**WELCOME**

Meeting Called to Order  
Adoption of Agenda  
Approval of Minutes – September 16, 2022  

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**VALUES MOMENT**  
Mercy Castillo, Manager, Customer Contacts

**COMMENTS / PRESENTATIONS**

Comments from the Public  
Public

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**FOR COMMITTEE CONSIDERATION**

**DEEPEN CUSTOMER & COMMUNITY ENGAGEMENT**

<table>
<thead>
<tr>
<th>Topic</th>
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<tbody>
<tr>
<td>Fuel Pricing Policy Review</td>
<td>Victor Blackshear, Director, Financial Planning &amp; Rates</td>
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<tr>
<td>FY23 YTD J.D. Power Residential Survey Highlights</td>
<td>Sheila Pressley, Chief Customer Officer</td>
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<td>Affordability Measures</td>
<td>Tim Hunt, VP, Customer Experience Insights &amp; Digitization</td>
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<td>Electrification</td>
<td>Matt Lundeen, Director, Distributed Resources</td>
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<tr>
<td>JEA Fleet Electrification</td>
<td>Baley Brunell, Director, Facilities &amp; Fleet Services</td>
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**PLAN FOR THE FUTURE**

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<td>Jennifer Connell, Organizational Effectiveness Senior Specialist</td>
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<td>Long Term Workforce Planning</td>
<td>David Emanuel, Chief Human Resources Officer</td>
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**FOSTER AN EXCEPTIONAL WORK CULTURE**

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<td>Employee Engagement Survey Results</td>
<td>Dr. Jessica Medina, Organizational Effectiveness Senior Specialist</td>
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Other New Business / Open Discussion  
Announcements – Next Committee Meeting August 25, 2023  

Adjournment
Values Moment
Mercy Castillo
Manager, Customer Contacts
Safety Briefing - New Headquarters

In the event of an emergency, JEA Security will call 911 and coordinate any required evacuation.

Emergency Evacuation Route: Exit building via Pearl Street main entrance/exit or Monroe Street exit to the left of the American flag.

Assembly Point: Front of Duval County Clerk of Courts (NW corner of Adams St. & Pearl St.)

Evacuation or Medical Assist: Notify JEA Security Officer

Hazard & Situational Awareness

Cell Phone & Computer Etiquette
Respect

We treat others with courtesy and respect, seeking diverse perspectives and helping to bring out the best in everyone

Respect is about:
- being inclusive and open to the differences in beliefs and opinions
- supporting others and being compassionate
- acknowledging you made a mistake
Fuel Pricing Policy Review
Old versus Revised Pricing Policy
Victor Blackshear, Director, Financial Planning & Rates

Deepen Customer & Community Engagement
FY2022 FUEL CHARGE: OLD VS. REVISED PRICING POLICY

Under the old policy, in FY22 customers would have paid $119 million more in fuel charges in order to achieve the 15% target fuel stabilization fund balance.
FY2023 FUEL CHARGE: OLD VS. REVISED PRICING POLICY

Under the old policy, in FY23 over $100 million dollars from last year’s fuel charges would have been held to achieve the 15% target fuel stabilization fund balance.
FY23 YTD J.D. Power Residential Survey Highlights

Sheila Pressley, Chief Customer Officer

Deepen Customer & Community Engagement
Overall Satisfaction

JEA dipped into the fourth quartile for Overall Satisfaction in the first wave of FY23 with Price (Value) being a major pain point for customers
FY23 YTD Residential Customer Satisfaction

Overall Satisfaction Trend

- Negative
- Neutral
- Positive

2020 Q3 | 2020 Q4 | 2021 Q3 | 2021 Q4 | 2022 Q3 | 2022 Q4
---|---|---|---|---|---
South Midsize | JEA
745 | 746 | 757 | 757 | 723 | 704
694 | 694 |
Key Performance Indicators - FY 2023 YTD

