

## CITIZENS PROPERTY INSURANCE CORPORATION

### MINUTES OF THE CONSUMER SERVICES COMMITTEE MEETING Wednesday, June 26, 2024

The Consumer Services Committee of Citizens Property Insurance Corporation (Citizens) convened telephonically on Wednesday, June 26, 2024.

**The following members of the Consumer Services Committee were present telephonically:**

Erin Knight, Chair  
LeAnna Cumber  
Charlie Lydecker  
Jamie Shelton  
Greg Rokeh  
Tasha Carter  
Christine Ashburn *staff*  
Jeremy Pope *staff*

**The following Citizens staff were present telephonically:**

Tim Cerio  
Jay Adams

#### 1. Approval of Prior Meeting's Minutes (March 27, 2024)

**Chair Erin Knight:** Thank you. Welcome everyone and thank you for attending. I'd like to call the June 26th, 2024, Consumer Services meeting to order, with our first item of business being approval of the May 24th, 2023, minutes.

**Chair Erin Knight:** Assuming everyone has had a chance to review the meetings, sorry, the minutes, I'd like to entertain a motion to adopt the minutes.

**Governor Jamie Shelton:** So, moved.

**Governor LeAnna Cumber:** Second.

**Chair Erin Knight:** Thank you, Governor Shelton and Governor Cumber for the second all those in favor. Aye.

**Chair Erin Knight:** aye.

**Greg Rokeh:** Aye.

**Chair Erin Knight:** Thank you. Hearing none opposed, we will move the meeting minutes to record.

**Chair Erin Knight:** I'd like to call on Jeremy Pope, Chief Administrative Officer with an overview of the department.

**Chair Erin Knight:** Consumer and Policy Services.

## **2. Overview of Department, Consumer & Policy Services**

**Jeremy Pope:** Alright. Thank you, Chair Knight, and good morning to you and the committee members. And for the record, Jeremy Pope, Chief Administrative Officer. Today's agenda does not include any action or consent items for the committee's consideration, it's more of a report out. As we have had several new members join the committee since our last meeting, Christine and I thought it would be best to provide an overview of the departments within our areas. We're dedicated to providing service and communicating directly with our policyholders.

Following our departmental overviews, Jay Adams, our Chief Insurance Officer, will lead a discussion around this year's catastrophe preparedness efforts and Christine and I will chime in with how our areas are supporting such critical efforts. Then today our closing ceremonies will include some brief discussion around our annual Charter review. To get things started, I'll begin my update, which is located within Section 2 of today's meeting materials.

On slide 2, which is on our screen, this is just an overview of the various departments and support areas that are within the Consumer and Policies Services group\***304**. On slide 3, I'll jump into one of our most probably highest traffic service areas, which is our Customer Care Center. That's our call center as an organization. This call center handles all of our inbound calls from policy holders directly, also from agents and 3rd parties for various types of service, if you will. That also includes our First Notice of Loss call center, which is there to assist consumers if they need to file a claim at any time, 24 hours a day 7 days a week, and if they have any questions on their existing claim that they filed. Our call center core hours are Monday through Friday, just for awareness purposes to the committee, and it's from 8 to 5:30. But again, if any consumer ever needs to file a claim we are open 24 hours a day.

As you can imagine, both for steady state business cause, we expand and contract our policy count. In addition to when a storm hits leveraging 3rd parties, we outsource our business process outsourcing partners, we outsource a portion of the call center work. So, as we expand our contract, or if we need a surge amount of work to help us respond to a CAT, we're able to receive that support and kind of flip that switch on and off as appropriate. We have a dedicated toll-free number for consumers to call. They have one number to call us. Then we also have a dedicated phone number for our agent population. We also, within this area, staff the Florida Market Assistance Plan, which is a separate phone number. And that is there to assist consumers should they need help trying to find an agent throughout the State to acquire insurance.

The next slide, please. I'll talk briefly. We have a Voice of Customer Program, and we are continuously seeking feedback from our consumers on a routine basis. So again, I mentioned the high traffic servicing channel, our call center. That is one area that we build in some a formal mechanism to retrieve consumer feedback routinely. Also, throughout the claims experience. So, any customer that files a claim, or if they call into our call center, we do offer a survey. Next slide, please.

That survey focuses on their, obviously the overall satisfaction they are with the Citizens representative. We also collect their overall satisfaction as Citizens as a whole, in addition to their overall satisfaction with their agent. Part of that process helps us from a continuous improvement perspective. Whether it be the agent workforce, whether it be an internal opportunity that we have, we find areas of opportunity for us to better educate our consumers on a routine basis. The biggest thing with this program is we have triggers throughout our survey process. If there's ever a situation where we have a bad customer situation that we feel like we can jump in and we can turn it around, we do that. A lot of times we'll see if it's appropriate. You know, consumer may file or complete a survey with us and then within 2 days we're contacting them, and we're reaching out. Sometimes it's to educate the agent. Sometimes it's to educate a consumer. Or, if we drop the ball on something as an organization, we're able to try to turn that around as quickly as possible. The goal of this program is obviously continuous improvement as an organization but also ensuring that consumers have a consistent and accurate experience anytime they're contacting Citizens.

Next slide, please. We have a policy services group and think of this as a back-office group. They're there to do a lot of the data entry functions, and really to prep some of the work coming into the organization to help underwriting, to help expedite things that go through underwriting, as quickly as possible. So, we have a dedicated group there. A lot of them are cross trained also in the call center. As we have peaks and valleys with our staffing, or some seasonality with volumes so typically like toward the end of the year, for example, at some of our lowest operational work we will move staff around and cross utilize staff to be as efficient as possible across the organization. Next slide.

