued financial stability of the electric and water utilities, was ultimately endorsed by the Board.

Commissioners closed out the year by approving a significant contract which will advance the Leaburg Decommissioning Program, as well as substantial contracts supporting EWEB's continued investment in Enterprise Solutions for EWEB's Customer and Financial systems. The Board approved EWEB's 2025 State Legislative Agenda which provides general policy directives that guide EWEB's upcoming lobbying and advocacy activities at the Capitol. Lastly, after providing direction over the course of several months on the Electric and Water Long-Term Financial Plans and holding public hearings, the Board approved the upcoming year 2025 budgets, and prices for electric and water products and services, as well as 2024 budget amendments.

Electric and Water Consumption

Retail and wholesale consumption for electricity and drinking water, as compared to previous years and the budget assumption, are presented in Tables 1-1 and 1-2 below.

Table 1-1: Electricity Consumption (MWh)

Segment	Quarter	Year	3-Year Avg.	Budget	Actual vs. Budget
Retail Electric – Residential	261,413	946,592	974,530	969,751	(23,158)
Retail Electric – Commercial	216,453	843,415	850,194	873,319	(29,904)
Retail Electric – Industrial	127,979	485,852	496,936	490,419	(4,568)
Retail Electric – Total	**605,845**	**2,275,859**	**2,321,659**	**2,333,489**	**(57,630)**
Wholesale Electric	151,409	921,591	1,336,192	1,350,589	(428,998)
Total Electric	**757,254**	**3,197,449**	**3,657,851**	**3,684,078**	**(486,629)**

(Unfavorable)

Table 1-2: Drinking Water Consumption (KGals)

Segment	Quarter	Year	3-Year Avg.	Budget	Actual vs. Budget
Retail Water – Residential	605,760	3,926,500	4,049,874	3,834,994	91,506
Retail Water – General Service	722,488	3,646,077	3,535,982	3,305,507	340,570
Retail Water – Total	**1,328,248**	**7,572,577**	**7,585,856**	**7,140,501**	**432,076**
Wholesale Water	174,297	647,239	698,970	645,593	1,646
Total Water	**1,502,545**	**8,219,816**	**8,284,826**	**7,786,094**	**433,722**

Favorable

Financial

EWEB is required by law to separate the finances of the electric utility and water utility. Appendices A and B of this report present preliminary unaudited results for the year, along with other financial strength metrics consistent with Board policies.

Electric Utility

The electric utility experienced a significant budget variance because of impacts from a regional ice storm in late January, along with average mild weather at most other times during the year, decreasing consumption. Electric operating revenue ended the year at $292.3 million, unfavorable by $54.1 million to budget. Lower revenue is primarily due to wholesale sales activity. With a historically poor water year, power available for sale to wholesale markets was less than anticipated. Wholesale market prices, where EWEB sells surplus power, were less than budgeted, also. Annual operating expense was $50.2 million favorable to budget at $281.6 million, a recovery from an unfavorable $4.3 million in Q1.

Overall, a $12.0 million annual increase in net position was $8.8 million below the budgeted $20.8 million increase in net position for the year, a significant improvement compared to the $5.4 million decrease in net position in Q1. The Working Capital and Return on NBV metrics are outside of Board targets due to the unfavorable impacts from the ice storm. FEMA funding has been appropriated to address storm restoration costs, and reimbursement is anticipated in 2025. In June 2024, the issuance of $64 million in municipal bonds to fund capital investments pushed the Debt as a % of Net Book Value metric outside of Board target. It is anticipated it will return to target range within a year as significant capital investment projects are commissioned.

Budget Adherence YTD

A capital budget amendment was approved at the December meeting. The electric utility ended the year at 94% of the amended budget. The January ice storm instigated a sizable transmission line rebuild, with 75% of costs eligible for FEMA reimbursement. Also, with limited production and long lead times, opportunistic transformer purchases were made beyond initial budgeted amounts.

The electric utility ended the year within the authority of the Operating and Maintenance (O&M) budget due to reduced activity and prices in wholesale energy markets.

Water Utility

The water utility's major consumption occurs during the drier months, especially in Q3. Water annual operating revenue ended at $49.6 million, favorable by $2.5 million to budget. Operating expenses were $2.8 million favorable to budget at $42.6 million. Overall, an annual increase in net position of $10.2 million was $6.1 million favorable to the budgeted $4.1 million increase in net position for the year.

Budget Adherence YTD

Water utility budget amendments for both operating expenses and capital investments were approved at the December meeting.

O&M spending was projected to be over due to grant funded watershed protection efforts. The budgeting process did not capture spending associated to grants not yet awarded at the time, and a budget amendment provided authorization for this spending. Also contributing to the O&M amendment request are software costs initially captured in capital budgets for 2025, representing a shift in spending from capital to O&M. The water utility ended the year within the authority of the amended O&M budget.

While a capital budget amendment was approved at the December meeting, capital investments exceeded the amended budget by $200,000. Various capital projects contributed to the budget exceedance. Project level spending for the water utility is presented in Appendix D.

Workforce – Total Rewards

Health Insurance

2024 Medical plan utilization was just over 81%, a drop of over 19% compared to 2023. This contributed to a positive renewal with a premium increase of only 4.8%. Although EWEB premium increases have fluctuated significantly over the past five years, on average, they have been somewhat higher than the national trend. Dental utilization was lower than expected, while vision was higher; both plans have a rate hold for 2025.

Leave Utilization

While Oregon Paid Family Medical Leave (PFML) forecasts projected a 10-15% increase for 2025, EWEB secured a rate hold for the year. Additionally, other coverage areas including life insurance, short and long-term disability, and administrative fees, also resulted in rate holds. EWEB is seeing a slight rise in leave utilization due to PFML, with leave primarily taken for employees' own health conditions. Additionally, employees are staying out for longer periods of time as compared to pre-PFML implementation.

Retirement Probability

In 2024, there were 14 retirements, marking a 40% increase from the prior year and an increase of 3.5% over the 3-year average, with the average age of 60 years old.

Wellworks Incentive Program

Participation has continued to increase incrementally over the last three years. Encouraging leadership participation, offering onsite biometric clinics, and increasing the incentive to $1000 were likely contributors to increased employee engagement.

EAP Utilization

While overall utilization of the Employee Assistance Program (EAP) declined in 2024, there were increases in cases related to burnout, stress, and depression. Resources and offerings from EAP in 2025 will be focused on providing assistance to employees in these three areas.

For the second year in a row, EWEB observed Mental Health Awareness Month in May, highlighting the 'Day of Action' to raise awareness of available support resources.

457 Deferred Compensation

Employee participation in the voluntary 457 Deferred Compensation plan remained steady in 2024, with 60% of employees actively contributing. This participation rate continues to exceed the national average by 16%. The average account balance increased to $132K, a 14% increase since 2023, which remains above the Northwest average as reported by MissionSquare Retirement.

Workforce – Hiring & Retention

Recruitment volume dropped considerably in 2024 as compared to 2023 due to EES implementation impacts as well as general holds on filling open positions. Average Time to Fill (TTF) reduced further in 2024, to 58 days, as a result of leveraging existing candidate pools, increased internal hiring, and other efficiency efforts. This includes an extended multi-FTE hire for a Line Technician, which took 539 days. Absent this outlier, TTF reduced to 52 days, a decrease of one week to fill positions as compared to 2023.

Average Time to Start (TTS) remained steady at 26 days as compared to 2023.

In 2024, more job postings were made available only to internal candidates, providing more advancement opportunities to current employees. While 71% of 2024 postings were offered externally, only 69% of positions were filled by external candidates. More than 11% of EWEB employees experienced some form of career advancement opportunity through promotion, auto progression, job family progression, or opportunities for temporary assignments/working out of class (which are considered developmental). This is down from 2023 due to the number of temporary assignments and other staffing changed made last year to support EES development and rollout.

Job offers made to underrepresentated candidates outpaced their application rates across all categories. Both applications and job offers for female and veteran candidates increased in 2024. Relative to the total number of job offers for the year, 2024 also saw a 6% increase in offers made to candidates who identified as members of racial or ethnic minorities, despite a 2% decrease in applications from this group.

Refer to Appendix J of this report for additional Workforce data.

Continuous Improvement

2024 Organizational Goal Support - SAP Finance and Customer Systems "Go-live"

The CI Team was integrated into the EES project team and lead the EES Testing approach, as well as supported Organizational Change Readiness through training and "Go-Live" support. 75% of the CI Team resources were dedicated to supporting this effort in 2024.

- Preparation and System Testing for 5 Workstreams, over 4 phases from March-November
- SAP Training Preparation, Development, and Delivery Support
- Post Go-Live Business Process Stabilization + Hypercare Support

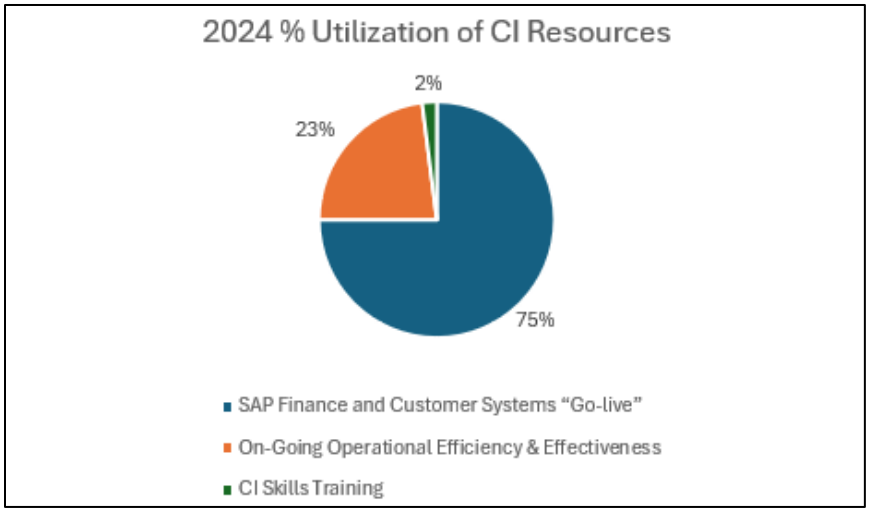
2024 Organizational Goal Support – On-Going Operational Efficiency & Effectiveness

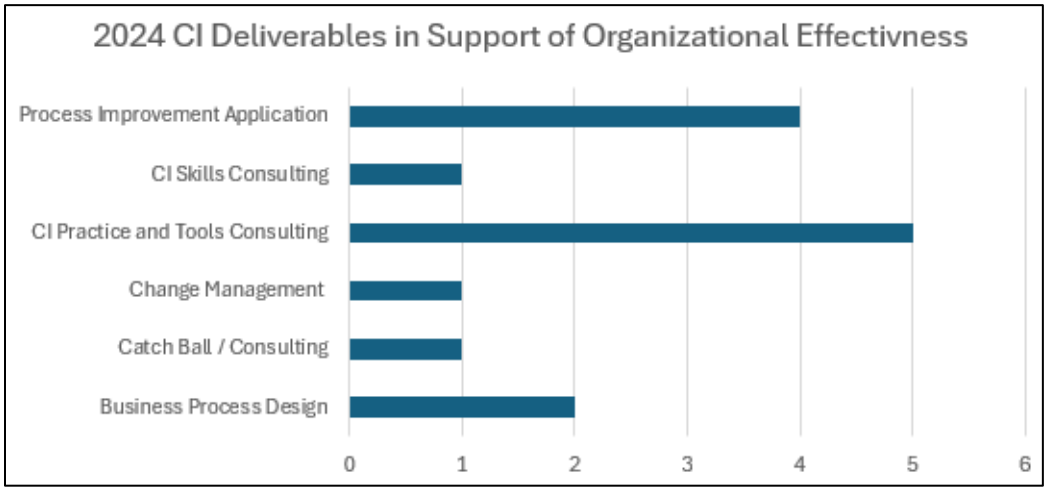
The CI team engaged with the organization through our CI Business Partnership Model, where 2 analysts were split between 11 areas of the organization to consult on and support department goals and business process improvements.

- 14 project intakes were initiated through the business partnership model, in addition to regularly scheduled meetings to discuss current issues and best practices to approaching improvements.

CI Training

- All trainings transitioned to in-person this year, with hands-on instruction and support of EWEB's approach to problem solving techniques and tools.
- EWEB Problem Solving Series was offered 2 times this year, serving 20 students
- Co-Facilitated Leadership Series for Support Services

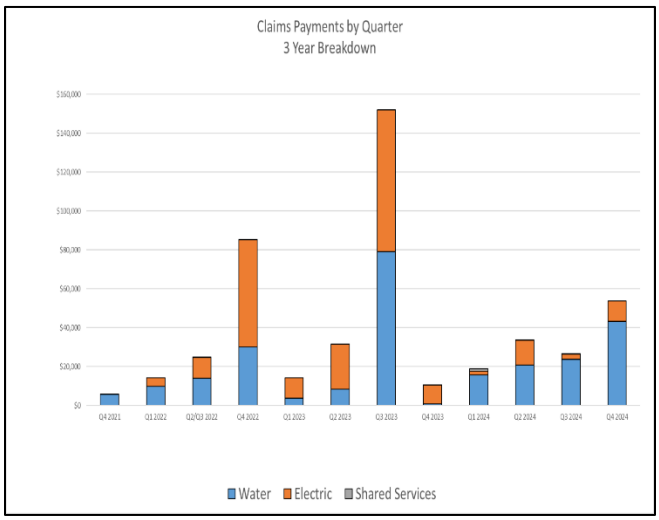


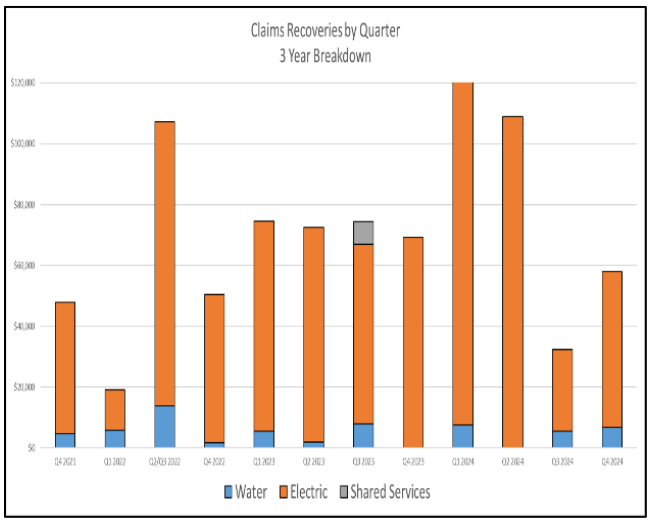


Business Continuity

Legal/Risks/Claims

Holiday Farm Fire Lawsuits: At the end of Q4 2024, four federal lawsuits representing approximately 600 plaintiffs are pending against EWEB and other defendants. Plaintiffs seek damages related to the Holiday Farm Fire. Pre-trial matters are underway with the trial expected to convene in 2025.





Claims per quarter followed our same predictable path throughout 2024. Claim activity by quantity is skewed toward liability claims rather than recovery claims. Analysts have seen a more rapid resolution time frame for recovery claims due to thorough investigation, prompt communication, and improving standardized processes for expected types of claims. Most liability claims were for service interruption and reimbursement/miscellaneous personal property which is expected and in alignment with our 3-year average.

There are six Compliance matters.

1. **BCD (Cyber) C088** is awaiting record of decision from management. CyberSec Supervisor is following up.
2. **Generation C033** Carmen Smith FERC License related to fish passage. EWEB self-reported with a notice of deviation, however FERC has not followed up with status update since April 2024 when FERC Order was received.
3. **Electric Ops – C60 – NERC** In 2024 there were 5 or 6 relays under PRC-0005 that were not tested within required intervals. This is a LOW violation, and more analysis by Distribution Engineering to confirm the violation. They will self-report and follow up with action plan.
4. **Generation – C55 – NERC** Self-reported automatic voltage control system operating outside required parameters. Unit restored and back into compliance. Root cause analysis underway.
5. **Business Continuity – C61 – NERC** Cyber Incident Response Plan not tested and updated within required 36-months. Cyber Team conducted test on January 23, 2025 and we are now in compliance. CyberSec will self-report to NERC.
6. **Business Continuity – Safety – C074** OSHA trainings at 90% completion with 100% required. Safety Dept has a plan to bring that into compliance during 2025.

Enterprise Safety

Public Safety Program

- Successfully reached over 450 first responders through in person trainings.
- Ongoing tracking of community electrical system interactions.
- Continuation of updating EWEB public safety awareness on external website.
- Formed partnership with Springfield Utility Board to provide aid and training to Eugene Springfield Fire on procedures when responding to emergencies around downed lines or damaged underground electrical equipment.

Safety & Health Expo

The Safety & Health Expo experienced the highest attendance and highest overall rating it has seen in recent years.

- Gift tracker showed approximately 360 in person attendance which is roughly 60% of staff.
- Survey results indicated an overall experience rating of 4.48 out of 5.
- Majority of staff had very positive feedback about the keynote speaker.

Injury and Time Loss

The 2024 ice storm significantly impacted our year-end injury metrics. EWEB's OSHA recordable numbers have increased over our 3-year average. Because many of the injuries were strain/sprain related, we partnered with Eugene Physical Therapy for some in person body mechanics classes in December. Overall engagement was positive.

Incident Response

In 2024, Safety completed a goal of forming a Utility-wide incident response process. This process allows EWEB to identify and respond consistently to business and life critical emergencies.

Table 1-3: Enterprise Safety

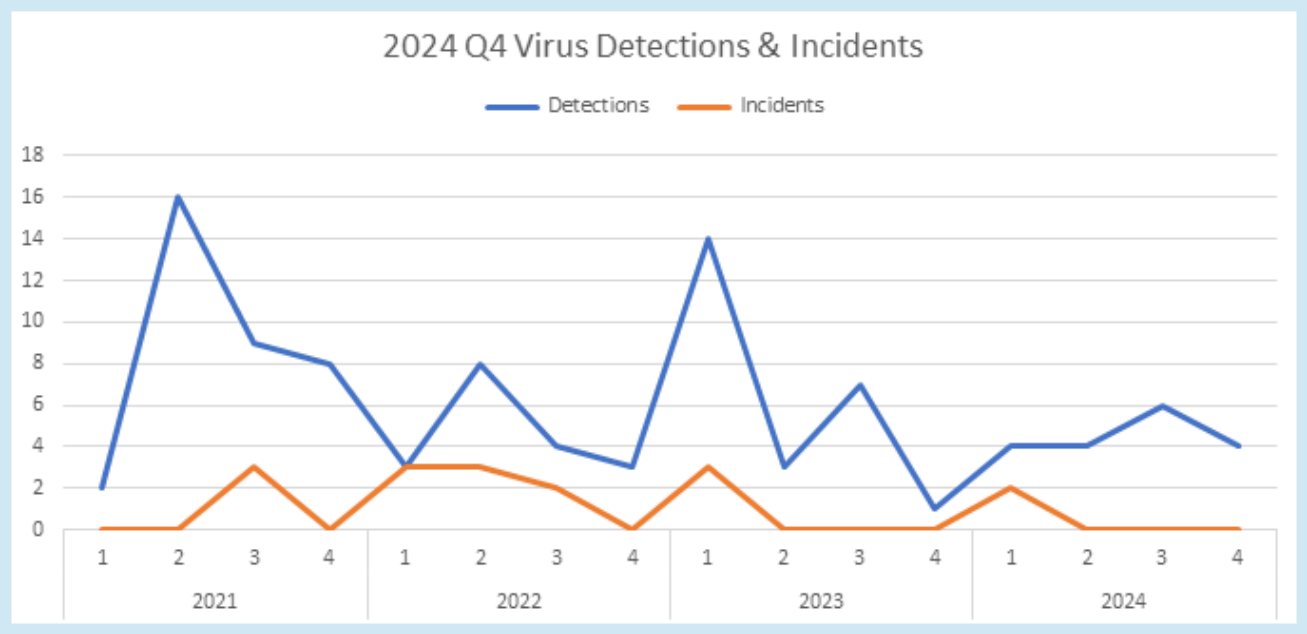
Performance Measure	Result	Result	3-Year Average	Vs. 3-Year Average
	Quarter 4	Year-To-Date		
Exposure Hours (EH) in Hours	286,670	1,084,583	1,030,456	54,127
OSHA Cases per 100K (EH)	2.09	1.75	1.42	0.33
OHSA Time Loss Days	39	335	58	211
"Good Catch" Reports	44	223	210	13

Cyber Security

Proactive Management of Technology Systems

Tool	Metric	Percentage	On Target Range	Meets Performance Goal
Updates to and modernization of systems	% of critical system resources patched within identified cadence	91%*	99% or above	Considering EES migration and holidays, **yes**.
Architecture design	% of critical systems protected by firewalls or other protective devices	100%	99% or above	**Yes**. However, some internet-exposed sites are not completely protected (e.g. sftp.eweb.org)

SaaS solution security assessments	% of SaaS solutions for which TPRM security assessments are compliant	100%	100%	**Yes**. Four additional solutions were assessed during Q4. Monitoring of high inherent-risk solutions is ongoing
Deployment of technology tools that detect intrusions	% of systems with Extended Detection and Response or Antivirus controls in place	91%	99% or above	**No**. Minor improvement from Q3. Additionally, some device classes such as Workspace ONE workstations still do not have AV/XDR installed.

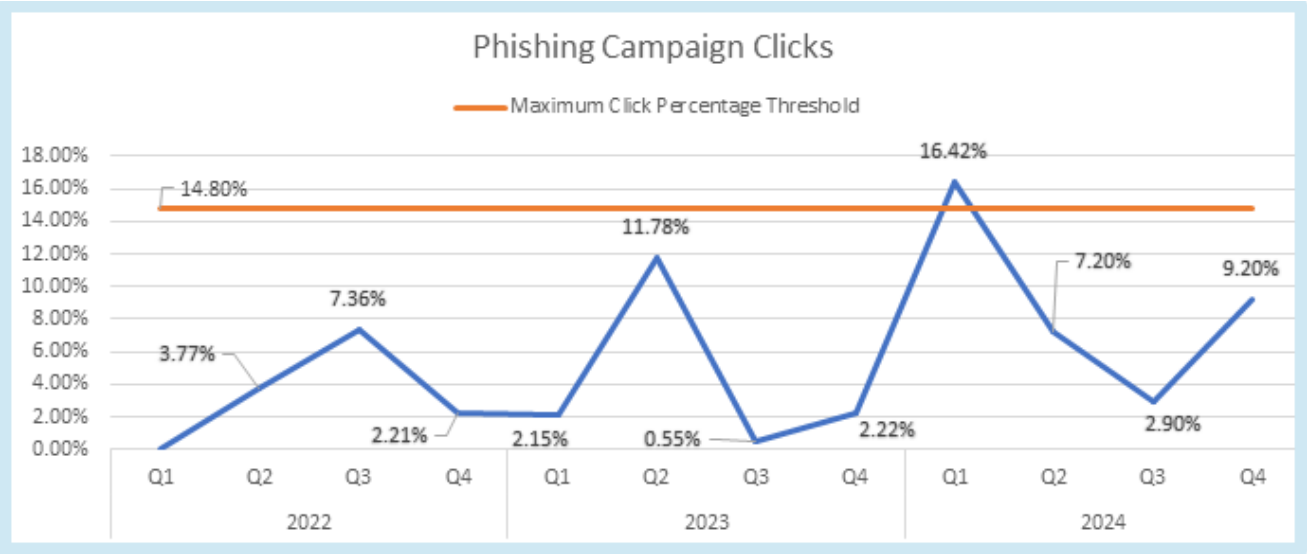


Detections and Incidents are defined as follows:

Detection: Alerts from corresponding Extended Detection and Response (XDR) or Antivirus (AV) systems. These alerts can result from false positives as well as malicious activity.

Incident: An occurrence that (a) actually or imminently jeopardizes the confidentiality, integrity, or availability of EWEB Digital Resources, or constitutes a violation or imminent threat of violation of law, EWEB security policies, or security procedures; and (b) has the potential to meet or exceed one or more threshold criteria: $50,000 or more in financial losses, exposure of 50 or more Personally Identifiable Information (PII) records, or significant operational impact.

Metrics for detections and incidents offer valuable insights into the effectiveness of EWEB's current security posture. This quarter, there was a 33% decrease in virus detections compared to the previous quarter. All detections were attributed to XDR behavior monitoring and predictive machine learning, demonstrating the effectiveness of these technologies in identifying and mitigating threats. We remain committed to expanding the deployment of Vision One, our comprehensive security platform that integrates both AV and XDR capabilities, to further enhance our security posture and proactively address evolving cyber threats.

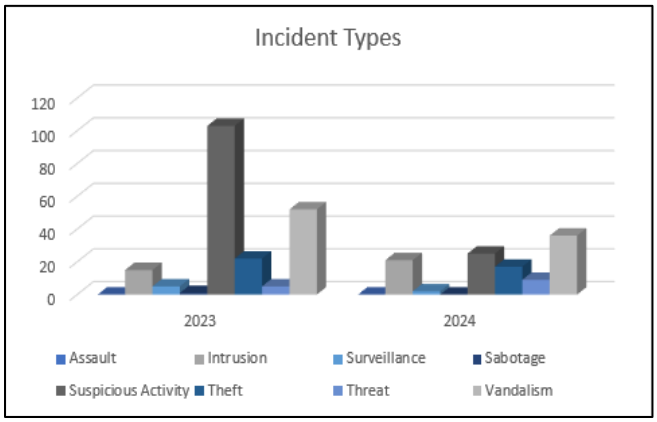


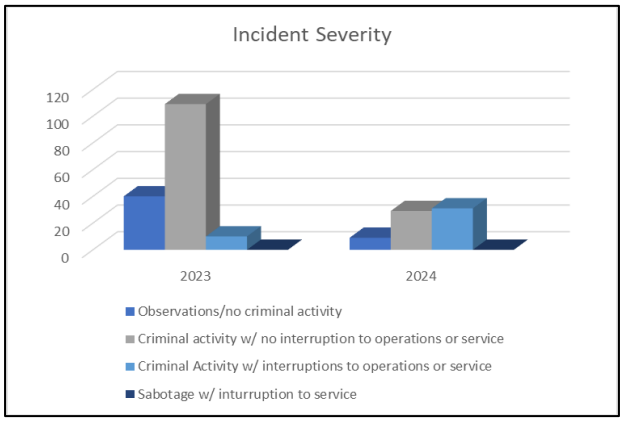
Click rate is the percentage of recipients who click on one or more elements in these phishing test emails and can help to gauge staff vulnerability to actual phishing threats. In Q4 2024, the average click rate for the US energy sector was 14.8% [1]. EWEB's click rate in Q3 2024 was well below the halfway mark of this threshold at 2.90%. Our click rate for Q4 2024 rose to 9.20%, although the difference in click-rate between Q3 and Q4 may be explained by harder-to-detect phishing emails sent out in Q4 compared to Q3. The phishing campaign email content we used in both quarters was developed based on recent real-world phishing emails reported to the Cyber Security department.

Despite consistently improved results from Q1 2024, there is an ongoing need for both further training to strengthen staff awareness and technical controls to reduce the volume of phishing emails we receive as an organization. An email security project to deploy technical controls is underway.

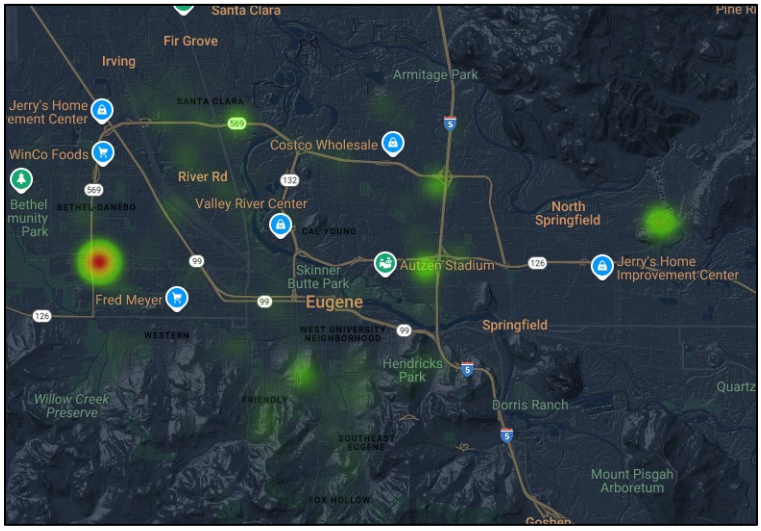
Physical Security

The Physical Security Department saw an almost 50% decrease in total incidents in 2024 when compared to the previous year. But while the total number decreased, the overall impact increased. This is likely related to higher copper prices in 2024 than in 2023.





Heat mapping allows us to identify areas historically impacted by criminal activity and shift our focus as needed. This became especially useful after a string of substation intrusions in the second half of 2024. A pattern was identified, and further intrusions stopped due to a significant increase of resources in the area.



Resiliency & Emergency Management

The Resiliency and Emergency Management Team has focused on promoting Employee Resiliency and Operational Readiness by improving the training and exercise of emergency response plans. 54% of staff have completed required training, with 63% of identified leaders having completed more detailed, chief leadership training. Several functional exercises were led or supported by the Resiliency & Emergency Management (REM) team.

Emergency Action Plan updates were a substantial body of work for the REM team in 2024, with 5 policies/plan updates completed.
A memo was provided for the February 2025 Board Meeting Correspondence providing an update on overall resiliency initiatives throughout 2024. Several significant capital projects were completed or underway in 2024.

