

FY 2024 Strategic Plan Update

Presented by Shawn Shorn
Director of Business Planning

• May 30, 2024



Agenda

- **Mission, Vision, and Core Values**
- **Guiding Principles and Definitions**
- **Strategic Goals Update**
- **Annual Priorities Update**
- **Key Performance Indicators Update**

MISSION

Strengthening our community by providing resilient essential services



CORE VALUES

Safety, Team,
Integrity,
Culture,
and Stewardship



VISION

Be a trusted community partner dedicated to excellence in service



Mission

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Guiding Principles and Definitions

ONE UTILITY, ONE TEAM

Place organizational success above individual priorities and work together to maintain a team-oriented culture.

SPEAK UP, LEAD, AND CARE FOR ALL

Lead and foster an environment of shared responsibility where everyone feels valued and empowered to perform their job.

KNOW AND DO THE RIGHT THING

Uphold the trust and confidence of the community and the organization.

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CONTINUOUSLY IMPROVE

Plan thoughtfully, set realistic expectations, and learn when things do not turn out as expected.

BE CONVENIENT

Anticipate expectations and provide a positive experience.

BE FLEXIBLE AND INNOVATIVE

View challenges as opportunities and pursue new solutions.

BE RESILIENT

Be prepared to adapt to and recover from disruptions.

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Guiding Principles and Definitions

Customers and Community

People and Culture

Infrastructure and Technology

Financial Excellence

Safety and Security

Stewardship



NBU NEW BRAUNFELS
UTILITIES

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NBU NEW BRAUNFELS
UTILITIES

FY 2024 Strategic Goals

■ On Track
 ■ Off Track
 ■ On Hold
 ■ At Risk
 ■ Complete

#	Strategic Goal	Goal Measures	Q1	Q2	Q3
1	Customer and Community	Customer Satisfaction Survey Benchmark Organizational characteristics by the vendor (Great Blue) at or above Texas Organizational Characteristics of 56.6%. Measurement data from Public Power Data Source (PPDS).			Will Not Meet
2	People and Culture	Maintain Gallup employee engagement survey participation > 80%			On Track
3	People and Culture	Implement select recommendations as presented from the Employee Experience Team			On Track
4	Infrastructure and Technology	Maintain a three-year rolling average SAIDI in top 10% of Texas utilities or three-year rolling average <52.56 minutes (99.99% reliability)			On Track
5	Infrastructure and Technology	Maintain Information Technology Systems Reliability ≥ 97% uptime for production systems			On Track
6	Infrastructure and Technology	Infrastructure Leakage Index (ILI) < 3.0 over a three-year rolling average			On Track
7	Infrastructure and Technology	Wastewater Treatment Compliance Events – maintain > 98% compliance			On Track
8	Financial Excellence	Maintain a competitive bond rating of A or greater			On Track
9	Safety and Security	Maintain equipment damage incidents to ≤ 2.7% per 200,000 man-hours worked			Need Update
10	Safety and Security	Manage preventable damage to vehicles at ≤ 10 incidents per 1,000,000 miles driven			Need Update
11	Stewardship	Two year project priority list with SMART goals established and approved by One Water Advisory Council by end of FY 2024			On Track

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FY 2024 Annual Priorities

■ On Track
 ■ Off Track
 ■ On Hold
 ■ At Risk
 ■ Complete

#	Annual Priorities	Objective or Milestones	Q1	Q2	Q3
1	Electric Transportation (ET) Program Creation	Contract with consulting firm signed			Off Track
2	Water Efficiency	Define framework for calculating and measuring water use efficiency and a timeline for implementing the framework.			Off Track
3	Integrated Resource Plan	Complete draft of the resource plan			On Track
4	Enterprise Asset Management	Execute contract with consulting firm			Complete
5	Enterprise Project Management	Build Enterprise level Project Management Information System and begin training and roll-out			Complete
6	NBU HQ	Close on the HQ property			Complete
7	Emergency Management	Standardize Emergency Management Plans into one Emergency Management Plan that addresses risks and events, targeting 50% completion.			Need Update
8	Power Supply (The Energy Authority) Roadmap	Implement Phase 1 items of the roadmap, including an evaluation of NBU's target hedging strategies, risk tolerance, and Key Performance Indicators (KPI)			Off Track
9	Optimizing Customer Experience	Launch Customer Experience Roadmap Project, approve project charter, and publicly solicit the request for proposal.			Off Track

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Levels of Service (LOS) & Key Performance Indicators (KPI)

- **Scarcity & growth have focused resources on meeting basic needs- i.e. regulatory compliance, systems capacity, procurement**
- **In the next 5 years, focus turns to meeting service expectations**
- **Current and expected LOS – along with KPI – assigned to every functional area NBU**
- **Currently measuring 19 KPIs across departments, KPIs will inform how and where find efficiencies and add/deploy resources**

