



MEMORANDUM

EUGENE WATER & ELECTRIC BOARD

Rely on us.

TO: Commissioners Brown, Carlson, Morris, Schlossberg, and Barofsky

FROM: Sarah Gorsegner, Business Continuity Manager; Jeannine Parisi, Strategic Program Manager

DATE: March 20, 2026 (April 7, 2026, Board Meeting)

SUBJECT: Resiliency Policy (SD-22) Annual Report

OBJECTIVE: Information Only

Issue

EWEB is committed to providing essential electric and water services to the community. The utility has adopted a comprehensive policy to guide mitigation, planning, response and recovery activities to limit the impact and duration of disruptive events to these critical services.

Background

In August 2023, the Board approved Board Policy SD22, which outlines four categories of resiliency:

- Infrastructure and Systems
- Workforce
- Finance
- Community

The policy directs the General Manager to incorporate resiliency considerations into Strategic Plans, Long-Term Financial Plans, Capital Improvement Plans, annual budgets, and organizational goals. Policy implementation includes risk assessment and mitigation planning for major threats, maintaining operational readiness for incident response, and developing continuity of operations plans to speed recovery from disruptive events. The policy also requires an annual report to the Board summarizing the status of strategic initiatives and annual goals associated with policy implementation. The first annual report was delivered to the Board in February 2025.

Discussion

Improving resiliency was one of three overarching business priorities in EWEB's 2025 Strategic Plan and was represented both explicitly and implicitly in the utility's 5-year deployment themes. This organizational commitment permeated over half of the eighteen strategic goals, from energy resource planning, to cyber and wildfire risk mitigation, to major capital investment and information systems projects.

Tracking progress on EWEB's annual goals is a significant component of the Strategic and Operational Quarterly report. While not an exhaustive representation, the following accomplishments further demonstrate SD-22 implementation progress by policy category.

INFRASTRUCTURE and SYSTEMS

Modernizing enterprise information systems reduces security and system failure risks while improving analytical capabilities to optimize asset and program utilization. In 2025, tools implemented through EWEB Enterprise Solutions (EES) were fully operational and stable, and EES Season 2 work shifted from defect management to prioritizing enhancements.

Water and electric capital plans emphasize resilient spine investments such as baseline reservoir replacements and substation rebuilds. Other water resiliency enhancements included rebuilding the Hayden Bridge backwash pump for plant reliability and with grant support, determining preferred alternatives to replace two transmission river crossings.

Electric reliability and wildfire risk mitigation projects were completed in the Dillard substation region of South Eugene, with sixteen transmission poles replaced and 1000 feet of distribution line moved underground near the Amazon Headwaters Trail.

Just one year after suffering heavy damage from the 2024 ice storm, EWEB closed out a project to redesign and construct 1.3 miles of transmission line that is a critical pathway serving both International Paper and the Hayden Bridge Plant. This complex engineering and permitting project was completed in record time to re-establish service redundancy and build back stronger, installing steel structures with higher ice-load ratings instead of wood poles. Then last December, a transmission tower along the Thurston Transmission Tap collapsed when flood waters undermined the structure. Emergency repair work enabled us to move the new structure further away from the riverbank and long-term designs call for metal poles and other strategies to mitigate channel migration risks.

In 2025, the first phase of continuity of operations planning work was launched. Business impact analyses were completed for five essential functions (water from intake to base level storage, electric from substation to meter, trading floor and power planning, fleet and facilities and financial expenditures). For each business line, key personnel, systems, vendors, equipment and interdependencies were identified and continuity metrics were defined. Phase one culminated in documentation of key risks and mitigation recommendations to improve EWEB's ability to sustain core functions under duress. It also helped establish a framework for developing and prioritizing future continuity of operations plans.

FINANCE

There is a natural tension between maintaining financial health metrics, such as affordability goals and reserve targets, and funding investments fostering system resiliency. Federal and state grants offer opportunities to advance resiliency efforts at lower cost to EWEB, though grants often come with additional administrative/indirect costs. EWEB takes a thoughtful approach when pursuing grants to ensure alignment with planned work and

staff capacity. The utility was awarded a state grant to support planning the future electrification of EWEB's fleet and is in negotiations for another \$1M grant for wildfire mitigation work. EWEB also received nearly \$2M in additional BPA funds, bolstering customer access to energy efficiency incentives without impacting rates.

