



Compensation Committee

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Call Open Meeting To Order



Continuation – Items For Individual Consideration

Compensation Committee Charter

Oversight responsibilities related to compensation and benefits of BPUB employees

Item 1.

A budget for performance-based (merit pay) employee compensation, which is adequate to attract, develop and retain a skilled and knowledgeable workforce.

Item 3.

A budget for the implementation of market equity adjustments to employee compensation.

Item 4.

Actions the Committee deems appropriate to provide reasonable employee benefits and retirement program consistent with the attraction, development, and retention of a skilled and knowledgeable workforce.



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Align with the Strategic Plan



Vision

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



Mission

BPUB reliably provides essential services and community support through our **valued and dedicated workforce**



Value

Employee satisfaction and collaboration



Goal

Workforce development and community



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Budget for Employee Compensation

PRESENTATION AND DISCUSSION OF A PROPOSED BUDGET
FOR EMPLOYEE COMPENSATION

• • • C O M P E N S A T I O N C O M M I T T E E M E E T I N G



Budget for Employee Compensation

PRESENTATION AND DISCUSSION OF A PROPOSED BUDGET
FOR EMPLOYEE COMPENSATION

• • • C O M P E N S A T I O N C O M M I T T E E M E E T I N G

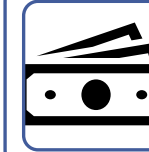
Importance of Employee Compensation



Recruit top talent



Employee retention



Stay Competitive



Employee Engagement



Encourage good performance



Maintain earning power



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Consumer Price Index, South Region — April 2024

Month	2022		2023		2024	
	1-month	12-month	1-month	12-month	1-month	12-month
January	0.9	7.8	0.8	6.9	0.6	3.4
February	1.1	8.4	0.6	6.4	0.9	3.7
March	1.4	9.1	0.4	5.3	0.4	3.8
April	0.5	8.8	0.7	5.5	0.2	3.3
May	1.2	9.2	0.2	4.4		
June	1.5	9.8	0.3	3.3		
July	0.1	9.4	0.2	3.4		
August	-0.2	8.9	0.6	4.1		
September	0.2	8.7	0.2	4.2		
October	0.4	8.1	-0.1	3.7		
November	0.1	7.7	-0.2	3.4		
December	-0.3	7	-0.1	3.7		



Current

February
2023

Bowen (37)



Hourly **\$15.56**
Annual **\$32,363**

Franklin (36)



Hourly **\$ 16.74**
Annual **\$ 34,817**

Jaylen
(66)



Hourly **\$ 18,76**
Annual **\$ 39,025**

Buying Power

Value in
April
2024

Hourly **\$14.93**
Annual **\$31,047**

Hourly **\$16.05**
Annual **\$33,402**

Hourly **\$ 17.98**
Annual **\$ 37,404**

Retention
Adjustment
Needed

Hourly **\$16.22**
Annual **\$36,796**

Hourly **\$ 17.45**
Annual **\$ 36,296**

Hourly **\$ 19.55**
Annual **\$ 40,664**

Salary calculation* at
April 2024 to hold the
same buying power
as in February 2023