Levels of Service KPI's

	KPI	Department	Frequency	Who Owns?	Current LOS	Aspiration LOS
1	Debt to cap	Finance	Monthly	Dawn Schriewer	2	2
2	Debt service coverage	Finance	Monthly	Dawn Schriewer	2	2
3	Days cash on hand	Finance	Monthly	Dawn Schriewer	2	2
4	Interconnection review time after all documentation is provided	Electric Engineering	Monthly	Gretchen Reuwer	1	3
5	Interconnection review time after all documentation is provided	Electric Engineering	Monthly	Gretchen Reuwer	1	3
6	Align with solar/DER design review timeline	Electric Operations	Monthly	Gretchen Reuwer	2	2
7	Infrastructure Leakage Index (ILI)	Water Operations	Biannually	Mike Short	3	3
8	≥ 90% of Plan Review Responses will be delivered within 15 working days	Water Systems Engineering	Quarterly	Mike Short	2	3
9	"Compliance events"	Water Treatment & Compliance	Quarterly	Mike Short	2	2
10	Backlog	Data Strategy	Monthly	Greg Brown	1	2
11	Percentage network up time	Information Technology	Monthly	Greg Brown	2	3
12	Percentage server up time	Information Technology	Monthly	Greg Brown	2	3
13	Total vs open tickets	Information Technology	Monthly	Greg Brown	3	3
14	% SCADA Up time	Systems Control	Monthly	Justin Stroupe	2	2
15	Evaluate and revise legal templates	Legal	Annually	Connie Lock	2	2
16	Collect and evaluate ethics compliance certificates	Ethics	Annually	Connie Lock	2	2
17	Attendance at City and developer predevelopment meetings	Real Estate	Monthly	Connie Lock	2	2
18	Max call hold time	Customer Service	Monthly	Connie Lock	1	3
19	Average Percentage of the overhead electric system	Electric Operations	Monthly & Annually	Dawn Schriewer	2	4

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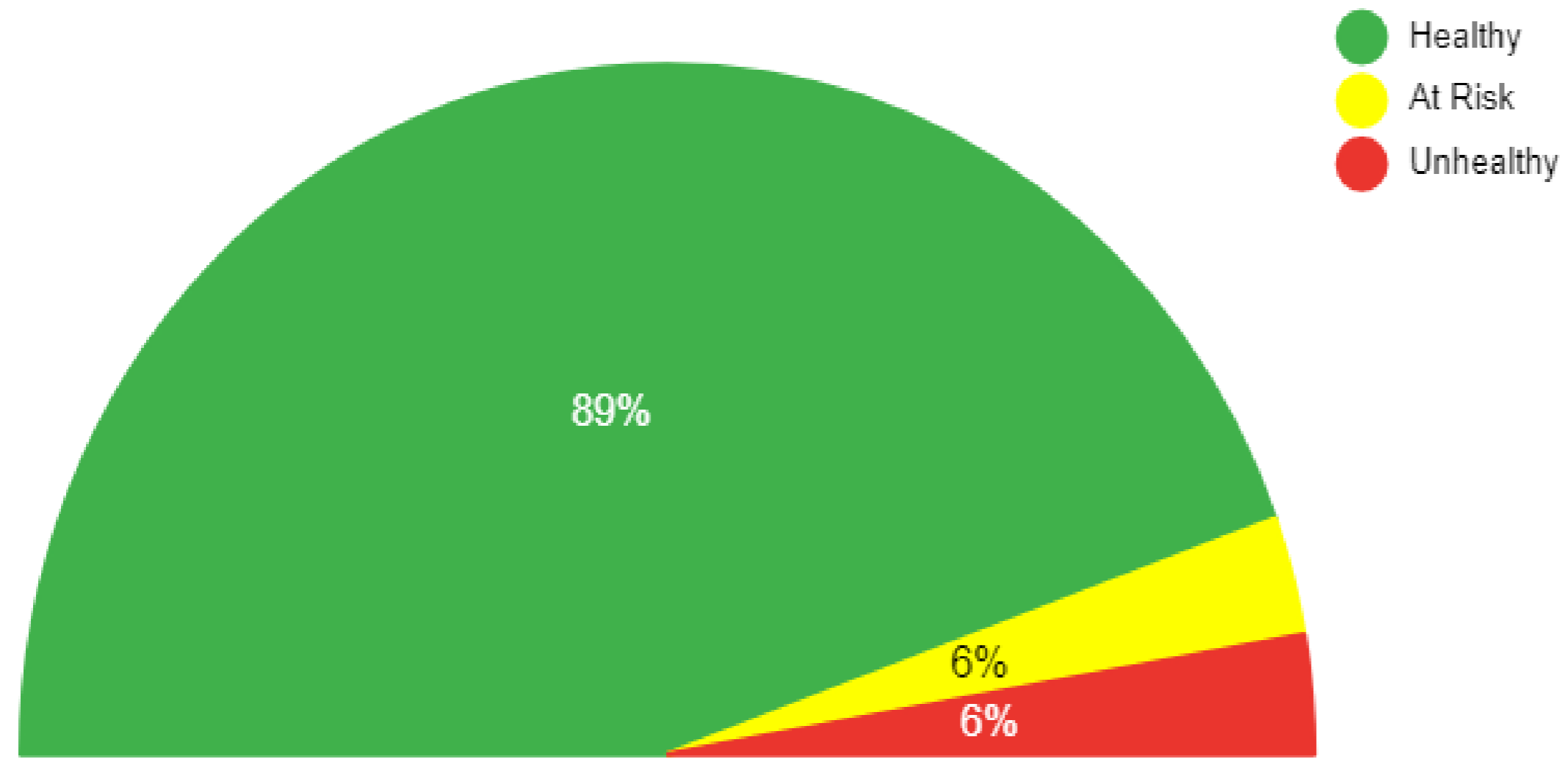


