



JEA®



**BRAVE
CAMPAIGN**

BRAVE

Campaign

**Building Responsibility
Around Value and
Earnings**



GOALS

 **REALIZATION:** Establish a sense of urgency

 **EVANGELISM:** Putting a Value & Earnings focus in motion

 **VISUALIZATION:** Creation of a new state

The BRAVE Team will utilize the ADKAR (Awareness, Desire, Knowledge, Accountability, Reinforcement) process to align with the Change Management approach

ACTION ITEM: AZ MESSAGE STATE OF THE UNION

Contributors: Aaron Zahn, Team BRAVE, Brand

Purpose: Introduction to JEA's cultural paradigm shift focused on Value and Earnings.

- Establish the need for BRAVE Campaign

- Grow or Go

- Thrive vs Survive

- Tell Story: Ma Bell, Kodak, etc.

- Kicking off Finance as the vehicle to communicate the new focus on Value & Earnings

Deliverables: Cohesive message for Aaron to set the stage for BRAVE Campaign

ADKAR: Awareness



ACTION ITEM: FINANCE TEAM INTRODUCTIONS



Contributors: Treasury, Rates, Capital, O&M, Accounting, and Brand

Purpose: Define each groups roles and responsibilities
Can use any form of media
Organization must know us to trust us

Deliverables: Individual group content and platform

ADKAR: Awareness

ACTION ITEM: ASK FINANCE

Contributors: Treasury, Rates, Capital, O&M, Accounting, and SME's

Purpose: Establish a bridge of communication via knowledge sharing to facilitate organizational collaboration

Deliverables: Set up Ask Finance mailbox
Spotlight it for 30 days, continue indefinitely
Ask any finance-related questions (JEA, personal)
Questions will be funneled through the department
Allows SME's to share knowledge

ADKAR: Desire & Knowledge

ACTION ITEM: FINANCIAL ABC's

Contributors: Finance, SME's, and Training

Purpose: To Promote Financial Literacy

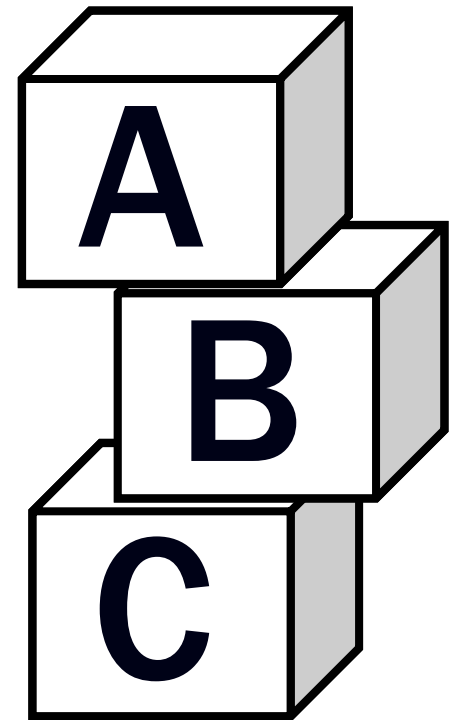
Introduce basic Financial Concepts and vernacular

Emphasize the utility industry financial environment

Create a new management decision-making framework with a Value & Earnings Focus

Deliverables: CBT's, SharePoint comic strip, blog, roadshow

ADKAR: Knowledge



ACTION ITEM: CORE VALUE LITMUS TEST

Contributors: SLTs, BRAVE Team, Brand

Purpose: To create a new decision-making framework

Test will be a tool for staff to determine how each decision/idea aligns with strategic goals (financial value, value to customer, environmental value, community value)

Deliverables: Reference material (banners, tents, badge inserts)

ADKAR: Reinforcement

ACTION ITEM: **BRIGHT IDEA V&E SPOTLIGHT**



Contributors: Black Belt Team, BRAVE Team, Brand

Purpose: Encourage and reinforce open-dialogue of ideas that improve Value and Earnings

All ideas get recognized via tchotchke (Ex: puzzle piece pin for lanyard or puzzle piece sticker for hard hats)
1,000 pride points awarded for implemented ideas

Deliverables: Communication

ADKAR: Desire

ACTION ITEM: CREATION OF FY20 VALUE & EARNINGS CTA

Contributors: SLTs

Purpose: Introduce a Value and Earnings CTA for FY20

Deliverables: Support for Cascade Meeting presentation

ADKAR: Reinforcement

ACTION ITEM: INTERACTIVE FINANCIAL METRICS ON THE GRID

Contributors: Finance, TS, Compliance

Purpose: Provide visual aid to monitor our financial status

Metrics ticker

Success Spotlights

Juli's Dashboard

Deliverables: Interactive financial metrics on the GRID homepage

ADKAR: Knowledge & Reinforcement



ACTION ITEM: **FY20 BUDGET SUCCESS SPOTLIGHT**

Contributors: Finance, TS

Purpose: Highlighting successful utilization of V&E concepts in FY20
budget preparation

- New revenue generation

- Cost savings

- Efficiency savings through process improvement management or function changes

- Strategic Alignment

Deliverables: Documented success stories

ADKAR: Desire & Reinforcement

ACTION ITEM:

JEA FINANCIAL UNIVERSITY



Contributors: Finance Team, Brand, & Training

Purpose: Creation of a New Learning Path

Classes based on position

Examples: Lineman will be required to complete a CBT where they understand their value added, financial literacy, personal finance

Deliverables: CBT's, Roadshows

ADKAR: Knowledge & Reinforcement