



# RECOM- BU- LATION

2026 ANNUAL REPORT



## OUR VISION

To ensure a vibrant and prosperous community for future generations.



## OUR MISSION

To promote the civic and commercial progress of the area.

The Greater New Braunfels Chamber of Commerce, Inc. is a membership organization representing more than 1,600 local businesses. We assist in administering tourism marketing, job recruitment and retention for the community through professional services contracts with the City of New Braunfels and Comal County. We work to strengthen the local economy, advocate for our members and the community, advance community excellence, and deliver value to our members.

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# PRESIDENT'S MESSAGE

## Jonathan Packer



The New Braunfels Chamber of Commerce exists to bring people together around a shared commitment to this community and its future. Amid growth and change, our focus remains on collaboration, thoughtful leadership, and supporting the long-term success of New Braunfels.

Strong communities are built through listening, partnership, and a clear understanding of both challenges and opportunities. By staying grounded in facts, relationships, and a forward-looking approach, the Chamber supports local businesses, strengthens our economy, and enhances quality of life for those who call New Braunfels home.

We are mindful that a collaborative approach rooted in positivity and long-term thinking is not always universally embraced. Even so, the Chamber remains committed to bringing people together, focusing on shared outcomes, and advancing solutions that serve the broader community over the long haul.

Like the businesses we represent, we approach our work with purpose and accountability, guided by clear priorities and a commitment to serving the broader good.

To our members, thank you for your continued trust and engagement. To our community leaders, thank you for your partnership and service. And to our Chamber team, thank you for your dedication and professionalism.

Together, we will continue to move New Braunfels forward with intention, cooperation, and a shared vision for the future.

### **Jonathan Packer**

President & CEO

New Braunfels Chamber of Commerce





### GIVE YOU A VOICE

Engage with community leaders, forge connections with peers, and elevate your visibility with potential customers. Your influence matters, and the Chamber is your connection to meaningful engagement.

- Biennial legislative priorities
- Business Education Partnership Committee
- Government Affairs Committee
- Natural Resources Committee
- Transportation Committee
- Candidate forums

### ELEVATE YOUR BUSINESS SKILLS

Unlock a spectrum of opportunities for professional growth and community involvement. The Chamber is your partner in connecting with fellow business leaders, honing your skills, and deepening your engagement with the community.

- Business seminars
- Committee participation
- Weekly e-newsletter
- Business counseling from the SBDC
- Monthly economic indicators
- Demographics
- Labor & wage/benefit surveys
- Leadership New Braunfels program

### CREATE BETTER CONNECTIONS

The Chamber enriches your social capital by facilitating connections, providing access to community leaders, nurturing relationships, and enhancing your visibility in New Braunfels.

- Monthly membership mixers
- Customer referrals
- Committee participation
- Blue Coat ambassadors
- New member receptions
- Annual Business Expo
- Chamber Banquet
- Hispanic Business Alliance
- New Braunfels Jaycees – young professionals' organization
- Women's Business Alliance



## STRENGTHEN AND PROMOTE THE ECONOMY & COMMUNITY

Unite with community leaders to focus on vital elements — the economy, education, workforce, quality of life, and entrepreneurship.

- Business retention and expansion services
- Recruiting jobs to the community for City and County via the New Braunfels Economic Development Corporation
- Marketing and advertising tourism in the community
- Small Business Week
- Small Business Saturday
- Publication of 15,000 copies of the Official Guide to New Braunfels
- Extensive resident, business and visitor resources on website
- Job fairs
- New Braunfels Manufacturing Association
- Water management strategies
- Leadership development
- Higher education initiatives
- Entrepreneurship projects
- New Braunfels Economic Development Foundation
- Youth Leadership New Braunfels program

## ADVOCATE TO POLICY MAKERS

The Chamber champions the interests of the business community, ensuring that New Braunfels remains a premier location for employers, employees, and residents alike.

- Representing New Braunfels interests
- Addressing natural resources issues
- Addressing transportation issues
- Government Affairs Committee
- Partnerships with policy makers
- Legislative priorities
- Acting as your voice at local government meetings
- Access to local, state and national decision makers
- Annual Texas Legislative Conference
- Texas Association of Business membership
- U.S. Chamber of Commerce membership

## BUILD YOUR BRAND

Leverage a suite of opportunities to enhance your business' visibility through targeted marketing, event showcases, and an amplified online presence.