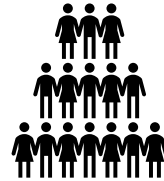
+ 4.22%

**Bureau of Labor Statistics' consumer price index (CPI) inflation calculator*



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Salary Adjustment Strategy

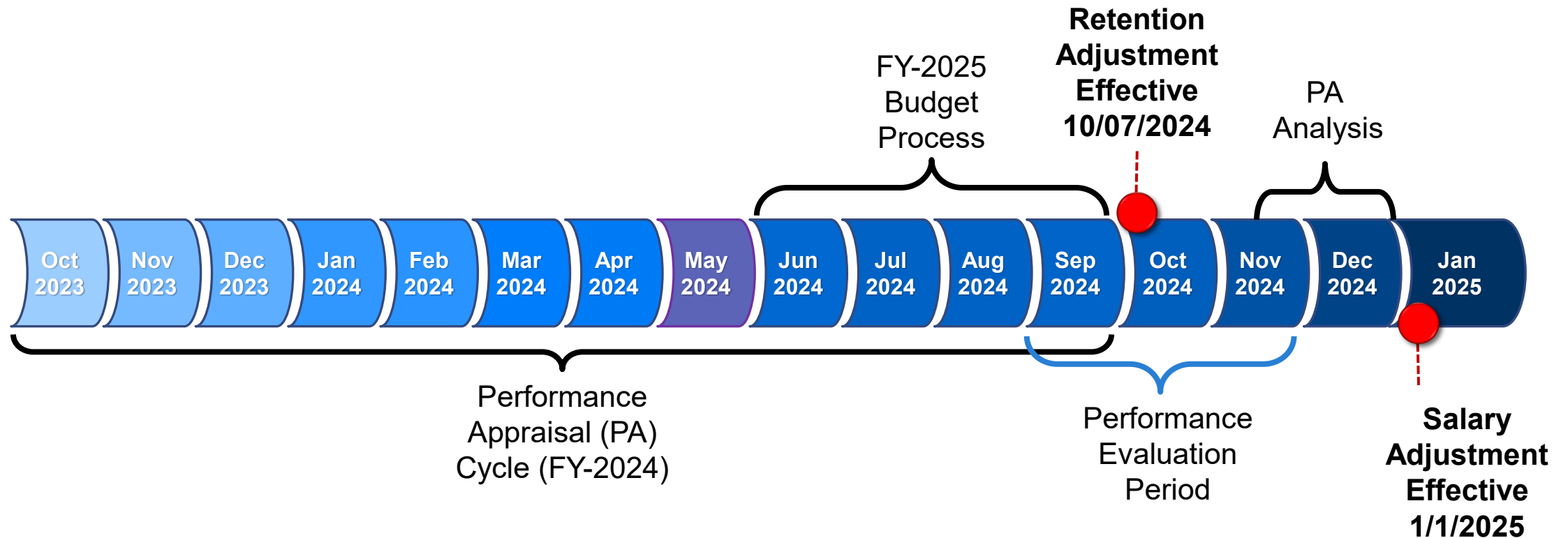


Retention Adjustment



Performance Adjustment

Implementation Timeline



Budget Requirements

Employees	593
Gross Salaries (Annual)	\$35,181,016
Benefits (29.18%)	\$10,265,820
<hr/>	
Total Annual	\$45,446,836
 Budget required	 \$3,040,578
Total % Increase	6.69%

