



JEA Orientation
Jacksonville City Council
June 18, 2015



- Introduction: structure, strategy and critical issues
- Electric System
- Water & Sewer System
- District Energy System
- Earn Customer Loyalty
- Rates and Financial Metrics
- Current COJ/JEA Initiatives
- Compensation Policy
- Top Ten Myths
- Top Ten Facts
- Supplemental Information

City Council Member Orientation

- CEO's Observations
- JEA Charter
- Strategic Plan, Board and Management Team
- Dramatic improvement in residential and business customer satisfaction, working on earning loyalty
- Very large complex set of businesses, governed by extremely complex and ever-increasing environmental regulations
- Critical Issue: Sales, rates, revenues are down, so too are costs (for now) and debt, yet still too high
- Critical Issue: Transfer (payments) to COJ General Fund are up over 50% since 2008
- Critical Issue: JEA pension liability
- Critical Issue: JEA workforce – competency, demographics, as well as incentives and rewards
- Critical Issue: Clean Power Plan and other ever-increasing environmental regulations

- Community-owned, not-for-profit enterprise comprised of three separate businesses/funds which operate on a cost-of-service basis and are undergoing transformational change.....customer behavior, sustainability and technology
- Our customers, your constituents, generally like us:
 - JD Power – worst to first quartile, for business and residential
 - Yet, sometimes we make mistakes
- Very large, enormously complex businesses, governed by extremely complex and ever-increasing regulations
- The one hundred year old centralized, scale driven utility business model is being transformed
 - Unit sales, thus revenues, are down and will continue to decline
 - Distributed energy generation will continue to grow
 - Sustainability cost pressures are here to stay
- JEA collects from customers and transfers \$234 million per year to the City's General Fund
 - Equal to 21% of the General Fund or about 50% of property tax
 - Some say JEA customers should contribute more, we disagree
 - Financial industry standards and metrics do not support a higher transfer
 - It is regressive, JEA serves 50,000 customers at or below the poverty level
- Staffed by passionate, dedicated, hard working professionals, who strive for, and generally achieve, top quartile performance.

COJ Charter Article 21 Establishes JEA

Municipal electric system since 1895 and independent agency of the City of Jacksonville, Florida since 1968.

- Separate Electric, Water & Wastewater (since 1997), District Energy (since 2004) Systems

Seven member independent Board of Directors whose primary responsibilities are policy, strategy and rate making.

- Appointed by the Mayor, confirmed by City Council to four-year staggered terms
- Community leaders, professionals and business people

Finance and Audit Committee oversees financial policy, financial reporting, auditing, budgeting and enterprise risk management.

Workforce Committee provides guidance and direction on workforce policy.

Environmental Committee provides guidance and direction on environmental policies.

The Council controls Article 21 in the Charter and specifically retains the right to approve JEA's budget, aggregate debt limits, as well as transfers and franchise fees. There is a 90 day process, including a public hearing and requirement for a 2/3 Council vote and Mayor's approval for any change.

Separate funds are maintained for the Electric System, the Water and Sewer System, as well as the District Energy System.



City of Jacksonville

Mission

Serving you, meeting today's challenges, focusing on the future.

Vision

To make Jacksonville's local government the most responsive and effective city government in America, and Jacksonville the best place in the nation to live, work and raise a family.

MISSION

Energizing our community through high-value energy and water solutions.

JEA
Building Community™

VISION

JEA is a premier service provider, valued asset and vital partner in advancing our community.

JEA
Building Community™

VALUES

- Safety
- Service
- Growth²
- Accountability
- Integrity

JEA
Building Community™

Earn Customer Loyalty

Strategies

- Be easy to do business with
- Empower customers to make informed decisions
- Demonstrate community responsibility

Awards

- J.D. Power - Residential
- J.D. Power - Commercial
- E-Source – Key Account
- Arbor Day Foundation
- Green Scape

Deliver Business Excellence

Strategies

- Grow revenues
- Improve cost efficiency
- Improve operational performance

Awards

- APPA RP Reliability
- Water Taste Award
- David W. York Reuse Award
- FCMA Economic Development

Develop an Unbeatable Team

Strategies

- Improve employee satisfaction and engagement
- Engage employees in personal growth
- Ensure a safe, healthy and ethical workplace

Awards

- FCMA Workforce Development
- First Coast Healthiest Company
- American Heart Association
- INROADS Outstanding Service
- JASMYN Gold Award

JEA's Board of Directors

JEA's independent 7-Member Board of Directors are appointed by the Mayor and confirmed by Council



Helen Albee
Chair



Peter Bower ¹
Vice Chair



Wyman Winbush ³
Secretary



Lisa Weatherby ^{2,3}



Husein Cumber ^{1,2}



John Hirabayashi ¹



Robert Heekin ¹



1. Member, Finance and Audit Committee 2. Member, Workforce Committee
3. Member, Environmental Committee

Biographies for current Members are included in the Supplemental Section.

Senior Leadership Team

• Knowledge • Skills • Experience



Mike Brost, VP/GM, Electric Systems

Responsible for Electric System Planning, Engineering and Construction Services, Bulk Power Systems, Transmission & Distribution, Electric Service Response, Electric Generation, Fuels Purchase Power and Byproduct Services.



Ted Hobson, Chief Compliance Officer

Responsible for JEA compliance programs including FERC/NERC operational and planning and critical infrastructure protection. He is also responsible for audit services, physical security, and risk management services including enterprise risk management.



Brian Roche, VP/GM, Water/Wastewater Systems

Responsible for all water, wastewater and water reuse operations and facilities, system planning functions, interlocal and developer agreements, engineering and construction, system control, customer response, asset management and financial performance of the water/wastewater business unit.



Angie Hiers, Chief Human Resources Officer

Responsible for employment, orientation, workforce planning, compensation, rewards and recognition, employee learning and development, labor relations, EEO compliance, employee relations, payroll, benefits, safety and health, organizational and performance management.



Melissa Dykes, Chief Financial Officer

Responsible for the company's financial facilities and logistical operations to include budget, tax, accounting, rates, treasury, insurance activities, acquisition and growth activities, strategic alliances and procurement services, fuel services, real estate services, fleet management, and GIS services.



Paul Cosgrave, Chief Information Officer

Responsible for overall framework of JEA's networks, data information, sonet and other telecommunication infrastructures, monitoring systems, cyber systems, and e-commerce for all organizational communication layers of the business.



Monica Whiting, Chief Customer Officer

Responsible for JEA's call center and face-to-face customer service in branches, meter reading, billing, operations and maintenance, commercial customer business, Smart Grid program, Demand Side Management, and brand management.



Bud Para, Chief Public Affairs Officer

Responsible for JEA's government relations at the local, state, and federal levels including acquisition of environmental permits, environmental compliance monitoring and reporting, and laboratory analyses.

