



Vision 2030

Reliable, affordable, and
cleaner energy for our
growing community.

A woman with dark curly hair, wearing a striped shirt and denim overalls, is smiling and cooking in a kitchen. She is holding a wooden spoon and stirring a pot. In the foreground, the back of a person's head is visible, looking towards the woman.

VISION & MISSION

VISION

Empowering our community
for generations.

MISSION

To safely power our community with
reliable, affordable, and cleaner energy.



OUR PLAN IS YOUR PLAN

VISION 2030 IS OUR SHORT-TERM STRATEGIC PLAN TO SUPPORT OUR GROWING COMMUNITY.

- Puts your feedback into action.
- Helps keep power reliable, bills manageable, and energy cleaner.
- Connects to our long-term strategic plan – **Horizon 2050.**



YOU'VE TOLD US THROUGH YOUR FEEDBACK

As your community-owned, not-for-profit utility, we're delivering on what matters most to you.

- Reliable power.
- Bills you can manage.
- Cleaner energy choices.
- Clear communication and trust.

SAN ANTONIO IS GROWING

MORE HOMES.
MORE BUSINESSES.
MORE DEMAND.

- Growth is the sign of a strong and vibrant community.
- Vision 2030 prepares us for the future.



GOALS	RELIABILITY	VALUE	CLEANER ENERGY	FINANCIAL STRENGTH	TEAM EXCELLENCE
GOAL DESCRIPTIONS	 Electric And Gas Services That Are Always On	 Affordable Prices, Excellent Options And Service	 A Balanced Approach To Reduce Our Environmental Impact	 Financially Resilient And Competitively Priced To Fuel Growth And Safeguard Investments For Our Community	 Develop Our Team To Drive Innovation And Deliver Excellence As One Team
STRATEGIC INITIATIVES (SI)*	Strengthen energy system growth, resilience, and modernization.	Drive customer-centric innovation that improves affordability, expands service choices, and elevates digital engagement.	Reduce impact on the environment through measurable action.	Manage costs, plan for future risks, and invest wisely.	Invest in our people and future workforce by advancing safety culture, providing modern tools and support, and developing leaders who actively guide change.

**Strategic Initiative = major focus areas for the next five years.*

GOAL:



RELIABILITY

WHAT WE ARE DOING:

KEY MILESTONES IN PROGRESS

1. Strengthen the Transmission Network.

- Spruce to Pawnee & Howard Road to San Miguel 345kV.

These power lines carry more power over long distances, supporting reliability and growth.

2. Modernize Grid Operations and Control Technology.

- Complete Energy Management Systems (EMS) and Supervisory Control & Data Acquisition (SCADA) rollout.
- Continue improvements to Advanced Distribution Management System (ADMS).

These systems act as the “brain and eyes” of the grid, helping operators detect & solve problems faster.

3. Improve Reliability of Natural Gas Supply Routes.

- North Outer Loop

These routes help ensure natural gas reaches power plants safely & reliably, especially during extreme weather.

4. Deliver the Approved Power Generation Plan Efficiently & Responsibly.

- Execute strategic transactions that support the long-term generation strategy.

This ensures we have the right mix of power sources available for our community.

HOW WE MEASURE SUCCESS

Average Customer Outage Duration

The average number of minutes without power.

Plant Availability

The percentage of total power plant capacity ready to run during the months when energy use is highest.

Gas Safety

All known gas leak cases are monitored and resolved based on priority. Minor leaks—those with no immediate safety risk and can be scheduled for repair—are tracked per 1,000 customers at year-end.

GOAL:



VALUE

WHAT WE ARE DOING:
KEY MILESTONES IN PROGRESS

- 1. Advance the Evolve digital transformation program.
 - Support Oracle Enterprise Resource Planning (ERP).

This work modernizes core business systems to improve efficiency and long-term scalability.
- 2. Optimize processes for customers requiring complex energy solutions.
 - Enable power solutions that meet regulatory requirements.

These efforts ensure large commercial and industrial customers receive reliable, compliant service.
- 3. Expand customer support through premium outreach and assistance programs.
 - Continue to develop and scale programs that proactively support customers.

These programs help customers navigate services, access assistance, and feel confident in their energy options.

HOW WE MEASURE SUCCESS

Customer Perception

How customers feel about their overall experience.

Strategically Investing in the Community

Supporting local businesses and community programs.