**Salaries exclude executive management pay*



Retention Adjustment \$1,917,708



**Performance
Adjustment***

\$1,122,870
(*\$842,152)
**Adjusted for 9 months*



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Q & A



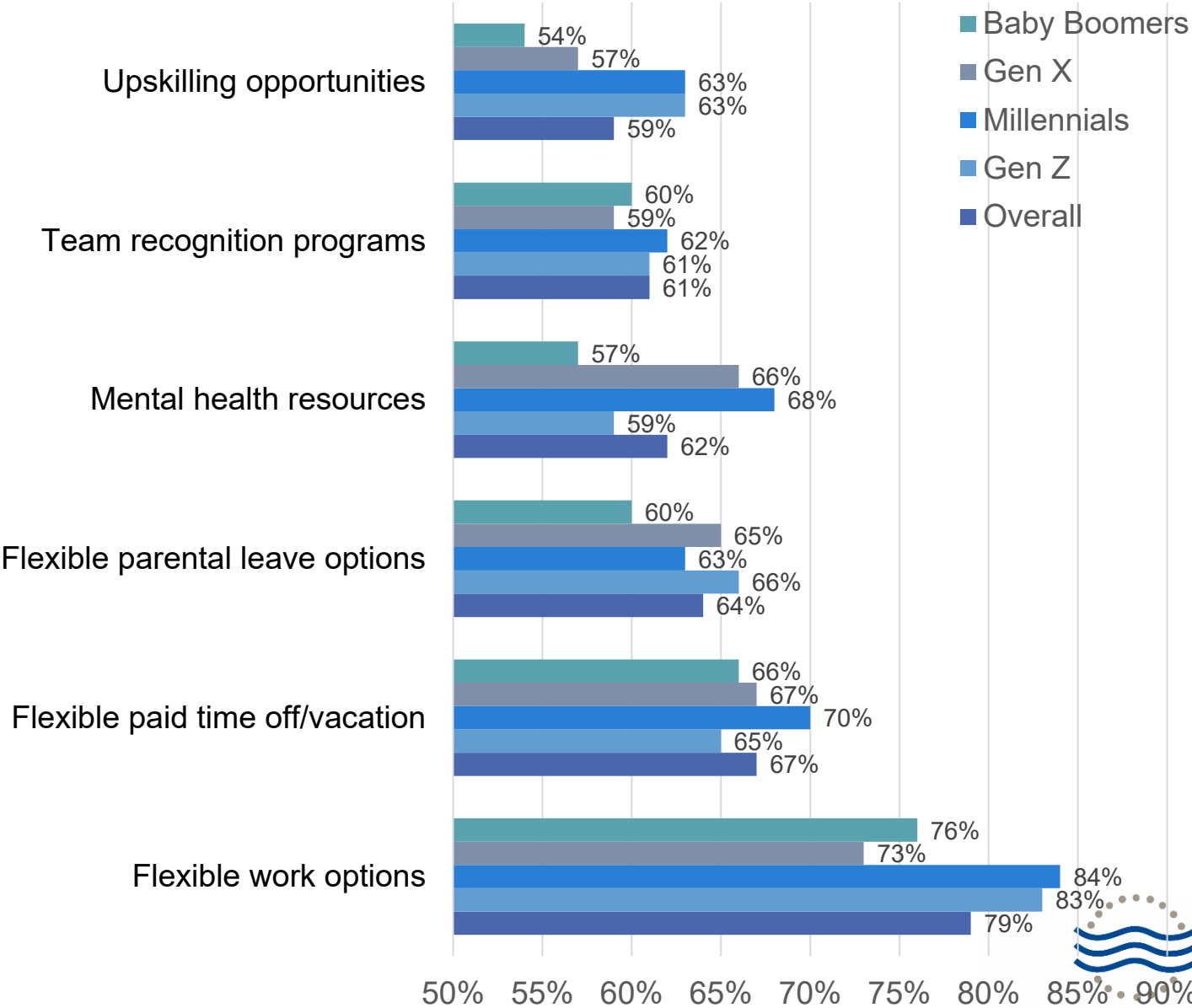
Employee Benefits

PRESENTATION AND DISCUSSION ON ENHANCEMENTS TO
BPUB'S EMPLOYEE BENEFITS - SERGIO DELGADILLO

● ● ● C O M P E N S A T I O N C O M M I T T E E M E E T I N G

2024 Forbes Generational Survey

Workplace Benefits That are Most
Important to Job Satisfaction in
2024



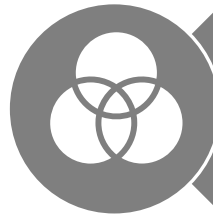
Flexible Work Options

New benefit recommendations:



Telework/Remote Work \$

- FT or PT opportunity
- Role/performance dependent



Hybrid Work \$

- Office/remote rotation
- Role/performance dependent



Flexible Work Schedule \$

- Modified work schedule

\$ - Less than \$10k
\$\$ - Less than \$20k
\$\$\$ - Less than \$30k
\$\$\$\$ - More than \$30k



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Professional Development

Existing benefit recommendations:



Tuition Reimbursement \$\$

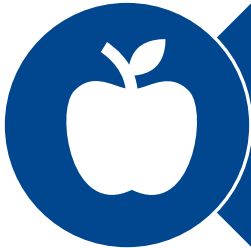
- Expand to graduate programs
- Increase reimbursement



Professional Development \$

- Reimburse part payment upfront

New benefit recommendations:



Employer sponsored 529 plan \$

- Pretax savings for educational expenses

\$ - Less than \$10k
\$\$ - Less than \$20k
\$\$\$ - Less than \$30k
\$\$\$\$ - More than \$30k

Time Off & Leaves

Existing benefit recommendations:



Paid Leave Considerations \$

- 4 wks. vac/2 wks. sick
- Expand use of sick leave options

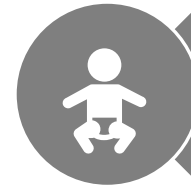


Funeral Leave \$\$\$

- Change to bereavement leave
- Provide additional 2 days for death of parent, spouse or child