<u>Operations (Quality/Delivery) – Electric</u>
EWEB values the *"ongoing continuous on-demand delivery of drinking water and electricity, and the dependability of our response to our customers."* EWEB monitors the reliability of our services including Electricity, Drinking Water, Customer Service and Support/Customer Program Delivery, Customer Building & Renovation Projects, and progress on significant Capital Investments Projects.

Electricity "Source-to-Switch"

EWEB evaluates electric reliability from "Source-to-Switch", including electricity acquisition and generation, transmission, and distribution (delivery). Indicators representing the ongoing management of assets and resources for the Source-to-Switch delivery of electricity are shown below.

Federal water being managed by EWEB for hydroelectric generation allocation was below budget at 78% of normal generation and 87% of budget for the water year. The majority of the Columbia basin experienced below-normal precipitation levels and warmer temperatures which has influenced hydro generation substantially.

EWEB owned hydro conditions were above forecast at 121% of normal generation through Q4. This is above budget even with Walterville hydro project forecasted to remain offline into mid-2025.

Table 1-4: Water Availability/Forecast for Hydroelectric Generation

Performance Measure	Quarter 4	Year-to-Date (Calendar)	Year-to-Date (Water year)	Forecast - Summer	Forecast-Water Year (October)	Previous Water Year End
Water Availability - Columbia Basin (% of Mean)	78%	78%	77%	82%	83%	77%
Water Availability - Columbia Basin (% of Budget)	87%	87%	86%	91%	92%	86%
Water Availability - McKenzie Watershed (% of Mean)	109%	109%	108%	103%	100%	109%
Water Availability - McKenzie Watershed (% of Budget)	121%	121%	120%	114%	111%	121%

Table 1-5: EWEB Generation Reliability (Availability)

Performance Measure	Quarter	Year-To-Date	Target
Availability Factor (%)			
Wind	94.49	95.23	>90
Hydro*	49.93	57.11	>90
Thermal	95.43	86.49	>90
Forced Outage Factor (%)			
Wind**	N/A	N/A	<3
Hydro*	7.08	9.32	<3
Thermal***	4.57	4.50	<3

Availability Factor (AF) = % of time generating units are available to produce power
Forced Outage Factor (FOF) = % of time generating units are unavailable due to unplanned outages

*Year-to-date low AF and high FOF at hydro resources is driven by transmission line outages during January ice storm, Walterville emergency dewatering, Carmen-Smith Unit 1&2 rehabilitation, and Trail Bridge bull trout fish passage requirements.
**FOF is not a standard metric for wind generation.
***Year to date low AF is driven by the May/June switchgear and relay improvement project. High FOF driven by January ice storm.

EWEB's electricity delivery metrics of cumulative annual system interruption frequency by customer (SAIFI) and system outage duration by customer (SAIDI) are within the 5-year average for the year. It is notable that the SAIDI started out higher than the historical average due to the post ice storm repairs that were not exempted from this metric per the applicable standard calculation. These smaller and longer duration outages post-storm as well as additional outages due to equipment and vegetation after the storm resulted in this metric being elevated for the year. The trend for the remainder of the year was in line with historical rate of outage duration which resulted in this metric being within the 5-year average by a small margin. The SAIFI has remained well within target throughout the year because outage frequencies after the storm were not as high quantity beyond an average month.

Available data for the Average Electrical Outage Restoration Time (CAIDI) is currently showing that EWEB is above 5-year historical and available benchmarking for comparable utilities for Q4. This metric is not cumulative, but rather a month-by-month trend. Q4 was elevated beyond the best performing Q3 due to significant outage impact due to seasonal wind.

Vegetation Management in number of line miles trimmed per quarter was under target. The vegetation program is performing on average for the quarter, based on past production performance, however, overall is 3 months behind on the routine schedule due to Q1 work related to ice storm and post storm trimming on the Urban, Upriver and Carmen lines. For a majority of Q4 EWEB's tree trimming contractor was down one crew, resulting in ability to make up the backlog of work that has remained for a majority of the year. EWEB is currently in the RFP stages for a new tree contractor and will be emphasizing resource stability to help avoid future backlogs.

Table 1-6: Electric (Source-to-Switch) Reliability

Performance Measure	Result	Result	Target	vs. Target	Benchmark (Annual)
	Quarter	Year-To-Date			

SAIFI (Events)	0.12	0.37	<0.47	0.1	0.82
SAIDI (Minutes)	18.4	65.3	<63.7	1.6	86
CAIDI (Minutes)	192*	192	140**	(52)	105
Preventative Maintenance					
PM Tasks Completed (%)	60%***	NA	TBD	TBD	TBD
Vegetation Management (Line Miles)	65.4	249	280	(31)	N/A****

SAIFI = System Average Interruption Frequency Index
SAIDI = System Average Interruption Duration Index
CAIDI = Sum of customer interruption time/Total number of customer interruptions

*CAIDI Data is not a cumulative number but is a rolled-up average throughout the year.
**CAIDI Target is relative to EWEB's 5-year average performance.
***Represents percentage of tracked preventative maintenance work queue metrics in good standing (on target). Percentage is a quarterly status and not applicable to a cumulative year to date KPI.
****Tree trimming benchmarking is not relevant due to unique characteristics of system configuration, location and staffing utility to utility.

Operations (Quality/Delivery) – Water

Drinking Water "Source-to-Tap"

EWEB evaluates drinking water reliability from "Source-to-Tap", including watershed condition, production (acquisition and treatment), delivery (transmission, storage, distribution) and water quality (customer feedback). Indicators representing the ongoing management of assets and resources for the Source-to-Tap delivery of drinking water are shown below.

A total of seven (7) water quality sampling events were completed in Q4, which included three (3) harmful algal bloom (HAB) events, one (1) urban ambient event, two (2) storm events (urban runoff and Holiday Farm Fire) and one (1) baseline event. HAB monitoring concluded by mid-fall with no cyanotoxin detections reported above method reporting limits across all source protection sites. Access to Blue River Reservoir was restored in early October after the Ore Fire was contained, with observed bloom activity in both Blue River and Cougar Reservoirs this fall being minimal. Staff also completed first fall flush storm sampling objectives for both urban and Holiday Farm Fire sites. A discussion of any notable results from the storm events will be provided in the upcoming State of the Watershed Report, due in March. For more information visit our Cyanobacterial Harmful Algae Blooms website that includes the HABs maps.

Water production levels for fourth quarter were slightly elevated. Likely due to warmer and drier conditions than usual. Water production and treatment conditions were average for Q4 of 2024. Overall, the 4th quarter in terms of turbidity and treatment challenges was very minimal. We saw two weather events where turbidity approached 42 NTU maximum. Rainfall throughout the quarter was relatively consistent and we didn't see any heavy periods of rainfall that typically produce a higher NTU event.

The Water Division issued (3) boil water notices during Q4. On November 4th, while performing fire flow tests in one of our pressure zones, the service locations above 1000' elevation lost positive pressure, which required us to issue a boil notice to thirty-five (35) customers. On December 26th, one of our small underground pump stations lost power due to a windstorm, which caused us to issue a boil notice to three (3) customers on South Louis Ln. On December 29th the transformer feeding the same pump station on South Louis Ln failed. We had to issue another boil notice to the same three (3) customers. We had a total of ten (10) boil water notices in 2024 of which two (2) were EWEB caused.

Fifteen (15) water quality complaints were received in Q4 of which one (1) was for taste and odor. For the year there were sixty-four (64) total water quality complaints of which forty-eight (48) were for dirty

water and sixteen (16) for taste and odor. Three (3) of the taste and odor calls were related to high chlorine taste and odor. Customers were contacted to assess each situation and to alleviate any concerns.

Table 1-7: Water (Source-to-Tap) Reliability

Performance Measure	Result	Result	Target	vs. Target	Benchmark
	Quarter	Year-To-Date			
Source – Cyanotoxin Detections	0	0			
Treatment – Highest Finished Water Turbidity (NTU)	0.041	0.041	<0.30 MCL	Compliant	<0.30 MCL
Delivery – Line Breaks/100 Miles of Pipe	2.8	11.49	15.7	4.21	15.7/Year
Delivery – Unplanned Customer Outages	6	96	62.5	33.5	62.5
Delivery – Average Outage Duration (Minutes)	107	125	450	325	450
Delivery – EWEB caused Boil Water Notices (#–Duration)	1	2	0	2	n/a
Tap – Water Quality Complaints	15	64	n/a	n/a	n/a
Preventative Maintenance					
PM Tasks Completed xx/yy (%) *	67	53	100	47	TBD
PM – Valve Exercising (2-12")	0	1021	5000/yr	3979	20% of total valves
PM – Valve Exercising (16-20")	0	285	293/yr	8	100% annually

*Represents percentage of tracked preventative maintenance work queue KPI metrics in good standing (on target)

Customer/Customer Programs/Communications

Customer Service and Response/
Customer Program Delivery

Contact Center: The Average Speed of Answer (ASA) for inbound calls in the first three quarters of the year was 78 seconds, meeting the 90-second goal. In Q4 SAP & SEW went live, and as a result we saw higher call volume and longer hold times. The contact center finished the year with an ASA of 110 seconds which is just slightly above the goal of 90 seconds.

EWEB Eugene City Hall (ECH): Q4 averaged 20 in-person appointments per week. While taking appointments, staff continued to be available for walk-in traffic. During EES go-live, the ECH location was closed from 12/2-12/5 and re-opened on Friday 12/6. This short-term closure allowed staff to participate in go-live activities and receive additional support from the EES support team during the transition.

Table 1-8: Customer Assistance Response

Performance Measurement	Opportunities	Goal	Actual	Achievement	Opportunities	Achievement
	Q4 2024 YTD				Q4 2023 YTD	
Customer Calls (Average Speed to Answer)	144,203	<90 Sec.	110 Sec.	78%	127,547	88%
Website/Email	4,751	1 Bus. Day	1 Bus. Day	100%	3,980	100%

Energy Efficiency & Conservation

Energy Efficiency trends throughout 2024, were marked by a high concentration of projects in the residential sector which increased from 1,351 to 1,884 year-over-year. Limited income projects also increased from 137 in 2023 to 212 in 2024. Due to the high concentration of residential projects and lower energy savings from Commercial and Industrial sectors, EWEB ended the year at 66% of the annual target of 11,800. That said, the utility achieved a peak reduction of 2.04 aMW, or 151% of target. Peak

savings was driven by a few large Industrial projects, commercial activity, and a favorable project mix on the residential side.

Table 1-9: Energy Efficiency & Conservation

Performance Measure	Projects	MWh Saved	Projects	MWh Saved	Annual MWh Target	Progress to Target	Incentives	Cost/ MWh Saved
	Quarter		Year-To-Date					
Residential	402	480	1,884	2,510	2,500	100%	$2,450,300	$980
Residential (Limited Income)	39	49	212	277	300	92%	$1,041,544	$3,760
Residential (Rental)	98	150	551	1,001				
Commercial/Industrial	12	1,323	72	5,278	9,000	59%	$897,643	$170
Total Program	414	1,803	1,956	7,900	11,800	67%	$3,352,056	$420
Total Peak Reduction (MW)		0.61		2.04	1.35	151%		

Limited Income/Assistance

Approximately $1.27M was distributed in EWEB Customer Care (ECC) bill assistance payments in 2024. With a budget of $1.3M, the utility will not need to draw from the customer donation reserve account. Energy Share assistance added $181k in bill assistance payments. Combined, EWEB bill assistance supported over 5,700 customers this year.

ECC was unavailable to customers for a two-week period during Q4 to accommodate SAP go-live. During this time, shut offs and late fees were suspended.

Electrification

EWEB supported 54 Building Electrification projects during the fourth quarter, with almost $40k in direct incentives and an additional $172k in loans. Combined, these projects account for 29 MWhs of load growth.

Climate Solutions

MoveGreen Transportation Electrification programs (TE) distributed $835k through various programs and events throughout 2024. This funding is in line with revenues generated through the sale of Clean Fuel Credits, the sole source of funding for EWEB TE programs.

Q4 2024 Transportation Electrification Program Category	Amount
Reliability	$44,000
Community, Culture & Engagement	$251,000
Existing Commitments	$6,000

LeadGreen Programs combined to negate 662 Metric Tonnes CO2 equivalent (MTCO2e) emissions. Total revenue across all programs was over $183k. Due to EES migration, enrollment has not been available for new participants. Program availability is expected to be restored by the end of Q1 2025.

Additionally, EWEBs Solar Electric program provided $148k in incentives for 115 projects. This accounts for 1,245 KW installed capacity. Program funding was fully subscribed for the year.

Table 1-10: Water Efficiency & Conservation

Performance Measure	Projects	KGal Saved	Projects	KGal Saved	Incentives	Cost/ KGal Saved	KGal Saved	Vs. Prior Year (%)
	Quarter 3		Year-to-Date				Prior YTD	
Efficiency	18	234	149	1,597	$11,942	$7.48	968	165%

Line Replacement	9	4,297	25	9,213	Loan(s)	Loan(s)	19,646	47%
Leak Repair (Limited Income)	6	1,250	23	3,211	$51,542	$16.05	3,637	88%
Total Program	33	5,781	197	14,021	63,484	$4.53	24,251	58%
Leak Detection	1,003	23,270	7,343	185,809			127,341	146%
Total Conservation		29,051		199,830			151,592	132%

Substantial effort was put into maintaining EWEBs leak detection program over the EES transition. An overhaul of the business process, and realignment of notification drivers was accomplished through the work of multiple business units. Water conservation data reported above does not include December as reporting tools have not been fully replaced. Continuity of customer notification was prioritized over internal reports.

Customer Building & Renovation Projects

EWEB received 39 requests for new water service in Q3 (lagging data), compared to 28 last quarter. Construction took an average of 9.4 days in the quarter, just a bit slower than Q1, but still much better than the 2023 average of 14 days.

EWEB received 500 inquiries in Q4 for new or modified electric service, which is 18% lower than the 3-year average. The average wait time for an assigned designer in the queue once a deposit is received is under 3 weeks for Q4 with the 3-year historical average at 7.3 weeks. Average design time and time waiting on Customer is not currently tracked, however staff are investigating available data with existing systems to monitor end to end process time. Construction start once assigned to crews from the design team to start construction averaged a 2-week lead time.

Table 1-11: Building & Renovation Response (PLACEHOLDER - TARGETS AND METRICS BEING ESTABLISHED)

Category (all measurements in days)	Average Total Days to Execute (Initial Contact – Completion)	Average Days Waiting on Customer, Quarter	Net Average Days to Execute (EWEB Fulfillment Time)	Net Average Days to Execute (EWEB Fulfillment Time)	Previous Year
	Quarter			Year-To-Date	
Electric	NA	NA	NA	NA	NA
Water	38.15	19.6	NA	NA	NA

Customer Communications

Media & News Coverage **61** EWEB Newsroom Stories **209** Earned Media Stories (137 pitched!)	**Direct Outreach & Marketing** **12** Current Connections E-newsletters **9** Bill Inserts **107** Project/Marketing Emails
Multimedia & Events **20** YouTube Videos **28** In-Person Events	**Recognition & Achievements** **4** Excellence in Communications Awards

Beyond the Metrics: Strengthening Connections and Building Trust

In 2024, the Communications Team played a pivotal role in shaping EWEB's story, fostering community engagement, and protecting our reputation through both opportunities and challenges.

- **Strengthened emergency preparedness** by opening a new emergency water station, ensuring our community has access to safe drinking water in times of need.
- **Honored EWEB's history** with a meaningful farewell event for the College Hill Reservoir, giving the community a chance to say goodbye to a beloved landmark.
- **Launched the Community Table**, a new initiative that fosters open dialogue and understanding of complex energy issues, bringing customers and experts together.
- **Safeguarded EWEB's reputation** during an ice storm and other critical events, providing clear, timely communication when our community needed it most.
- **Brought fun, accessibility, and human connection** to our customer relationships by planning and hosting the first-ever **Truck or Treat**, creating a new tradition that was met with overwhelming enthusiasm.
- **Set a new standard for public engagement** by revamping the upriver board meeting, improving dialogue and participation.
- **Highlighted resiliency and accountability** with a grand opening media event at Currin Substation, highlighting EWEB's commitment to reliable infrastructure.
- **Supported customers in need** by helping to promote a record-breaking **Run to Stay Warm**, achieving both the highest attendance and the largest contribution to EWEB's Customer Care program.
- **Elevated EWEB's voice in the industry** by speaking at conferences, appearing on podcasts, and being featured in national and regional publications, reinforcing our role as thought leaders in public power.

Significant Updates to Capital Investment Projects

According to Board Policy EL-1, Financial Controls, staff will provide the Board with quarterly updates for all current year projects on the Capital Improvement Plans. Appendix C and D are intended to fulfill this requirement. Additionally, Appendix E provides specific financial and project status for larger Type 2 and Type 3 projects. Type 1, General Capital, is budgeted year-by-year for recurring capital expenditures from January through December and includes categorized projects individually less than $1 million. Type 2 projects have "discrete" scopes and schedules and are anticipated to cost over $1 million during the life of the project which may span several years. Type 3 projects are large strategic projects with long-term impacts and are generally bond funded.

Goal 2 – Compliance Adherence

In order to maintain/improve business operations, EWEB will improve our compliance adherence by making continuous progress on a) EWEB's Owner's Dam Safety Program (ODSP) and b) Carmen-Smith Relicensing milestones, c) completing an on-site NERC audit and address all findings with timely approved mitigating actions, d) fulfilling the annual Oregon Public Utilities Commission (OPUC) inspection/correction milestones, e) completing the service line inventory required by the Lead and Copper Rule Revisions, and f) completing the analysis supporting the 2025 Water Master Plan in 2024.

Table 2-1: Overall Goal Status

Goal Status	Not Started	Below Target	On Target	Above Target	Completed
Owner's Dam Safety Program (ODSP)		✓			
Carmen-Smith License Fulfillment		✓			
On-Site NERC Audit					✓
OPUC Inspection/Corrections		✓			
Backflow Device Compliance		✓			
Lead & Copper Rule Service Inventory					✓
2025 Water Master Plan Analysis		✓			

EWEB's Owner's Dam Safety Program (ODSP)

An external audit of EWEB's ODSP, as required by FERC every five (5) years, was conducted Q4. The final report acknowledged and praised EWEB for the significant program improvements that have been implemented since the 2019 audit. Several continuing areas of risk were noted, such as limited staff bench strength at a time when dam safety issues are prevalent at all of EWEB's McKenzie River hydroelectric projects. Recommendations include additional process documentation and investing in training programs for staff.

A Functional Exercise to test the adequacy of the Leaburg-Walterville Emergency Action Plan by walking through the response steps of a hypothetical canal failure was conducted in October. It was well attended by local and regional emergency response partners, including Lane County Emergency Management, Lane County Sheriff's Office, McKenzie Fire Department, City of Springfield, City of Eugene, US Army Corps of Engineers, and FERC.

Per the Federal Energy Regulatory Commission's Division of Dam Safety and Inspections (FERC D2SI) directive, the Walterville Canal remains dewatered following an unexplained spike in seepage in February. Repair concepts and associated costs were analyzed, and a preferred forebay liner option has been identified. EWEB is also evaluating seismic stability to determine if seismic upgrades will be necessary to implement the repair. Near term risk reduction measures at Leaburg hydroelectric project are on hold pending FERC D2SI review and approval of the drilling program plan, originally submitted in March 2023. EWEB staff are prepared to implement the drilling plan once approved.

A Seismic Hazard Analysis (SHA) for Carmen-Smith and Leaburg-Walterville was approved by FERC D2SI in July. Approval of the SHA allows EWEB to advance several Carmen-Smith license requirements, such as the Smith Auxiliary Spillway and Flow Release Structure.

The final Trail Bridge Sinkhole Evaluation Report was submitted to FERC D2SI for review and approval in May. Both FERC D2SI and the Carmen-Smith Dam Safety Board of Consultants (BOC) recommended an

assessment to better understand the risk of the sinkholes causing a damaged state or failure of Trail Bridge Dam, evaluate whether the proposed Trap and Haul Facility increases the risk of failure, and identify opportunities to improve the Trap and Haul design to incorporate additional risk reduction measures. A five (5) day workshop with FERC D2SI staff, Subject Matter Experts, EWEB's Consultants, and the BOC was held in November. It was concluded that the sinkholes are highly unlikely to progress to dam failure and the extensive surveillance and monitoring systems in place allow for early detection of any adverse changes in Trail Bridge Reservoir. Additionally, construction of a Trap and Haul Facility at the proposed location can be completed without increasing sinkhole risks and sink hole related modifications to the current design are minimal. Based on these conclusions, design of the Trap and Haul Facility and been reinitiated.

Carmen-Smith License Fulfillment

EWEB is tracking hundreds of requirements associated with the fulfillment of the Carmen-Smith operating license granted and regulated by the Federal Energy Regulatory Commission, Division of Hydropower Administration and Compliance (FERC DHAC). Of the requirements requiring work in 2024, one hundred fifteen (115) were completed, and sixteen (16) are delayed, mostly due to dam safety issues and FERC DHAC approval time. Delayed projects are primarily large, complex multi-year efforts, such as permanent fish passage at Trail Bridge Dam.

Table 2-2: Status of 2024 Carmen-Smith License Requirements by Management Plan

Management Plan	Projects	Complete (%)	On Track (%)	Delayed (%)**
Aquatics	56	35 (63)	5 (9)	16 (29)
Wildlife	7	7 (100)	0 (0)	0 (0)
Vegetation	16	12 (75)	4 (25)	0 (0)
Water Quality	8	8 (100)	0 (0)	0 (0)
Recreation & Aesthetics	24	13 (54)	11 (46)	0 (0)
Transmission Line	4	4 (100)	0 (0)	0 (0)
Historic Properties/Cultural Resources	8	7 (88)	1 (13)	0 (0)
Roads, Waste, & Staging Areas	6	6 (100)	0 (0)	0 (0)
Fire Response & Suppression	6	6 (100)	0 (0)	0 (0)
Other License Requirements	15	18 (100)	0 (0)	0 (0)
Total Requirements	153	115 (75)	24 (15)	16 (10)

*This table has been updated to include additional license requirements, such as ongoing obligations, that were not included in past reports. Several requirements that were previously combined have now been separated. Future reporting will follow this more comprehensive approach.
**Large projects typically have multiple compliance deadlines. For example, upstream fish passage has three (3) separate requirements (Plan and Schedule, Design, Construction) that are tracked as unique obligations.

EWEB continues to advance projects as quickly as possible, while also working to resolve dam safety issues. License required projects completed in 2024 include the creation of downed wood and standing snags for wildlife habitat on the transmission line, instream habitat enhancements in the spawning channel, and installation of habitat structures in Trail Bridge and Smith Reservoirs. Improvements to the Smith Day Use Area and Lakes End Campground are underway.

EWEB continues to anticipate cost increases in the Carmen-Smith project primarily due to significant escalation in material pricing, unfavorable bidding conditions, and increased regulatory requirements. Although the cost projections have not changed since Q2, several new risk factors that may affect cost have been identified, including potential changes to the current fish passage requirements, escalating electrical equipment costs affecting the load bank project, more challenging seismic design criteria affecting concrete structures, and possibly greater volume of aquatic habitat structures and water flow required by resource agencies. Risk factors related to the Trail Bridge Reservoir sinkholes were greatly reduced following favorable outcomes from a Quantitative Risk Assessment in November which determined that overall dam safety risks and necessary modifications to the proposed trap and haul

facility were minor. The cost implications associated with these changes will become clearer as engineering work advances and discussions with regulatory agencies continue.

North American Electric Reliability Corporation (NERC)

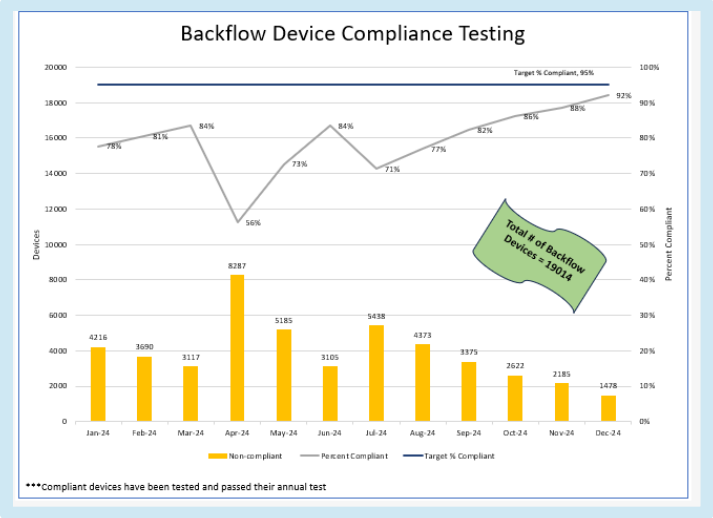
In the first quarter, EWEB was informed that the onsite NERC audit was cancelled due to the demonstration of a positive compliance history, applicability, controls, and culture. Prior to the cancellation, an internal controls audit was in progress which included a review of evidence, standards documentation, and audit readiness. EWEB has completed the controls audit and received recommended actions from the 3rd party consultant. Staff completed final punch list items and are moving forward with applicable recommendations.

Oregon PUC (OPUC) Inspections/Corrections

The overall 10-year PUC replacement and renewal workflow is behind schedule by approximately one year. Staff submitted, and the Board approved several contracts in 2024 to reduce the backlog. Design consultants have been making progress and have completed 2024 design work. This work is currently being executed by both contracted and internal field staff with the backlog trending down. Compliance inspections for the 2024 year were completed for routine maintenance under OPUC and wildfire requirements. Staff and consultants are staging designs for 2025 completion which are underway to ensure work continues at a pace to reduce the backlog.

Backflow

Backflow testing is critical to ensuring backflow devices properly protect our system from contamination. A compliant device has had a passing test in the previous 12 months. The dip in April's compliance is due to the start of irrigation season and the peak amount for tests due for the year. We ended 2024 at 91% which is below our target of 95%. This was up from 2023 YE 87%.



Lead & Copper Rule (Safe Drinking Water Act)

Since the Safe Drinking Water Act was established in 1974, EWEB has never been non-compliant. Lead and Copper Rule Water Service Line Inventory was submitted to the Oregon Health Authority as required this October after much work to prepare the data took place in Q3. This was a multi-year project that required participation from several EWEB departments. Click here to view EWEB's public facing service line map on the EWEB.org website. There were no lead service lines found.

2025 Water System Master Plan (WSMP) Analysis

The 2025 WSMP update is focused on improving system operation, optimization, and water quality. The scope of work is split into fourteen tasks, and EWEB's consultant estimates that 52 percent of the task work is complete as of January 2025. Work completed to date includes characterizing the existing water system, estimating future water demands, reviewing and updating design criteria, and updating the EWEB hydraulic model. Work has begun on base level and upper level analysis as well as resiliency planning. The initial schedule assumed completion of analysis work by YE 2024 and WSMP completion by September of 2025. The WSMP is now estimated to be completed in December 2025. There are several reasons for delays:

- Approximate 5-month delay in acquiring meter consumption data from EWEB Information Systems due to EES Data conversion prioritization.
- Approximate 5-month delay in acquiring land use and buildable land use data from LCOG and the City of Eugene due to limited availability from LCOG.

EWEB and the consultant are collaborating on schedule and budget opportunities to complete the scope of work in December of 2025 and within the limits of the approved budget.

Goal 3 – Evolving Workforce Needs

In order to maintain/improve business continuity, optimize energy delivery, and improve resiliency, EWEB will work towards effectively recruiting and retaining a workforce that meets the organization's evolving requirements by a) completing a Workforce and Labor Market Assessment in early 2024, b) using the Assessment and other resources like the results of the 2024 Employee Engagement survey to develop a set of short and long term action items by end of quarter 3, and c) begin implementing a defined set of recommended action items from the assessment.

Table 3-1: Overall Goal Status

Goal Status	Not Started	Below Target	On Target	Above Target	Completed
Workforce/Labor Market Assessment					✓
Develop "Action Items"			✓		
Implement "Action Items"			✓		

Human Resources has completed the Workforce and Labor Market Assessment, which includes a list of recommendations to review in conjunction with the Employee Engagement Survey. Utilizing the Workforce and Labor Market Assessment as well as EWEB's 2024 Engagement Survey, a work plan was developed in Q3, with the following action items to begin implementation in 2024 and continue into 2025.

1. Ensure operational continuity and compliance by identifying and resolving enterprise-wide functional risks associated with single employee points of failure or insufficient staffing resulting from anticipated or unanticipated vacancy, protracted absence or staffing disruption stemming from temporary assignments to support EWEB initiatives.

   Progress: Succession Planning training was provided to leadership in Q3. Additional work in partnership with Enterprise Risk to begin in 2025.

2. Create greater awareness of EWEB employment by potential candidate sourcing entities and groups, and throughout the educational community with a focus on electric and generation engineering, power resources, and journey craft occupations.

   Progress: A re-evaluation of EWEB's internship efforts is underway as well as increased participation in industry-specific and academic career fairs. In 2024, EWEB hosted interns in the

Utility Support Worker, Fleet, Customer Solutions, Continuous Improvement, and Information Services work groups. EWEB also established a partnership with Connected Lane County and hosted a High School career fair in 2024 to create utility career awareness for Lane County students. In addition, HR and the Electric division are working on improvements to the job shadow program for 2025, which will enable more shadowing opportunities for students interested in learning about electrical careers.

3. Increase EWEB's minority and other protected category demographic profile through increased direct recruitment outreach.

   Progress: Outreach efforts in 2024 included work with Connected Lane to explore how EWEB can support their career education and internship opportunities for underrepresented middle and high school students in Lane County. Additionally, EWEB's proposal to participate in University of Oregon's Leadership Enrichment Internship (LEI) program was accepted, and the Business Continuity team will host an intern focused on Data Governance beginning in January. The LEI program is focused on providing internship opportunities to students whose backgrounds are underrepresented.

