

CITIZENS PROPERTY INSURANCE CORPORATION

MINUTES OF THE CONSUMER SERVICES COMMITTEE MEETING Wednesday, February 17, 2021

The Consumer Services Committee of Citizens Property Insurance Corporation (Citizens) convened telephonically on Wednesday, February 17, 2021 1:00 p.m. Eastern.

The following members of the Consumer Services Committee were present telephonically.

Reynolds Henderson, Chair
M. Scott Thomas
Carlos Lopez-Cantera
Tasha Carter
Greg Rokeh
Phil Zelman
Christine Ashburn *staff*
Jeremy Pope *staff*

1. Approval of Prior Meeting's Minutes (February 17, 2021)

CHAIRMAN HENDERSON: Okay, thank you all for coming to the Consumer Services committee. This is my first meeting as the Chair of this committee and I look forward to getting through this. Thank you all for being here and if there is anything afterwards that you think I could improve on, please let me know. I would like to entertain a motion for prior approval meeting Minutes from the last meeting of the committee. If there is anyone that would like to make a motion to approve.

GOVERNOR ZELMAN: Phil Zelman, I will make a motion to approve the Minutes.

GOVERNOR LOPEZ-CANTERA: I will second.

CHAIRMAN HENDERSON: All in favor say aye. (Chorus of ayes.)

CHAIRMAN HENDERSON: The motion carries. Okay, Jeremy Pope.

2. Consumer & Policy Services Overview

MR. POPE: Thank you. Thank you, Chairman Henderson, and good afternoon to you and the fellow committee members. For the record, my name is Jeremy Pope, Vice-President of Customer Experience. As we have several new members which have been added to the committee, in a conversation with Chairman Henderson, Christine and I thought it would be good to provide a brief overview of both Christine and my areas of responsibility, and also functions our teams provide to both our customers and also for internal support.

So, having said that, I will begin my overview today. The materials have been attached to the Consumer and Policy Services Division, and I will start on slide two, and I believe we will be bringing that up as well. There we go. So just as an overview, and again, I am starting on slide two, our team in the Consumer and Policy Services Division is made up of several different frontline operational areas, which for the most part service

our customers directly. The division is considered a centralized contact center hub for customer interactions, manage to cross various channels with the primary purpose of providing accurate and efficient support. I constantly personally remind staff who fulfill these roles across the division that they truly are the heartbeat of the organization and have a primary duty of being an advocate throughout all interactions and touch points for our consumer base.

I will jump into these operational areas a little deeper as we move into slide three. Now, one of the larger areas within the operation would be our call center. We brand that as the Customer Care Center. Our Customer Care Center services calls directly to support agents, policyholders, applicants and also mortgage companies.

In addition to general servicing needs the Customer Care Center also is the intake for our First Notice of Loss (FNOL) activity which triggers the initial claims process for the consumer. The Customer Care Center also directly supports the Florida Market Assistance Program, also known as FMAP, servicing general inquiries to help consumers find coverage in the private market where available. We have standard operating hours that are listed here, and you will also note that consumers can file a claim 24 hours a day, seven days a week if they have the need to do so.

And just for informational purposes, in 2020, the Customer Care Center serviced well over 615,000 calls, with an average wait time of 26 seconds. We have real time metrics that are always being looked at throughout the day ensuring that policyholders are taken care of and to ensure that we have the right staffing at the right time for our policyholders, and even agents. To help support the organization's need for a scalable model and to ensure that we have a great amount of flexibility within the operation, we do outsource a portion of our customer care calls also, which includes the FNOL intake.

I will move now on to slide four, which is our Voice of Customer Program. And some of you on the committee may remember, I went into a more in-depth overview of this program during the last committee. I will keep his high level. But essentially on slide four, let me make sure we get there, I think it froze up, let's see. No, it is there, it is showing and it is freezing up on my end. I apologize. The Voice of Customer Program is essentially a mechanism where we routinely solicit customer feedback, and that feedback helps us obviously find any type of operational issues and also anything that is specific to a policyholder that we can do to ensure that they are receiving the level of service that they should.