We also, just for awareness purposes, have our own internal insurance agency. It's branded as Citizens Insurance Services. This is really a holding pattern. There are times where an agent could be terminated or suspended, and it requires us to move their book away from that agent to Citizens until we can find that a new home for those policies. The whole purpose of that is in the event that an agent does lose their appointment with Citizens for various reasons, that consumer has a continuity with service there. A lot of times, when these policies are moved back into CIS, I should say Citizens Insurance Services, they haven't been receiving good service from their assigned agent which in part could lead to a termination of an agent. So, this is really a safeguard to ensure that consumers out there are receiving continuous support and if we do have any type of issues with any of the agent workforce or anything like that, that we take care of the consumer throughout that process. And then obviously try to find a new home for that policy back into the private market as appropriate. We only have about 3,500 policies right now give or take and it's constantly moving, depending on the activity that occurs in that space. Next slide.

We also have a customer correspondence team. We refer to that team as the CCT Group. By statute we define, I'll say a complaint if you will, as any type of dissatisfaction expressed in writing by a consumer. So, by statute, we're required to track and appropriately centralize these efforts to make sure that we have a good handle as an organization. And again, ultimately, it's to provide a consistent and accurate customer experience as a company. We see complaints and service inquiries that come in all through different parts of the organization, and we centralize it with this group. There are times where even a board member, an executive member, may receive some type of inquiry or complaint from a consumer. Feel free to, just as a

reminder to this committee, just send it to myself. What we do is we. we route them to this group where they track and open up a case for everything that comes into the organization.

That helps us with a number of things. One, it ensures that we're responding to the consumer in an efficient and effective manner, it also helps us make sure that we don't have duplication of effort going on across the organization with folks that are working on the same situation for a consumer. So that really helps us be as efficient as possible. It also gives us some historical tracking, if you will. when it comes to these types of issues. If we ever need to go back. Next slide.

Another area is our workforce management. In a little bit we'll show you, I mean, we're servicing sometimes close to 1.4 million calls into the organizations. Hundreds of thousands of service requests come into the organization. We have a group that really helps us with our staffing models and also ensures that we have staff placed in the right areas of the organization at the right time. Some of these areas require, if you think of it like a contact center, we've got break scheduled lunches scheduled and all those different things. If you ever come to our office it looks like command center, if you will. We're getting reports. It's all real time, 15 min increments to make sure that if we ever have an outage with a phone line, if we ever have a staffing challenge even with the vendor, we're taking care of it as quickly as possible. And ensure that consumer doesn't receive any type of impact or anything like that, they're receiving the service that they're they should be. By statute, as an organization, we are required to provide the same level of service to consumers that they would receive out in the private market. While we don't want them necessarily to be with Citizens forever, we want to find a home for our policyholders back into the private market, we do want to ensure when they are with us, they're being providing an appropriate level of service in all aspects of our organization. Next slide, please.

And just a continuation. This group does a lot of forecasting and scheduling for us. It's not just for the contact center, but they also support the Plans group, the underwriting group, a lot of the back-office groups to ensure that we have the right amount of staff at the right time. As you can imagine when policy count goes down, our dependency on staff and outsourcing partners is not as great. What we really have focused on over the years is having a steady state of employees across the organization. So, when we do go up and down with our policy count, we're not having to get rid of staff internally. We're able to basically expand and contract the staffing needs with our vendors and put that stress on our vendors. So that has worked really nicely over the years and has helped us with our fluctuations and policy counts and also, when we need that surge work to respond to a CAT, helps us get the support that we need when we need it. But also, be able to turn that switch off so we can be as efficient as possible. Next slide.

We have an operational planning and support group that really focuses on, you know, centralizing a lot, a lot of the consumer centric projects across the organization. They also focus a lot on the technologies that we invest in, ensuring that we're maximizing those tools that we're essentially paying for. And we're meeting consumers, their needs and expectations. They deal a lot with the user interface, making sure that the things that are in front of the customer, like our self-service portal, or when they call in the automated system, making sure it's customer centric and making continuous improvements to those channels as appropriate. Next slide.

We have a customer experience strategy as an organization to help bring greater visibility surrounding our focus around customer experience. As our board members are aware, we rolled out a refreshed strategic plan earlier this year. One of the strategic imperatives that we've

called out is customer experience. And that's essentially one of our organizational objectives, if you will. And really, what we've been driving more and more is transparency around the customer experience, using customer feedback to help us with decision making whether it be technology or processes that we continuously roll out to our consumers, and talking with customers. And I'll talk a little bit about our policy holder focus groups in just a moment. Next slide.

First Notice of Loss. I'm not gonna spend too much time on this, because in the CAT preparedness update that we have a little later I'll get into a little bit more detail. But, as you can imagine, you know, we have 16 vendors that are on contract to help us with first notice of loss. And that's really important once a storm hits. There are times when we need hundreds and hundreds of resources to help us. Customer Service Representatives that are available 24, 7, when a big event strikes. and has happened in the past. It's a huge amount of activity that occurs, and obviously throughout the year to ensure that we have the right vendors on contract and the vendors are ready. So, I'll talk a little bit about how we stress test some of those vendors throughout the year to make sure that when a when a storm strikes that we're able to be there for our consumers. Next slide.

And again, I'm not going to get too deep into this, our Catastrophe Response Centers. But again, this is where we are, because I'm going to talk more about this in the upcoming update. But the Consumer and Policy Services group works a lot throughout the year on process and equipment and things like that, making sure if the disaster strikes, we have to set up some of our mobile offices throughout the State. This is where consumers can show up following a large event, if you will. They can show up to file a claim. They can show up If we need to provide an additional living expense check. They can show up if they've already filed a claim and we can answer questions for them. This is a huge part of our CAT response that we'll talk about a little bit more, later in the presentation. Next slide.

Alright so, this is just some of the output. We talked about the different areas within the consumer and policy services group that our customers face, if you will interact with our consumers quite a bit. But this gives you just a little bit of numbers here. Last year we serviced close to 1.4 1 million policies. To date this year, we've had a little over 540,000 calls coming into the organization. We will be low; you're starting to see the PIF count be lowered if you will. We're also looking at it, it's in line with our transactional volume that'll be lower than last year as well, on average. Just to give you a little context, our consumer, it's taking them about 27 seconds on average, to speak to a customer service representative. We have goals surrounding all these operational areas that I'm showing you here today, and we measure them on a daily, weekly monthly basis. And again, it's to make sure that customers have a consistent experience.