Enormously Complex Set of Businesses and Systems

Electric System

- 445,342 customers
- 900 square miles of service area
- 6,640 miles distribution
- 745 miles transmission

Electric Capacity Resources

- St. Johns River Power Park
- Northside Generating Station
- Brandy Branch
- Kennedy
- Scherer
- Greenland Energy Center

3,728 MW net winter capacity

3,393 MW net summer capacity

District Energy System

- Three chilled water plants

22,900 tons installed chiller capacity

Water and Wastewater System

- 326,493 water customers
- 252,035 sewer customers
- 6,025 reuse customers
- 913 square miles of service area
- 4,352 miles water distribution
- 3,817 miles sewer & force main
- 190 miles reclaimed water distribution

Water and Wastewater Treatment Plants

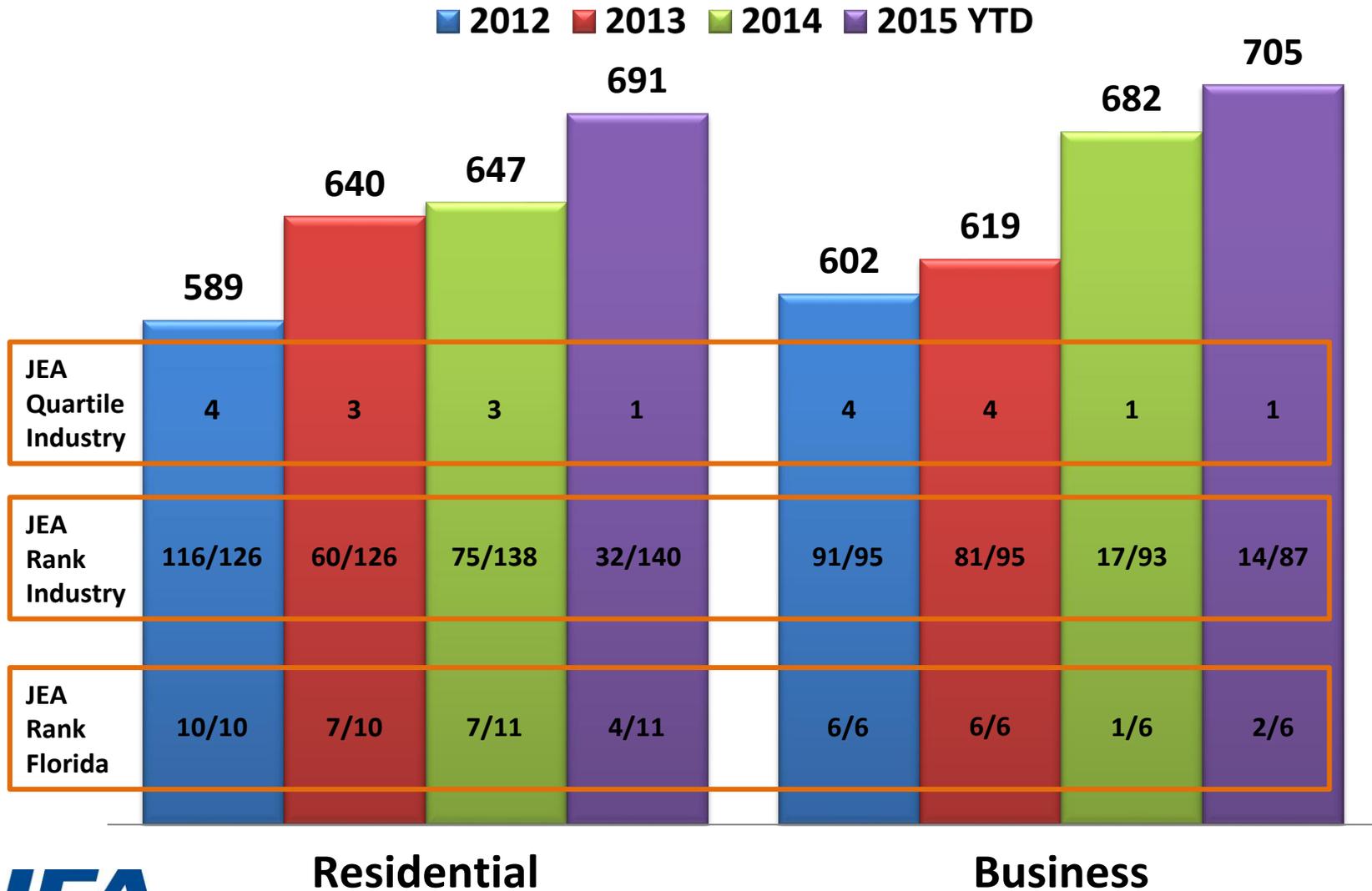
- 19 major water plants
- 18 smaller water plants
- 7 regional / 4 non-regional WWTFs
- 8 of 11 WWTFs produce reclaimed water