Core Values

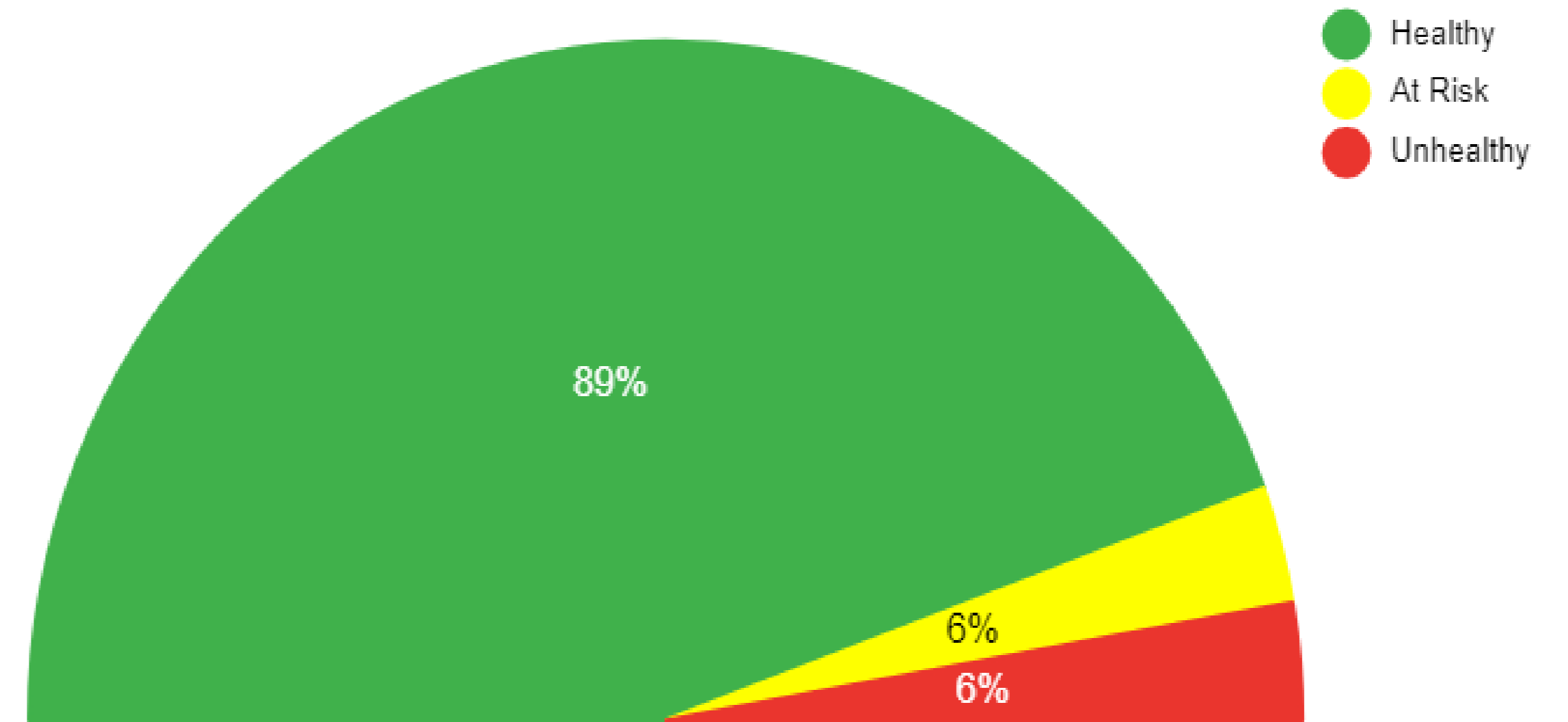
Safety, Team, Integrity, Culture, and Stewardship

Levels of Service Dashboard

LOS Health



KPI Health



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At Risk KPI's

- **Call hold time (Max 30 minutes)** – On April 26, 2024 the max call hold time was 1 hour and 17 minutes due to having 2 representatives out that day.
- **Plan reviews ($\geq 90\%$ responses within 15-days)** - Staff is currently overwhelmed with the number of new submittals and re-submittals from the development community. Currently at 90%, but may slip.

FY 2024 Performance Measure Payout

- 70% for Strategic Goals: \$280,000 (75% for full payout)
- 30% for Annual Priorities: \$120,000 (100% for full payout)
- Total Payout Budget: \$400,000

Currently, the anticipated payout is 100%

QUESTIONS?

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