4. Providing the broadest possible access to EWEB employment by ensuring minimum or preferred qualifications for EWEB jobs are not an artificial barrier against otherwise qualified prospective candidates.

   Progress: Human Resources is updating equivalency statement language in position descriptions and job postings to clarify degree requirements can be substituted with relevant experience, in order to encourage non-degree holders to apply for opportunities. Driver's license requirements are also being re-evaluated. This work is still underway and will continue in 2025.

5. Conduct a study to determine the effectiveness of telecommuting and hybrid models; make adjustments as required.

   Progress: A committee of EWEB staff was convened in 2024 to refine the principles and expectations of the Dynamic Workforce program, which were approved by the Executive Team in Q4. Communications regarding the next steps was sent in February, with renewed expectations, policy updates, and process improvements to occur in 2025.

Goal 4 – SAP Finance and Customer Systems "Go-Live" (EES, EWEB Enterprise Solutions)

In order to maintain/improve business continuity, optimize energy delivery, and improve resiliency, EWEB will develop and cultivate an information system, along with the processes and culture, that will enable the continuous modernization and improvement of financial, human, asset, work, and relationship management and support the evolving customer services needed to optimize product delivery by successfully "going live" with a new cloud-based Financial and Customer Information System in 2024.

Table 4-1: Overall Goal Status

Goal Status	Not Started	Below Target	On Target	Above Target	Completed
Scope					✓
Schedule					✓
Budget					✓

SAP Finance and Customer Systems officially went live on December 2, 2024. Because of EWEB's hard work, preparation, and disciplined adherence to program guiding principles the go-live was

overwhelmingly successful and the new systems have been operating as expected. The project was on-schedule and on-budget at $27 million.

The Customer Service team intentionally staffed up prior to go-live to accommodate the higher call volume expected with a new customer portal and the longer call handle times expected with a new internal customer information system. The call volume doubled during the first week of go-live, but hold times remained at a reasonable five-minute average. The Average Handle Time (AHT) of a call only increased from eight minutes to 12 minutes which is a testament to the time and effort that went into training and preparation activities.

An exception management process has been developed and implemented to handle implausible meter reads and out-of-balance bills. The teams are currently handling approximately 670 exceptions/day; down from over 1000/day during the first month of billing. These numbers are well within reason and will continue to trend down.

Metrics from the first two weeks in the new system:

Category	12/2/24	12/3/24	12/4/24	12/5/24	12/6/24	12/9/24	12/10/24	12/11/24	12/12/24	12/13/24
Billing										
Bills Sent	99.95%	99.65%	99.06%	99.19%	99.54%	99.48%	101.29%	99.93%	99.96%	99.68%
Out of Balance Created	8	36	20	10	48	29	0	0	0	0
Billed Revenue	$1.82M	$2.3M	$3M	$1.93M	$1.77M	$1.74M	$1.48M	$1.77M	$1.97M	$1.63M
Meter Reading										
Meters Read (manual)	664	374	829	354	690	396	875	967	805	781
Implausible Reads (manual reads)	113	53	65	15	53	17	48	77	85	56
AMI Reads	12,433	5,838	7,798	10,475	9,416	10,527	9,851	5,508	8,586	10,155
Implausible Reads (AMI)	1,045	547	620	489	658	402	535	351	567	671
Estimated Reads	0	0	28	3	0	14	5	3	0	0

The project is currently in the stabilization phase which is an opportunity for EWEB staff to use the system and identify and resolve bugs. Since go-live, 600 bugs have been identified and 400 have been closed. Of the 200 remaining open bugs, 20 are related to the customer portal.

Some examples of customer portal bugs:

- Customer notifications – A new customer notification cadence was developed and implemented. Customer feedback is showing that some of these communications are unwanted and can be confusing. An example is customers who are on auto-pay are getting bill-ready reminders.
- For a very limited number of customers, the portal is inaccurately reporting their username does not meet the requirements for the portal.
- Missing usage graphs and usage compare tabs.
- Changing bill type selection to both paper and electronic reverts to paper bills only.
- For a single customer, user is required to change password at every login.

Some highlights on new functionality:

- When CSAs process a move-in or move-out, electric service is enabled/disabled (assuming communicating AMI meter) without intervention from staff.
- The collection process (dunning) was turned back on in January for a pilot group of 680 customers. Of this group, over half have made payments to avoid service disconnection. Those who don't

pay will have their electric service systematically disconnected and then re-connected when payment is received.

- All intake for customer program applications is now done through the Customer Portal with customer information pre-filled on the forms.
- There are unified service notifications for the Electric and Water divisions which are being updated through new/modified business processes. The CSAs are able to view the comments and outcomes of the notifications (a large step towards a 360-degree view of the customer)
- Critical batch processing is occurring at 6:15PM nightly and is taking under 30 minutes to complete. The system is up and running the entire time, whereas with our legacy CIS, the system would be placed into restricted mode for the batch to run from 7:30PM – 2:30AM. This was problematic for the customer portal as it was placed into a restricted mode as well.
- Auto-pays on the new portal are now completing in the same day, whereas the retired portal often took two full days to run.
- We have completely automated the Leak Detection and Notification process through integration between MDM and SAP.
- In the first month, 31,500 migrated users activated their My Account on the customer portal, and 4200 brand new users signed up.

Goal 5 – Rate Design Plan

In order to improve customer choice and business operations and to further optimize energy delivery, EWEB will develop a 5-year rate design plan for Board review and input in 2024. The rate design plan will include timelines for key initiatives required to enact said plan for the mutual benefit of the community, the environment, and the product/program participants. Key plan requirements are expected to include a) Cost of Service analysis (COSA) updates for both water & electric utilities to better reflect cost-causation principles and rate recommendations to enact the results, b) customer and internal stakeholder engagement, c) assessments of current and required systems to enable advanced rates, and d) optional rate and payment choices to match customer preference and support beneficial behavior such as smart electrification.

Table 5-1: Overall Goal Status

Goal Status	Not Started	Below Target	On Target	Above Target	Completed
Rate Design Principles					✓
Draft 5-Year Rate Plan					✓
2025 – 2027 Rate Proposal					✓

EWEB Management worked with Commissioners throughout 2024 on rate design issues and topics.

Staff has reviewed EWEB's Rate Design Principles and engaged the Board in directional discussion at the multiple board meetings in 2024. The Board provided direction and feedback to the Management recommendation at the October Board meeting.

The Cost-of-Service Analysis for the years 2025 – 2027 was reviewed and approved by the EWEB Board at the December Board meetings. The COSA informed recommended prices presented for the three-year period and ultimately resulted in Board approval of 2025 price schedules.

The initial "straw proposal" draft of a 5-Year Rate Design Project Timeline and Milestones was presented at the October Board meeting with additional discussion in December. This proposal aligns rate design strategy and timeline with interdependencies of meter replacement, information systems modernization, IRP and customer communications through a phased approach:

- Phase I (2024/25): Development of a five-year rate design plan, alignment with organizational goals, and initiation of interdependent projects.
- Phase II (2025-2026) Aligning Cost-Causation: Codification of rate design principles, customer engagement strategy, research and analysis, and initial implementation of rate design elements. Initial implementation of select rate design fundamental elements including adjustments to fixed versus variable charges based on cost assessments, implementation of demand charges for residential service.
- Phase III (2027-2028) Establishing Value for Beneficial Consumption Behavior: Finalization and rollout of new rates, customer support for transition, and continuous evaluation of pricing structures. Anticipated rate design changes include Time-of-Use (TOU) rates and Demand Response (DR) programs.

Goal 6 – 2023 Integrated Resource Plan "Actions"

Supporting EWEB's priority to optimize energy delivery, EWEB will begin completing the "Actions" identified in the 2023 Integrated Resource Plan including a) leveraging the BPA "Provider of Choice" process to influence product design and inform a decision in 2025 that best serves EWEB's customers, b) completing a Demand-Side Management Potential Assessment, c) engaging with major, local, customer-owned generators to determine future plans for these facilities and potential partnership opportunities, and d) completing the Market Evolution Impact Analysis.

Table 6-1 represents the updated status of Goal 6, intended to track the actions associated with EWEB's 2023 Integrated Resource Plan.

Table 6-1 2023 Integrated Resource Plan Action Items Status

Goal Status	Not Started	Below Target	On Target	Above Target	Completed
BPA "Provider of Choice"			✓		
Demand-Side Assessment			✓		
Engage Large Local Generators			✓		
Market Evolution Impact Analysis			✓		
New IRP Modeling Tools			✓		
Resource Acquisition Strategy	✓				

<u>BPA "Provider of Choice" Product Decision(s)</u>

Staff have fully engaged with BPA and regional partners in understanding and negotiating features of the new long-term contracts. BPA is requesting that decisions be made by July of 2025 and that new contracts be signed by December. Staff will provide the board with regular updates and a recommendation Q2 of 2025.

Demand-Side Potential Assessment

Lighthouse Energy Consulting has been selected to evaluate and measure the achievable potential of energy efficiency, electrification, demand response, and customer-owned solar generation in EWEB service territory over the 2024-2045 time period. Draft energy efficiency and demand response results have been delivered and will be shared with the board at the March workshop and electrification and customer-owned solar generation results are expected in April.

Engage Large Local Generators

EWEB's agreement with International Paper has been extended through 2028 and with negotiations for a long-term extension planned for mid-2025. Active negotiations with Sierra Pacific (formerly Seneca Sustainable Energy) regarding an extension or replacement of the current contract are happening now and discussions with UO around electrification, demand response, and on-site generation have been ongoing.

Market Evolution Impact Analysis

A gap analysis has been provided by Utilicast that identifies investments, processes, and staffing required for EWEB to participate in new markets and EWEB staff have conducted high-level estimates of the benefits that would be realized by bidding Carmen-Smith into said markets. EWEB is currently awaiting BPA's formal announcement of a market selection along with completion of the 2025 Energy Resource Study and BPA product selection.

Develop New IRP Modeling Tools

Staff acquired training and made significant improvements in the Aurora model that was used for the 2023 IRP. Staff have also acquired training in and access to alternative tools, partnered in the development of these with peer utilities, and have built new and complementary models to supplement Aurora in the 2025 Energy Resource Study. These tools are fully operational and being actively used in supporting the BPA product decision.

Resource Acquisition Strategy

EWEB has been actively working to extend contracts through the existing BPA contract period. For projects that extend beyond 2028, EWEB is only actively pursuing those that represent low regret risk and could work well in conjunction with any BPA product. Staff expect to commence strategizing around other resource opportunities as product selection comes into focus.

Goal 7 – Alternative Funding Opportunity

In response to an external opportunity/condition, explore and leverage alternative financial resources (i.e., grants) that align with our business priorities and strategic initiatives by developing and launching a formal internal exploration, evaluation, and review process in 2024.

Table 7-1: Overall Goal Status

Goal Status	Not Started	Below Target	On Target	Above Target	Completed
Develop/Launch formal internal process					✓

EWEB staff completed its review of the grants program using a continuous improvement framework by the end of the year. In Q2, EWEB identified three tracks of grant work as defined below:

- **Track 1:** EWEB driven, based on existing projects found in the Capital Improvement Plan / Long Term Financial Plan (CIP/LTFP). Track 1 asks what work is already included in EWEB's LTFP that is eligible for funding as is and would reduce rate pressure for EWEB customers?

- **Track 2:** EWEB driven, grant opportunities inspired. Track 2 asks what projects aren't yet in the CIP/LTFP but are eligible for funding and support EWEB's strategic priorities? Also, what work is in EWEB's CIP/LTFP that with adjustments could be eligible for funding?
- **Track 3:** Community driven, community inspired: Track 3 asks how EWEB can be a good partner to others in the community on issues that align with EWEB's strategic priorities?

In Q3, EWEB staff conducted research into the current condition of each track and prioritized Track 1 but still chose to leverage the strategic opportunities available in Tracks 2 and 3 on a case-by-case basis. As a result, we reviewed our grant decision-making system, identified gaps, and approved process improvement recommendations. This led to the development of new checklists to clearly identify grant opportunities, their tracks, and the benefits for EWEB customers and the community.

In Q4, we launched a new checklist to present grant funding opportunities for consideration to the Grants Steering Committee. The Grants Steering Committee is comprised of Deborah Hart (Assistant General Manager and Chief Financial Officer), Julie McGaughey (Chief Customer Officer), Karen Kelley (Chief Operations Officer), and Tegan DeBolt (Grants Specialist)). The purpose of the committee is to assess and make informed "go/no-go" decisions on individual grant opportunities. This process of using the checklist form to submit grant opportunity information and subsequent go/no-go decision-making by the Grants Steering Committee utilizes Microsoft Teams, Microsoft Approvals, and other available tools to streamline the process of receiving, reviewing, and making decisions in a centralized location.

The implementation of this new process enables enhanced metrics reporting for the grants program starting in Q1 2025. The performance of the refined system will be monitored, and further refinements will be made following the plan-do-check-act system of continuous improvement throughout 2025 and beyond.

EWEB staff have started utilizing a newly developed set of metrics to track and collect data on grant submissions and awards. This approach captures metrics such as the number and dollar value of grants submitted and awarded, success rates, and how this translates to tangible outcomes such as deferred rate payer increases. The below captures the 2024 results using these metrics as a framework:

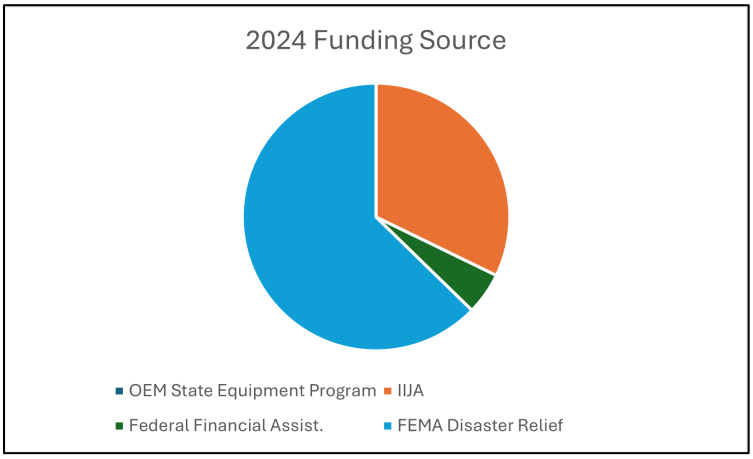
Grants Submitted:

	2024	Q4, 2024	Total
Track 1	$12,350,000	$0.00	$12,350,000
Track 2	$50,000	$0.00	$50,000
Track 3	$1,500,000	$6,000,000	$7,500,000

Grants Awarded:

	2024	Q4, 2024	Total
Track 1	$17,350,000	$0.00	$17,350,000
Track 2	$2,339,944	$0.00	$2,339,944
Track 3	$1,500,000	$0.00	$1,500,000

Funding by Source:



IIJA and FEMA Disaster Relief funds represent EWEB's largest areas of grant funding success.

Grants staff are also collaborating with Finance to develop a formula that displays the impact of grant funding on areas such as estimated deferred rate payer increases. This is under development in Q1 2025 and will be displayed in 2025 Goal 7 reporting.

ELECTRIC UTILITY PRELIMINARY FINANCIAL STATEMENT (EL1) | Q4 / YEAR-END 2024

APPENDIX A

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

(In millions)	12 Months Ended December 31,		YTD Budget Comparison	
	2024	2023	Budget $	Variance
Operating revenues	$ 292.3	$ 288.3	$ 346.4	$ (54.1)
Operating expenses	281.6	283.8	331.8	50.2
Net operating income (loss)	10.7	4.5	14.6	(3.9)
Non-operating revenues	10.9	11.4	9.9	1.0
Non-operating expenses	11.9	7.3	6.7	(5.2)
Income (loss) before capital contributions	9.7	8.6	17.8	(8.1)
Capital contributions	2.3	4.8	3.0	(0.7)
Increase/(Decrease) in net position	$ 12.0	$ 13.4	$ 20.8	$ (8.8)

ELECTRIC CONDENSED STATEMENT OF NET POSITION (Unaudited)

(In millions)	December 31,	
	2024	2023
Current assets	$ 226.0	$ 134.5
Net utility plant	484.4	443.2
Other assets	68.1	113.8
Total assets	778.5	691.5
Deferred outflows of resources	26.6	26.7
Total assets and deferred outflows	$ 805.1	$ 718.2
Current liabilities	$ 55.6	$ 40.1
Long-term debt	254.7	196.3
Other liabilities	61.5	62.0
Total liabilities	371.8	298.4
Deferred inflows of resources	13.8	12.2
Total net position	419.5	407.6
Total liabilities, deferred inflows, and net position	$ 805.1	$ 718.2

ELECTRIC CONDENSED CAPITAL BUDGET COMPARISON (Unaudited)

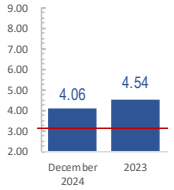
(In millions)	YTD	Annual Working Budget	
	12/31/2024	Budget $	% of Budget
Type 1 - General capital	$ 27.2	$ 30.7	88.6%
Type 2 - Rehabilitation and expansion	34.1	33.1	103.0%
Type 3 - Strategic projects	11.7	13.6	86.0%
Total capital	$ 73.0	$ 77.4	94.3%

FINANCIAL STRENGTH MEASUREMENTS

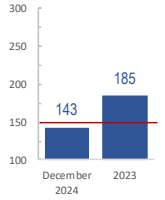
Target line

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

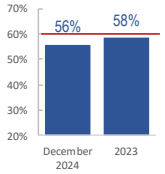
Current ratio
Target: Minimum of 3.250x
Measures the utility's short-term liquidity (ability to pay bills).



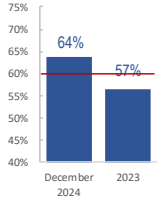
Working capital days cash
Target: Greater than 150 days
Estimates the number of days the utility can pay its daily O&M before running out of cash.



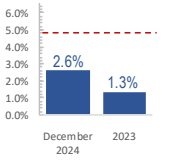
Age of system
Target: Less than 60 percent
Measures age of system compared to how much has been depreciated.



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.



Return on NBV
Target: 5 - 7%.
Measures the utility's ability to pay current and future infrastructure costs.



WATER UTILITY PRELIMINARY FINANCIAL STATEMENT (EL1) | Q4 / YEAR-END 2024

APPENDIX B

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

(In thousands)	Year Ended December 31,		Budget Comparison	
	2024	2023	Budget $	Variance
Operating revenues	$ 49,589	$ 46,191	$ 47,069	$ 2,520
Operating expenses	42,589	39,823	45,339	2,750
Net operating income (loss)	7,000	6,368	1,730	5,270
Non-operating revenues	5,470	6,419	2,556	2,914
Non-operating expenses	3,919	3,194	3,928	9
Income (loss) before capital contributions	8,551	9,593	358	8,193
Capital contributions	1,585	2,316	1,457	128
Increase (decrease) in net position	$ 10,136	$ 11,909	$ 1,815	$ 8,321

WATER CONDENSED STATEMENT OF NET POSITION (Unaudited)

(In millions)	December 31,	
	2024	2023
Current assets	$ 63.6	$ 79.1
Net utility plant	282.2	257.4
Other assets	12.9	10.8
Total assets	358.7	347.3
Deferred outflows of resources	8.0	8.2
Total assets and deferred outflows	$ 366.7	$ 355.5
Current liabilities	$ 16.8	$ 11.0
Long-term debt	108.3	112.7
Other liabilities	19.3	19.6
Total liabilities	144.4	143.3
Deferred inflows of resources	3.6	3.6
Total net position	218.7	208.6
Total liabilities, deferred inflows, and net position	$ 366.7	$ 355.5

WATER CONDENSED CAPITAL BUDGET COMPARISON (Unaudited)

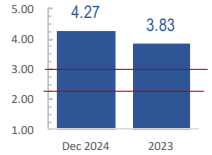
(In thousands)	YTD	Annual Working Budget	
	12/31/2024	Budget $	% of Budget
Type 1 - General capital	$ 11,591	$ 11,210	103.4%
Type 2 - Rehabilitation and expansion	$ 22,579	23,038	98.0%
Type 3 - Strategic projects	$ 1,803	1,525	118.2%
Total capital	$ 35,973	$ 35,773	100.6%

FINANCIAL STRENGTH MEASUREMENTS

Target line

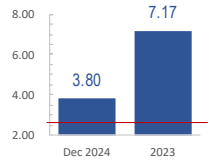
Debt service coverage
Target: 2.0 - 2.50x

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



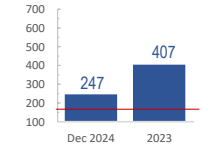
Current ratio
Target: Minimum of 3.25x

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



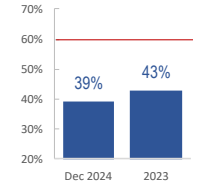
Working capital days cash
Target: Greater than 150 days

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



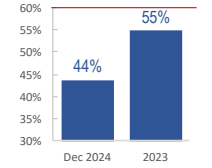
Age of system
Target: Less than 60 percent

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



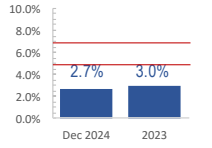
Debt as a % of NBV
Target: Less than or equal to 60 percent.

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



Return on NBV
Target: 5 - 7%.

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



ELECTRIC UTILITY EL1 PRELIMINARY CAPITAL REPORT | Q4 / YEAR-END 2024

APPENDIX C

	ANNUAL BUDGET		2024	% OF
	APPROVED	WORKING	ACTUAL	BUDGET
TYPE 1 - GENERAL CAPITAL				
Generation Infrastructure	$ 1,937,000	$ 1,937,000	$ 1,174,700	61%
Substation Infrastructure	2,966,000	2,966,000	2,188,100	74%
Transmission & Distribution Infrastructure	8,561,000	16,760,000	17,074,700	102%
Telecommunications	940,000	940,000	639,000	68%
Down Town Network	1,198,000	1,198,000	1,111,700	93%
Information Technology	4,039,000	4,039,000	2,212,300	55%
Buildings, Land, & Fleet	3,023,000	3,023,000	2,874,300	95%
TOTAL TYPE 1 PROJECTS	**$ 22,664,000**	**$ 30,863,000**	**$ 27,274,800**	**88%**
TYPE 2 - REHABILITATION & EXPANSION PROJECTS				
Bertelsen Property Expansion	5,270,000	3,275,000	2,030,100	62%
Upriver Resiliency Upgrades	-	-	163,800	0%
Rate Funded Reliability Projects	-	-	326,100	0%
Currin Substation Rebuild	2,100,000	2,100,000	4,208,400	200%
Jessen Substation Rebuild		-	510,000	0%
FEMA Dillard Resiliency Rebuild	1,617,000	1,617,000	102,400	6%
International Paper Renewal & Replacement		525,000	1,077,300	205%
Leaburg Risk Mitigation Improvements	1,050,000	1,995,000	453,900	23%
Walterville Spillway and Forebay		525,000	180,300	34%
Electric Meter Upgrade	3,961,000	3,961,000	3,748,000	95%
EWEB Enterprise Solutions	9,006,000	19,006,200	18,141,700	95%
IT - GIS Infrastructure 2021	-	-	3,033,400	0%
TOTAL TYPE 2 PROJECTS	**$ 23,004,000**	**$ 33,004,200**	**$ 33,975,400**	**103%**
TYPE 3 - STRATEGIC PROJECTS & PROGRAMS				
Carmen-Smith Relicensing	**$ 24,255,000**	**$ 13,555,000**	**$ 11,706,400**	**86%**
TOTAL ELECTRIC CAPITAL PROJECTS	**$ 69,923,000**	**$ 77,422,200**	**$ 72,956,600**	**94%**

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 PRELIMINARY CAPITAL REPORT | Q4 / YEAR-END 2024

APPENDIX D

	ANNUAL BUDGET		2024	% OF
	APPROVED	WORKING	ACTUAL	BUDGET
TYPE 1 - GENERAL CAPITAL				
Source - Water Intakes & Filtration Plant	$ 1,075,000	$ 1,076,000	$ 1,078,400	100%
Distribution & Pipe Services	4,852,000	7,154,000	8,059,700	113%
Distribution Facilities	3,290,000	987,000	1,033,700	105%
Information Technology	1,070,000	1,070,000	541,500	51%
Buildings, Land, & Fleet	923,000	923,000	878,100	95%
TOTAL TYPE 1 PROJECTS	**$ 11,210,000**	**$ 11,210,000**	**$ 11,591,400**	**103%**
TYPE 2 - REHABILITATION & EXPANSION PROJECTS				
Bertelsen Property Expansion	$ 1,034,200	$ 1,034,200	$ 641,100	62%
Riverfront Connector Transmission Main	1,050,000	1,050,000	-	0%
Hilyard St Transmission Main	5,460,000	5,460,000	4,258,300	78%
E 23rd St Transmission Main	-	-	89,400	0%
Willametter River Crossing - FEMA	-	-	323,000	0%
Knickerbocker Bridge seismic upgrades - FEMA	-	-	201,700	0%
Riverfront Parkway to Villard Street	-	-	123,900	0%
E 40th Storage Tanks	-	2,200,000	2,712,500	123%
Shasta 975 Reservoir	2,100,000	100,000	18,900	19%
College Hill Reservoir Replacement	3,150,000	3,950,000	3,733,900	95%
Pitchford Base Level Storage	-	-	9,000	0%
Water Meter Upgrade	1,500,000	3,500,000	3,780,800	108%
EWEB Enterprise Solutions	2,844,100	5,744,100	5,729,000	100%
IT - GIS Infrastructure 2021	-	-	957,900	0%
TOTAL TYPE 2 PROJECTS	**$ 17,138,300**	**$ 23,038,300**	**$ 22,579,400**	**98%**
TYPE 3 - STRATEGIC PROJECTS & PROGRAMS				
Emergency Water Supply	2,100,000	1,000,000	$ 1,112,200	111%
Second Source	525,000	525,000	$ 690,300	131%
TOTAL TYPE 3 PROJECTS	**$ 2,625,000**	**$ 1,525,000**	**$ 1,802,500**	**118%**
TOTAL WATER CAPITAL PROJECTS	**$ 30,973,300**	**$ 35,773,300**	**$ 35,973,300**	**101%**

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 / YEAR-END 2024

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 SERVICES)

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.

Currin Substation Rebuild

Currin Substation Rebuild: Project initiated early 2020. New Currin Substation energized December 2024. Project's costs higher than estimate due to supply chain impacts and higher construction costs.

Project Initiation:	Jan – 2020	Initial Scope Budget:	$9,500,000
Initial Planned Completion:	Dec – 2022	Actual Project Costs To-Date:	$16,460,000
Projected Completion:	Dec – 2024	Total Final Cost Projection:	$16,460,000

Leaburg Canal Risk Mitigation (Near Term Risk Reduction Measures)

Initial scope budget was developed prior to determining the long-term plan for the canal. The additional final cost will be offset by a reduction in O&M expenses related to decommissioning. Total cost does not yet include real property acquisitions that are needed for risk reduction measures.

Project Initiation:	Jul – 2021	Initial Scope Budget:	$21,500,000
Initial Planned Completion:	Dec – 2028	Actual Project Costs To-Date:	$3,035,000
Projected Completion:	Dec – 2028	Total Final Cost Projection:	$29,400,000

Electric AMI Deployment

The scope of in-town electric AMI deployment reached substantial completion of 98% in August 2024. Over 95,000 meters have been upgraded, and the Type 2 project was closed in Q4/2024. Approximately 1,300 remaining legacy meters will be exchanged under the Electric maintenance program. Communication infrastructure upgrades will be completed in 2025.

Project Initiation:	Feb – 2018	Initial Scope Budget:	$13,695,000
Initial Planned Completion:	Dec – 2021	Actual Project Costs To-Date:	$27,158,000
Projected Completion:	Dec – 2024	Total Final Cost Projection:	$27,200,000

CAPITAL SPENDING SUMMARY | Q4 / YEAR-END 2024

APPENDIX E

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

Carmen-Smith License Deployment

Difference between initial budget and final cost projection is primarily due to additional regulatory requirements, significant escalation in material pricing, and previously unfavorable bidding conditions.

Project Initiation:	Nov – 2016	Initial Scope Budget:	$139,000,000
Initial Planned Completion:	Dec – 2027	Actual Project Costs To-Date:	$104,968,000
Projected Completion:	Dec – 2030	Total Final Cost Projection:	$199,000,000

WATER UTILITY CAPITAL SPENDING SUMMARY AND PROJECT UPDATES

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

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

Distribution Facilities Pipe/Services

The E. 40th Project, the Hilyard Transmission Main, the College Hill project, the Shasta 975 Reservoir Replacement, and the AMI Water Meter Project are listed below and included in this category on the El-1 Report.

Shasta 975 Tank Replacement

Work was delayed due to city permitting but construction is expected to be completed in 2025.

Project Initiation:	2022	Initial Scope Budget:	$2,500,000
Initial Planned Completion:	Dec 2024	Actual Project Costs To-Date:	$966,675
Projected Completion:	Dec 2025	Total Final Cost Projection:	$3,000,000

College Hill Storage Tanks and Connecting Pipelines

Earthwork will be completed in Q2 2025 with tank construction beginning shortly thereafter.

Project Initiation*:	2023	Initial Scope Budget:	$34,000,000
Initial Planned Completion:	Dec 2026	Actual Project Costs To-Date:	$3,865,633
Projected Completion:	Dec 2026	Total Final Cost Projection:	$36,000,000

*Difference between initial scope budget and final const projection reflects additional scope required due to unanticipated tunneling effort to install pipelines down Lincoln Street. Offsite pipeline design and updated cost estimate not yet completed at this time.

