



IMPROVING LIVES. BUILDING COMMUNITY. to be the best utility in the country

CUSTOMER & WORKFORCE COMMITTEE

8th Floor, 21 West Church Street, Jacksonville, FL 32202
September 16, 2022 | 9:00 am – 11:00 am

WELCOME

Meeting Called to Order
Adoption of Agenda ([Action](#))

Tom VanOsdol, Chair

Safety Briefing & Values Moment

Charna Flennoy, Manager, Talent Acquisition Services

COMMENTS / PRESENTATIONS

Comments from the Public

Public

FOR COMMITTEE CONSIDERATION

FY22 Business Customer Satisfaction Results

Randy Swift, Director, Business Relationships
& Project Outreach

Voice of the Customer Program

Tim Hunt, Vice President, Customer Experience
Insights & Digitization

Affordability and Service Delivery Enhancements

Chris Jackson, Director, Customer Revenue

Appointment of Dr. Edythe Abdullah to the City of
Jacksonville Civil Service Board ([Action](#))

David Emanuel, Chief Human Resources Officer

Diversity, Equity, & Inclusion

Paul McFadden, Director, Diversity, Equity & Inclusion

Collective Bargaining Unit Agreements ([Action](#))

Pat Maillis, Senior Director, Employee Services
Andy Bemis, Manager, Labor Relations

Pay for Performance Plan ([Action](#))

Pat Maillis, Senior Director, Employee Services

FY23 Corporate Scorecard

Jordan Pope, Vice President, Corporate Strategy

OTHER BUSINESS AND CLOSING CONSIDERATIONS

Other New Business / Open Discussion
Announcements – Next Committee Meeting October 21, 2022

Tom VanOsdol, Chair

Adjournment



Customer & Workforce Committee

September 16, 2022

To submit a public comment to be read during the meeting, please email Melissa Charleroy at charmm2@jea.com. Public comments must be received no later than 9:10 am.

To provide public comment via WebEx, please refer to the Public Notice on jea.com for detailed instructions.

If you experience any technical difficulties during the meeting, contact Ontario Blackmon at (904) 665-4203 or JEA's WebEx Support Team at webexsupport@jea.com.



Safety Briefing & Values Moment

Charna Flennoy
Manager, Talent Acquisition Services



Safety Briefing



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

Emergency Evacuation Route (use stairwell)

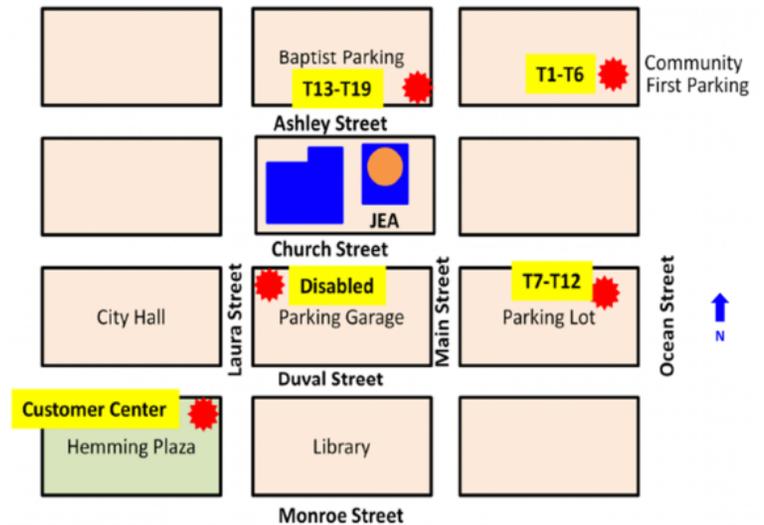
Assembly Location: Parking Lot (corner of Church & Ocean St.)

Safety or Medical Assistance: Notify JEA Security Officer

Hazard & Situational Awareness

Cell Phone & Computer Etiquette

EVACUATION ASSEMBLY CENTERS During normal business hours



Be Prepared for Emergencies

SAFETY - EMOTIONAL SAFETY IN THE WORKPLACE

Fosters an environment where employees share thoughts and feelings with peers and leaders

Creating an emotionally safe workplace

Acknowledge employee contributions

Actively listen to thoughts and views

Celebrate individualism

"When we strive to become better than we are, everything around us becomes better too."
- Paulo Coelho

*Source: PsychCentral



FY22 Business Customer Satisfaction Results

Randy Swift

Director, Business Relationships & Project Outreach





FY22 Business Customer Satisfaction Results

JD Power Business Study	FY21 Score	FY22 Score		Change
Overall Satisfaction	748	788	↑	40 pts
Power Quality & Reliability	774	819	↑	45 pts
Price	690	735	↑	45 pts
Billing & Payment	795	837	↑	43 pts
Communication	726	762	↑	36 pts
Corporate Citizenship	714	740	↑	26 pts
Customer Service	818	854	↑	36 pts

Employee Engagement

Value Enhancements

Energy Efficiency Rebates

Small Business Education Series

Rates Optimization

Year-over-year improvement in every driver of customer satisfaction

Cost Reduction Strategies

costs

Rebate Programs

Efficiency Assessments

Industrial Assessment Center

Energy Audits

Electrification

Cost Reduction Strategies



Customer Service Delivery Model

Workforce Management Upgrade

Chat Functionality

Mystery Shopping Program

End of Call Survey Makeover



Voice of the Customer (VOC) Program

Tim Hunt

Vice President, Customer Experience Insights & Solutions



Earn Customer Loyalty

Voice of the Customer Program

What is it?

PURPOSE

Understand customers' perceptions and experiences when engaging with JEA

HOW

Gather, analyze, and act on customer feedback to create a customer-centric culture

RESULTS

Provides timely and relevant insight and recommendations to help drive systematic improvement of the customer experience

A successful VOC program:

- Puts our customers' needs center stage

- Drives brand, product, and service improvements for an unbeatable customer experience



The only reason for a company to exist is to serve its customers

Interaction Drives Perception

Visits jea.com
Receives high bill
Receives outage notification
Reads e-mail from Jay Stowe
Sees JEA employees volunteering
Receives high bill alert
Experiences an outage
Reads news article

Customer centricity is not optional

Ease of Doing Business

- 1 WEB**
 - Look up information on water leaks
 - Review consumption history
 - Make a payment
- 2 LIVE AGENT**
 - Apply for a pay plan
 - Start new service
 - High bill complaint
- 3 INTERACTIVE VOICE RESPONSE (IVR)**
 - Make a payment
 - Get account balance
 - Report an outage
- 4 E-MAIL**
 - Ask a question about an offering
 - Identify a problem
 - Recognize an employee
- 5 FIELD**
 - Energy Audit
 - Project in community
 - Energy efficiency upgrades



We must apply systematic rigor to achieve results

Elements of a Journey Map

Addressing Gaps in Expectations, Processes, and Data



Steps in the Journey



Touchpoints at Each Step



Data/Key Performance Indicators at Each Step



Business Process Underlying Each Step



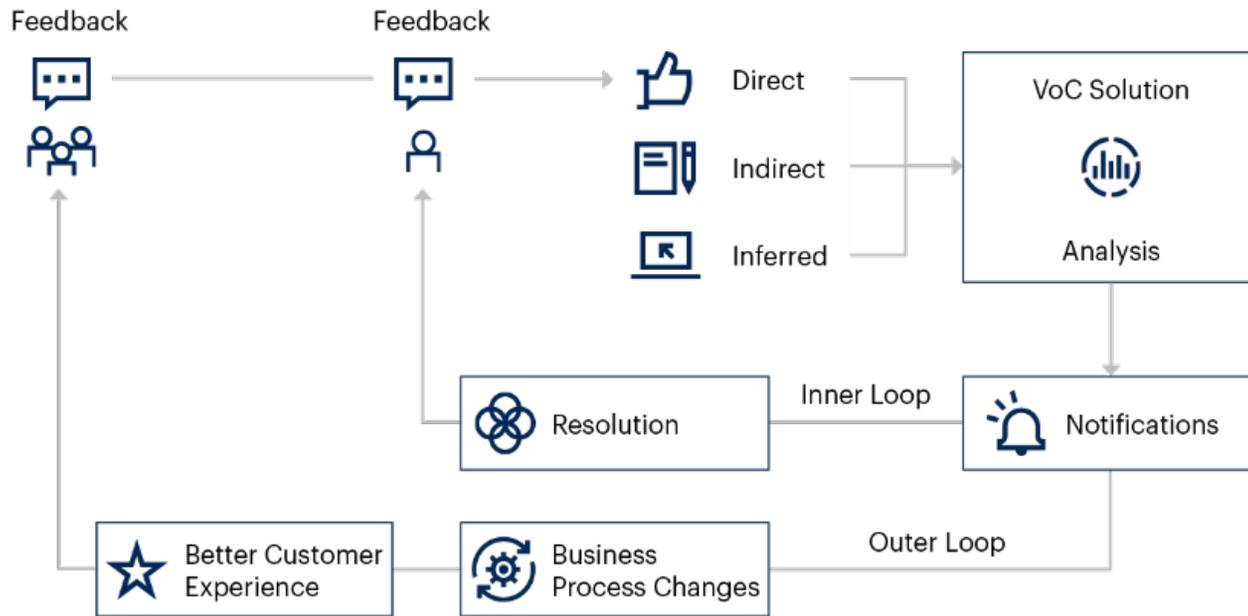
Ownership

Turning the voice of the customer into action

Driving Action

Closing the VOC loop

Customer Feedback Loop



Source: Gartner
733173_C

Gartner

Using customer feedback to inform internal processes



Affordability and Service Delivery Enhancements

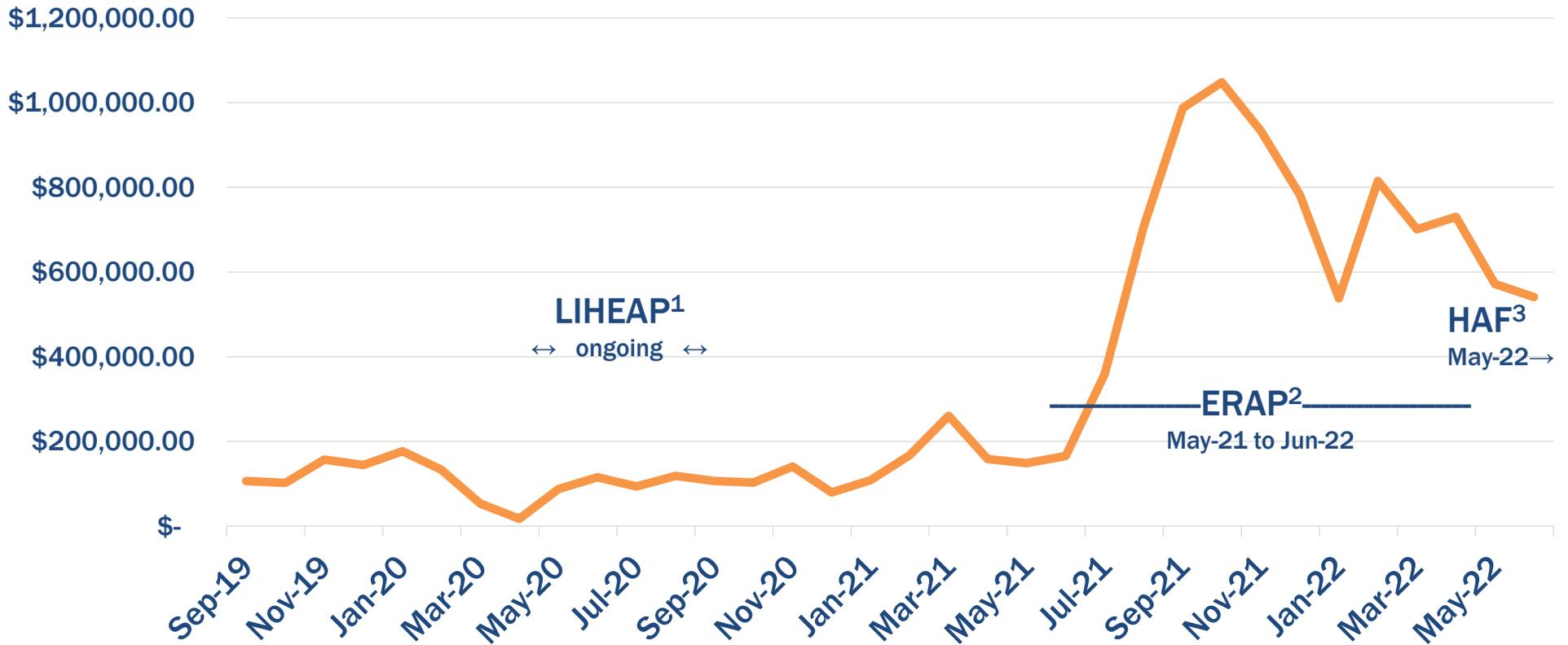
Chris Jackson
Director, Customer Revenue



