



MEMORANDUM

EUGENE WATER & ELECTRIC BOARD

Rely on us.

TO: Commissioners Schlossberg, Brown, Carlson, Barofsky and McRae
FROM: Frank Lawson, CEO and General Manager
DATE: September 13, 2021 (Work Session September 21, 2021)
SUBJECT: Strategic Planning
OBJECTIVE: Discussion

Issue:

Attached is a revised strategic plan for review and discussion at the work session on September 21, 2021. EWEB's 2021 annual goals, approved in January, includes a goal to *revise and update the strategic plan in order to identify and prioritize the most impactful 3-5-year strategic issues, decisions, and projects*". After several discussions throughout this year, this work session will provide a forum to discuss and incorporate specific recommended amendments to the EWEB strategic plan for potential approval at the October 5, 2021, board meeting.

Background

According to the *Eugene Water & Electric Board Strategic Plan (2017-2020)*, approved August 1, 2017, revised July 10, 2018, EWEB will "review and update the plan annually, or when impactful changes occur."

Since approval in August 2017, the strategic plan has been guiding decisions, including those associated with emergency water sources, advanced metering, customer service policies and programs, and the understanding of electrification as a situational/conditional input to resource planning. The plan has aided in helping to build customer confidence through improved performance, cost controls, simplicity of customer interactions, and transparent community communications.

In 2018, Commissioners directed the General Manager to modify the strategic plan to specifically include GHG contribution to climate change and both physical and psychological safety in our Values.

In 2020, Management presented information to Commissioners on strategic status and progress, including a year-end assessment of projects and a summary of customer confidence as assessed using two independent survey methods. Due to the utility's focus on COVID-period operations, the Commissioners felt comfortable continuing to use the existing plan for strategic guidance.

In 2021, with two new Board members and a third who had not participated in the original development of the strategic plan, Management and the Board agreed to evaluate and explore strategic updates and/or enhancements and include revising the plan in the annual goals. Including the upcoming meeting, three work sessions conducted this year (February, April, September) will have included discussions related to the strategic plan and potential amendments.

Discussion

Strategic Plan Observations and Revision Opportunities

Throughout the past four years, including several work sessions this year, Management has had the opportunity to work with the Board (collectively) and consult with individual Commissioners on various aspects of the strategic plan. Based on those discussions, Management presents the following observations relative to the state and usefulness of the strategic plan, which were used to develop the attached plan revision.

While the strategic priorities of electricity resource decisions, along with emergency preparedness and disaster recovery remain intact, the operating and planning environment (technology, regulatory, customer preference) has become turbulent, and is emerging as the utility's most challenging near-term issue.

Typically, operational excellence is not distinctly strategic unless solid “daily” performance is restricting long-term opportunities as was determined in 2017. Because of operational improvement, EWEB should shift to using continuous improvement (CI).

Although the water and electric utilities share some resources and similar social/political operating environments, their situational status is unique and requires distinct strategic priorities. The proposed revision provides for differences between Electric and Water priorities.

Although the present plan recognizes infrastructure resiliency (i.e., “resilient spine”) as a tool used in emergency preparedness and disaster recovery, financial and workforce facets are added to the proposed revision.

Important foundational work, including modernizing EWEB’s information systems critical to supporting strategic pursuits, has been added to the proposed revision.

Reflective of the community, individual Commissioners evaluate the organizational Values differently, so it is unclear whether the Board (collectively) wants to resolve the tension between them (i.e., affordability vs. community, or environmental vs. reliability, etc.) by prioritizing a specific Value.

