



Strategic Plan Retreat

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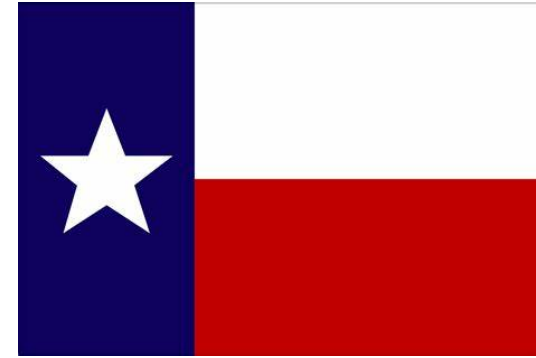
Confirmation of a Quorum

Pledge of Allegiance to the United States



I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all.

Texas Pledge



Honor the Texas flag, I pledge allegiance to thee, Texas, one state under God, one and indivisible.



Strategic Plan Retreat

This retreat will be for a discussion of Brownsville Public Utilities Board (BPUB) governance, strategies, and goals. The Board sets the vision for the BPUB and adopts guiding principles and goals to reflect that vision and guide decision-making at all levels. BPUB Management uses the Board's vision, principles, and goals to set priorities, direct work activities, and allocate staffing and financial resources. No official action will be taken at this meeting. Any official adoption of items discussed at this retreat will be formally approved as an item on a later scheduled BPUB Regular meeting.



Brownsville Public Utilities Board

Strategic Plan Refresh – Board Session

December 11, 2023



Agenda

- 1. Introductions**
- 2. Stakeholder Input Overview**
- 3. Setting a Vision**
- 4. Reviewing Emerging Focus Areas**
- 5. Next Steps**

**Some
Things
Have
Changed...**

Covid Impacts

National and Regional Workforce Trends

Inflation and Rising Costs

Regional Economic Development

Changing Risk Profile

Rebuilding Community Trust

... And the Strategic Plan Needs to Evolve too

- High-level feedback on the 2019 Strategic Plan
 - › Lost momentum due to COVID
 - › Some strategies may not be relevant anymore
 - › Too much going on
 - › Needs to be more forward-focused
 - › Should be a vehicle to communicate progress internally and externally