We have a customer correspondence team with over 24,000 inquiries coming into the organization right now. We're a little over 10,000. We're gonna be lower than then. In fact, everything, all of our transactional volume is lower this year compared to last year, because of PIF. With the exception of the live chat, which is a good thing, a live chat. Last year we had a little over 6,000. These are consumers that are requesting to chat with a customer service representative as opposed to calling us. That we're going supersede. The number from last year we closed in was at about 8,200 chats. Right now, we're already at 6,000. So that's a good thing for our consumers. And we're tweaking that service. We rolled that out not too long ago. We've made some adjustments to make sure that we're providing the right level of service options

through the chat mechanism, and we've also acquired some new software that we've rolled out. I'm going to say we're going to be able to put that on steroids. I think we're going to be able to expand the level of service that we're providing in this space in the long term, which will be good. Next slide.

I talked a little about a little bit about policyholder focus groups. We rolled this out last year. For years we've continuously collected customer feedback through those surveys that I discuss. We set up action plans, also. We're just collecting data; we're not doing anything with it. Honestly, it's kind of a waste of time. With all the feedback that we receive from consumers, we develop action plans across the organization with the appropriate stakeholders. We've rolled a number of initiatives out over the years based on customer feedback. Last year we had the idea of how we can have a more intimate conversation with our consumers. Sit down with smaller groups throughout the year. We didn't know what the response rate would be to be honest with you. So, we kicked this off last July and we've had a total of 4, just recently we had our 4th one. We're targeting 1 per quarter. That gives us an opportunity to sit down with consumers with a tailored topic. You know, there's things where we reach out and look at the various initiatives we have on deck. We're talking to various business stakeholders internally, and who needs a deeper level of customer intelligence on what topic. We're bringing those stakeholders in with a meeting with our consumers, then we just we talk, we dissect the conversation. We've got into some really great conversation. I will tell you, they've been very active. We didn't know what we were going to expect. Consumers are giving anywhere up from 60 to 90 min of their time. We're not compensating them. They're giving us feedback on our processes, on some of our technology and things like that. So, it actually has been very positive. We've had upwards the 22 consumers show up at once. To be honest with you, it doesn't sound like a big number, but the more people, the harder it is to try to have the appropriate level of conversation. So, the 20 number has helped us walk away with action items or validation. Various aspects of things that we've been working on. Again, it could be around our processes or technology.

And on the next slide, shows you some of the areas of focus that we've really zoned in on with our consumers. We kicked off last year with the digital adoption really, around our self-service tools and paperless adoption with our documents that we provide our consumers. The Q4 of last year had some really good dialogue around the depop letter and process. That gave us a lot of validation on a lot of changes that were already on deck, that we're rolling out to consumers to ensure that that process was simple, and we could take out any confusing parts of that process. We're really happy there with the results of the focus group. Then this year, we've gotten into the claims process journey, collecting feedback from consumers around anything that they may have questions on regarding communications with that claims process as a whole. And then again, payment and billing options. I'm gonna pause. Governor Shelton, I apologize. Your hand is up. Do you have a question.

**Governor Jamie Shelton:** I did, but between the, what I call the separation presentation, I thought I'd give you a break there. But no, back on the slide, on the Citizens Insurance Services. We have a situation where these admitted agents may fail or may lose their right to write Citizens' policies. Just a quick question, and maybe not related to your line. These agents, when they're paid commissions on policies they write for Citizens, do they collect their commissions upfront, or do they earn those over the term of the policy as we earn premiums on those policies written.

**Jeremy Pope:** Yeah, so they earn the commissions up front, Governor Shelton. But there's fallback opportunities with the commissions that we pay upfront. Whether that be new business or at the renewal piece, we're able to go back in and pull commissions back if appropriate. And there's also, in regard to those commissions, we can actually call back the entire term if we needed to. If there was some type of discrepancy or activity that warranted that. We have an entire performance management program where we administer that, and we induct those penalties if you will.

**Governor Jamie Shelton:** No, thank you. Just curious on that point. That would be quite the industry changing moment for insurance agents if they were compensated, you know, over the term of the policy instead of all the fees upfront. But thank you.

**Jeremy Pope:** Yeah, you're welcome. I apologize for the delay. I could not see the hands and now I'm getting pings, which is helping me. Ms. Carter, I'm told you, have a question as well, so please.

**Tasha Carter:** Good morning, Jeremy. Thank you so much for your presentation. I just had a couple of additional questions surrounding the Policyholder Focus Group Initiative. I wanted to know, how do consumers participate in that focus group? Are they selected? Do they receive an invitation? Or, do they just express a desire. And are those Quarterly focus group meetings held around the State in different areas?

**Jeremy Pope:** Yeah. So good question. All of our focus groups are virtual, via zoom. What we do and what we've done, Tasha, depends on the topic. For example, we focused on the claims journey. What we did was we took a huge data set of consumers that went through the claims process within the past 60 or 90 days. We knew there was some active activity there, so the feedback would be recent. Policyholders who are going through the Depop or were actually in the midst of the Depop process, we spoke to them to make sure it was relevant. We send out email invitations to see if they would have an interest, and we kind of gauge. It's been a little bit of trial and error since last year. We were collecting dates on what would work best for them. Now, what we have found that has been most efficient, is we select the date we go out there. Then, if they're able to attend, we sign them up. There's a reminder. We have some reminder activities to make sure that they have all the instructions on how to log in and stuff. And then they we've had some consumers. I didn't. We didn't know what to expect. Are they gonna go on video? Are they gonna go audio? They have been extremely active. It's almost been refreshing. We've kind of been bumped up internally because they've been valuable. We went out there and we said we may not get a high take up rate, but we feel that we have. So yeah.

**Tasha Carter:** Okay, and what has been the average participation in the Quarterly focus group meetings.

**Jeremy Pope:** I'm going to say, average 15 but that includes us starting off in the very beginning. This year alone, we've hit around the 20 mark. We're going to continue to watch that. The numbers don't seem high, but it's been good to be able to have a really intimate conversation. We still have walked away with takeaways. Some of it has been, you know, what we thought. We need to go out there and maybe re-educate on this. Or we're thinking about making this change in the system and it's given us that validation. It's helpful. So yeah, that's about the number that we're seeing right now.