The governance cycle (i.e. the potential turnover of Commissioners) is an important planning consideration, calling for more definitive milestones within the 2-year and 4-year horizons. Management’s proposed critical accomplishments, identified in “Phase 2” of the plan, within this period include activities and/or milestones such as:

Electric

Advanced Metering Systems

Integrated Electric Resource Plan

New Electricity Pricing/Rate Design

New Time-of-Use/Demand-Response Products

Water

E. 40th Reservoirs & Interconnecting Transmission

Drinking Water Master Plan

Willamette Drinking Water Treatment Plant

Strategic Questions

Although not everything an organization does is strategic, the strategy should create the focus necessary to align the organization in pursuit of its desired outcome (a.k.a. success). EWEB’s strategic plan describes what we do, our primary role, and generally how we will fulfill that role.

Why and who we serve: EWEB plays a *vital* role in our community’s health and welfare. Although it could be modified at the direction of the Board, the present mission statement does not define our community as Eugene or call for territory growth. We strive to serve as a positive contributor in our existing footprint, not for shareholders or for profit.

What we do: EWEB fulfills our mission by focusing on delivering drinking water and electricity. The plan does not call for strategic emphasis on other services like telecommunications, other energy or environmental products, or social or community services. Also, based on the mission, electricity generation is a supply chain component of delivery, and not distinctly advantageous or strategic.

How we do it: EWEB’s mission statement highlights that those we serve consider our means important, although given the diverse views within the community, does not specifically prioritize the drivers of our methods. Rather, the mission acknowledges the tension between different approaches, as aggregated across our entire customer base, by linking to a roster of balanced and inclusive organizational values. As representatives of the community, the Board may contemplate prioritizing how we fulfill our mission, understanding that this creates some mutually exclusive tradeoffs. For example, the Board could qualify our delivery of water and/or electricity as reliable, taking precedence over affordable or environmentally responsible.

Board Questions and Feedback

Dissecting the strategic plan creates distinct questions for the Board to acknowledge or contemplate that either reinforces the proposed strategic plan or drive further revisions or clarifications. It is important for Management and Board alignment to explore and discuss these questions. For example:

1. Should we further define, expand or narrow, our community (or reach)? Regional Growth? Should we explore the sale, or defend the present status, of the McKenzie Valley electric service territory? By leaving it vague, Management interprets this as undefined and available for opportunistic changes in the future.
2. Is delivering drinking water and electricity enough? Other services?
3. Does it make sense to either consider selling or preserving our generation assets outside of the context of an integrated resource plan (IRP)? Management anticipates that the next IRP will provide guidance, which may include divesting or investing in generation. Is the Board open to all options, or does it wish to preserve certain aspects of electricity generation?
4. As rate pressures are incurred, should we continue social and community services, or prioritize rates as the best way to contribute to the economic “vitality” of our community, i.e., use low rates as our social contribution? Presently, the Board directs budgets to specifically include allocations for social and/or community investments (e.g. school grants, limited income support, conservation/environmental investments). Management considers these important, but non-strategic and conditional on our ability to afford such services.
5. EWEB values our stewardship in the environment, including our *role in reducing the greenhouse gases (GHGs) contributing to Climate Change*. Does the Board agree that our role is defined appropriately in Board Policy SD15 in support of this value?
6. Through a change in the mission or strategic execution, does the Board wish to prioritize any of the values, or does the balanced roster of five values (safe, reliable, affordable, environmental, community) still work?

Recommendation

Management recommends the Board consider the attached September 13, 2021, draft of the strategic plan for approval at the October 5, 2021, board meeting, and/or provide specific feedback to facilitate such approval.

Requested Board Action

No action is requested at this work session. Management is seeking feedback on the proposed September 13, 2021, revision of the strategic plan.