Stakeholder Input Overview



Engagement Activities to Date

Board Member Interviews – 4

Leadership Team Interviews – 11

Employee Survey – 256 Completed Surveys

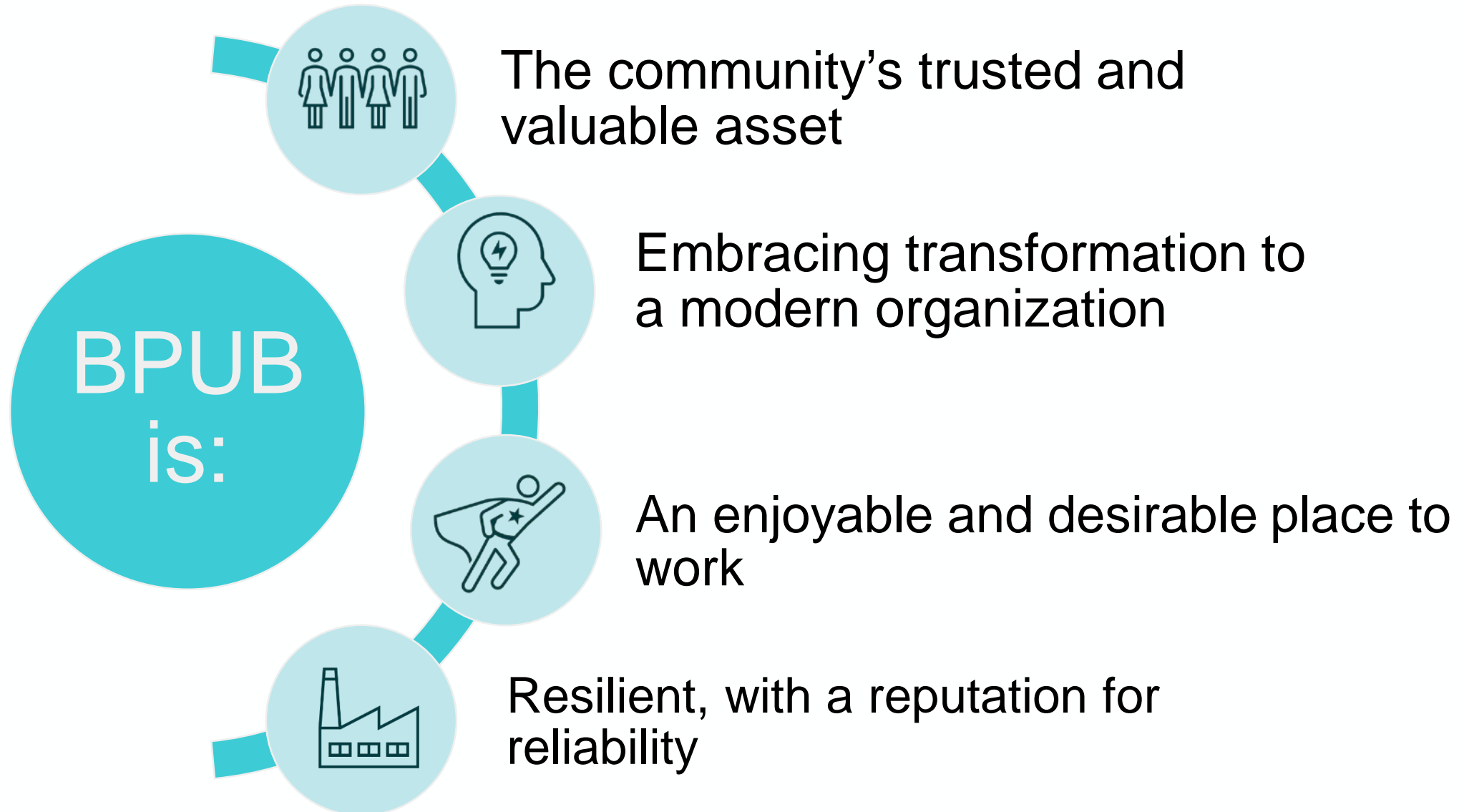
City Commissioner Interviews - 1



Input from the Board



In Their Own Words: Vision for the Future



Key Opportunities

- Risk management
- Volatility reduction for electric pricing/purchasing model
- Increase transparency with customers/community
- Understand and leverage growth and regional economic development
- Ensure employees have tools and resources necessary to do the work
- Renewable energy
- Infrastructure investment (a third dam, desalinization, etc.)

Existing Goals

- Customer and Community Engagement
- Workforce Development and Continuity
- Organizational Preparedness and Resiliency
- Process Improvement
- Reliable Infrastructure
- Technology and Innovation



Board Input on Existing Goals

- All are relevant and important
- Six is too many – consider a layer above this, or combining some areas
- Missing financial component
- Organization needs to be structured to support progress in these areas
- Goals need to be clearer

Desired Key Results and Metrics

Board members were asked to share important indicators of organizational success and/or performance.

Customer satisfaction

- Data related to the customer journey, complaints

Community engagement

- Regular community surveys

Employee satisfaction

- Data related to satisfaction, trust, engagement

Reliability data

- System uptime, service disruptions, etc.

Project management data

- Projects completed on-time and on budget, change orders, etc.

Input from the Leadership Team



The Organization of Today

Transitioning and adjusting

- Considerable change in a relatively short period
- Leadership and process changes
- Shifting to be more forward-looking

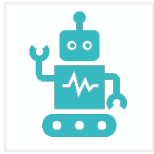
Lower sense of employee belonging than pre-COVID

- Organization's focus was on the mission-critical
- More silos / less connection

Lower levels of community support and trust

- Increased effort around transparency and outreach

Key Opportunities



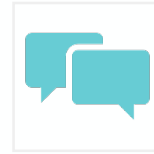
Utility best practices

AMI, asset management, knowledge management systems, increased automation, data-driven decision-making



Community confidence and trust

Excellent service delivery, enhanced customer experience, strong relationship with the Brownsville City Council



Internal and external communication

Transparency, connections across work groups, different communication avenues



Employee development and retention

Upskilling, training, competitive compensation, and other retention efforts



Reliable and sufficient infrastructure

Meet economic development needs, resiliency, long-term capacity for water, wastewater, and electric, renewables

