

Meeting Logistics and Facility & Safety Awareness

MEETING LOGISTICS

Thank you for attending tonight's board meeting.

EWEB management and subject matter experts are present in the room and virtually. The meeting is being live streamed and recorded.

Public testimony is welcome, sign-up forms are available at the back of the room.

Give completed forms to Security staff.

When your name is called to provide testimony, please speak loudly and clearly so everyone can hear you.

FACILITY & SAFETY AWARENESS

Visitor access is limited to the board meeting room and restrooms.

Restrooms are located on the 1st floor; exit through the interior door at the back of the room and a Security Officer will direct you to the location.

In the event of an emergency, (such as a fire or security incident) follow all instructions given by staff.

If evacuation is required, please calmly proceed to the nearest safe exit as identified and directed by staff and evacuate away from the building to the farthest points in the parking lots to allow clear and immediate access for first responders.

PUBLIC INPUT

INSTRUCTIONS



Complete Request to Speak form.

- In person: Hand form to Security Officer or staff seated along the windows.
- Callers: Submit online form any time before 2:00 pm meeting day (eweb.org/x2936)



Board President announces amount of time each speaker will be offered to present their testimony.

When your name is called, in person speakers may stand or sit at the speaker table.



Callers don't forget to press *6 to unmute.

Clearly state your name, and optionally your address or ward. Share your views and opinions respectfully.



3 MIN

Keep track of time. In-person speakers can watch the timer at the front of room; all speakers can listen for an audio notification when time has lapsed.

CODE OF CONDUCT

The Board values relevant community input from diverse perspectives and requests that all persons share their views and opinions in a manner that is productive, respectful, and not disruptive. Speech of any kind that is disruptive will not be tolerated. Anyone who fails to meet this standard may be muted or removed from the meeting.

WHAT TO EXPECT

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- Commissioners do not ordinarily provide responses to public testimony during the meeting; failure to comment does not indicate agreement or disagreement. Any individual commissioner's response is an expression of their own views, not necessarily the collective position of the entire Board.
- The Board may direct staff to respond to specific questions or comments posed by the public; those responses which are for the public good may be posted on EWEB's website.

EWEB Board Meeting

December 2, 2025

Call to Order and Agenda Check

*Please note that presentations may include unaudited information, as well as opinions and recommendations based on the best information available at the time.
For more context on these topics, we encourage you to refer to the video recording for this meeting.*



Eugene Water & Electric Board

Rely on us.

Items from Board Members & General Manager

Correspondence

#. Item and key points	Authors	Objective
1. Board Officer and Liaison Positions <ul style="list-style-type: none">Provided in preparation for January 2026 Board Meeting	Frank Lawson, Anne Kah	Information
2. General Manager Recruitment – Internal Feedback Questionnaire Results	Diedre Williams	Information
3. Present Year-End (2025) Audit Planning	Deborah Hart, Baker Tilly Auditors	Information
4. Quarterly Operational & Strategic Goals Report for Q3 <ul style="list-style-type: none">Incorporates EWEB Business Management System Structure (Core Work, Strategic Compass/Goals)Continue solid financial/operational performance; 15 of 18 goals on track (1 complete, 2 behind)	Executive Team and Managers	Information
5. Willamette Treatment Plant Progress Report – November 2025	Karen Kelley	Information

1. Public Hearing on Upcoming-Year (2026) Proposed Budgets and Prices

2. General Public Input

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Approval of Consent Calendar A

Approval of Consent Calendar B

Items removed from Consent Calendar

Resolution No. 2524

McKenzie Valley Service Territory

Frank Lawson, CEO & General Manager

December 2, 2025



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Motion - McKenzie Valley Service Territory

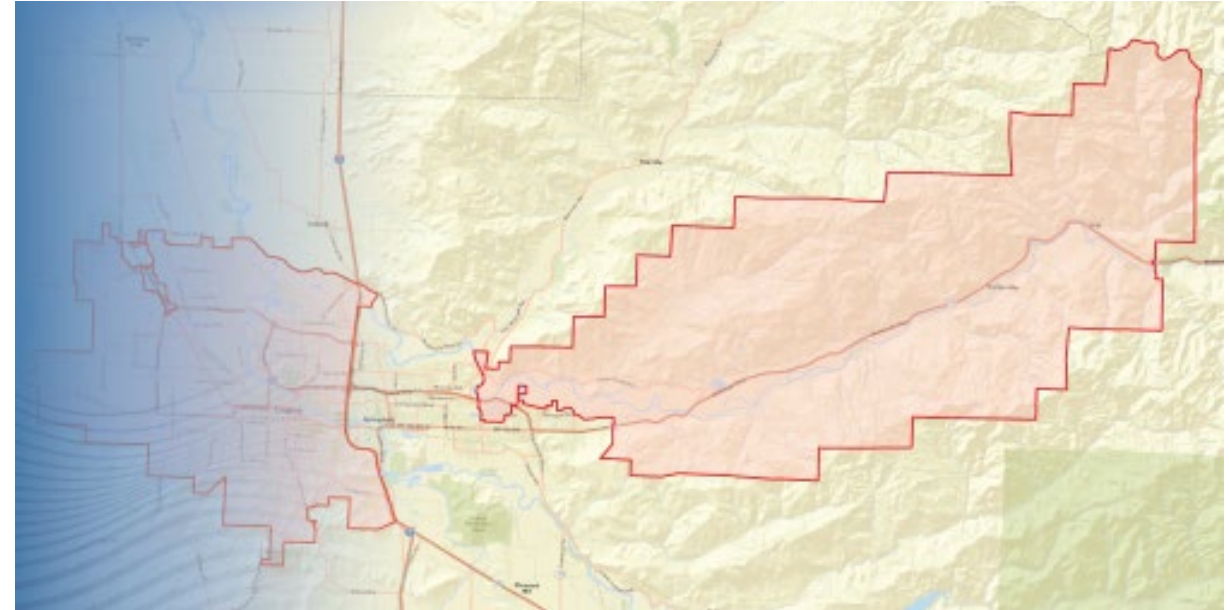
Transfer of Distribution “Delivery” Assets (Typically 12KV or less)...no Generation or Substation Assets

Rights to Serve ~3,200 Customers (Requires Regulatory Approval) – Robust Communications Planned

Federal power allocation to cover entire load

Terms & Conditions (multiple agreements including Asset Sale, Service Allocation)

Timeline/Schedule (May / October)



Motion: “...move to approve Resolution No. 2524 authorizing the General Manager to negotiate and execute agreements, and complete potential regulatory filings, necessary to transfer EWEB’s McKenzie Valley service territory to Lane Electric Cooperative within guidance as provided by the EWEB Board in executive session.”

Reliable and Responsible Services

Delivered Through Fair, Transparent, and Community-Beneficial Rates and Programs

- **Introduction – Frank Lawson, General Manager**
- Limited-Income Bill Assistance Programs – Anna Wade, Customer Solutions Manager
- Efficiency & Conservation Programs – Greg Kelleher, Customer Solutions Manager
- 2026 Proposed Budget – TiaMarie Harwood, Financial Services Manager
- 2026 Proposed Rates – Adam Rue, Rates Manager



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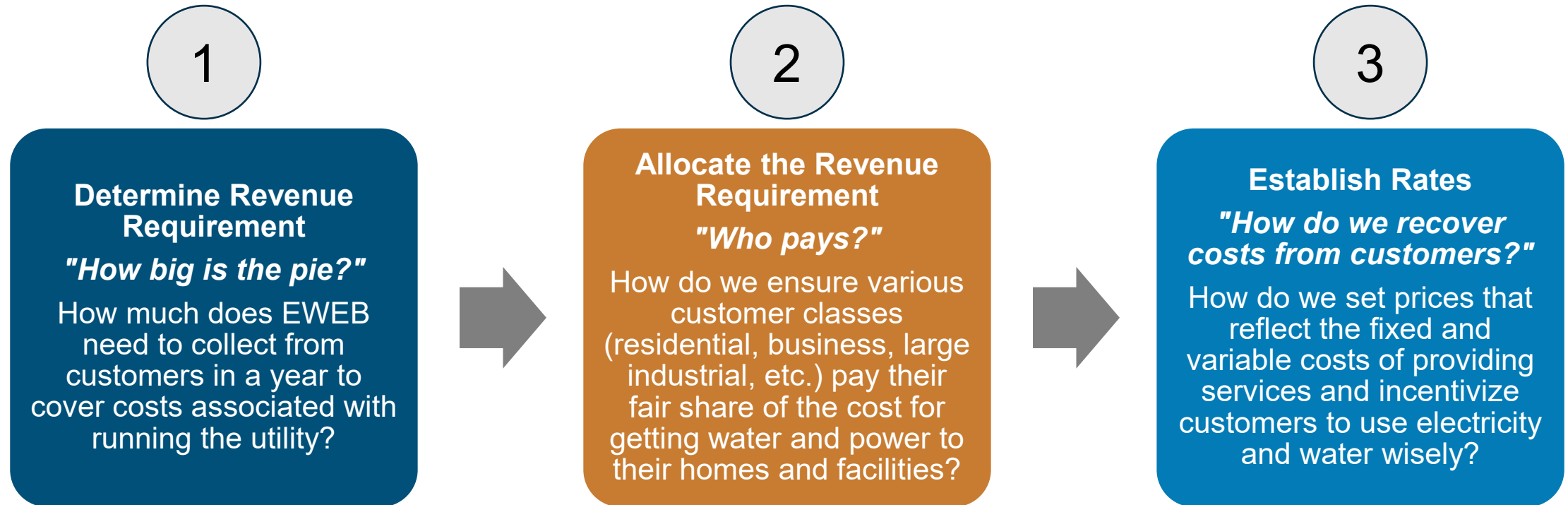
Financial Tools: A Holistic Approach

Rates	Fees	Customer Programs
<ul style="list-style-type: none">Charges that customers pay for the consumption of electricity and waterDesigned to recover costs of providing the service (generation, transmission, and distribution)Can be structured in various ways (e.g., flat rates, tiered rates, time-of-use rates); inspire beneficial consumption behavior	<ul style="list-style-type: none">Charges related to services or administrative functions, such as connection fees, installation charges, or late payment penalties.Can cover costs and/or generate revenue that offsets retail rates	<ul style="list-style-type: none">Initiatives or incentives to assist customers and encourage actions or investments that support organizational goals or community values<ul style="list-style-type: none">Efficiency rebatesBill assistanceEnvironmental programs



Each tool serves a distinct role in helping EWEB meet customer needs, maintain financial stability, and advance broader objectives like sustainability and social equity.

Rate-setting process: Recovering costs



Cost- and behavior-based financial principles

- Recover costs of service
- Fairly distribute expenses
- Promote transparency
- Incentivize beneficial behaviors
- Ensure:
 - Financial sustainability
 - Operational efficiency
 - Reliable service



Currin Substation



EWEB customers Annie & Paxton

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Relevance: EWEB Business Management System

Goal Deliverable:

Assess the current state of EWEB's limited income offerings and present recommended next steps to the Board in Q4.

