



2026 Employee Engagement Survey

Action Items

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Meet the Employee Experience Team



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Historical Action Items



"Our Employees Matter"



TMRS

2:1 Matching



Friday Flash

Keeping Our Employees
Informed



Created The Employee Experience Team
Focus on Employee Wellbeing



Expanded Sick Leave Use
Giving Employees Options



Implemented Safety Onboarding
Safety is Everyone's Responsibility



Added Comal County Fair Day Off
Encourage Community Participation

FY26 Action Items



Q1, Q7 & Q9

 **Action Item 1:** Conduct regular informal 1:1 feedback sessions

  **Action Item 2:** Establish standardized role expectations by job level to promote consistency and transparency

Q3 & Q5

 **Action Item 3:** 90% Attendance for Gallup training on performance conversations

 **Action Item 4:** Deliver customized training for 50% of departments

Q8 & CQ1

 **Action Item 5:** Develop & communicate a plan for cascading information

 **Action Item 6:** Conduct roundtables



FY27 Intentional Focus



Organizational Strengths



Leadership, Change, and Well-Being



Feedback, Clarity, and Success

Mission

Serving our community by providing reliable, essential services.

Vision

To build lasting customer confidence through dedicated service.

Values

SAFETY TEAM INTEGRITY
RESPONSIBILITY SERVICE

NBU NEW BRAUNFELS
UTILITIES

Successes

HQ (More Space/Increased Collaboration)

Appreciation of Direct Leader Increased Significantly

Team Level Cohesion and Peer Relationships

Benefits/Market Analysis

Forward Progress on Technology Modernizations



Mission

Serving our community by providing reliable, essential services.

Vision

To build lasting customer confidence through dedicated service.

Values

SAFETY TEAM INTEGRITY
RESPONSIBILITY SERVICE

NBU NEW BRAUNFELS
UTILITIES

Our engagement challenges are not just reactions to individual changes.

257

Employees
2016



505

Employees
2026

97%

Headcount
Growth

Not employee resistance

Our people are responding normally to rapid, complex change.

Not leadership failure

Growth of this scale creates 'organizational debt' — and it's time to pay it down.

Not a soft initiative

Culture and communication work is now an operational necessity.

OUR RESPONSE FRAMEWORK

Three Pillars. Intentional Action.

CLARITY

TRUST

VOICE

WE HEARD

What are
employees
telling us?

WE WILL TRY

What
measurable
action can we
take?

WE EXPECT THIS WILL

What results
do we expect
to see?

PILLAR 1

CLARITY

Employees need clear expectations, consistent processes, and transparent communication of the 'why' behind decisions.

Key themes from the survey in this pillar:

1. Communication gaps & change fatigue
2. Role, responsibility & process expectations
3. Communication style & volume

PILLAR 1: CLARITY

WE HEARD

- Employees desire a connection to the “why” behind decisions.
- Employees are eager to understand how their work contributes to the overall strategic direction.

WE WILL TRY

- Developing a change management program, training on it, and applying it to company-wide changes and impactful decisions.

WE EXPECT THIS WILL

- Help employees feel more informed, aligned, and energized by decisions.
- Build confidence, reduce uncertainty, and strengthen buy-in across all levels of the organization.

PILLAR 2

TRUST

Employees need clear and consistent messages of the “why” behind significant decisions.

Key themes from the survey in this pillar:

1. Clearer and more consistent messaging
2. Clarity behind decisions

PILLAR 2: TRUST

WE HEARD

- Need consistent messaging so leaders can repeat, cascade, and connect significant decisions to NBU's strategic direction.
- Need an understanding of how changing priorities affect job expectations.

WE WILL TRY

- Improve communication around major decisions by clearly explaining the "why".

WE EXPECT THIS WILL

- Give employees more context behind the reason for the decision.
- Provide a clearer and more consistent messaging strategy.

PILLAR 3

VOICE

Employees want to feel genuinely heard — through meaningful 1:1s and feedback that visibly influences outcomes.

Key themes from the survey in this pillar:

1. 1:1 conversations & feedback culture
2. Clearer job expectations

PILLAR 3: VOICE

WE HEARD

- Meaningful 1:1s are not happening consistently across the organization
- Employees want to feel genuinely known, heard, and challenged; not just managed

WE WILL TRY

- Develop a formal framework for one-on-one meetings.
 - Recognition
 - Work collaboration
 - Goals and priorities
 - Employee strengths

WE EXPECT THIS WILL

- Give employees the opportunity to get clarification regarding new expectations.
- Help leaders understand the impact of organizational changes.

Intentional organization. Engaged people.

At 257 employees, culture was carried through relationships.

At 505, culture must be carried through leadership behaviors, systems, communication, and trust-building routines.

CLARITY

Implement a Change Management Process

TRUST

Improve communication around major decisions by clearly explaining the “why”

VOICE

Develop a formal framework for one-on-one meetings