East 40th Project

The East 40th tanks were completed in 2024.

Project Initiation*:	2018	Initial Scope Budget:	$10,250,000
Initial Planned Completion:	Dec 2021	Actual Project Costs To-Date:	$28,210,000
Projected Completion:	Dec-2024**	Total Final Cost Projection:	$28,000,000

*Difference between initial scope budget and final const projection reflects Board decision to accelerate second tank construction at the site and build two tanks with initial contract.

**Tanks became operational in early Q1 2024, tank backfilling and site restoration were completed 2024

Hilyard Street Transmission Main

Wetland Permits and city approvals have been obtained, and project is anticipated to be completed in Q2 2025. Final road restoration will be done under IGA with city paving project summer 2025.

Project Initiation*:	2018	Initial Scope Budget:	$4,600,000
Initial Planned Completion:	2021	Actual Project Costs To-Date:	$7,760,913
Projected Completion:	2025**	Total Final Cost Projection:	$11,000,000

*Difference between initial scope budget and final cost project due to increases in scope of work (including addition of water main replacement ~$1M), significant escalation in material pricing, unfavorable bidding conditions, and more extensive road restoration efforts than originally anticipated.

**Discovery of wetlands by City on parcel that pipeline crosses delayed project due to permitting efforts.

Water Meter AMI

EWEB has deployed 85% of Water AMI meters. We are targeting completion of Water AMI deployment by year-end 2025.

Project Initiation:	Feb 2018	Initial Scope Budget:	$17,564,000
Initial Planned Completion:	Dec 2021	Actual Project Costs To-Date:	$20,422,382
Projected Completion:	2025	Total Final Cost Projection:	$22,200,000

TYPE 3 – STRATEGIC PROJECTS AND PROGRAMS

Emergency Water Supply

Construction of new emergency distribution sites was completed in 2025 with 7 emergency sites. Some final closeout and commissioning costs expected in 2025.

Project Initiation:	2018	Initial Scope Budget:	$4,000,000
Initial Planned Completion:	2028	Actual Project Costs To-Date:	$3,200,289
Projected Completion:	Q1-2025	Total Final Cost Projection:	$3,500,000

Willamette Treatment Plant

For the purposes of this report, 2021 is used as the start of the current second source efforts, primarily with respect to cost and budget tracking. Projected completion assumes permitting complete in 2026 followed by 2-3 years construction.

Project Initiation*:	2021	Initial Scope Budget:	$90,000,000
Initial Planned Completion:	2027	Actual Project Costs To-Date:	$2,929,482
Projected Completion:	2030	Total Final Cost Projection:	$100,000,000

*Difference between initial scope budget and final const projection primarily due to additional inflation added during 2023 CIP process.

CONTRACTS REPORT | Q4 / YEAR-END 2024

APPENDIX F

Contract Execution Date	Contractor	City, State	Contract Title, Detailed Description	Expiration Date	Contract Amount	Contract Process	Executive Manager
12/30/2024	Eaton	Chicago, IL	Eaton Battery Replacement	Until receipt	$ 121,379.94	Direct Negotiation	Karen Kelley
10/2/2024	Wachs Water Services (WWS) - Division of Xylem	Columbiam MD	Water District Leak Detection Survey 2024	12/31/2024	$ 61,628.00	Direct Negotiation	Karen Kelley
11/27/2024	Lilypad	Martinez, CA	LilyPad EV equipment	11/27/2029	$ 71,000.00	Cooperative Agreement	Karen Kelley
10/28/2024	O'Malley Brothers Corporation	Gresham, OR	Excavation, Material Hauling, & Access Maintenance	12/31/2029	$ 145,000.00	Formal ITB	Karen Kelley
10/7/2024	Priority One Heating & Air Conditioning	Eugene, OR	Hayden Bridge HVAC Maintenance	12/31/2029	$ 100,000.00	Quotes	Karen Kelley
11/20/2024	Harris Design & Print (HDP)	Eugene, OR	Property Sign Manufacturing	12/31/2029	$ 50,000.00	Quotes	Karen Kelley
10/4/2024	Cintas Corporation	Eugene, OR	Wall-Mounted First-Aid Kits & Maintenance	9/30/2027	$ 50,000.00	Cooperative Agreement	Karen Kelley
10/17/2024	Agile Fleet, Inc.	Chantilly, VA	Fleet Operations Key Kiosk Software Agreement	Perpetual	$ 54,774.52	Direct Negotiation	Karen Kelley
10/29/2024	Mid-State Industrial	Eugene, OR	Street Sweeping to Support College Hill Storage Tank Construction	3/1/2025	$ 45,000.00	Quotes	Karen Kelley
12/23/2024	Turner & Townsend (AMCL)	New York, NY	Identify Business & Functional Requirements for SAP Implementation	4/30/2025	$ 149,790.00	Direct Negotiation	Karen Kelley
11/18/2024	Schnabel	Seattle, WA	Dam Safety Surveillance Monitoring Report (DSSMR) – 2024 Data	12/31/2025	$ 68,238.00	Direct Negotiation	Karen Kelley
11/18/2024	Schnabel	Seattle, WA	023 – 2026 Dam Safety Surveillance Monitoring Plan (DSSMP) Update	12/31/2026	$ 48,133.00	Direct Negotiation	Karen Kelley
11/19/2024	US Geological Survey	Portland, OR	USGS # 25YFJFA014 9 Gauge thru 9-30-25	9/30/2025	$ 40,000.00	Direct Negotiation	Karen Kelley
11/14/2024	EDMS	Springfield, OR	Printing and Mailing Services - EES Customer Postcard	11/30/2024	$ 51,192.40	Quotes	Julie McGaughey

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

COMMUNITY INVESTMENT | YEAR-END 2024

APPENDIX G

As a customer-owned utility, community giving efforts 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.

$21,540,474*

Invested in 2024

**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 Strategic Plan are vetted through the General Manager's office for consideration.

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.

OREGON CLEAN FUELS PROGRAM

Funding for all of EWEB's transportation electrification programs is made possible by the Oregon Clean Fuels Program.

COMMUNITY INVESTMENT | YEAR-END 2024

APPENDIX G

SPONSORSHIPS, DONATIONS, GRANTS & MUTUAL AID

2024 TOTAL $627,629		
	CASCADIA MOBILITY 2024 Electric Mobility Grant Cascadia Mobility, the nonprofit operator of Eugene's bike share program PeaceHealth Rides, was awarded $30,000 to be used to purchase an electric van to support the bike share program's fleet maintenance and repair.	$30,000
	LANE COMMUNITY COLLEGE 2024 Electric Mobility Grant Lane Community College was awarded a $30,000 grant to fund the purchase an electric vehicle for their motor pool fleet. The fleet currently has 14 vehicles: seven sedans and seven passenger vans. None of these vehicles are electric. LCC plans to add one electric vehicle sedan to the current fleet to be used for trips with less than four occupants.	$30,000
	LOOKING GLASS COMMUNITY SERVICES 2024 Electric Mobility Grant Looking Glass Community Services – which provides help to Lane County's youth, adults and families through an array of individualized support – received a $30,000 grant to fund the purchase of an electric vehicle for their New Roads Program. The New Roads Program is a drop-in center and alternative school to assist homeless youth. Looking Glass intends to use the vehicle for several activities, including transporting youth to appointments, picking up donations from FOOD for Lane County, staff who provide street outreach and additional work-related errands.	$30,000
	SHIFT COMMUNITY CYCLES 2024 Electric Mobility Grant Shift Community Cycles will use their 2024 grant award of $13,766 to expand the use of e-bikes for community outreach, bike repair stations and group rides.	$13,766
	PACIFIC REFUGEE SUPPORT GROUP 2024 Electric Mobility Grant This was the first year Pacific Refugee Support Group applied for an electric mobility grant. Pacific Refugee Support Group provides services to the refugee, asylum seeking and newcomer community. The organization was awarded $30,000 to purchase an electric vehicle to aid in providing transportation to make programs more accessible to everyone they support.	$30,000
	EWEB CUSTOMER CARE Run to Stay Warm 11/24/24 - The run event supports EWEB's Customer Care Program, which helps income-qualifying customers who are struggling to pay their utility bills and stay warm through the cooler months. Our Customer Care Program will be celebrating its 18th year anniversary!	$6,185
	Q4 TOTAL	**$139,951**

COMMUNITY INVESTMENT | YEAR-END 2024

APPENDIX G

	OREGON ENVIRONMENTAL COUNCIL (OEC) Business and Environment Forum events 08/15/24 - OEC is dedicated to addressing critical issues like the severe impacts of climate change, water scarcity and toxic chemicals in consumer products.	$1,000
	JUL-DEC 2024 EDUCATION GRANTS Eugene 4J School District Bethel School District McKenzie School District Springfield School District 07/11/24 - As a part of our commitment to education, we dedicate grant funds to school districts in our service area in support of water and energy curriculum and activities. Each year thousands of students benefit from the programs funded through EWEB's education grants.	$130,000 $11,000 $24,500 $40,500
	Q3 TOTAL	**$207,000**
	EWEB ENERGY SHARE PROGRAM SPARK Plant Sale EWEB employees donated tomatoes, peppers, strawberries, fig trees, aloe, house plants, various miscellaneous veggies, and an assortment of herbs to be sold to raise money for EWEB's Customer Care (Energy Share) program.	$407
	EWEB ENERGY SHARE PROGRAM 6th Annual Golf Scramble "Fore" Employees The event is open to EWEB employees and their guests. All proceeds go to EWEB's Customer Care (Energy Share) program.	$1,557
	EARTHSHARE, UNITED WAY OF LANE COUNTY, EWEB ENERGY SHARE, OUR CHILDREN OREGON, BLACK UNITED FUND OF OREGON Employee Giving and Bake Sale 05/06-05/17 – Each year, EWEB supports the employee giving campaign which provides employees the opportunity to support charities they care about through payroll deduction or one-time gifts. In total, employee gifts were designated to over 54 different organizations, including EWEB's Energy Share program. The total amount includes $345 raised through an employee bake sale with proceeds going directly to EWEB's Energy Share Program.	$17,048
	JAN-JUNE 2024 EDUCATION GRANTS Bethel School District 05/02/24 - As a part of our commitment to education, we dedicate grant funds to school districts in our service area in support of water and energy curriculum and activities. Each year thousands of students benefit from the programs funded through EWEB's education grants.	$40,500
	Q2 TOTAL	**$59,512**
	JAN-JUNE 2024 EDUCATION GRANTS	$130,000

COMMUNITY INVESTMENT | YEAR-END 2024

APPENDIX G

	Eugene 4J School District McKenzie School District Springfield School District 03/14/24 - As a part of our commitment to education, we dedicate grant funds to school districts in our service area in support of water and energy curriculum and activities. Each year thousands of students benefit from the programs funded through EWEB's education grants.	$11,000 $24,500
	NORTHEAST NEIGHBORS ASSOCIATION Meeting 03/05/24 - EWEB donated thirty-two (32) 3-gallon emergency water containers to meeting attendees. Approximate value is $14 per unit.	$448
	HIV ALLIANCE[1] 2023 Electric Mobility Community Grant The Electric Mobility Community Grant program provides funding to non-profits, academic institutions, and public organizations to support transportation electrification projects that serve our community and customers. Special consideration is given to projects that advance electric mobility in underserved communities. Funding for these grants is made possible by the Oregon Clean Fuels Program. For the 2023 program year, eight projects were awarded grants, but one of them (HIV Alliance) needed additional time for the completion of its proposal evaluation and award; this pushed its award payment to be completed in Q1 2024. EWEB's grant will support HIV Alliance in the purchasing a fully battery electric vehicle and charging station to help reduce fueling costs and offer a low-carbon emissions transportation option for their outreach efforts and the delivery of critical services they provide to our community.	$39,790
	EUGENE 4J SCHOOL DISTRICT[2] 2024 EV Challenge The EWEB EV Challenge is an event where students from Bethel, Springfield and Eugene 4J school districts will engage in this electric vehicle (EV) engineering challenge at each of their sites. The EV component offers a real-life approach with today's vehicle options and renewable energy to the challenge. The purpose of the project is to generate enthusiasm for science and improve students' understanding of science concepts, particularly aerodynamics, design, transportation, renewable energy concepts, engineering, gravity, and friction. The EV challenge event took place June 6. Funding for this grant is made possible by the Oregon Clean Fuels Program.	$15,078
	MCKENZIE FIRE & RESCUE 2024 Ice Storm EWEB donated twenty-five (25) 3-gallon emergency water containers for customers in need upriver. Approximate value is $14 per unit.	$350
	Q1 TOTAL	**$221,166**

[1] EWEB's 2023 E-Mobility Community Grant relates to the City of Eugene's CAP2.0 for Transportation action items T24 and T36 (EV marketing and awareness).
[2] EWEB's EV Challenge relates to the City of Eugene's CAP2.0 for Transportation action items T24 and T36 (EV marketing and awareness).

COMMUNITY INVESTMENT | YEAR-END 2024

APPENDIX G

CUSTOMER SOLUTIONS PRODUCTS AND SERVICES

ENERGY EFFICIENCY INCENTIVES[3]		Q1	Q2	Q3	Q4	TOTAL
	EWEB ENERGY EFFICIENCY PROGRAMS Incentives – Residential Q1 - 425 residential projects. Q2 - 526 residential projects. Q3 - 531 residential projects. Q4 - 402 residential projects.	$558,333	$689,535	$803,319	$402,478	**$2,453,665**
	EWEB ENERGY EFFICIENCY PROGRAMS Incentives - Non-residential Q1 - 22 commercial projects. 1 industrial projects. Q2 - 11 commercial projects. 3 industrial projects. Q3 - 20 commercial projects. 3 industrial projects. Q4 - 11 commercial projects. 1 industrial projects.	$212,643	$297,525	$190,877	$196,555	**$897,600**
	EWEB ENERGY EFFICIENCY PROGRAMS Incentives - Efficient Growth Q1 - 33 residential heating conversions. Q2 - 50 residential heating conversions. Q3 - 64 residential heating conversions. Q4 - 54 residential heating conversions.	$21,800	$34,200	$51,600	$38,050	**$145,650**
	EWEB ENERGY EFFICIENCY PROGRAMS[4] Transportation Electrification Q1 - 51 residential EV chargers, 141 electric bikes. 2 EVSE grants. 2 transportation electrification grants. Q2 - 65 residential EV chargers, 6 commercial EV Chargers, 332 electric bikes, 2 EVSE grants. Q3 - 63 residential EV chargers, 16 commercial EV Chargers, 380 electric bikes, 3 EVSE grants.	$132,441	$154,280	$182,066	$153,586	**$622,373**

[3] The first three programs listed on this table (EWEB Energy Efficiency Programs for Residential and Non-Residential Incentives as well as Efficient Growth) relate to City of Eugene's CAP2.0 Building Energy action item B12.

[4] EWEB's energy efficiency programs related to transportation electrification relate to City of Eugene's CAP2.0 Transportation action items T24 and T36 (EV marketing and awareness).

	Q4 - 68 residential EV chargers, 1 commercial EV Chargers. 181 electric bikes. 2 transportation electrification grants. 5 EVSE make ready grants.					
	EWEB GREENPOWER PROGRAM Solar Electric Incentives Q1 - 17 residential projects. Q2 - 28 residential projects. Q3 - 44 residential projects. Q4 - 26 residential projects.	$19,391	$52,917	$51,573	$23,636	**$147,517**
	EWEB WATER CONSERVATION PROGRAMS Hand Valve and Toilet Rebates, Septic Maintenance Incentives Q1 - 27 efficient toilets, 25 hand valves and 15 septic pumping rebates. Q2 - 27 efficient toilets, 19 hand valves and 15 septic pumping rebates. Q3 - 45 efficient toilets, 38 hand valves and 15 septic pumping rebates. Q4 - 18 efficient toilets, 27 hand valves and 12 septic pumping rebates.	$8,275	$7,575	$10,075	$6,925	**$32,850**
	TOTALS	**$952,883**	**$1,236,032**	**$1,289,510**	**$821,230**	**$4,299,655**

LIMITED INCOME ASSISTANCE[5]		**Q1**	**Q2**	**Q3**	**Q4**	**TOTAL**
	EWEB CUSTOMER CARE PROGRAM Limited Income Energy Assistance Q1 - 1904 customers served through ECC program ($533,205), 379 through Energy Share ($61,455), and 20 through Community Partner Care ($9,594). Q2 - 1064 customers served through ECC program ($297,835), 299 through Energy Share ($44,249), and 3 through Community Partner Care ($2,000). Q3 - 835 customers served through ECC program ($233,800), 244 through Energy Share ($35,955). Q4 - 704 customers served through ECC program ($197,087), 239 through Energy Share ($39,281).	$604,254	$344,084	$269,755	$236,368	**$1,454,461**
	EWEB LIMITED INCOME ASSISTANCE Electric Line Repair Grants (Income eligible) Q1 - 4 grants. Q2 - 1 grant. Q3 - 3 grants.	$11,235	$2,470	$13,747	$18,802	**$46,254**

[5] EWEB's Limited Income Assistance Programs relate to City of Eugene's CAP2.0 Building Energy action item B11.

	Q4 - 5 grants.					
	EWEB WATER CONSERVATION PROGRAMS Water Line Repair Grants (Income eligible) Q1 - 9 grants. Q2 - 4 grants. Q3 - 4 grants. Q4 - 6 grants.	$27,836	$13,315	$12,135	$8,753	**$62,039**
	TOTALS	**$643,3259**	**$359,869**	**$295,637**	**$263,923**	**$1,562,754**

HOLIDAY FARM FIRE INCENTIVES AND GRANTS		**Q1**	**Q2**	**Q3**	**Q4**	**TOTAL**
	WATER SOURCE PROTECTION DEQ Holiday Farm Fire Grant Q1 - 7 grants. Q2 - 4 grants. Q3 - 3 grants. Q4 - 6 grants.	$105,380	$75,100	$52,500	$136,640	**$369,620**
	WATER SOURCE PROTECTION Lane County Holiday Farm Fire Grant Q1 - 7 grants. Q2 - 2 grants. Q3 - 3 grants. Q4 - 2 grants.	$69,687	$40,850	$21,650	$25,000	**$157,187**
	REDUCE FIRE RISK / IMPROVE RELIABILITY Relocate Overhead Electric Service to Underground Q1 - 1 project. Q2 – None Q3 - 3 projects. Q4 - 3 grants.	$8,760	$0	$15,546	$86,778	**$111,084**
	TOTALS	**$183,827**	**$115,950**	**$89,696**	**$248,418**	**$637,891**

COMMUNITY INVESTMENT | YEAR-END 2024

APPENDIX G

ENERGY AND WATER LOANS		Q1	Q2	Q3	Q4	TOTAL
	EWEB ENERGY EFFICIENCY PROGRAMS[6] Residential Non-Limited Income, Limited Income, and Growth. Q1 - 74 residential loans (including 9 for conversions to electric heat). Q2 - 108 residential loans (including 13 for conversions to electric heat). Q3 - 158 residential loans (including 19 for conversions to electric heat). Q4 - 114 residential loans (including 14 for conversions to electric heat).	$707,489	$973,168	$1,433,019	$1,022,245	**$4,135,921**
	EWEB WATER CONSERVATION PROGRAMS Water Line Repair & Septic Repair/Replacement Loans Q1 - 5 water line replacement loans. Septic loans were not expected due to grants available. Q2 - 3 water line replacement loans. Septic loans were not expected due to grants available. Q3 - 8 water line replacements loans. Q4 - 9 water line replacements loans.	$30,758	$13,315	$35,025	$38,747	**$117,845**
	EWEB RESILIENCY PROGRAM Generator Loan Program Q1 - 1 loan. Q2 - 1 loan. Q3 - 2 loans. Q4 - 3 loans.	$4,000	$1,400	$5,200	$13,462	**$24,062**
	EWEB ELECTRIC SERVICE LINE UPGRADE LOAN PROGRAM Electric Service Line Upgrade Loan Program Q1 - 3 loans. Q2 - 2 loans. Q3 - 7 loans. Q4 - 3 loans.	$7,001	$11,265	$26,225	$7,867	**$52,368**
	TOTALS	**$749,258**	**$999,148**	**$1,499,469**	**$1,082,321**	**$4,330,196**

[6] EWEB Energy Efficiency Programs relate to City of Eugene's CAP2.0 Building Energy action item B12.

COMMUNITY INVESTMENT | YEAR-END 2024

APPENDIX G

SYSTEM DEVELOPMENT CHARGE (SDC) WAIVERS

TOTAL $29,588

Q4 **DEVNW** $29,588

Nelson Place - Phase II

Phase II of the Nelson Place affordable housing subdivision will include 14 single family homes, with 13 of the units qualifying for SDC waivers. This location will serve individuals or families that are below 80% Area Median Income. Expected completion date is in 2025.

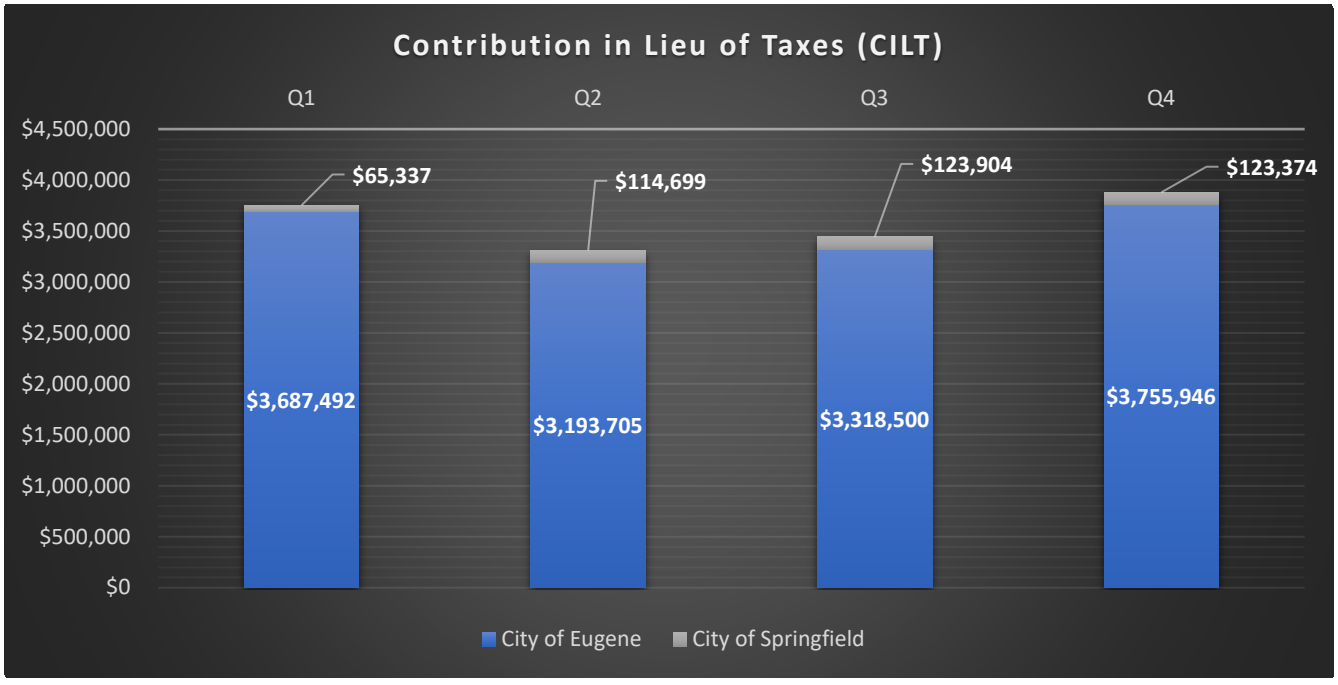
COMMUNITY INVESTMENT | YEAR-END 2024

APPENDIX G

CONTRIBUTIONS IN LIEU OF TAXES (CILT)

TOTAL - $14,382,957

	Q1-Q4
City of Eugene	$13,955,644
City of Springfield	$427,314



COMMUNITY INVESTMENT | YEAR-END 2024

APPENDIX G

EWEB AMBASSADOR EFFORTS AND EVENTS (PAID)

EWEB Ambassadors provided over 985 hours of services to the Community in 2024.	
Q4	**EUGENE CHAMBER OF COMMERCE** Holiday tree and lights installation at Kesey Square EWEB crews assisted with placing the tree and placing the lights.
	UO ENVIRONMENTAL PHILOSOPHY CLASS Presentation 12/04/24 - Adam Spencer attended class final to support with information about EWEB emergency response in context of responding to climate emergency.
	EWEB CUSTOMER CARE Run to Stay Warm 11/24/24 - The run event supports EWEB's Customer Care Program, which helps income-qualifying customers who are struggling to pay their utility bills and stay warm through the cooler months. The 18th annual RTSW had the highest participation number ever and sold out all distances nearly 3 weeks before race day. There was a record-setting 1412 finishers and over 100 volunteers helped out over race weekend. There were 18 teams in the Corporate Challenge, with over 400 participants. The EWEB Water Trailer was deployed for racers.
	MIDDLE FORK WILLAMETTE WC Salmon Watch 11/06/24 - As salmon return to spawn throughout the Willamette and McKenzie watersheds, volunteers return to take local students upriver to witness the natural phenomenon. Like the salmon themselves, the Salmon Watch program comes back every fall as watershed councils across the state partner with schools for an experiential field trip centered on salmon ecology. It's a special lesson that some students remember for the rest of their lives.
	COMMUNITY EVENT First Annual EWEB Truck-or-Treat Event 10/29 - Bucket truck or dragon? Substation truck or spider? Digger truck or jellyfish? It was hard to tell at EWEB's Halloween Truck-or-Treat Event where staff decorated work trucks and invited families across Eugene to trick-or-treat from truck to truck. Twelve of EWEB's community-owned fleet vehicles were decorated for the event. Each of the trucks was paired with a poster describing its purpose and role in the fleet. The posters also included snapshots of crew members who work around the clock to keep water and electricity flowing to homes. It was our first time holding this event and over 1,200 people came to our Roosevelt Operations Center to participate.
	UO ENVIRONMENTAL PHILOSOPHY CLASS Presentation 10/23/24 - Adam Spencer presented about EWEB in context of adapting to climate change.
	PUBLIC POWER WEEK EWEB Annual Poster Contest

	10/17/24 - EWEB's annual Public Power Week Poster Contest for 5th grade students within our service territory. The top 5 winning entries are presented with a certificate and gift card by an EWEB Commissioner.
Q3	**AMAZON NEIGHBORHOOD** Amazon Emergency Water Station Demonstration 09/28/24 - EWEB, Eugene Family YMCA, and the City of Eugene celebrated the completion of the community's new emergency water station with a free demonstration at the Eugene Family YMCA. Community members were able to pick up a complimentary three-gallon water storage container (while supplies last) and practice using the water station.
	EAST 40TH NEIGHBORHOOD East 40th Water Storage Landscape Design Meeting 09/26/24 - Staff provided an informal presentation of the landscape design plan at the E. 40th Water Storage Site.
	MIDDLE FORK WILLAMETTE WC Salmon Watch 09/18/24 and 09/24/24 - As salmon return to spawn throughout the Willamette and McKenzie watersheds, volunteers return to take local students upriver to witness the natural phenomenon. Like the salmon themselves, the Salmon Watch program comes back every fall as watershed councils across the state partner with schools for an experiential field trip centered on salmon ecology. It's a special lesson that some students remember for the rest of their lives.
	WALTERVILLE COMMUNITY Walterville Community Fair 09/07/24 - EWEB staff were on hand to discuss EWEB happenings with our hydroelectric and source water protection projects throughout the watershed.
	SOUTHEAST NEIGHBORS ASSOCIATION Annual Picnic 09/07/24 - EWEB staff provided information on water storage projects, EVs, energy efficiency programs and emergency preparedness.
	COLLEGE HILL NEIGHBORHOOD Coffee With Laura 09/05, 09/19, 10/03, 10/17, 10/31, 11/07, 11/21, 12/12 - College Hill Reservoir Replacement Project Q&A sessions with Laura Farthing, Principal Engineer & Project Manager.
	FRIENDLY AREA NEIGHBORS Mural Celebration and Summer Social 08/18/24 - EWEB staff hosted a table at the event to engage with neighbors about water storage projects and other topics.
	BETHEL NEIGHBORS Gilbert Park Community Days 08/11/24 - EWEB provided live safety demonstrations with the Electric Safety Trailer during the Gilbert Park Community Days event.
	EUGENE SATURDAY MARKET

	Saturday Market Block Party 08/03/24 - A "Block Party" celebrating the sustainable beliefs of Saturday Market and highlighting local groups that benefit the community. EWEB hosted a table at the event.
	LEGACY OREGON BURN CENTER 30th Annual Pacific NW Lineman Rodeo 07/27/24 - Each year, electrical workers from across the west will gather in Gresham, Oregon, to participate in the Pacific Northwest Lineman Rodeo. The rodeo is a family fun, action filled event where teams of linemen and apprentices compete in activities that test their speed, safety and trade skills, with all proceeds going to the Legacy Oregon Burn Center. Several EWEB Linemen and Apprentices will compete and an EWEB crew will provide safety demonstrations with the electric trailer.
	EUGENE EMERALDS Eugene Emeralds Baseball Game 07/26/24 - EWEB will host a table at the Eugene Emeralds game to share information on EWEB programs and products.
	LANE COUNTY FAIR 07/24-07/28 - EWEB, Springfield Utility Board (SUB) and Rainbow Water District (RWD) are teaming up for the ninth year to provide fairgoers with clean, cold free water. The three local water utilities collaborate to provide a free water booth, which is one of the more popular booths at the fair. The booth will have ice-cold water bottle refill stations, drinking fountains and a mister to ensure fairgoers can stay hydrated throughout the event, while also promoting sustainability and environmental responsibility. Fairgoers are encouraged to bring their own reusable water bottles to take advantage of the free water station.
	COMMUNITY EVENT EWEB Job Showcase 07/11/24 - EWEB hosted a job showcase for utility support workers, one of the most important jobs at EWEB that also serves as an early career entry point to the industry. Attendees had the chance to meet with current employees, learn about job responsibilities, and discover the benefits of working in a stable and essential industry.
	COMMUNITY EVENT Butte to Butte 07/04/24 - EWEB helped support the July 4 Butte to Butte Race (pump station tech support to connect two water stations) on route.
Q2	**EUGENE EMERALDS** Eugene Emeralds Baseball Game 06/30/24 - EWEB hosted a table at the Eugene Emeralds game to share information on EWEB programs and products.
	JEFFERSON WESTSIDE NEIGHBORHOOD ASSOCIATION Annual Summer Picnic 06/25/24 - EWEB staff provided information on College Hill Reservoir, EV and EE programs and more during the neighborhood picnic.
	CITY OF EUGENE TRANSPORTATION E-bike Expo 06/15/24 - EWEB staff provided information on e-bike and EV charging rebates, as well as energy efficiency programs and car sharing.