- Marketing opportunities including digital marketing packages on website and social media
- Online directory
- Listing in 15,000 printed directories
- Free community calendar
- Grand openings, groundbreakings, and ribbon cuttings
- Brochure distribution
- Membership labels and lists
- Discounted booth space at events



# OUTGOING CHAIR'S MESSAGE

## Terri Adams



When I began this year, I shared a simple idea — Water Finds a Way.

Not as a slogan, but as a way of thinking about who we are in New Braunfels.

This year reminded me just how true that is.

We've faced continued growth, change, hard conversations, and competing priorities — and yet this business community kept moving forward. Thoughtfully. Respectfully. Together. Like water, we didn't stop at obstacles. We adapted, shaped the path, and kept flowing.

I am proud of what we accomplished together and encouraged by the momentum we have built. Between caring about the past and planning for the future is this little sliver of the present — which is all I can affect. The work completed this year has helped position the Chamber for continued impact while laying a strong foundation for what comes next.

What I'm most proud of isn't any single initiative — it's the spirit of this Chamber. A willingness to balance heritage and progress, business and community, support and advocacy. Those aren't easy tensions to hold, but this group holds them well.

That happens because of people.

Because of this board's leadership.

Because of a Chamber staff that works tirelessly behind the scenes.

Because of members who care enough to show up, speak up, and stay engaged.

Serving as Chair has been a gift — and a responsibility I didn't take lightly. I'm grateful for the trust you placed in me, for the grace you extended, and for the friendships strengthened along the way. Thank you to my husband Brad for his patience, to my family and my work teammates at Natural Bridge Caverns.

As I pass the gavel, I do so with confidence. Confidence that this Chamber will continue to guide growth wisely, protect what makes New Braunfels special, and help our community thrive.

Water still finds a way.

And so will we.

Thank you for allowing me to serve.

**Terri Adams**

2025 Chair of the Board

New Braunfels Chamber of Commerce



## INSPIRE COMMUNITY COLLABORATION & PARTNERSHIP

- **Led the Chamber's third annual Intercity Visit to Northeast Kansas**, guiding nearly 60 community leaders in learning best practices from peer communities.
- **Honored Carol Johnson, Michael Meek, and Wilfred Schlather as the 2025 Living Legends of New Braunfels** through the Braunfels Foundation Trust.
- **Co-hosted the 8th Annual Rising Stars of New Braunfels**, recognizing 10 outstanding young leaders, in partnership with the New Braunfels Jaycees and the Herald-Zeitung.
- **Continued a 57-year partnership with Randolph Air Force Base**, recognizing recipients of Airman of the Quarter awards through the Military Affairs Committee.
- **Hosted the 9th Annual Día de los Muertos Festival through the Hispanic Business Alliance**, drawing thousands to downtown New Braunfels to celebrate cultural heritage.
- **Celebrated the graduation of the 33rd Leadership New Braunfels class**, with the 34th class currently underway.
- **Graduated the 28th Youth Leadership New Braunfels class**, with the 29th class now in session.
- **Served as a host community for the St. Joseph Chamber of Commerce Intercity Visit**, highlighting New Braunfels' leadership in economic development, tourism, and community planning.

## ADVANCE EFFECTIVE PUBLIC POLICY

- **Hosted the 59th Texas Legislative Conference**, honoring Chief Justice Nathan Hecht as Texan of the Year and featuring timely, policy-focused discussions.
- **Developed and secured Board approval for the Transportation Committee's third set of regional transportation priorities.**
- **Maintained strong working relationships with local, state, and federal elected officials and their staff.**
- **Continued collaboration with the City, County, TxDOT, SAMCo, and the Austin-San Antonio Corridor Council** to advance regional transportation planning along the IH-35 corridor.
- **Actively supported water conservation, water quality initiatives, and future hike and bike trail development** through the Natural Resources Committee in partnership with NBU, the City, and GBRA.



