

Changes to the Fiscal Year 2027 Strategic Plan

Strategic Plan
FY 2027 Proposed Changes

ePMO

September 22, 2026



Strategic Goals – (What We Aim to Do)

- **CUSTOMERS AND COMMUNITY**

We provide a customer-first focus and commit to innovative solutions to improve the customer experience.

- **PEOPLE AND CULTURE**

We care for our employees, build on our team-oriented culture, promote ethical behavior and prepare our team to meet the challenges ahead.

- **INFRASTRUCTURE AND TECHNOLOGY**

We maintain reliable and resilient systems through responsible planning, asset management, and innovative technologies that align with the strategic direction of the organization.

- **FINANCIAL EXCELLENCE**

We practice sound financial management to be responsible stewards of public funds.

- **SAFETY AND SECURITY**

We strive to place security and safety as the highest priorities for every employee and customer.

- **STEWARDSHIP**

We commit to preserve and protect community resources through planning, innovating, collaborating and educating.

Mission

Strengthening our community by providing resilient essential services

+

Vision

Be a trusted community partner dedicated to excellence in service

+

Core Values

Safety, Team, Integrity, Culture, and Stewardship



PROPOSED CHANGES FOR FY27

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FY 27 Strategic Measures – (How We Measure It)

Strategic Goal	Strategic Measure (Lagging Indicator)
Customer and Community	Improve the Customer Scores by 7% , and/or reaching the Texas average industry standard benchmark
Safety and Security	Achieve a Safety Meeting Compliance Rate $\geq 90\%$ for all Departments
Safety and Security	Safeguard an OSHA Incident Rate ≤ 3 Incidents per 100 Employees per year
Financial Excellence	Meet or exceed A+/A1 from a minimum of two rating agencies annually
People and Culture	Sustain $\geq 89.3\%$ Retention Rate for the Fiscal Year
Stewardship	Reduce NBU GPCD by 1% Based off the 2024 10-year Average in both FY26 & FY27
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)
Infrastructure and Technology	Ensure Technology System Reliability $\geq 98\%$ uptime for production systems
Infrastructure and Technology	Achieve and Maintain an Infrastructure Leakage Index (ILI) ≤ 3.0 over a three-year rolling average
Infrastructure and Technology	Wastewater Treatment and Compliance Events- Maintain $>98\%$ Compliance

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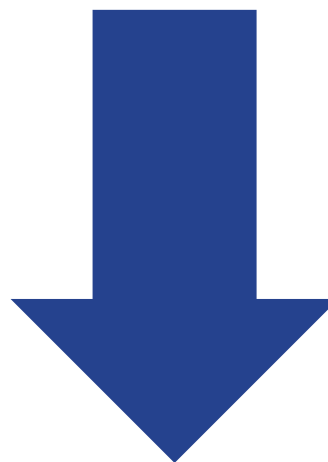
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FY 27 Strategic Measure – (How We Measure It)

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Strategic Goal	Strategic Measure (Lagging Indicator)
Customer and Community	Sustain Real-Time Customer Satisfaction Score (CSAT) of $\geq 90\%$.

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CUSTOMERS
& COMMUNITY



Strategic Measure (Lagging Indicator):

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Q1

Leading Indicator:

Speed to Answer:

Green < 3 min.

Yellow 3 - 10 min.

Red > 10 min.

Leading Indicator:

First Contact Resolution

Green ≥ 70%

Yellow 69 - 60%

Red < 60%

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Q1:			
Q2:			
Q3:			
Q4:			

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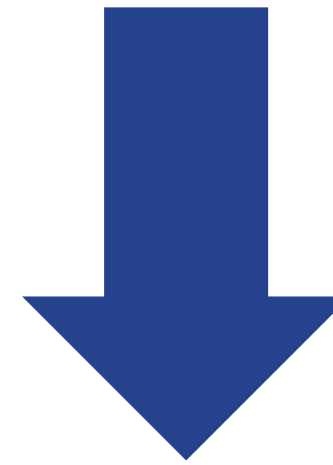
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FY27 Annual Priorities – (Company Focused Projects)

Customer Experience

- Implement targeted optimization CS initiatives on Response Time, Quality Assurance, Operations/Technology Efficiencies and Communication Adoption.

Technology Modernization

- Select Financial System and Begin Implementation
- Select Customer Information System

Strategic Plan

- Execute Communication Plan
- Select Lagging and Leading Indicators
- Align Strategic Focus Areas with FY28/29 2-year Rate Plan

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Customer Experience

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- Select Customer Case Management System

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