COMMUNITY INVESTMENT | YEAR-END 2024

APPENDIX G

	HARLOW NEIGHBORHOOD ASSOCIATION Annual Neighborhood Block Party 06/15/24 - EWEB staff provided information on Currin Substation Rebuild, EV and energy efficiency programs and more during the neighborhood block party.
	OREGON SUSTAINABILITY BOARD Board Meeting 06/14/24 - EWEB presented to the Oregon Sustainability Board during their regular meeting about EWEB's sustainability initiatives and investments in resilient energy supply and delivery.
	EUGENE 4J SCHOOL DISTRICT EWEB EV Challenge 06/06/24 - The event provides an opportunity for our local middle school science students to use engineering skills, scientific know-how, creative thinking, experimentation, and teamwork.
	COMMUNITY EVENT College Hill Reservoir Farewell Celebration 05/30/24 - EWEB bids a fond farewell to the College Hill Reservoir and welcomes the next steps in building new, modern drinking water storage tanks to serve our community's needs. Bring your skates, dancing shoes, and appetite to soak up one more evening together at the College Hill Reservoir before the site is fenced for demolition and construction, which is anticipated to begin in early June. Enjoy live music by Shelley James & The Agents of Unity, tacos from El Pique Food Truck, and ice cream from Bubz Grub Hub, as well as opportunities to learn more about the project.
	MCKENZIE VALLEY CUSTOMER APPRECIATION DINNER Meeting 05/23/24 – EWEB Commissioners and staff hosted an appreciation dinner for customers in the McKenzie Valley to discuss EWEB's latest projects and initiatives and field questions and gather feedback.
	EUGENE EMERALDS Eugene Emeralds Baseball Game 05/22/24 - EWEB hosted a table at the Eugene Emeralds game to share information on EWEB programs and products.
	FRIENDLY AREA NEIGHBORS Monthly Board Meeting 05/21/24 - EWEB staff will provide an update on the College Hill Reservoir project.
	SOUTH HILLS NEIGHBORHOOD ASSOCIATION (SHINA) Meeting 05/15/24 – EWEB staff will attend and provide information on wildfire mitigation and general Q&A.
	MCKENZIE COMMUNITY LAND TRUST Blue River Rebuilding Block Party

	05/11/24 - EWEB and Pure Water Partners staff will be welcoming folks to their table to learn about programs for landowners including Naturescaping, funding available to repair or replace septic systems, and property assessments to help landowners improve habitat and watershed health.
	UMPQUA COMMUNITY COLLEGE Tour of Hayden Bridge Water Filtration Plant 05/09/25
	EUGENE 4J SCHOOL DISTRICT Tour of Hayden Bridge Water Filtration Plant 04/25/24 - Day 2: 28 students touring Hayden Bridge as part of Rachel Carson Environmental Science Academy, Churchill High School
	CAL YOUNG NEIGHBORHOOD ASSOCIATION Meeting 04/23/24 – GM Lawson and Commissioner Brown presented general state of the utility information.
	EUGENE 4J SCHOOL DISTRICT Tour of Hayden Bridge Water Filtration Plant 04/22/24 - Day 1: 28 students touring Hayden Bridge as part of Rachel Carson Environmental Science Academy, Churchill High School.
	EUGENE SUSTAINABILITY COMMISSION Presentation 04/17/24 - Opportunities in Clean Energy: 80% of Eugene's power comes from carbon-free hydroelectric energy, with the remaining 20% coming from conventional and renewable resources. But what other opportunities are there for the City and our utility to support clean energy installations? The commission will hear from the following community partners to advance this conversation: 1) EWEB, to better understand if the projected increase in demand for electricity can be met with clean energy and regarding their announcement they are evaluating small modular nuclear as a part of their energy mix; and 2) Beyond Toxics, to learn about their Bethel Clean Energy Project which focuses on assisting Bethel residents located near the J.H. Baxter wood preservation facility in making clean energy upgrades.
	NW LINE JOINT APPRENTICESHIP TRAINING COMMITTEE Utility Visit for NW Line JATC 1st and 3rd year 04/13/24 - Line and Substation staff hosted almost 100 first- and third-year apprentices on a tour of EWEB's transformer shop and testing practices, and two local EWEB substations as a part of required training for line apprentices in programs all around the NW.
	UNIVERSITY OF OREGON Summit for Sustainable Organizations Conference 04/13/24 - The Summit is an annual event that unites graduate students and leaders from various sectors – businesses, government, non-profits, communities, and academia – to engage in impactful discussions on pressing social and environmental challenges. This year's theme, 'Roots to Revolution,' delves into traditional sustainability topics and their relation to the Pacific Northwest through panel discussions, interactive activities, and powerful speakers into what we are doing today, and what the future holds regarding global sustainability and the promising outlook that we can create through collective action. EWEB's Lead Energy Resources Analyst will speak on the electrification and policy panel. Eugene Mayor Lucy Vinis will be the moderator.
	CASCADE TO COAST SUBSECTION AWWA

	Tour of Hayden Bridge Water Filtration Plant
	EQUITY AND COMMUNITY CONSORTIUM Communities of Color and Allies Network First Friday 04/05/24 - EWEB hosted the First Friday networking event focusing on Earth Month for conversations about climate action and environmental stewardship opportunities in our community. In addition, Communications Specialist Adam Spencer is building a website for the ECC to serve as a hub of information for the 14 partner agencies and associated networking opportunities. The ECC was started by local community folks of color interested in bringing together people in a relaxed social atmosphere to support one another. CCAN is proudly sponsored each month by a different partner agency of the Equity and Community Consortium (ECC).
	MCKENZIE SCHOOL Photography Class 04/05/24 - 12 students, 1 teacher, 1 Middle Fork Willamette Watershed Council employee practiced photography at Lost Creek in the HJ Andrews Experimental Forest.
	SPRINGFIELD SCHOOL DISTRICT (ACADEMY OF ARTS AND ACADEMICS) Tour of Leaburg/Walterville 04/03/24 - 4 EWEB employees led 2 science classes from the Academy of Arts and Academics on a 3-hour tour of the Leaburg Dam, fish ladders and powerhouse. Additionally EWEB provided information on hydro resources for their curriculum.
Q1	**COMMUNITY** College Hill Historic Mitigation Meeting #2 03/21/24 – Informal, drop-in style meeting at the Hilyard Community Center to answer questions about the different historic mitigation concepts for College Hill and gather input.
	LOCAL HIGHSCHOOL STUDENTS / CONNECTED LANE COUNTY Career Day 03/21/24 – EWEB partnered with Connected Lane County to host an EWEB Career Day for almost 100 local area high school students at the ROC. The goal of the Career Day was to introduce students to various career paths at EWEB. Electric and Water were both mainstays for the event, however, we also included other areas such as Customer Service, IS, Purchasing, Environmental, Utility Support, Communications and Controls, and more.
	KIWANIS CLUB OF EUGENE Bi-weekly Club Meeting 03/20/24 - GM Lawson and Commissioner Brown presented general state of the utility information.
	PRESCHOOL PROMISE EARLY EDUCATION PROGRAM Community Helpers monthly lesson theme 03/18/24 - Short presentation on Electric and Water Safety for 3–5-year-olds.
	MCKENZIE SCHOOL High Banks Experimental Carbon Sequestration Forest Tour 03/08/24 - Field trip of High Banks Forest, with soil sampling and measurements

	FULL ACCESS! Prepare-A-Palooza: Emergency Preparedness Fair 03/06/24 – The Emergency Preparedness Fair, free & open to the public, offers information tailored towards the intellectual & developmental disability community, their families, & caregivers.
	NORTHEAST NEIGHBORS Association Meeting Staff Water Engineer, Nathan Endicott presented to the NeN Association on Emergency Water Storage and handed out 32 emergency water bottles.
	MCKENZIE FIRE AND RESCUE Community Meeting 03/02/24 - Discussion on emergency planning and preparedness, agencies and organizations, and review lessons learned following the recent ice storm.
	EMERALD EMPIRE CHAPTER OF THE NW STEELHEADERS Presentation 02/27/24 - Leaburg Decommissioning Action Plan Team presented about the LDAP and future stakeholder engagement opportunities.
	ROTARY CLUB OF EUGENE AIRPORT Presentation 02/22/24 - AGM Price and Commissioner Carlson presented general state of the utility information.
	PROFESSIONAL WOMEN'S FORUM Emergency Preparedness 02/05/24 - EWEB Resiliency Program Manager Jeannine Parisi presented on emergency preparedness.
	UO ENVIRONMENTAL LEADERSHIP PROGRAM High Banks Experimental Carbon Sequestration Forest Tour 02/04/24 - UO students and faculty explored the High Banks project and took soil samples.
	MCKENZIE SCHOOL Hayden Bridge Filtration Plant Tour 01/26/24 - 12 students and 2 teachers toured the Hayden Bridge Filtration Plant learning about the filtration process.

COMMUNITY INVESTMENT | YEAR-END 2024

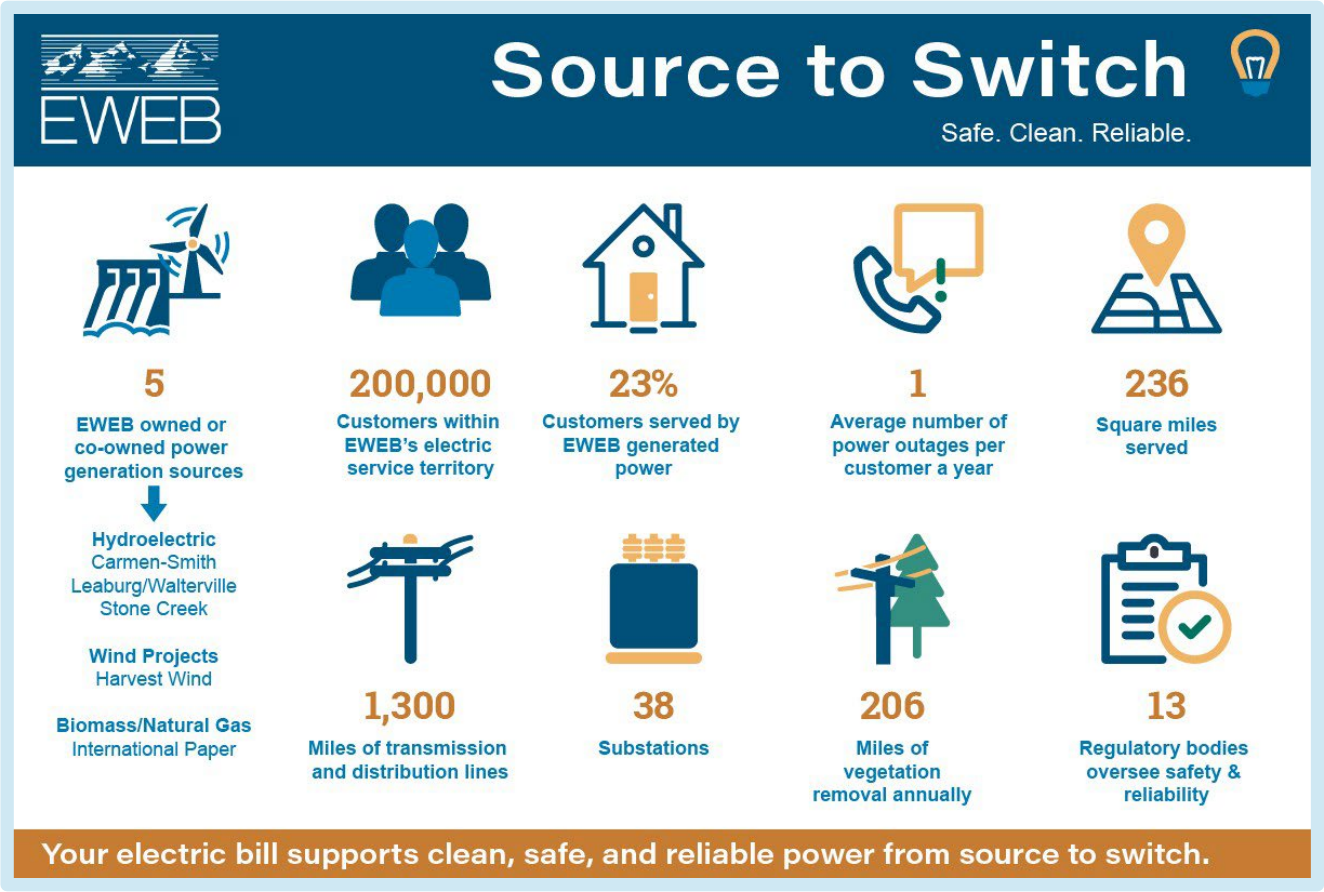
APPENDIX G

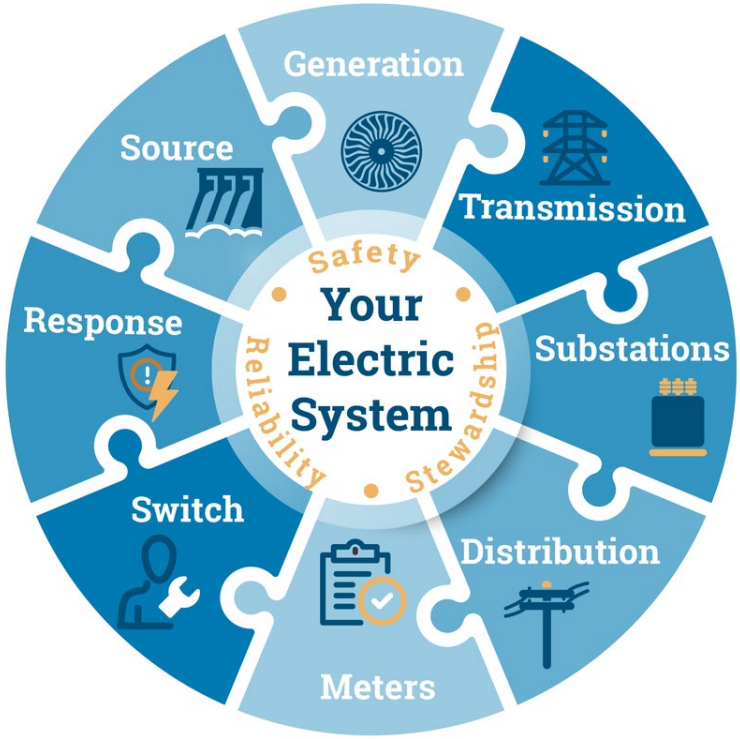
VOLUNTEER EFFORTS AND EVENTS (UNPAID)

EWEB employees, friends and families have volunteered in the Community over 75 hours in 2024.	
Q4	**LOOKING GLASS GIVING TREE, SLEEP IN HEAVENLY PEACE, BAGS OF LOVE, FELINE GOOD ANIMAL RESCUE, HOPE & SAFETY ALLIANCE** Holiday Giving EWEB's annual Holiday Giving Drive collected gifts and items for 5 different local agencies from generous employee donations.
Q3	**MCKENZIE WATERSHED COUNCIL** Annual McKenzie River Cleanup 09/23/25 - EWEB volunteers spent the morning helping to clean up areas around the McKenzie River.
	UNITED WAY DAY OF CARING Green Island 09/23/24 - EWEB volunteers helped manage McKenzie River Trust Green Island property.
Q2	**SPECIAL OLYMPICS OREGON** Regional Softball Tournament 06/23/24 - EWEBers and their families and friends supported Special Olympics Oregon's Regional Softball Competition by volunteering for a variety of half-day shifts.
Q1	**There were no volunteer efforts/events in Q1.**

ELECTRIC DIVISION | Q4 / YEAR-END 2024

APPENDIX H

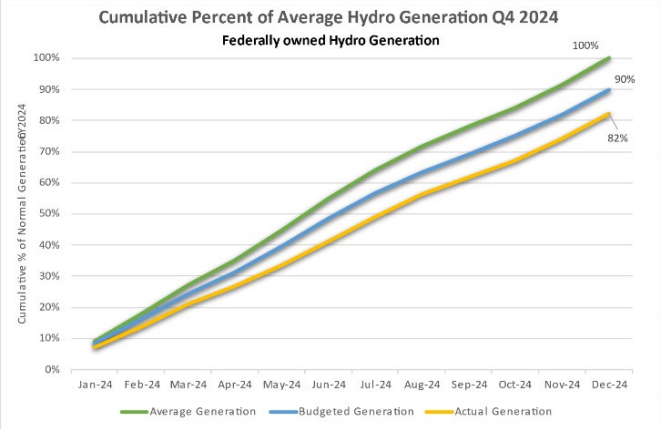


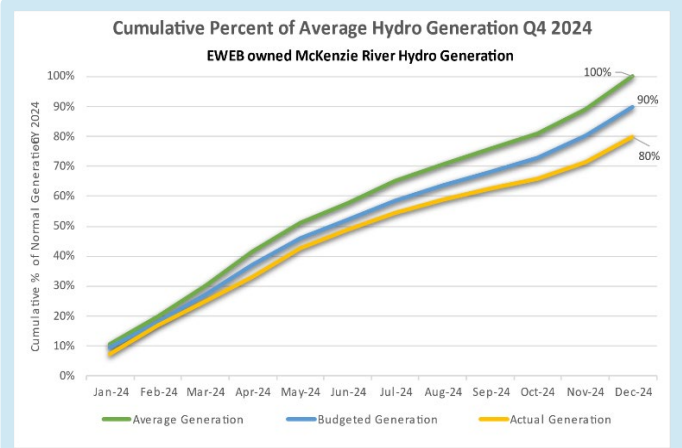


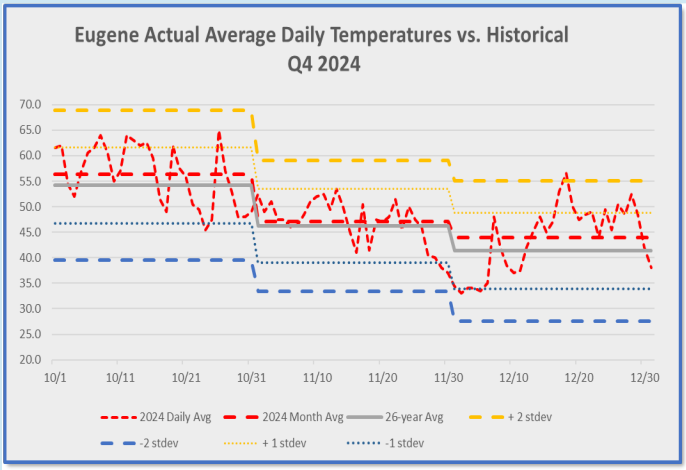
ELECTRIC DIVISION | Q4 / YEAR-END 2024

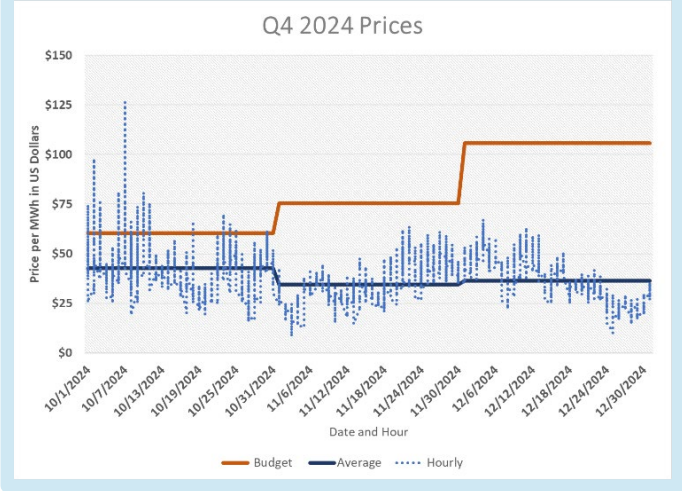
APPENDIX H

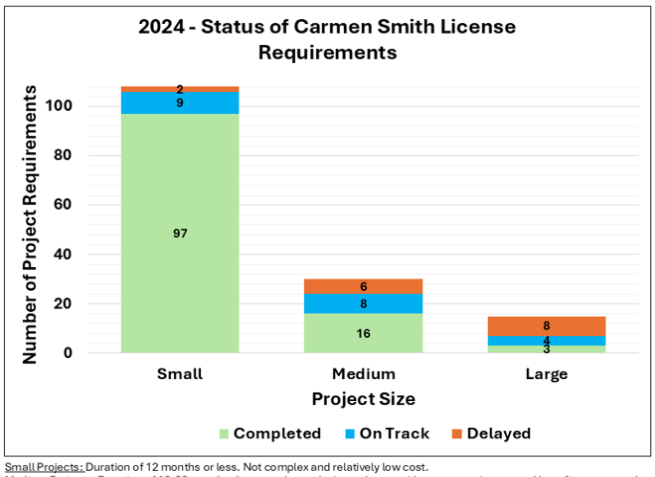
SOURCE & PRODUCTION









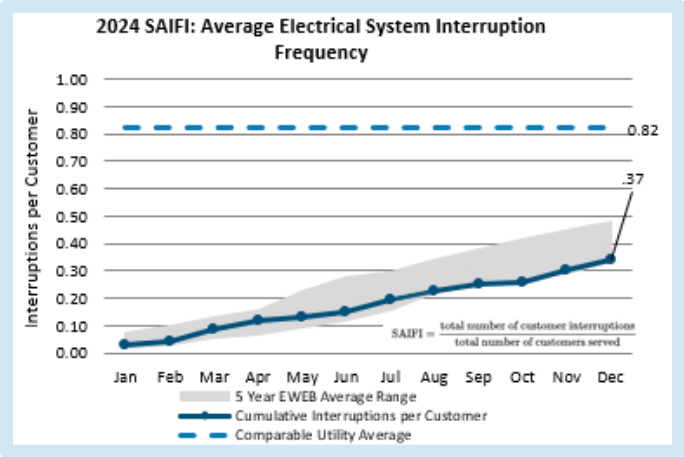


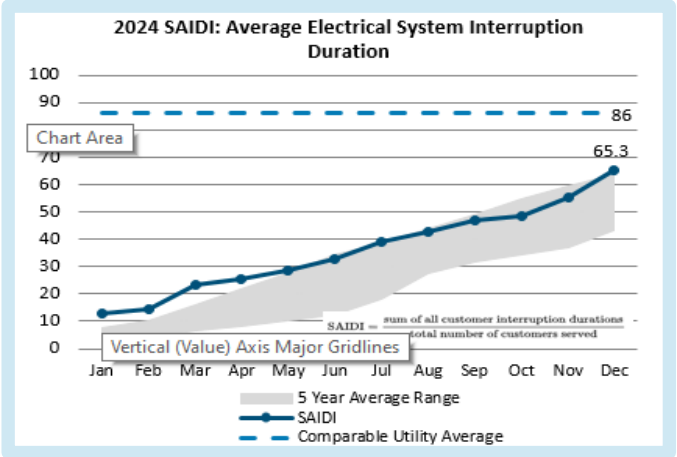
Small Projects: Duration of 12 months or less. Not complex and relatively low cost.
Medium Projects: Duration of 12-36 months. Increased complexity and cost, with greater environmental benefit once complete.
Large Projects: Duration of greater than 36 months. Typically highly complex and costly, with significant environmental benefit once complete.

ELECTRIC DIVISION | Q4 / YEAR-END 2024

APPENDIX H

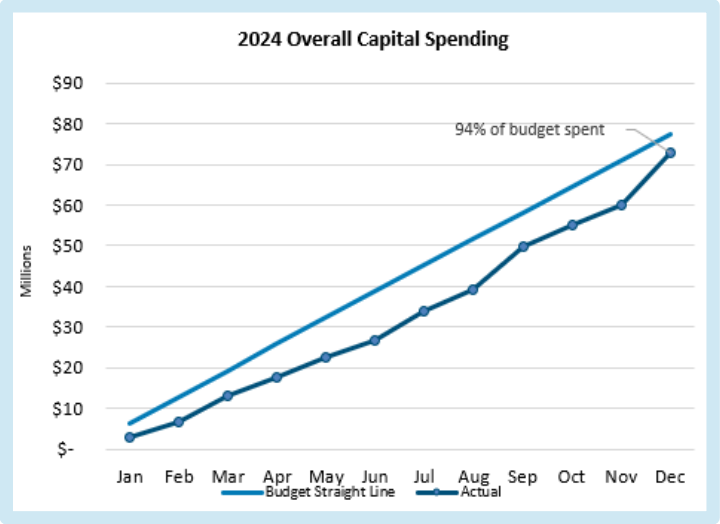
TRANSMISSION & DISTRIBUTION

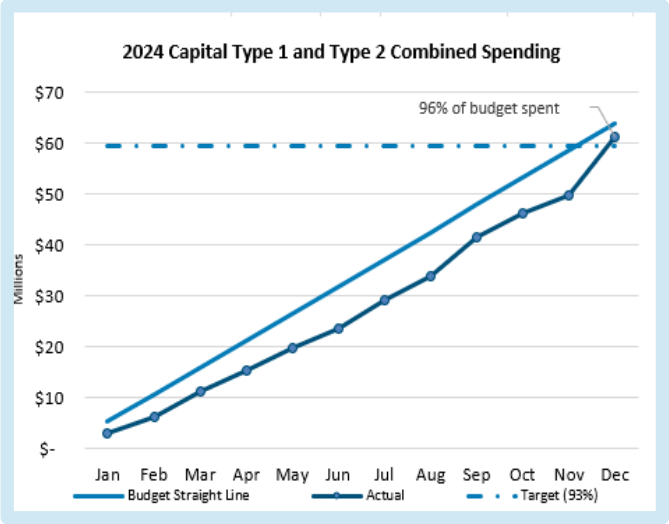




MONITORING & COMPLIANCE

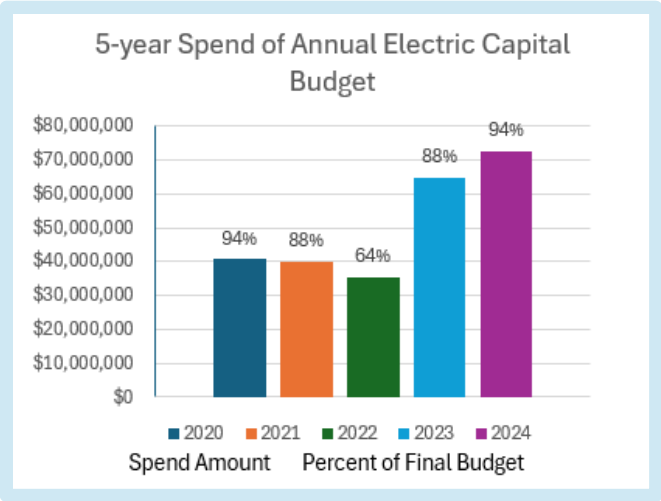
RESILIENCY, PLANNING & EMERGENCY PREPAREDNESS

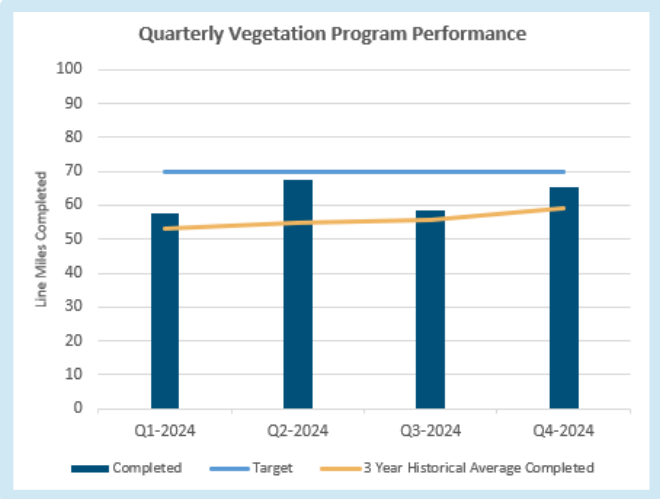




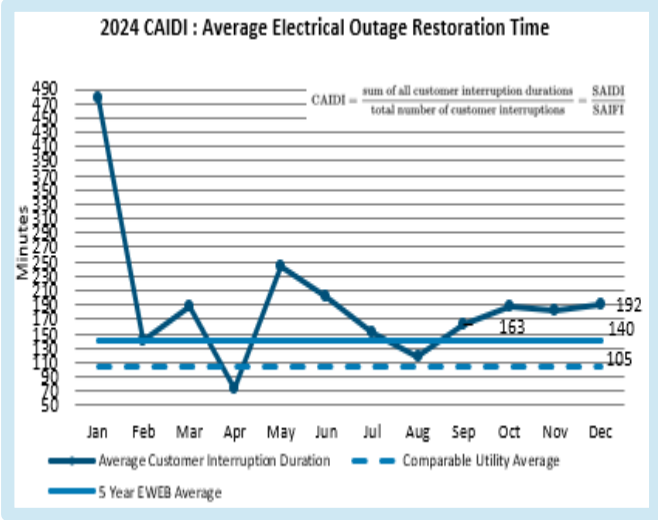
ELECTRIC DIVISION | Q4 / YEAR-END 2024

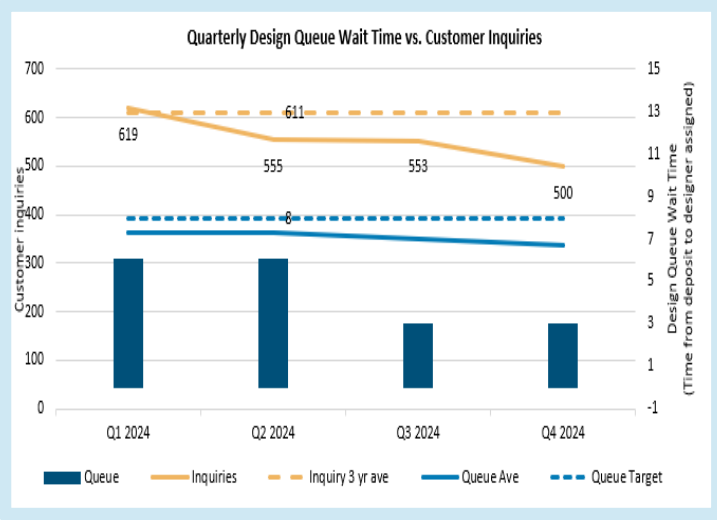
APPENDIX H





SWITCH (CUSTOMER)





ELECTRIC DIVISION | Q4 / YEAR-END 2024

APPENDIX H

ELECTRIC SAFETY & RELIABILITY FROM SOURCE TO SWITCH!

