

**MINUTES  
NEW BRAUNFELS UTILITIES BOARD OF DIRECTORS  
STRATEGIC WORKSHOP MEETING**

**10:00 AM  
THURSDAY, DECEMBER 11, 2025  
NBU Board Room  
263 MAIN PLAZA, NEW BRAUNFELS, TX 78130**

Board President Wayne Peters opened the meeting at 10:00 a.m. A quorum of the NBU Board was present.

**PRESENT**

Board President Wayne Peters, Board Vice President Judith Dykes-Hoffmann, Board Trustee Stuart Blythin, and Board Trustee Yvette Villanueva Barrera

**ABSENT**

Mayor Neal Linnartz

**NBU PERSONNEL**

Ryan Kelso, Ragan Dickens, Greg Brown, Jessica Williams, Connie Lock, Rocio G. Hilliard, Mark Steelman, Andrew Cummings, David Hubbard  
Ashley Schriewer, Darrin Jensen, John Warren, Julia Haynes, Rachel Leier, Reagan Pena, Jason Rammel, Pamela Tarbox

**ITEMS FROM THE CHAIR**

**1. Report Related to the NBU Board Annual Self-Evaluation**

Board Vice President Judith Dykes-Hoffmann shared information on the NBU Board's Annual Self-Evaluation, including scores in the various categories. A key focus for the upcoming year is to continue with additional training and education on the utility business, utilizing each board member's diverse skill sets and dedication.

**PRESENTATION ITEMS**

**1. Presentation on NBU Plan to Enhance Developer and Vendor Processes**

Darrin Jensen provided an update on NBU's plan to review, revise, and enhance developer and vendor processes. The update included recently implemented process improvements, those currently underway, and proposed engagement efforts with developers and vendors to further review and refine these processes.

## **EXECUTIVE SESSION**

Board President Wayne Peters recessed the Open Session at 10:46 am and announced that the Board would go into an Executive Session meeting. The Executive Session included Consultation with Attorney Regarding Pending or Contemplated Litigation, Settlement Offers, and/or Other Matters Protected by Attorney-Client Privilege (Section 551.071 – Texas Government Code); Discuss *MMF NBTX LAND, LLC v. City of New Braunfels, New Braunfels Utilities, and Ryan Kelso, in his official capacity as Chief Executive Officer of New Braunfels Utilities*, No. C2025-1252D (433rd District Court, Comal County, Texas).

The Executive Session was opened at 10:51 am and closed at 10:53 am.

## **RECONVENE INTO OPEN SESSION AND TAKE ANY NECESSARY ACTION RELATING TO THE EXECUTIVE SESSION AS DESCRIBED ABOVE**

The Regular Session resumed at 10:53 a.m. Only the matters cited above, and no others, were discussed, and no votes were taken in Executive Session.

**The Board recessed for a lunch break from 10:53 a.m. to 12:05 p.m.**

## **ITEMS FROM STAFF**

- 1. Strategic Plan Development Exercise to Identify Fiscal Year 2028 Strategic Goals, Mission, Vision, and Core Values**

Darrin Jensen and Katie Storey facilitated an exercise for the Board to provide feedback on the Fiscal Year 2028 Strategic Goals, Mission, Vision, and Core Values.

**The Board recessed at 1:30 p.m. to travel to NBU's Proposed Headquarters Facility Project, Located on a 76-acre Tract of Property at the Intersection of Engel Road and IH 35, and reconvened at 1:50 p.m.**

## **TOUR OF FACILITY**

The NBU Board of Trustees participated in an informational tour of the Proposed Headquarters Facility Project, Located on a 76-acre Tract of Property at the Intersection of Engel Road and IH 35.

## **ADJOURN**

There was no further business, and Board President Wayne Peters adjourned the Board Strategic Workshop at 2:50 p.m.

  
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Wayne Peters, President  
Approved

**Attest:**

  
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Ryan Kelso, Secretary of the Board  
Chief Executive Officer

*Date Approved: December 18, 2025*