

# Q3 2025 Strategic Plan Update

May 29, 2025

**NBU** NEW BRAUNFELS  
UTILITIES

# Q3 Strategic Goals

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

| Strategic Goals             |   |    |    |    |    |
|-----------------------------|---|----|----|----|----|
| Strategic Goal              | Goal Measures   | Q1 | Q2 | Q3 | Q4 |
| Customer & Community        | Customer Satisfaction Survey benchmark organizational characteristics by the vendor (Great Blue), at or above industry standard. Measurement data from Public Power Data Source (PPDS).                             |    |    |    |    |
| People & Culture            | Maintain Gallup employee engagement survey participation > 80%  |    |    |    |    |
| People & Culture            | Implement 50% of approved action items as presented from the Employee Experience Team   |    |    |    |    |
| Infrastructure & 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 & Technology | Maintain Information Technology Systems Reliability ≥ 98% uptime for production systems   |    |    |    |    |
| Infrastructure & Technology | Infrastructure Leakage Index (ILI) < 3.0 over a three-year rolling average  |    |    |    |    |
| Infrastructure & Technology | Wastewater Treatment Compliance Events – maintain > 98% compliance  |    |    |    |    |
| Financial Excellence        | March 2025:<br>Debt to Capitalization Ratio: 38.8%<br>Debt Service Coverage Ratio: 4.86x<br>Days Cash on Hand: 275 days   |    |    |    |    |
| Safety & Security           | Maintain preventable damage to equipment incidents to < 2.7% incidents or fewer per 100 employees   |    |    |    |    |
| Safety & Security           | Manage preventable damage to vehicles at < 10 incidents or fewer per 1,000,000 miles driven   |    |    |    |    |
| Stewardship                 | Refine and deploy the triple bottom line evaluation tool with One Water partners. Evaluate 3 NBU projects using the tool and develop the tool SOP (standard operating procedure) for NBU processes after evaluation |    |    |    |    |

## 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



# Q3 Annual Priorities

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

| Annual Priorities                                    |   |    |    |    |    |
|--|---|----|----|----|----|
| Annual Priorities                                    | Objective or Milestone  | Q1 | Q2 | Q3 | Q4 |
| <b>Optimizing Customer Experience</b>                | Implement targeted optimization of CS initiatives on response time, quality assurance, operational/ technology efficiencies, and communication adoption.  |    |    |    |    |
| <b>Electric Transportation (ET) Program Creation</b> | Phase 1 of program design completed, and Phase 2 scope of work created.   |    |    |    |    |
| <b>Power Supply (The Energy Authority Roadmap)</b>   | <del>Update Energy Risk Management Policy to include Phase 1 Roadmap changes.</del><br>Begin work on updating Energy Risk Policy to include Phase 1 Roadmap changes, with completion in FY26.                   |    |    |    |    |
| <b>Enterprise Project Management</b>                 | Implement project management information system for capital projects within the Electric and Substation departments. Provide Project Management training to all identified managers, directors, and executives. |    |    |    |    |
| <b>NBU HQ</b>  | Complete 100% design and construction drawings  |    |    |    |    |
| <b>Emergency Management</b>                          | Complete the general standardization of all NBU Emergency Management Plans into one core Plan, 100% completion by end of FY25   |    |    |    |    |
| <b>Communication Plan</b>                            | Begin Phase 1 implementation and measurement of the Enterprise Communications Plan.   |    |    |    |    |
| <b>Integrated Resource Plan</b>                      | Present the final Integrated Resource Plan to the Board   |    |    |    |    |
| <b>Enterprise Asset Management</b>                   | Finalize Strategic Asset Management Plan Update including departmental roadmaps   |    |    |    |    |

## 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