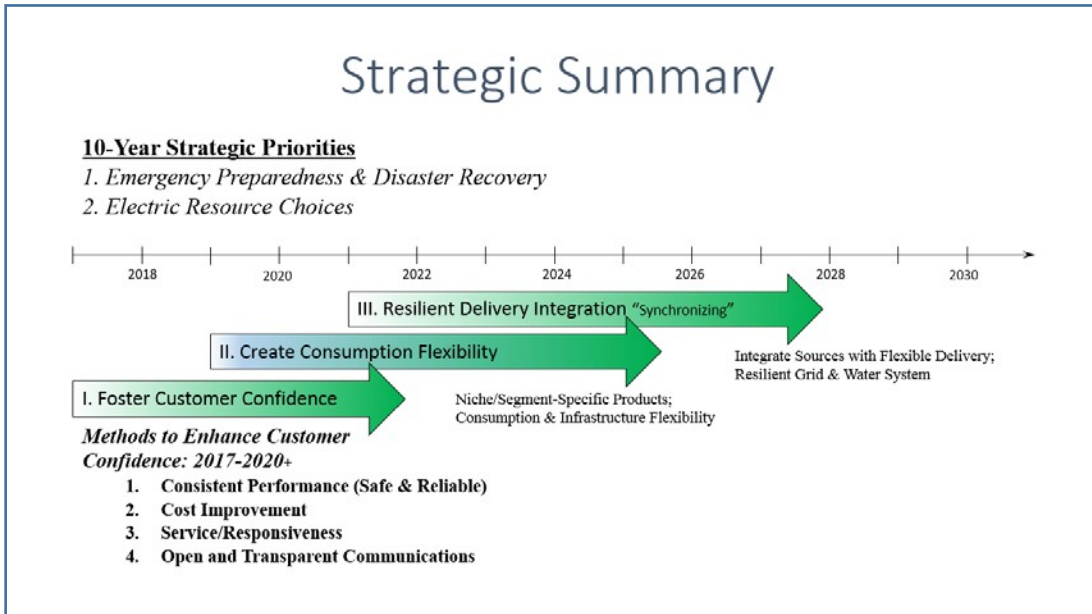
Attachment(s)

EWEB Strategic Plan (as approved, revised July 10, 2018)

EWEB Strategic Plan – Draft September 13, 2021, Revision

Eugene Water & Electric Board Strategic Plan (2017-2020)

*Adopted by the EWEB Board of Commissioners on August 1, 2017
Approved Revision: July 10, 2018*



Purpose

A strategic plan provides the context and understanding needed to manage policies, establish priorities, and make decisions. The plan should guide and align the organization, inspire action, and motivate us to achieve desired results. We will review and update the plan annually, or when impactful changes occur.

Introduction

The Eugene Water & Electric Board (EWEB), one of the oldest publicly owned utilities in the Northwest, was founded in 1911. Today, EWEB is Oregon's largest customer-owned utility serving approximately 200,000 people in the greater Eugene and McKenzie Valley areas. Each year, EWEB is responsible for delivering 7.5 billion gallons of drinking water and 4.5 million megawatt-hours of electricity. In accordance with the City of Eugene Charter, a five member Board of Commissioners is elected by the citizens of Eugene for staggered, four-year terms.

EWEB serves a city that is known for its dedication to action and self-sufficiency. The inspiration for creating a publicly-owned utility came from an increasing dissatisfaction with the private water company serving the community. In 1916, the Board purchased the Oregon Power Company's electric system, positioning the utility as the full-service provider it is today. The utility's name changed to Eugene Water & Electric Board in 1949.

Strategic Priorities...the two “Big Ones”

The most significant decisions confronting EWEB in the next decade involve sources of supply, including the renewal, replacement, or termination of major electric generating resource contracts, and decisions involving the diversification of drinking water sources for purposes of community resiliency and disaster recovery.

Prior to 2028, EWEB will need to reassemble a power generation portfolio, including EWEB's contract with Bonneville Power Administration (BPA) and the Carmen-Smith hydro facility relicensing project requiring an additional \$115 million investment. These decisions are worth billions, and will be made in the context of a changing climate, new technology, developing markets, and evolving customer expectations.

Eugene is also the largest community in the Pacific Northwest without a second source of drinking water. Ultimately, another surface water plant on the Willamette will be required to meet demand, and will justify the investment and associated rate increases. However, up until more volume is needed, using partnerships to create emergency water response, independent of the condition of our transmission and distribution pipes, is a more practical and effective approach for an Alternative Water Source (AWS).