**Tasha Carter:** Okay, and then, on average, how many email invitations do you think are being sent out.

**Jeremy Pope:** Oh, gosh! So, there's a lot. Depending on the topic, it has varied. I would say anywhere from 200 invitations. I think I saw 300 with one of the topics, so it's quite a bit of invitations. There's also, I'll be honest with you, we've had some of these sessions where 40 folks have been signed up, but then 15 or 20 have actually showed up. We've learned that there's a show rate, if you will. We're not worried when we see 50 or 40 people that are signed up the day before. We've landed around anywhere from 15 to 20 folks in any given time.

**Tasha Carter:** Okay, alright. One more question on the voice of the customer service program.

**Jeremy Pope:** Yep.

**Tasha Carter:** What is the average response rate for the number of surveys that you're sending out.

**Jeremy Pope:** Yeah. We are looking at a response rate right now, around 10% of consumers that are willing. We offer the survey every single time they contact the call center, or if they've gone through the claims process and right now, we're looking at about 10% of consumers are willing to give us that time. Because there's an investment on their part, right? That's why we value that, the consumers that give us that feedback and that data. We want to do something with the data. That's why we make sure that we create a lot of visibility internally, and we have those action plans. And again, we've rolled out several initiatives and enhancements over the years based on that feedback.

**Tasha Carter:** Thank you.

**Jeremy Pope:** You're welcome.

**Jeremy Pope:** I'm not told there's any more questions, but that would conclude my update. I'm happy to answer any other questions if they're any from the committee.

**Chair Erin Knight:** Thank you, Jeremy, I appreciate it. I've certainly witnessed firsthand when policy holders or any citizen of Florida has reached out to me, and I've in turn reached out to your team. I've received thorough and very prompt, thoughtful responses. So, I appreciate that. If there aren't any further questions, we'll turn it over to Christine Ashburn to provide an overview for the Communications Legislative and External Affairs division.

### **3. Overview of Division, Communications, Legislative & External Affairs**

**Christine Ashburn:** Thank you, Chair Knight and members of the committee. I appreciate your time today. Like Jeremy said, we thought with so many new members it would be worthwhile to kind of share how we support consumers, and agents, and employees who are also our customers, as it relates to communications and needs. Next slide, please.

So just an idea. Obviously, the legislative side of what my team does gets a lot of visibility during this session. As you all know as board members, I do a weekly update. Really, I wanted to focus today a little bit less on what we do on the legislative lobbying and education side, and

more about legislative outreach and the communications support and outreach we do. You can see here the division is very involved in customer experience supporting Jeremy's team, branding for employment, HR and training, and recruiting with LinkedIn and some other platforms, and of course, supporting you all as a board. We have complaints that come in exactly like Jeremy said. Obviously, State leaders right now. We've been very busy with Jeremy's team as we grow. And Tasha, you know, in your role lots of questions about insurance right now. I think I'm getting between 7 and 10 inquiries a day on average right now, from legislative offices about people questioning about a depop, or they have a claim, or why did your premium book. So, Jeremy's team is an integral piece of what we do to help support our legislative partners throughout the year when their constituents have concerns and issues. Next slide, please.

So big picture obviously. My team does work on and host the content for the website. We work on the development side with our team that we call the Portal Geeks.

We did do an update recently to make the site mobile friendly and also more ADA, digital accessibility compliant, which is an important initiative that we're taking on as an organization. Public outreach and education. We have policy. We do a quarterly policy newsletter. We have brochures that are in multi-languages, lots of presence on social media. We manage all of the FAQs on our internal and external website. We work with Jeremy's team or Carl's team when we need to do policy letters, when you think about the flood requirements and policy emails. And then, of course, media relations, Michael Peltier. We work a good bit, responding to inquiries and helping educate the media and keeping them apprised of what's going on at Citizens. Next slide, please.

Agent outreach. Carl Rockman's team does a phenomenal job, and I know Jeremy spoke some about that. And then, if you were listening to the MAAC committee earlier. Lots of interactions with our agents who are our first line. Obviously, they're the sales force but also, I think, Governor Shelton to your point, it's their job. We expect our agents to service those policies throughout the year. So, coming with that is, when there are legislative changes, when there are product changes, we communicate with our agents constantly. Our tech team, which I'll jump into. My team helps manage and write all of those communications, agent bulletins, agent FAQs, social media, outreach and education, partnering with Jeremy's team to make sure agents, again they're our first line out there with our customers on a day-to-day basis, to make sure that they know what we're up to so they can make sure our customers know what's going on. Next slide, please.

Public outreach and education. Like I mentioned, legislative affairs is super important during session. That's a huge piece of what we do. But we do also do a ton of outreach events, policy reforms, and town Hall meetings. Some of you may be aware that Tim has done several of those in the last few months down in the Miami area. I did a number of them last year with Kelly Booten, our former COO, on condos with Representative Lopez. We also do, which I think is a really unique thing that Citizens does, we do legislative office hours. Throughout the year we will partner with a legislative member, House or Senate, whether Democrat or Republican, in their districts and schedule one on one meetings with consumers. They schedule appointments, and then we're able to research. Do they have a policy with us? Is there a claim? Have they gotten a depop offer? And then Jeremy's team and the CCT help us run down so we actually can give real answers to consumers when they come to see us as opposed to just being an intake. It's a wonderful program. We've been doing it for about 15 years outside of the session times. It's a great way for us to see where issues are bubbling up, whether it's a deep pop problem in a

certain area. We had an issue, I remember, probably 15 years ago, in the Pasco County area. A replacement cost estimator tool seemed to be a little out of whack there, and it was legislative office hours that really kind of helped us get ahead of where we see emerging issues. Then I can get with Jeremy and Carl and Jay's teams to make sure when we see things percolating regionally, that we can say, hey, we had 6 appointments and all of them came in to talk about this today. So, it's a great way for us to get a pulse on what's going on out there.

