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**Subject:** ASSISTANCE NEEDED - Off-site Workshop Notes - Competition for Electric Revenue  
**Start:** Wed 7/11/2018 9:00 AM  
**End:** Wed 7/11/2018 9:30 AM  
**Recurrence:** (none)  
**Organizer:** Bartley, La'Trece M. - Executive Assistant

Did Ryan/MD complete this?

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**From:** Charleroy, Melissa M. - Executive Assistant  
**Sent:** Friday, July 06, 2018 2:26 PM  
**To:** Dykes, Melissa H. - President/COO; Steinbrecher, Paul K. - VP & Chief Environmental Svcs Officer; Hiers, Angelia R. - VP & Chief Human Resources Officer; Hobson, Ted E. - VP & Chief Compliance Officer; Wannemacher, Ryan F. - Interim Chief Financial Officer; Hightower, Mike R. - Chief Public & Stakeholder Affairs Officer  
**Cc:** Zahn, Aaron F. - Interim Managing Director/CEO; Bartley, La'Trece M. - Executive Assistant; Mock, Cheryl W. - Executive Assistant; Swain, Dale J. - Executive Assistant; Jones, Madricka L. - Executive Assistant  
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**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

SLT,  
Below are the rough notes typed from your strategy sessions at Ponte Vedra. To prepare for our July 17<sup>th</sup> SLT Staff Meeting, please provide me with additional context so that I can compile a comprehensive set of minutes with in-depth details.  
Feel free to individually contribute or collectively as a team. Please send you edits in a **separate color** of text to assist with compiling with my original notes. **Please complete and submit to me by COB Wednesday, July 11, 2018.** Thank you

Thank you  
Melissa Charleroy

## Competition for Electric Revenue

(Melissa Dykes, Paul Steinbrecher, Angie Hiers, Ted Hobson, Ryan Wannemacher, Mike Hightower)

**Problem:** "Get bigger or die" - Charter restrictions limit business type and service territory.

**Success:** Increased revenue while maintaining competitive rates and service levels; partner with customers on trusted advisor

**Measurement:** Increased operating and FCF rates at or below median, J.D. Power

## Charter Changes – Broader business types and service areas

- Engage in strategic partnerships
- Public records flexibility/modifications
- Cultural changes internally – sales culture

## Solution

- State and local charter and public-private partnership rules to protect customer privacy.
- Gas LDC, Distributed Generation, electrification, monetize customer relationship

## Next Step

- Vet revenue opportunities
- Maintain community support
- Begin to define charter and state changes
- Review TEA and SJRPP for structural opportunity, brainstorm partnership with other industries

## Competition for Workers

Problem: Competing for the same talent by other industries coupled with lack of technically skilled workers results in shortage of workers today, increasing risk in the future.

Success: Enough workers to fill attrition positions with qualified workers results in working more efficiently, doing more with less. Lower cost?

Low turnover rate, employees with vested interest in organization increases employee satisfaction and engagement, time to fill decrease

## Step 2

- Re-think structure of JEA and how it fits into COJ.
- Enhance partnerships with local trade schools and universities – FSCJ technical certifications, for example.
- Funnel back to high schools to get it to be part of their curriculum.

## Change Management

1. Engage in political process to change structures
2. Construct a campaign to educate employees about benefits to them from changing employment structure.

## **Melissa Charleroy**

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