



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

CUSTOMER & WORKFORCE COMMITTEE

WebEx Virtual Meeting

March 31, 2023 | 10:00 am – 12:00 pm

Committee Members: Tom VanOsdol, Chair; Dr. Zachary Faison, Vice Chair; John Baker – All Board Members are Welcome

WELCOME

Meeting Called to Order

Adoption of Agenda

Approval of Minutes – September 16, 2022

Tom VanOsdol, Chair

Values Moment

Mercy Castillo, Manager, Customer Contacts

COMMENTS / PRESENTATIONS

Comments from the Public

Public

FOR COMMITTEE CONSIDERATION

DEEPEN CUSTOMER & COMMUNITY ENGAGEMENT

Fuel Pricing Policy Review

Victor Blackshear, Director, Financial Planning & Rates

FY23 YTD J.D. Power Residential Survey Highlights

Sheila Pressley, Chief Customer Officer

Affordability Measures

Tim Hunt, VP, Customer Experience Insights & Digitization

Electrification

Matt Lundeen, Director, Distributed Resources

JEA Fleet Electrification

Baley Brunell, Director, Facilities & Fleet Services

PLAN FOR THE FUTURE

Talent Planning

Jennifer Connell, Organizational Effectiveness Senior Specialist

Long Term Workforce Planning

David Emanuel, Chief Human Resources Officer

FOSTER AN EXCEPTIONAL WORK CULTURE

Employee Engagement Survey Results

Dr. Jessica Medina, Organizational Effectiveness Senior Specialist

Other New Business / Open Discussion

Announcements – Next Committee Meeting August 25, 2023

Tom VanOsdol, Chair

Adjournment



CUSTOMER & WORKFORCE COMMITTEE

March 31, 2023

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

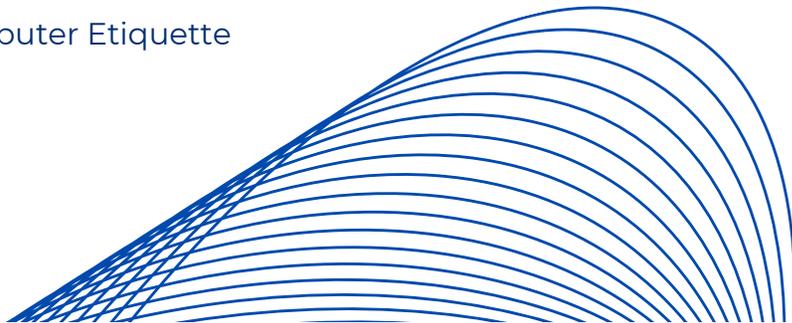
Emergency Evacuation Route: Exit building via Pearl Street main entrance/exit or Monroe Street exit to the left of the American flag

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

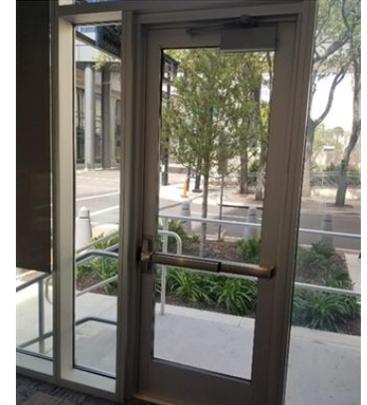
Evacuation or Medical Assist: Notify JEA Security Officer