- Perfect Power: South Midsize 35.7%, JEA 34.8%
- Not aware of a rate increase: South Midsize 51.2%, JEA 32.5%
- Aware utility supports economic development of local community: South Midsize 36.9%, JEA 33.1%
- Noticed vegetation management: South Midsize 51.4%, JEA 34.6%
- Aware of utility efforts to improve impact on environment: South Midsize 49.4%, JEA 36.6%
- Receive Alerts: South Midsize 90.3%, JEA 84.4%
- Awareness of utility efforts to increase general safety of electric system: South Midsize 47.9%, JEA 41.5%
- First digital contact resolution: South Midsize 83.2%, JEA 87.6%
- Utility contacted customer after power restoration: South Midsize 51.7%, JEA 45.3%
- Aware of energy efficiency/conservation programs: South Midsize 63.1%, JEA 54.1%
- It required little effort to resolve my recent issue: South Midsize 50.8%, JEA 54.0%
- First phone contact resolution: South Midsize 83.1%, JEA 82.7%
**Service Enhancements**

**Delivered**
- Courtesy Call Back
- Self-service Kiosks
- Credit Card Fee Waiver
- Faster Deposit Return

**Upcoming**
- Chat
- Mobile App
- Service Appointments
- Home Upgrades
Affordability Measures

Tim Hunt, Vice President, Customer Experience Insights & Digitization

Deepen Customer & Community Engagement
Value of MyBudget

While bills for electric service were on the rise this past summer due to fuel rates and weather, the Accounts Receivable for customers on MyBudget saw a 5x increase.

MyBudget has acted as a way for customers to finance their increased costs over an 18-to-24-month period.

Allows customers to keep more cash in their pockets and lessens the impact on personal budgets.
Indirect Utility Assistance: Money Back in Pockets

*SNAP
Prescription Subsidy Program
$306.26/month

Food Pantries: $141/month

Budget & Job Coach: $493/month

* SNAP - Supplemental Nutrition Assistance Program

In FY22, JEA was able to refer 117 customers to these programs, resulting in $129K in assistance
TOTAL DOLLARS SAVED

Through the first five months of FY23, JEA programs have put over $9M back in customer pockets.

- DEPOSIT RETURNS: $6,103,303
- CREDIT CARD FEES: $2,119,744
- REBATES: $712,128
- WEATHERIZATION: $373,182

TOTAL DOLLARS SAVED $2,119,744

CREDIT CARD FEES $712,128

REBATES $373,182

WEATHERIZATION $6,103,303

DEPOSIT RETURNS $2,119,744

CREDIT CARD FEES $712,128

REBATES $373,182

WEATHERIZATION $6,103,303
ELECTRIFICATION
Matt Lundeen, Director, Distributed Resources

Deepen Customer & Community Engagement
Electrification

We're proud to report JEA has reduced greenhouse gas emissions through its electrification program by 1,059,881 metric tons since 2015.

It would take 1,254,301 acres of forest to reach that same level of carbon reduction.

...and we see a future with increasing electrification and integration of Distributed Energy Resources.

...and we see a future with increasing electrification and integration of Distributed Energy Resources.
ELECTRIC VEHICLES (EV)

Today and Tomorrow

Drive Electric Program (DEP)
Provides incentives for off-peak charging and a comprehensive EV education service to our customers

Fleet Electrification Program (FEP)
Advisory and consulting services to our customers interested in electrifying their fleets and streamlining our processes to enable this transition

Future Collaborations
Customer charging behaviors and their needs
Potential cost structures that promote and support increasing EV adoption

JEA is committed to being engaged and leveraging how advanced technologies in the industry may impact our community
JEA FLEET ELECTRIFICATION

Baley Brunell, Director, Facilities & Fleet Services

Deepen Customer & Community Engagement
Fleet Electric Vehicles

**GROWTH**
- Half-Ton Pickup Trucks
- Material Handling Equipment
- Heavy Equipment
- Specialized Equipment

**CHALLENGES**
- Availability
- Culture
- Infrastructure Planning

**PARTNERSHIPS**
- National Drive Electric Week
- Collaboration with City Agencies
- North Florida Transportation Planning Organization

**OTHER CONSIDERATIONS**
- Regulations
- Cost
- Sustainability Commitments

Customer and Workforce Committee - Presentation
Talent Planning

Jennifer Connell, Senior Specialist
Organizational Effectiveness

Designing approaches to growing talent across JEA by identifying gaps and working to close them