Earn Customer Loyalty

Federal Government Utility Assistance

Sept 2019 – June 2022



¹Low-Income Energy Assistance Program LIHEAP

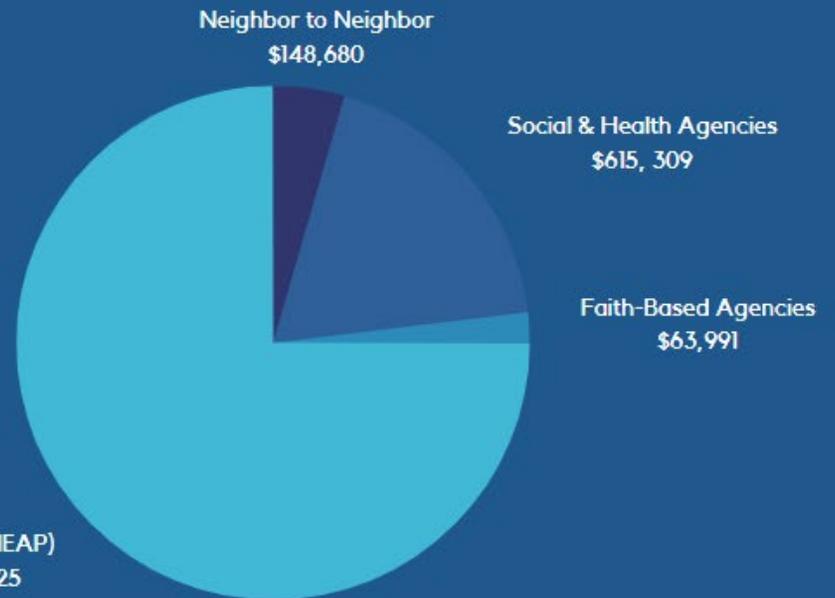
²Emergency Rent & Utility Assistance Program ERAP

³Homeowner Assistance Fund HAF



Equity Initiatives

Customer Assistance Funding FY22



Agency Partnerships
Energy Efficiency Efforts



Appointment of Dr. Edythe Abdullah to the City of Jacksonville Civil Service Board

David Emanuel
Chief Human Resources Officer



Appointment of Dr. Edythe M. Abdullah as JEA Representative on the City of Jacksonville Civil Service Board



In accordance with Article 17 of the Jacksonville Municipal Code, JEA makes two appointments to the nine-member Civil Service Board ("CSB")

Appointees are limited to two 3-year terms

The CSB functions include:

"Hear and determine appeals initiated by employees who are charged with violations of the personnel provisions of this chapter and the civil service regulations authorized by ordinance or civil service rules ..."

Dr. Abdullah is the Dean of Continuing Education at the University of North Florida, a respected member of our community, and is uniquely qualified to serve in this capacity

If approved, this will be Dr. Abdullah's first term

The appointment requires City Council approval





Diversity, Equity, & Inclusion

Paul McFadden

Director, Diversity, Equity, & Inclusion



Develop an Unbeatable Team

Our JEA Workforce...



We want the demographics of our workforce to **reflect the diversity of northeast Florida** – so we must be intentional in our recruiting efforts to ensure our candidate pools are diverse, grow diversity in leadership, and support diversity in the community

WHERE WE ARE NOW

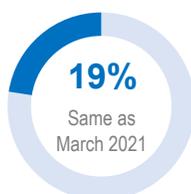
People of Color



Female



Veteran %



Notes:

1. Excludes JEA Temporaries and External Contractors
2. Jacksonville demographic data is 2018 MSA estimates (Duval, St. Johns, Clay, Nassau, & Baker Counties) [Source: 2014-2018 ACS 5-Year EEO Estimates](#)
3. Utility Industry demographic data is from Center for Energy Workforce Development (CEWD) 2021 Workforce Pipeline Survey Results

June 2022	White	Minority	Minority %	Δ Minority since March 2021	Male	Female	Female %	Δ Gender since March 2021
Craft/Skilled Workforce	987	303	23%	1.0%	1083	207	16%	1.0%
Individual Contributor	288	153	35%	1.0%	275	166	38%	2.0%
Manager & Specialist	154	52	25%	0.0%	142	64	31%	3.0%
Director	40	8	17%	8.0%	34	14	29%	-4.0%
Extended Leadership Team	10	2	17%	-11.6%	12	0	0%	0.0%
Leadership Team	6	3	33%	7.5%	4	5	56%	5.5%
Board of Directors	6	1	14%	-14.3%	6	1	14%	0.0%

Our focus over the next three years...

Ensuring diverse candidate pools in our recruiting efforts

Partner with local organizations to grow diverse talent

Maintain or increase diversity in leadership

Support diversity in the community

Highlights from 2021 Center for Energy Workforce Development

The size of the energy workforce remains stable

The energy workforce continues to get younger

Retirement attrition at lowest level since 2014

Non-retirement attrition increased

Slight increase in women and minority hiring

Other Items to Note

Women now comprise 22% of the workforce - partly attributed to impact of recent world health crisis on female population

Veterans represent approximately 8% of energy utilities population compared to the last survey at 9.6% - that's higher than the 5.3% of veteran representation in the national workforce



What We Said We'd Do

Evaluate our past successes, understand current state, & move beyond metrics

Engage internal stakeholders in discussions

Research best practices & build a strategy



What We've Already Done

Roadshows

Portal offering education

Formed DEI Council

Relationships with DEI practitioners



Next Steps

Grow awareness & educate

Broaden our student relationships

Improve marketing of robotics programs (focus on women & minorities)

More focus & resources to co-ops and intern relationships

Monitor data and focus DEI efforts in significant gap areas



Collective Bargaining Unit Agreements

Pat Maillis
Senior Director, Employee Services

Andy Bemis
Manager, Labor Relations

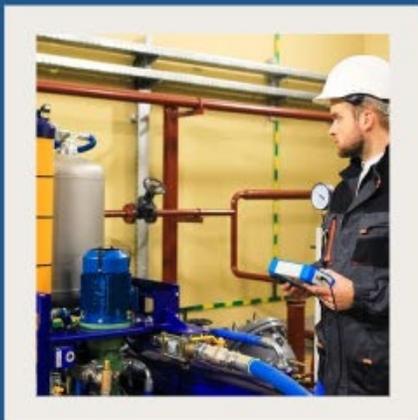


Develop an Unbeatable Team

Bargaining Unit Composition

JEA's workforce is primarily comprised of highly technical, highly trained individuals

79% (1,595) of JEA's total workforce is represented by a collective bargaining agreement with an average wage of \$39.22



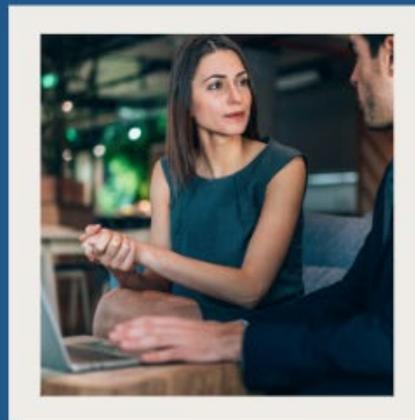
Skilled & Semi-Skilled Craft and Technicians - 68%

Typical jobs include Line Maintainers, Pipefitters, Meter Technicians, Power Plant Operators, etc.



Professional - 18%

Typical jobs include Accounting, Engineering, Finance, Technology, etc.



General Admin - 14%

Typical jobs include Human Resources, Procurement, etc.



Collective Bargaining Unit Agreements



JEA completed negotiations with all five (5) collective bargaining units for three (3) year agreements commencing October 1, 2022 – September 30, 2025

Key Considerations:

2.8% unemployment rate for Jacksonville

Historically high inflation, Consumer Price Index (CPI) for Southeast 9.8%

Wage pressures as a result of limited talent pool

All Workforce Indices

7.6%

Turnover

15%

Eligible to Retire

135

Current Job Openings

Agreements require the Jacksonville City Council approval

Collective Bargaining Unit Agreements



Wages

Union	Year 1	Year 2	Year 3	Ratification Incentive	CPI Consideration
AFSCME	8%	4.5%	3.5%	3%	Years 2 & 3
IBEW	8%	4.5%	3.5%	3%	Years 2 & 3
JSA	9%	4.5%	3.5%	3%	Years 2 & 3
LIUNA	8%	4.5%	3.5%	3.25%	Years 2 & 3
PEA					
General Increase	2%	2%	2%	3%	
Performance Pay	6%	4%	3%		Years 2 & 3
Range Minimum	2%	2%	2%		
Range Maximum	6%	3%	2%		

Collective Bargaining Unit Agreements

Other Notable Changes

Increase to Longevity Pay

Bargaining unit employees will now receive an increase in salary as follows:

\$325 per year for every five (5) year period of continuous service through year fifteen (15)

Thereafter, an increase in salary of \$500 per year for every five (5) year period of continual service

Currently employees receive \$300 per year for every five (5) year period of continuous service

Dependent Coverage

JEA will now pay 60% of the cost of an employee's dependent health coverage

Currently JEA pays 50%

Benefits Insurance Committee

Unions will be provided up to two (2) representatives to attend the Quarterly Benefits meeting to get updates on plan performance and to provide input regarding the group health plans

Holidays

Agreed to the addition of the Juneteenth holiday

Recapitalization Language

Union's have all agreed to remove the articles and exhibits regarding the terms of a recapitalization

Staff requests the Customer & Workforce Committee recommend the proposed agreements to the Board for approval



FY23 Pay for Performance Program

Pat Maillis

Senior Director, Employee Services



Develop an Unbeatable Team

Program Summary

The Pay for Performance Program was introduced in 1990 and is available to all employees

The original program and successor programs have successfully served to focus employees on key corporate measures and objectives, as well as to push the organization toward a continuous improvement culture with resulting operational excellence

The program is a key component of the JEA Total Rewards package and complies with FL Statute 215.425(3) and City Ordinance Article 21 Section 21.08(f)

The program metrics center around three strategic areas of focus, Earn Customer Loyalty, Deliver Business Excellence, and Develop an Unbeatable Team

Earn CUSTOMER LOYALTY

- Ease of doing business
- Environmental stewardship
- Economic development
- Community engagement
- Stakeholder Relationships
- JEA Brand Management