External speaking engagements. Obviously, we'll go anywhere and everywhere to educate folks, Jeremy, myself, Jay Tim, to participate and help educate on Citizens and the market in Florida. As a government entity, we feel like that's a really important role for us. Education is wonderful. We're really excited. All of our brochures are available digitally, and we actually have a program where we will mail them out for free to our agency force. We make them available in English, Haitian Creole, and Spanish. All of those versions are available on our website, and we will print and mail those, free of cost, to our agents and other external stakeholders who want them on emerging issues. Whether it's depop or the flood requirements or, used to be, assignment of benefits or what to expect when you have a claim. We really leverage what we can to make complicated insurance information much more consumer friendly. Next slide, please.

Policyholder Newsletter. We started this several years ago. It's a quarterly newsletter. All digital so no real expenses as it relates to mailing costs, but obviously just internal expenses. We think it's great. It allows us to touch on key topics and be a little more light with our customers. We don't want to inundate them with emails, but we do see a lot of unique clicks and we are pretty pleased with what we're seeing. Obviously, some subjects are more exciting and more important than others. But we do look at our issues here, the viewership, and we are able to look at by article and what's going on with that to try to manage where we head with things and what our consumers want to talk about. Next slide, please.

To that point, just to give you an idea of our top 3 articles. The flood changes in the statute. New flood requirements begin where, as I believe you guys are aware, Citizens is on a kind of a glide path steppingstone under the law to require flood insurance for all customers of Citizens at any Coverage A amount. Or, no matter of location, right now the requirement in Florida is 600,000 cover day value or higher, you must have flood insurance statewide. With Citizens that will change in January of next year to 5, and then 4, and then, I believe in 2027, it's a statewide, regardless of your cover day. That's been a huge article. Always hurricane season, top 10 prep list, and things like that when storms are in the box or not. Hurricane season is always very popular. And then, as you can see, new rules for Citizens Depopulation program with the uptick in depopulation interest in that program, lots of interest from our consumers on those types of articles. Next slide, please.

We do have a corporate communications team in the division. The corporate communications team really are internal customers. Huge support for human resources. We manage the internal website and the content. Whether it's our wellness program or employee appreciation week or Citizens Celebrates, our awards ceremony at the end of each year, we support the needs of HR and claims with connect with claims and connect with Citizens. We're now doing a podcast. We work on brand and style and make sure that, both internally and externally, the Citizens brand and how we're talking about Citizens is managed and clean so that we have a consistent message no matter who the audience is. Next slide, please.

So just to give you an idea again, this is mostly our internal avenue of communications. We have approximately 19,000 views a month on the internal website, 4,000 views a week and 800 views a day. Leaders Corner is a standing item that is very popular on our internal website where we allow leaders on a rotating every- several-week basis to talk about something that's important to them. For example, Brian Newman, our newer general counsel, recently wrote an article to educate our employees about our DOAH program, Division of Administrative Hearings, something he's passionate about. You know things like during the pandemic when we were working from home, Alden Mullins and I wrote a joint article talking about working from home and having to teach our kids during those 9 weeks. So human interest stories, not always insurance related, to keep our employees engaged and get to know our leaders, whether it's a director or all the way up to the ELT. What's going on with Citizens? What's going on with the Board? What's going on legislatively? But again, also some human-interest stories to keep our employees engaged and to know we're all in this together, especially when we had the pandemic, and we had to shift to being home as all of us did during that time. Next slide, please.

Internal messaging highlights. Faces of Citizens to Team Spotlight and Individual Spotlight where we can talk about teams and what they do at Citizens. Or we have new employees to introduce and to show what's going on. We do. We promote the power hours, and LinkedIn learning. All of the things that we're doing to engage in a full program for our employees, this team really does support. Next slide, please.

Digital Communications. This is a newer team with Citizens. And I say that not because we didn't have digital communication support over the years, but we've highlighted and created a team. Pete Knowlton is our manager. We support business, internally and externally. Graphic design, InDesign, Illustrator, video editing, software photography. Those of you on the board have met Gene, who was one of our in-house photographers who has done the board photos. We also have a podcast now. Really, it's to manage our brand but also as communication avenues have changed and modernized this team really supports those newer channels. We can be on the cutting edge of what's coming out, both for internal and external communication support needs. Next slide, please.

A huge piece of the Digital Comms team is managing our social media. We dipped our toe in slowly in the old days with Facebook and then we did Twitter that's now X. It's a huge way. A picture really is worth a thousand words when you can get out there. Whether it's a storm, supporting Jeremy's needs when we're doing CRCs, you name it, we're ready to be involved. We share a lot of content from sources that we trust. Natasha, often, we share what you've put out there, what CFO Patronis or the Governor's office or Federal Alliance for Safe Homes, or FEMA or NOAA right? We're really sharing a lot of already used content from trusted sources. Then we do our own content about disaster preparedness and educating on hurricane deductibles. There's never a lack of need for insurance. It's just so complicated. So social media is a big piece of what we do these days. Next slide, please.

Just some statistics. We have 4,700 and change followers on X. We do have a Citizens agent handle. We have a media handle, and then just Citizens generally, where we are very active. Like I said, ongoing educating, sharing, content that's already been approved from other sources, media relations. Facebook, 5,426 followers, huge agent presence there. Our agent partners use our Facebook page to share stuff to their agency pages a ton. That is exactly what we want them to do so that we can help educate their customers, and folks know where to find us and what to do and what to expect as things are changing with Citizens. Next slide, please.

LinkedIn, 28,000 followers. Active employee engagement, huge for recruiting, working with Jeremy's team on the HR space on recruiting and retention. Very exciting there. Then a little bit newer, we do have an employee focused Instagram account. We about 790 followers so we try to really be employee focused. It's newer for Citizens, but a great way for us to stay engaged with our employees. Next slide.

Like I mentioned LinkedIn for recruiting, we also are active on Indeed, and Glassdoor for recruiting purposes and education purposes. These are our newest platforms. We work to help HR in any way we can on these types of platforms. Next slide, please.