12-Month Total Bill – Residential

Ensuring we remain competitively priced.

GOAL:



CLEANER ENERGY

WHAT WE ARE DOING:

KEY MILESTONES IN PROGRESS

1. Advance the Spruce 2 Natural Gas Conversion.

- Finalize major contracts, complete engineering, and begin procurement and construction activities.

This ensures timely progress on transitioning generation assets to cleaner, more reliable natural gas.

2. Expand Sustainable Tomorrow Energy Plan (STEP) Program Initiatives.

- Continue Weatherization and Community Solar growth.

These programs help reduce energy usage, lower customer bills, and expand access to renewable options.

3. Update the Long-Term Power Generation Plan.

- Refresh the plan to maintain diversification of our portfolio and meet evolving community growth.

This keeps the resource mix aligned with growth, policy, and technology changes.

4. Add New Renewable and Storage Resources.

- Continue execution of the approved power generation plan, including incremental solar, wind, and energy storage capacity.

These additions diversify the portfolio and support reliability and long-term sustainability.

HOW WE MEASURE SUCCESS

Carbon Intensity

The amount of carbon emissions produced for each unit of electricity generated.

Supports the City of San Antonio Climate Action & Adaptation Plan (CAAP)

GOAL:



FINANCIAL STRENGTH

WHAT WE ARE DOING:

KEY MILESTONES IN PROGRESS

1. Submit the Transmission Cost of Service (TCOS) Rate Filing Package.

- Complete and file the Transmission Cost of Service package.

This supports necessary recovery of transmission costs and ensures regulatory compliance.

2. Update the Cost-of-Service Analysis.

- Conduct a refreshed study to strengthen transparency and fiscal responsibility.

This analysis helps ensure rates remain fair, equitable, and aligned with system needs.

3. Maintain Financial Stability and Credit Strength.

- Apply disciplined financial management and maintain diverse revenue sources and adequate liquidity.

Strong financial health enables investment in infrastructure and system reliability.

4. Advance Business Optimization Initiatives.

- Implement improvements that increase operational efficiency and long-term sustainability.

These efforts help control costs while enhancing value for customers.

5. Improve Receivables Performance.

- Enhance customer payment solutions that support current account status.

This promotes financial resilience and supports customers in managing their accounts.

HOW WE MEASURE SUCCESS

Fiscal Resiliency

The ability to withstand financial pressures and maintain strong, stable operations.

GOAL:



TEAM EXCELLENCE

WHAT WE ARE DOING:

KEY MILESTONES IN PROGRESS

1. Strengthen Safety Culture.

- Continue developing safety engagement through Grass Roots teams across Power Generation and Supply Chain.

A strong safety culture reduces risks and protects employees and customers.

2. Advance the STCKY (Stuff That Can Kill You) Program.

- Focus on key risks and prevention of serious injuries.

This prioritizes life critical safety practices and hazard awareness.

3. Expand the Industrial Athlete Program.

- Enhance field readiness and reduce musculoskeletal injuries.

This improves workforce well-being and readiness for physically demanding work.

4. Support Organizational Change Management.

- Lead initiatives that improve communication and collaboration across the workforce.

Effective change management strengthens team alignment and supports successful transitions.

5. Prepare Teams for Future ERP Capabilities.

- Execute change management work for upcoming processes, technologies, and training.

This prepares employees for the future state of business operations and improved tools.

HOW WE MEASURE SUCCESS

Living Mission & Values

How well CPS Energy demonstrates the organization's mission, values, and culture in its daily work.

Safety Performance

How well workplace injuries and safety risks are minimized and/or avoided.

RELIABILITY



- Energy you can count on everyday.
- Reliable energy keeps businesses running.

VALUE



- Energy should be easy to use and accessible to everyone.
- Residential and Commercial customers use energy differently.

CLEANER ENERGY



- Support a more sustainable future.

FINANCIAL STRENGTH



- Strong finances help keep bills lower.
- Support needed improvements.

TEAM EXCELLENCE



- Better service.
- Faster responses.
- Safer work for all.

