



Meeting Date: May 26, 2026 **Agenda Type:** Action Items

From: David Guerrero
Strategy and Research
Manager **Reviewed by:** Darrin Jensen
Director of Enterprise Project
Management Office

Submitted by: David Hubbard
Chief Administrative Officer **Approved by:** Ryan Kelso
Chief Executive Officer

RECOMMENDED ACTION: Provide an Update on the Quarterly Strategic Plan – Third Quarter of Fiscal Year 2026 and Discuss and Consider Approval of Changes to Fiscal Year 2026 & 2027 Leading and Lagging Indicators

BACKGROUND

In August 2025, the New Braunfels Utilities (“NBU”) Board of Trustees approved the Fiscal Year (“FY”) 2026 Strategic Plan. This plan included annual priorities to select a financial system and develop the FY 2028-2038 Strategic Plan.

Throughout FY26, the annual priorities for FY26 and FY27 have been reevaluated due to developments made in the process of the work.

Proposed changes to FY26 and FY27 are as follows:

- Proposed FY26 Annual Priority Change:
 - Technology Modernization Annual Priority

- Proposed FY27 Annual Priority Changes:
 - Strategic Plan
 - Technology Modernization

- Proposed FY27 Leading Indicator Changes:
 - Customers and Community - Speed to Answer
 - Customers and Community - Real Time Customer Satisfaction Rate
 - Safety and Security - Quarterly Safety Meetings

- Proposed FY27 Lagging Indicator Changes:
 - People and Culture - Retention Rate for the FY

FINANCIAL IMPACT

There is no direct financial impact associated with the proposed changes.

LINK TO STRATEGIC PLAN

Customers and Community

People and Culture

Infrastructure and Technology

Financial Excellence

Safety and Security

Stewardship

EXHIBITS

1. Strategic Plan Update Presentation