Hazard & Situational Awareness

Cell Phone & Computer Etiquette



Pearl Street Exit



**Monroe Street Exit
Left of the American Flag**



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

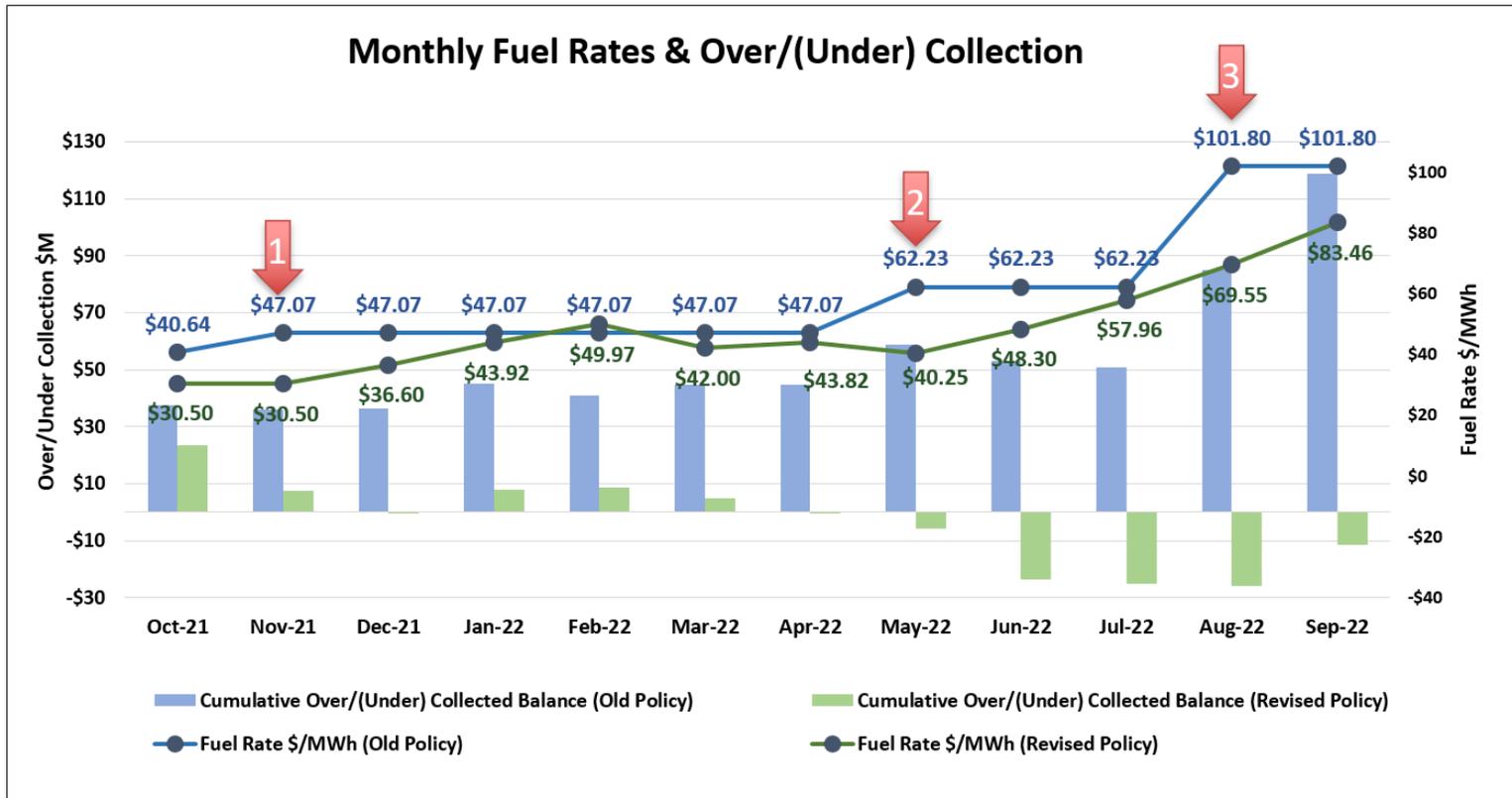
