



EWEB's Business Management System

In 2026 EWEB began using a new 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 and 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 One (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 Two (BP-2): Optimize Energy Delivery - effectively and efficiently align the supply, delivery and consumption of energy in order to create long-term value for customers.

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

Strategic business priorities inform the development of 5-year themes.

5-Year Themes

- 1 Implement a system to prioritize and align the allocation of limited resources across the organization based on intentional "core", risk-based, and strategic outcomes. (BP-1)
- 2 Based on customer feedback, focus Continuous Improvement (CI) efforts on areas that improve customer trust and satisfaction, initially focused on affordability and outage management. (BP-1, BP-3)
- 3 Modernize enterprise systems & strategic use of data to improve business insights on customer attributions and utilization of our assets. (BP-1, BP-2, BP-3)
- 4 Ensure EWEB has power supply resources that meet anticipated demand and regional grid obligations. (BP-2, BP-3)
- 5 Drive customer participation in products/programs that optimize the use and delivery of energy. (BP-2)
- 6 Mitigate drinking water single-source vulnerability. (BP-3)
- 7 Focus business continuity and resiliency efforts on mitigating probability most consequential risks (potential disruptions). (BP-1, BP-3)

5-year themes guide the development of supportive Annual Strategic Goals & Deliverables

EWEB's 2026 Annual Strategic Goals

- 1 **Mature EWEB's Business Management System** - Work with managers to use 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 GM to deepen utilization of EMBS and develop goals for 2027. **Frank** 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 Dec 2025, initially focused on bill assistance, prepayment, and customer engagement; and through energy efficiency program enhancements for middle-income customers and multifamily targeted assistance. **Julie** 2 3
- 3 **Disruption Response and Communications** - Improve the use of tools, systems, and processes for planned and unplanned disruption response and customer communication. **Julie** 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. **Travis** 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. **Karen** 3 7
- 6 **Electric Comprehensive Plan** - Develop a formal, maintainable, and repeatable Electric T& D Comprehensive Plan. **Karen** 1 7
- 7 **Prepare for BPA 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. **Brian** 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. **Julie** 2 4 5 7
- 9 **Labor Relations** - Prepare for and initiate negotiations of next Collective Bargaining Agreement(s) with IBEW. **Diedre** 2 7
- 10 **Leadership Development** - Launch leadership development program. **Diedre** 1 2 7
- 11 **Willamette Treatment Plant** - Work with the Board to decide Willamette Drinking Water Filtration Plan conditions of continuance and scope based on completed project prerequisites. **Karen** 2 6 7
- 12 **McKenzie Valley Territory Transfer** - Transfer McKenzie Valley service territory to Lane Electric Cooperative per Commissioner guidance (Resolution 2524). **Anne** 7

Why EWEB plans our work this way

- Our operating environment is complex and volatile. We need to level up our planning processes to continuously provide value for our community.
- EWEB's Business Management System is a structured system we can use for years to come to improve our performance over time.
- We hope to inspire confidence and trust internally and externally that we are working on the right things to take us where we want to go.
- We want to connect the dots about *why* we do what we do.
- We seek to improve interdivisional awareness, cooperation and resource sharing.
- EWEB is good at planning! We seek to improve how we align and prioritize *across* the many plans that drive our work.
- We want to engage employees and foster a sense of ownership and participation. Your work matters!
- We seek to demonstrate transparency and accountability. We want everyone to see how we are progressing towards our goals.
- By having a structured system to document our goals, we can better celebrate our success along the way!



What's next?

EWEB's Business Management System and the Strategic Compass are the new approach for how we will move forward together from now on. This isn't just something we are doing for 2025. This is a new way of prioritizing our work that will follow an annual cadence for years to come. We are building that cadence now.

Every five years the mission/vision, high level strategic priorities and 5-year themes will be developed/refined in alignment with the organization's strategic plan.

Annually, work will focus on identifying Annual Strategic Goals that are approved by EWEB's Board of Commissioners and Annual Deliverables with key performance indicators to track progress and drive our quarterly reporting process.

The process of conducting planning work will begin the year prior, leading to the adoption of Annual Strategic Goals and Annual Deliverables prior to the start of the next implementation year. Development of Annual Strategic Goals and Annual Deliverables for EWEB's 2026 Strategic Compass will begin in Fall 2025.

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 "keeping the flow" of water, electricity, information, money, supplies, etc. Core work represents the ongoing delivery of existing services. Core work is vitally important to fulfillment of our mission but won't show up in the Strategic Compass unless transformational change is required.