\$ - Less than \$10k
\$\$ - Less than \$20k
\$\$\$ - Less than \$30k
\$\$\$\$ - More than \$30k

New benefit recommendations:



Parental Leave \$\$\$\$

- Provide paid bonding leave



Paid Volunteer Time Off \$\$\$\$

- Section 501c3 nonprofits



Paid Education Leave \$

- 24hrs per year for school purposes after 6 months in program



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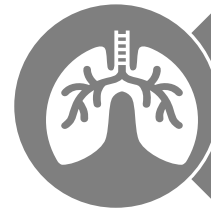
Health & Wellness

New benefit recommendations:



Accident Insurance

- Employee paid \$



Annual Physical Exam Incentive \$\$\$

- Premium reduction or stipend



Gym Reimbursement \$\$\$

- Membership reimbursement

\$ - Less than \$10k
\$\$ - Less than \$20k
\$\$\$ - Less than \$30k
\$\$\$\$ - More than \$30k



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Work/Life Balance

New benefit recommendations:



Dependent Care FSA \$

- Employee funded account \$



Discounts \$

- Phone • Internet
- Club discount • Local attractions



Company Matched Non-Profit Donations \$

- Max employer total match \$10k



Emergency Assistance Fund \$

- Employee and company funded \$

\$ - Less than \$10k
\$\$ - Less than \$20k
\$\$\$ - Less than \$30k
\$\$\$\$ - More than \$30k



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Q & A



Employee Training and Development

● ● ● C O M P E N S A T I O N C O M M I T T E E M E E T I N G

Objectives

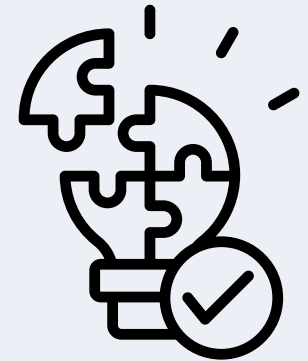
Training strategy that addresses:

Training for professional growth for every employee

Training to engage and retain employees

Succession Planning

Creates a culture of learning



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Training For Professional Growth

Objective: Every employee should be provided with the opportunity to learn and grow professionally in their role.

Monthly Trainings

- The goal is to deliver knowledge and skills to all employees
- Created in-house and accessible via self-paced, online modules
- Current focus is leadership skills from “The 5 Levels of Leadership”
- Over 41% participation



Lunch and Learn Events

- Professional events offered to all employees
- Topics include communication, public speaking, organizational updates
- 3 events a year and 40 attendees per event



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Training For Professional Growth

Job Specific Training

- The focus is to deliver specific skills
- Ex: Disaster Recovery Training provided by TEEX (Texas A&M Engineering Extension Service)
- Finalizing courses for Supervisors/Managers training

Individual Development Plan(s)

- The focus is to reach short and long-term goals and improve performance
- MS Excel, MS Word, Cybersecurity, Preparation for certifications
- 95 courses completed this fiscal year

Compliance Training

- Ex: Ethics training, Harassment Prevention training
- 100% participation and completion



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Training To Retain Employees

New Hire

- Welcoming and integration are key
- Redesign of orientation training
- Self-paced, online modules
- Market key benefits at orientation and follow-ups
- Interval survey and focus group meetings

Tenured staff

- Engagement through different training options
- In-house learning events
- Employee Learning Week



Succession Planning

Process is currently in development

- Identify Key Positions and Competencies
- Assess Current Talent
- Develop Future Leaders
- Create Group Workshops and Individual Development Plans (IDPs)
- Monitor and Review Progress
- Continue to Develop Top Talent



A Culture of Learning

Book of the Month

- Provides books as a learning resource
- Allows employees to direct their own learning
- Average monthly participation 1% of BPUB workforce

Engaging management

- T&OD works with management to ensure they know available training options
- Guide management through the training process

