





Communication in Crisis: Surviving and Thriving in Unprecedented Times

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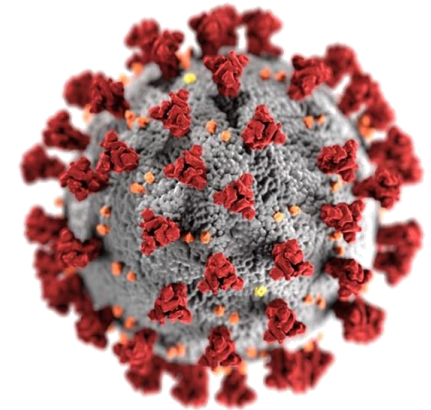
About KEYS

- Powering Paradise since 1943
 - Key West & the Lower Florida Keys
- 29,000 Meters
- 131 Employees
- Five person elected Utility Board



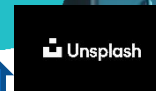
Hurricanes vs. Pandemics

- The COVID pandemic is a never ending hurricane. We aren't strangers to hurricanes, but eventually you reach the finish line. Hurricanes are sprints. Pandemics are marathons.



KEYS COVID Timeline

- Week of March 9, 2020:
 - Employee Meetings with Health Dept & KEYS Pandemic Team
- March 16, 2020:
 - Disconnections for Non Payment Suspended
 - Resumed on August 1, 2020
 - Tree Giveaway Postponed
- March 19, 2020:
 - Late/Penalty Fees Suspended
 - Resumed on July 1, 2020



KEYS COVID Timeline

- March 23, 2020:
 - Offices Closed to Customers, Telecommuting Commenced, and all meetings moved to virtual
 - Re-opened offices to Customers on September 14, 2020
 - Office personnel returned 100% in-person on October 13, 2020

Workforce & Customer Best Practices

- Information Sharing
 - Daily message sharing from Health Dept.
 - Weekly virtual and/or socially distanced section meetings
 - Regular, companywide emails from CEO after local EOC meetings
 - Weekly virtual meeting with area PIOs



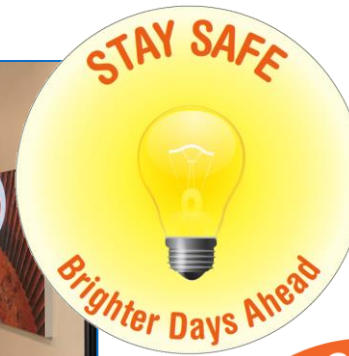
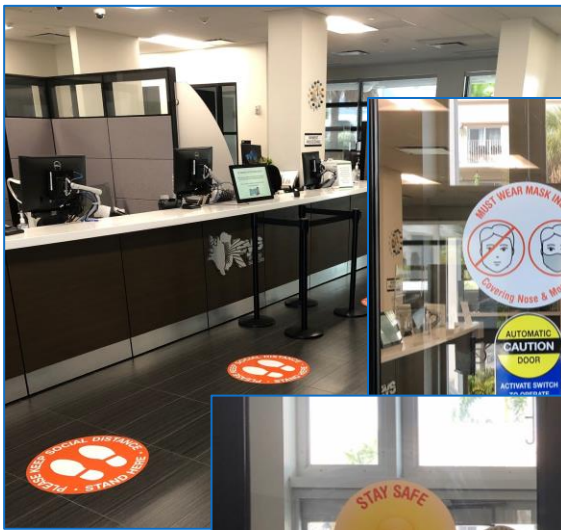
- Health Safety
 - Stopped use of time clocks until 2021
 - Daily screening questionnaire/employee tracking
 - Administered EPSL and EFMLA
 - Procured masks, Clorox wipes, and hand sanitizer
 - Provided employees with thermometers for self monitoring
 - Installed masking and social distancing signage in public areas
 - Installed Plexiglass barriers at all customer access points



