



**Bryan Texas Utilities**

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# **Strategic Plan**

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**2021 - 2026**

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Bryan Texas Utilities has been operating alongside our customers since 1909. We are one of over 2,000 state and local public power utilities across the United States providing communities with reliable, responsive, not-for-profit electric service.

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BTU's electric system has grown from lighting a few blocks in downtown Bryan to over 2,300 miles of distribution lines and almost 200 miles of transmission lines that serve 31 substations and over 650 square miles of city and rural territory within Brazos, Burleson and Robertson counties. BTU is growing its system to enhance capacity and increase reliability within its service territory, including service to Texas A&M University System's new RELLIS campus. BTU continues to plan for expected future load requirements and is actively adding distribution and transmission infrastructure to serve the growing customer base.

BTU is one of only a handful of municipal utilities in the state that owns and operates power-generating plants to serve their own load. Today, BTU serves over 62,000 customers with electricity generated from the Dansby power plant located on Lake Bryan, the Atkins power plant located just south of downtown, and by purchasing long-term output from wind and solar power generating plants located throughout Texas.





Dedicated to providing our community with reliable electric services at minimum expense, BTU continuously evaluates the deployment of innovative technologies, energy efficiency programs, and effective customer communications.

BTU's SmartHOME program is designed to incentivize customers to invest in energy efficiency improvements for their homes by focusing on those that strengthen the building envelope and improve the home's ability to avoid heat loss or gain. These improvements include upgrades to insulation and windows and the addition of solar screens.

To better manage outages, service calls, distribution system maintenance, and the customer experience, BTU has deployed smart meters utilizing an Advanced Metering Infrastructure (AMI). The AMI network connects meters in every home and business served by BTU with 2-way communications for measuring electrical consumption. Customers have the ability to monitor their own electrical consumption and use this data to initiate energy conservation strategies that can lead to electric cost savings. In addition, BTU has an Outage Management System (OMS) that utilizes the AMI network infrastructure. OMS enables BTU's 24-hour Systems Operations Center to monitor the status of the distribution system and deploy crews to resolve electric outages quickly and effectively.

As part of the OMS system, BTU publishes on its website a real-time power outage map so customers can view the status of outages in their area and see how many homes are being affected by an outage. Customers may also use the website to access their BTU account information and pay their bills by credit card or e-check.





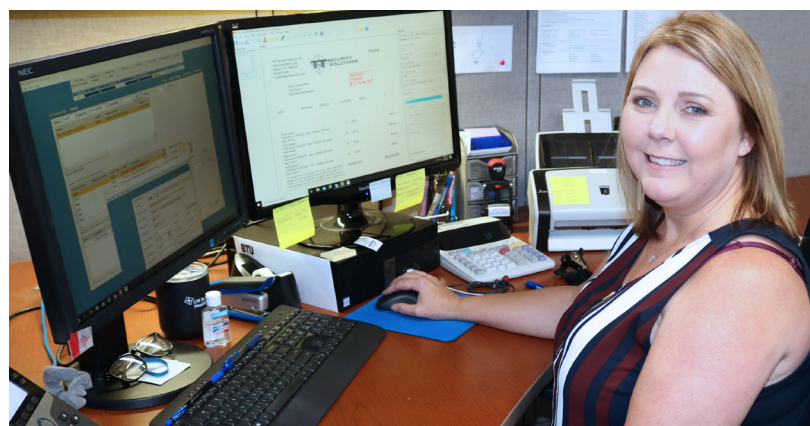
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Public power utilities like BTU are focused on providing value to their customers and are operated for citizens by their local governments, in our case the City of Bryan.

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For more than 100 years, BTU has delivered electric utility services that are community owned, customer focused, locally controlled, and operated on a not-for-profit basis. This structure means that BTU tailors its utility operations and services to the needs and preferences of the local community. The benefits of living and working in a community served by public power include utility rate stability, support for local jobs, policies that are in line with community priorities, and financial support for local government functions. Being community-owned, BTU provides reliable customer service, cost of service rates, and economic development opportunities while being held accountable by friends and neighbors. Above all, BTU maintains its commitment to providing innovative, competitively priced, reliable, safe, and environmentally responsible electric service. The utility strives to provide best-in-class operations and serve as a trusted resource for utility services and a partner with the community.

In 2019 the investment rating agencies upgraded BTU from A+ (upper medium grade) to AA- (high grade), which underscores the confidence that the ratings agencies have in BTU's ability to service its bond obligations. The American Public Power Association has awarded its prestigious Reliable Public Power Provider (RP3)® Diamond designation for a third consecutive three-year term after scoring 100% on the evaluated criteria. This prestigious award recognizes industry-leading public utilities, like BTU, that provide reliable and safe electric service to their customers.



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While customers today report high levels of satisfaction with their reliable service provided at some of the lowest rates in Texas, BTU's long-term strategy is to develop the flexibility and innovation required by the changing utility marketplace.

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BTU works diligently to be responsive to community needs, attract a superior utility workforce, operate safely, and preserve the environment while investing in new technologies that improve system reliability and performance, and maintaining sound financial practices coupled with competitive rates. BTU remains committed to providing strong value to the region far into the future.