Old versus Revised Pricing Policy

Victor Blackshear, Director, Financial Planning & Rates

Deepen Customer & Community Engagement

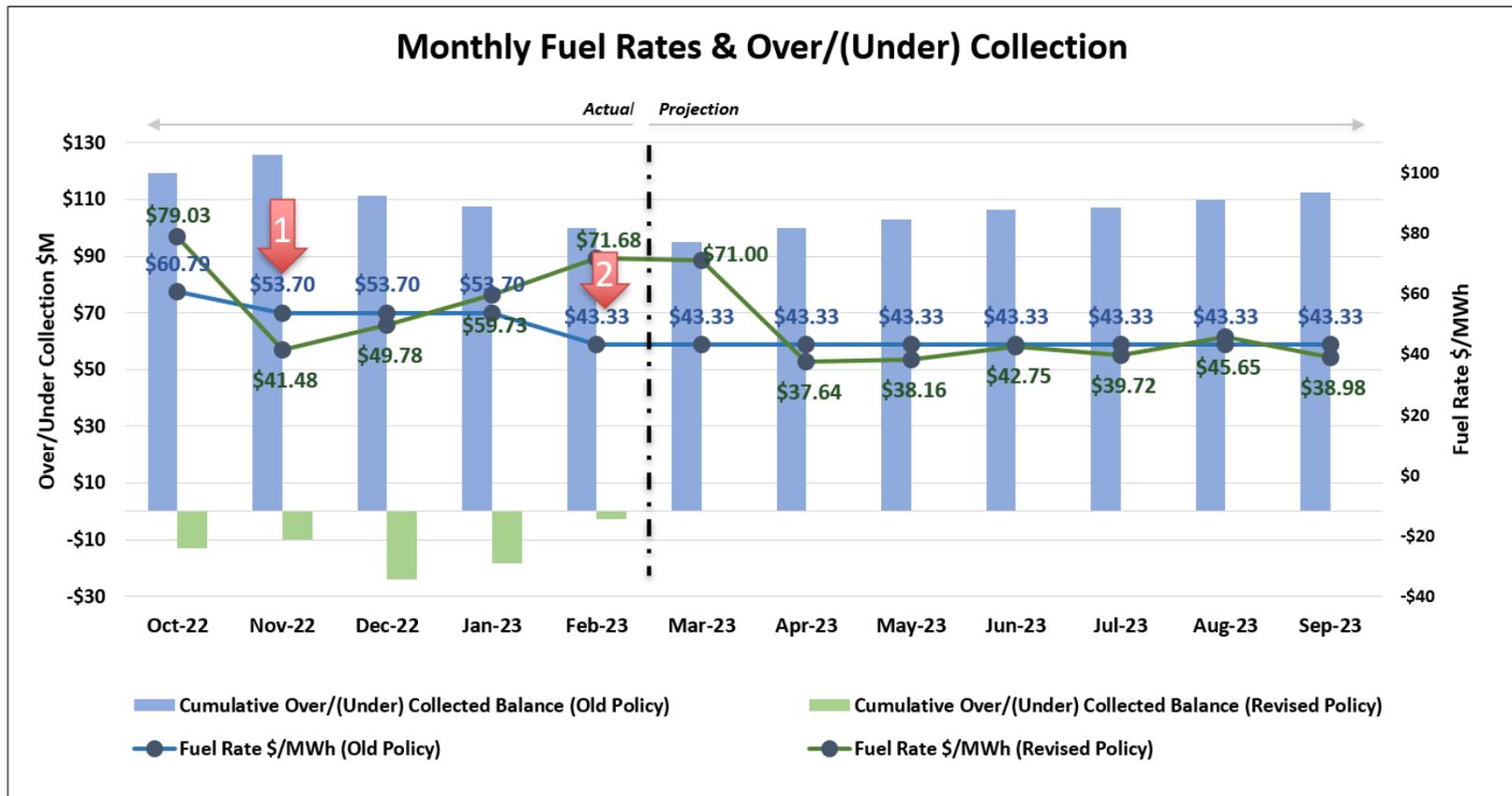
FY2022 FUEL CHARGE: OLD VS. REVISED PRICING POLICY