Deliver BUSINESS EXCELLENCE

- Affordable rates
- Sound financial decisions
- Integrated Resource Plan
- Resilient/reliable infrastructure
- Technology, tools & data
- New business opportunities
- Real estate portfolio

Develop an UNBEATABLE TEAM

- Exceptional work culture
- Diversity, equity & inclusion
- Employee development
- Employee engagement
- Labor relations
- 'Work from Wherever' approach
- Long-term workforce planning



Safety Performance Metric

JEA proposes to continue targeting its **lost time incident rate (LTIR)** as the primary lagging safety performance indicator in FY23

Further reducing our LTIR will continue to improve our overall safety culture, employee well-being, performance, and the company's bottom line

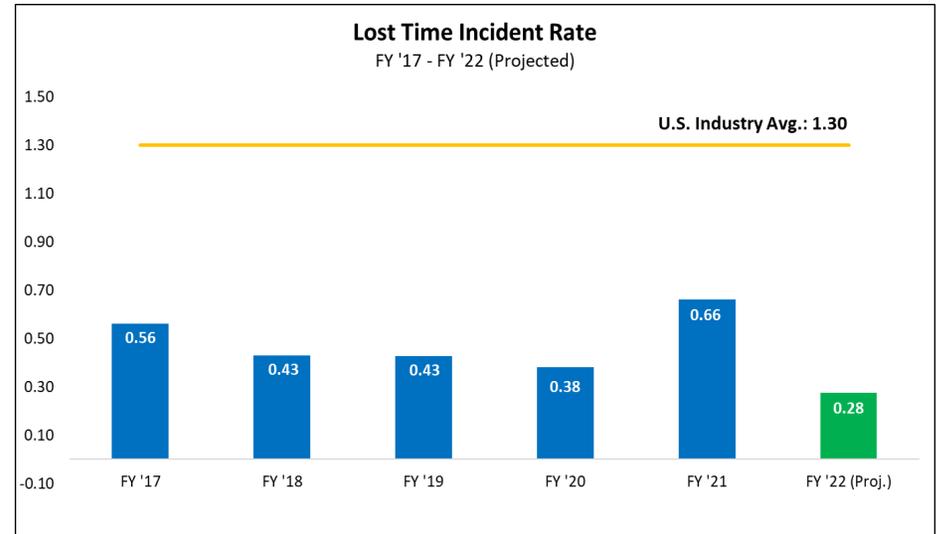
The proposed targets are 74% (meets) - 78% (exceeds) below industry average LTIR and takes into consideration past performance

JEA will continue to monitor various other lagging and leading safety performance indicators, but primary emphasis will be on further reducing our LTIR

FY23 Recommended Performance Thresholds

Meets < 0.35 – 0.28

Exceeds < 0.28



$$LTIR = [\text{number of lost time injuries} \div \text{hours worked}] \times 200,000$$

Further reduce LTIR in FY23 and beyond



Customer Satisfaction Metric

Residential Customer Satisfaction

Overall rankings look to be steadying YTD

With one wave left to go, we could still achieve our “Meets” goal

Commercial Customer Satisfaction

Improvement in both score and ranking, moving from the bottom of the 4th Quartile to the top of the 3rd Quartile

Study	FY22	FY23 Recommendation
Residential	Exceeds 1 st Q Meets 2 nd Q	Maintain FY22 Goals

Commercial	Exceeds 1 st Q Meets 2 nd Q	Maintain FY22 Goals
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JD Power Business Study	FY21 Score	FY22 Score	Change
Overall Satisfaction	748	788	↑ 40 pts
Power Quality & Reliability	774	819	↑ 45 pts
Price	690	735	↑ 45 pts
Billing & Payment	795	837	↑ 43 pts
Communication	726	762	↑ 36 pts
Corporate Citizenship	714	740	↑ 26 pts
Customer Service	818	854	↑ 36 pts

JD Power Residential Study	FY21 Score	FY22 Score	Change
Overall Satisfaction	747	747	↔ 0 pts
Power Quality & Reliability	784	784	↔ 0 pts
Price	690	681	↓ -9 pts
Billing & Payment	801	803	↑ 2 pts
Communication	711	728	↑ 17 pts
Corporate Citizenship	699	694	↓ -5pts
Customer Service	801	794	↓ -7 pts

FY23 targets balance achievability with our vision to be the top utility in the nation

Financial Performance Metrics



The current financial cost metric of 95% to 100% spend of Operations and Maintenance (O&M) will be extended into the new fiscal year

Metric will include Total O&M including DES and Natural Gas

	Operations & Maintenance (\$M) - Target 95% - 100% Budget						FY 2023		
	2017	2018	2019	2020	2021	2022 F	Does Not Meet	Meets	Does Not Meet
Actual	\$343,490	\$359,493	\$380,592	\$393,047	\$380,941	\$424,496	< \$480,947	\$480,947 - \$506,260	> \$506,260
% Budget Spend	91.5%	92.9%	93.3%	83.3%	88.2%	91.5%	< 95%	95% - 100%	>100%

*All data includes total O&M for Electric, Water, and District Energy funds.

**DSM, Environmental, and Natural Gas O&M included in total O&M

Metric may only be achieved if actual spend is within 5% of approved budget

Resources will continually be provided for consistent review of departmental budgets, driving to identify available funds to be used for strategic items not yet funded

Sound financial decisions that will result in Business Excellence

FY23 Proposed Pay for Performance Program



FY23 metrics will continue to focus on the company's strategic initiatives and areas of focus

Recommend retaining the performance measures implemented in FY22, updating the performance metrics to reflect a continued focus on achieving higher performance:

Strategic Focus Area	FY23 Pay for Performance Measures	Meets	Exceeds
Unbeatable Team	Safety – Lost-Time Incident Rate (LTIR)	< 0.35 - 0.28	< 0.28
Customer Loyalty	Residential Customer Satisfaction	2 nd Quartile	1 st Quartile
	Business / Commercial Customer Satisfaction	2 nd Quartile	1 st Quartile
Business Excellence	Total Non-Fuel O&M Expense	\$480,947 - \$506,260	Not Eligible

Total estimated cost of FY23 Pay for Performance Program not to exceed \$9,724,559

Requesting Board approval of FY23 Pay for Performance Program



FY23 Corporate Scorecard Metrics

Jordan Pope
Vice President, Corporate Strategy



Develop an Unbeatable Team

FY23 Corporate Scorecard

FY22 Metrics Removed



Retention
New Hires
Diversity – Veteran Representation
Nitrogen to the River
Environmental Compliance – Permit Exceedances
Sales – Electric System
Sales – Water System
Sales – Wastewater System
Sales – Reclaim
Total Debt
Net Funded Debt
Electric O&M
Water O&M
Reliability – Customers Experiencing Multiple Interruptions
Reliability – Effective Forced Outage Rate

Proposed Metrics

- Safety – Lost Time Incident Rate (LTIR)
- Employee Engagement
- Diversity – Female Representation
- Diversity – People of Color Representation
- Customer Satisfaction – Residential (JD Power)
- Customer Satisfaction – Commercial (JD Power)
- Sanitary Sewer Overflows Impacting Waters of the State per 100 Miles Pipe
- Revenue – Total System
- Capital Spend
- Fuel & Purchased Power Expense
- Non-Fuel O&M Expense
- Reliability – System Average Interruption Duration Index (SAIDI)
- Estimated Time to Restoration (ETR)
- Reliability – Water Unplanned Outages (Number of Customers)
- Water Pressure (average min <30 psi)
- Pay for Performance Metrics



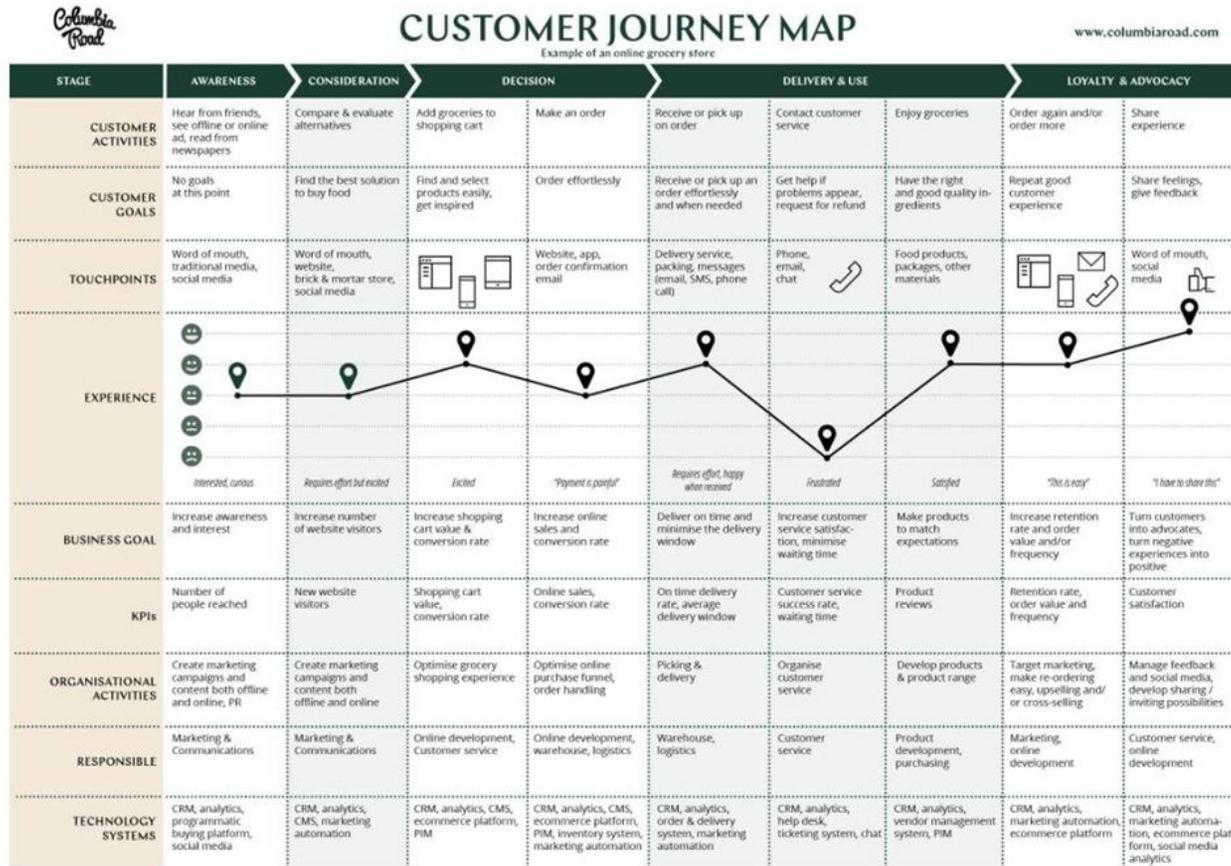
Voice of the Customer (VOC) Program

Supplemental Information



Earn Customer Loyalty

Customer Journey Map Example



There are many ways to structure a journey map



BOARD RESOLUTION: 2022-16

September 20, 2022

A RESOLUTION BY THE BOARD APPOINTING DR. EDYTHE M. ABDULLAH TO THE CIVIL SERVICE BOARD FOR AN INITIAL THREE-YEAR TERM SUBJECT TO CITY COUNCIL CONFIRMATION

WHEREAS, Article 17 of the Charter of the City of Jacksonville (the Charter) establishes a civil service system for employees of the City of Jacksonville’s consolidated government; and

WHEREAS, Section 17.02 of the Charter creates the Civil Service Board (CSB) and provides that JEA shall appoint two members to the CSB; and

WHEREAS, there is presently a vacancy in one of JEA’s appointed CSB positions; and

WHEREAS, the Board finds that Dr. Edythe M. Abdullah is qualified to serve on the CSB and desires to appoint Ms. Abdullah to the vacant JEA CSB position.

