



EWEB's Business Management System

In 2026, EWEB is continuing to use a process called EWEB's Business Management System (EBMS), to prioritize our work. A business management system is a set of tools, processes and methods that aid in the pursuit of organizational excellence and sustainable results.

EWEB's Business Management System is built on a strong foundation of our organizational values, engagement with our community and Board, and our compliance responsibilities and obligations to serve.

There are three pillars of focused work:

- Workforce development to build the skills, capabilities and capacity of our employees.
- A culture of Continuous Improvement to make our core services more efficient, reliable and responsive to customers.
- EWEB's Strategic Compass to align priorities and drive transformational change.



What is EWEB's Strategic Compass?

EWEB's Strategic Compass includes the process and tools used to prioritize our strategic work and drive transformational change in alignment with EWEB's Strategic Plan.



The Strategic Compass is how EWEB connects the dots between:

- EWEB's Mission, Vision & Values
- EWEB's highest-level Strategic Business Priorities
- 5-Year Themes to make progress on our Business Priorities
- Annual Strategic Goals to make progress on our 5-Year Themes
- Annual Tactics & Deliverables to be accomplished in the current year, including how we will measure progress and success



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Annual Strategic Goals support the progress of one or several of our 5-Year Themes.

Strategic Business Priorities

Using EWEB's Strategic Compass we have identified three equally important high-level Strategic Business Priorities.

Business Priority 1 (BP-1): Maintain/Improve Business Operations - Achieve and sustain the ongoing efficient and effective delivery of our products and services in a volatile operating environment.

Business Priority 2 (BP-2): Optimize Energy - Optimize the collective supply, delivery, and use of energy to fulfill our community's needs under changing market conditions and consumers' use of energy.

Business Priority 3 (BP-3): Improve Resiliency - Reduce the likelihood, magnitude and duration of sudden or gradual disruptive events through risk mitigation, emergency preparedness, response, and recovery strategies that support the delivery of our products and services.

Strategic Business Priorities inform the development of 5-Year Themes.

5-Year Themes

- 1 EBMS** - Implement and refine EWEB's Business Management System (EBMS) to define, prioritize, and align organizational work, resources, and investments based on clear intentional outcomes. (BP-1)
- 2 Customer Feedback** - Based on customer feedback, focus on areas that improve customer trust and satisfaction, initially focused on affordability and outage management. (BP-1, BP-3)
- 3 Systems & Strategic Use of Data** - Modernize enterprise systems and strategic use of data to improve business insights on customer attributes and utilization of our assets. (BP-1, BP-2, BP-3)
- 4 Power Supply Resources** - Ensure EWEB has power supply resources to support evolving consumer usage, regional grid conditions, and reliability/market standards required for Bonneville Power Administration (BPA) contract implementation in October 2028. (BP-2, BP-3)
- 5 Customer Products/Programs** - Drive consumer participation in products/programs that optimize the acquisition, delivery, and use of energy, initially focused on our largest customers' opportunities to mitigate peak demand. (BP-2)
- 6 Drinking Water Vulnerability** - Mitigate drinking water single-source vulnerability. (BP-3)
- 7 Resiliency** - Focus business continuity and resiliency efforts on mitigating most consequential risks with highest probability. (BP-1, BP-3)

5-Year Themes guide the development of supportive Annual Strategic Goals.