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





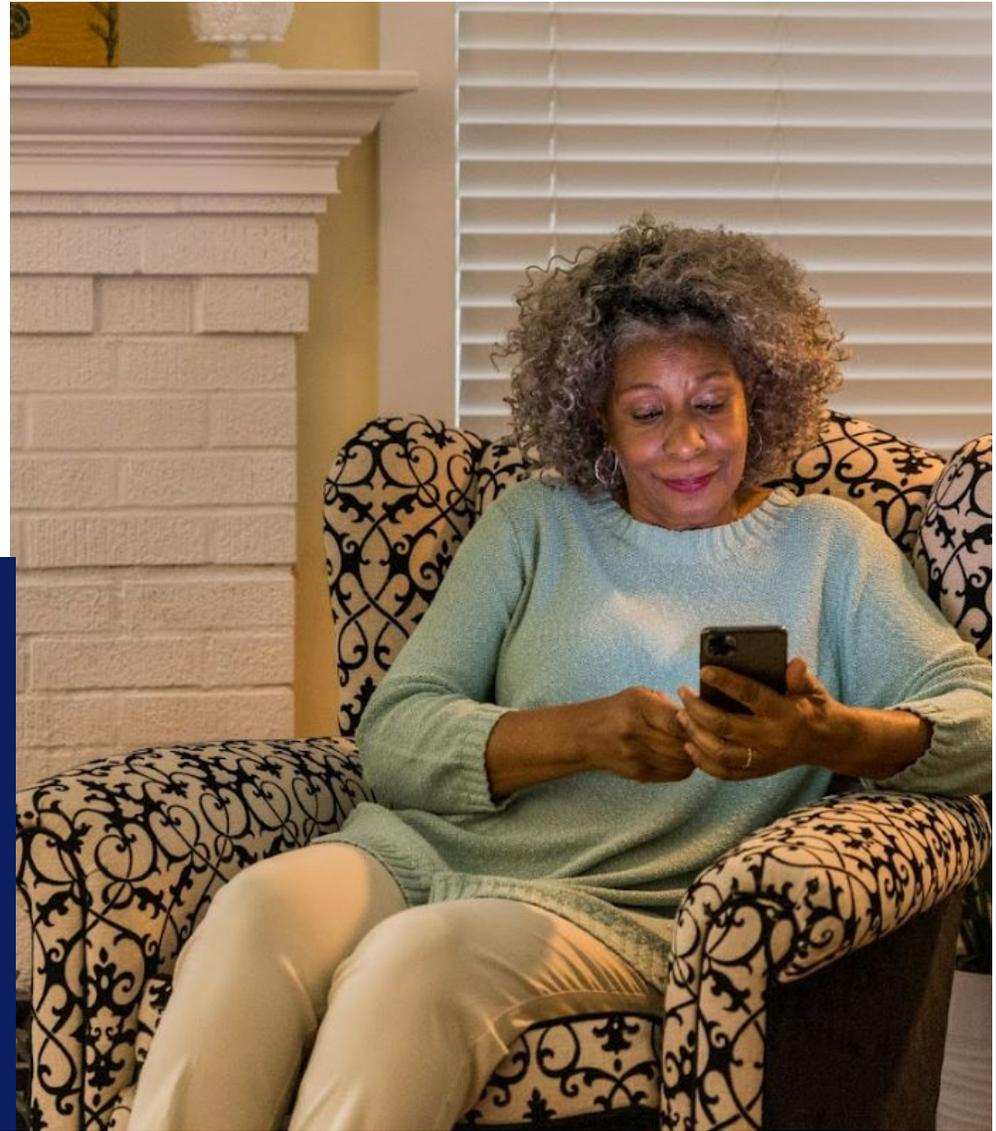
FY23 YTD J.D. Power Residential Survey Highlights