Also, you guys have seen, Chair Knight and other board members, we've gotten some goodie bags. We want to have branded merchandise. We want to make sure that when our employees are in the field, whether it's the CRC, or our field underwriters, or you all as board members when you're coming to our CRCs or different events, that we are branded so that people know we're official. I will tell you following Hurricane Ian, I was at the CRC in Fort Myers very early. Jeremy was there with us in the heat. The Governor was coming to do a press conference that day, and I walked over to watch the press conference. I met a woman who was frustrated because they hadn't been home yet. She had an adjuster and then had been reassigned. She told me she was so frustrated she had come to talk to the media, but seeing me in my shirt, she grabbed me instead. We stood and watched the press conference, and then we were able to bring her to the CRC and get them the help they needed so she wasn't taking her frustrations to the media. Branding our employees in the field is critical, especially when you have, after a storm, fraudsters and bad actors. We want folks to know that when someone shows up from Citizens they can be rest assured it's a real Citizens person. Whether it's a magnet on a car, a name tag, or Citizens branding merchandise. Especially when you can see the tents and the wraps for our CRC vehicles to make sure folks know that that we are the real deal. We're not some fraudsters. Next slide, please.

Digital Assets is huge, like I mentioned. The digital world we live in now is ever changing, ever growing, and we're happy to support enterprise wide whatever everyone's needs are. Whether it's internal or external, whether it's a division meeting and someone wants to give an award or somebody wants to give a tchotchke out at part of their division meeting as part of our words and recognition, we're there to support those needs. Next slide, please.

Mentioned earlier, Technical Education and Communications. This is our technical writing group, and they support Jeremy's group hugely. Agent bulletins, agent updates, website knowledge base, our FAQ platform, call center newsletters as an organization wide effort, tech news, CAT communications, project involvement, technical updates for internal staff when things are going on. So, lots going on there to keep the trains running. Next slide, please.

Then just some agent communications metrics. Like I mentioned, we communicate with our agents all the time. We're constantly looking at feedback and data to understand what's working, what's not, and what they are clicking on. We provide good feedback to Jeremy's team so that we can always do better at talking to our agents. Because if we're communicating with them and they're not reading what we send them, it's really not helping us support our customers. Next slide, please.

So just an idea on Policy communications. We did 51 depop communications, training bulletins, agent alerts, tech news pulse or emails, pulse or letters, and then, 38 flood communications. Just to give you an idea of the kinds of things we're focusing on. A lot of communications were sent on varying topics from 2023 to present. Digital is free, right? It's effort internally, but it's not snail mail, and it's certainly not paying for postage to send stuff that folks don't read in their mailbox anyways. I think the depop communication piece in partnership with Jeremy and Carl on what we saw in the fall of last year and the outbound calling campaigns and making sure folks knew they could come back when you had one particular company making such high offers, it was all hands on deck. I'm proud that our team was a part of that solution for our customers. Next slide, please.

**Christine Ashburn:** That's the end of this presentation. I think next, Chair Knight, we've got a CAT prep update that we're gonna have Jay lead us off on.

**Chair Erin Knight:** Yes. Jay, here?

**Jay Adams:** I'm here.

**Chair Erin Knight:** There you are. Thank you.

#### **4. 2024 Catastrophe Planning Update**

**Jay Adams:** Alright, thank you, Chair Knight and committee members. I would like to go over the insurance operations piece of the cash free plan. What we'll do is we'll start with the CAT Plan Administration piece. What I want this committee to know and understand is that our catastrophe planning at Citizens is an enterprise-wide collaboration. What I mean by that is, we have CAT coordinators embedded into every division within the corporation, and some divisions have multiple CAT coordinators. We identify roles and responsibilities at the business unit level and roll all that information up into what is our master catastrophe plan. Now, although this is an enterprise plan, since claims is the really front line of response for catastrophe, this is all embedded within the claims operation. Our claims team is responsible for the planning, the testing, and the overall coordination of the catastrophe efforts. Next slide.

I want to spend just a few minutes talking about the different phases of our catastrophe response. You'll see me communicate to the board pretty frequently. Once we go into some of these different phases, and I just wanted to spend a few minutes to describe what they are. I talked about, on the prior slide, that the catastrophe operations are responsible for all the preparedness. On December 1<sup>st</sup>, which is the day after the CAT season ends, all the way out until the end of April maybe into March, we're doing our planning for the current CAT season that we're in. This just ended this past April. What we're doing is if we've had an event, we've held post mortems. We've gone back to each of the CAT coordinators and their divisions to look at their CAT plans to see what worked well and what didn't. Then we continually change the CAT plan and update it each year to make it more and more credible. The first real phase that you'll see communications from me comes from the monitor phase. This is when the National Hurricane Center puts out some type of invest. Like today, there's an invest in the Caribbean and long-range forecast shows that if that develops it probably is going into Mexico. If it's not impacting Florida, we typically don't communicate. The activation phase is once the National Hurricane center puts out a watch or warning of any storm event that could impact Florida. This is where we start to ramp up our response. During this activation phase, what we're doing is we

start holding our CAT coordinator calls across the enterprise on a daily basis. Those calls are really a check-in for all the coordinators to make sure that they are following their CAT plan, and they don't have any blockers or things that are causing them not to be able to meet their plan. The CAT team starts to meet during this phase, and we start to hold conversations with our independent adjusting firms, putting them on notice that a storm event is likely. We also are alerting them to potential claim volume so that they have an understanding of what type of deployment they need to make.