2025 Annual Strategic Goals:

- Evaluate & **manage budgets and spending** based on prioritized outcomes with rate impacts near levels of inflation.
- Assess and **enhance the impact of EWEB's existing programs** supporting limited income and tenant customer segments.
- Evaluate and **prepare for opportunities** to influence consumption behavior.

5-Year Themes:

- **Based on customer feedback**, improve **customer trust and satisfaction** relating to affordability.
- **Drive consumer participation** in products/programs that optimize the use and delivery of energy.



Presentation outline

Objective:

Based on customer feedback, identify options to enhance impact and drive participation in limited income products and programs, while managing budgets and spending.

1. Limited-Income Customer Data & Experience
2. Understanding the Spectrum of Need
3. Program Strategies: A Path Forward



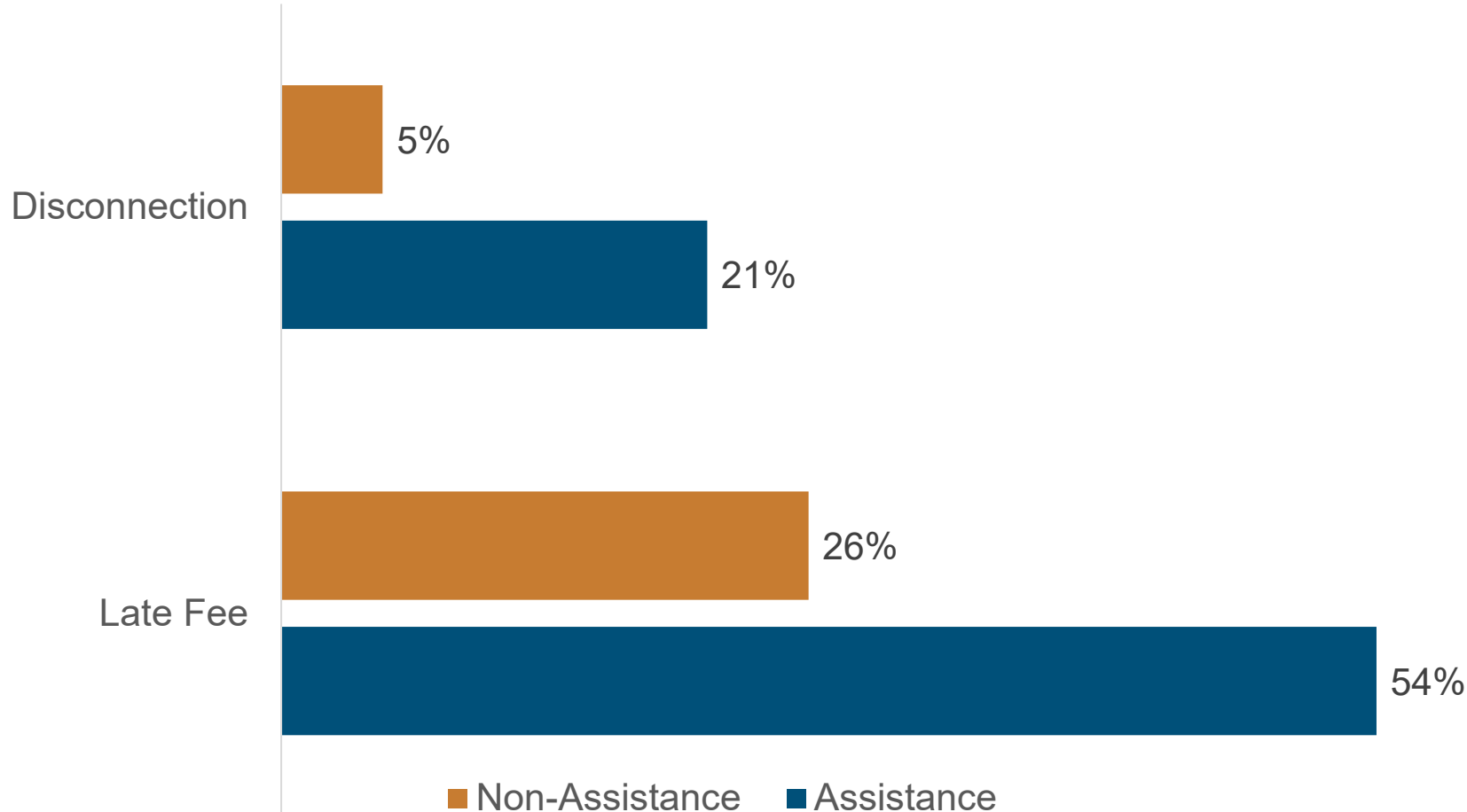
Limited-Income Customer Data & Experience

KEY TAKEAWAYS:

- *Even with help, some customers struggle*
- *Some who need help are not getting it*
- *Scheduling & documentation demands create friction*

Even with assistance, customers face payment challenges

2023-2024 Customer Data



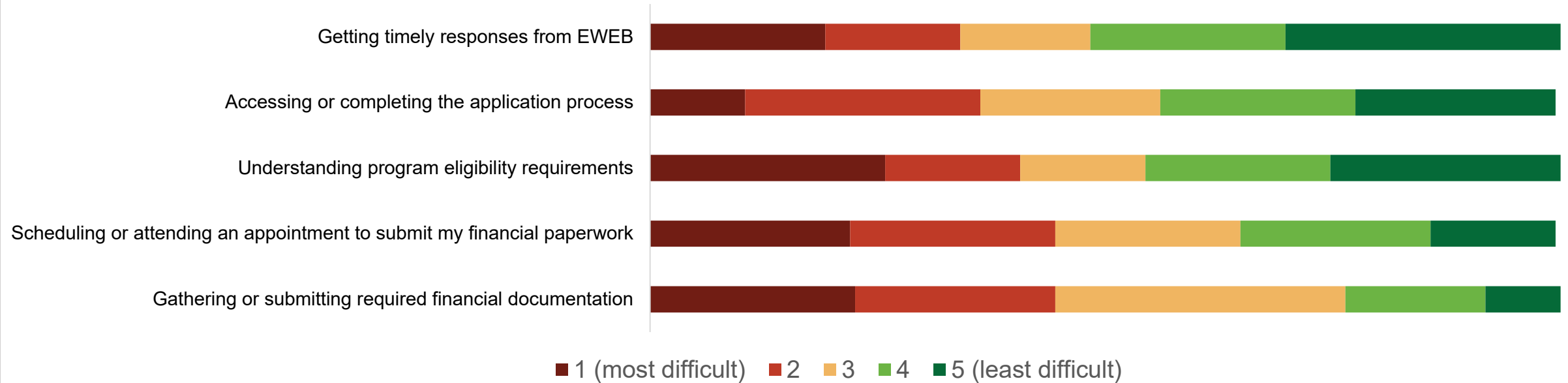
Bill assistance customers are 2x more likely to have late fees and 4x more likely to be disconnected

Many Customers Who Need Help Don't Receive It

	Eligibility	500 customers apply but do not receive assistance	➤ <i>Identify points of friction</i>
	Access	43% of applicants are not registered in the EWEB portal	➤ <i>Get customers onboarded</i>
	Awareness	2/3 of disconnected customers are not receiving assistance	➤ <i>Direct engagement strategies</i>

Customer Survey: Process matters

Ranking ECC Intake Components



Income verification
presents challenges
and delays for
customers

Understanding the spectrum of need

KEY TAKEAWAYS

- *Limited Income is not a monolith*
- *One size does NOT fit all*
- *Different needs require different tools*

Different needs require different tools

Chronic Financial Burden

Need: Persistent



- Lowest income customers
- Limited economic mobility
- Challenges persist, regardless of bill amount

Financial Hardship

Need: Intermittent



- Limited & moderate income + ALICE (Asset-Limited, Income-Constrained, Employed)
- May not be eligible for certain social safety net programs
- Urgency

Life Events

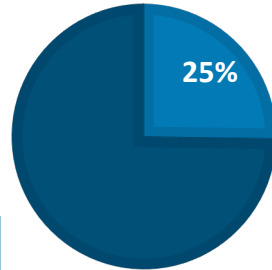
Need: Crisis



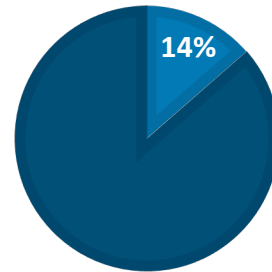
- Financial & psychological impact
- Can affect ability to pay for a broad range of income
- Examples include death, critical illness, medical bills, job loss, domestic violence or divorce