304 MGD system max daily capacity

241 MGD system max daily capacity

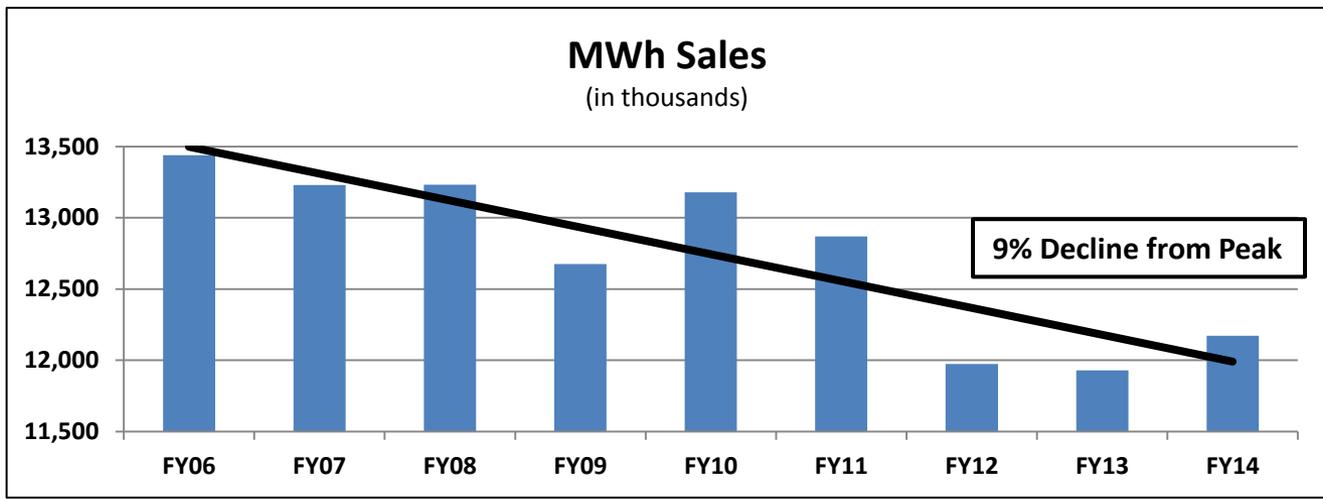
31 MGD system average daily capacity

Dramatic Improvement in Customer Satisfaction...now on to Loyalty

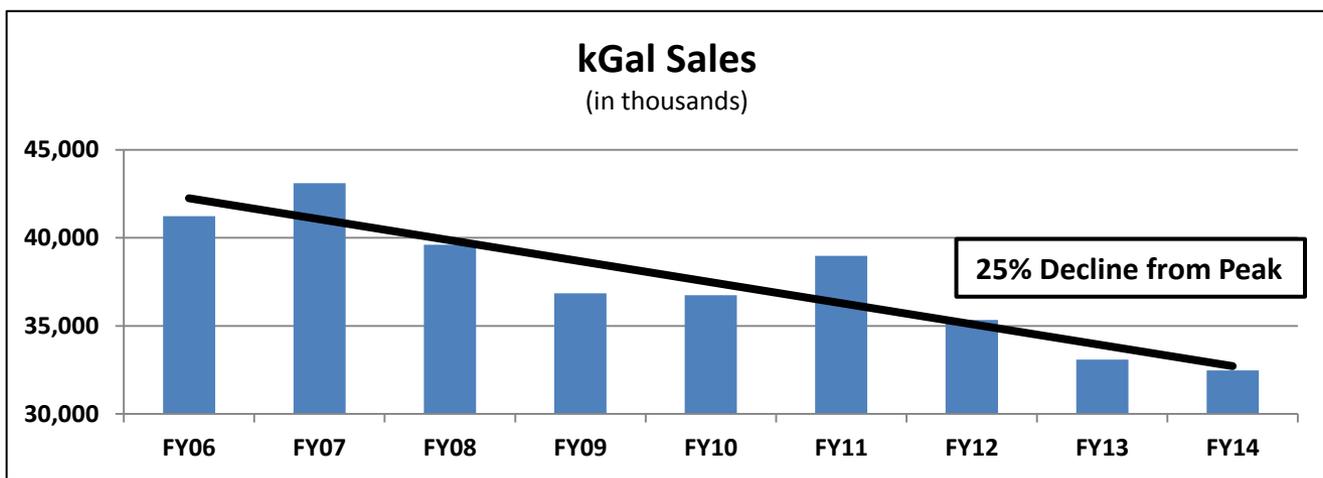


Critical Issue: Sales Decline

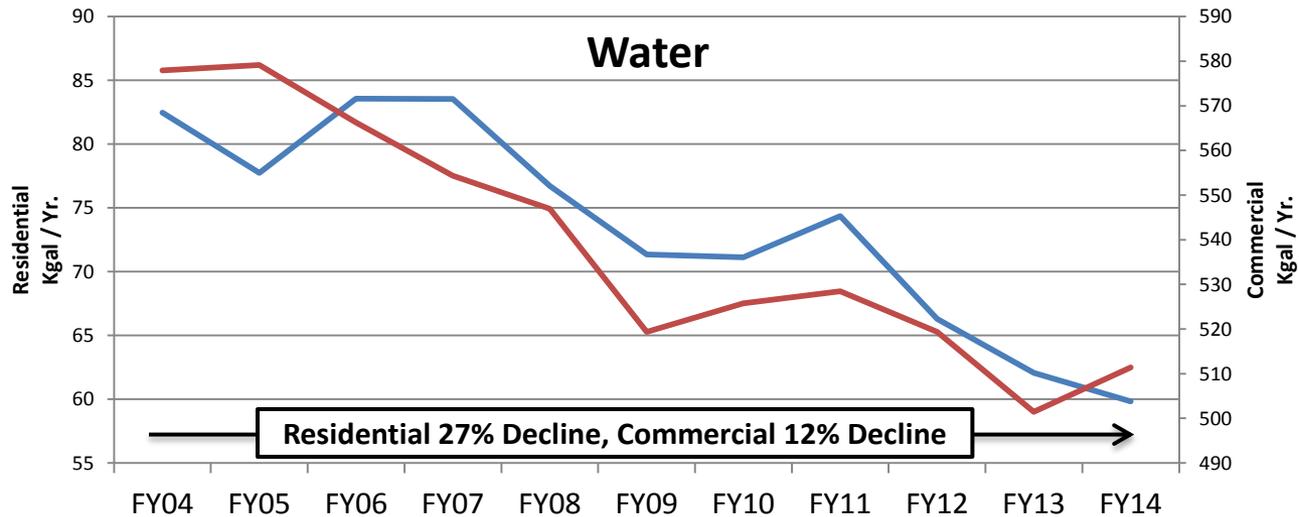
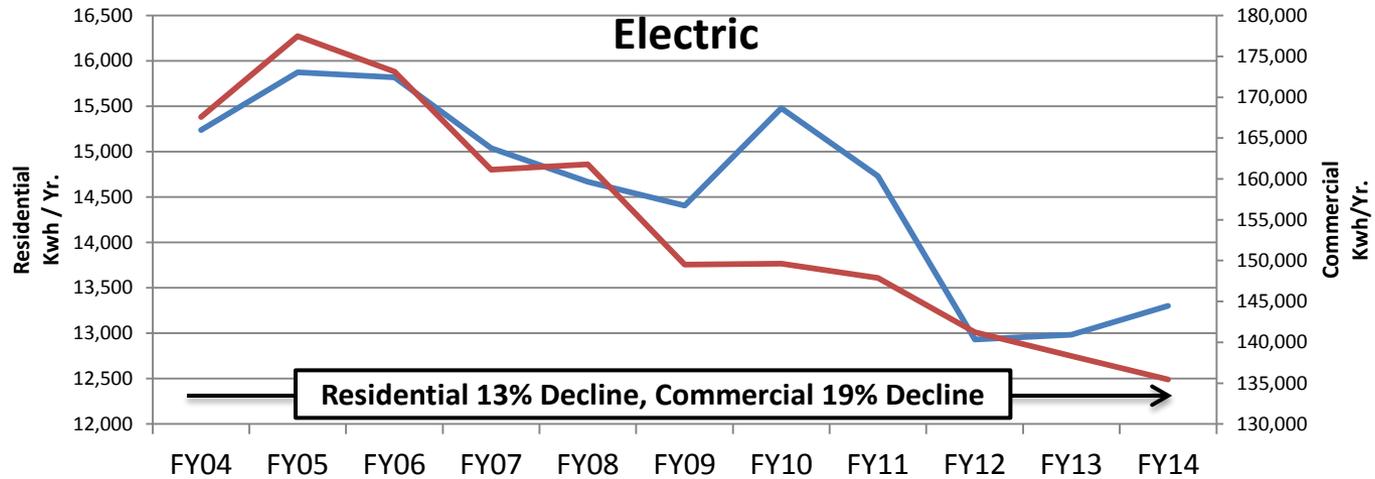
ELECTRIC



WATER



Critical Issue: Average Annual Consumption per Customer is Down



— Residential — Commercial



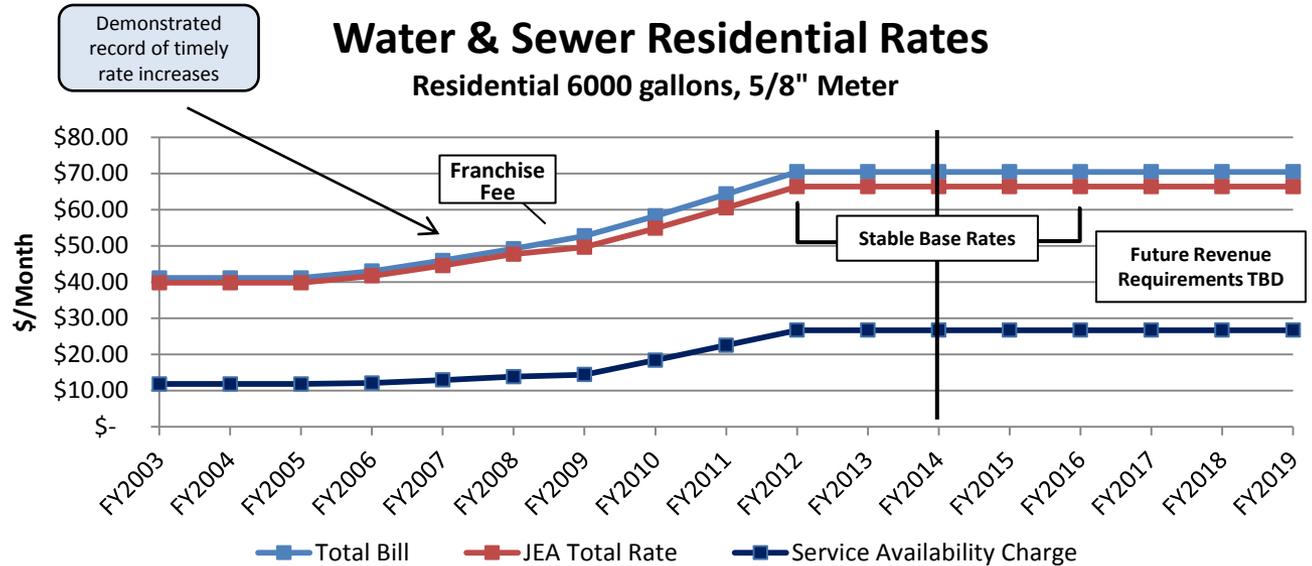
Critical Issue: Revenue Trend is Down and Rates are Flat or Down