Workforce & Customer Best Practices



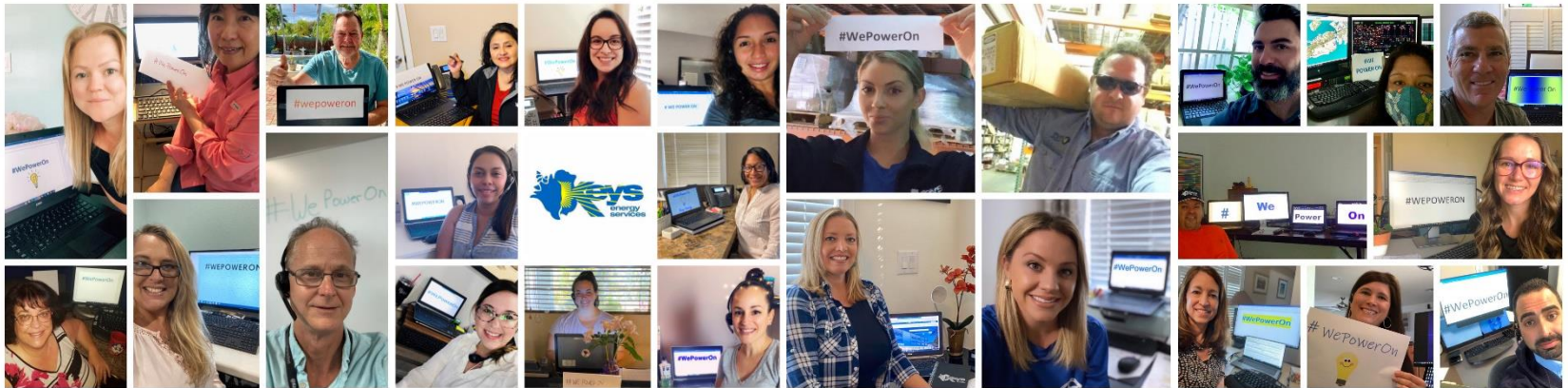
Workforce & Customer Best Practices



Workforce & Customer Best Practices

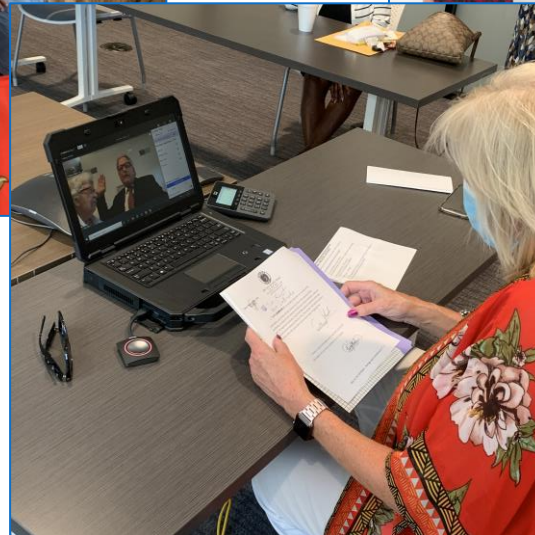
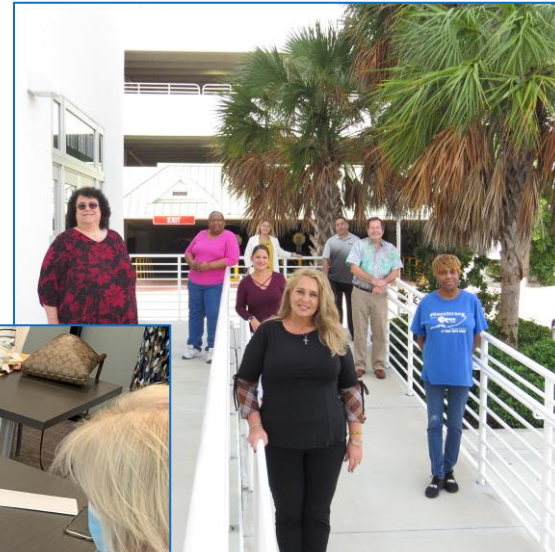
- Working from Home
 - Widescale deployment of laptops (ideally with cameras)
 - Voice Over Internet Protocol (VOIP) Phones
 - Appointments for cash only customers
 - Virtual interviews, on-boarding, and employee hearings
 - Pre-employment testing remained in person, with safety protocols in place