\$280 does not support customers equally

ELECTRIC ONLY



ALL SERVICES



2023-2024 Customer Care Recipients

52%

39%

8%

< 1%

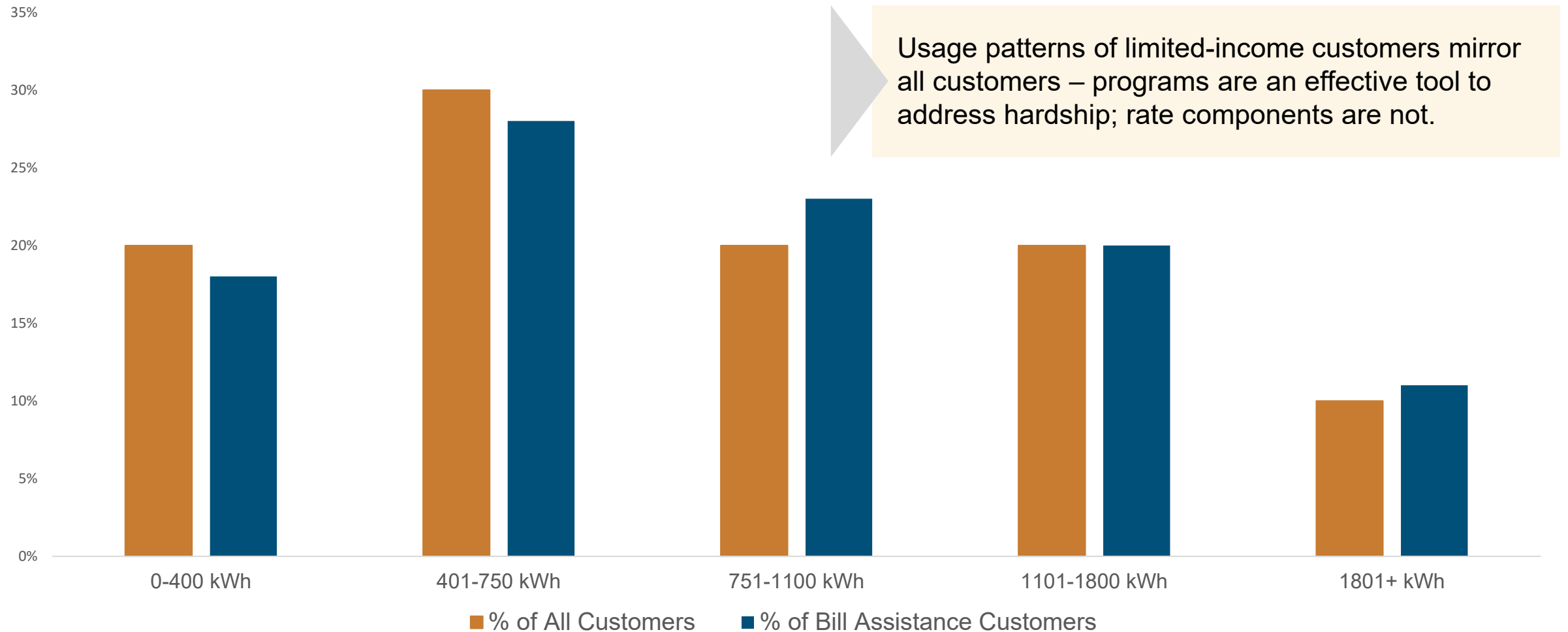
ELECTRIC ONLY

ELECTRIC, WATER, WASTEWATER,
STORMWATER

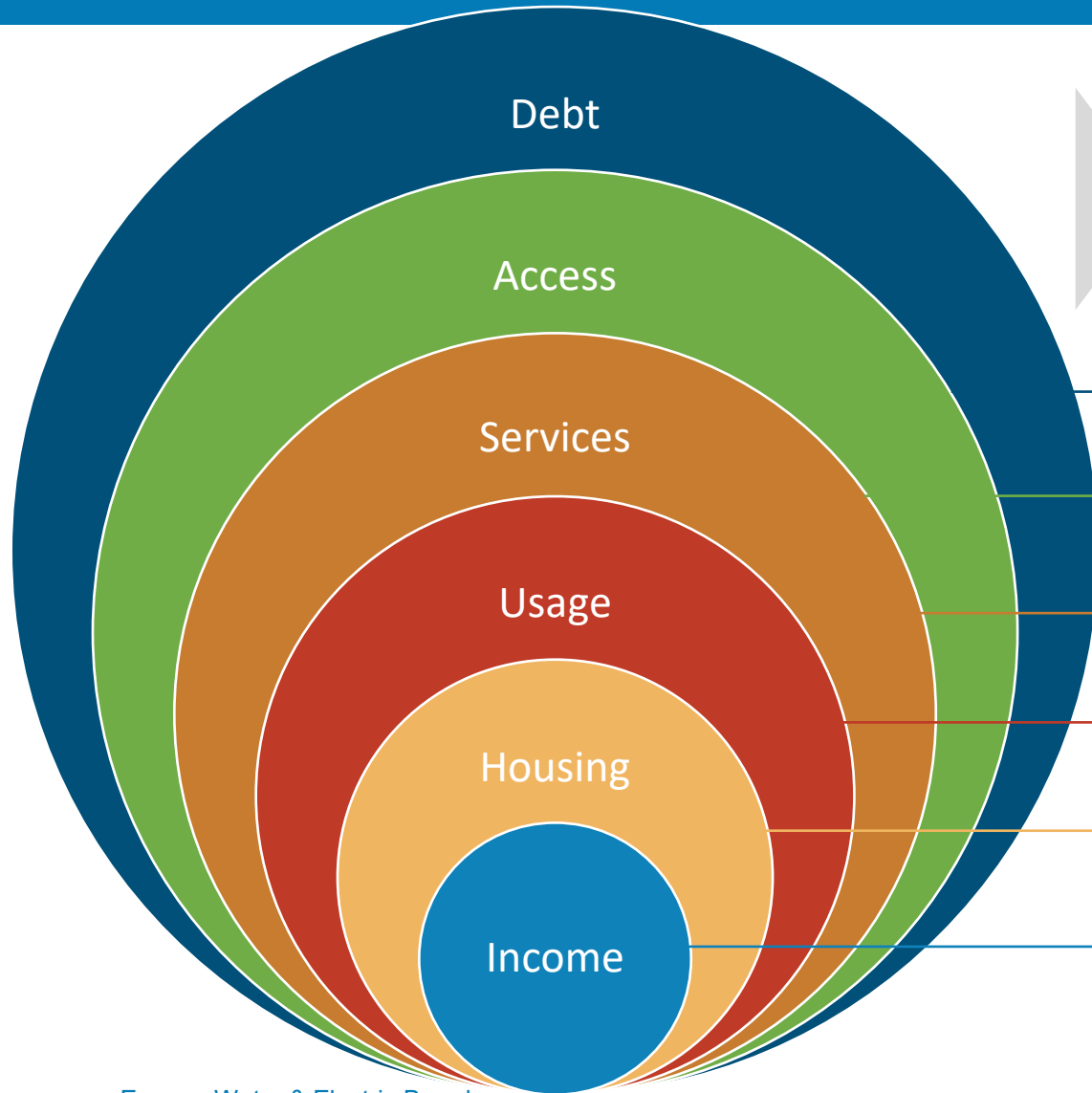
ELECTRIC, WATER, WASTEWATER

OTHER COMBINATION

Limited-Income \neq Low Usage



Taking Aim at Customer Experience



Many interconnected factors influence a customer's ability to pay their utility bill – there is no single silver bullet to address them all.

Debt or arrearage history

Debt, past-due balances, and late fees compound financial stress

Awareness or access to programs

Some customers who qualify don't enroll; lack awareness or barriers to process

Number of utility services billed

Customers billed for 3-4 services have higher monthly costs

Usage patterns

High consumption may stem from household size and other factors

Housing type & condition

Larger or inefficient housing increases use; renters often can't make efficiency upgrades

Household income level

Low, fixed, or variable income

Program Strategies:

Financial assistance, complimentary programs, engagement & access

KEY TAKEAWAY:

To ensure reliable, sustainable, and responsible service, we need multiple tools that maintain cost-based rates while aligning with different needs and are more structurally tailored to income, situation, and scope of services.

Program Strategies: Financial Assistance

Chronic Financial Burden

Need: Persistent

Goal: Consistent, predictable support

Strategy: Affordability Program

New

- Monthly billing credits (tiered)
- Lowest income customers
- Increased renewal cycle
- Budget cap

Financial Hardship

Need: Intermittent

Strategy: EWEB Customer Care

Goal: Timely, targeted support

Strategy: EWEB Customer Care

Enhanced

- One-time bill credit
- Final Notice customers
- Low to moderate income
- Self-attestation (audited)
- Budget cap

Life Events

Need: Crisis

Strategy: Energy Share

Goal: Immediate, compassionate relief

Strategy: Energy Share

Existing

- One-time bill credit
- No income verification required
- Offers same-day, first-call resolution
- Develop equity-focused guidelines
- Donation funded, as available

Program Strategies: Complimentary Programs

Prepay

Need: Late fee and deposit relief

Strategy: Prepay + Affordability Program

Goal: Alleviate admin expenses

Limited-income customers are often subject to a disproportionate share of late fees and deposits. Prepay can eliminate this burden without shifting costs to other customers.

Average Monthly Billing

Need: Seasonal Smoothing

Strategy: ECC + AMB

Goal: Alleviate a source of financial hardship

As with Budget Billing, AMB provides seasonal smoothing but does not carry the risk of large balance accrual and therefore requires fewer eligibility requirements.

Categorical Eligibility

Need: Improve program accessibility

Strategy: Expand options

Goal: Reduce referrals

Categorical Eligibility is an effective way to improve customer experience and reduce administrative burden on EWEB. Explore opportunities to expand beyond LIHEAP.

Program Strategies: Strengthening Engagement and Access

Community Partners

Need: Cooperative Opportunities

Strategy: Community Table

Goal: Tap into pre-existing communities

- Convene community organizations that serve limited-income households to strengthen coordination and collaboration
- Leverage shared channels and resources to expand awareness and reach underrepresented groups
- Identify and address barriers such as access, language, and technology

Customer Engagement

Need: Direct customer input

Strategy: Multipronged

Goal: Drive participation & impact

- Conduct focused follow-up outreach to gather deeper insights
- Develop targeted communication campaigns
- Build ongoing feedback loops to continuously refine programs

Portal Enrollment Drive

Need: Improve program accessibility

Strategy: Direct customer engagement

Goal: Reduce referrals

- Promote portal enrollment as key access point
- Increase digital participation to streamline program delivery
- Assist customers with low digital literacy or limited internet access

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Goal Deliverable:

Assess the current state of EWEB's programmatic offerings to the tenant customer segment as they relate to housing type, energy consumption, and income level, and present findings to the Board for direction in Q4.

2025 Annual Strategic Goals:

- Evaluate & manage budgets and spending based on prioritized outcomes with [rate impacts near levels of inflation](#).
- Implement 2023 Energy Resource Action Plan. Complete and begin implementing 2025 Energy Resource Plan (Energy Resource Study + Action Plan).
- Assess and [enhance the impact of EWEB's existing programs](#) supporting limited income and tenant customer segments.
- Evaluate and [prepare for opportunities](#) to influence consumption behavior.

5-Year Themes:

- Based on customer feedback, improve [customer trust and satisfaction relating to affordability](#).
- Modernize enterprise systems & strategic use of data to improve business insights on customer attributes and utilization of our assets.
- [Drive consumer participation](#) in products/programs that optimize the use and delivery of energy.