BE IT RESOLVED by the JEA Board of Directors that:

1. The recitals stated above are hereby incorporated into and made part of this Resolution, and such recitals shall serve as findings of fact.
2. The Board hereby appoints Dr. Edythe M. Abdullah to serve on the City of Jacksonville Civil Service Board for a three-year term, effective upon confirmation of the appointment by the Jacksonville City Council.
3. To the extent that there are any typographical, administrative, and/or scrivener’s errors contained herein that do not change to tone, tenor or purpose of this Resolution, then such errors may be corrected with no further action required by the Board.
4. This Resolution shall be effective upon approval by the Board.

Dated this 20th day of September 2022.

JEA Board Chair

JEA Board Secretary

Form Approved by

Office of General Counsel

VOTE	
In Favor	
Opposed	
Abstained	

Edythe M. Abdullah, J.D.

August 31, 2022

Bio

Dr. Abdullah has 35 years of experience in higher education. Edythe is Dean of Continuing Education, a university auxiliary. Prior to her position at UNF Dr. Edythe M. Abdullah was President of Essex County College (ECC), in New Jersey and Campus President of the Downtown Campus of Florida State College Jacksonville. Most of her higher education experience has been in credit and noncredit workforce development and as such was recognized in the Congressional Record for her contributions in the field. In addition to her duties as dean, she manages the Osprey Pals program and serves on the UNF Commission of Diversity and Inclusion. Dr. Abdullah was a member of the UNF Board of Trustees between 2003 and 2010. Currently, she serves on the World Affairs Council Advisory Board, various industry associations and as a Jacksonville Chamber Trustee and Council member. She holds a Juris Doctor degree from the University of Florida and earned her bachelor's degree from Valparaiso University. She also holds a Leadership Certificate in the Management of Lifelong Education from Harvard University and was a Kellogg Fellow.

CURRICULUM VITAE

EDYTHE M. ABDULLAH
2960 Marsh Elder Drive, S.
Jacksonville, Florida 32226
abdullah.mahasin@gmail.com
Home (904) 253 3442
Cell (904) 534 6358

EDUCATION

University of Florida, Holland Law Center
Gainesville, Florida
Juris Doctor

Valparaiso University
Valparaiso, Indiana
Bachelor of Arts, Religious Studies and Bachelor of Arts, Speech and Drama

Additional Professional Education and Training

University Professional and Continuing Education Association Certification: The Entrepreneurial Imperative
Online 2021

League for Innovation in Community Colleges and the University of Texas at Austin: Expanding Leadership Diversity in Community Colleges
Mission Viejo, California
Kellogg Fellowship, 1995

Florida Community College at Jacksonville, Women and Minority Leadership Program
Jacksonville, Florida
Senior Leader-In-Training Certificate, 1994

Harvard University, Institute for the Management of Lifelong Education
Cambridge, Massachusetts
Leadership Certificate, 1988

PROFESSIONAL EXPERIENCE

Dean, Continuing Education, University of North Florida, 2015 to Present

Reports to the University Provost for Academic Affairs. Responsible for the administration, restructuring, revitalization and net revenue generation of the Division of Continuing Education.

- Active JAX Chamber Trustee, JAXUSA Partnership member; serves on the city's Business Development and Transportation and Logistics committees; is a member of the Clay and St. Johns County Chambers of Commerce; as well as member of various other association groups

- Successfully returned the Division to a positive net revenue auxiliary of the University in 14 months
- Instituted process improvement forums for the Division to support strategic and tactical planning
- Instituted new accountability standards and monthly measures for revenue generation, active/inactive program review process and program development procedure
- Paid the 2015/16 revenue deficit (\$440,000) and instituted policies and practices that respond to the Division's audit report
- Increased donor contributions
- Developing on-going collaborative ventures with College Deans to enhance the university and the Division's regional and potentially national relevance to economic development
- Increased by business contracts and partnerships by 300%

Special Advisor to the President, University of North Florida, 2013 to 2015

Reported to the University President and worked collaboratively with the Chief of Staff and other executive leadership, faculty, and staff, as well as regional education, community, and governmental or regulatory agencies to research, develop, and implement transformative initiatives that support the strategic goals of the University of North Florida (UNF). Emphasis was on implementing outcomes-driven projects that support UNF's mission, vision and strategic plan to provide extraordinary undergraduate and graduate education to more than 16,000 students.

- Led the Inclusive Excellence initiative by:
 - analyzing trend data;
 - developing, disseminating and analyzing the UNF Climate Survey on Race and Ethnicity for faculty, staff and students;
 - hosting consultants and sharing contemporary groundwork on diversity and inclusion;
 - developing and implementing professional development for faculty, deans, and department chairs; and,
 - collecting model blueprints of faculty mentoring programs for a 2015 design and implementation
 - implementing the Diverse Faculty Candidate Pool pilot initiative with Academic Affairs
 - implementing a minority faculty learning community called Noodles and Networking
- Led a collaboration between UNF, the JAX Chamber College Access Network, Jacksonville Public for Education Fund, regional universities, colleges and school districts in conceptualizing a FIPSE, First in The World grant to design and implement a borderless community-wide predictive analytics database and college and career readiness consortium
- Spearheaded, conceptualized, and published a white paper on strengthening state college transfer initiatives for the University President
- Researched and provided advice and counsel on innovative and collaborative dual enrollment best practices between universities, state colleges and school districts
- Served as the President's representative and liaison to community agencies and associations related to assigned projects

- Served on the Vice Presidents' Council, charged with making decisions regarding current and future university policies, procedures, and operations
- Acted as the President's liaison to the Center for Urban Education and Policy and Commission on Diversity and Inclusion – currently assigned as Chair of the Commission.

College President, Essex County College, Newark, New Jersey, 2010 to 2013

Led, supervised and managed a multi-campus county college serving 28,000 credit and non-credit students in Essex County, New Jersey. Responsible for oversight of facilities, finance, foundation and fundraising efforts, instructional programs, student affairs and activities, legislative advocacy, community, county, state, and federal relationships, and partnerships, as well as preparation for Middle States Association of Colleges and Schools reaffirmation. Reported directly to the Board of Trustees.

- Increased, in a three-year period, the College's student graduation rate by 5 percent and retention rate by 2 percent, as well as reduced the transfer before degree completion rate by 1.7 percent
- Held student tuition and fees flat for three years in a row, while increasing investments in teaching, learning and student support
- Led college through Middle States Association of Colleges and Schools reaffirmation in less than two years
- Restructured the College's organizational structure, budgeting processes and use of technology increasing effectiveness and efficiency using data dashboards, redistribution of funds, and objectives-driven funding
- Secured \$18,000,000 in capital funding for new facilities and renovations, and infrastructure enhancements
- Led the adoption of online instruction, at Essex and 10 other colleges in New Jersey
- Developed a relationship with Columbia University to implement the Workforce Opportunity Services articulation and support services program
- Developed a partnership with Berkeley College that secured transfer scholarships of any graduating student who met enrollment eligibility criteria; 25 scholarships were awarded in 2013
- Implemented a measurable outcomes accountability template, institutional effectiveness metric and dashboard, an Appreciative Inquiry strategic planning process, an objective(s) driven budget development process, and a college branding initiative
- Established successful legislative, governmental, business and community relationships, including service on several industry boards that led to the establishment of new programs and being appointed President of the Consortium for Higher Education in Newark (CHEN) in January of 2013
- Restructured the College's Foundation and its staff support to better secure donations and provide information to donors
- Established a Student Success Center, Faculty Assessment Center, Faculty Technology Resource Center, FT/PT faculty professional development fund, and conceptual and facilities plan for a Student Learning Commons
- Oversaw a College operational budget of more than \$65,000,000 and reserves exceeding \$27,000,000
- Supervised more than 1,800 staff and faculty; including 135 full time faculty, 510 part time faculty and 11 administrative direct reports

- Established a High School Need-Based Scholars program with every high school in the County awarding more than \$750,000 in the first year

Florida State College of Jacksonville, 1985 to 2010

Over a period of 25 years, I held progressively more responsible and complex positions as the institution evolved from a junior college, to a community college and finally a state college.

Campus President, Downtown Campus, 2001 to 2010

Responsible for the supervision and management of a multi-building campus, development and implementation of instructional programs and student services and the development and facilitation of national, state, and local relationships with community, governmental, educational, and business entities. Worked in collaboration with the College President and other executive leadership.

- Led a city, community, and college leadership team to secure a Gates Foundation and National League of Cities, Communities Learning in Partnership grant for \$250,000
- Secured more than \$4 million in Foundation and in-kind contributions annually
- Secured more grants than four FSCJ campuses combined with the highest year total of \$5.6 million in 2008-09
- Increased Campus FTE consistently over a nine-year period with the highest increase of 10% in 2008-09
- Developed productive instructional partnerships with local, state, national and international businesses and agencies such as, Coggin Automotive, Merrill Lynch, Swisher, Vistakon, Operation New Hope, CSX, U.S. Department of Labor, regional workforce boards, City of Jacksonville, Chamber of Commerce, National Home Builders Association, National Manufacturers Association, CISCO, and Jobs for Florida and America's Graduates
- Led the capital request, secured matching industry funds, designed and constructed the Advanced Technology Center, a high-tech and hands-on instructional facility dedicated to information technology (networking and cyber security), advanced manufacturing, transportation technology, and biotechnology education and training
- Oversaw the development of new instructional initiatives and the inactivation of non-responsive programs in continuing education, credit and non-credit departments
- Supervised the instructional programs and student services for more than 11,000 credit students and 10,000 non-credit students from more than 110 countries
- Led the renovation of three buildings, all campus classrooms, as well as securing partnership funds (\$500,000) and in-kind contributions necessary to repurpose a building that became the DuPont, Toyota and Lexus Automotive Training Center
- Developed and implemented the Pathways Academy, a Southern Association of Colleges and Schools accredited with commendations dropout retrieval charter high school
- Developed three bachelor's degree programs; Networking, Early Childhood Education and Biotechnology as well as the Educator Preparation Institute certificate
- Led the College-wide Task Force for the improvement of data accuracy and timeliness of state reports, as well as other special assignments from the College President
- Oversaw a budget exceeding \$10,000,000

- Supervised more than 850 staff and faculty including 65 full time faculty, 375 part time faculty and 9 direct administrative reports
- Managed security services and facilities maintenance for the Downtown Campus buildings, Administrative Offices, Main Street facilities, and Urban Resource Center
- Established a Summer Intervention Program with Bethel Baptist Institutional Church, Duval County Public Schools, and the Regional Workforce Board, providing high school courses to approximately 600 high school students every summer and facilitating more than 4,500 on time high school graduates over 10 years

Associate Vice President of Workforce Development and Adult Education, 1999 to 2001

Responsible for the college-wide development and coordination of workforce development and adult education programs including associate in science and associate in applied science degrees, college credit certificates, career and industry certificates, as well as English for speakers of other languages and continuing education programs. Additionally, supervised the college-wide assessment and certification centers and curriculum services department.