Engaging the learners

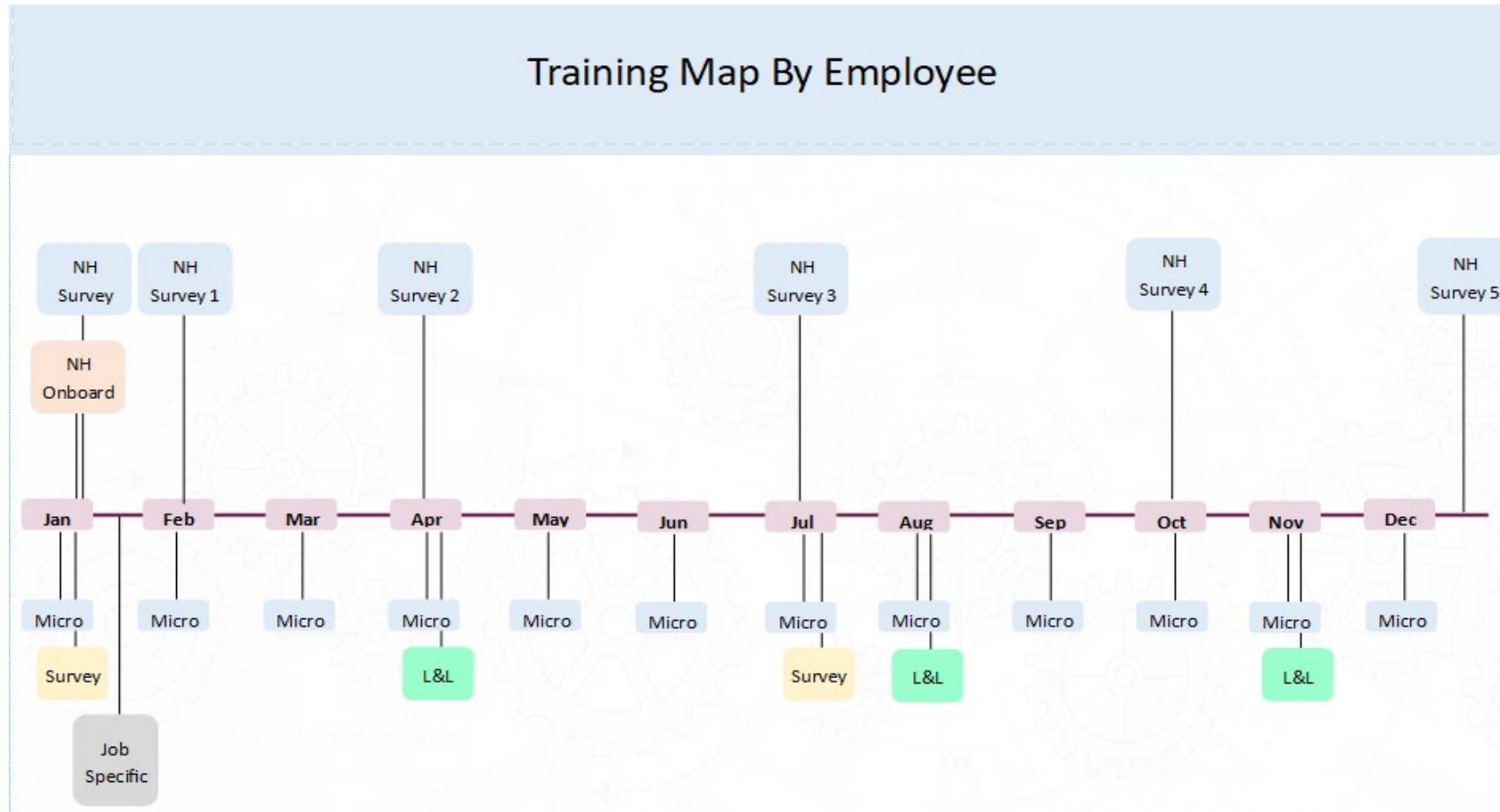
- Meet and obtain feedback on training interests

Not just what we do, but how well we do it

- Ongoing feedback via surveys and focus groups



Training Map



Q & A

Thank you



Recruitment

PRESENTATION AND DISCUSSION OF HARD-TO-FILL
POSITIONS AND RECRUITMENT STRATEGIES

● ● ● C O M P E N S A T I O N C O M M I T T E E M E E T I N G

Vacancy Report - Summary

Vacancy Status (5/24/2024)	a) 0 to 30 days	b) 31 to 60 days	c) 61 to 90 days	d) 91 to 180 days	e) 181 to 365 days	f) More than 1 year	Total
Under Assessment	4			2	1	1	8
Restructuring/ Reclassification		1			1	1	3
Building Advertisement				1	2	2	5
Advertising	1	3	1	6	2	2	15
Reviewing Applications		1		1	3	1	6
Interview Process		1					1
Selection Process					1		1
Job Offer Process	2	1	1	1	2		7
Onboarding			2		1	1	4
Total	7	7	4	11	13	8	50