Workforce & Customer Best Practices



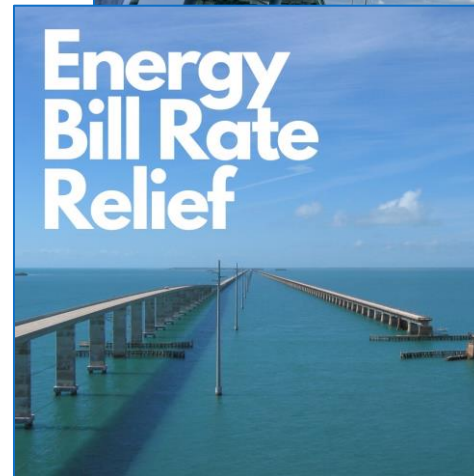
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Workforce & Customer Best Practices



Workforce & Customer Best Practices

- Rate Relief
 - May – July 2020: Utility Board approved 10-percent decrease to all energy bills
 - August 2020: Utility Board approved extending decrease until September 1, 2020, but stepped down reduction to 5-percent
 - Energy Bill Rate Relief was made possible by the deferment of non-urgent capital projects and system-wide austerity measures



Workforce & Customer Best Practices

- Deferred Payment Plan:
 - Allowed customers with a COVID hardship to repay their balance interest-free over 12 months.
 - 370 customer utilized this plan.
- Residential Customer Assistance Program:
 - For customers not qualifying for LIHEAP assistance KEYS created the CAP utilizing a grant of \$100K of non-urgent budget items that were either postponed or canceled.
 - Partnered with Florida Keys Outreach Coalition
 - Less than 50 customers utilized.

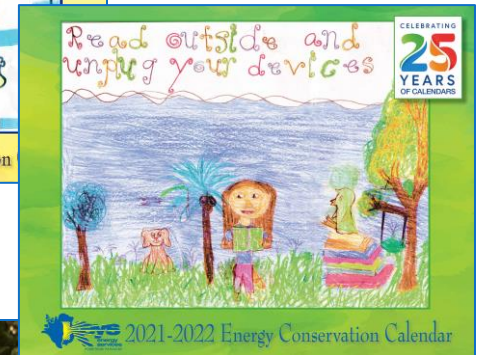
Workforce & Customer Best Practices

- Payment Kiosk:
 - Accepts cash, check/debit, and credit card payments.
 - Was intended to be operational by Summer 2020.
 - Procurement and technical delays pushed that back to late 2020...just in time for the variants!



Workforce & Customer Best Practices

- Community & Employee Activities:
 - Canceled all in-person activities and events, including 20th Tree Giveaway
 - Partner with Arbor Day for a Tree Giveaway by mail!
 - Calendar Art Contest unaffected by pandemic
 - Creative alternatives to engage employees:
 - Take home Easter egg hunt
 - Ugly Christmas Mask contest



I Wish I Would Have Known

- WFH is exhausting...blurred line between work and home life
- The right lighting, camera angles, and backgrounds are essential for virtual success
- Meetings and check-in calls will be endless...more so than in the office
- Employees and customers thrive with calm reassurance
- Some of the hardest days of your career are already behind you

Hurricane Lessons That Apply To Pandemics

- Work your emergency communication plan. It's there for a reason.
- Make contingencies to ensure messages can get out if communications /communicators are compromised.
 - Coordinate with state agencies for PR support.

Hurricane Lessons That Apply To Pandemics

- Don't write off traditional communication channels, they may be your only resource.
 - Don't neglect those relationships.