- Served on the statewide taskforce that analyzed Florida's Performance Based Funding legislation for workforce programs in community colleges and technical schools and led the development of the implementation plan for adult education and postsecondary certification programs
- Reorganized college workforce programs to comply with new workforce development performance funding legislation
- Redesigned the processes, procedures, and organizational structure for college-wide assessment services to create campus assessment and certification centers
- Led the development of a workforce development facilities Master Plan for renovations and new buildings at four campuses
- Coordinated the development of 25 new credit and non-credit workforce development degrees, certificates and industry certification programs including internet technology, networking, transportation and logistics, and aviation
- Assigned to facilitate the development and implementation of more than 78 college strategic initiatives; 50 of which were new instructional programs to evaluate for development
- Restructured the institution's Continuing Workforce Education (CWE), Lifelong Learning and Adult Education policies, procedures, and operations to increase productivity, revenues and their strategic and tactical advantage in the community.
- Negotiated with the State Workforce Board, Florida Home Builders Association, Apprenticeship Associations and legislators to receive \$500,000 in funding to establish the Institute for Applied Technology in Construction Excellence
- Renegotiated numerous instructional contracts with Duval County School Board, including the dual enrollment, facilities usage, subcontracts for grants and professional development for high school instructors resulting in dual enrollment registrations doubling student success rates rising by 35 percent, and College costs declining by 9%
- Served on state, regional, and local boards and associations representing the interests of the College, such as National Association of Manufacturers, National Coalition of Advanced Technology Centers, and Florida's Council on Instructional Affairs

- Managed the distribution of \$1,750,000 in Perkins funding and performance based incentive grants
- Led the development of Capitalization Incentive Grants, that were state grants approved by the College and submitted for additional funding to achieve critical workforce development initiatives; first year grant yield totaled more than \$2.5 million
- Served as Chair of the Instructional Affairs Council, comprised of liberal arts and sciences and workforce deans who recommended policies, procedures, and operational changes and the resolution of college-wide instructional program concerns to the College President
- Led the development of Tech Prep and Career Academy initiatives with the local school districts establishing three career academies in one year
- Coordinated the Academic Program Evaluation and College Program Revitalization process including the development of the computer-based programs to track instructional programs' performance
- Led the revision and publication of the faculty certification handbook and curriculum services processes in preparation for SACS reaffirmation
- Managed College and grant budgets more than \$3.5 million

Interim Associate Vice President of Program Development and Support, 1998 to 1999

Held interim responsibility for the college-wide supervision and coordination of all instructional degrees, certificates and non-credit programs, as well as the supervision of curriculum and resource development, institutional research, and assessment services. For nine months, I served as Interim Chief Academic Officer.

Dean of Instruction for Program Development, 1994 to 1998

Responsible for the successful development and implementation of curriculum, grants, articulation agreements, and special projects for Adult Education, career and vocational training, and college credit programs. Additionally, I represented the College on statewide committees and in high-level collaborations with the legislature, school districts, the Division of Community College's Council on Instructional Affairs, Department of Education, U.S. Dept. of Labor, regional workforce boards, and state, city and community leaders. Served as Chair of the Department Chairs' Council who made procedural and instructional recommendations to the Campus Presidents and Executive Vice President.

Special Assistant to the President, 1995

In addition to Dean of Instruction responsibilities, served as Special Assistant to the College President as a League for Innovation in Community College, Kellogg Fellow. Responsible for research and policy and procedural developments that led to various outcomes, such as completion of several papers on diversity and inclusion and workforce development and chaired and presented quantitative and qualitative conclusions of the college-wide Task Force on Equal Treatment and on workforce development challenges to the League for Innovation in Community Colleges, State Board of Community Colleges' Council on Instructional Affairs, College President's Cabinet and District Board of Trustees. My activities led to redistribution of funds, policy changes, and new professional development programs.

Assistant Instructional Dean, Adult Instruction and Program Development, 1989 to 1994

Responsible for the development and implementation of Adult Basic Education, General Education Development Diploma, Adult High School, English for speakers of other languages Self-Supporting and Senior Adult programs. Supervised 15 full time and 350 part time faculty and more than \$6 million in

College and grants funds. Led the development of traditional and specialized curriculum for businesses, industry associations and unique student populations. Facilitated the integration of innovative instructional methods and a new student success tracking system that supported increased student achievement. Additionally, represented the College on local and state boards, consortiums, and councils, as well as participated in public relations activities. Developed and awarded \$2.5 million in federal grants for workplace literacy and prison literacy.

Assistant Instructional Dean, Open Campus, 1986 to 1989

Responsible for the development and implementation of continuing education programs including the Women's Center initiatives, lifelong learning programs, and the senior adult program serving more than 15,000 students in 210 locations throughout the region. Built collaborative relationships with Duval and Nassau County School Boards, community agencies, City of Jacksonville, and businesses to provide continuing education courses on and off campus. Supervised 13 full time staff and more than 200 part time staff and faculty.

Advisor II, Office of Admissions and Student Aid, 1985 to 1986

Responsible for the design, implementation, and successful operation of programs that facilitated minority student enrollment and retention in collaboration with four campus counselors. Increased minority enrollment by 9 percent. Additionally, designed and implemented the College's Student Ambassadors program.

AWARDS AND RECOGNITIONS

- New Jersey Senate, Senate Citation and Recognition of outstanding leadership provided by New Jersey Women College Presidents, 2013
- Top Fifty Most Influential Blacks in New Jersey, in recognition of my impact on higher education in New Jersey, Black Villages Magazine, 2012
- Shirley Chisholm Award, in recognition of becoming the first Black female president of Essex County College, present by New Jersey State Assembly, 2011
- U.S. Congressional Record Citation from Congressman Donald Payne as first female president of Essex County College, 2011
- Trailblazer Award, in recognition of numerous successful community, business and higher education collaborations, Newark, NJ, 2010
- Alumni Achievement Award, in recognition of my success in higher education and national leadership, Valparaiso University Alumni Association, 2010
- Outstanding Contributions to Education Award, in recognition of community collaborations in support of the African American community, Phi Beta Sigma and Omega Psi Phi Fraternities, 2010
- Visionary Award, in recognition of the establishment of a community-based summer school for at-risk youth, Bethel Baptist Institutional Church Summer Intervention Program, 2006
- Regional Award for Excellence in Education, in recognition of service to the State in operationalizing performance based funding for workforce and adult education, Regional Legislative Council, 2006
- Exemplary Leader, National Council of Instructional Administrators, for the development and implementation of FSCJ's SACS QEP Plan Implementation, 2005
- Women of Distinction Award, Girls Scouts of America, Gateway Council, 2003

- Hall of Fame Inductee, in recognition of local, state and national leadership and advocacy for adult education, Florida Administrators of Adult and Community Education and the Adult and Community Educators of Florida, 1999
- Excellence in Lifelong Learning Award, Florida Association of Community Colleges, Continuing Education Commission; for older adult education program and the Student Success Tracking System, 1999
- ACENET Exemplary Program Award, Adult and Continuing Educator Network; for the development of the Student Success Tracking System, 1999
- National Alliance of Business Award for Excellence in Literacy Partnerships, 1998
- Black Achievers Award, for outstanding community service, YMCA 1993
- Leadership in Administrative Services, for service above and beyond my assigned job responsibilities, Florida Community College at Jacksonville, 1992
- Kellogg Foundation Grant to attend the Harvard University MLE program, 1988
- Leadership Jacksonville Alumni Scholarship, 1980

PROFESSIONAL MEMBERSHIPS AND CIVIC ACTIVITIES

Professional

- Member, JAX Chamber, Clay County Chamber and St. Johns County Chamber
- Member, First Coast Manufacturing Association
- Member, LERN
- Member, First Coast Science Academy Educational Advisory Council
- Newark Trust for Education, Board of Directors, 2013
- Member, New Jersey Manufacturing Executive Roundtable, 2012 - 2013
- Member, Newark Youth Policy, Mayor Booker appointee, Board of Directors, 2011 - 2013
- Member, Newark Regional Business Partnership, Board of Directors, 2011 - 2013
- Member and Marketing subcommittee co-chair, American Association of Community Colleges, Presidents Council 2011 - 2013
- Member, Newark and Essex County's Workforce Investment Boards, 2010 - 2013
- Member, Newark Regional Business Partnership, Board of Directors, 2010 - 2013
- Member, Newark Alliance, Board of Directors, 2010 - 2013
- President and council member, Council on Higher Education in Newark (CHEN), 2010 - 2013
- Member, Presidents' Board, New Jersey Council of County Colleges, 2010 - 2013
- Member, National Association for Equal Opportunity in Higher Education, 2010 - 2013
- Member, New Jersey's Presidents Council, 2010 - 2013
- Member, National Manufacturers Institute, Education Advisory Council, 2008 - 2010
- Member, Florida Association of Community Colleges, 1987 - 2010
- College liaison, National Alliance of Business, 2004
- Member and subcommittee chairperson, U.S. Department of Labor, Job Corps Advisory Committee, 2005 - 2007

- Member, National Coalition of Advanced Technology Centers, Presidents Advisory Council, 2007 – 2008
- College liaison, National Council of Instructional Administrators, 2002
- Subcommittee co-chair, Florida College System Council on Instructional Affairs (CIA), Council of Adult Education, 1999 -2001
- Member, National Center for Occupational Research and Development, Adult Pathways Advisory Council, 2000 - 2001
- Chairperson, Jacksonville Community Council Incorporated (JCCI), Regional Adult Literacy Study, 1999
- Chair, State Division of Community Colleges' Council on Instructional Affairs, Adult Education Performance-based Budgeting Measures State Task Force, 1998
- Chairperson, City of Jacksonville, Duval County Job Opportunity Board, 1996
- College liaison and consultant to State Legislative staff in drafting Florida WAGES legislation and implementation plan, 1996
- Member, American Bar Association, 1996 -1997
- Member, Florida Bar Association, 1996 – 2010
- Chair, FSCJ Equal Treatment Team (Diversity), 1995
- Chair, Council on Instructional Affairs, Adult Education subcommittee, 1995 – 1997
- College representative, Council on Instructional Affairs, Continuing Education/Standing Committee, Region II Representative 1994 - 1997
- Member and Treasurer, Adult and Community Educators of Florida, Board of Directors 1993 - 1999
- Member, Chamber of Commerce, Workforce Preparation Community Board, 1992 - 1995
- Member, Adult and Community Educators of Florida, State Advisory Committee for the development of assessment for functional literacy education, 1992

Civic

- Executive Committee, Board of Directors, H.O.R.S.E. Therapies 2021
- Trustee, Jacksonville Chamber of Commerce, 2016 to present
- Education Chair, World Affairs Council, Jacksonville, FL, Board of Directors 2013 - 2021
- Member and prior board and committee chair Continental Societies Inc., Jacksonville Chapter, 1993 – 2015
- Member, Nine in 15 Steering Committee; a group that encourages women to run for City Council in 2015, Jacksonville, FL 2013 – present
- Class member, Leadership New Jersey, Class of 2012
- Member, Youth Crisis Center, Board of Directors, 2009 – 2010
- Member, Board of Trustees, University of North Florida; serving on both Educational Policy and Finance subcommittees during my terms, January 2003 - 2010
- Member, Jacksonville Journey City Commission, 2009 – 2010
- Member, Alpha Kappa Alpha Sorority, Jacksonville Graduate Chapter, 1996 - 2001
- Board member and Parliamentarian, Junior League of Jacksonville, Board of Directors, 1989 - 1996
- Member and program day chair, Youth Leadership Jacksonville Board of Directors, 1992 -1994
- President and member Jacksonville Literacy Coalition, Board of Directors, 1992 to 1993

- Member and Secretary, Leadership Jacksonville Alumni, Board of Directors 1989 - 1991
- President and member, Jacksonville Childbirth Education Association Board of Directors, a United Way Agency, 1987 - 1992
- Member, Volunteer Jacksonville, Board of Directors, 1981 - 1983
- Class member, Leadership Jacksonville Class of 1980