Cash Received from Customers

FY2011	1,998,094,000
FY2012	1,872,883,000
FY2013	1,783,395,000
FY2014	1,833,716,000

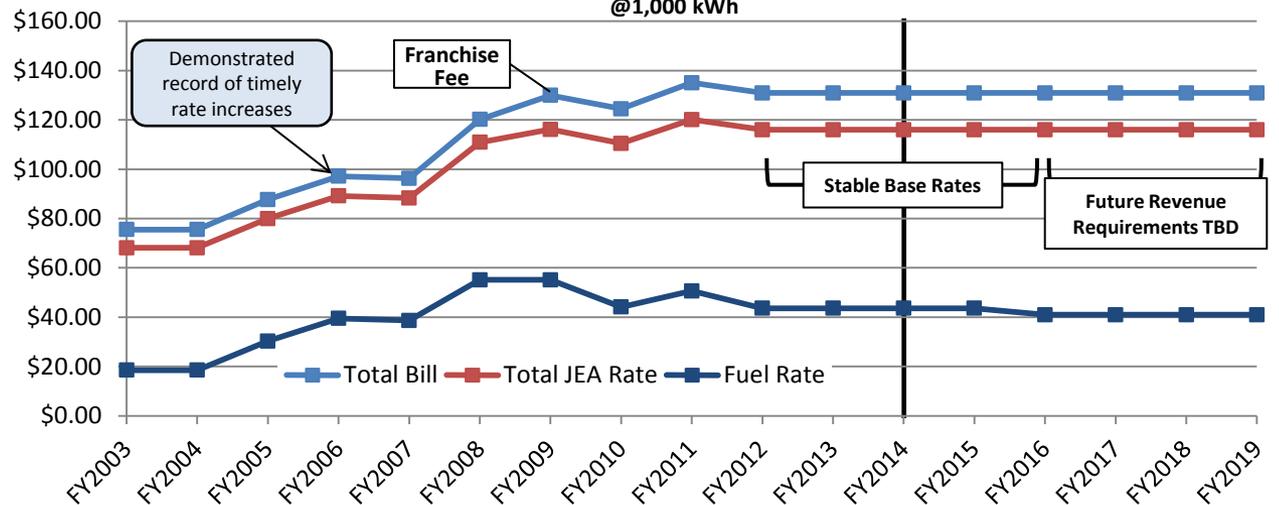
Water & Sewer Residential Rates

Residential 6000 gallons, 5/8" Meter



Electric Residential Rates

@1,000 kWh



Critical Issue: Costs are Down...for Now

<u>JEA Corporate</u>	Units	FY15 Forecast	FY15 Budget	FY14	FY13	Adjusted Target
<u>Electric Costs</u>						
Electric Fuel	\$/MWh	\$35.74	\$41.96	\$41.22	\$38.64	\$38.34
Production Non-Fuel	\$/MWh	22.94	25.00	26.28	29.04	28.44
Product Delivery	\$/MWh	15.13	16.43	13.01	14.38	14.69
Service Delivery	\$/MWh	4.99	4.94	4.05	3.47	4.47
Shared Services	\$/MWh	7.39	7.98	6.46	7.03	7.13
Total Non Fuel		\$50.45	\$54.34	\$49.81	\$53.92	\$54.74
Total		\$86.19	\$96.30	\$91.03	\$92.56	\$93.08
<u>Water Costs</u>						
Production	\$/Kgal	\$1.12	\$1.25	\$1.12	\$1.09	\$1.04
Product Delivery	\$/Kgal	1.79	1.95	1.79	2.52	2.38
Service Delivery	\$/Kgal	0.59	0.60	0.52	0.34	0.49
Shared Services	\$/Kgal	0.72	0.73	0.64	0.54	0.56
Total		\$4.22	\$4.53	\$4.06	\$4.49	\$4.47
<u>Sewer Costs</u>						
Production	\$/Kgal	\$1.67	\$1.96	\$1.54	\$1.69	\$1.74
Product Delivery	\$/Kgal	4.05	4.83	4.17	4.43	4.60
Service Delivery	\$/Kgal	0.56	0.53	0.49	0.29	0.44
Shared Services	\$/Kgal	1.25	1.37	1.14	1.12	1.18
Total		\$7.52	\$8.69	\$7.34	\$7.53	\$7.96

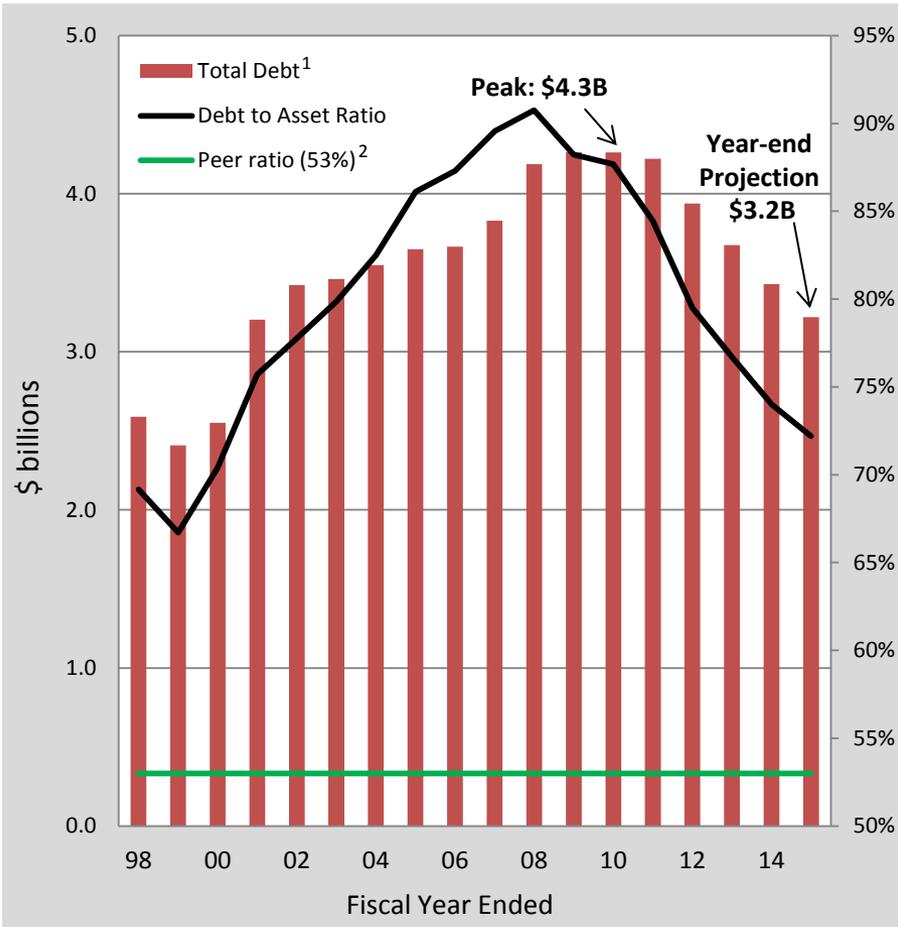
Third Year Total Proposed 2016 Operating Budget Down/Lower