EWEB's 2026 Annual Strategic Goals

- 1 Mature EWEB's Business Management System (EBMS)** - Work with managers to apply the EBMS to develop 2026 organizational "Deliverables", and to guide and clarify quarterly reporting of key operational metrics and goal progress. Collaborate and align with the new General Manager to deepen utilization of EBMS and develop goals for 2027. **1 2**
- 2 Limited Income/Energy Efficiency Program Enhancements** - Improve design, delivery and reach of EWEB's limited income programs through the implementation of the strategies presented to the Board in December 2025, initially focused on bill assistance, prepayment, and customer engagement; and through energy efficiency program enhancements for middle-income customers and multifamily targeted assistance. **2 3**
- 3 Disruption Response & Communications** - Improve the use of tools, systems, and processes for substantial unplanned electrical disruption response and customer communication. **2 3 7**
- 4 Scalable Data Warehouse** - Commission a scalable enterprise data warehouse and begin population of targeted information in support of limited income and energy efficiency programs. **2 3 4 5 7**
- 5 Asset Management** - Collaborate with field/operational staff on the prerequisites (asset plans, process mapping, etc.) and the transition to new Field Service Management (FSM) and Enterprise Asset Management (EAM) systems. **3 7**
- 6 Electric Comprehensive Plan - (Deferred for 2026)**
- 7 Prepare for Bonneville Power Administration Contract Implementation** - Develop and initiate actions based on a roadmap identifying EWEB's role in portfolio management and key milestones under a new BPA contract structure and future market environment. **3 4 5 7**
- 8 Large Customer Peak Mitigation** - Refine the Demand Side Management Plan (DSMP) and rate-design planning based on initial peak mitigation initiatives with largest electric customers. **2 4 5 7**
- 9 Labor Relations** - Prepare for and initiate negotiations of next Collective Bargaining Agreement(s) with International Brotherhood of Electrical Workers (IBEW). **2 7**
- 10 Leadership Development** - Launch leadership development program. **1 2 7**
- 11 Willamette Treatment Plant** - Work with the Board to decide Willamette Drinking Water Filtration Plant conditions of continuance and scope based on completed project prerequisites. **2 6 7**
- 12 McKenzie Valley Territory Transfer** - Transfer McKenzie Valley electric distribution service territory to Lane Electric Cooperative per Commissioner guidance (Resolution No. 2524). **7**

Why EWEB plans our work this way

- **Community Value:** Our operating environment is complex and volatile. We need to level up our planning process to continuously provide value to our community.
- **Inspire Confidence & Trust:** We are working on the right things that will take us in the direction we want to go.
- **Leadership Development & Employee Engagement:** We seek to foster ownership and participation in this process. Your work matters!
- **Connect the Dots:** Ensure everyone knows *why* we do what we do.
- **Organizational Alignment:** We seek to improve interdivisional awareness, cooperation, resource sharing, and prioritization.
- **Transparency & Accountability:** We want everyone to see how we are progressing towards our goals.
- **Structured Repeatable System:** The EBMS system is a structured system we can use for years to come to improve performance over time.
- **Celebrate our Success:** A structured system to document our goals helps us celebrate our success along the way!



What's next?

EWEB's Business Management System and the Strategic Compass is the approach for how we are prioritizing our work that will follow an annual cadence for years to come. In 2026, we will work with our new General Manager to refine and solidify our approach to the annual cycle.

EWEB's current Strategic Plan is a 10-year plan running from 2018-2028. EWEB's Mission/Vision/Values, Business Strategic Priorities, and 5-Year Themes are developed in alignment with that plan and reviewed annually to ensure that alignment continues.

Annually, EWEB's Executive Team will focus on identifying Annual Strategic Goals that are approved by EWEB's Board of Commissioners. EWEB's Manager Team will focus on identifying Annual Deliverables with corresponding Deliverable Summary Sheets outlining key milestones and expected dates of completion to track progress and drive our quarterly reporting process. Each Deliverable will have an Executive Sponsor and a Deliverable Champion to ensure the work stays on track.

EWEB's Core Work

The priorities in the Strategic Compass build on our core work and help us move forward. EWEB's Core Work includes the foundation of everything we do related to EWEB's obligation to serve, legal requirements, Board-directed policy requirements and "maintaining the flow" of water, electricity, information, money, supplies, etc. Core work represents the ongoing delivery of existing services that is made more effective through incremental continuous improvement. Core work is vitally important to fulfillment of our mission but won't show up in the Strategic Compass unless transformational change is required.