PRESENTATIONS

- “The Ph.D. Experience: Expectations and Realities,” 2015 McKnight Doctoral Fellows Orientation, Tampa, FL, 2015
- National Public Radio (NPR) StoryCorps interviewer of Dr. Tom Serwatka for JASMYN’s 20th Anniversary; Registered in Library of Congress, American Folklife Center, Jacksonville, FL, 2014
- The Diversity Walk, Florida and Southeast Region Learning Summit, INROADS, Ponte Vedra Beach, FL, 2104
- Common Core State Standards Panel, Jacksonville Public Education Fund Community Forum, 2013
- Diversity and Carter G. Woodson, Association for the Study of African American Life and History, Inc. Luncheon, Jacksonville, FL, 2103
- Developing Solutions: Undergraduate Education Working Session Panel, New Jersey Business Education Summit, Rutgers Business School, 2013
- Project Delta, New Jersey and Beyond, International Conference for Teaching and Learning, Ponte Vedra Beach, Florida, 2012
- Faith, Focus, Fortitude and Fantasy, Men’s Day Conference on Education and Careers, Bethany Baptist Church, Newark, New Jersey, 2012
- The Critical Role of Community Colleges, Leadership New Jersey Education Seminar, Camden, New Jersey, 2012
- Putting New Jersey Back To Work, New Jersey Black Issues Convention, Trenton, New Jersey, 2012
- County Colleges’ Role in Workforce Development – Executive Roundtable Panel, Manufacture New Jersey Week Conference, New Institute of Technology, Newark, New Jersey, 2012
- Engage, Empower, and Excel, Inaugural Address, Essex County College President Investiture, 2011
- Project Delta, Why participate? Instructional Technology eLearning Conference, St. Petersburg, Florida, 2011
- Project Delta, One President’s Story, International Conference of Teaching and Learning, Ponte Vedra Beach, Florida, 2011
- Education, Equity and Expectations, South Orange Community Association Martin Luther King Celebration, South Orange, New Jersey, 2011
- Faith, Focus and Fortitude, The Newark Women’s Conference, Newark City Council Chair, Rutgers University, Newark, New Jersey, 2011
- The County College’s Role in Essex County, Essex Alliance for Action, Newark, New Jersey, 2011
- ELearning, SIRIUS Academics, International Conference of Teaching and Learning, Ponte Vedra Beach, Florida, 2010
- Project Delta, The Future of Developmental Education and Blended Learning, New Jersey Presidents, Newark, New Jersey, 2010

- Uniting the World of Students by Building Technologically Enhanced Courses, Science and Education of The New Revival Epoch in The Global Sciences and Education System, Ashgabat, Turkmenistan, Ministry of Education, 2009
- Career Pathways, Mississippi Academic, Career, and Technical Education Association, Jackson, Mississippi, 2009
- Why Jacksonville? Bill and Melinda Gates Foundation, City of Jacksonville and Community Foundation Visit, 2008
- Testimony at Senate Hearing on Technical Centers offering Associate in Applied Science Degrees, 2007
- Commencement Speech, "I Hope You Dance" Graduation Speech, South Georgia College, 2007
- Adult Career Pathways, Panel of Distinguished Leaders and Educators, National Tech Prep Network Conference, 2006
- Workforce Development in the 21st Century, International Congress of Nano medicine and Nanotechnology, 2006
- Out of School Youth Program for Dropout Retrieval, Pathways Academy, Jobs for America's Graduates National Conference, 2005
- Job Corps Collaborations and the Future, Panel with U.S. Dept. of Labor, Assistant Secretary Emily DeRocco, Job Corps Regional Conference, Miami Florida, 2005
- Careers and Karate, Afterschool Programs, U.S. Dept. of Labor, Family and Youth Services Bureau's Second National Youth Summit, 2003
- Workforce Innovation Act Overview, Chamber of Commerce Jacksonville Legislative Day, Tallahassee, Florida, 2000
- College Program Revitalization: CPR, numerous presentations at AACC, NISOD, California Community College Association for Occupational Education, FCCJ, Teaching and Learning Conference, League for Innovation, 2001 through 2003
- Restructuring Adult Education, Strategic Conversation, FCCJ District Board of Trustees, 2000
- Workforce and Economic Development, Greater Nassau County Chamber of Commerce, 2000
- Institute for Applied Technology in Construction Excellence, Senate Select Committee on Workforce Development, Jacksonville, Florida, 2000
- More Fun For The Bucks, ACE of Florida State Conference, Miami, Florida, 1998
- Restructuring Adult Education, State Board of Community Colleges, Key West, Florida, 1996
- Welfare Reform, The Florida Senate Select Committee on Social Services Reform, Tallahassee, Florida, 1995
- When the Muse Speaks to Leaders, Leadership 2000 Conference, San Francisco, California, 1995
- Workplace Communications: Bridging the Cultural Gaps, Leadership 2000 Conference, San Francisco, California, 1995
- A New Leadership Paradigm for Community Colleges in the 21st Century, AACC Conference, 1995
- Student Success Tracking System, Council on Instructional Affairs, Continuing Education Standing Committee, Tampa, Florida, 1994
- Coordinating Resources, Workforce Education Summit, Pre-Conference Program, Jacksonville, Florida, 1994
- Student Success and Accountability, Florida Literacy Coalition, Adult Education Administrators' Meeting, Jacksonville, Florida, 1994

- Paideia Seminars: Promoting Critical Thinking, Reading, and Writing Skills, The Alliance, American Council on Education Conference, Breckenridge, Colorado, 1993
- Technology and Adult Education, Panel Presentation, Adult and Community Educators Conference, St. Petersburg Beach, Florida, 1993
- An Experience with Illiteracy, Women's Information Exchange Luncheon, Jacksonville, Florida, 1993
- Project Independence: JOBS, Florida Literacy Coalition Conference, Tampa, Florida, 1993
- Building Resources and Collaborations for Work Force Education, Network Consortium Conference, San Diego, California, 1993
- Urban Resource Center, Developing Effective Programs, National Conference on Teaching and Learning, 1993
- Promoting Success Through Tracking, Commission on Adult Basic Education, New Orleans, Louisiana, 1993
- Promoting Student Success: Tracking For Program Quality, Adult and Community Educators of Florida Conference, Ft. Lauderdale, Florida, 1992
- Applying Technology to Workforce Education, National Conference on Teaching and Learning, Jacksonville, Florida, 1992
- Work Force Literacy Programs that Work, National Council for Resource Development, Jacksonville Beach, Florida, 1991
- Work Force Partnerships, Florida Literacy Conference, Jacksonville, Florida, 1991
- What You Want Is What You Get, Touch Tomorrow Women's Center Conference, Jacksonville, Florida, 1990

REFERENCES BY CATEGORY

ABILITY TO FOLLOW, LEAD AND PERFORM WITH EXCELLENCE

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BOARD RESOLUTION: 2022-30

September 20, 2022

A RESOLUTION APPROVING THE COLLECTIVE BARGAINING AGREEMENT BETWEEN JEA AND AFSCME FLORIDA COUNCIL 79 (AFSCME) AND AUTHORIZING THE MANAGING DIRECTOR/CEO, OR DESIGNEE, TO EXECUTE THE AGREEMENT AND PRESENT IT TO CITY COUNCIL FOR FINAL APPROVAL

RECITALS

WHEREAS, AFSCME is a certified collective bargaining unit representing approximately 218 JEA employees who are clerical and technical workers; and

WHEREAS, the current collective bargaining agreement between JEA and AFSCME expires on September 30, 2022; and

WHEREAS, in accordance with applicable provisions of Chapter 447, Florida Statutes and Article 19 of the Charter of the City of Jacksonville (Charter), the parties met extensively to conduct negotiations, which resulted in a new agreement that AFSCME represents will be submitted to its membership for a ratification vote on September 15, 2022 (Agreement), a copy of which is attached hereto and incorporated herein; and

WHEREAS, prior to submission to the City Council for final approval, the Agreement is subject to review and approval by the Board; and

WHEREAS, subject to approval, the new agreement will be effective beginning on October 1, 2022 through September 30, 2025, and includes the following substantive changes to the *status quo*:

General Pay Base increases:

- Fiscal Year 1: 8%
- Fiscal Year 2: 4.5% + CPI considerations
- Fiscal Year 3: 3.5% + CPI considerations

Ratification Incentive:

- 3% lump-sum payment in Fiscal Year 1.

Longevity Pay* increased to:

- \$325/year for every five years of continuous service through the fifteenth year.
- After the fifteenth year, \$500/year for every five years of continuous service.
**Currently, employees receive \$300/year for every five years of continuous service.*

Dependent Coverage** increase:

- JEA will pay 60% of the cost of dependent health coverage
***Currently, JEA pays 50%.*

Benefits Insurance Committee:

- The union will be provided up to two (2) representatives to attend the Quarterly Benefits Meeting to get updates on plan performance and to provide input regarding the Group Health Plans.

Holidays:

- Juneteenth (introduced as a holiday earlier this year) was added to the list of holidays.

Recapitalization:

- The recapitalization provisions introduced in 2019 were removed from the agreement.

and,

WHEREAS, the estimated total cost of changes made to the *status quo* is approximately:

	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3
Total Cost of Changes without CPI Considerations	\$1,651,347	\$732,055	\$599,725
Total Cost of Changes with CPI of 7%		\$1,130,041	\$1,209,838

NOW THEREFORE, BE IT RESOLVED by the JEA Board that:

1. The Agreement between JEA and AFSCME described herein is hereby approved, subject to the terms and conditions contained therein.
2. The Managing Director/CEO, or designee, is authorized to execute the Agreement on behalf of JEA, and to take all steps necessary to obtain approval of the Agreement by City Council.
3. To the extent that there are any typographical, administrative, and/or scrivener’s errors contained herein that do not change the tone, tenor or purpose of this Resolution, then such errors may be corrected with no further action required by the Board.
4. This Resolution shall be effective upon approval by the Board.

Dated this 20th day of September 2022

JEA Board Chair

JEA Board Secretary

Form Approved by

Office of General Counsel

VOTE	
In Favor	
Opposed	
Abstained	



BOARD RESOLUTION: 2022-31

September 20, 2022

A RESOLUTION APPROVING THE COLLECTIVE BARGAINING AGREEMENT BETWEEN JEA AND LOCAL #2358, INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS (IBEW), AND AUTHORIZING THE MANAGING DIRECTOR/CEO, OR DESIGNEE, TO EXECUTE THE AGREEMENT AND PRESENT IT TO CITY COUNCIL FOR FINAL APPROVAL

RECITALS

WHEREAS, IBEW is a certified collective bargaining unit representing approximately 511 JEA employees who are skilled craft workers primarily in JEA's electric utility operations; and

WHEREAS, the current collective bargaining agreement between JEA and IBEW expires on September 30, 2022; and

WHEREAS, in accordance with applicable provisions of Chapter 447, Florida Statutes and Article 19 of the Charter of the City of Jacksonville (Charter), the parties met extensively to conduct negotiations, which resulted in a new agreement that IBEW represents will be submitted to its membership for a ratification vote on September 15, 2022 (Agreement), a copy of which is attached hereto and incorporated herein; and

WHEREAS, prior to submission to the City Council for final approval, the Agreement is subject to review and approval by the Board; and

WHEREAS, subject to approval, the new agreement will be effective beginning on October 1, 2022 through September 30, 2025, and includes the following substantive changes to the *status quo*:

General Pay Base increases:

- Fiscal Year 1: 8%
- Fiscal Year 2: 4.5% + CPI considerations
- Fiscal Year 3: 3.5% + CPI considerations

Ratification Incentive:

- 3% lump-sum payment in Fiscal Year 1.