We reward the productive use of discretionary time

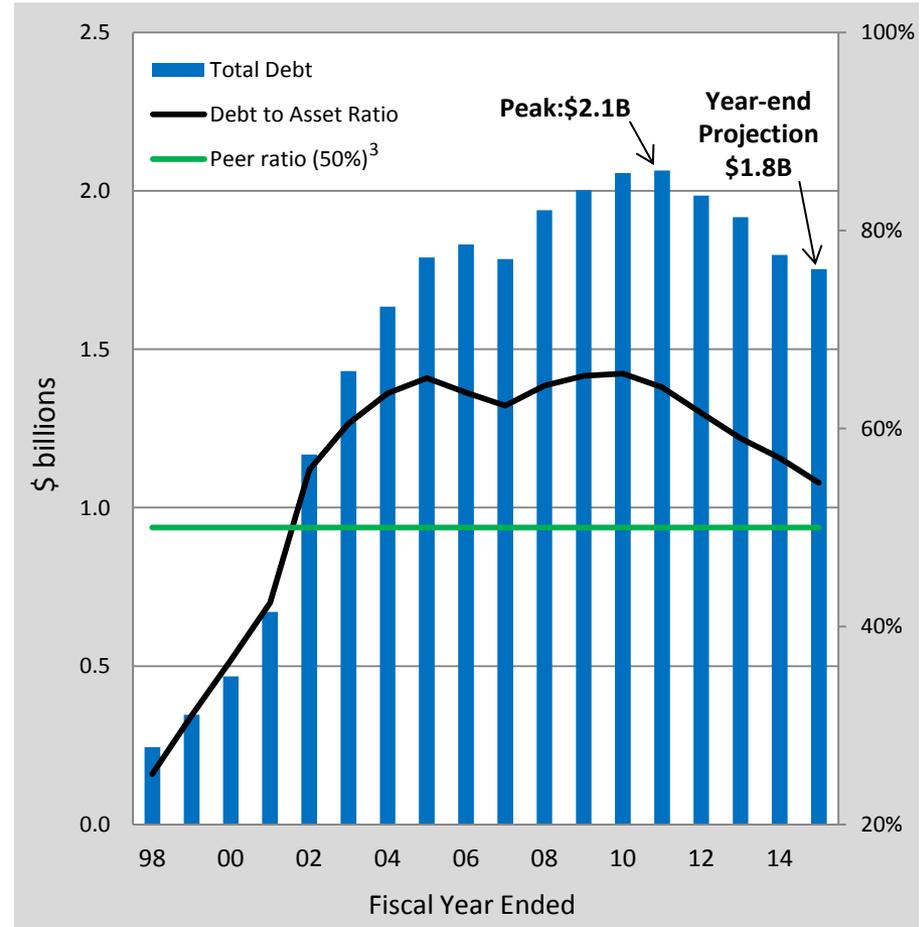


Critical Issue: Debt Balance Declining in Recent Years But Remains Extremely High

Electric System



Water and Sewer System



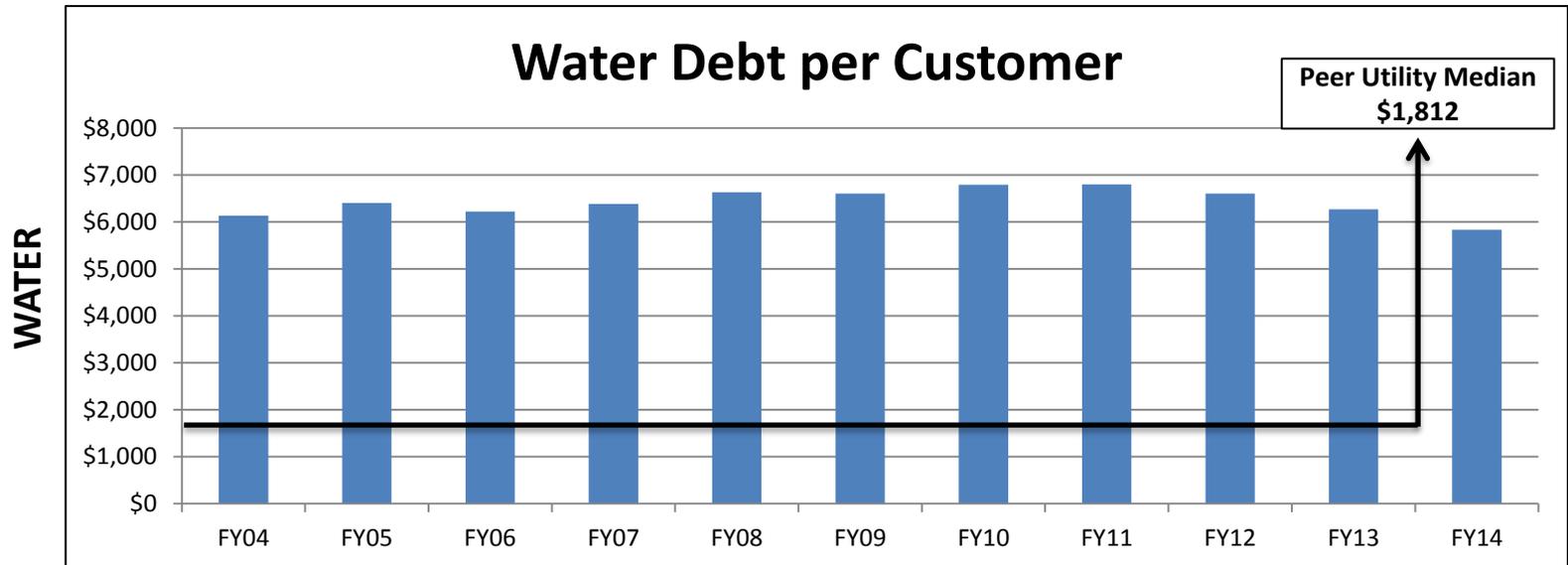
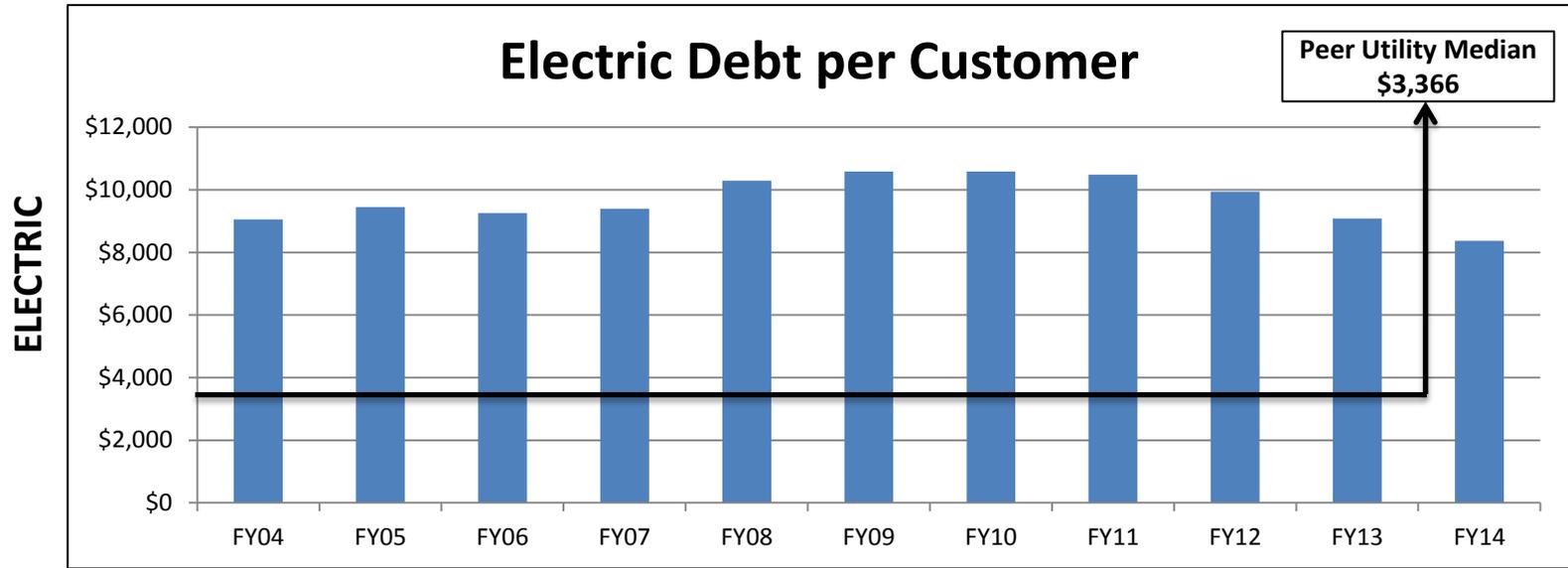
¹ Includes JEA, Scherer and JEA portion of SJRPP