BTU selected Hometown Connections, Inc., a leading national provider of management consulting services to community-owned utilities and municipalities, to work with city leaders and staff in facilitating the development of this comprehensive strategic plan.

BTU hosted a workshop to develop its vision, mission, and values; review organizational strengths, weaknesses, opportunities, and threats; identify key strategic issues for the next five years; develop objectives to achieve the strategic goals; and identify success measures to track the progress of the strategic plan.





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A mission statement defines what BTU is, why it exists, and its reason for being. Core values remind BTU and its customers of its core beliefs and top priorities. Central to BTU's planning for the future is ensuring all efforts align with its enduring mission and values.

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## Mission Statement

The mission of Bryan Texas Utilities is to improve the quality of life of our community by providing exceptional electric reliability and excellent customer service at competitive and stable rates.

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## Core Values

**Safety:** We regard the safety of our employees and the public to be of primary importance.

**Integrity:** We act with honesty and accept responsibility for our actions.

**Respect:** We respect our employees, customers, and stakeholders.

**Value:** We strive to provide the highest value in all products and services we deliver.

**Stewardship:** We serve as responsible caretakers of the human, financial, information, and natural resources entrusted to us.



To take advantage of its organizational strengths and address opportunities for growth and improvement, BTU identified five strategic priorities to serve as the framework for its strategic plan and created detailed goals for each priority.

## Safety

BTU values the safety of our employees and the public.

### GOALS

**1. Maintaining and expanding our existing safety culture seeking zero safety incidents and injuries:**

- All employees will follow current and future Continuous Improvement (CI) Team guidelines – ongoing.
- All employees will attend Speak Up Listen Up and Safety Culture Excellence Workshops within 6 months of hire.
- Expand CI Team activities to develop new processes – as directed by BTU's Safety Steering Team (SST).

**2. Provide monthly safety updates to the BTU Board of Directors.**

**3. Provide employees necessary resources to achieve safety outcomes:**

- Recurring monthly or semi-weekly safety meetings.
- Budget necessary resources to provide proper equipment and tools.

**4. Provide safety messaging to customers:**

- Monthly on social media.
- Annually in Coop Power Magazine and bill inserts.
- Annual calendar.





## Infrastructure

BTU maintains infrastructure to support a developing community.

### GOALS

1. **Complete 138 kV West Loop by January 1, 2024.**
2. **Replace select aged facilities by 2025:**
  - Distribution Service Center by June 30, 2022.
  - Administration building by December 31, 2024.
3. **Locate and build Backup Control Center for enhanced security and reliability by December 31, 2026.**
4. **Annually produce a Power Supply Resource Plan that evaluates BTU's generation position in the market.**

## Service

BTU is customer oriented and provides exceptional service.

### GOALS

1. **Perform customer satisfaction survey by December 31, 2021 and every three years thereafter.**
2. **Achieve the System Average Interruption Duration Index (SAIDI) and System Average Interruption Frequency Index (SAIFI) corporate goals annually.**
3. **Annually review and update BTU's customer communications:**
  - Social media usage and value
  - Coop Power Magazine and bill inserts
  - Annual calendar
  - Customer call center
  - Any employee customer interaction
4. **Monthly monitoring of all customer service metrics.**
5. **Update and maintain company-wide and department level business continuity plans.**



**Finance**

BTU is fiscally responsible and provides competitive rates.

**GOALS**

1. Annual review of the 5 year pro-forma to maintain financial integrity as defined by rating agencies:

	City	Rural
• Fitch Ratings	AA-	AA-
• S&P Ratings	A+	AA-

2. Perform cost of service studies at least once every 5 years or as changes occur to underlying costs.

3. Quarterly review of retail rates versus peers:

- Residential – below mid-range of peer utilities.

**Workforce**

BTU provides a workplace that attracts and retains professional, competent, and dedicated employees.

**GOALS**

1. Provide the resources necessary for the SST and CI Teams to annually update processes to help ensure a safe and secure workplace.

2. Perform salary surveys at least every 3 years.

3. Continue to provide training as follows:

- Provide apprenticeship programs
- Job specific
- City requirements

4. Complete succession plan for management staff by Dec 31, 2021.

5. Encourage employee engagement in industry committee activity to ensure BTU remains current with industry trends.

6. Enhance cybersecurity by consistently being one of the best performing departments of the City of Bryan's phishing exercises annually.





Using the 2021-2026 Strategic Plan as its guide, BTU will evaluate technology advancements and infrastructure improvements, customer service programs, human resources policies, and financial management strategies that will enable BTU to chart a course for a successful long-term future.

BTU will use the plan to develop specific tactics for operational planning, employee engagement, new customer initiatives, and a capital improvement program.

BTU will also follow the plan's guidelines when monitoring regulatory and industry changes, exploring growth opportunities, and setting internal goals.

The framework of the plan will support BTU's core focus on continued delivery of reliable and competitive utility services. The BTU Board of Directors and staff will review and update the plan on a regular basis while also reviewing the progress of the plan's implementation.





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