

# JEA Board of Directors Annual Planning Retreat May 4, 2015

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## **8:30 - 9:00 Coffee and Continental Breakfast**

## **9:00 - 10:00 Introductions, Engaging as a Team**

- Welcome and Objectives for the day
- Presentation: Mission, Vision and Values **(10 minutes)**
- Interactive exercises:
  - Working together, sharing individual backgrounds, strengths and styles **(30 minutes)**
  - JEA Board Norms and Behaviors **(15 minutes)**

## **10:00 - 10:10 Break**

## **10:10 - 12:00 Governance**

### **Presentation and Discussion (50 minutes)**

- JEA Charter
- JEA By-Laws
  - Officers
  - Committees
- Board Education and Development Policy
- Sunshine and Public Records – Presentation by Office of General Council
- Board Policies Overview
  - Electric Compliance Policy
  - Debt Management Policy
  - Investment Policy
  - Enterprise Risk and Compliance Policy
  - Compensation Policy

### **Discussion and Direction (1 hour)**

- Board Policy Manual – how we got here, next steps
- Board Self-Assessment Process
- Board Meeting Structure, Content, Logistics, etc.
- Board Relationships with CEO and Staff

## **12:00 – 1:00 Lunch – Guest Mr. Preston Haskell, The Importance of Great Governance**

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## **1:00 - 2:20 Policy Information, Discussion, Decision Making Information and Process**

- **JEA Labor** – Collective Bargaining, Civil Service, Pension, Succession Planning **(40 minutes)**
  - Information presentation – Angie Hiers, CHRO
  - Current Policy Summary
    - Market-based competitive wages and benefits, targeted at market median
    - Performance based incentive compensation is supported as an effective component of a market-based compensation delivery system
    - Pension, continue to seek control, wait until COJ pension reform is finalized before moving forward with recommending any change in JEA's pension benefit
    - Defaults to a full-time employee model, employing managed services where appropriate.
  - Discussion – **(minimum 25 minutes)**
    - Are these the right policies?
    - If so, are you receiving enough information?
    - If not, what process should we use to evaluate a change in policy?
    - Other thoughts?
- **Resource Planning** – Historical decision process based upon lowest cost technology able to meet all current environmental and regulatory requirements **(40 minutes)**
  - Electric System – Clean Power Plan will drive JEA away from solid fuel, while solar and other distributed generation technology will drive customers away for large-scale, centralized electric generation systems
  - Water System – State resource planning presents a risk to NE Florida's water supply and water system economics
  - Sewer System – Environmental regulations projected to be quiet for five years, at risk of being drawn into local sewer system expansion activity, forcing JEA to incur significant and raise rates. Reclaim water system will continue to be an investment priority
  - Discussion – **(minimum 30 minutes)**
    - Are these the right policies?
    - If so, are you receiving enough information?
    - If not, what process should we use to evaluate a change in policy?
    - Other thoughts?
- **Economic Development Transactions** – **(10 minutes)**

## **2:30 - 2:40 Break**

## **2:40 - 3:10 Policy Direction**

- Government Transfers – Charter
- Residency Requirements for Future Employees

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## **3:10 - 3:30 Wrap Up and Commitments to Improvement (10 minutes)**

- Review of decisions made and next steps

## **Individual reflection (10 minutes)**

- Each member take ten minutes to reflect on the day and make public and private personal commitments to improvement
- Evaluate the day

## **Parking Lot**

- New Revenue Opportunities
- Managed Services and Organizational Structuring Opportunities