² Per Moody's Special Comment, June 2014

³ As calculated from Moody's data for large Aa rated public water-sewer utilities



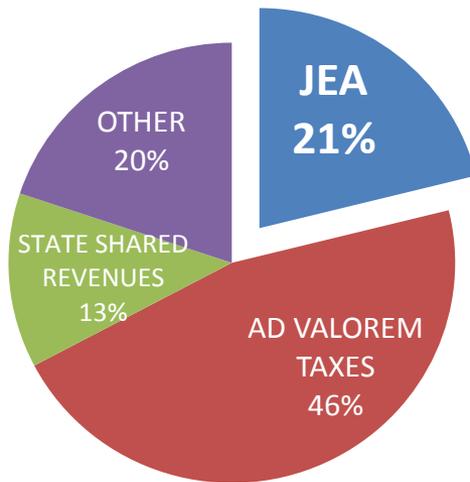
Critical Issue: JEA Has \$14K Debt per Customer



Critical Issue: City Government Transfers

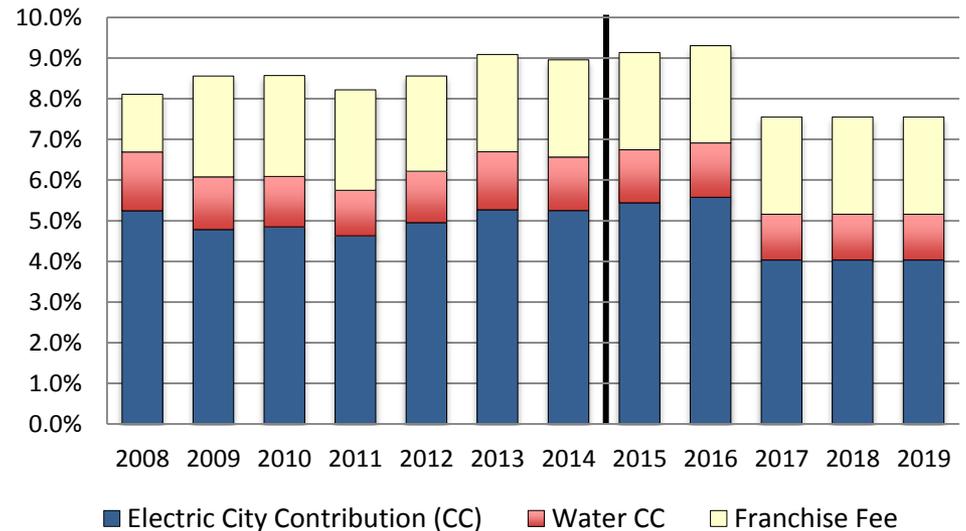
- COJ and JEA agreement governing transfer payments runs through 2018
- JEA transfer payments are scheduled to decrease after reaching 9.3% of revenue in FY2016