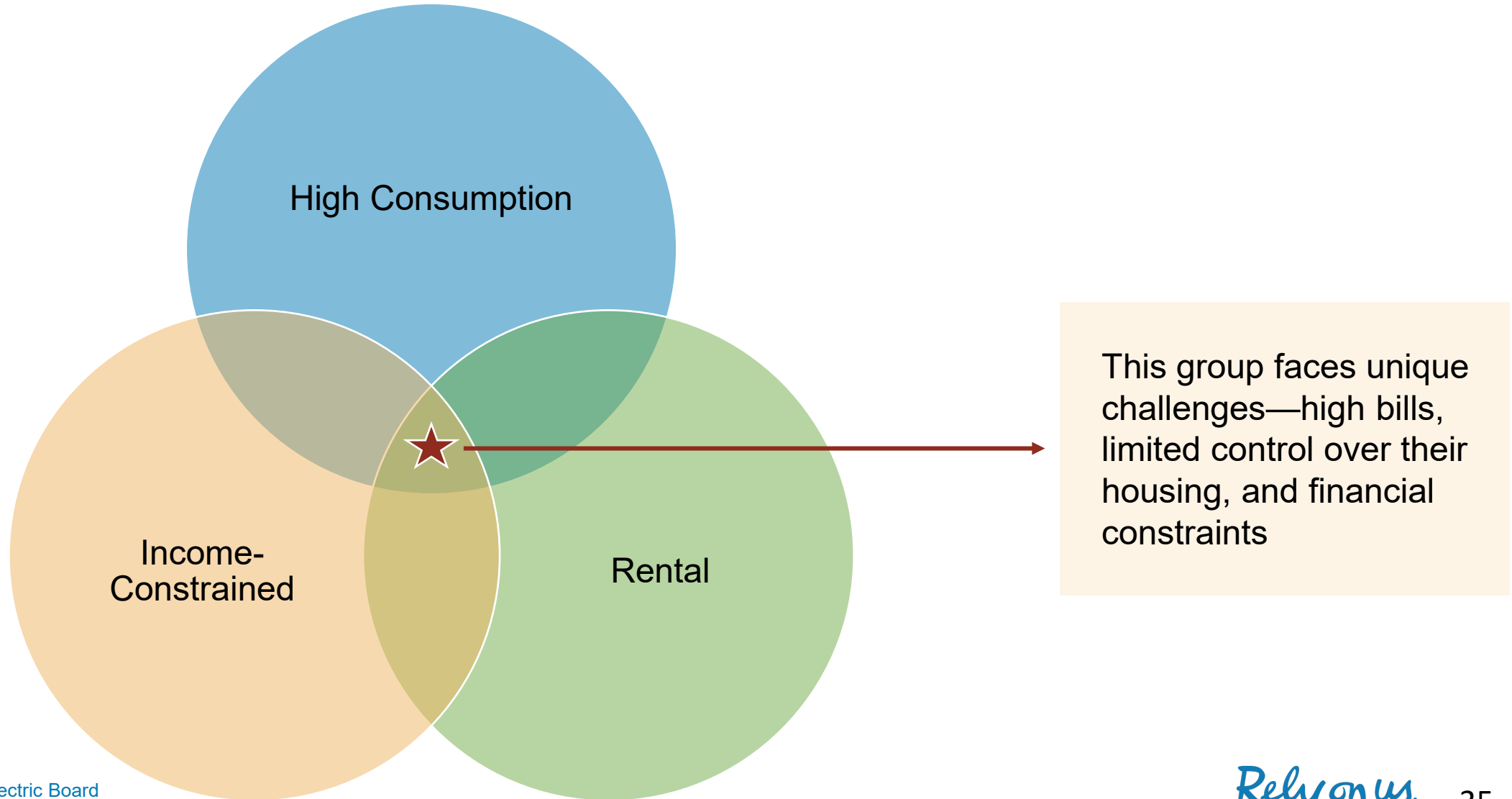


Presentation outline











1. Focus: Income-constrained tenants with high bills
2. Myths about rental energy usage
3. Tenants: What the data shows
4. Key insight: Hardship is not driven by usage
5. Implications for EWEB programs



Our focus for this work



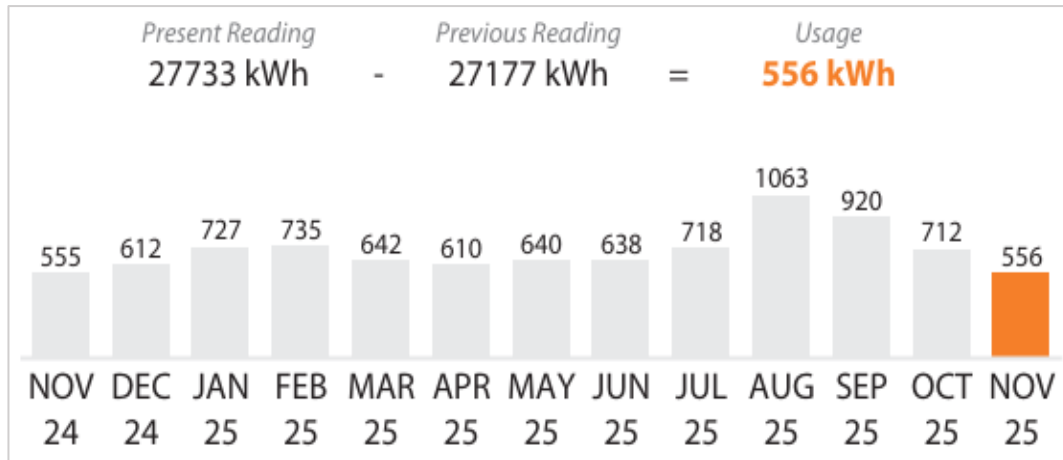
Common assumptions about rentals don't match the data

Common Assumptions	What the Data Shows*
 Limited income = low consumption	 Limited-income households use 5-10% more electricity on average
 Tenants use more energy than homeowners	 Tenant households use on average 2-5% less energy when comparing dwellings of the same type
 Rental properties are underserved by EWEB programs	 EWEB completes a higher share of efficiency projects in detached rental properties
 Energy efficiency upgrades always reduce bills significantly	 Savings depend on housing type, system condition, and occupant behavior
 Energy efficiency is the best or only way to help	 Efficiency is one tool, but bill assistance, education, and rate design can deliver greater impact per dollar

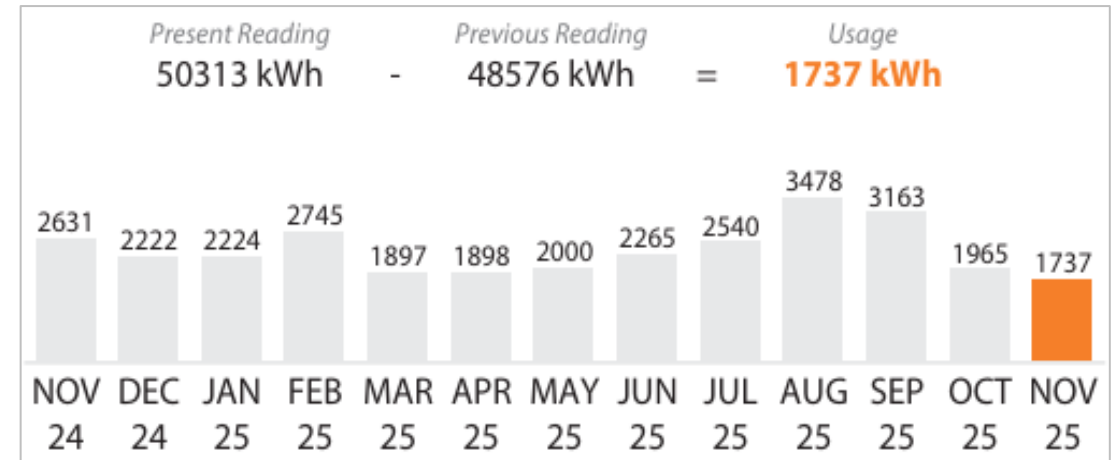
**Source: One-year sample of EWEB residential premises (12/23 – 11/24), excluding those with PV, multiple meters, or less than 12 months of data.*

Consumption From Real World Bills

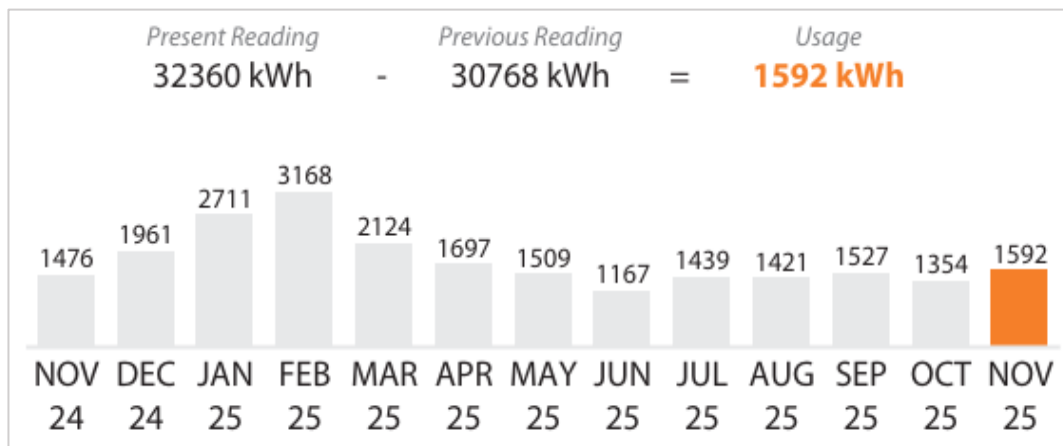
(A) Apartment, electric heat and A/C



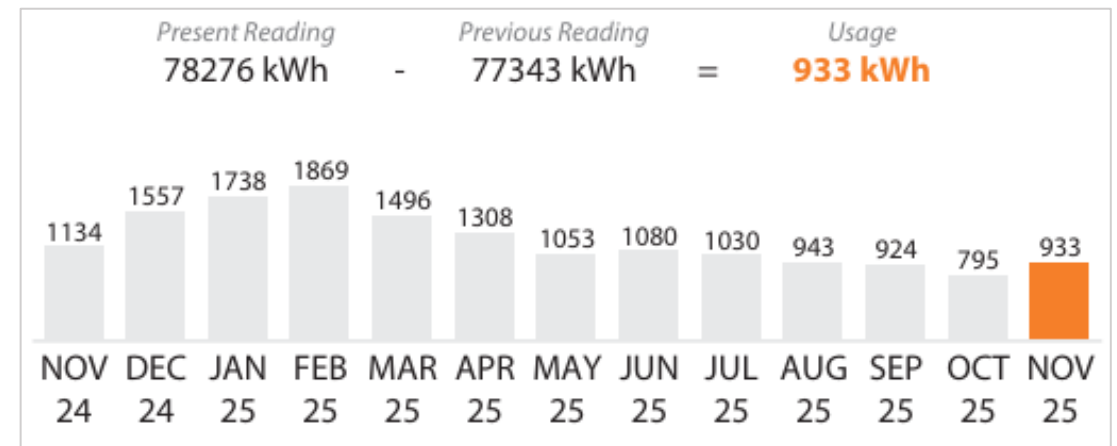
(B) Mfg home, rental, electric heat and A/C