The Electric Operations Division aims to provide safe, reliable electricity to customers 24/7/365 and reduce the operational risks to public safety while being good stewards of our customer/owner's infrastructure and funding resources.

SOURCE

EWEB has many sources of power generation that require careful attention to ensure our resources remain available, safe for use, and comply with multiple agency regulations, while mitigating the impact of resource use on our environment. To achieve this, staff from multiple departments work to monitor these sources, identify and mitigate factors that influence their availability, and ensure compliance to ultimately optimize their use as a source of power generation to meet load requirements.

PRODUCTION

EWEB generates around 20 percent of the community's power using EWEB-owned or co-owned resources. The power generation process includes redundancy to protect from process failures and is closely monitored and constantly adjusted to meet regulatory requirements, including Dam Safety. The remaining 80 percent comes from power purchase agreements, with the vast majority of purchased power coming from Bonneville Power Administration. The purchasing and trading processes require constant monitoring and adjustment to balance with our generation ability and customer demands.

TRANSMISSION & DISTRIBUTION

Once the electricity is generated or purchased, safety and reliability must be maintained as it is delivered to EWEB customers. Assessing, testing, maintaining, repairing, and replacing infrastructure are critical aspects of the program to ensure safety, reliability and meet customer demands.

MONITORING & COMPLIANCE

Monitoring the electric grid is essential to ensuring safe and reliable service to EWEB's customer/owners. Monitoring data gives electric operations staff the ability to adjust generation and system operation to safeguard service for public and employee safety as well as meeting customer demands. Compliance with all North American Electric Reliability Corporation, Public Utility Commission, and other health/safety/environmental requirements is key to ensuring service reliability and public safety.

RESILIENCY, PLANNING & EMERGENCY PREPAREDNESS

Natural hazard and security response mitigation plans along with resiliency plans are a final barrier in place to protect the safety and reliability of our service. The Master Plan and Capital Plan ensure investment in our infrastructure is prioritized in both the short and long term to ensure continued reliable service to our customer/owners.

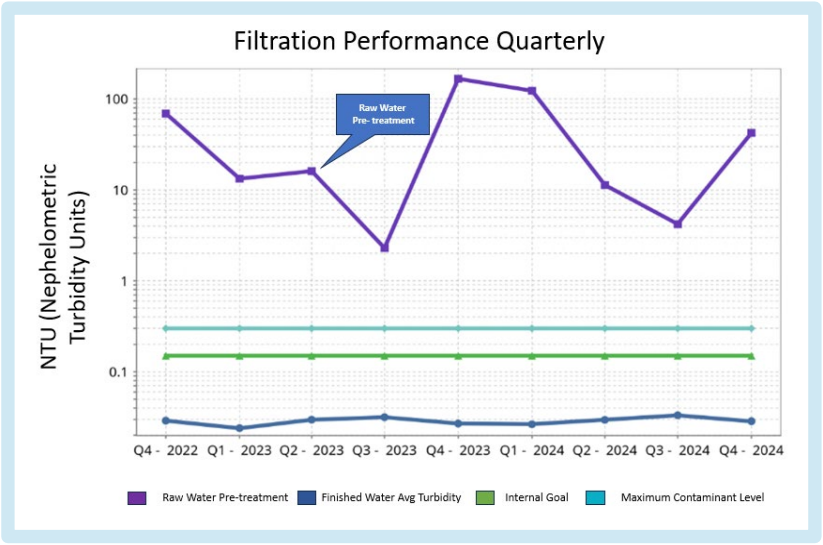
SWITCH (CUSTOMER)

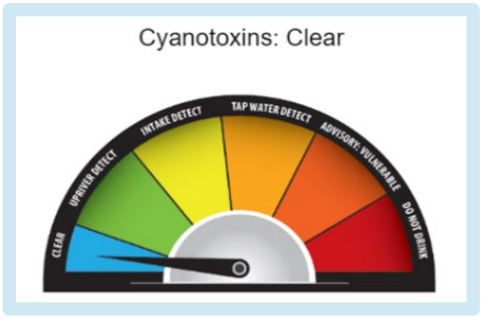
The Electric Division's mission is to provide safe, reliable electricity to our customers while serving as stewards of utility assets and infrastructure using the Source to Switch approach. This final section includes data and information that points to the customer's experience with the Electric Division.

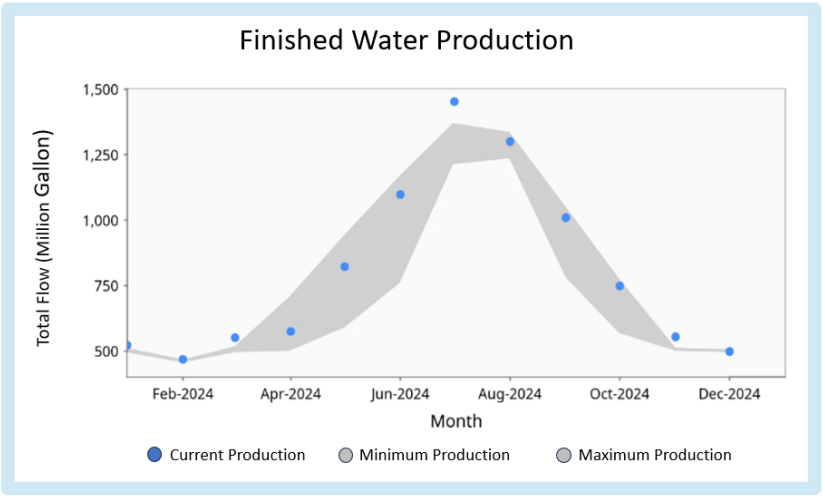
WATER DIVISION | Q4 / YEAR-END 2024

APPENDIX I

SOURCE & PRODUCTION



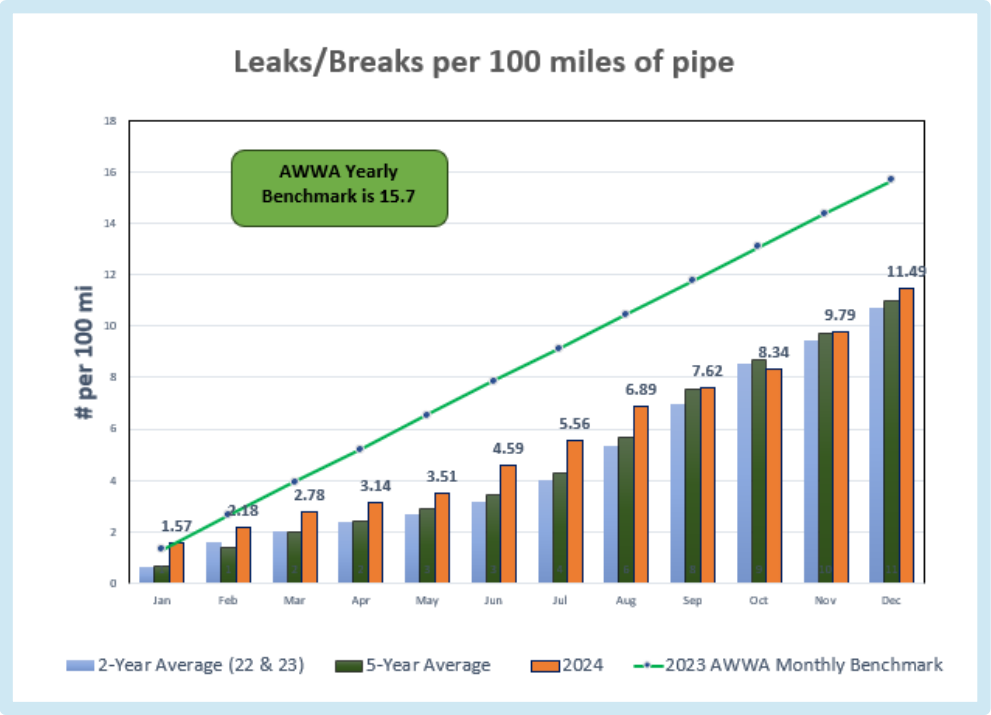


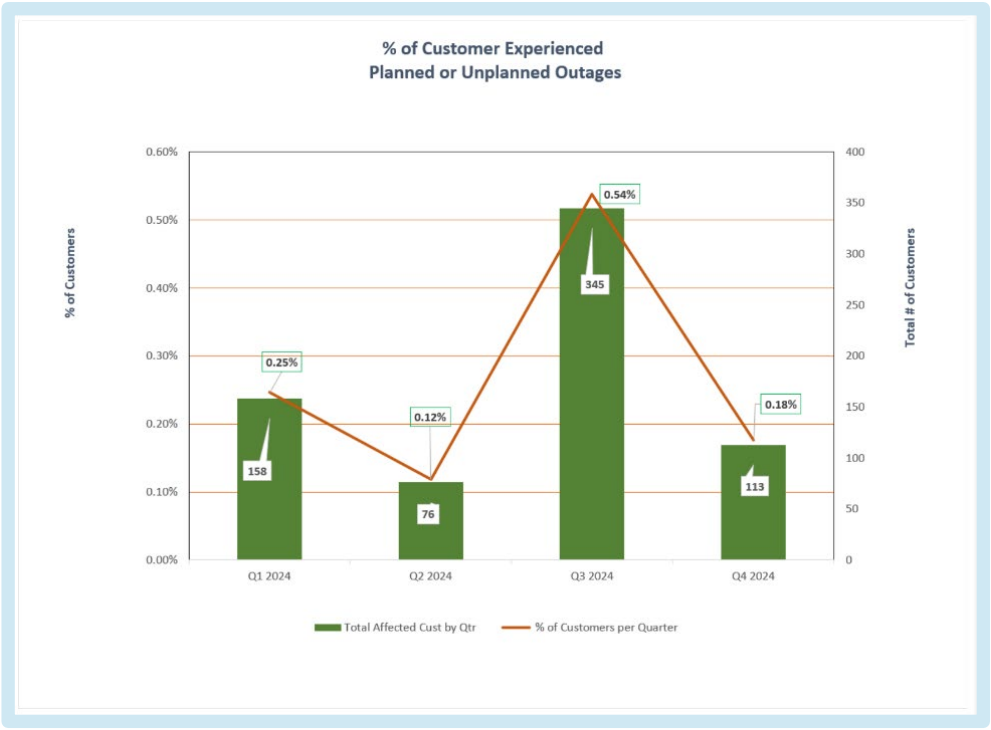


WATER DIVISION | Q4 / YEAR-END 2024

APPENDIX I

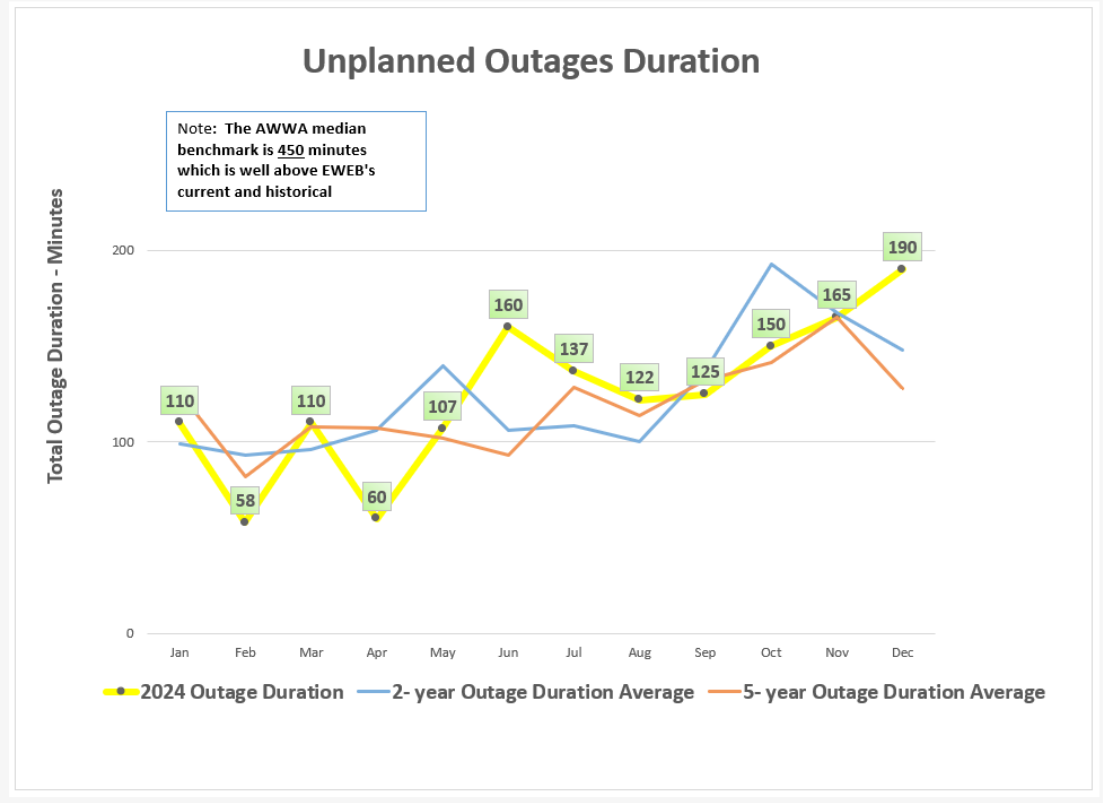
TRANSMISSION & DISTRIBUTION



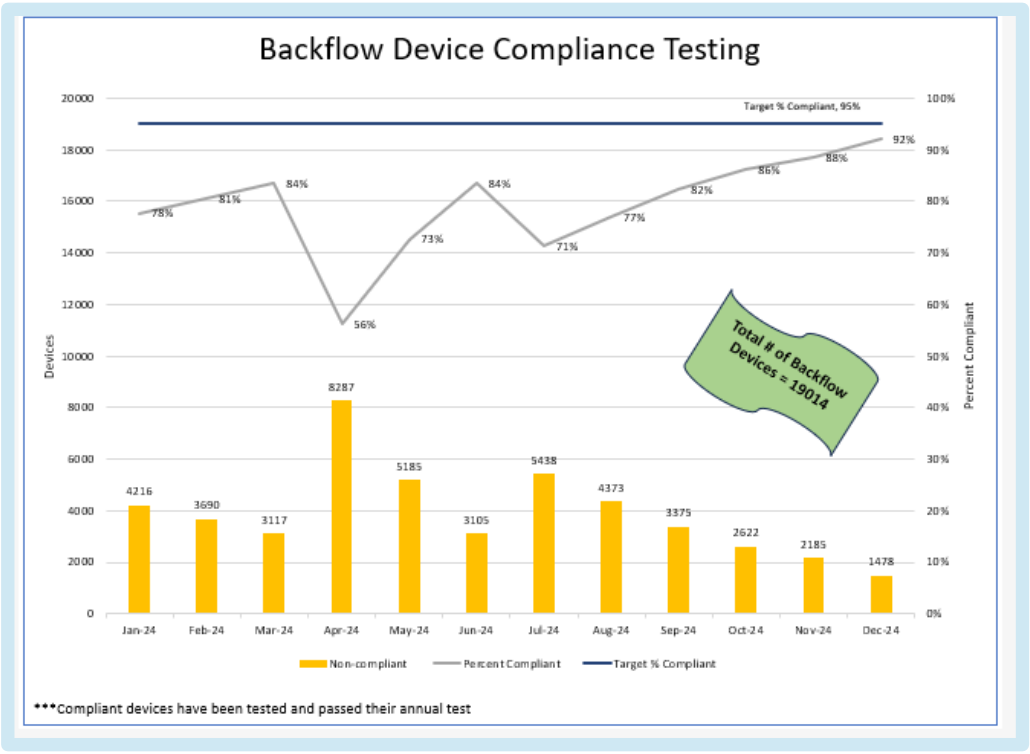


WATER DIVISION | Q4 / YEAR-END 2024

APPENDIX I



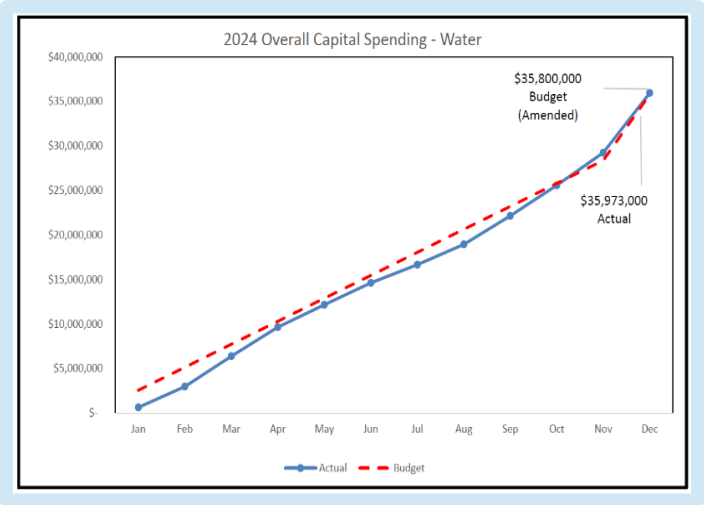
MONITORING & COMPLIANCE

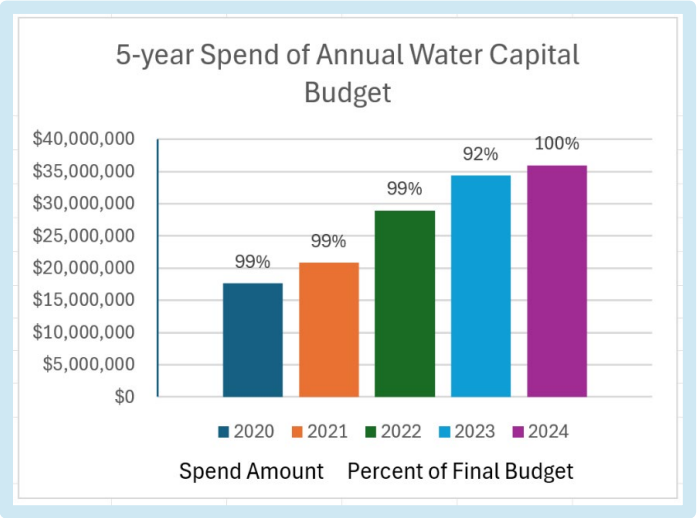


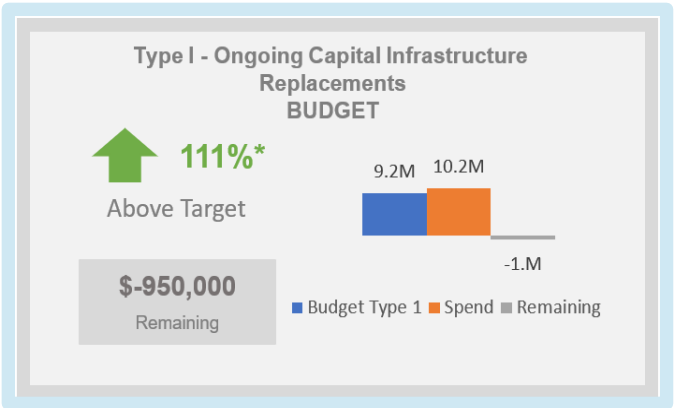
WATER DIVISION | Q4 / YEAR-END 2024

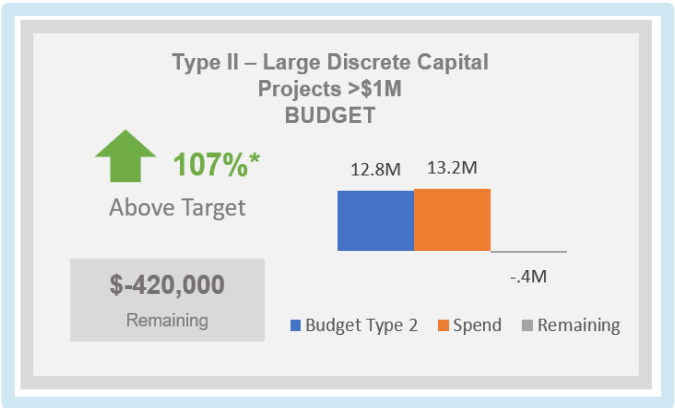
APPENDIX I

RESILIENCY & PLANNING



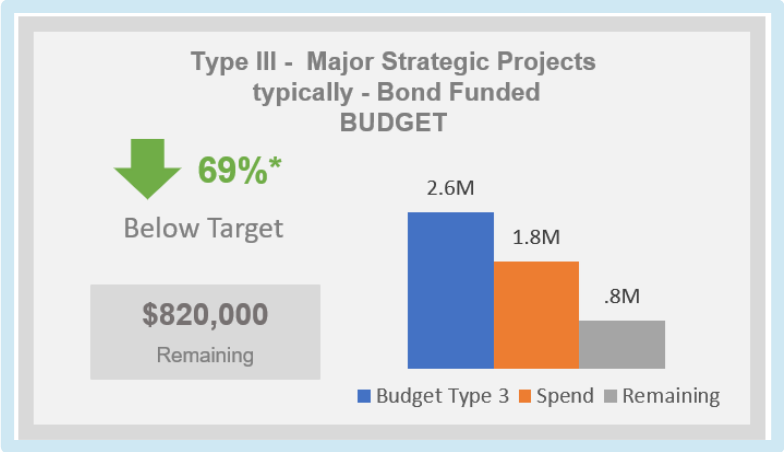




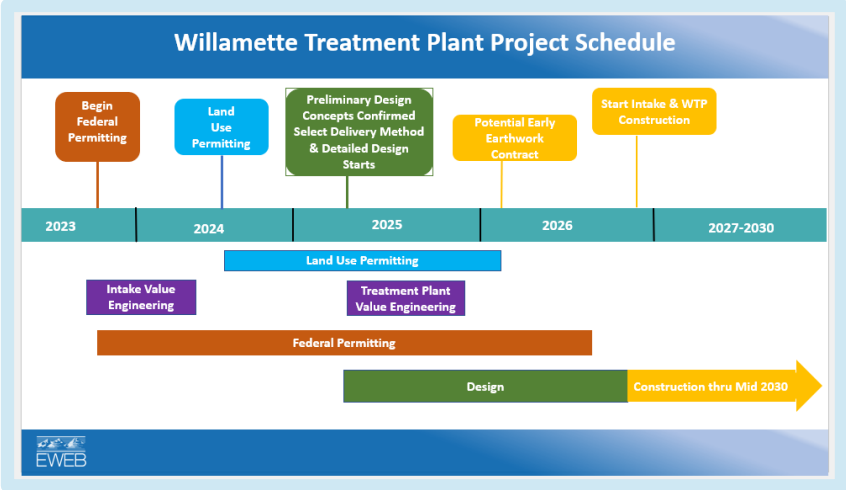


WATER DIVISION | Q4 / YEAR-END 2024

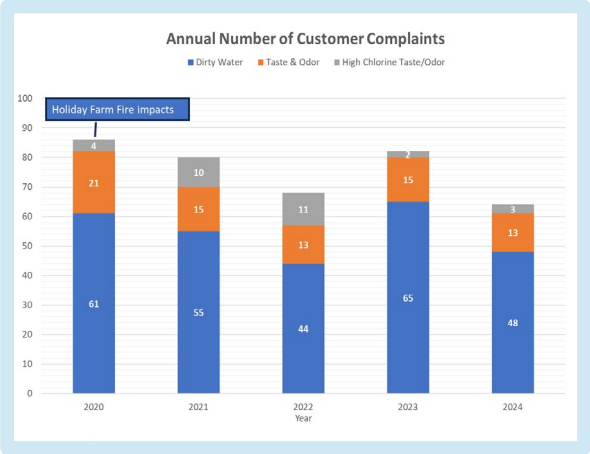
APPENDIX I

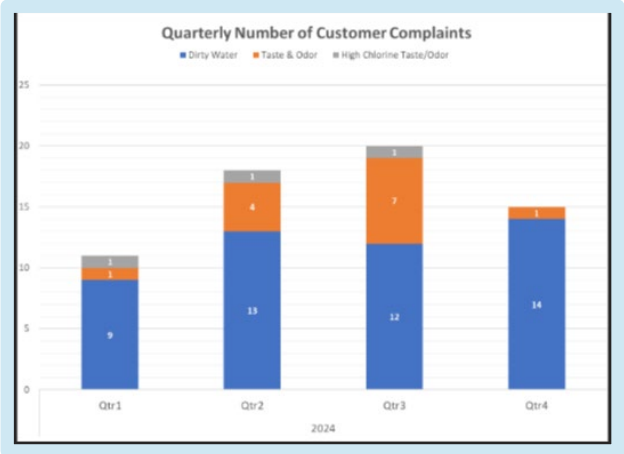


* Type 1,2 & 3 graphics are pre budget amendment #'s.



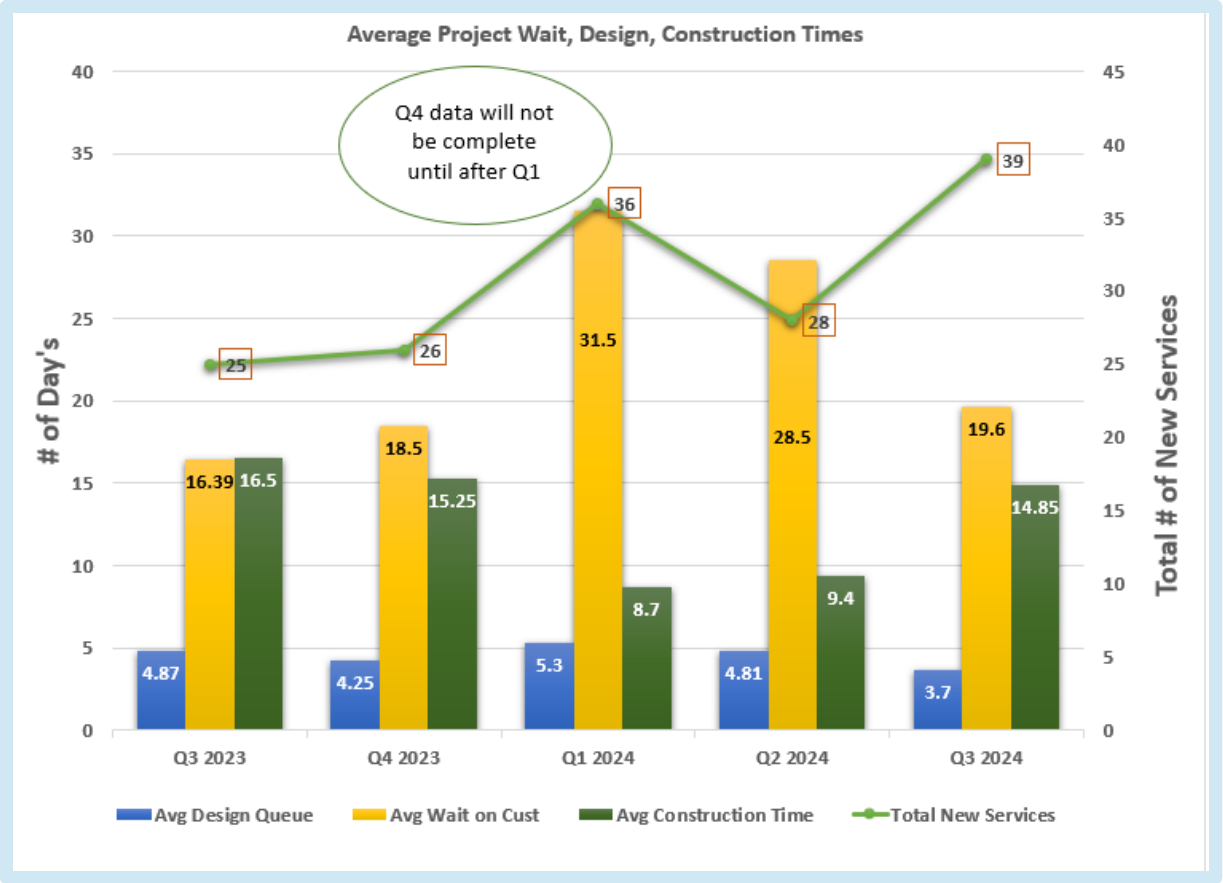
TAP (CUSTOMER)





WATER DIVISION | Q4 / YEAR-END 2024

APPENDIX I



WATER DIVISION | Q4 / YEAR-END 2024

APPENDIX I

WATER QUALITY & RELIABILITY FROM 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.