**JEA Transfer Payments to COJ
Percent of City's General Fund Budget
(Includes Public Service Tax)**

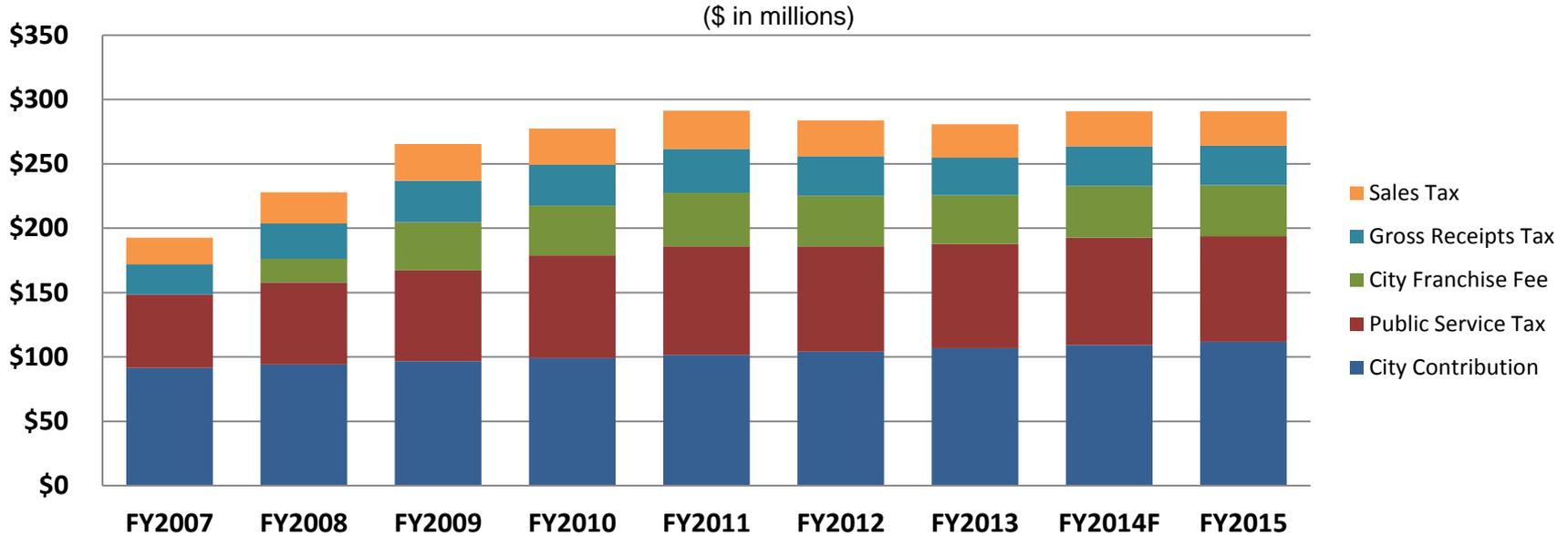


FY2015 Budget

**JEA Transfer Payments to COJ
Percent of Revenue**



Critical Issue: Government Transfers via the JEA Bill



Description	Paid To	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014F	FY2015
City Contribution	COJ	\$91.4	\$94.2	\$96.7	\$99.2	\$101.7	\$104.2	\$106.7	\$109.2	\$111.7
Public Service Tax	COJ	56.9	63.6	70.5	79.7	84.2	81.8	80.9	83.5	82.2
City Franchise Fee	COJ	-	18.3	37.5	38.6	41.7	39.3	38.1	40.1	39.7
Gross Receipts Tax	State	23.7	27.6	32.1	31.7	34.1	30.8	29.3	30.8	30.5
Sales Tax	State and COJ	20.6	24.1	28.5	28.1	29.7	27.7	25.8	27.2	26.9
Total		\$192.6	\$227.8	\$265.3	\$277.3	\$291.4	\$283.8	\$280.8	\$290.8	\$291.0
Percent increase from FY2007			18%	38%	44%	51%	47%	46%	51%	51%

\$233 (Total for FY2014F and FY2015)
 \$234 COJ (Total for City Contribution in FY2014F and FY2015)

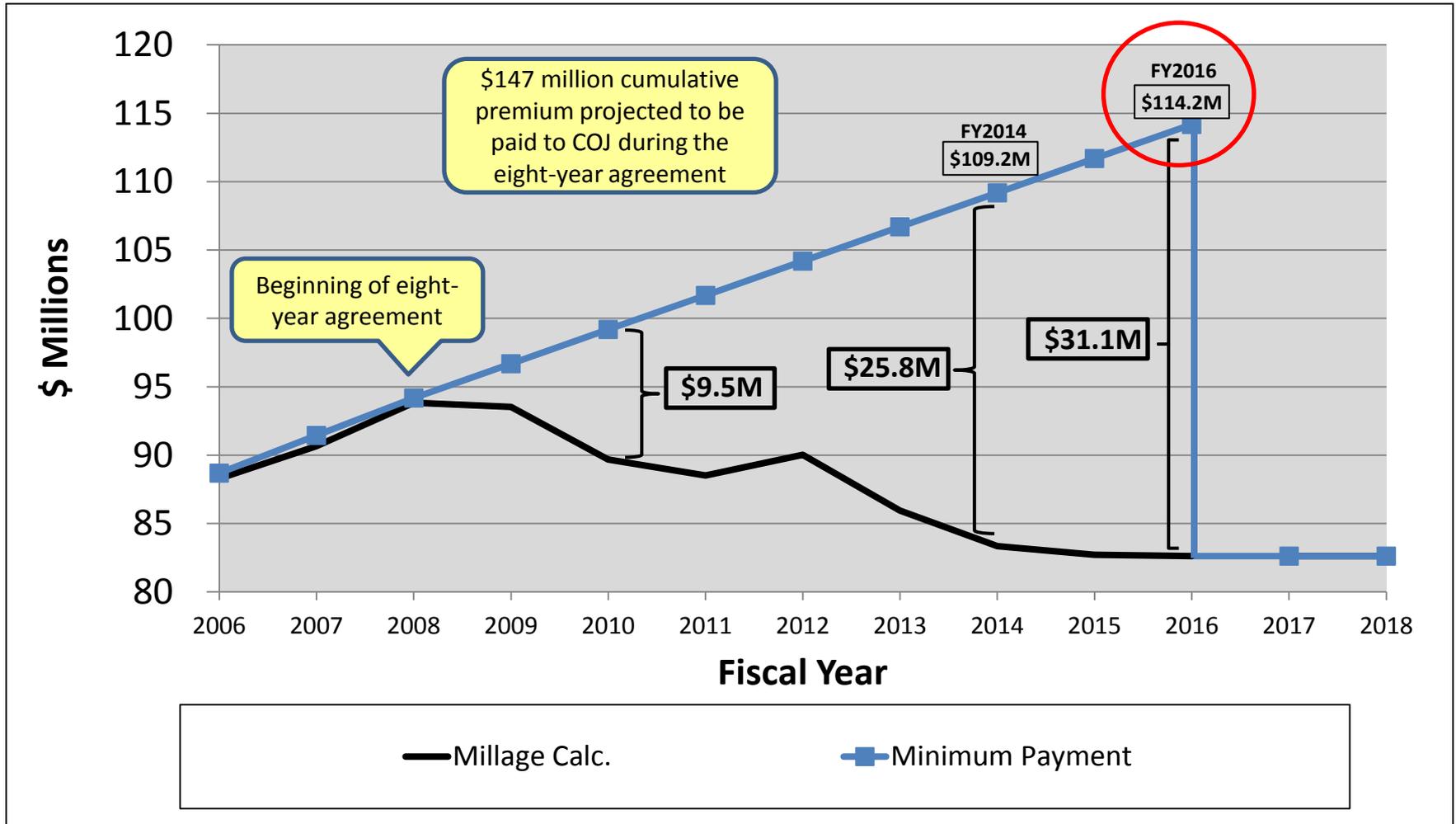
Discussion and Analysis

JEA transfers to the City of Jacksonville have increased to \$234M per year



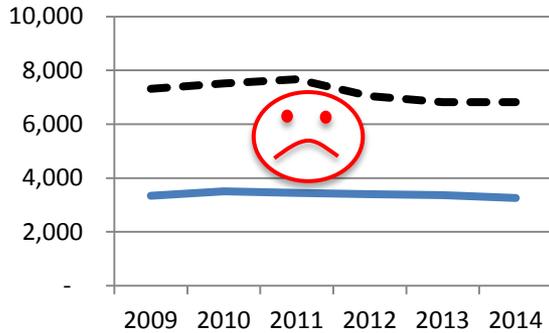
Critical Issue: City Contribution

Formula Comparison of the Current \$2.5M Minimum Increase vs. Millage Calculation



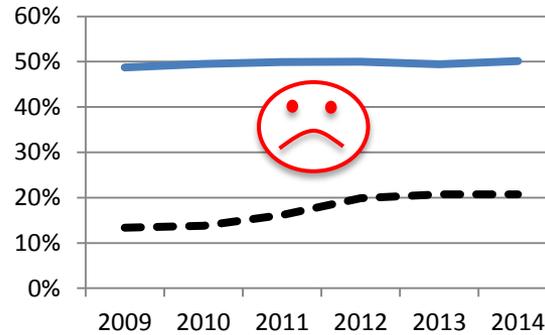
Critical Issue: Financial Health

Debt/Customer (Retail)



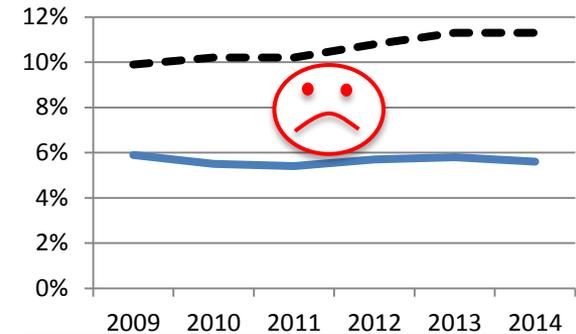
Provides a measure for relative comparison of leverage.