In 2020 we conducted over 13,000 surveys and we landed with an overall customer satisfaction score with Citizens of 87.8 percent, and that is up a little over a percent from the prior year. And over the past couple of years, we continue to see an increase with overall satisfaction from our policyholder base.

The two mechanisms in which we are servicing channels I should say that we solicit such feedback are when policyholders contact the Customer Care Center or when they file a claim and we solicit some feedback at the conclusion of their claim as appropriate.

I will move on to slide five now with a review of our Customer Correspondence Team. So, this is essentially our team that handles all written inquiries that come into the organization. Any type of complaint, whether it be executive level, legislative level, claim related, general complaints, they handle those as well, and escalations that require some type of expedited resolution as needed.

In 2020, the team handled over 14,000 service requests and that is directly from the consumer base. Those aren't complaints, but they are general inquiries also come in from a servicing perspective. That team is a very small team, but a very mighty team, and again, they are handling some of our most critical escalations

at times when they come into the organization.

I will move on to slide six now with a quick review of our Policy Services Team. This operational group focuses on tasks, and really it is a back-office function if you will, and they really focus on operational tasks which include various what I would consider low risk endorsements and also data entry requests and tasks. The whole purpose of this group is to try to knock out some of that simplistic work if you will so it doesn't have to go to our underwriting team and they can focus more on the high-risk transactions that come in to support our consumers. In 2020, this team serviced over 272,000 tasks. That again provided support in some way, shape or form to our consumer on the front end.

I will move on to slide seven, which is just a high-level recap of our Citizens Insurance Services (CIS). This is our internal agency. We do have an agent of record that these policyholders are assigned to, and the way that these policies come into Citizens, for the most part it has to do with agent terminations. If we have any licensing issue for the agent and they're not able to find a home for that policy, if you will, CIS is considered a temporary holding spot, if you will, for us to ensure that throughout such a transition in the event that there is an agent that is terminated or suspended, that policyholder still receives the same level of service that they should.

There is no interruption of their service whatsoever. So, at times, you know, we will get that policy, we will serve it directly until that policy goes through either our depopulation process or upon renewal goes through the clearinghouse process to validate eligibility. A lot of times those policies go back out into the private market, if you will. That is a very small team as well, but I just wanted to make this committee aware that we do have that function within the Consumer and Policies Services Group as well.

I will move on to slide eight, and it is our Workforce Management Group, and this is really again another back-office function, and this group supports many, many various operational groups across the enterprise. They really help us ensure that we are creating accurate forecasts, we have appropriate staffing models to service our policyholders, both today and also in the future. We have both tactical and strategic models that help ensure that we have essentially the right staff at the right place, at the right time throughout the operation as needed.

We have seasonality with our work at times and obviously any type of event, whether it be a catastrophe event, anytime we have letter campaigns or anything like that, we work really hard to make sure that the policyholders service is consistent. And again, we have the appropriate level of staff. This team does a lot of modeling for us in the back end and helps the various business units as appropriate be as efficient as possible within our operations as well.

And then slide nine, the last, not really area, but it's more of a function that we serve and are responsible within the Consumer and Policy Services Group, and this really has to do with our catastrophe deployment consumer response. And several of you have that been on committee for a while have seen updates with both of these functions, but our Catastrophe Response Center, our CRCs, this is essentially our mobile units when we go out into the field.

We put boots on the grounds after a catastrophe and we really, we set up shop, if you will, a mobile office to ensure that policyholders can show up, they can file a claim. They can potentially receive an additional living expense check on-site. They can ask questions and sit down with an adjuster if needed about an existing claim. So that is when we go out into the community following an event as needed. I will provide a more update usually around the June committee meetings we brief the committee on all of the efforts that have gone underway for a storm season, and I will be providing a more in-depth update at that time as far as all

the activities, because right now we are currently training staff to be able to support this function and also ensuring that we have everything buttoned up should and if we need to respond this year due to an event during storm season.