Addressing these strategic priorities will require a deeper understanding of product consumption patterns, including the impacts to both wholesale and retail markets, and the value created for our customer-owners. During both normal and disruptive circumstances we will rely on our consumers to help us execute and make decisions, which will require their enhanced trust and confidence in EWEB. Confidence will be enriched through our consistent performance and transparent communications. Ultimately, our strategic priorities can be achieved using a “resilient delivery” utility business model, and require concentration on improving resiliency in the following two areas.

10-Year Strategic Priorities...the two “Big Ones”

- 1. Emergency Preparedness & Disaster Recovery*
- 2. Electric Supply Resources*

Vision

Our vision describes our future and what we want to achieve, and is stated as follows:

Vision

Our vision is to be a local utility that inspires our customer-owners to invest in and rely on us.

This vision implies that customers will have more utility and consumption choices in the future, and as owners will be integral in investing in that future, both financially and through program participation. We will have to earn their ownership and business.

Mission

Our mission describes how we will achieve our vision, and is stated as follows:

Mission Statement

Our mission is to enhance our community's vitality by delivering drinking water and electric services consistent with the values of our customer-owners.

We exist for the benefit (“enhancement”) of our local community. “Vitality” acknowledges the essential services that we provide, and highlights our vital contribution to the health and welfare of our community. “Consistent with the values” recognizes our owners are Eugene residents and our customers, and stresses the importance of the methods we use to deliver our services.

Values

Our strategic execution cannot sacrifice our “core values”, which provide the fundamental basis for guiding, testing, and/or overruling our policies, actions, behavior, and decisions. These values are unique and sacrosanct; they cannot be compromised for convenience or short-term gain. As proven by our decisions and actions, our core values are the following:

Organizational Core Values

SAFETY: We value the physical and psychological health and safety of our workforce and the public.

RELIABILITY: We value the continuous, on-demand delivery of quality drinking water and electricity.

RESPONSIBILITY: We value the prudent and sustainable stewardship of our customers’ financial and natural resources, including our impact on affordability and role in reducing the greenhouse gases (GHGs) contributing to Climate Change.

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

Fundamental Legacy

Our values are supplemented by a set of principles and behavioral expectations, as stated in Board Policy SD1. We care about our community and the environment. We strive to provide affordable products and services, continuously improving our efficiency and effectiveness. We emphasize customer service, defining value through our customers’ eyes. We treat each individual respectfully, and provide a quality work environment for our employees.

Strategic Evolution

Optimizing our resource and resiliency decisions over the next decade will require a *sequence* of strategic efforts and accomplishments. The eventual “resilient delivery” business model will be based on providing critical services more resiliently using a path that begins with the following.

Initial Phase Strategic Summary

Over the next three years, increasing customer value will cultivate the confidence needed for resiliency and long-term resource decisions.

This strategy denotes the impact of near-term performance on our customer relationship, and the role of our customers in pursuing our 10-Year Strategic Priorities. It is expected that our strategy will evolve as we progress through the following phases over the next decade.

Strategic Phases

<u>Phase</u>	<u>Theme</u>	<u>Method</u>
2017-2020+	Foster Customer Confidence	Focused Performance (Cost, Responsiveness)
2018-2022+	Create Consumption Flexibility	Niche/Segment-Specific Products; Delivery & Infrastructure Flexibility
2020-2026+	Resilient Delivery	Integrate Sources with Flexible Consumption; Resilient Grid and Water Network

Phase I – Foster Customer Confidence

Our relationship with our consumers will impact the execution of our water and electric strategies. Both utilities require that customers help us understand and potentially adjust consumption patterns in the future. Widespread customer trust is essential. While this phase is an extension of our previous “*perform while we transform*” strategy, it more clearly focuses “perform” improvements on cost and customer responsiveness through improved efficiency, simplicity, and ease of doing business with us.