## IMPLEMENT CONFLUENCE STRATEGIC PLAN

- **Successfully recruited Lefko USA**, bringing 150 new jobs and a \$20 million capital investment to New Braunfels.
- **Assisted with the expansion of Aumovio** (formerly Continental), resulting in 100 new jobs, 60,000 additional square feet, and a \$110 million investment.
- **Partnered with the McKenna Foundation to establish an Early Childhood Education Advisory Committee** and support the creation of Early Matters New Braunfels, launching in 2026.
- **Conducted 65 Business Retention & Expansion visits**, delivering more than 100 targeted support services to local companies.
- **Identified 124 economic development project leads and facilitated 15 site visits** for companies considering expansion or relocation.
- **Planned and led the second annual Youth CareerQuest Expo**, introducing more than 1,000 eighth graders to local career pathways.
- **Hosted four regional job fairs** in partnership with Schertz, Cibola, and Seguin.

## GENERATE ECONOMIC DEVELOPMENT THROUGH TOURISM

- **Earned seven Texas Travel Awards**, more than any other city in Texas.
- **Received the 2025 PRSA San Antonio Del Oro Award** for the Float Forecast Visitor Education Campaign.
- **Launched New Braunfels' inaugural Make Music Day.**
- **Hosted the South Region Music Friendly Community Meeting**, including a session on the Texas Music Incubator Rebate Program.
- **Continued progress toward establishing a Tourism Public Improvement District**, including active petition signature collection.
- **Hosted the inaugural Fall/Winter Media Day** at The Faust Hotel, resulting in more than 450 stories from over 15 media outlets.
- **Partnered with the City on the South Castell feasibility study**, led by Johnson Consulting.
- **Worked alongside community partners during the July high-water event** to coordinate media messaging and marketing responses.

## OPERATE A WORLD CLASS CHAMBER

- **Hosted the 106th Annual Chamber Banquet** with more than 750 attendees, honoring Larry Hammond with the Besserung Award.
- **Produced the 4th Annual New Braunfels Women's Conference**, welcoming more than 300 attendees for keynotes, breakout sessions, and networking.
- **Named Beverly Davidek, owner of Davidek Law Firm PLLC, as the 2025 Small Business Person of the Year.**
- **Promoted Small Business Week**, Small Business Saturday, and Small Business Season to encourage residents to shop locally.
- **Supported the Blue Coats** in attending 102 community events, including 74 ribbon cuttings.
- **Celebrated the 37th Annual Business Showcase** with more than 100 exhibitors and over 1,000 attendees.
- **Hosted four New Member Receptions**, welcoming more than 200 new Chamber members.
- **Reached more than 1,000 businesses and 1,900 individuals** during Operation Thank You week.
- **Hosted five NB Business University seminars** focused on professional development and business education.
- **Held 11 Business After Hours mixers**, engaging nearly 4,000 members and community leaders.



# INCOMING CHAIR'S MESSAGE

## Chris Snider



This year calls for focus, perspective, and collaboration. It is often worth taking a moment to regroup and reassess what matters most to determine the best path forward. That approach is at the heart of this year's theme: "Recombobulation."

Recombobulation means gathering things back together into working order. The term is familiar to travelers at the Milwaukee airport, where post-security "Recombobulation Areas" offer a place to slow down and regroup. The word brings humor to a process that can be messy and stressful, providing a simple but effective concept that applies well to our upcoming work.

Our community continues to experience change across many fronts. While different perspectives may seem far apart, I believe we are often closer than we realize. When we come to the table to listen and engage in good faith, progress becomes possible.

My involvement with the Chamber has given me a deep appreciation for the substance of this work. I value the planning, problem-solving, and follow-through that occur behind the scenes. The Chamber plays a vital role in supporting both our business community and our residents.

This year, we will focus on encouraging positive conversations and moving forward with intention. Recombobulation takes time, patience, and a collective willingness to work together.

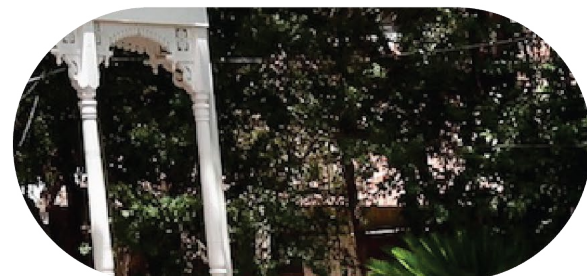
I am grateful for the opportunity to serve and look forward to the year ahead as we work toward a strong and successful future for New Braunfels.