EWEB actively pursues FEMA reimbursement for expenses incurred when responding to federally declared disasters. In 2025, EWEB received \$554k related to 2024 Ice Storm damage; the larger reimbursement application for some \$6M is still pending with FEMA.

As power purchases represent the largest expenditure in EWEB's budget, finalizing the 20-year power supply contract with BPA was a significant 2025 milestone. The "block with shaping" product selection is a good fit with our own power generation resources and secures access to low-cost, low-carbon, highly reliable and flexible power for the next two decades. On a related note, Carmen Generator 1 overhaul was completed, and both units are now available to respond to daily energy demand fluctuations and buffer EWEB from energy market exposure.

WORKFORCE

The ability to deliver for the community starts with our people—and we are intentionally investing in a workforce that is prepared, supported, and resilient. Efforts include improving organizational readiness to respond to emergent incidents through training and exercises, building bench strength and succession plans to maintain delivery of core services, and offering programs in support of employee health, safety, emotional and financial well-being.

Related to operational readiness, EWEB continues to improve the frequency, quality and reach of emergency response exercises and introduced a more formal after-action reporting structure to document issues and track continuous improvements. The utility has made significant progress towards achieving compliance with the ICS training policy, with ICS 100 at 80% participation and ICS 300/400 above 70%.

In 2025, Managers and Supervisors completed surveys to identify critical roles that deliver or directly support delivery of essential water and electric services. The survey helped highlight roles that have long recruitment and training lead times and/or specialized skillsets and certifications. This effort is foundational to succession plan development and other workforce continuity planning efforts.

COMMUNITY

Helping prepare our customers to self-sustain during prolonged service outages is a cornerstone to community resiliency. As demonstrated in the 2025 Community Investment report, EWEB public engagement efforts include a range of risk mitigation, emergency preparation and response topics and tactics. This includes the Pledge to Prepare Campaign and related newsletters, site tours at Currin substation and College Hill reservoirs, neighborhood presentations and a robust social media presence. So far in 2026, over 3,000 community members are participating in Pledge to Prepare, along with KLCC.

The grand opening of the Kennedy Emergency Water Station (EWS) was well attended and marked completion of the last planned emergency water site. The EWS program has transitioned from construction to operations and maintenance, including crafting procedures, training expectations and inter-agency agreements necessary to activate the sites if/when needed. EWEB intends to host an annual public event at a selected EWS site to maintain public awareness of the program and as a training opportunity.

Interagency partnerships represent another mechanism to improve community resiliency. This involves collaboration during joint training events, such as the annual McKenzie River Spill Drill and Wildfire Preparedness exercises, as well as participation in standing inter-agency teams and planning processes.

The Pure Water Partners (PWP) is a prime example of government, non-profit and community members coming together to restore forests along the McKenzie River, mitigating future wildfire risk and protecting water quality. The PWP wrapped up two Oregon Watershed Enhancement Grants last June, marking the official end to post-Holiday Farm fire work. Since the fire, almost 1 million native trees and shrubs were planted across 560 acres of private and non-federal properties within the Holiday Farm Fire perimeter. Additionally, EWEB and its fire agency partners are conducting enhanced fuels reduction work in the lower McKenzie and South Eugene region with the support of a \$1M federal appropriation.

Lastly, EWEB recognizes that the ability to prepare, respond and recover from disruptive events is not uniform across our community. The Enhanced PSPS Support program was designed with our most vulnerable customers in mind. In 2025, procedures for this program, as well as overall electric outage communications, were refined. Tailoring communication methods and programs to support our most vulnerable customers is an on-going effort.

Recommendation/Requested Board Action

None at this time. In addition to this annual memo, SD-22 implementation progress is tracked through quarterly reports (both core work and annual strategic goals) as well as through Board approval of strategic, financial and capital plans. It is also cross-referenced in annual Climate Guidebook updates.