Methods to Enhance Customer Confidence: 2017-2020+

1. Consistent Performance (Safe & Reliable Delivery)
2. Cost/Efficiency Improvement (Responsible)
3. Service/Responsiveness – Ease of doing business (Community)
4. Open and Transparent Communications

Other than product value (benefits versus cost), customers evaluate us based on their unique, non-routine service-based experiences (storms, billing questions, rebates/credits, renovations, etc.).

The objective of this phase is to cultivate customer confidence by consistently and transparently improving our performance.

Phase II – Create Consumption Flexibility

Organizational performance and resiliency are aided by agility, whether referring to negotiating contracts, optimizing resources, or responding to emergency or unanticipated events. In some cases, for our customers to “Rely on Us”, we need their help. Electric energy market dynamics are creating acute swings in seasonal, daily, hourly, and within-the-hour prices. The time of power consumption (or conservation) is equally important to how much average energy is consumed, but will require we facilitate flexible consumption programs to take advantage of this market characteristic. Additionally, our ability to be resilient in cases of electric or water disruptive events will require customer involvement.

The objective of this phase is to create products, services, and infrastructure that facilitate consumption flexibility.

Phase III – Resilient Delivery

Changes in technology, regulations, markets, and customer expectations will drive business model choices for utilities, including EWEB, in the future. Our future requires an enhanced agility, including system and customer flexibility in order to resiliently deliver our critical services. Our major decisions involving sources and supply will be influenced by, and will impact our future ability to fulfill our mission. How effectively we make our major resource decisions will depend on our ability to dynamically synchronize these resources with changing customer needs under a variety of future conditions including emergencies and natural disasters. We will need to integrate sources of supply (including new and/or distributed sources), fortified links between sources and critical consumption hubs “resilient spines”, and

flexible distribution (consumption and infrastructure) in order to resiliently deliver our future services. **The goal of this phase is to create a more resilient grid and water network through the complete integration of our sources of supply, resilient spine(s), and flexible distribution and consumption components.**

Future State Business Model

Resilient Delivery Model =	J(Sources of Supply + Resilient Spine(s) + Flexible Distribution & Consumption)
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Strategic Implementation

Our resources belong to our customer-owners and community, including financial (money, assets) and natural (rivers, air, wildlife). Investments are required to improve essential “compulsory” services, as well as achieve strategic objectives. The essential functions listed below are required for the utility to deliver basic service levels. The strategic investments support the improvement of sustainable performance over time, including the evolution of our products and services, and the progression of EWEB toward a “resilient and independent delivery” model.

While all of these investments are important, priorities must be guided by regulations and statutes, Board direction, policy, and our values. Strategic investments will be scaled to align with good financial responsibility, spending at sustainable levels that our customer-owners can afford. Along with strategic initiatives, safety, reliability, and responsible stewardship of our customers’ resources, including money and natural resources, will be the priorities that drive decisions and investments.

Essential Operations

Effectiveness and efficiency improvements target cost and customer responsiveness through simplicity and ease of doing business with us, while maintaining safety and reliability of existing essential services, including the following.

- *Regulatory (financial, NERC, FERC, PUC, ODH, DEQ, etc.)*
- *Continuance of Operations (reliable delivery of drinking water and electricity)*
- *Obligation to Serve (Customer Service, New Connections, etc.)*
- *Chartered (City Billing)*

Over the next three years, we will aspire to the following management levels of our essential functions.

- MAINTAIN our safety, reliability, and delivery performance
- MAINTAIN our regulatory compliance and legality
- IMPROVE our storm and disruptive event response
- IMPROVE our responsiveness to customers; become simpler and easier to transact with
- EMPHASIZE Cyber and Physical Security on protecting personal information and critical operational infrastructure and systems.

Strategic Investments

Strategic investments will focus on the pursuit of our strategic priorities, sequenced with our strategic evolution phases. The following areas will be strategic investments, executed according to our values.