Plan for the Future
Talent Planning - Unbeatable Team
Action: Comprehensive Talent Assessment Approach

Succession Planning
March 2023

<table>
<thead>
<tr>
<th>Position</th>
<th>Number of Potential Successors</th>
<th>Retention Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>1</td>
<td>~3 Years</td>
</tr>
<tr>
<td>Chief Operations Officer</td>
<td>3</td>
<td>~3 Years</td>
</tr>
<tr>
<td>Chief Customer Officer</td>
<td>2</td>
<td>~3 Years</td>
</tr>
<tr>
<td>Chief Strategy Officer</td>
<td>3</td>
<td>5+ Years</td>
</tr>
<tr>
<td>Chief Human Resources Officer</td>
<td>1</td>
<td>5+ Years</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td>2</td>
<td>5+ Years</td>
</tr>
<tr>
<td>Chief External Affairs Officer</td>
<td>1</td>
<td>5+ Years</td>
</tr>
<tr>
<td>Chief Administrative Officer</td>
<td>1</td>
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Number of Potential Successors:
- **Ready Now**: Green
- **Ready 1-5 Years**: Yellow
- **Ready 5+ Years**: Blue

*Some positions have external candidates who are ready now*
LONG-TERM WORKFORCE PLANNING

David Emanuel, Chief Human Resources Officer

Plan for the Future
Longterm Workforce Planning

Our mission is to actively engage in recruitment practices to attract and retain the most qualified candidates that reflect the diversity of the communities we serve.

**Talent Inventory**
- Job Profiles | Performance Administration | Succession Planning | Employee Development

**Challenges**
- Aging Workforce | Unemployment Rate | Competitive Salaries and Incentives | Developing Relationships

**Outlook**
- Modernize Practices/Policies | Talent Acquisition Team | Culture | Manager's Ability to Attract | Develop & Lead | Community Understanding & Standing | Internal Development Programs
Employee Engagement Survey Results

Dr. Jessica Medina, Organizational Effectiveness Senior Specialist

Foster an Exceptional Work Culture
February '23 Employee Engagement Survey

- Benchmark: 74, ↑3
- Total Questions: 26
  - Scores Increased: 24
  - Scores Decreased: 0
- Scores Above Benchmark: 16
- Scores Below Benchmark: 8

- Response Rate: 70%
  - 1,459 of 2,070 responded

- Comments: 4,495

- Engagement Favorability: 85%
Strengths & Opportunities

**STRENGTHS**

- **Work Life Balance**: I am able to successfully balance my work and personal life.
- **Purpose**: The work I do at JEA is meaningful to me.
- **Resources**: I have the resources I need to do my job well.
- **Role**: My role is an excellent fit with my strengths.
- **Feedback**: My manager provides me with feedback that helps me improve my performance.

**OPPORTUNITIES**

- **Ethics**: People at JEA behave ethically.
- **Values**: People at JEA live the company Values.
- **Leadership**: I have confidence in the Leadership Team.
- **Action Taking**: I believe meaningful action will be taken as a result of this survey.
- **Collaboration**: Teams at JEA collaborate effectively to get things done.
We're reviewing the results with everyone and working to take meaningful action...

...to foster an exceptional work culture

Next Steps

- Socialize successes from actions teams took
- Build new focus groups
- Use onboarding surveys
- Plan programs using engagement and onboarding survey results
The Customer & Workforce Committee of the JEA Board met at 9:00am on Friday, September 16, 2022 on the 8th Floor, 21 W. Church Street, Jacksonville, Florida. The public was invited to attend this meeting in-person at the physical location and virtually via WebEx.

WELCOME

**Meeting Called to Order** – Committee Chair Tom VanOsdol, attending virtually, called the meeting to order at 9:00 am. Also attending the meeting virtually was Dr. Zachary Faison, and John Baker. Board Member Rick Morales also attended the meeting virtually. A quorum of the committee was not physically present for the meeting.