Longevity Pay* increased to:

- \$325/year for every five years of continuous service through the fifteenth year.
- After the fifteenth year, \$500/year for every five years of continuous service.
**Currently, employees receive \$300/year for every five years of continuous service.*

Dependent Coverage** increase:

- JEA will pay 60% of the cost of dependent health coverage
***Currently, JEA pays 50%.*

Benefits Insurance Committee:

- The union will be provided up to two (2) representatives to attend the Quarterly Benefits Meeting to get updates on plan performance and to provide input regarding the Group Health Plans.

Holidays:

- Juneteenth (introduced as a holiday earlier this year) was added to the list of holidays.

Recapitalization:

- The recapitalization provisions introduced in 2019 were removed from the agreement.

and,

WHEREAS, the estimated total cost of changes made to the *status quo* is approximately:

	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3
Total Cost of Changes without CPI Considerations	\$5,627,385	\$2,626,169	\$2,194,290
Total Cost of Changes with CPI of 7%		\$3,961,593	\$4,245,766

NOW THEREFORE, BE IT RESOLVED by the JEA Board that:

1. The Agreement between JEA and IBEW described herein is hereby approved, subject to the terms and conditions contained therein.
2. The Managing Director/CEO, or designee, is authorized to execute the Agreement on behalf of JEA, and to take all steps necessary to obtain approval of the Agreement by City Council.
3. To the extent that there are any typographical, administrative, and/or scrivener’s errors contained herein that do not change the tone, tenor or purpose of this Resolution, then such errors may be corrected with no further action required by the Board.
4. This Resolution shall be effective upon approval by the Board.

Dated this 20th day of September 2022.

JEA Board Chair

JEA Board Secretary

Form Approved by

Office of General Counsel

VOTE	
In Favor	
Opposed	
Abstained	



BOARD RESOLUTION: 2022-32

September 20, 2022

A RESOLUTION APPROVING THE COLLECTIVE BARGAINING AGREEMENT BETWEEN JEA AND JEA SUPERVISORS ASSOCIATION (JSA) AND AUTHORIZING THE MANAGING DIRECTOR/CEO, OR DESIGNEE, TO EXECUTE THE AGREEMENT AND PRESENT IT TO CITY COUNCIL FOR FINAL APPROVAL

RECITALS

WHEREAS, JSA is a certified collective bargaining unit representing approximately 188 JEA employees who are non-professional supervisors, such as coordinators, team leads, foremen, and planners; and

WHEREAS, the current collective bargaining agreement between JEA and JSA expires on September 30, 2022; and

WHEREAS, in accordance with applicable provisions of Chapter 447, Florida Statutes and Article 19 of the Charter of the City of Jacksonville (Charter), the parties met extensively to conduct negotiations, which resulted in a new agreement that JSA represents was ratified by its membership through a vote on September 7, 2022 (Agreement), a copy of which is attached hereto and incorporated herein; and

WHEREAS, prior to submission to the City Council for final approval, the Agreement is subject to review and approval by the Board; and

WHEREAS, subject to approval, the new agreement will be effective beginning on October 1, 2022 through September 30, 2025, and includes the following substantive changes to the *status quo*:

General Pay Base increases:

- Fiscal Year 1: 9%
- Fiscal Year 2: 4.5% + CPI considerations
- Fiscal Year 3: 3.5% + CPI considerations

Ratification Incentive:

- 3% lump-sum payment in Fiscal Year 1.

Longevity Pay* increased to:

- \$325/year for every five years of continuous service through the fifteenth year.
- After the fifteenth year, \$500/year for every five years of continuous service.
*Currently, employees receive \$300/year for every five years of continuous service.

Dependent Coverage** increase:

- JEA will pay 60% of the cost of dependent health coverage
**Currently, JEA pays 50%.

Benefits Insurance Committee:

- The union will be provided up to two (2) representatives to attend the Quarterly Benefits Meeting to get updates on plan performance and to provide input regarding the Group Health Plans.

Holidays:

- Juneteenth (introduced as a holiday earlier this year) was added to the list of holidays.

Recapitalization:

- The recapitalization provisions introduced in 2019 were removed from the agreement.

and,

WHEREAS, the estimated total cost of changes made to the *status quo* is approximately:

	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3
Total Cost of Changes without CPI Considerations	\$2,834,644	\$1,129,537	\$938,332
Total Cost of Changes with CPI of 7%		\$1,726,344	\$1,854,236

NOW THEREFORE, BE IT RESOLVED by the JEA Board that:

1. The Agreement between JEA and JSA described herein is hereby approved, subject to the terms and conditions contained therein.
2. The Managing Director/CEO, or designee, is authorized to execute the Agreement on behalf of JEA, and to take all steps necessary to obtain approval of the Agreement by City Council.
3. To the extent that there are any typographical, administrative, and/or scrivener’s errors contained herein that do not change the tone, tenor or purpose of this Resolution, then such errors may be corrected with no further action required by the Board.
4. This Resolution shall be effective upon approval by the Board.

Dated this 20th day of September 2022.

JEA Board Chair

JEA Board Secretary

Form Approved by

Office of General Counsel

VOTE	
In Favor	
Opposed	
Abstained	



BOARD RESOLUTION: 2022-33

September 20, 2022

A RESOLUTION APPROVING THE COLLECTIVE BARGAINING AGREEMENT BETWEEN JEA AND NORTHEAST FLORIDA PUBLIC EMPLOYEES' LOCAL 630, LABORERS' INTERNATIONAL UNION OF NORTH AMERICA, AFL-CIO-CLC (LIUNA), AND AUTHORIZING THE MANAGING DIRECTOR/CEO, OR DESIGNEE, TO EXECUTE THE AGREEMENT AND PRESENT IT TO CITY COUNCIL FOR FINAL APPROVAL

RECITALS

WHEREAS, LIUNA is a certified collective bargaining unit representing approximately 386 JEA employees who are skilled craft workers primarily in JEA's water/wastewater utility operations; and

WHEREAS, the current collective bargaining agreement between JEA and LIUNA expires on September 30, 2022; and

WHEREAS, in accordance with applicable provisions of Chapter 447, Florida Statutes and Article 19 of the Charter of the City of Jacksonville (Charter), the parties met extensively to conduct negotiations, which resulted in a new agreement that LIUNA represents was ratified by its membership through a vote on September 8, 2022 (Agreement), a copy of which is attached hereto and incorporated herein; and

WHEREAS, prior to submission to the City Council for final approval, the Agreement is subject to review and approval by the Board; and

WHEREAS, subject to approval, the new agreement will be effective beginning on October 1, 2022 through September 30, 2025, and includes the following substantive changes to the *status quo*:

General Pay Base increases:

- Fiscal Year 1: 8%
- Fiscal Year 2: 4.5% + CPI considerations
- Fiscal Year 3: 3.5% + CPI considerations

Ratification Incentive:

- 3.25% lump-sum payment in Fiscal Year 1.

Longevity Pay* increased to:

- \$325/year for every five years of continuous service through the fifteenth year.
- After the fifteenth year, \$500/year for every five years of continuous service.
**Currently, employees receive \$300/year for every five years of continuous service.*

Dependent Coverage** increase:

- JEA will pay 60% of the cost of dependent health coverage
***Currently, JEA pays 50%.*

Benefits Insurance Committee:

- The union will be provided up to two (2) representatives to attend the Quarterly Benefits Meeting to get updates on plan performance and to provide input regarding the Group Health Plans.

Holidays:

- Juneteenth (introduced as a holiday earlier this year) was added to the list of holidays.

Recapitalization:

- The recapitalization provisions introduced in 2019 were removed from the agreement.

and,

WHEREAS, the estimated total cost of changes made to the *status quo* is approximately:

	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3
Total Cost of Changes without CPI Considerations	\$3,574,306	\$1,574,774	\$1,301,359
Total Cost of Changes with CPI of 7%		\$2,423,320	\$2,602,179

NOW THEREFORE, BE IT RESOLVED by the JEA Board that:

1. The Agreement between JEA and LIUNA described herein is hereby approved, subject to the terms and conditions contained therein.
2. The Managing Director/CEO, or designee, is authorized to execute the Agreement on behalf of JEA, and to take all steps necessary to obtain approval of the Agreement by City Council.
3. To the extent that there are any typographical, administrative, and/or scrivener’s errors contained herein that do not change the tone, tenor or purpose of this Resolution, then such errors may be corrected with no further action required by the Board.
4. This Resolution shall be effective upon approval by the Board.

Dated this 20th day of September 2022

JEA Board Chair

JEA Board Secretary

Form Approved by

Office of General Counsel

VOTE	
In Favor	
Opposed	
Abstained	



BOARD RESOLUTION: 2022-34

September 20, 2022

A RESOLUTION APPROVING THE COLLECTIVE BARGAINING AGREEMENT BETWEEN JEA AND THE JEA PROFESSIONAL EMPLOYEES’ ASSOCIATION (PEA) AND AUTHORIZING THE MANAGING DIRECTOR/CEO, OR DESIGNEE, TO EXECUTE THE AGREEMENT AND PRESENT IT TO CITY COUNCIL FOR FINAL APPROVAL

RECITALS

WHEREAS, PEA is a certified collective bargaining unit representing approximately 292 JEA professional employees and supervisors in fields such as accounting, engineering, and IT; and

WHEREAS, the current collective bargaining agreement between JEA and PEA expires on September 30, 2022; and

WHEREAS, in accordance with applicable provisions of Chapter 447, Florida Statutes and Article 19 of the Charter of the City of Jacksonville (Charter), the parties met extensively to conduct negotiations, which resulted in a new agreement that PEA represents was ratified by its membership through a vote on September __, 2022 (Agreement), a copy of which is attached hereto and incorporated herein; and

WHEREAS, prior to submission to the City Council for final approval, the Agreement is subject to review and approval by the Board; and

WHEREAS, subject to approval, the new agreement will be effective beginning on October 1, 2022 through September 30, 2025, and includes the following substantive changes to the *status quo*:

- Pay increases:

	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3	CPI Considerations
General Increase	2%	2%	2%	
Performance Pay	6%	4%	3%	Years 2 & 3
Range Minimum	2%	2%	2%	
Range Maximum	6%	3%	2%	

Ratification Incentive:

- 3% lump-sum payment in Fiscal Year 1.

Longevity Pay* increased to:

- \$325/year for every five years of continuous service through the fifteenth year.
 - After the fifteenth year, \$500/year for every five years of continuous service.
- *Currently, employees receive \$300/year for every five years of continuous service.*

Dependent Coverage** increase:

- JEA will pay 60% of the cost of dependent health coverage
- **Currently, JEA pays 50%.*

Benefits Insurance Committee:

- The union will be provided up to two (2) representatives to attend the Quarterly Benefits Meeting to get updates on plan performance and to provide input regarding the Group Health Plans.

Holidays:

- Juneteenth (introduced as a holiday earlier this year) was added to the list of holidays.

Recapitalization:

- The recapitalization provisions introduced in 2019 were removed from the agreement.

and,

WHEREAS, the estimated total cost of changes made to the *status quo* is approximately:

	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3
Total Cost of Changes without CPI Considerations	\$3,919,402	\$2,440,752	\$2,188,602
Total Cost of Changes with CPI of 7%		\$3,518,632	\$3,809,016

NOW THEREFORE, BE IT RESOLVED by the JEA Board that:

1. The Agreement between JEA and AFSCME described herein is hereby approved, subject to the terms and conditions contained therein.
2. The Managing Director/CEO, or designee, is authorized to execute the Agreement on behalf of JEA, and to take all steps necessary to obtain approval of the Agreement by City Council.
3. To the extent that there are any typographical, administrative, and/or scrivener’s errors contained herein that do not change the tone, tenor or purpose of this Resolution, then such errors may be corrected with no further action required by the Board.
4. This Resolution shall be effective upon approval by the Board.

