



# CHIEF EXECUTIVE OFFICER NEW BRAUNFELS UTILITIES

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First Review of Applications: November 27, 2023



PUBLIC SECTOR EXECUTIVE RECRUITMENT

# THE ORGANIZATION

New Braunfels Utilities (NBU) is a community-owned utility serving the vibrant and growing city of New Braunfels, Texas. For more than 75 years, NBU has provided safe, dependable, and sustainable utility services, including water, electricity, and wastewater, while fostering economic growth and environmental stewardship in the beautiful Texas Hill Country. NBU delivers safe and reliable utility services to the community, maintains and upgrades utility networks and facilities, invests in infrastructure to ensure a stable supply of water and electricity to its customers and is nationally recognized for energy efficiency and conservation.

The NBU electric system consists of 625 miles of overhead distribution lines, 406 miles of underground distribution lines, 11 substation/metering points on the transmission system, and other buildings, equipment, and related facilities. Similarly, the NBU water system consists of 624 miles of water mains ranging in diameter from 0.75 inches to 36 inches, an 8 Million Gallons per Day (MGD) surface water treatment plant, a 3.74 MGD membrane treatment facility, 10 active groundwater wells, and 22 pump stations with 56 active pumps. The NBU wastewater system service area comprises approximately 65 square miles and includes the City of New Braunfels. The municipal wastewater system contains approximately 453 miles of sanitary sewer lines, served by four water reclamation facilities with a combined treatment capacity of 12.3 MGD and 28 lift stations.

As a not-for-profit entity, NBU designs rates to cover the cost of providing essential services, upgrading, and expanding existing infrastructure to support the needs of the growing community. Additionally, rates are a combination of fixed customer charges and variable kWh, water and wastewater charges designed to recover NBU's cost to maintain its infrastructure and deliver reliable service to its customers.

NBU operates under a five-member Board of Trustees system. The Board consists of four individuals appointed by the New Braunfels City Council to five-year staggered terms and the city's current mayor. The elected City Council maintains regulatory control by appointing the Board, approving all rate changes, and authorizing bond issuances.

As of September 2023, NBU has 383 FTE's, annual operating revenues totaling \$220.6 million, operating expenses totaling \$195.3 million and is investing more than \$979 million into 161 projects over the next five years. For more details see the FY 2023-2027 Capital Improvement Projects Overview. For more information about NBU, visit [www.nbutexas.com](http://www.nbutexas.com).



**MISSION:** Strengthening our community by providing resilient essential services.

**VISION:** Be a trusted community partner dedicated to excellence in service.

**CORE VALUES:** Safety, Team, Integrity, Culture, and Stewardship

## **GUIDING PRINCIPLES:**

- \* One Utility, One Team
- \* Speak Up, Lead, and Care for All
- \* Know and Do the Right Thing
- \* Continuously Improve
- \* Be Convenient
- \* Be Resilient
- \* Be Flexible and Innovative





# THE POSITION

Reporting to the Board of Trustees, the Chief Executive Officer (CEO) provides overall leadership, vision, and direction and is the public face, voice, and senior executive of the NBU. As such, the CEO sets the strategic goals, objectives, and initiatives, in concert with Board of Trustees, makes informed choices that align with NBU's mission, vision, core values and guiding principles and leads other executives to collectively achieve established goals, and decisions that impact NBU's present and future. The CEO allocates resources effectively and manages the financial health of the organization, and develops, implements, and continuously improves short- and long-term strategies to position NBU service delivery excellence, growth, and sustainability.

The CEO anticipates challenges and develops contingency plans to address them, interacts with various stakeholders, including employees, customers, elected officials, and individuals representing various government, private or community groups and works diligently to build and maintain these relationships. Furthermore, the CEO hires key executives, establishes HR policies, fosters a positive organizational culture, encourages innovation, and stays abreast of industry trends and advancements in technology, while fostering a culture of creativity and adaptability to keep NBU competitive and operating within legal and ethical boundaries, and is also responsible for managing NBU's public image and reputation.