The next phase is the actual landfall. And that's obvious. That's whatever this event is, has made contact with Florida. That usually lasts a couple of days. That is where we are really starting up the catastrophe machine. What I mean by that is, it takes time to actually make the deployment of the independent adjusted resources, to get the claims over to the independent firms, and to start the entire process. That's all happening once landfall occurs. Then our final phase is recovery, but it has 3 sub phases built into that. The first is our first response, which really is our first 30 days. The reason we break that out is that's when we are sending the CRC's out to the field, which is our public facing events that Jeremy hosts, we also tend to stand down the enterprise after the first 30 days or so of the event. Most of those folks go back to their normal jobs and then just assist on the catastrophe side as needed basis. A sustained response is the heart of the claims response. That usually lasts from the first month out to 6 months, and sometimes more, based on how large the storm may be. This is where all of our independent adjusters that have been deployed, all of our staff resources that are providing oversight, are in the heart of the catastrophe response. We are out there investigating, inspecting and resolving claims during that period. Then the last phase is the closing response, and that can be anywhere from 6 months out until the statute for that particular storm ends. In this phase, we're getting late reported claims all the way up until the statute runs. We're getting reopened claims, and all those types of activities are occurring during that closing response. Also, during the closing response, we have a very small catastrophe footprint that are handling these claims. Just as a matter of reference, Hurricane Ian doesn't toll until September. We still have a CAT team present handling Hurricane Ian claims because we're still getting new ones, and we're still getting reopens for that. Next slide.

Another piece that the claims operation is responsible for is overseeing all of the Catastrophe testing. Now, I said during our planning phase, what we do is we go back and do postmortems of any events. What we do is we're looking for weaknesses in our catastrophe plan. Anything that comes out as a weakness goes into this testing phase to see if we can harden that and make it better for subsequent responses. But on an annual basis, we tend to test the things I'm going to go over here on the next couple of slides.

So, the first one is a Catastrophe response center exercise. This is that customer facing piece that Jeremy's team is responsible for. I know he has some detailed slides here. What we're doing primarily is checking to make sure all the equipment works in this service vehicle. It's also a place for the volunteers to come and see what it's really like to set this up. We do some mock training and those types of things in that event. Jeremy is also responsible for the first notice of lost call center stress testing, and I know he has some further details. Really, what this event is for is we try to surprise the call center with a significant increase in volume in a very short window. The idea is, can they respond in a real CAT when the volume is going to be significant. We look to see if they can hire recruit? Can they train those people and then meet the overall SLA we have in the contract. Next slide.

We also do some virtual deployment for independent adjusters. This is the biggest lift we have on the claim side. What we're doing is we're making sure that all the system connections work to get the independent adjusters on-boarded and then get them deep provisioned as we start to shut down the catastrophe response. In the past this has been a significant weakness as we were really struggling with only a limited number of independent adjusters we could deploy on a day-by-day basis. Through this testing and development and postmortems we've been able to rectify most of those concerns where today we can deploy significant levels of independent adjusters. We also do a system load test. What this means is we're testing our policy center, our claim center and we're making sure it can handle the additional load of increasing the scale of people in those systems, in response to these claims. We put the system under significant load to make sure it can just handle the capacity that we have. We also have a new phone system, and we've done some limited testing there. It's called CX One. Next slide.

Now, what I'll do is talk about some of the platforms and things that we do in the actual early planning stages of the CAT. We are in the monitor phase at this point in time. There's probably an event headed to Florida. We have a GIS tool that we developed here at Citizens. What this does is it directly imports the National Hurricane Center information that they put out about their track, their wind speed, those types of graphics into the tool. We also can extract our policy and force count. We can do some high-level estimations of what we think the claims volume could be from this event. We also work very closely with our Corporate Analytics Team. They have the ability to import some storm tracks from air, which is a hurricane modeling system, directly into the tool which again helps. The tool has multiple layers that allows us to turn on and off different filters to look at different things. Again, all of this is geared towards how many resources we think we're gonna need to deploy. The carriers that can get to the market first tend to get the best resources the fastest. Next slide.

One of the things that we've done in claims is we continue to look for new technologies that help us administrate the CAT process. We did purchase this damage assessment layer. What this does is it goes back and takes aerial imagery, usually about 24 hours after landfall, and it is comparing the imagery it takes today from the imagery it had on file. Through artificial intelligence, it is assigning it some type of percentage of damage that might be new. Next slide.

What we do with that damage is we can get that imported into our claims management system. Then, when we assign the claims, it gives us the ability to get the most damaged risks assigned to the appropriate adjusting team. We segment the claim significantly during a catastrophe, making sure that the right adjusters are handling the right thing. This damage assessment really helps us gear up to get the claims that have the most damage into our large loss teams. Next slide.

We also have a resource calculator. This is another tool that Citizens has built. It is based on a Power BI dashboard, which just means it's very easy to access and get around. We can email it out and we can put on a delivery schedule and so forth. We have different scenarios that we get from Corporate Analytics, from running that AI tool. What we do is look for similar events that have occurred in the past. We run that tool across our current book of business. What it does is it creates probability of claim volume, what the financial impact might be, and those types of things. Next slide.

This is an example of what the Power BI report actually looks like. If you look in the far right hand column, there are probabilities of claims volume that occur. What we do is we now take

the GIS tool, this resource calculator tool, and compare the two. What we're looking at is the Category of the storm, the actual geography of the landfall of the storm, the speed of the storm, those types of characteristics. Then we apply the probability to say, hey, this is how many claims we think we're likely to get. We then leverage that information to go back to those independent adjusting firms and say, we need X amount of resources from your firm. We do that for each firm that's under contract. Next slide.

In order to effectively run the catastrophe, all the team leads are staff. We provide all of the oversight from the catastrophe handling, but the independent adjusters do all of the inspection and the desk adjusting. We have to produce reporting that they can get easy on a daily basis and updates that provides them some specific dashboard, targeted information that we want to make sure is being managed. That really is what this slide is just detailing. The next slide.

This is an example of what one of those reports look like. Again, we can push those out to those frontline team leads. Next slide.

We also have remote office options. Our goal for a catastrophe response is, we want to be out at ground zero. Wherever the most damage is, is where we want to set up and work from. That gives us a clearer understanding of the damage on the ground. A lot of times in those areas there's no power, there's no phone cellular, nothing. We have a need to be able to provide a satellite internet connection to the independent adjusters that are in the field. These vehicles allow us that capability. The independent adjuster can pull up in the parking lot. They never have to get out of the car. We are broadcasting this internet connection in this parking lot. The reason this is mission critical is everything we transmit to the independent adjuster, and they transmit back comes across an internet connection some way, somehow. If they can't get those connections, we can't get them the claims, nor can they get us claims that have been inspected that are ready for settlement. So, these are mission critical. We also leverage these as mobile offices. Our catastrophe team and our QA teams go to the field and manage the storm from ground 0 out of these vehicles. That way, as conditions change, we know immediately what's going on. We have multiple of these vehicles, and we obviously have the ability to move them wherever we want as often as we want. So as the storm progresses and we get to move away from ground zero, we'll continually move these vehicles around to put them in areas that are strategic for our policyholders. Next slide.