Another function within this realm, if you will, I mentioned the First Notice of Loss. This is a call center activity, but from a cat perspective when that occurs there is some massive ramp up, and we have partners that we are outsourced with that I mentioned previously as well, but at times we deploy teams across different sites throughout the country, because sometimes we have several hundred customer service representatives that we are having to ensure they are hired through our partners, and then more importantly, make sure that the quality of the staff and the training is adequate so they can be there to service our policyholders at the FNOL intake, and also be there for claim status calls as they come in as well. So that is a pretty massive effort and a lot of planning and stress tests that go on ahead of storm season just to ensure that we are prepared. And again, that will be included as part of my update in the next committee meeting as well just so the committee is aware of everything that we are doing to prepare this year for storm season.

That is my last slide. Just to make this committee aware, for 2021, the Consumer and Policy Services Group is partnering with several areas across the organization on consumer focus initiatives. We have several initiatives in the pipeline this year, but we are right now nailing down the dates for implementation. So, as we nail those down, I will be bringing forward updates to this committee, but a lot of them around self-service initiatives to offer additional consumer choice on servicing mechanisms and platforms, and also help us with our scalability from a staffing perspective and to help reduce some of our operational costs where we can. So again, as we nail down some of those dates, we are in the process of doing that now, and once we firm those up, I will provide some more in-depth updates to this committee on some of those initiatives and what we are working on. Again, most of them are tied to self-service right now.

Chairman Henderson, that concludes my update at this point. I will be happy to answer any questions, and if there are none, I will turn it over to Christine.

CHAIRMAN HENDERSON: Excellent. Thank you, Jeremy. Does anybody have any questions for Jeremy? Okay, if there are no questions, I guess let's move on to Christine. Thank you, Jeremy.

MR. POPE: Thank you.

3. Communications & External Affairs Overview

MS. ASHBURN: Good afternoon members of the committee. It is good to be with you even if we are still virtual, it is nice see your faces. Jennifer, if we could pull up the presentation, please. Thank you. So just to Jeremy's point we thought it would be a great idea with a new committee to walk through both Jeremy's and my area of operations. So, Communications, Legislative and External Affairs is my area of operations. Most specifically we call ourselves CLEA since it is a very long, long title.

If we can go to slide two. The major areas of responsibility are Media Relations, Social Media, Public Outreach and Education, the Internal and External Website, all of our Corporate Communications, Catastrophe Communications, Technical Communications which mostly are focused on our agency and agent partners and Legislative and Cabinet Affairs.

Next slide, please. So briefly Media Relations, Michael Peltier is our Media Relations Manager. For those of you who are new to the Board, you have not had the opportunity to meet him, but will hopefully at our live

meetings in the future. He is a veteran of the journalist world and the Capitol Press Corp. We hired him a while back. He is probably one of the best hires I think we have made. He understands the media in Florida and the dynamics of the politics of who we are and knows his way around the Capitol and the Capitol Press Corp. Most of it obviously we work, you know, on timely and accurate coverage of issues affecting Citizens, you know, promoting positive initiatives. If we have major policy changes, for example when we rolled out my Manage Repair Program, obviously keeping the press informed about what we are doing when we have rate increases, different consumer related items, or if there are major legislative changes that change our operations, obviously making sure we tell our own story with the media and explain what important information for consumers is. This is one avenue we use regularly to communicate.

Next slide. Social Media, new world that we live in, newer world. Our growing and expanded use of social media we started initially very gently as a governed entity really looking, focusing on initially our catastrophe response. That is the first year we rolled into social media, we really focused in those areas. We have published content via various channels. We use LinkedIn, now we partner with HR, try to do storm monitoring education, promote human interest stories about our employees and to promote events at Citizens, and again, also another education tool for changes, you know, huge obviously during storm season, but major initiatives. We also partner with industry groups, trusted sources to provide additional exposure for programs in efforts and emerging issues including Florida Public Radio Emergency Network, FAIA, LAAIA and various agent associations, conventions and events, cross promoting education information, really focused on education more than anything else in our social media realm.