Others in attendance in-person were Jay Stowe, Managing Director/CEO; Jody Brooks, Chief Administrative Officer; Ted Phillips, Chief Financial Officer; Jordan Pope, Vice President, Corporate Strategy; David Emanuel, Chief Human Resources Officer; and Regina Ross, Chief Legal Officer, Office of General Counsel. Others in attendance virtually were Sheila Pressley, Chief Customer Officer; Kurtis Wilson, Vice President, Government Relations; and Hai Vu, Vice President, Water/Wastewater Systems.

**Adoption of the Agenda** – Due to the lack of quorum, the agenda was received for information.

**Safety Briefing and Values Moment** – Charna Flennoy, Manager, Talent Acquisition Services, noted the safety protocol is outlined in the materials and provided a Values Moment on emotional safety in the workplace.

**Comments from the Public** – There were no in-person, virtual, or emailed public comments

FOR COMMITTEE CONSIDERATION

**FY22 Business Customer Satisfaction Results** – Randy Swift, Director, Business Relationships & Project Outreach, provided the committee with an update on the FY22 business customer satisfaction results, and cost reduction strategies including, customer service delivery model, workforce management upgrades, chat functionality, a mystery shopping program, and an end of call survey makeover. This presentation was received for information.

**Voice of the Customer Program** – Tim Hunt, Vice President, Customer Experience Insights & Solutions, provided the committee with an overview of the Voice of the Customer Program with the purpose to understand JEA’s customer perceptions based on the interactions they have with JEA. Mr. Hunt highlighted various ways interactions drives perception, reducing friction of customer transactions by being easy to do business with, provided a journey map to address gaps in expectations, processes, and data. This presentation was received for information.

**Affordability and Service Delivery Enhancements** – Chris Jackson, Director, Customer Revenue, provided the committee with an overview of the low-income energy assistance program funded by the Department of Economic Opportunity. Mr. Jackson stated during the current year-to-date, 4,366 JEA customers have received just under 2.5 million dollars of assistance. This presentation was received for information.
Appointment of Dr. Edythe Abdullah to the City of Jacksonville Civil Service Board – David Emanuel, Chief Human Resources Officer, provided a review of Article 17 of the Jacksonville Municipal Code, term limits, functions of the Jacksonville Civil Service Board, and biographical information of Dr. Edythe M. Abdullah. Due to a lack of quorum, this presentation was received for information.

Diversity, Equity & Inclusion – Paul McFadden, Director, Diversity, Equity & Inclusion, highlighted JEA’s current workforce and noted JEA’s desire to reflect the diversity of Northeast Florida, JEA’s focus over the next three years including diverse candidate pools, partnering with local organizations to grow diverse talent, maintaining and increasing diversity in leadership, and supporting diversity in the community. This presentation was received for information.

Collective Bargaining Unit Agreements – Pat Maillis, Senior Director, Employee Services and Andy Bemis, Manager, Labor Relations, provided a review of the current Bargaining Unit composition, workforce indices, key considerations, and highlighted completed negotiations, including wages and other notable changes for all five collective bargaining units for three-year agreements commencing October 1, 2022 – September 30, 2025. Due to a lack of quorum, this presentation was received for information.

FY23 Pay for Performance Plan – Pat Maillis, Senior Director, Employee Services provided the committee with an overview of the program to include the program summary, safety performance metrics, customer satisfaction metrics, financial performance metrics, and the FY23 proposed Pay for Performance program. Due to a lack of quorum, this presentation was received for information.

FY23 Corporate Scorecard – Jordan Pope, Vice President, Corporate Strategy, provided a review of the FY23 Corporate Scorecard, highlighting metrics removed and proposed metrics. This presentation was received for information.

CLOSING CONSIDERATIONS

Old and Other New Business/Open Discussion – None

Announcements – Next Customer & Workforce Committee Meeting will be October 12, 2022.

Adjournment – With no further business coming before the Committee, Chair VanOsdl declared the meeting adjourned at 10:22am

APPROVED BY:

_________________________________
Tom VanOsdl, Committee Chair

Date: ______________________________

Submitted by:

___________________________
Allison S. Hickok
Office Support Associate