Infrastructure Replenishment & Replacement (Capital) - Water & Electric

- Replenish and replace assets at approximately 1.5-2.0 times annualized depreciation rates, including strategic spending on the Water Reliability Initiative (WRI) and the Carmen-Smith Relicensing Project.
- Emphasize emergency preparedness & disaster recovery, working with local partners to enhance system resiliency.

Power/Energy Resource Planning (beyond supply chain management)

- Develop dynamic, stackable and interactive models of resources, prices and markets, and consumption to optimize resource choices for different scenarios.

Community Leadership and Responsibility (*conservation, efficiency, education*)

- Focus our efforts on maximizing the broadest benefits of our essential services (safe, reliable, responsible/affordable) for all customers.
- Emphasize programs and leverage partnerships with other institutions that support vulnerable members of our community.
- Support local and regional efforts to reduce the emissions of GHGs contributing to Climate Change.

Modernization (*Technology, Customer Information System, Advanced Metering Infrastructure (COM, MDMS, Meters, Intg.), Infrastructure and Control Systems*)

- Arrange the investments to align with the strategic phases starting with “Foster Customer Confidence” (e.g. Customer Information System, operational (safe, reliable, responsible), customer responsiveness), then progressing toward consumption and infrastructure flexibility, followed by the integration of sources, resilient spine, and delivery flexibility.

Eugene Water & Electric Board
2018-2028 Strategic Plan
(2021 Update)

Originally adopted by the EWEB Commissioners on August 1, 2017

Approved Revision: July 10, 2018

Approved Revision: [October 5, 2021 \(Target Date\)](#)

1.0 Purpose

This strategic plan provides guidance to effectively develop and manage policies, establish priorities, and inspire the actions necessary to position the organization to achieve desired outcomes.

2.0 Introduction

The Eugene Water & Electric Board (EWEB), founded in 1911, is Oregon's largest customer-owned utility presently serving approximately 200,000 people in Eugene and part of the McKenzie Valley. Each year, EWEB is responsible for delivering approximately 8.5 billion gallons of drinking water and 2.4 billion kilowatt-hours of electricity. EWEB is governed by a five-member Board of Commissioners elected by the citizens of Eugene.

3.0 Strategic Priorities

Drinking water and electricity are essential commodities that are becoming more precious. Managing forecasted volatility and scarcity, climate impacts, and the increasing occurrence and threats of disruptive events will drive EWEB strategy for the next few decades. With the goal of sustaining safe, reliable, affordable, and environmentally responsible drinking water and electricity services, the most immediate challenges facing EWEB involve effectively planning and operating in a turbulent environment, including a changing climate, new technology, developing markets, political and regulatory flux, natural and human threats, and evolving diverse community expectations.

4.0 Strategy

Over the next decade, EWEB will need more resilient and sustainable infrastructure, finances, people, and processes, eventually requiring customer participation in new programs designed to mitigate supply volatility and scarcity, improve resiliency to disruptive events, optimize infrastructure investments, and aid in water and electricity supply decisions. Although the community expectations for drinking water and electricity delivery occur in the same dynamic environment, each utility's situation is unique and requires distinct strategic elements.

Water

For reliability and resiliency, EWEB will need to scope and construct a drinking water treatment plant on the Willamette River, while simultaneously restoring the McKenzie watershed. By taking a comprehensive "source to tap" approach to water quality and reliability and given that significant investments have been made over the past decade at water pumping stations and the Hayden Bridge Treatment Plant, EWEB's priority now shifts to strengthening base-level water storage, in-town transmission infrastructure, and the design and construction of the Willamette drinking water treatment plant.

Electric

Prior to 2028, EWEB will need to reassemble an electric supply portfolio for the long-term economic, environmental, and social benefit of our community. These electricity supply decisions can be improved by effectively aligning time-of-use consumption, distributed generation, demand response, and efficiency programs with the increasingly dynamic future clean energy resources and evolving storage technologies.