Next slide, please. Public Outreach and Education. This is a critical function. We develop education informational materials to educate the public about property insurance, different programs, different coverage types. We do maintain the informational brochure library in both English and Spanish on our external website for download. We encourage agents, agencies, and other interested parties to request printed materials directly from Citizens. Last year alone we had 230,000 brochures distributed. The main topics last year were Manage Repair Program, both in the English and Spanish version, the Hurricane Preparedness Checklist Brochure and Hurricane Coverage: What You Need to Know.

So those are kind of the areas of interest that our agents, most of these are requested by agents, but we do have other entities that have requested information from us and we are happy to pull those together and send those out to anyone who request the information.

Next slide, please. The External Website is our gateway to our customers and our agents and our adjusters and take-out carriers and the public and we have lobbyist registration. It is a critical piece of how we communicate. It helps, it helps users find information easily. Educational contact about content, excuse me, about our products and programs. Hurricane preparedness and other publicly available information first so we have transparency, and obviously, making sure that we are transparent in everything that we do. We are responsible for the design, development, content administration, maintenance, and enhancements to the external website.

Next slide, please. Internal Website which is our employee focused website. It helps us enhance employee communication and collaboration with the online community, and I can't tell you how critical having this in place with COVID has been to keep our employees informed. We partner with in Human Resources on all kinds of information. Some fun stuff, pet photo contests. We have polls, but also it is a critical way for us to communicate with our employees on a regular basis becoming more critical as we moved to a virtual environment in March of last year. Again, we are responsible for design, development, maintenance and enhancements of the internal website.

Next slide, please. Corporate Communications. This team provides the company wide comprehensive strategic communications support for all the divisions at Citizens, including day-to-day and long-term campaign writing and editing of communications for all divisions. We have in-house graphic designers that provide corporate image and branding, our work in design for internal and external website brochures, representations, campaigns, and most recently larger usage of videography for communication needs, especially again with our virtual environment with our employees. We also do the internal website content creation and planning for the internal website. Original news, feature stories and Leaders Corner is a regular feature we have that changes out about every week and-a-half where we feature our leaders on different subjects, whether it's seasonal or about hurricanes or about how to be a great leader. Just really great, great contents from our leaders, both at the Senior Leadership Team and Executive Leadership level, and then of course the carousel banners and FAQs for employees.

Next slide, please. One of the areas that the CLEA team actually manages for Citizens is our Catastrophe Communications. Obviously provide stronger crisis communication, building closures, cat ops. It is intended for our employees, agents, policyholders and of course other stakeholders. The Cat Communication Team consist of members from across my division who are available 24 hours, seven days a week during hurricane season to suspend policy bindings, send notifications to perform other communications, duties when a tropical storm or hurricane is threatening to strike Florida. It is a critical function that goes unnoticed sometimes and it can be tiring when there is a storm in the box when you are watching every alert throughout the weekends and the evenings, and in the middle of the night even sometimes.

Next slide, please. Technical Education and Communications. This team is responsible for communicating to internal and external stakeholders, including agents, internal staff, policyholders and the public. Most of their communications are insurance related letters and e-mails to those customers, and they also manage the knowledge base which houses our FAQs online.

Next slide, please. Legislative and Cabinet Affairs, obviously the traditional role of that is obviously advocating for and educating our Legislators and Cabinet members here in Tallahassee. We do lead all our communications with them, and even in state and local levels of course. We work with our relationships with staff and support Citizens' mission and direction before them. A huge role is really education data. We work a ton on those type of things. A resource for our House and Senate staff. We are also responsible for working on the legislative priorities, helping with Bills and Amendments for corporate initiatives, analysis of Bills, et cetera, et cetera.