(C) SF home, electric heat, owner occ

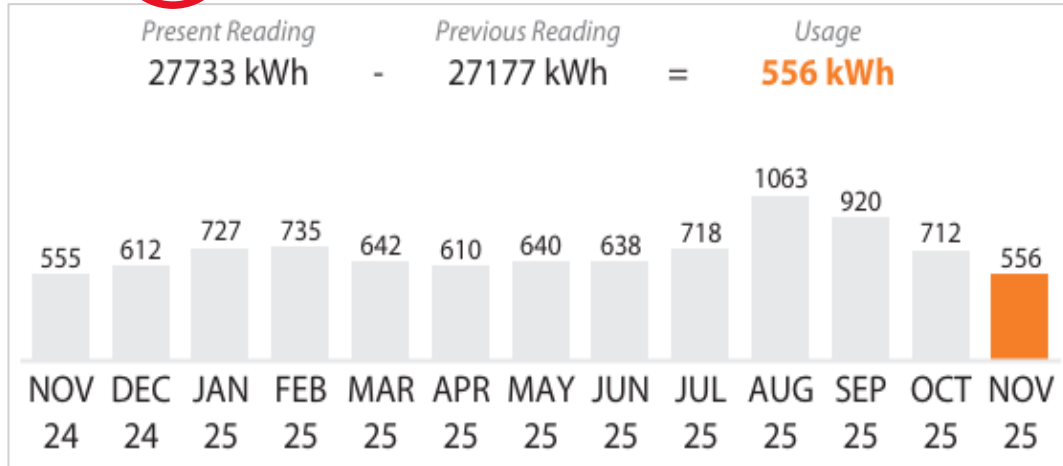


(D) Duplex, rental, electric heat

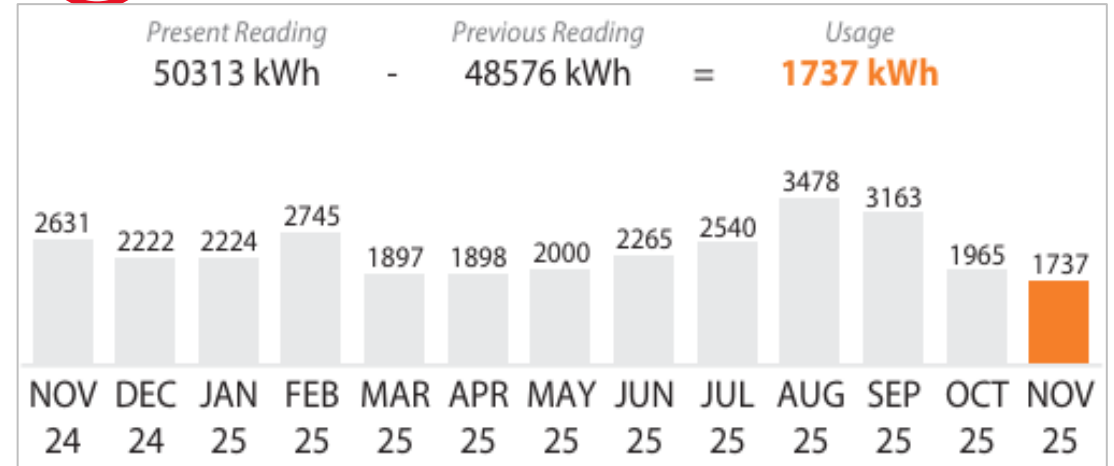


All of these bills are Limited Income

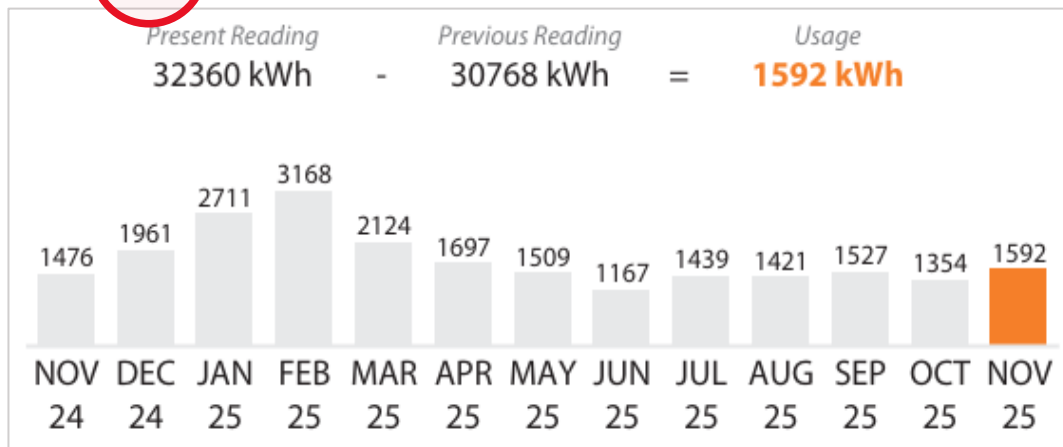
(A) Apartment, electric heat and A/C



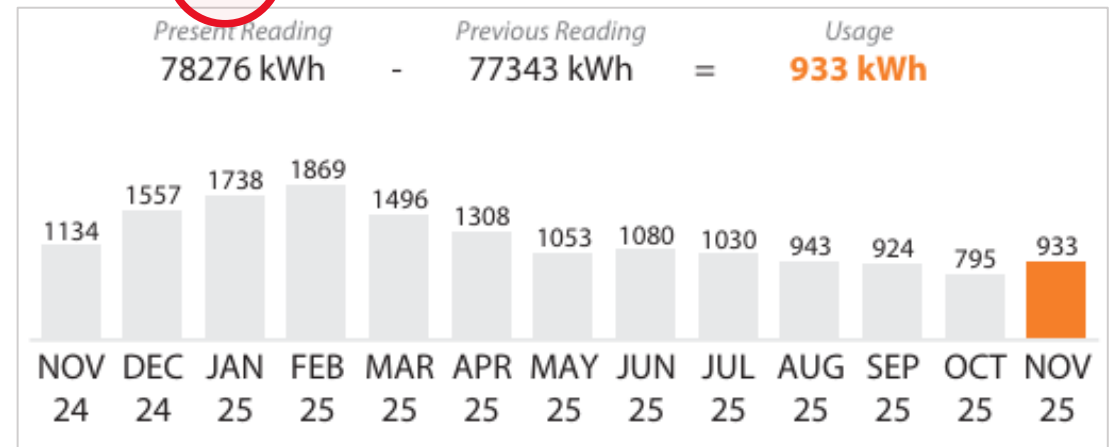
(B) Mfg home, rental, electric heat and A/C