Chair, I'll pause just for a second to see if anybody has any questions on my piece before I turn it over to Christine.

**Chair Erin Knight:** Thank you. Are there any questions? Okay?

**Jay Adams:** Alright, thank you.

**Christine Ashburn:** Chair Knight, I know that we are running close on time. I don't know if there's a hard stop. I think public notice wise, we're fine. But if we need to, Jeremy and I can hit the highlights quickly on this to get to the charter, whatever your pleasure is.

**Chair Erin Knight:** Well, I would say, I think we've got some people that are traveling and in different spots. So, if you can hit the highlights, and we can move on to the charter, which is board as well, that would be great. Thank you.

**Christine Ashburn:** Next slide, and that's perfect. Next slide. I know Jeremy and I think covered a good bit of our pieces. So next slide again.

One thing I did want to point out for my team and what we do to support is helping scope locations for CRC's. If need be, partnering with Walmart's and other organizations corporately. And along with Tasha and the CFOs office I'm co-locating for insurance villages. One of the key roles that we have following a storm, my division, is notifying where we're going to be set up, whether it's through a policyholder email, the Florida Public Radio Emergency Response Network, private radio contracts, we have to get the word out. You know, communications channels go very rudimentary after hurricane at ground zero. Radio is key, and multilingual radio depending on where we are. We also do the storm monitoring in our division throughout the year and throughout the season, meaning we monitor 24/7 watches and warnings for when we have to issue binding suspensions. Again, all of the social media channels, everything we do is in support of letting folks know where we are. We have also done satellite CRC locations in partnership with Jeremy and Jay with legislative offices. For example, when we were in Fort Myers, we then partnered with the Senate President Passidomo, and were able to do a satellite pop up in Naples, so that folks in Naples didn't have to come to Fort Myers for help. With that I'll turn it over to Jeremy. Since I know, I think we both covered a bunch of our roles in this space.

**Jeremy Pope:** Thanks, Christine. Yeah, just to recap, I mentioned our catastrophe response centers, those are the mobile offices that we set up for consumers. Just to open the invitation. Any board member, if we do have a real life event, if you ever want to attend, don't hesitate reaching out. I know Governor Butts has been out before, and it really just puts in perspective why we exist, and we always put our best foot forward as an organization. Please just know that that's an open invitation. We do testing, as we've already mentioned, we talked about our first notice of loss support that we have set up. Next slide.

to ensure that we have the appropriate level of support for our consumers when they need us most. Next slide is just the annual testing. There are some details there with some key dates. We're not complete. We haven't completed all of our testing because we do it year-round. So, you'll notice that last comment or the last bullet I should say, we have a late June test. This is where again, these are these, I don't want to call them surprise attacks, but we really give vendors 72 hours notice. We're making sure they've got the technology, the capacity, the communications there, and, most importantly, the staffing to ensure that we are adequately set up for an event, should we need to respond. It's not a matter of if it's a matter of when, as we all know. Next slide.

It takes an army. Close to 130 employees are signed up for this year across all different areas of the organization that we could deploy throughout the state should we need them. Again, we talked about the testing and our vendors already so I think we've hit that one. The rest of this deck just shows some of the, we talk about the big events but following some of the larger events we do partner with the CFOs office. The hurricane insurance villages, we always have a presence at all of these. These are just follow up visits if consumers need assistance. The industry is there. Great partners like Tasha Carter and her team is out there as well. Again, it's really good. The entire industry comes together along with the various State agencies to make sure that we're doing everything for our Citizens throughout the State to put them back on their feet, should they ever have a claim. And that's really it. That concludes the CAT update Governor Knight.

**Chair Erin Knight:** Thank you, Jeremy, Christine and Jay.

So, we have a quick moment to move into the review of the charter.

**Jeremy Pope:** Yeah, I think this is how we did. So, the charter is up for renewal. What Christine and I think may be best is we presented the existing charter. There were no changes last year. Then if you have any feedback ahead of our next Consumer Services Committee meeting send it to Christine and I, and we'll bring it forward to the Committee. If you have no feedback. It's perfectly fine. We'll share that at the next meeting and ratify the Charter as appropriate for the following year. We look at that once a year.

**Chair Erin Knight:** Okay, thank you. So next meeting, that will be an action item that we'll vote on as a committee.

**Jeremy Pope:** Yeah, we'll do at the beginning. Yeah. Knock it out.

**Chair Erin Knight:** Tasha, did you have something.

**Tasha Carter:** Sure, Chair Knight. I just wanted to take a few minutes to specifically recognize the exceptional work of Jeremy and the Citizens customer care team. Anytime my office has reached out, the customer care team has really demonstrated a high commitment to promptly responding to and addressing policyholder concerns. We're in a world now where customer service can often really feel impersonal, and a lot of corporations and organizations have automated their customer service. The team's dedication to just really providing personalized and efficient assistance really stands out. I think it makes a significant difference to the Citizens policy holders. So, I just wanted to take a few minutes to thank Jeremy and his team for the great work that they're doing.

**Jeremy Pope:** Thank you so much, Tasha.

**Chair Erin Knight:** Thank you for that. I would echo that. I appreciate all of the communications. Like I said earlier, any questions they attend to it right away, and have very thorough thoughtful responses. So, thank you for that.

Okay, well if there's no other business or requests we will call the June 26<sup>th</sup> meeting to a close, and we will see you at the next meeting. Thank you everyone for attending.

**Governor Jamie Shelton:** Thank you, Chair. Thanks, everyone.

(Whereupon, the meeting was adjourned.)