Existing Goals

- Customer and Community Engagement
- Workforce Development and Continuity
- Organizational Preparedness and Resiliency
- Process Improvement
- Reliable Infrastructure
- Technology and Innovation



Leadership Team Input on Existing Goals

- All are relevant and there is progress to be made in all areas
- Missing financial and environmental components
- Organization needs to be structured to support progress in these areas
- Process improvement / innovation overlap
- Wording needs to be more specific and more closely tied to metrics

Desired Key Results and Metrics

Leadership Team members were asked to share important indicators of organizational success and/or performance.

Reliability

- System uptime, service disruptions, SAADI, etc.

Customer

- Satisfaction, program participation, time to answer calls

Strategic plan implementation

- Activity and performance data

Financial

- Rates, bond ratings, CIP execution

Environmental

- Carbon footprint, renewables

Employee

- Exit interviews, compensation relative to market, morale, staffing levels

Project management

- Projects completed on-time and on budget, change orders, etc.

Input from Employees



Organizational Priorities

Issue	Number of Responses	Percent of Respondents Selecting
Attracting, retaining, and developing highly qualified employees	191	79%
Ensuring reliable infrastructure and minimizing system failures	143	59%
Providing responsive and reliable customer service	97	40%
Addressing challenges and risks proactively	58	24%
Managing long-term capacity needs	57	23%
Making the best and most efficient use of operational resources	52	21%
Balancing short- and long-term financial decisions	51	21%
Receiving support from citizens, other municipalities, the press, etc.	40	16%
Minimizing environmental threats associated with our service	24	10%
Other	19	8%

Key Opportunities

Themes	Percent of Responses
Recruitment / Retention / Career Development	18%
Leadership / Vision / Communication	13%
Expansion	13%
Updated Equipment / Technology	9%
Community Outreach	8%
Innovation / Process Improvement	7%
Pay	7%
Customer Service / Trust	6%
Infrastructure Resiliency / Reliability	4%
Live the Values	3%
Other	11%

Setting the Vision



PUB's Vision – the Desired Future State

Existing Vision

- To continue our legacy of community leadership and exceptional service by empowering Brownsville's future.

Proposed Vision

- To be our community's most trusted and valued asset, providing modern, reliable services to Brownsville residents, businesses, and visitors

Emerging Focus Areas



Emerging Focus Areas

- Our Work
 - › PUB focuses on reliability and resiliency by continuously improving delivery of essential water, wastewater, and electric services.
- Our Team
 - › PUB values its employees by ensuring a safe work environment and recruiting, developing, motivating, and retaining a skilled and dedicated team.
- Our Communities
 - › PUB serves as a valued partner and resource, trusted by customers and the community to be transparent, connected, and aligned with community values.
- Our Financial Impact
 - › PUB balances infrastructure investments, service affordability, and financial resilience to provide fundamental services today and tomorrow.

Discussion

- For each of the emerging focus areas, what indicators would help determine progress?
 - › Reliable Services (Our Work)
 - › Workforce Excellence (Our Team)
 - › Rate-Payer Value (Our Communities)
 - › Financial Responsibility (Our Financial Impact)

Discussion

- For each of the emerging focus areas, what activities should PUB potentially pursue to achieve the goal of the focus area?
 - › Reliable Services (Our Work)
 - › Workforce Excellence (Our Team)
 - › Rate-Payer Value (Our Communities)
 - › Financial Responsibility (Our Financial Impact)

Next Steps



Closed Session items

1. Meeting with Board's legal counsel for advice about contemplated and pending court and administrative litigation and on matters in which the duty of the attorney under the Texas Disciplinary Rules of Professional Conduct conflicts with Chapter 551 (Sec. 551.071).
2. Discussion of information about generation resources, fuel, and pricing and the impact on the Fuel and Purchased Energy Charge and the Integrated Resource Plan (Sec. 551.086).





Recess to Closed Meeting



B R O W N S V I L L E
P U B L I C U T I L I T I E S B O A R D

Consideration and Action on Closed Meeting Items



Adjournment