(C) SF home, electric heat, owner occ



(D) Duplex, rental, electric heat



Tenants: What the data reveals about usage and need



Housing Context

Most tenants live in apartments and plexes



Usage Context

Apartments use less energy than other homes



Need Context

Tenants have 2-3x higher assistance needs



Insight

Hardship is driven by many factors



Target Group

Only 2% are bill-assistance tenants with high bills

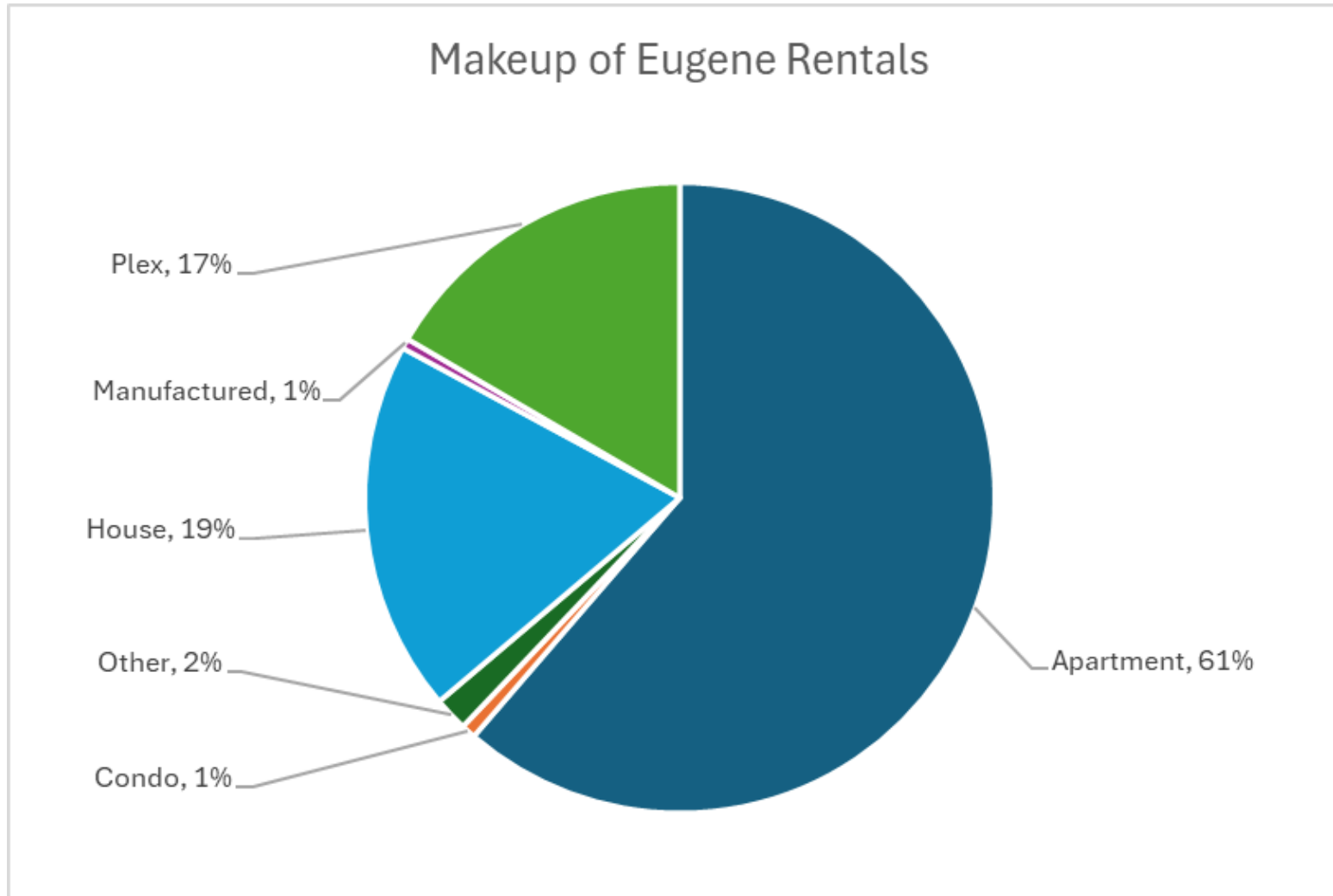


Program Implication

Efficiency alone won't solve tenant energy burden



Most tenants live in apartments and plexes

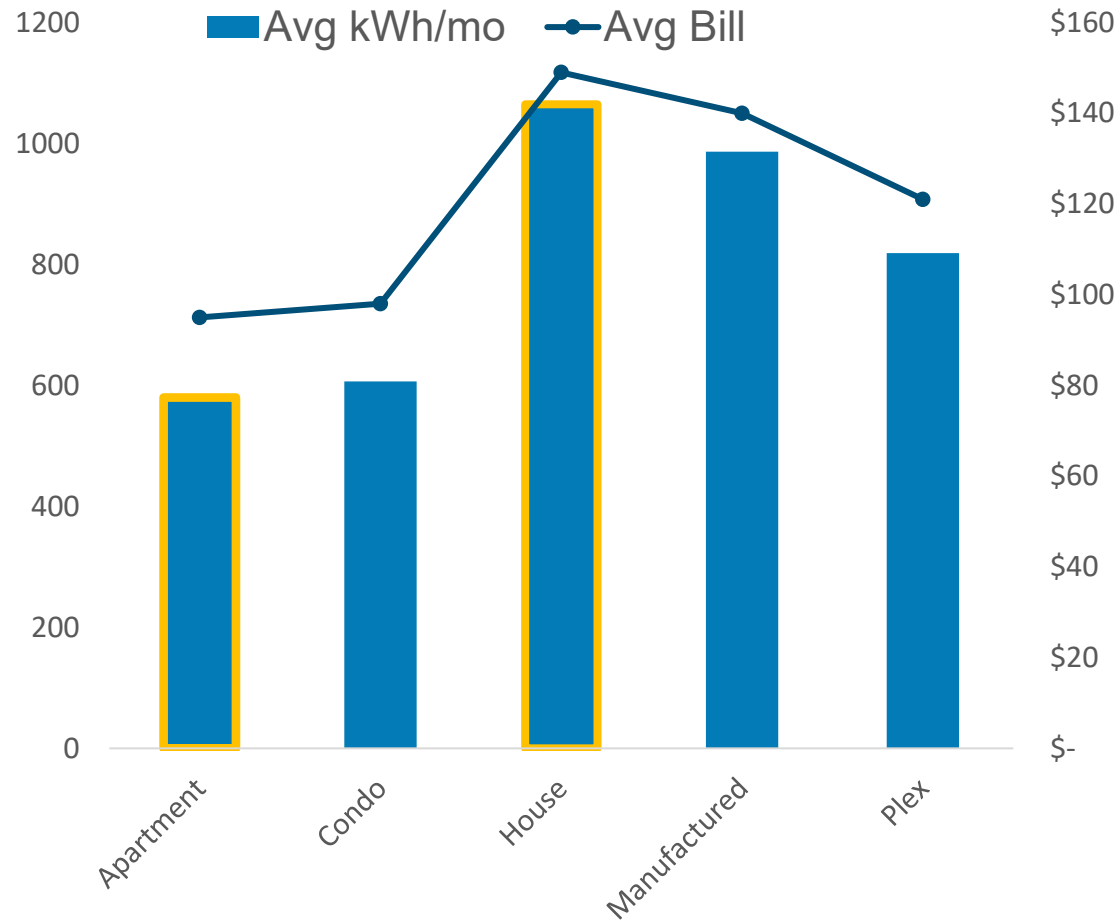


Source: COE rental property list, EWEB AHUs, RLID





Apartments use less energy than other homes



And apartment utility bills have less variation than houses



\$50



\$150



\$50



\$300



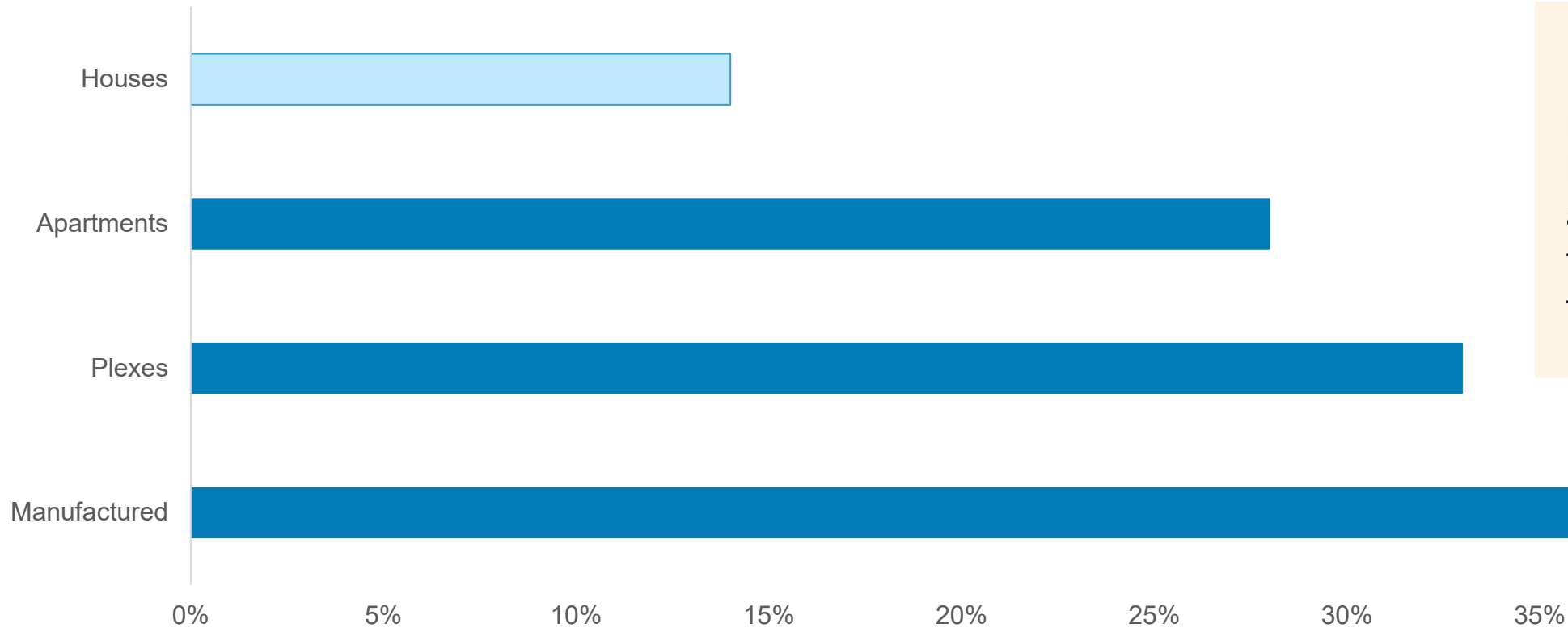
Usage Context

Source: EWEB consumption & billing data.



Assistance levels vary by dwelling type

% of Households in Each Dwelling Type Receiving Assistance
(ECC, LIHEAP, Energy Share)



Rentals and manufactured homes access assistance at 2-3x the rate of single-family houses

Source: EWEB program participation data 2015-2024

What does this data tell us?

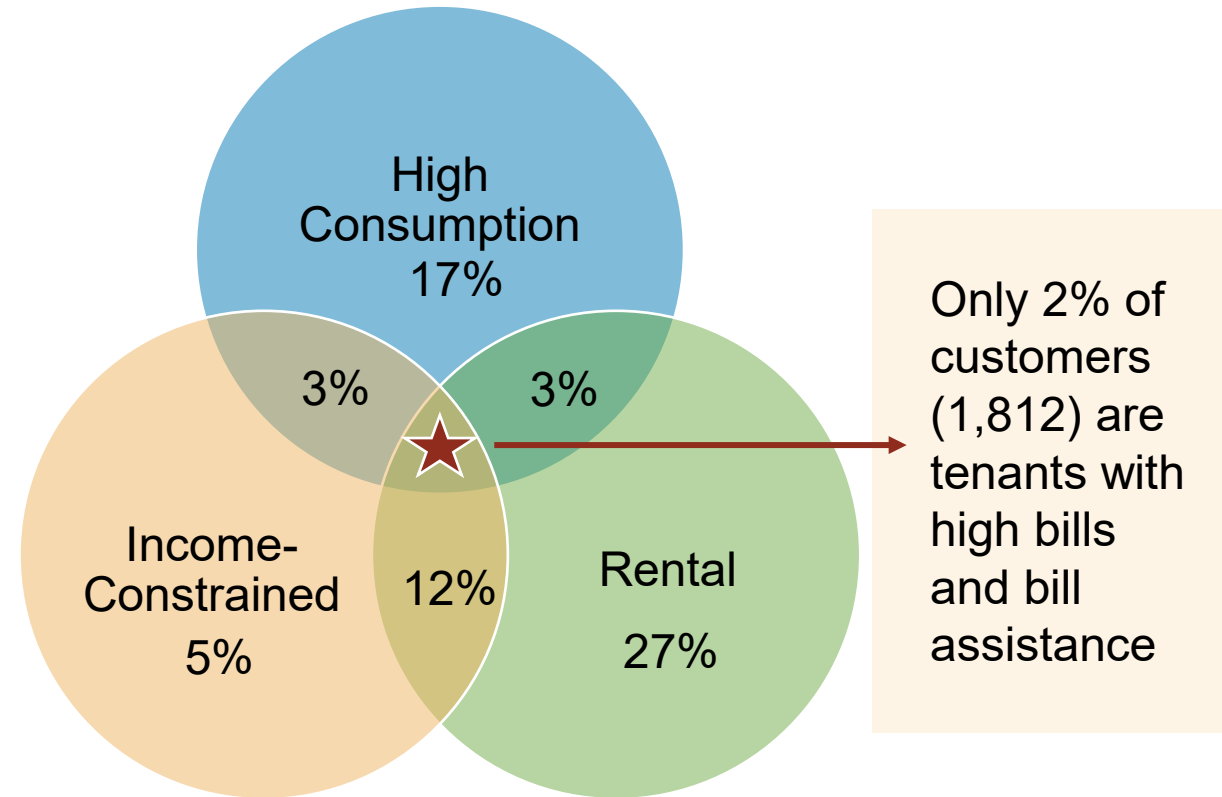


Insight

- Apartment occupants have lower and more consistent bills than those of single-family homes
- Energy usage is only one of many factors that can contribute to customer hardship



Target Group





Implications for EWEB programs

Efficiency delivers higher savings per dollar in single-family & manufactured homes

- 60% of dwellings
- Mostly owner-occupied
- Robust programs already exist

Efficiency has limited savings per dollar in most apartments

- 28% of dwellings
- Almost exclusively tenant-occupied
- Bills are low and consistent
- Owners may lack incentive to invest



Program Implication

What We Are Doing

- Higher EE incentives for LI-occupied dwellings, *regardless of owner*
 - Heating/cooling, water heating, windows, 100% of insulation cost
- Free Home Energy Scores (HES) for rentals
- Projects for detached rentals are keeping pace with owner-occupied.
- New construction incentives for apartments built better than code
 - 2025 so far: \$450k incentives for 332 new apartments Earth Advantage (20-30% over code), and nearly 300 heating retrofits in existing multifamily units, including agency owned.