Sheila Pressley, Chief Customer Officer

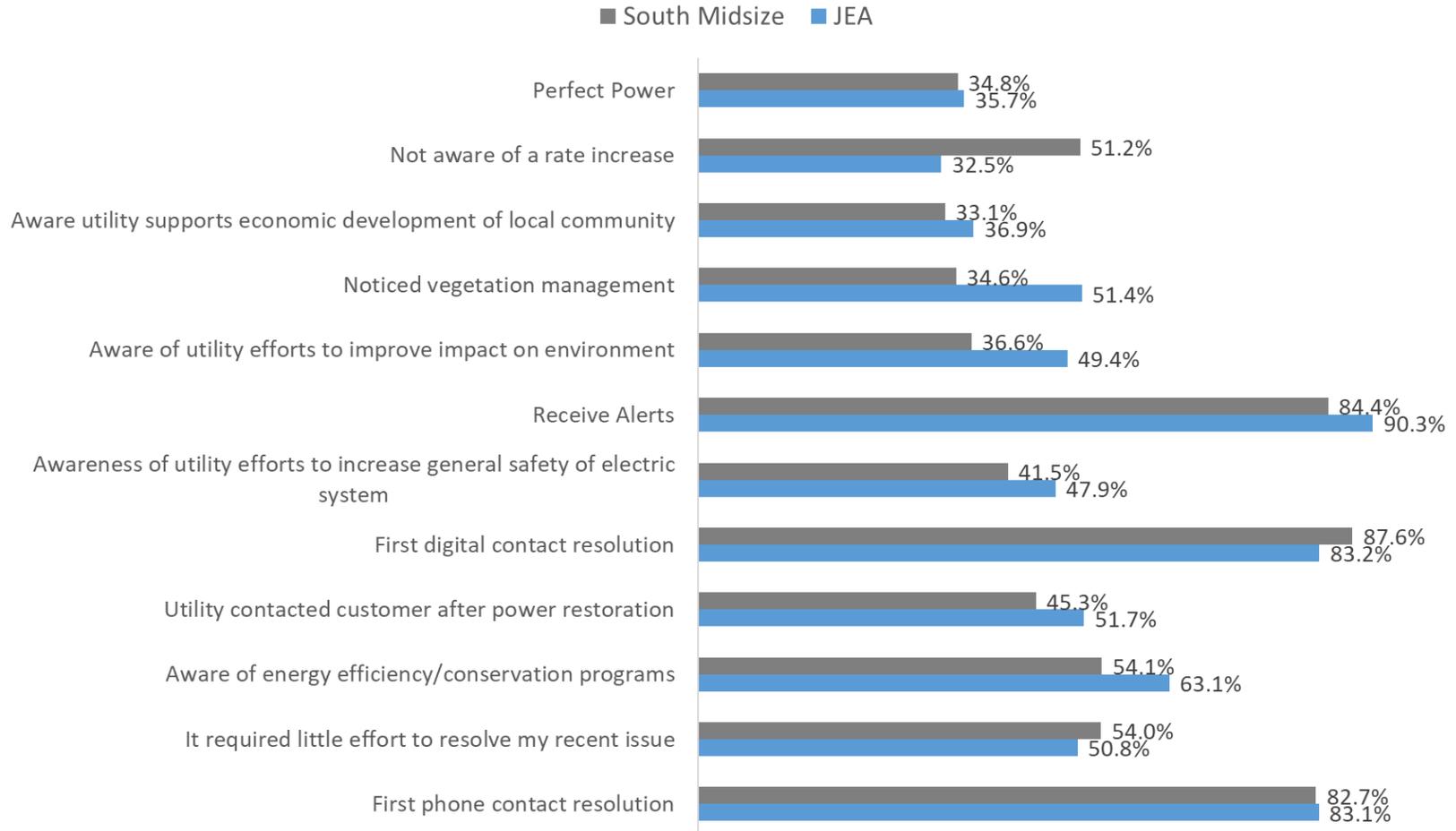
Deepen Customer & Community Engagment

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



Key Performance Indicators - FY 2023 YTD



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

ElderSource
Start here for help

JEA
Building Community

SOME GOOD NEWS ABOUT MEDICARE SAVINGS

ElderSource is eager to educate and assist seniors with online application to programs that may qualify you for potential federal government benefits.

Call ElderSource **today** to schedule an appointment with a Benefit Enrollment Counselor at **904-391-6699**.

Tell them **JEA** sent you!

ES_JEA_5.21

Medicare Savings Program
*SNAP
Prescription Subsidy Program
\$306.26/month

FEEDING
NORTHEAST FLORIDA

JEA
Building Community

SPREAD SOME GOOD NEWS ABOUT FOOD ASSISTANCE

Feeding Northeast Florida and JEA are longtime partners, working together to feed and care for our community. It takes a village. Reach out to a food pantry located near you, for specific hours of operation:

FEEDING NORTHEAST FLORIDA PARTNER AGENCIES

Beaches Emergency Assistance Ministry (904) 241-2326 • 32250	Kingdom of God Outreach Ministries (904) 379-6077 • 32208
Bridge the Gap (904) 314-1035 • 32206	Lutheran Social Services (904) 448-5995 • 32207
Catholic Charities Jacksonville (904) 354-4846 • 32209	Mandarin Presbyterians Daily Bread Ministries (904) 680-9944 • 32223
Community Health Outreach (904) 573-1333 • 32210	Mt. Olive Primitive Baptist Church (904) 355-0015 • 32209
Downtown Ecumenical Services Council (904) 358-7955 • 32202	Salvation Army Northeast Florida Command (904) 356-8641 • 32204
Evangel Temple (904) 693-4430 • 32205	St. Mary's Episcopal Outreach (904) 354-5075 • 32206
First Coast YMCA New American Welcome Center (904) 800-9220 • 32217	UCOM (Urbanserv Inc.) (904) 396-2401 • 32207
In the Word International Ministries (Eastside CDC) (904) 450-3962 • 32206	

Tell them **JEA** sent you!