The CEO provides direct leadership and supervision to the NBU Chief Operations Officer, Chief of Staff, General Counsel and Chief Ethics Officer, Chief Financial Officer, Chief Administrative Officer, Chief Technology Officer, and the Chief Strategic Communications and Security Officer. The CEO also:

- Collaborates closely with the Board of Trustees to craft, update or revise comprehensive and strategic business plans; ensures that plans align with NBU's overarching mission, vision, and core values, community needs, legislative, regulatory requirements, industry best practices, technological, and economic changes, or trends.
- Works closely with the Board to maintain focus on policy, long-range strategies, and matters of importance to NBU, and keeps the Board informed about all pertinent matters.
- Leads, champions, manages, and delivers operational excellence throughout NBU. Maintains a healthy, sustainable organization through engaging, recruiting, mentoring, inspiring, and retaining employees. Builds and leads a high-performing management team, guides, supports, and continuously presents opportunities for professional development to staff.
- Creates an appropriate balance of quality and economy throughout the organization and oversees all budgeting, reporting, and auditing to safeguard fiscal excellence and stewardship of public funds, while ensuring sound fiscal management, financial forecasting, rate setting, cost control measures and maintaining financial stability for the organization and affordability for customers.
- Establishes and promotes a culture of safety as a top priority throughout the organization, and ensures the implementation of safety protocols, and training to protect employees and the community.
- Champions and continuously improves the established culture of enthusiasm, dedication, and commitment that NBU employee demonstrates each day.





## LEADERSHIP OPPORTUNITIES

**Population growth** – With a population nearing 100,000, New Braunfels has experienced rapid growth for over a decade and is projected for continued growth – a boom for business, and a stressor for utilities. The next CEO will have the opportunity to further enhance NBU's comprehensive planning strategy, expand infrastructure to accommodate rising demands, and foster collaborations with local government and community stakeholders to manage growth.

**Water conservation** – New Braunfels is known for its natural water sources. The Comal River, Guadalupe River, and the Schlitterbahn water resort make the area an attractive recreation destination. Water supply planning is one of NBU's most critical issues, and NBU must be mindful of drought and conservation issues, which will only increase with population growth. The new CEO will review, hear divergent perspectives, then recommend a comprehensive water management strategy that ensures a reliable supply for the community and also places strong emphasis on sustainability, innovation, and conservation practices. Learn more at [One Water New Braunfels](#).

**Aging infrastructure** – Like other utilities and governmental entities, NBU must maintain, repair, or replace infrastructure to keep up with current needs and to accommodate expected future growth. The next CEO will have the opportunity to assess, develop plans, and implement projects to update infrastructure while engaging stakeholders, ensuring compliance with regulations, and prioritizing sustainability to secure the utility's long-term resilience and reliability.

**Workforce Planning** – Based on its geographic location, NBU draws part of its workforce from neighboring markets such as the San Antonio/Austin corridor. Additionally, changes in the global workforce, a competitive labor market and tenured employees at or near retirement or who are eligible to retire, all contribute to another opportunity for the new CEO. Thus, the new CEO will impact the current and future NBU workforce by creating strategic initiatives that will attract, retain, develop, and promote top talent by fostering a dynamic, inclusive, market competitive workforce that promotes continuous learning, recognition, mentoring, training, and knowledge transfer.



## DESIRED CAPABILITIES

The Board of Trustees, based on feedback from the community, desires to hire an accomplished, trusted, visionary leader, and competent manager who offers a unique blend of business acumen, interpersonal skills, ethics, integrity, industry knowledge, outstanding communication and interpersonal skills, and the ability to lead the organization through dynamic industry changes, while serving the best interests of community, workforce, and other shareholders. This individual will consistently exhibit integrity, empathy, and compassion, and is capable of proactively listening, understanding, and addressing issues with transparency and fairness.