What We Are Planning

- Continue all existing programs for multifamily, LI and rentals
- Increase multifamily New Construction targeted outreach and assistance
- Increase heat pump water heater incentives
- **New:** EE incentives for low middle-income (ALICE) customers
- **New:** Bulk retrofit targeted outreach and incentives for existing multifamily

Reliable and Responsible Services

Delivered Through Fair, Transparent, and Community-Beneficial Rates and Programs

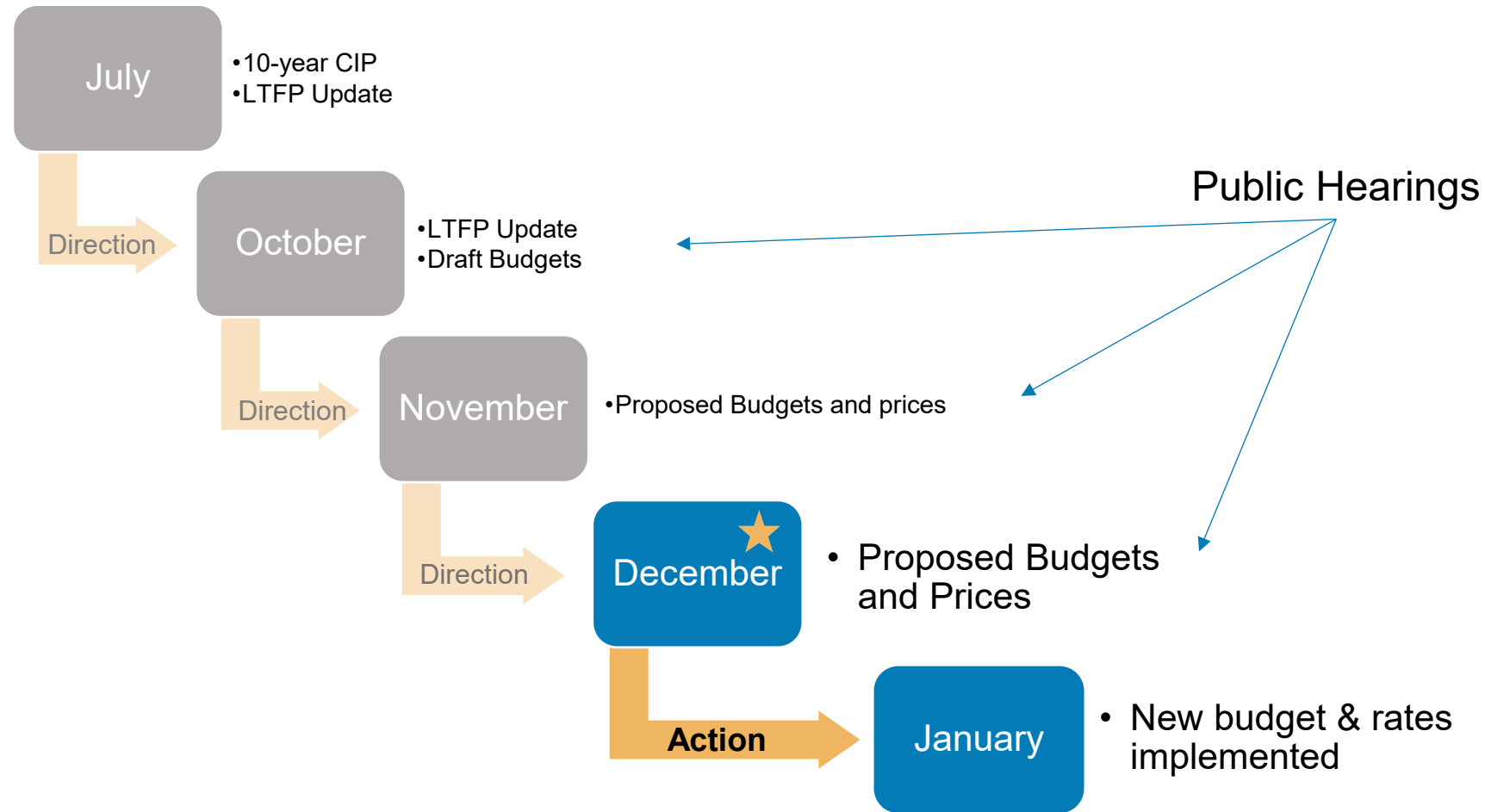
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Eugene Water & Electric Board

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Overview – Financial Planning Process



2026 Proposed Budgets

	Electric	Water	Combined
Capital & Debt Service	\$108.7 million (▲ \$10.9 M)	\$54.7million (▲ \$6.5 M)	\$163.4 million (▲ \$17.4M)
Operations & Maintenance	\$292.0 million (▼ \$16.3 M)	\$31.9 million (▼ \$3.4 M)	\$323.9 million (▼ \$19.7 M)
Total	\$400.7 million (▼ \$5.4 M)	\$86.6 million (▲ \$3.1 M)	\$487.3 million (▼ \$2.3 M)

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2026 Overall Revenue Requirements

1

How much does EWEB need to collect from customers in a year to cover costs associated with running the utility?

Water

- 2026 Revenue Requirement increase of 6%
- Rate increases applied to both basic and volume
- Higher increase related to pumping costs for elevation classes
- Residential and General Service consistent with overall increase



Electric

- 2026 Revenue Requirement increase of 3.9% and BPA Power Cost Adjustment of 3.4%
- Establish McKenzie Valley Service Area rate classes
- Increased residential *fixed* charges to align with COSA
- Updates to Customer Generation Rates



2026 Proposed Allocation of Revenue Requirement

2

How do we ensure various customer classes (residential, business, large industrial, etc.) pay their fair share of the cost for getting water and power to their homes and facilities?

Water Utility

Overall	Residential	General Service	Water Districts	Willamette Water	City of Veneta	Elevation
6.0%	5.1%	6.7%	8.2%	0.0%	4.5%	11.3%

Electric Utility

Overall	Residential	Small General Service	Medium General Service	Large General Service	Street Lighting	Private Lighting
3.9%	4.4%	1.4%	3.2%	2.3%	5.7%	0.0%
McKenzie Valley*	20.8%	14.4%	9.0%	N/A	N/A	N/A

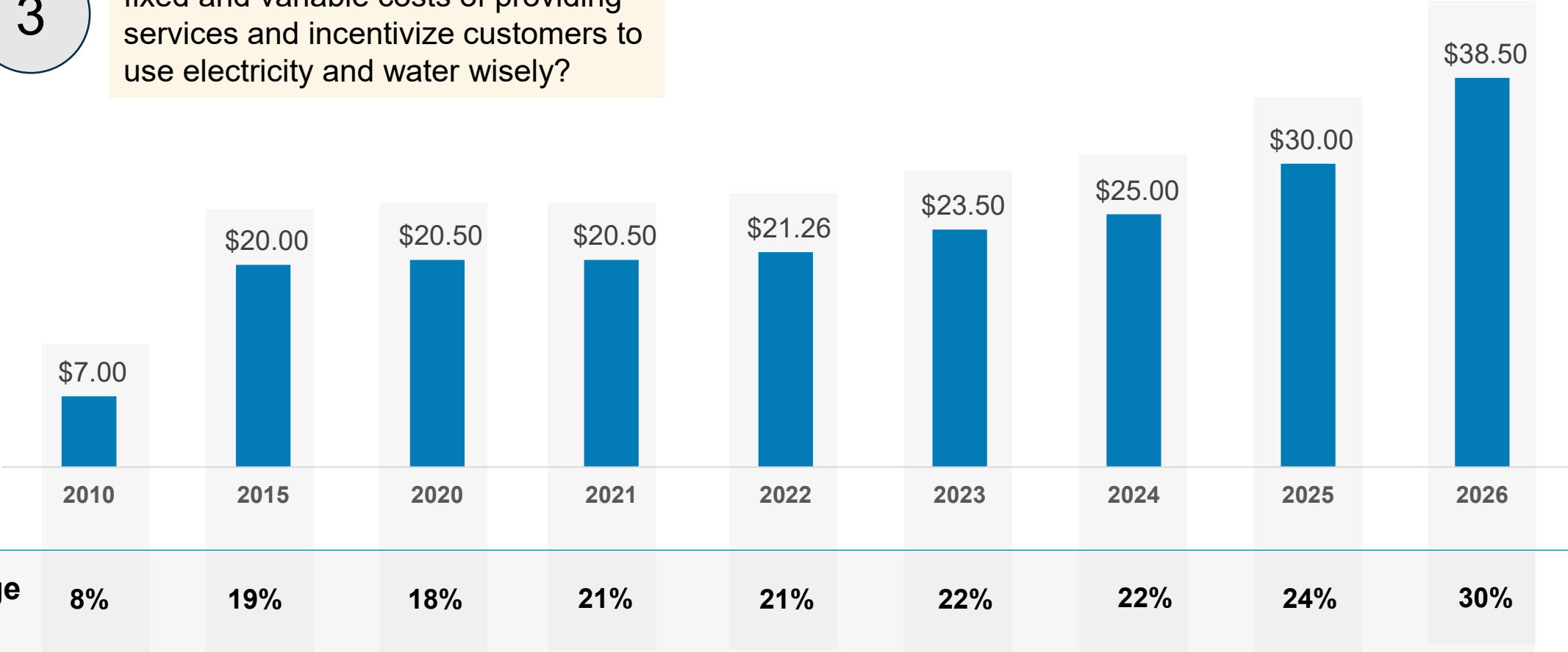
*If the McKenzie Valley territory realignment is approved, no separate rate is needed; if not, EWEB will implement a new rate structure effective consistent with the COSA findings.

Gradual approach to recovery fixed costs over time

3

How do we set prices that reflect the fixed and variable costs of providing services and incentivize customers to use electricity and water wisely?

Residential Electric Basic Charges



Fixed + Variable: Residential Water



3

How do we set prices that reflect the fixed and variable costs of providing services and incentivize customers to use electricity and water wisely?

Proposed Rate Changes

	2025	Proposed 2026
Basic Charge	\$25 per month	\$26 per month
Usage Charges *	\$1.98 per kgal	\$2.15 per kgal
* Excludes wholesale customers & elevation pumping fees.		

Bill Change Illustrations

	Low (~ 3 kgals)	Moderate (~ 9 kgals)	High (~ 13 kgal)
<i>Examples</i>	<i>Small household or apartment with indoor water use only</i>	<i>Average SFH with low-moderate outdoor use</i>	<i>Large SFH with yard or landscaped areas requiring high irrigation</i>
Current	\$33	\$46	\$59
Proposed 2026	\$35, then \$32 in July **	\$48, then \$45 in July **	\$62, then \$59 in July **

** Watershed Recovery Fee to sunset in July 2026

Fixed + Variable: Residential Electric



3

How do we set prices that reflect the fixed and variable costs of providing services and incentivize customers to use electricity and water wisely?