SOURCE

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.

PRODUCTION & PERFORMANCE

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.

TRANSMISSION & DISTRIBUTION

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.

MONITORING & COMPLIANCE

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. Compliance with all Safe Drinking Water Act requirements is key to protecting the public's health.

RESILIENCY, PLANNING & 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). The Master Plan and Capital Plan ensure investment in our infrastructure is prioritized in both the short and long term to ensure reliable service to our customer/owners.

SUPPORT SERVICES

To ensure the smooth delivery of high quality, reliable water service to our customers, the Support Services Operations Division provides assistance with traffic control, locating, saw cutting, communications and control systems, along with fleet, property, facility, design and mapping and services.

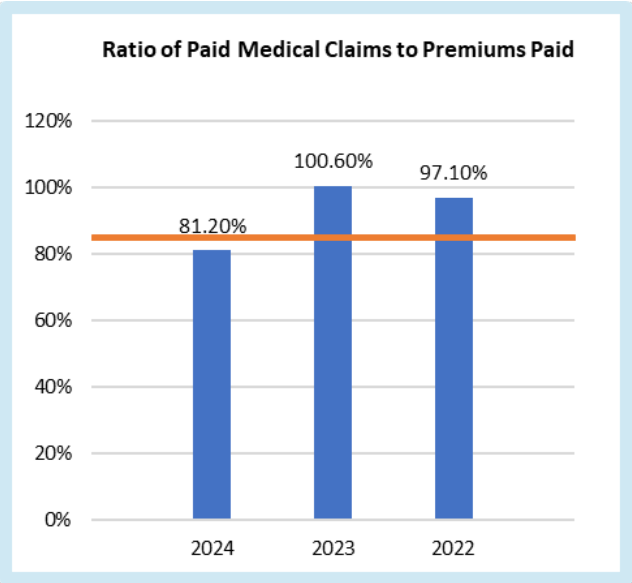
TAP (CUSTOMER)

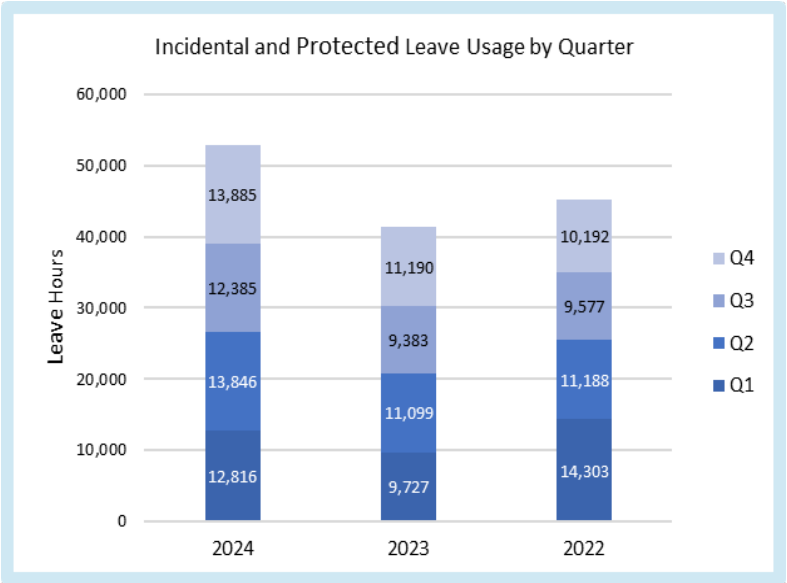
The Water Division's mission is to provide high quality, reliable drinking water to our customers while serving as stewards of utility assets and infrastructure using the Source to Tap approach. This final section includes data and information that points to the customer's experience with the Water Division.

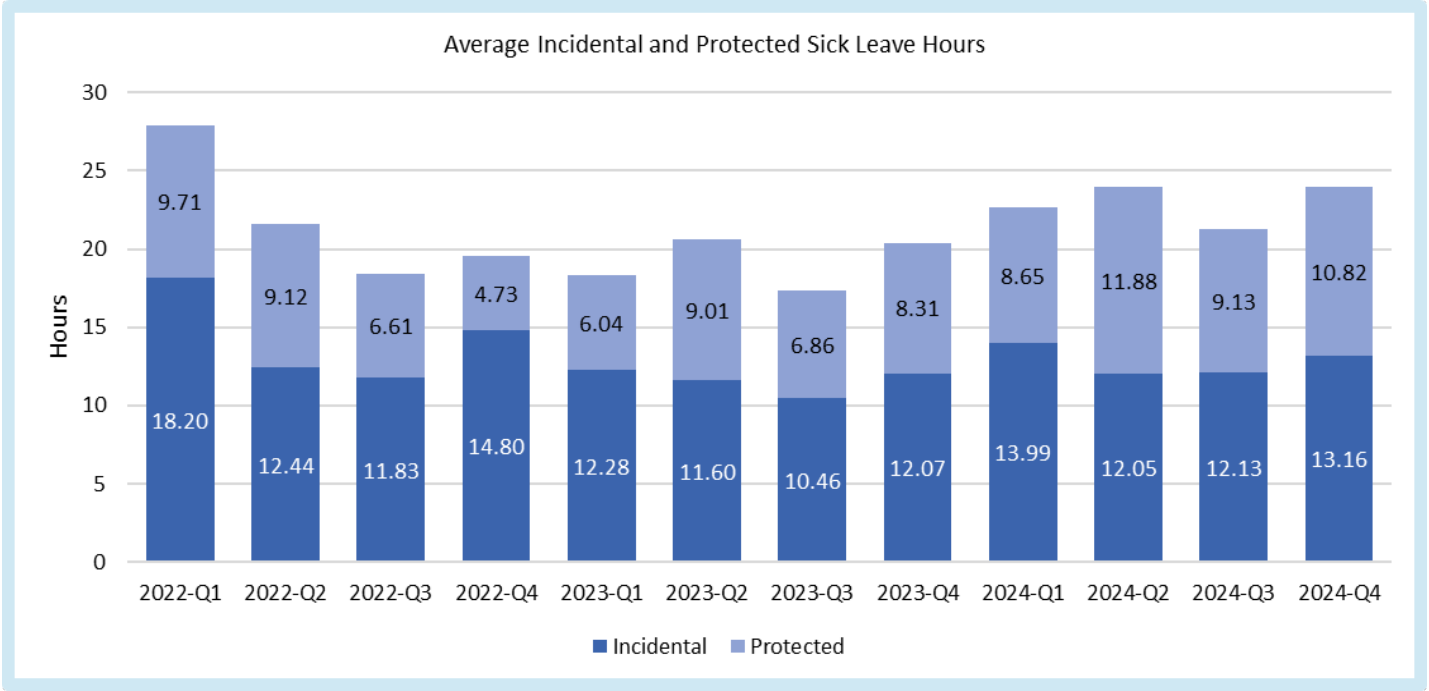
WORK FORCE COMPOSITION | Q4 / YEAR-END 2024

APPENDIX J

BENEFITS & LEAVE PROGRAM MANAGEMENT- LEAVES, RETIREMENTS AND WELL-BEING

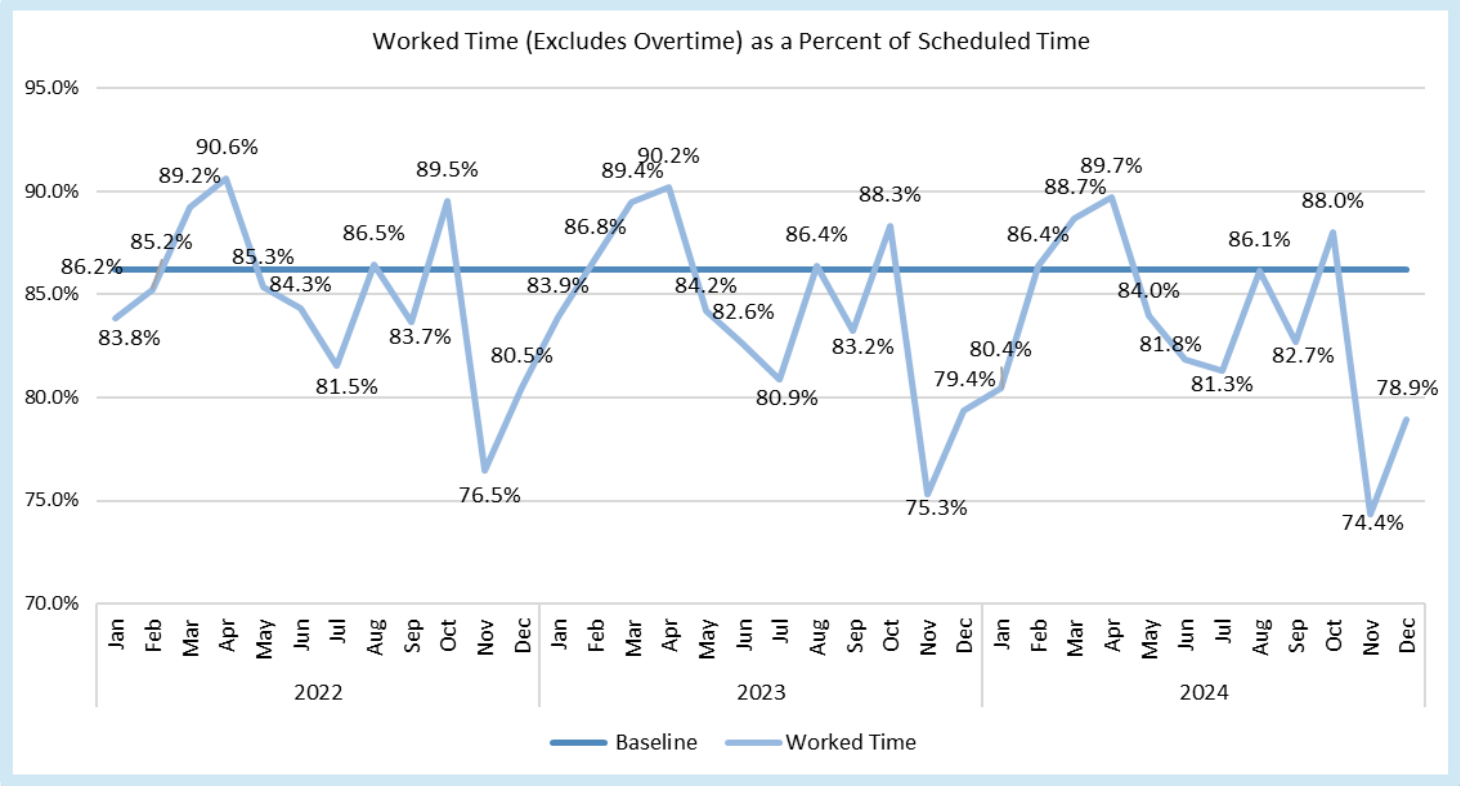


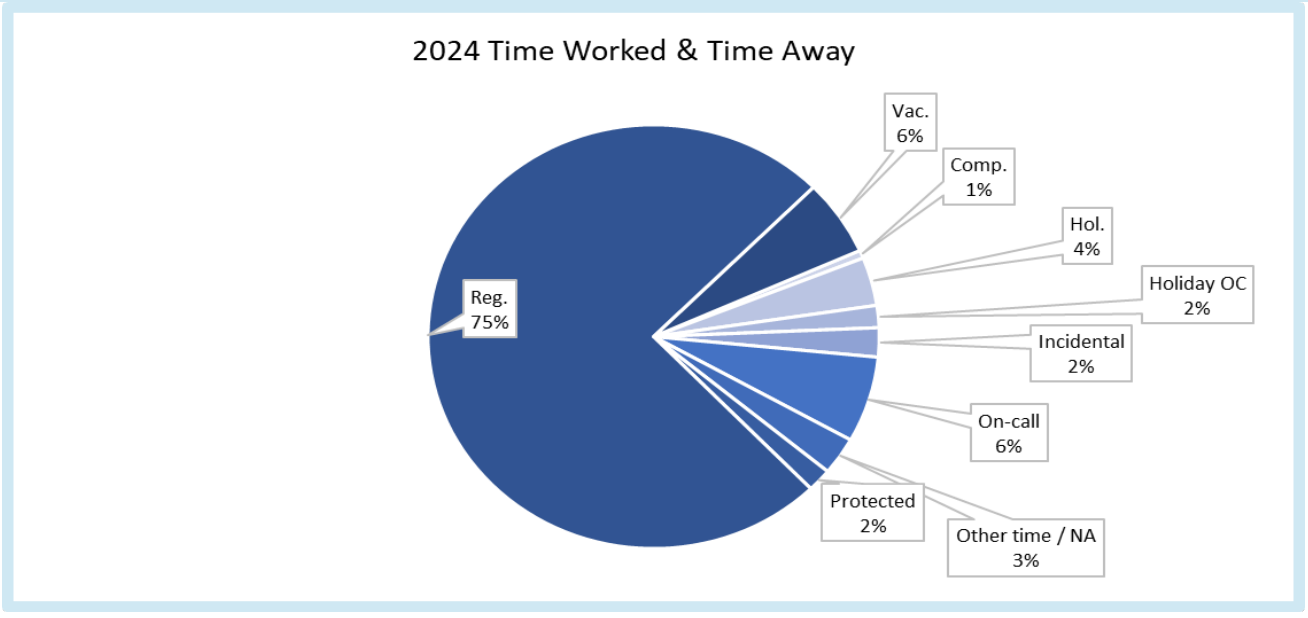




WORK FORCE COMPOSITION | Q4 / YEAR-END 2024

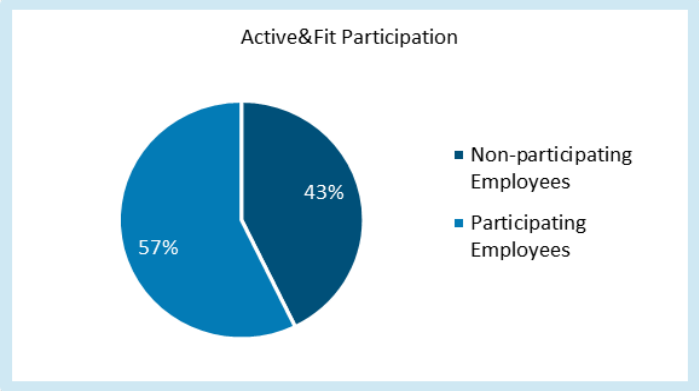
APPENDIX J

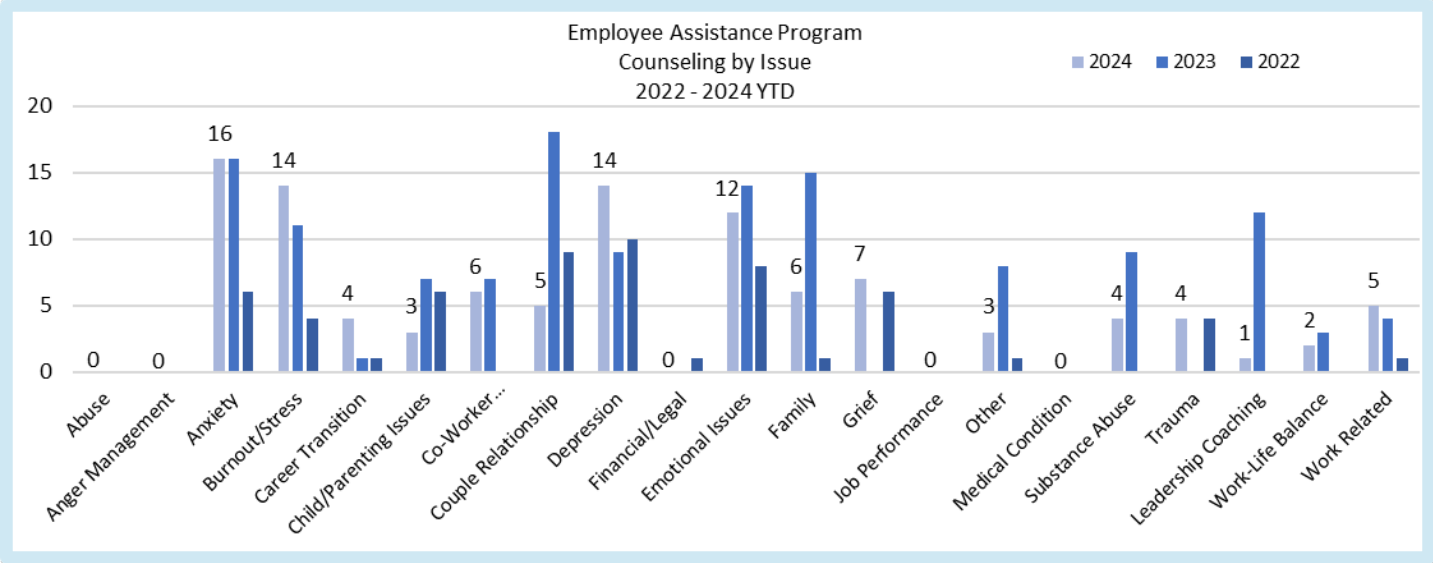


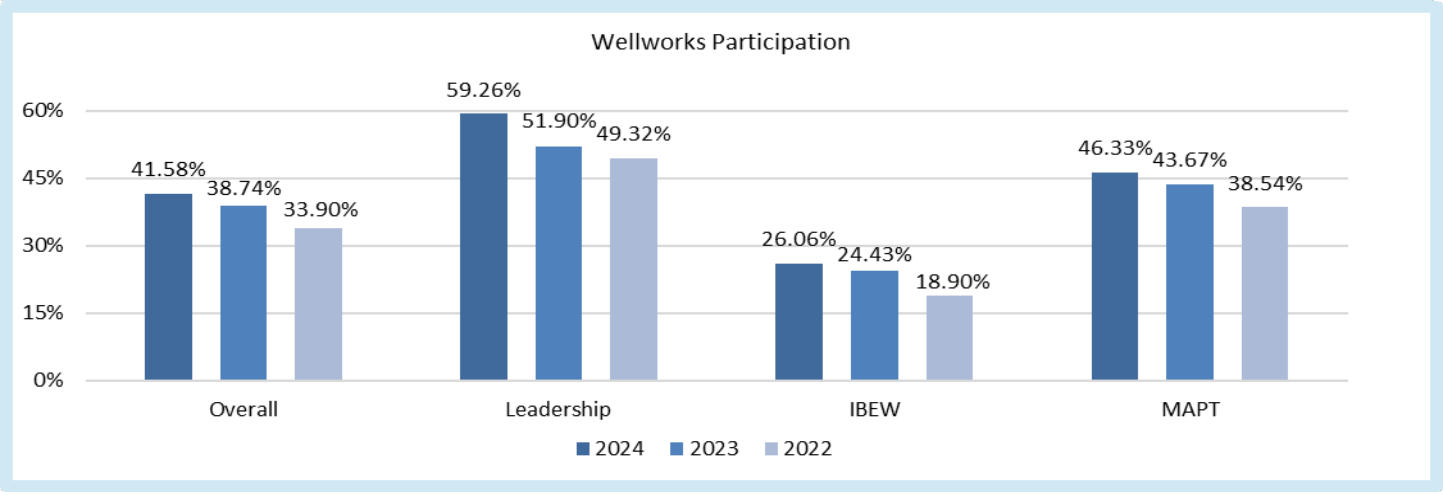


WORK FORCE COMPOSITION | Q4 / YEAR-END 2024

APPENDIX J

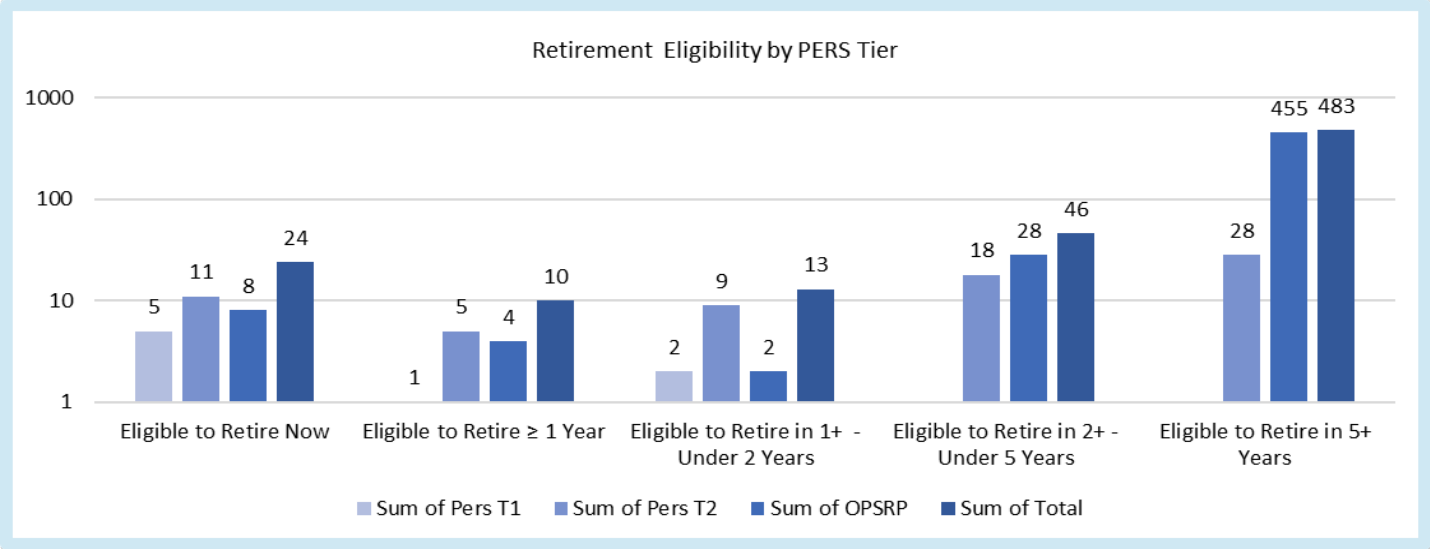


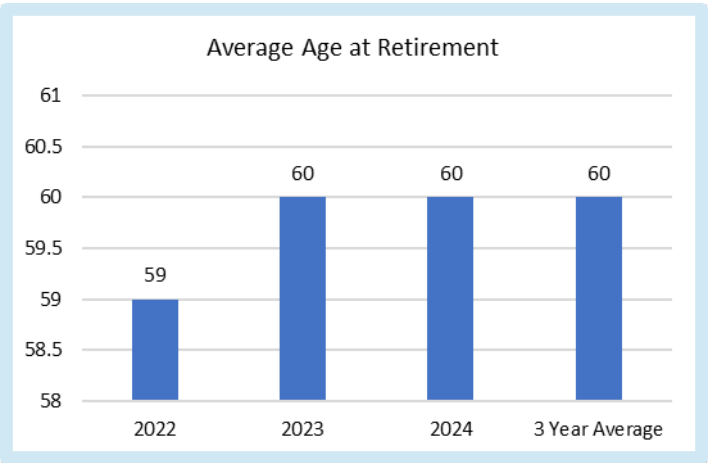


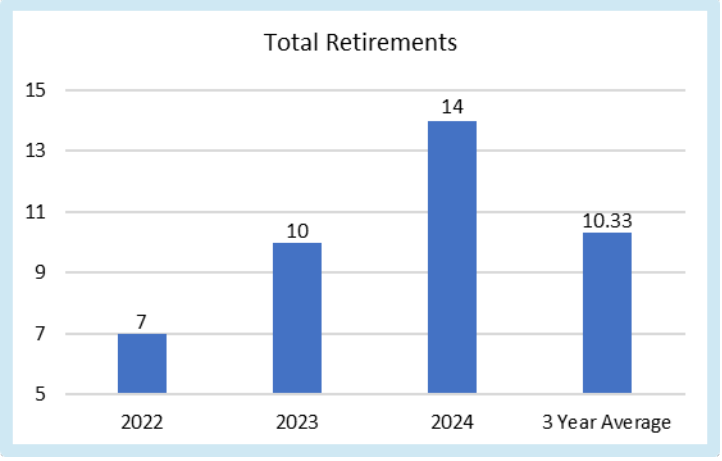


WORK FORCE COMPOSITION | Q4 / YEAR-END 2024

APPENDIX J

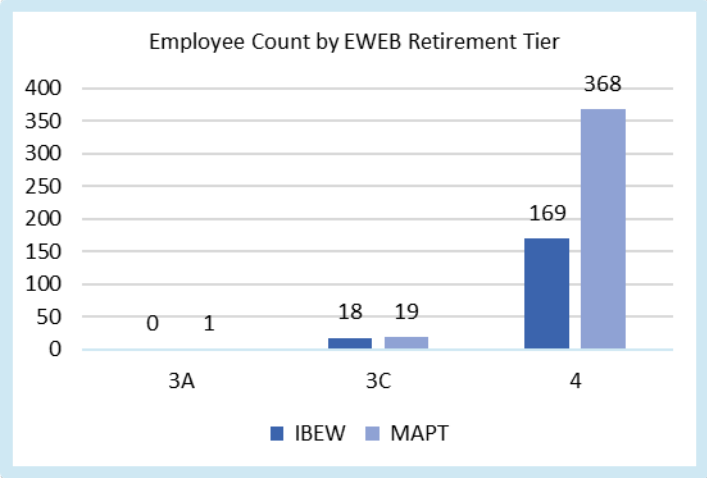


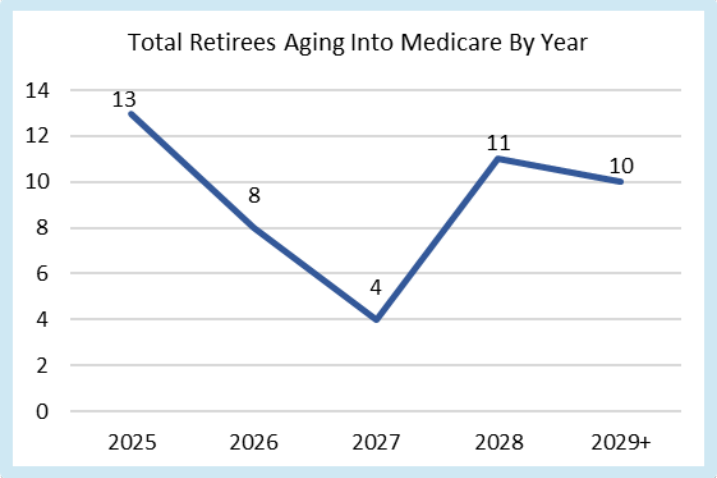




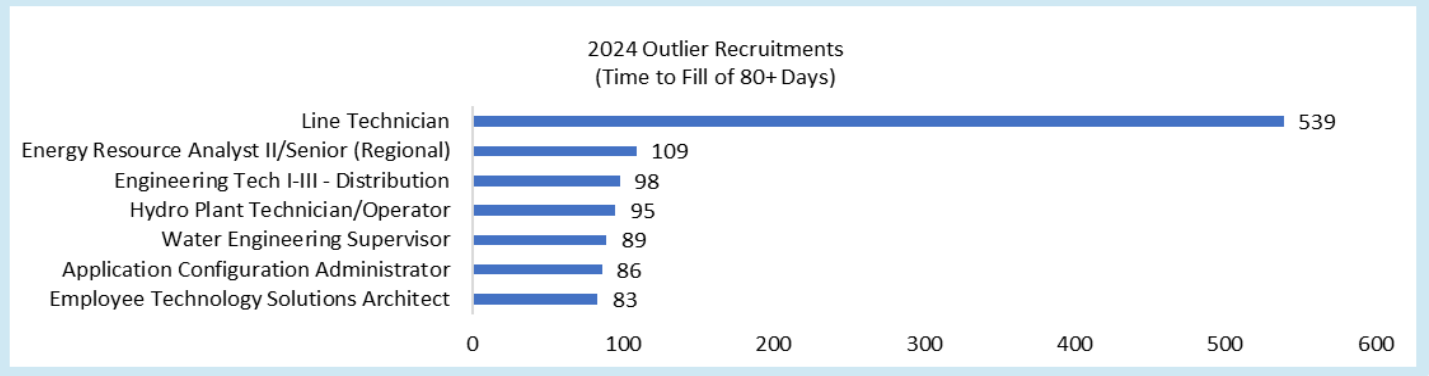
WORK FORCE COMPOSITION | Q4 / YEAR-END 2024