Dated this 20th day of September 20, 2022.

JEA Board Chair

JEA Board Secretary

Form Approved by

Office of General Counsel

VOTE	
In Favor	
Opposed	
Abstained	



BOARD RESOLUTION: 2022-27

September 20, 2022

A RESOLUTION REGARDING THE APPROVAL OF FY 2023 PAY FOR PERFORMANCE PROGRAM; ESTABLISHMENT OF PERFORMANCE GOALS AND METRICS; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, JEA's Pay for Performance Program was introduced in 1990 to focus employees on key organizational measures and objectives, as well as to push the organization toward a continuous improvement culture with resulting operational excellence and reward exceptional performance as measured against pre-established goals and metrics; and

WHEREAS, JEA section 21.08(f), *City of Jacksonville Charter*, provides that:

Employee Bonus Program. JEA may implement or adopt an employee bonus plan or program ("bonus program") for JEA employees pursuant to F.S. § 215.425(3), as amended, subject to the prior approval of the governing body of JEA. The governing body of JEA shall approve such bonus program annually for each fiscal year, and if a bonus program is implemented in any fiscal year without first obtaining the approval of the governing body of JEA, such program shall be void. The governing body of JEA shall not delegate its approval authority regarding a bonus program under this subsection to the managing director or any other officer, employee or agent of JEA. Such bonus program must comply with F.S. § 215.425(3), as amended, the charter, and other applicable laws. The governing body of the JEA shall establish rules, procedures, and standards regarding such bonus program. Additionally, JEA shall include a budget line item and specific detailed plan regarding such bonus program as an exhibit to its annual budget submission to council. JEA shall also provide the council auditor with an annual end of fiscal year written report on or before December 31st of each fiscal year regarding the disbursements related to the bonus program. JEA shall post such written report on JEA's website in a conspicuous manner for the public to view.

WHEREAS, the FY 2023 Pay for Performance goals and metrics, attached as **Exhibit 1**, will continue to focus on JEA's strategic initiatives areas of focus:

- Unbeatable Team: Safety – Lost-Time Incident Rate (LTIR),
- Customer Loyalty: Residential Customer Satisfaction & Business/Commercial Customer Satisfaction, and
- Business Excellence: Total Operations & Maintenance (O&M) Spend.

WHEREAS, the total estimated cost of the FY 2023 Pay for Performance Program is not to exceed \$9,724.559.

BE IT RESOLVED by JEA:

1. In accordance with JEA section 21.08(f), City of Jacksonville Charter, and Florida Statutes s. 215.425(3), the JEA Board adopts and approves the FY23 Pay for Performance Program.

2. JEA employees shall be required to meet or exceed the corporate performance factors as stated on the attached summary of corporate performance factors during FY 2023 to be eligible for performance pay and such cost for the FY 2023 Performance Pay Program shall not exceed the estimated cost of \$9,724,559.

3. This Resolution shall be effective immediately upon passage by the Board and the FY 2023 Pay for Performance Program shall include the entire fiscal year starting on October 1, 2022.

Dated this 20th day of September, 2022.

JEA Board Chair

JEA Board Secretary

Form Approved by

Office of General Counsel

VOTE	
In Favor	
Opposed	
Abstained	



FY 2023 Performance Program Summary

Summary of Corporate Performance Factors

Safety

Lost Time Incident Rate (LTIR)

FY21 YTD Results: .67 LTIR

FY22 YTD Results: .28 LTIR (projected)

	Does Not Meet	Meets	Exceeds
Goal	LTIR \geq 0.35	LTIR < 0.34 - 0.28	LTIR < 0.28
Achievement Value	0.00%	1.00%	1.25%

Customer Satisfaction

JD Power Residential and Commercial/ Business Electric Industry Customer Satisfaction Surveys: National

Customer Satisfaction - Residential Electric

FY21 Results: Bottom 50% of 3rd Quartile

FY22 Results: 2nd Quartile

	Does Not Meet	Meets	Exceeds
Goal	< 2nd Quartile	2nd Quartile	1st Quartile
Achievement Value	0.00%	1.00%	1.25%

Customer Satisfaction - Commercial Electric

FY21 Results: Bottom 50% of 4th Quartile

FY22 Results: 3rd Quartile

	Does Not Meet	Meets	Exceeds
Goal	< 2nd Quartile	2nd Quartile	1st Quartile
Achievement Value	0.00%	1.00%	1.25%

Cost Metrics

Cost metric may only be achieved if Operations & Maintenance (\$M) - Target 95% - 100% Budget

Total O&M Spend

FY21 YTD Results: \$380.9M

FY22 YTD Forecast: \$424.5M

	Does Not Meet	Meets	Does Not Meets
Goal	< \$480,947	\$480,947 - \$506,260	> \$506,260
Achievement Value	0.00%	1.25%	0.00%

Total Estimated Cost for FY 2023 Pay for Performance Program

	Total Employees	Total Cost at Meets	Total Cost at Exceeds
Senior Leaders	20	\$ 154,372	\$ 256,258
Appointed	399	\$ 1,433,861	\$ 2,380,209
Non-Appointed	1597	\$ 4,269,935	\$ 7,088,092
TOTAL	2016	\$ 5,858,168	\$ 9,724,559

NOTE: All performance payouts are subject to JEA's ability to pay as determined by JEA's Board of Directors with input from JEA's Finance group, and minimum individual employee performance criteria

	ORGANIZATIONAL POLICY & PROCEDURE:	Pay for Performance Program	
	Corporate Policy Ref:	Compensation Rewards and Recognition Management Directive - JEA Pay for Performance Program	
	Version Effective Date:	10/1/2022	Version: 6

POLICY STATEMENT:

The JEA Pay for Performance Program ("Plan") is a variable incentive compensation program designed to focus employees and managers on key corporate measures and objectives, as well as to push the organization toward a continuous improvement culture with resulting operational excellence.

Per Charter provision, 21.08(f), JEA may implement or adopt an employee bonus plan or program ("bonus program") for JEA employees pursuant to F.S. § 215.425(3), as amended, subject to the prior approval of the governing body of JEA. The governing body of JEA shall approve such bonus program annually for each fiscal year, and if a bonus program is implemented in any fiscal year without first obtaining the approval of the governing body of JEA, such program shall be void. The governing body of JEA shall not delegate its approval authority regarding a bonus program under this subsection to the managing director or any other officer, employee or agent of JEA. Such bonus program must comply with F.S. § 215.425(3), as amended, the charter, and other applicable laws. The governing body of the JEA shall establish rules, procedures, and standards regarding such bonus program. Additionally, JEA shall include a budget line item and specific detailed plan regarding such bonus program as an exhibit to its annual budget submission to council. JEA shall also provide the council auditor with an annual end of fiscal year written report on or before December 31st of each fiscal year regarding the disbursements related to the bonus program. JEA shall post such written report on JEA's website in a conspicuous manner for the public to view.

GENERAL DESCRIPTION of PROCEDURE:

This document describes the provisions related to the Plan administration, eligibility, policies, and procedures.

- On an annual basis, the Chief Human Resources Officer (CHRO) or their designee shall submit a summary of the proposed fiscal year metrics for the Pay for Performance Program to the CEO requesting the CEO's approval. Upon approval from the CEO, the proposed fiscal year program will be submitted to the JEA Board of Directors for review and approval.
- The cost of the program shall be included in the annual budget process and made available for review by the City Council Auditor. The annual program cost shall not exceed 5% of total payroll in any given year.
- The JEA Board of Directors (as the governing body) shall review and authorize each new fiscal year program no later than September of each fiscal year.
- As per FL Statute 215.425(3)(c), the program shall be communicated to all participants prior to the commencement of the performance period (October 1).
- All participants in the plan shall be eligible for the same percentage of payout based on the achievement of the metrics, not to exceed 5% of base salary. No individual annual award may exceed \$20,000.
- A payout may occur following an audit of fiscal year-end results, and shall be conducted by the JEA Internal Audit Department and made available to the City Council Auditor.

OPP:	Pay for Performance Program	Version:	6
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ASSIGNMENT of RESPONSIBILITY:

The Director of Employee Services is responsible for implementing this Organizational Policy and Procedure and for establishing processes for timely and accurate payout of any payments from the JEA Performance Plan.

DEFINITIONS:

Governing Body – JEA Board of Directors.

Fiscal year and Performance Period – period from October 1 through September 30.

PROCEDURE:**A. Eligibility**

The JEA Pay for Performance Program may be paid on an annual basis if the CEO has determined that JEA has attained or exceeded the performance goals defined in the applicable Fiscal Year Pay for Performance Program and (JEA) is financially able to issue payment for such attainment of goals.

A.1. Eligible Employees

Eligible employee is an employee who may receive a payout from the JEA Pay for Performance Program if the JEA Board of Directors approves such payout and the employee meets the following requirements:

- All full-time or part-time JEA employees. The Managing Director/Chief Executive Officer shall be excluded from this incentive compensation program or plan. Contractors, third party temporaries, interns, and co-ops will NOT be eligible for the JEA Pay for Performance Program.
- An employee who retired during the performance plan year will be eligible for a prorated payout based on the number of pay periods actively employed with JEA.
- An employee hired on or after October 1 of the fiscal/performance plan year who meets the above eligibility criteria will be eligible for a prorated payout based on the number of pay periods actively employed with JEA.
- An employee who experiences a change in paygrade during the fiscal year resulting in a different performance plan payout opportunity will be eligible for a prorated payout based on the number of pay periods actively employed by JEA in each paygrade.
- An employee hired on or after July 1 of the fiscal/performance plan year will not be eligible for the Pay for Performance Program.
- An employee must not be on any disciplinary action or a management support program that was issued during the Plan fiscal year (October 1 through September 30). This does not include letters of counseling.
- An employee must have an acceptable performance evaluation as defined below:

Employee Classification	Performance Evaluation Criteria
• Civil Service	• Meets Standards or higher on most recent evaluation.
• PEA	• At least a 70 on the Evaluation Total Score for the fiscal year.

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<ul style="list-style-type: none"> Appointed 	<ul style="list-style-type: none"> Meets or higher rating to be eligible for the Individual component of the payout and not on a Management Support Program.
<ul style="list-style-type: none"> M&C 	<ul style="list-style-type: none"> Not on any disciplinary action during the fiscal year.

A.2. Handled by Exceptions

An employee on a leave of absence, such as the examples below, will be considered for the Pay for Performance Program by the Director of Employee Services in accordance with applicable rules and regulations.

- Family Medical Leave (FML)
- Leave Without Pay for Illness
- Military Leave
- Extended Leave with Pay
- Parental Leave

Unique individual situations that fall outside the parameters of this procedure will be determined by the Director, Employee Services.

APPROVED BY:	Patricia L. Maillis – Director of Employee Services
ORIGINAL EFFECTIVE DATE:	10/15/2013
REVISED DATE(S):	01/04/2016; 03/20/2017; 12/12/2017; 10/1/2020; 10/1/2021; 7/5/2022
KEYWORD(S):	pay for performance, variable compensation, incentive compensation, compensation
LINKS/ATTACHMENTS:	Compensation Rewards and Recognition Management Directive - JEA Pay for Performance Program