Proposed Rate Changes

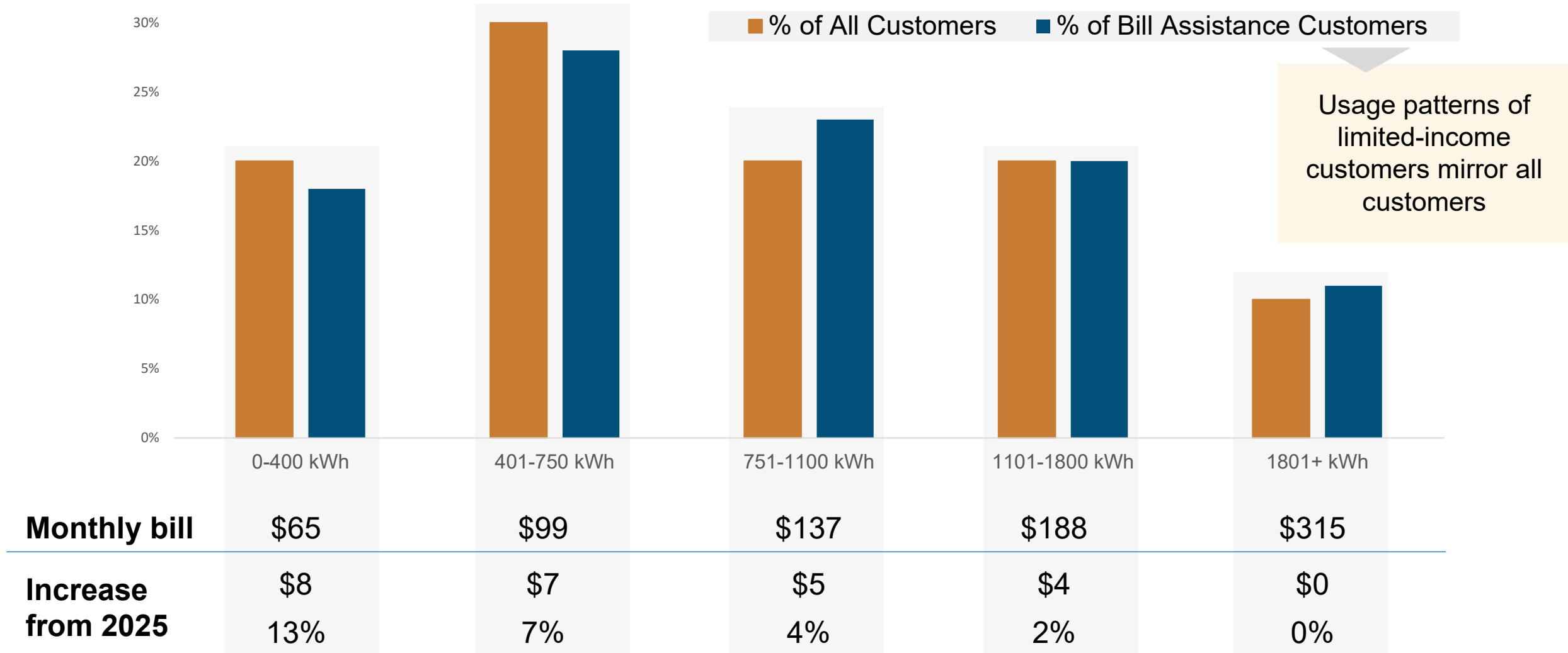
	2025	Proposed 2026
Basic Charge	\$30 per month	\$38.50 per month ▲
Usage Charges *	11.16¢ per kWh	10.82¢ per kWh ▼

* Energy + Delivery; Includes October 2025 BPA rate increase

Bill Change Illustrations

Usage Level	Low (580 kWh)	Moderate (1600 kWh)	High (1800 kWh)
<i>Examples</i>	<i>Small SFH w/ gas heat or apartment</i>	<i>Average SFH w/ electric heat</i>	<i>Large SFH, possible EV charging, multi-tenant rental, or inefficient home</i>
Current	\$95	\$209	\$231
Proposed 2026	\$101	\$212	\$233
2026 w/ ECC	\$78	\$189	\$210

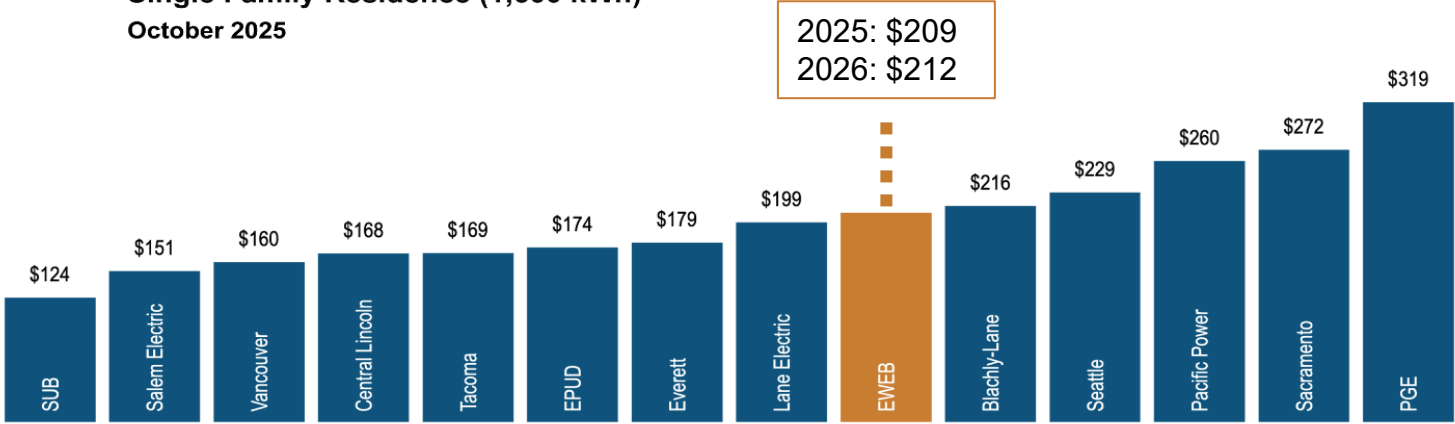
Proposed 2026 Electric Residential Bill Impacts by Usage Range



Price Comparisons



Average Monthly Electric Bill
Single Family Residence (1,600 kWh)
October 2025



EWEB’s prices are comparable to or less than state, regional, and national averages.

Price per kWh
Including Basic Charge

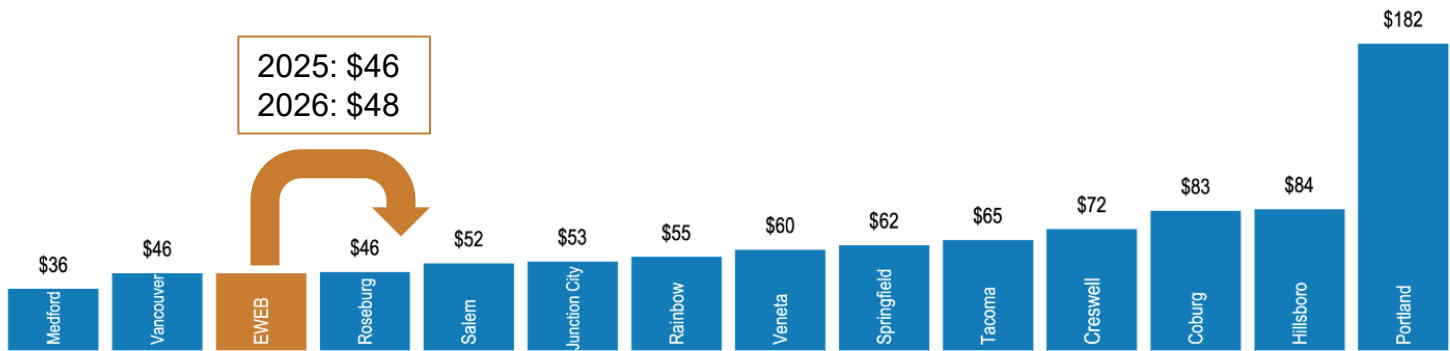
Idaho	12.07¢
EWEB 2026 *	13.23¢
Washington	13.66¢
Oregon	15.74¢
U.S.	17.62¢
California	31.58¢

* Based on 1600 kWh

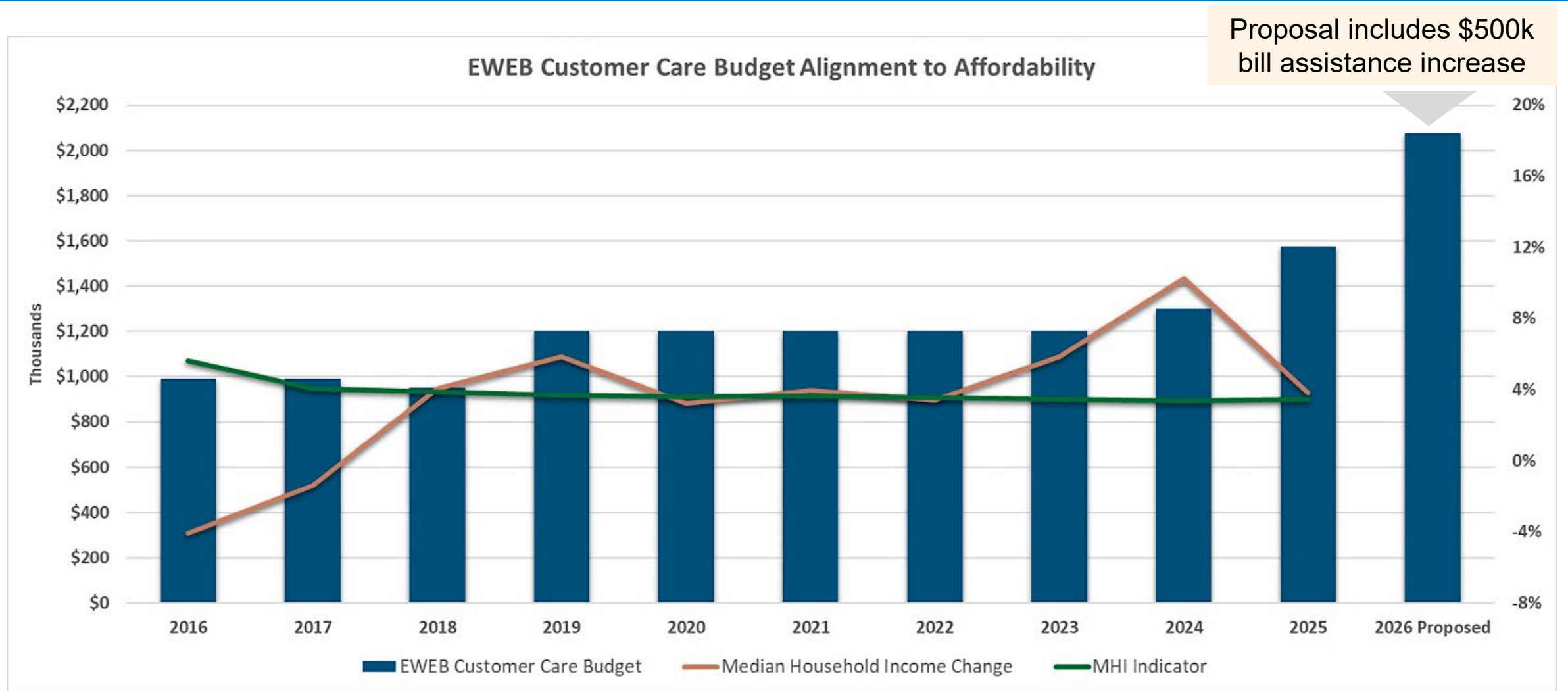
Source: EIA Average Price of Electricity by State August 2025 and 2024



Average Monthly Water Bill
Single Family Residence (9 kgal)
October 2025



Addressing affordability through the budget



Break

(10 minutes)

Commissioner Deliberation: EWEB Programs and 2026 Budget & Prices

Questions / Discussion

Management Recommendation

Board Approval of Proposed Budgets and Prices

- Resolution No. 2520 – 2026 Budgets
- Resolution No. 2521 – 2026 Water Prices
- Resolution No. 2522 – 2026 Electric Prices
- Resolution No. 2525 – 2026 McKenzie Valley

Future Board Agendas

Board Wrap Up

Adjourn