APPENDIX J





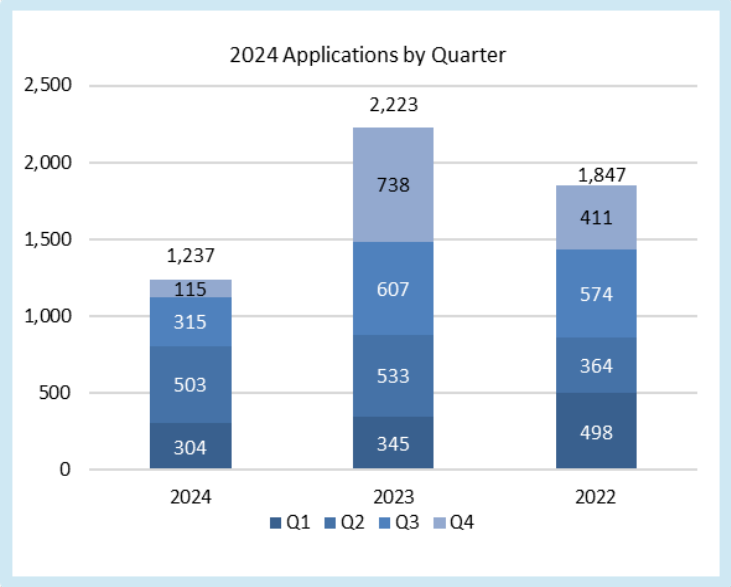
WORKFORCE RESILIENCY (HIRING, ADVANCEMENT & TURNOVER)

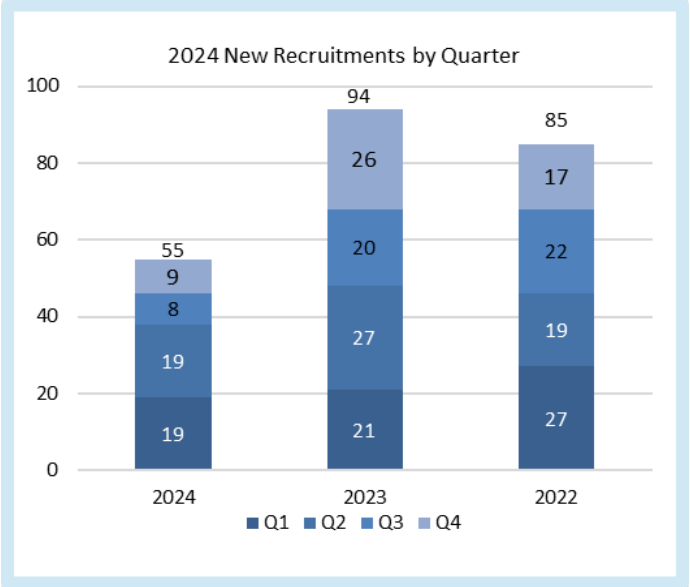


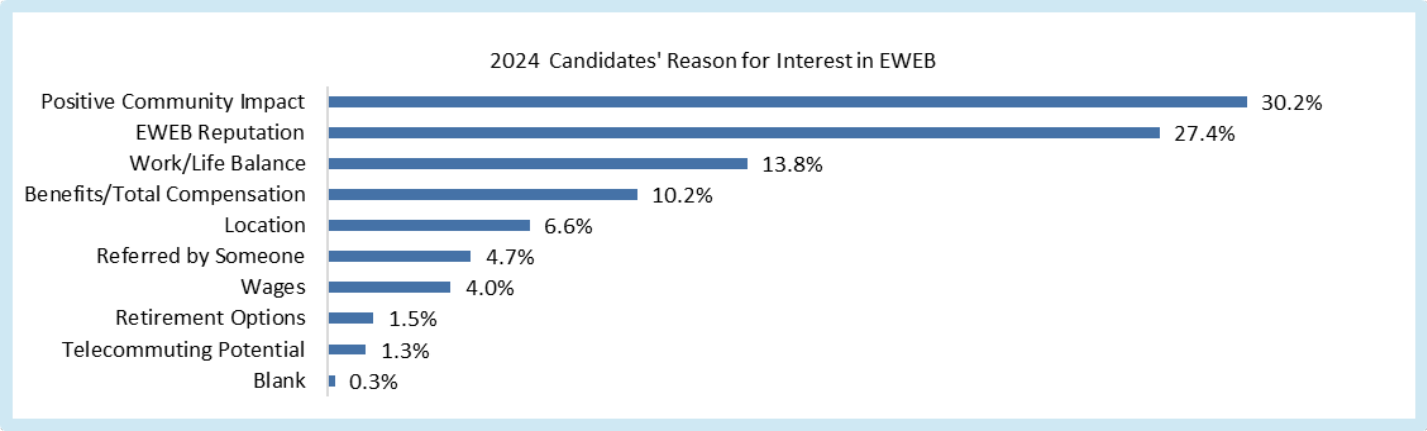
* Current extended recruitments (posted, open 80+ days): none

WORK FORCE COMPOSITION | Q4 / YEAR-END 2024

APPENDIX J

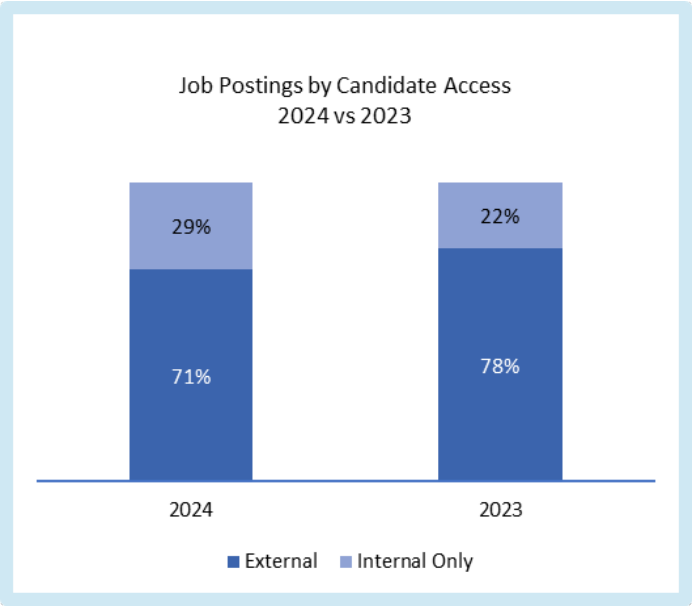


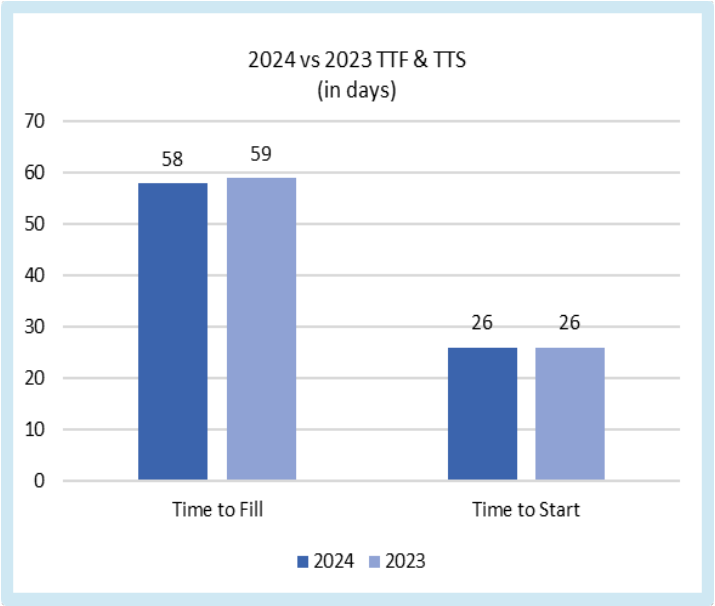


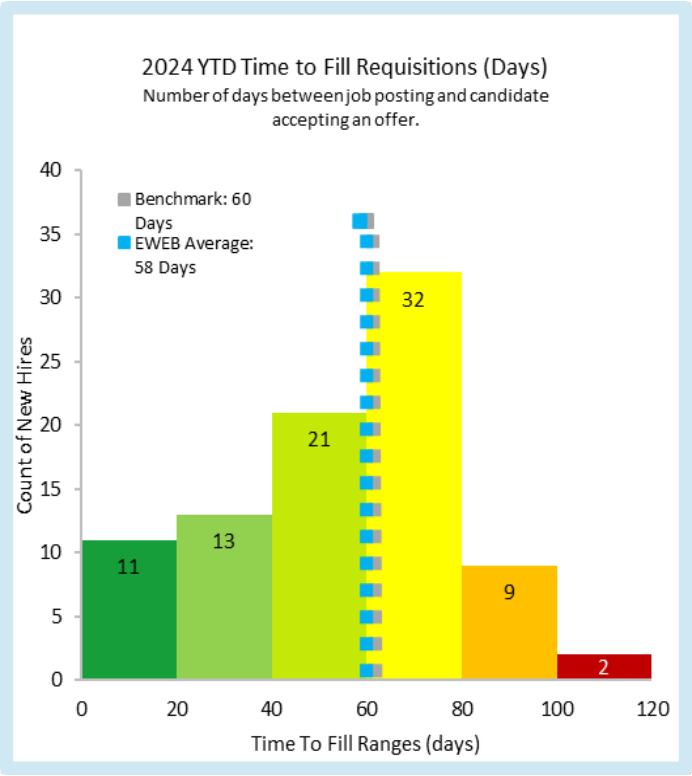


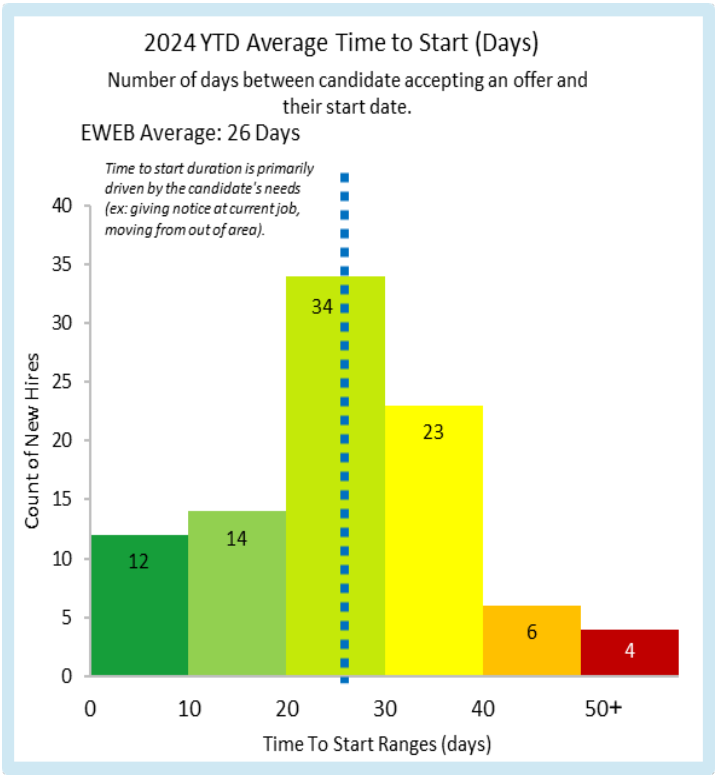
WORK FORCE COMPOSITION | Q4 / YEAR-END 2024

APPENDIX J



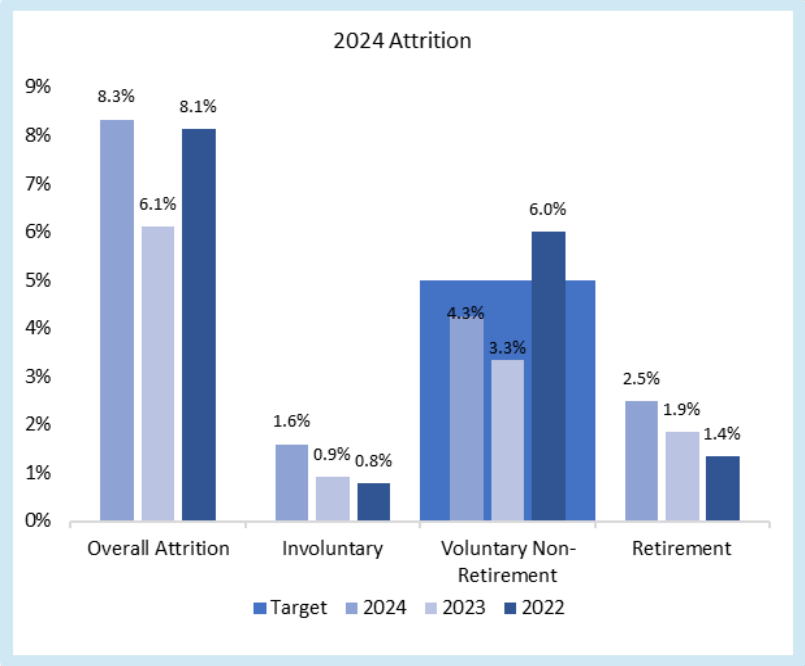


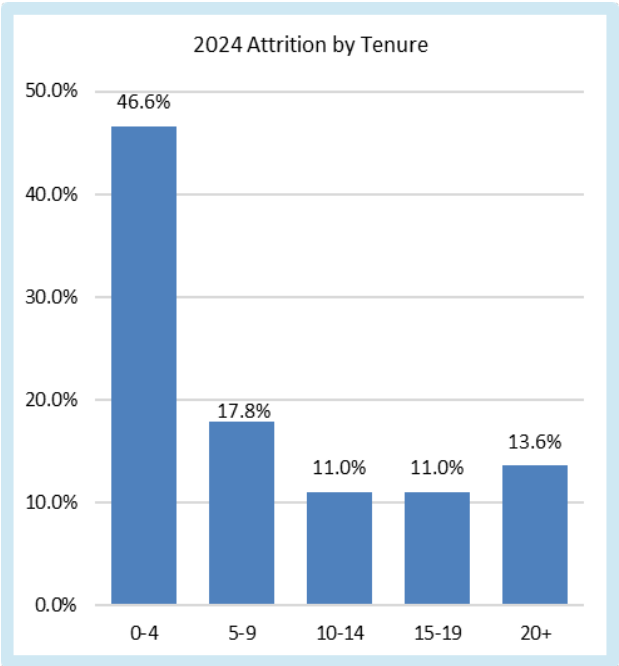




WORK FORCE COMPOSITION | Q4 / YEAR-END 2024

APPENDIX J





CUSTOMER DIVISION | Q4 / YEAR-END 2024

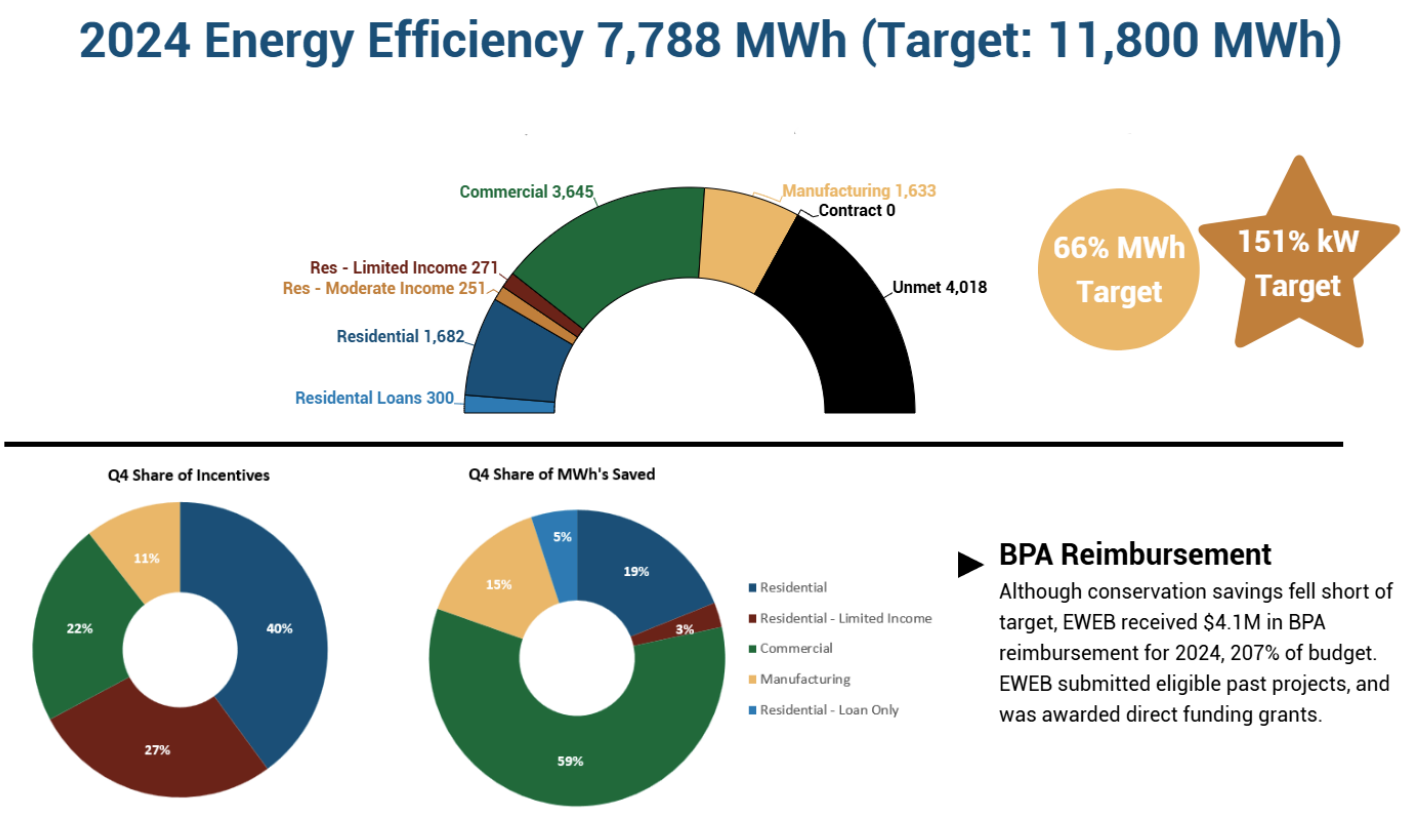
APPENDIX K

CUSTOMER SOLUTIONS

ENERGY EFFICIENCY

In addition to its rate funded programs, EWEB helped customers take advantage of state and federal grant funding to support local conservation investments. A total of $1.25M in external grants was delivered across multiple programs: $234k to moderate income households, $532k was allocated to landowners in the McKenzie Watershed to replace or repair septic systems; $265k from Oregon State grant funding was braided into existing incentives to promote heat pump adoption; and $214k from BPA direct funding grants for high impact commercial and industrial projects.

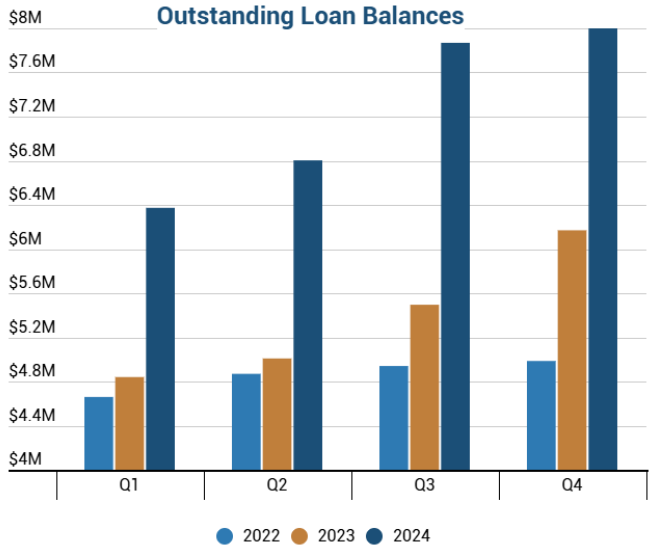
In response to Board input, and the availability of external funding, Customer Solutions focused on the residential sector throughout 2024. This prioritization led to high project volume with lower conservation yields. While energy efficiency savings achieved only 66% of target, peak savings of 2.04 aMW was achieved at 151% of target.

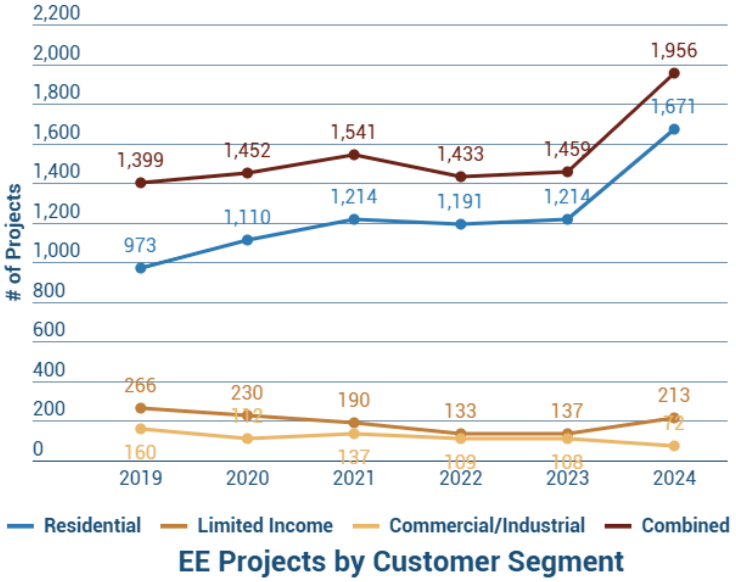


As noted above, residential project volumes increased in many categories. Ducted heat pumps were up 138% from 157 in 2023 to 375 this year. Ductless Heat Pumps increased 29% from 693 in 2023 to 893 in 2024. And high demand for EWEBs zero and low interest loans was persistent throughout the year. EWEB issued 500 residential loans in 2024 compared to 300 the prior year.

CUSTOMER DIVISION | Q4 / YEAR-END 2024

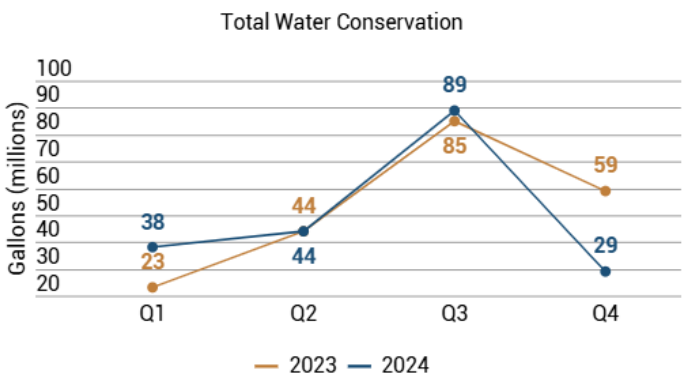
APPENDIX K

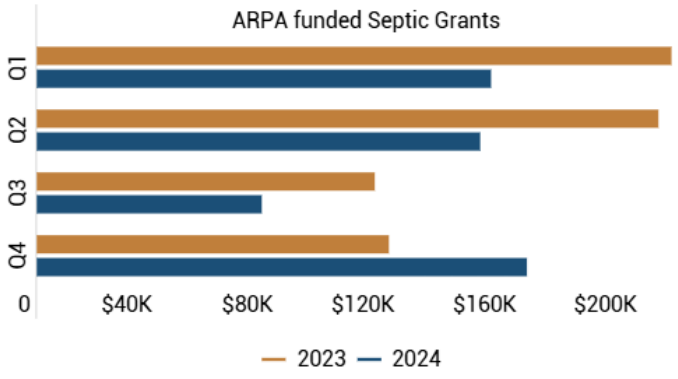




WATER CONSERVATION & SOURCE PROTECTION

EWEBs water conservation programs accounted for ~200,000 kGals saved throughout the year. These programs include leak detection notifications, efficiency incentives, water line replacement loans and limited income leak repair grants. Upriver customers continue to take advantage of generous incentives for septic system replacement. EWEB contracts with the Department of Environmental Quality (DEQ) and Lane County to distribute federal grants to eligible customers. The latter contract was amended to allow participation outside the Holiday Farm Fire boundary, but still within the McKenzie Watershed.



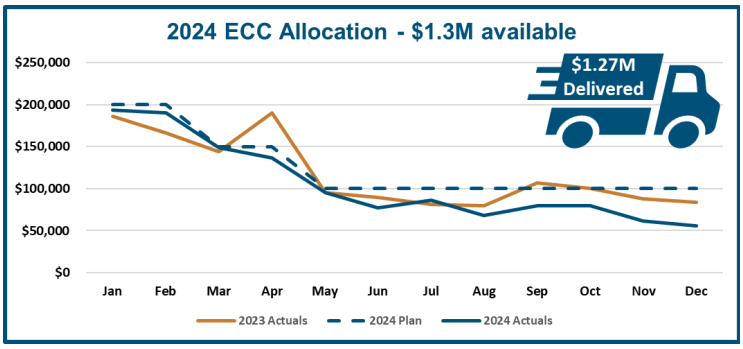


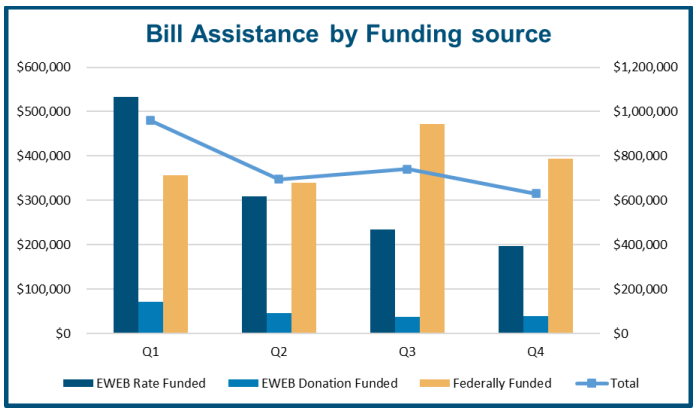
BILL ASSISTANCE

EWEB distributed $1.27M in EWEB Customer Care payments, allocating nearly the entire $1.3M rate-funded budget for bill assistance. Additionally, EWEB also distributed over $180k in Energy Share crisis assistance payments. Together, over 5,700 customers received vital support in utility bill assistance. Pursuant to EWEBs 2025 Organizational Goal #4, Limited Income programs will be evaluated to enhance the impact of utility support to this customer segments.

CUSTOMER DIVISION | Q4 / YEAR-END 2024

APPENDIX K





LEAD GREEN PROGRAMS

Despite have a positive impact on emissions reductions, Lead Green programs continue to have low participation rates. Move-outs are the greatest contributor to declining participation, as enrollments do not automatically transfer to customers relocating within EWEBs service territory. This issue is particularly noteworthy in 2024, as new enrollments, or re-enrollment has not been available since November due to EES migration. Program enrollment is expected to be re-established by end of Q1.

Lead Green - Participation and Direct Carbon Impact

	2018	2019	2020	2021	2022	2023	2024
Total Participants	1,707	1,629	1,590	1,590	1,622	1,660	*
Contributed Revenue	$234,098	$212,421	$193,438	$192,587	$199,419	$198,341	$183,411
Renewable Energy (M	22,593	20,439	18,578	18,520	19,392	19,731	24,809
Carbon Offsets	Carbon Offset program launched April 2022				16	59	67
EWEB Carbon Intensi	0.015	0.055	0.026	0.040	0.034	0.036	0.036
Total MT CO2e	339	1124	483	741	791	777	970

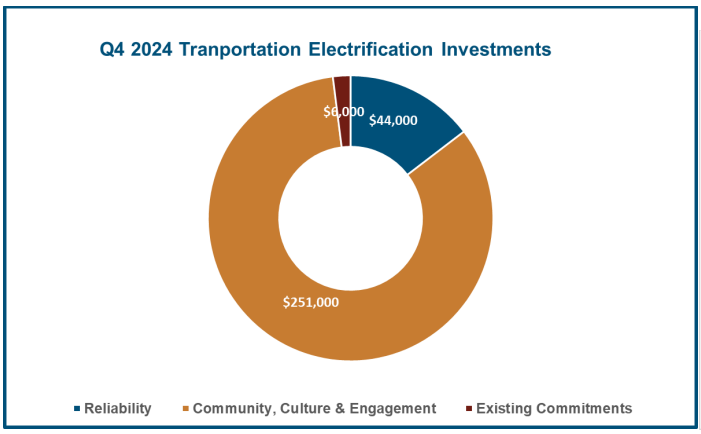
*** Reporting on total participation was not available at time of publish due to new Customer Information Systems (SAP)**

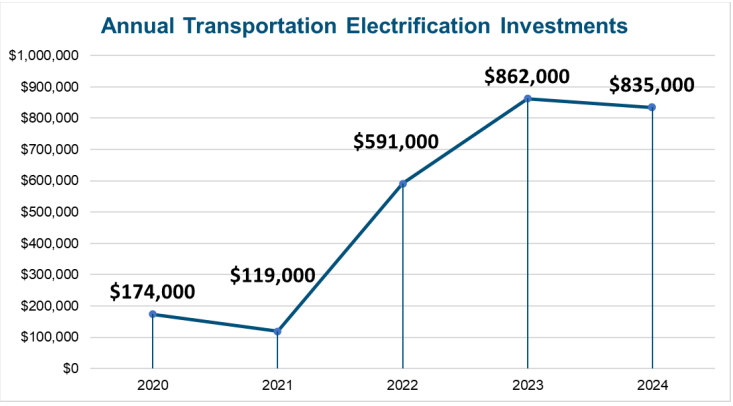
TRANSPORTATION ELECTRIFICATION

Customers continue to take advantage of EWEBs Transportation Electrification programs (TE). Electric Bike incentives and Community Grants saw the highest allocations in 2024. In the coming year, EWEB will dedicate a higher share of Clean Fuels Credit revenue to support reliability investments to ensure the local distribution system can continue to meet the demands of electrification. This pivot will help negate the disproportionate financial impact of transformer and other system upgrades in a more equitable manner.

CUSTOMER DIVISION | Q4 / YEAR-END 2024

APPENDIX K





Registered EV growth in EWEBs service territory continues to climb, albeit at a slower rate in 2024. EWEB receives CFCs for the number of registered EVs, and for owned charging infrastructure. Monetization of these credits provides a direct reinvestment loop to support future program funding. With that said, wholesale market pricing for CFC's has declined substantially. While the volume of credits is expected to rise, this will be offset by the drop in price.