Best regards,

**Chris Snider**

2026 Chair of the Board

New Braunfels Chamber of Commerce



# 2026 CHAMBER BOARD OF DIRECTORS



Adams



Aguilar



Aleman



Arterbury



Bell



Bunch



Furlough



Griffin



Haas



Hanz



Hoyt



Jewell



Kelso



Kneuper



Long



Marek



Meadows



Nicola



Perez



Rodriguez



Seals



Snider



Tomsu



Weinbrandt



Yeates

**Terri Adams**  
Natural Bridge Caverns

**Jenn Aguilar**  
Bulletproof Bookkeeping, LLC

**Heidi Aleman**  
Corridor Title

**Dr. Laurelyn Arterbury**  
New Braunfels ISD

**Neice Bell**  
New Braunfels Herald-Zeitung

**Cordell Bunch**  
Frost Bank

**Haley Furlough**  
The Chandelier of Gruene

**Glenn Griffin**  
Griffin Asset Management

**Lindsay Haas**  
Oakwell Wealth Management

**Stephen Hanz**  
HMT Engineering & Surveying

**Matthew Hoyt**  
Corner Tubes

**Alice Jewell**  
McKenna Foundation

**Ryan Kelso**  
New Braunfels Utilities

**David Kneuper**  
Utility Engineering Group

**James Long**  
First Commercial Bank

**Lilia Marek**  
Rougeux & Associates

**Justin Meadows**  
State Farm - Justin Meadows

**Jade Nicola**  
Wurstfest Association

**Jocelyn Perez**  
Pape-Dawson Engineers

**Marcie Rodriguez**  
Comal Iron & Metals

**Gary Seals**  
Further Holdings

**Chris Snider**  
Texas Titos, Inc

**Melodye Tomsu**  
Joeris General Contractors

**Ryan Weinbrandt**  
Krause's Cafe

**Tiffany Yeates**  
Gruene Outfitters



## ABOUT THIS PLAN

This 21-month Plan of Work supports our transition to a fiscal year ending September 30. It spans two board leadership years, with both the 2026 and 2027 Chairs contributing to its implementation.

## CHAIR THEME: RECOMBOBULATION

This 21-month Plan of Work supports our transition to a fiscal year ending September 30. It spans two board leadership years, with both the 2026 and 2027 Chairs contributing to its implementation.

## CHAIR PRIORITIES

- Reinforce the Chamber as a trusted center of clarity and connection
- Elevate factual and positive messaging
- Foster constructive engagement across differing perspectives
- Champion the development of community leaders

## STRATEGIC AREAS

### INSPIRE COMMUNITY COLLABORATION AND PARTNERSHIP

- Conduct the 2026 Intercity Visit to learn from peer cities and apply best practices locally.
- Launch a candidate and volunteer cultivation program to identify, prepare, and support future civic leaders.
- Establish a dedicated office for the Braunfels Foundation Trust at the Hinmann House.

### TOURISM DEVELOPMENT

- Create a Tourism Public Improvement District (TPID) to support long-term destination marketing.
- Open a new Downtown Visitors Center, creating a unified location for visitor services.
- Launch a tourism ambassador program to strengthen hospitality knowledge and visitor experience.

### ADVANCE EFFECTIVE PUBLIC POLICY

- Adopt the Chamber's agenda for the 90th State Legislative Session.
- Conduct a voter poll and implement a communications plan to guide advocacy and public engagement.
- Strengthen advocacy capacity and support long-term policy priorities through a sustainable policy structure.

### GROWTH, ENGAGEMENT, AND INVESTOR VALUE

- Strengthen Chamber membership through growth, retention, and demonstrated member value.
- Strengthen signature programs and events to convene leaders, elevate dialogue, and advance community priorities.
- Deepen member engagement by creating meaningful opportunities for connection, involvement, and leadership.

### ECONOMIC DEVELOPMENT

- Launch, adopt, and fund Confluence 2.0, a public-private economic development strategic plan for 2028-2032.
- Launch a high-growth entrepreneurship initiative to accelerate startup success.
- Advance early childhood education solutions through the launch of Early Matters New Braunfels.

### OPERATIONS

- Strengthen internal financial systems to ensure timely, accurate, and board-ready reporting.
- Review staff compensation and benefits to support recruitment, retention, and organizational sustainability.



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