VISION 2030 ROADMAP

	CY 2026	CY 2027	CY 2028	CY 2029	CY 2030
RELIABILITY 	Refresh generation resource plan & execute approved strategy				
	Strengthen the transmission system for resiliency and growth				
	Modernize grid resiliency and control as a part of the SCADA program’s strategic initiatives, including ADMS, DERMS, and EMS				
	Improve reliability of natural gas supply routes to include Permian to Rio Nogales, Southgate to Rio Nogales & North Outer Loop & on-system gas storage				
	Execute gas local distribution company resiliency to strengthen long term performance				
	Implement key initiatives to transform aging hardware/software technology solutions critical to operations including Transport Communications and GIS Utility Network				
VALUE 	Drive strategic EVOLVE/ERP initiatives to enable long-term digital transformation				
	Build, test and deploy ERP Release 1 (finance, human resources, supply chain, field services & capital projects)				
	Build, test & deploy ERP Release 2 (core customer, assets & work orders)		Quarterly ERP updates		
	Launch pilot tariff, standardize large load interconnect agreements & streamline ERCOT batch study participation		Mature internal processes and support ongoing customer onboarding as ERCOT batch studies & regulatory requirements evolve		
	Continue to develop and scale programs that proactively support customers				
CLEANER ENERGY 	Execute approved power generation plan, diversify portfolio with wind (up to 600 MW), solar (up to 600 MW), storage (up to 500 MW) & integrate new resources/acquisitions				
	Continue STEP program to include weatherization & community solar growth				
	Expand community-level clean energy & resiliency programs by initiating BESS construction at St. Hedwig & Valley Rd. (CER/GRIP)				
	Convert Spruce 2 from coal to natural gas				

VISION 2030 ROADMAP

**This roadmap is current as of August 25, 2026, and is subject to revision as timelines, dependencies, and operational priorities evolve.*

	CY 2026	CY 2027	CY 2028	CY 2029	CY 2030
FINANCIAL STRENGTH 	Strengthen long-term financial stability operational efficiency and credit health by maintaining strong credit profile and diversified credit base and execute business optimization initiatives				
	Ensure timely, transparent, responsible cost management by updating cost-of-service analysis and filing updated rate requests with regulators to ensure proper cost recovery				
	Ensure regulatory compliance and timely recovery of transmission investments by updating TCOS				
	Advance value realization by strengthening financial management, optimizing the budget, and maximizing efficient use of resources				
	Improve financial resilience by supporting customer payment options				
	Maximize risk adjusted returns				
TEAM EXCELLENCE 	Establish baseline by maintaining RIR, begin STCKY, enhance pre-job briefs and safety culture teams and begin HECA transition				
	Strengthen readiness by adding control verification, trending STCKY and HECA data, and continuing to stand up safety culture teams				
	Evaluate organization wide readiness for the safety transition, continue trending RIR/STCKY/HECA, and mature safety culture adoption across the enterprise				
	STCKY primary safety measure, continue analysis & workforce readiness support				
	Strengthen workforce readiness by developing workforce plans, strengthening critical capabilities, and building a future-ready workforce aligned with evolving business and industry needs				
	Prepare workforce with end-to-end change management and provide dedicated support during the transition period before and after ERP go-live				

GLOSSARY	ADMS – Advanced Distribution Management System	ERCOT - Electric Reliability Council of Texas	GRIP - Grid Resilience and Innovative Partnership	MW - Megawatt	STEP - Sustainable Tomorrow Energy Plan
	BESS - Battery Energy Storage System	EMS - Energy Management System	HECA - High Energy Control Assessment	RIR - Recordable Incident Rate	TCOS - Transmission Cost of Service
	CER - Certified Energy Resilience	EVOLVE/ERP - Enterprise Resource Planning	kV - kilovolt	SCADA - Supervisory Control and Data Acquisition	
	CY - Calendar Year	GIS – Geographic Information System	LDC – Local Distribution Company	STCKY - Stuff That Can Kill You	

OUR COMMITMENT TO KEEPING YOU INFORMED

- Provide clear and consistent updates.
- Report progress regularly.



CORE VALUES



Accountable

We hold ourselves and others responsible for producing accurate and timely work products/services (no excuses).



Safety & Wellbeing

We take responsibility for our safety and wellbeing as a first step each day.



Integrity

We speak respectfully at all times with and about our CPS Energy employees, customers, stakeholders, and partners.



Transparency

We compassionately engage with our community by listening, sharing, and acting with openness.



Excellence

We demonstrate flexibility and adaptability and can be counted on to establish and maintain effective relationships with customers and other employees in order to exceed their expectations.



One Team

We work collaboratively as a community partner to achieve our mission together.

STAYING CONNECTED

Vision 2030

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