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Food Pantries: \$141/month

LUTHERAN SOCIAL SERVICES

JEA
Building Community

LUTHERAN SOCIAL SERVICES WANTS TO CONNECT SENIOR ADULTS WITH SAVING MONEY + FINDING JOBS

Could this be you?

- I would like to find part- or full-time employment.
- I am interested in saving money for retirement.
- I have struggled with loss of income, related to COVID-19.
- I would like to know if I qualify for any benefits.

STEPS 2 SUCCESS FOR SENIORS CAN HELP YOU!

- Hurry! Complete and return the enclosed response card.
- Apply today. Space is limited.
- Lutheran Social Services' Steps 2 Success is provided free of charge to senior adults.
- JEA is partnering with Lutheran Social Services to promote and support Steps 2 Success for Seniors.

To ensure your safety, Steps 2 Success coaches are available to assist you virtually – by phone, email, text, videoconference and social media, in addition to meeting with you in-person.

Tell them **JEA** sent you!

LSS_JEA_5.21

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



ELECTRIFICATION

Matt Lundeen, Director, Distributed Resources

Deepen Customer & Community Engagement

Electrification

What it is...Benefits...What does JEA do to support?

We're proud to report JEA has...

reduced greenhouse gas emissions through its electriciation 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



or the removal of

228,372

passenger vehicles from the road for one year



...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





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



*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

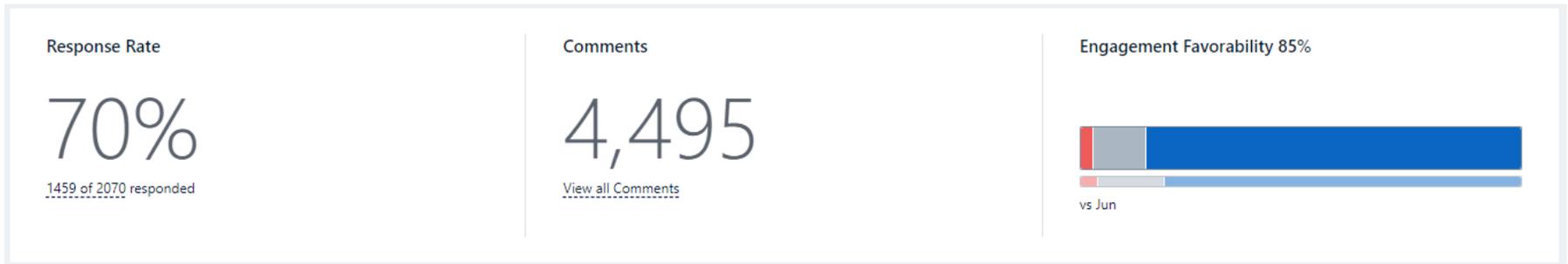
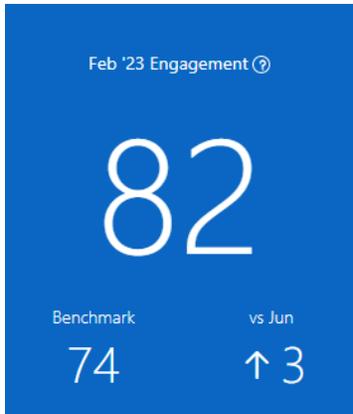
Employee Engagement Survey Results

Dr. Jessica Medina, Organizational Effectiveness Senior Specialist

Foster an Exceptional Work Culture



February '23 Employee Engagement Survey



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



JEA CUSTOMER & WORKFORCE COMMITTEE MINUTES
September 16, 2022

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 VanOsdol declared the meeting adjourned at 10:22am

APPROVED BY:

Tom VanOsdol, Committee Chair

Date: _____

Submitted by:

Allison S Hickok
Allison S. Hickok
Office Support Associate