All of those, the traditional things that you would think of in this shop. One of the things we do I think a really great job with and Candace Bunker has really taken the lead on this for us over the last decade, is outside of the legislative session we conduct a huge outreach plan which includes hot topic webinars and office hours in member districts where we will advertise that we are going to be there, we come in and customers can get one-on-one policyholder service, whether it is about a claim or a depopulation or whatever the issue, and we partner with the Customer Care Team now in Jeremy's shop to make sure we have as much information. We are actually able to sit down with those customers, understand what is going on with their policy and provide them face-to-face service. Obviously with COVID we were not able to be in district offices, but I am hopeful that as we come out of this pandemic, we will be able to offer those in person touches again. There is really nothing to replace sitting across the table from a customer who is confused about a depopulation or frustrated about a claim and offering that one-on-one service. That is something we do on a regular basis outside of the legislative session. And I believe, unless there are any questions, Mr. Chairman, that concludes my update.

CHAIRMAN HENDERSON: Excellent, thank you so much Christine. Any other questions? Okay, well, thank you both, great presentations.

MR. POPE: Chairman Henderson, something I would just add. I know today's content was more informative, but Christine and I have had some recent discussions on refreshing the Charter that we have for this committee and then providing it obviously to you and the committee members, one, for feedback, to ensure that we are focused on the right topics this committee would like to see. Then also obviously just from an informational purpose so everybody is aware of the various scopes that we are focused on I should say. I just wanted to kind of bring that piece up. We plan to do and bring that forward during the next committee meeting as well.

CHAIRMAN HENDERSON: I think that is a great idea. Was this committee originally just the Consumer Services and it combined into now, is it a new brand name now? Is it called the Consumer and Policy Services Committee, or is that just –

MS. ASHBURN: Jeremy's shop is the Consumer and Policy Services Division. This is still the Consumer Services Committee. Most of Jeremy's focus while in policy, obviously is consumer related and then we do a lot of consumer outreach in my division as well.

CHAIRMAN HENDERSON: Okay. All right, well, thank you both. And moving on to new business. Is there anyone that wants to bring any new business to this committee?

GOVERNOR LOPEZ-CANTERA: Chairman, I have a question for you that relates to the committee but falls probably more under your responsibilities on the full Board. And this is the only opportunity I can talk to you before the Board meeting obviously because of Sunshine law. Do you know what the latest is on the general counsel search?

CHAIRMAN HENDERSON: I have not gotten a report lately. Barry is on the phone. Barry could probably give us some update on that. We did have a great call with like an initial call with the executive search firm, and it was just basically an initial call to kind of let them know what, you know, what the job description is, kind of get a feel for it. Get Lynn on the phone to explain Sunshine laws and, you know, the whole process, lay out the process. But Barry may have some updated information that I don't have.

MR. GILWAY: For the record, Barry Gilway. Thank you, Chairman Henderson. I don't have any specific data in terms of the numbers of, you know, submissions that we have yet. To your point exactly, I think you and I had excellent conversations with the search firm, you know, really laying out the requirements of the job and the capabilities that we are looking for. But as yet I do not have an update, Governor Lopez-Cantera, regarding the number of submissions that we have, you know, for the position so far. We have posted the position and we have the search actively underway, but we are not getting any regular updates in terms of the number of candidates that we are receiving.

GOVERNOR LOPEZ-CANTERA: If you don't mind me asking, what is the deadline for submission for the application?

MR. GILWAY: Currently there is no deadline for the submission of applications. It is an open search. So, you know, we really are open to submissions until we, we find an appropriate candidate that fits the criteria that, Governor Henderson and me establish, for the search firm. I can provide you, Governor Lopez-Cantera, I can get an update, a further update if you would like and we can communicate that at the Board meeting on March 2nd to give you a full update.

CHAIRMAN HENDERSON: Barry, I think that would be a good idea, yes. I think everybody, I think there is going to be every one of the Governors are probably going to be asking the same, having the same concerns. I think we definitely need an update before the March meeting. Barry, if you feel like we need to get back on the, Zoom with the search firm, by all means we can set that up, also.