Vacancies

More than
One Year



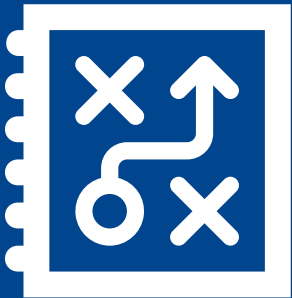
* *Position has been reassessed, relocated, and reclassified.*

* Engineer	Electric Engineering • Advertised
* Lead Mechatronics Technician	Electrical Supp. Services • Onboarding
Senior Civil Engineer	W/WW Engineering • Coordinated Recruitment Efforts
Division Manager	W/WW Engineering • Coordinated Recruitment Efforts
Engineer	Resaca Maintenance • Reclassifying/Restructuring
Resaca Maintenance Technician	Resaca Maintenance • Under Assessment
Dredge Technician	Resaca Maintenance • Reviewing Applications
** Reliability Engineer	Asset Management • Advertised



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Strategies to Address Recruitment and Retention Challenges



1. 2023 Compensation Study
2. Reduction of time to fill a vacant position
 - Shortened onboarding process
 - Streamlined approvals process
 - Work with the executive team to reduce redundancies
3. Increase BPUB presence at Career Fairs
 - Outside of the Valley
4. Executed Contracts with three (3) recruitment firms to hire for Hard-to-Fill positions
5. Benefits Improvements
6. Close the Compensation Gap (Local-private)

Engineering Compensation

(Local Private Co. vs BPUB)

PRIVATE (LOCAL)

Level	Min-	Mkt-	Max-
Entry	\$50,000	\$52,333	\$55,000
EIT	\$61,250	\$62,500	\$72,500
PE	\$91,250	\$103,125	\$115,000
SR PE	\$100,000	\$110,000	\$120,000
PE MGR	\$130,000		

BPUB

Level	PG	Min-	Mkt-	Max-
Entry	518	\$61,984	\$79,331	\$96,699
EIT	520	\$68,349	\$87,464	\$106,600
PE	522	\$75,338	\$96,429	\$117,520
SR PE	524	\$83,054	\$106,330	\$129,584
PE MGR	528	\$100,963	\$129,230	\$157,498



Performs better than private industry



May need improvements



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Q & A

Thank you



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TMRS-Creditable Service Buy-Back Provision

PRESENTATION AND DISCUSSION ON PROPOSED ENHANCEMENT TO BPUB'S RETIREMENT
PROGRAM TO INCLUDE A CREDITABLE SERVICE BUY-BACK PROVISION

● ● ● C O M P E N S A T I O N C O M M I T T E E M E E T I N G

Framework

Texas Municipal Retirement System Chapter 853. Creditable Service, Subchapter A. General Provision Section 853.003

a) An eligible member who has withdrawn contributions and canceled credited service in the retirement system may reestablish the canceled credit in the system if the governing body of the municipality that currently employs the member by ordinance authorizes reestablishment of the credit by eligible employee members.

BPUB Requirements

1. Send notice of intention to adopt the Buy-Back Provision
2. TMRS must determine that all obligations charged against the BPUB's account in the benefit accumulation fund, can be funded.
3. Adopt the ordinance that authorizes reestablishment of the credit

Buyback Refunded TMRS Service Steps

1. This option must be adopted by BPUB
2. Employee must have at least 24 consecutive months of service with BPUB
3. Employee must have previously refunded TMRS service credit.
4. Employee must complete the application and submit it to TMRS.
5. Employee must redeposit the amount previously withdrawn plus a 5% per year withdrawal fee (the fee does not go toward the amount value.)
6. Buyback must be made with a single payment and it may be purchased by a rollover from a qualified plan

Q & A



Closed Meeting



Adjournment