With significant electricity delivery infrastructure commissioned in the 1960s and 1970s, EWEB will need to attenuate and manage the "ballooning" need to replace this concurrently aging equipment while increasing resiliency to potentially disruptive events. Electricity investments will be managed by prioritizing high-customer-impact assets and those systems that increase resiliency to community-critical locations.

It is expected that the strategy will evolve and progress in the following tenants and phases over the next few years.

4.1 The "Opening": Foster Customer Confidence (Ongoing)

Our relationship with customer-owners will influence their eventual voluntary participation in future water and electricity programs that optimize consumption levels and timing, impacting resiliency, infrastructure investments, and supply choices. Customer confidence is cultivated by good "performance", which is the fulfillment of our compulsory obligations in ways consistent with our organizational values. *The objective of this facet of the strategy is to cultivate customer confidence by continuously improving our performance in the following areas:*

- a. Delivery – e.g., water quality, electric and water reliability standards
- b. Safety & Security – e.g., psychological safety; protection of life, assets, property; dam safety, cyber/data security
- c. Cost/Efficiency (Affordability) – e.g., rate escalation consistent with societal levels of inflation,
- d. Service/Responsiveness (Community) – e.g., ease of interactions, turnaround times, transparent communication, disruptive event response, Board Policy SD3 (Customer Service Policy)
- e. Environmental Responsibility – e.g. watershed recovery/protection, Board Policy SD15 (Climate Change Policy)

4.2 The "Mid-Game": Positioning for Flexibility (2021-2023)

Creating operational and consumption flexibility tools, including demand response capabilities, will improve our ability to

negotiate and manage supply contracts, integrate clean-energy resources, develop backup and emergency systems, and respond to unanticipated events. *The objective of this phase is to build the foundational pieces that facilitate future consumption and operational flexibility, including the following elements:*

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

4.3 The “End Game”: Resilient Delivery (2024-2028)

How effectively EWEB synchronizes customer consumption with the future’s increasingly volatile and scarce water and electric supply resources will determine our success at delivering safe, reliable, affordable, environmentally responsible, and equitable services to our community, including during the occurrence and threat of disruptive events. This synchronization will require the integration of water and electricity supplies (including new and/or distributed sources), fortified links between supplies and critical consumption hubs (“resilient spines”), and customer participation in programs that optimize consumption levels and timing. *The objective of this phase is to effectively integrate new supply resources, resilient delivery systems (i.e., spines), and flexible customer consumption and includes the following elements:*

- a. Launch New Energy Services – *distributed energy resources (DERs), demand response (DR), and efficiency products to optimize cost, reliability, and carbon impact*
- b. Information Technology & Systems – e.g. *modernize legacy systems, continued (work, asset, and human resources)*
- c. Negotiate Electricity Supply Contracts
- d. Determine Investment, Divestment, and/or Disposition of EWEB-Owned Generation Assets
- e. Water Master Plan (2025)
- f. Resiliency (Electric) – e.g., *replace aging high-impact underground conductors, prioritize links between local generation and essential services (resilient spine)*
- g. Resiliency (Water) – e.g., *expand watershed protection to Willamette, base-level reservoirs and inter-connecting transmission, Willamette water treatment plant completion*

5.0 Vision, Mission, and Values

Vision, Mission, and Values statements create the framework to align the organization’s efforts in pursuit of its strategy.

Vision - *Our vision is to be a local utility that inspires our customer-owners to invest in and rely on us.* EWEB’s vision implies that we will earn our customer-owners’ trust, and thereby their investment and participation the programs integral to providing sustainable value.

Mission - *Our mission is to enhance our community's vitality by delivering drinking water and electric services consistent with the values of our customer-owners.* EWEB recognizes that our two primary services are “vital” to the health and welfare of our community, and that our methods are important to our customer-owners.

Organizational Values

Values drive “how” we do things, and provide the fundamental basis for our policies, actions, behavior, and decisions. These values are sacrosanct; they cannot be compromised for convenience, short-term gain, or strategic progress.

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

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

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

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

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