MR. GILWAY: I will make sure we get an update and get status and then I can get back to you, Governor Henderson, and then we will determine where we need an update or whether just an update at the Board meeting would be appropriate. I will get you advice on that.

GOVERNOR LOPEZ-CANTERA: Barry, does the Board need to approve the general counsel position?

MR. GILWAY: Yes.

GOVERNOR LOPEZ-CANTERA: I believe or does?

MR. GILWAY: Yes, sir, it does. The general counsel serves at the pleasure of the Board. The Board would, and the process that, that Governor Henderson and I worked out, you know, really includes the opportunity for interviews once a number of qualified candidates have been identified.

GOVERNOR LOPEZ-CANTERA: Well, just something to think about, Chairman Henderson, from a Board perspective, at least from this Board member, having somebody in the position or at least being considered for the position by hurricane season would probably be a good thing. And since the Chair of the Board Beruff has requested that the June Board meeting be pushed to July, the second quarter Board meeting we will already be in hurricane season. So to whatever extent we can really do some work on this in the March meeting or maybe a special meeting in the interim between the first and second meeting to get this in place, get somebody in this position so that we are not operating in an intern status, and if the person is coming from another state or another agency, they would have the opportunity to have a little bit of learning curve time before hurricane season starts, and then before we would get into the real meat and potatoes of the hurricane season which usually happens in Florida late during the summer and into the pre-fall.

MR. GILWAY: Yes, Governor Lopez-Cantera, let me suggest I can get an update and then we can get something out to Board members, prior to the March 3rd, Board meeting to get you completely updated in terms of the status.

CHAIRMAN HENDERSON: Barry, it may be good to have a meeting of the Ad Hoc Committee which Governor Holton actually Chairs. I am just the liaison between that committee and the Board in this process. I think that would probably be a good idea. I totally agree with you, Governor Lopez-Cantera, we need to get on this and we need to get it sooner than later. The thing we don't want to happen is to hire the wrong person and be a disaster, especially during hurricane season. At least the interim, our interim counsel is experienced within the organization. So that is a good thing. We are lucky to have that. However, we are trying to get on this. I have not seen the first application, and so it is, I think it is a good time to get an update. I look forward to it.

MR. GILWAY: To your point, Governor Henderson, the interim counsel that we have is Belinda Miller, 17 years' worth of time within the Office of Insurance Regulation and an extremely qualified individual. We are very, very fortunate to have her in place with her background and capabilities.

CHAIRMAN HENDERSON: Okay. Is Violet on? Violet, are you on the call right now?

MS. BLOOM: Yes, Governor Henderson. I don't believe my video is on, but my line was open.

CHAIRMAN HENDERSON: I see your picture, so yes.

MS. BLOOM: Oh, you do see my picture? We are planning to provide an update at the March Board. We are getting an update from our executive search firm. They have spoken to over 300 candidates and they feel like that the week after the Board meeting, they will be able to meet with the smaller groups to go through a list of potential candidates and proceed to the next step. But I will have a more comprehensive for the March Board meeting. But we are moving forward. The intent is assuming we identify the person, present the finalist at what was the June Board, but to Governor Lopez-Cantera's point, that was actually moved to July. Perhaps if the candidate is identified we can do a special Board meeting to get approval.

But these are well underway and I will give a more -- Governor Holton will give a more comprehensive report at the March Board meeting.

CHAIRMAN HENDERSON: Excellent, thank you, Violet. All right, any other comments, questions? Any other questions related to this committee? No, if there are no other comments, questions, then I would entertain a motion to adjourn.

GOVERNOR ZELMAN: So moved.

CHAIRMAN HENDERSON: All right. If I don't hear anything else, then we are adjourned and thank you all for being here and I look forward to the next committee meeting and I thank you all for attending.

GOVERNOR ZELMAN: Thank you.

GOVERNOR LOPEZ-CANTERA: Thank you.

(Whereupon the meeting was adjourned.)