The CEO will demonstrate the emotional intelligence required to lead a customer service-driven organization established for the public benefit, while also championing NBU's strategic initiatives, goals, and objectives. Additionally, the CEO embraces a servant-leader approach, actively engaging in the community while trying to understand the crucial connection between improving the business and enhancing the lives of community members.

The new CEO must demonstrate an unquestionable commitment to leading a team of highly qualified professionals dedicated to service delivery excellence, achieving established strategic goals, collaborating, and consistently bringing out the best in each other. In addition, the new CEO will exhibit:

- **Commitment to Results** – A systems thinker who is customer-focused and goal-driven, action-oriented, innovative, and able to translate broad objectives into actionable goals.
- **Entrepreneurship** – Able to identify opportunities, take calculated risks, and assemble capital, talent, and related resources to turn an innovative idea into viable and sustainable outcomes.
- **Business Competence** – Demonstrated knowledge of and experience leading people, while integrating various areas of management, including:
  - \* Operations, finance, and personnel
  - \* Oral and written communications
  - \* Business law and strategic planning
  - \* Governance
  - \* Public speaking
  - \* Ability to earn and maintain the support and confidence of a broad range of constituents.
- **Utility System Knowledge** – Demonstrated knowledge of the various utility services and an understanding of the utility's regulation requirements and operating conditions as required by local, state, or federal regulators, understanding revenue, capital, and financials.
- **Technical Knowledge and Skills** – General understanding of generation, transmission, and distribution of electric power and water system requirements to the extent necessary to initiate, direct, review, and analyze distinct types of studies necessary for infrastructure development, system regulation, maintenance and operation, fiscal management, and business development.
- **Leading Change** – Demonstrated ability and skills to effectively lead in the face of challenging situations, and designing, communicating, and implementing interventions. This includes managing continuity, change, transition, and other situations that may directly or indirectly impact the attitude and actions of the NBU workforce.
- **Motivating** – the ability to share and champion NBU's mission, vision, and core values.



## EDUCATION AND EXPERIENCE

A bachelor's degree, in business administration, finance, engineering, public administration, or a closely related field from an accredited college or university, and at least ten (10) years relevant professional experience, of which five (5) years must have been in a leadership, department director or similar executive capacity, in utility, water, or a closely related field required. An advanced degree and related professional certification or credentials preferred, but not required.

NBU requires that the new CEO reside within NBU's service territory. If applicable, the new CEO will establish residency no later than three (3) months after signing an employment agreement. Relocation assistance is available.

## COMPENSATION AND BENEFITS

NBU offers a comprehensive total rewards package reflective of the CEO's role within the organization. This package includes a highly competitive base salary commensurate with skill, education, and industry standards. Additionally, NBU offers all Full-Time employees, and their eligible dependents, an excellent benefits package after 30 days of employment, that includes medical, Health Savings Account, Flexible Spending Accounts, Wellness Discounts, Dental, Vision, Voluntary Life Insurance, automatic enrollment in the Texas Municipal Retirement system, six weeks of vacation; 457(b) deferred compensation, 2 weeks paid vacation (increases based on years of service), up to 96 hours of sick leave annually, 24 hours of personal leave annually, Bereavement Leave, Parental Leave, Paid Holidays, Short Term Disability, Long Term Disability, Tuition Reimbursement, Employee Assistance Program, and much more. Visit [NBU Benefits](#), for more details.







## APPLICATION AND SELECTION PROCESS

For more information or to apply, visit the Baker Tilly Online Application Portal or click the link below, then follow the instructions on the landing page:

<https://www.governmentjobs.com/careers/bakertilly>

This opportunity will remain posted on select locations until filled. However, we encourage individuals with an interest in this opportunity to apply no later than November 27, 2023. For more information, please email [Edward.Williams@bakertilly.com](mailto:Edward.Williams@bakertilly.com) or call 214-842-6478.

***New Braunfels Utilities is an Equal Opportunity Employer***