Equity/Capitalization



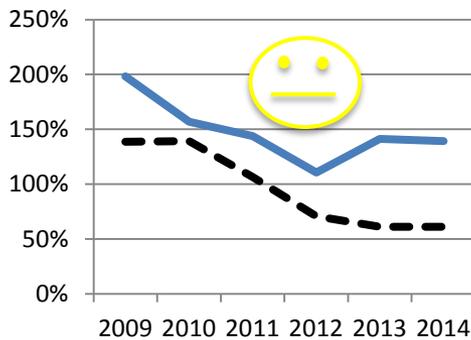
Provides a measure of cost recovery.

Transfer Payments as % of Operating Revenues



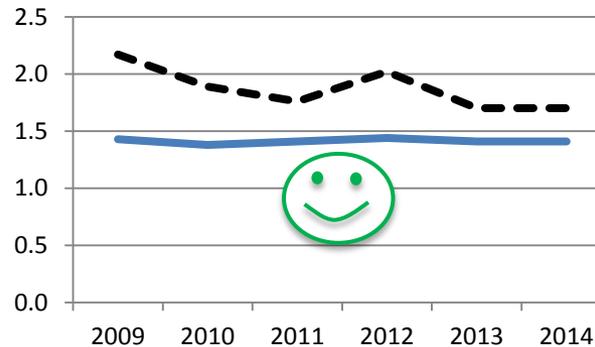
Indicates the degree to which a utility supports city general fund operations.

Capex/Depreciation



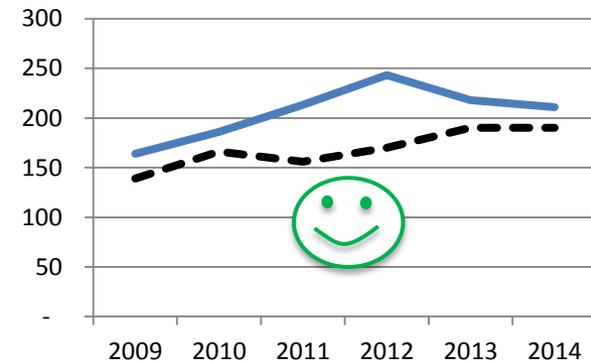
Indicates whether annual capital spending keeps pace with depreciation.

Coverage of Full Obligations



Indicates the margin available to meet current debt service and other fixed obligations.

Days Liquidity on Hand



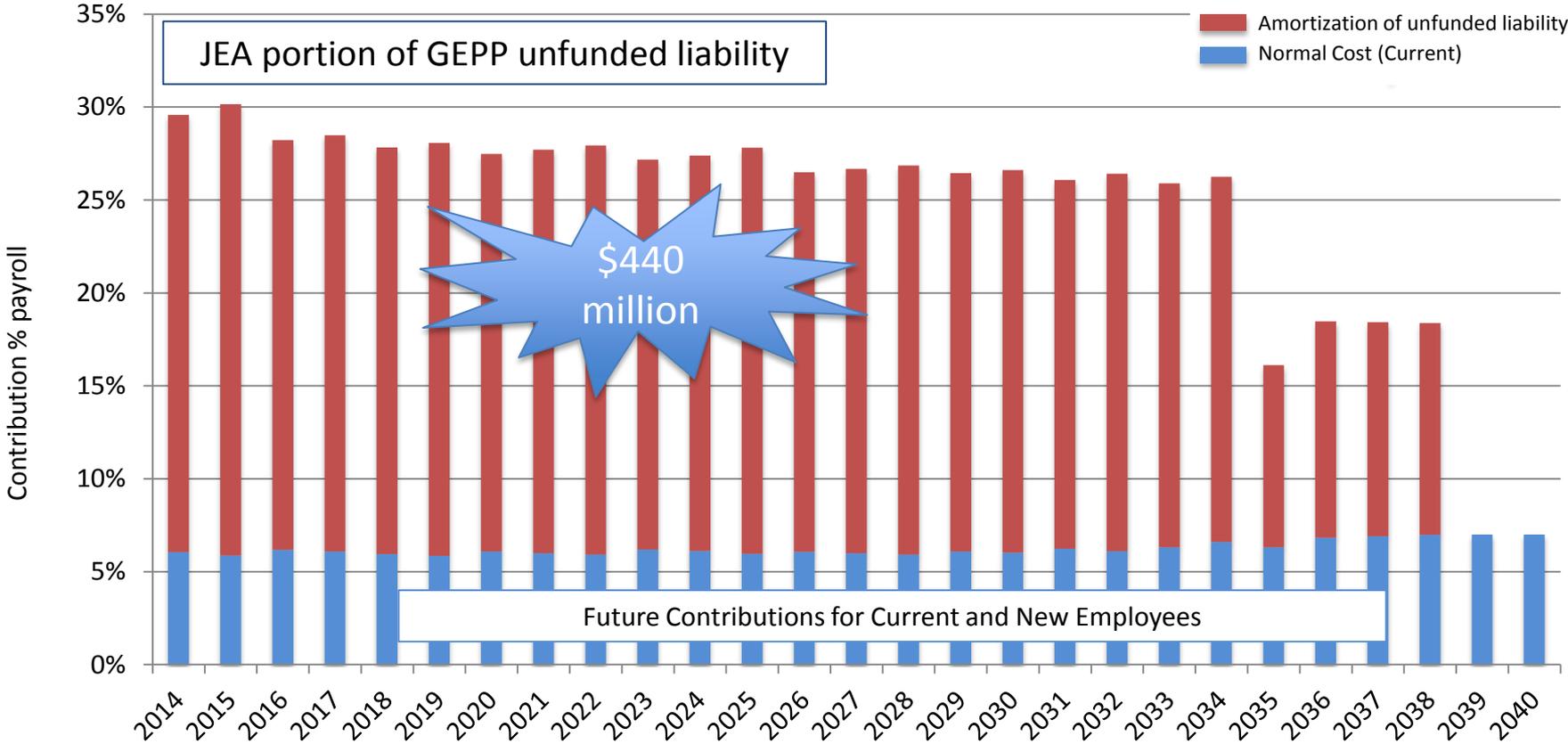
Indicates financial flexibility, including all available sources of cash and liquidity, relative to expenses.

----- JEA

———— AA MEDIAN

Critical Issue: City of Jacksonville General Employees Retirement Plan

Projection of Employer Contribution JEA Employees – Current Plan (\$2014: 1%=\$1.3 million)



* unaudited, not independently verified



JEA Team 2,000 Plus Hard-Working Men and Women

Can't



Won't



Duval county residency requirement will have a significant **adverse** impact

JEA Highly Technical Workforce

Management, Technical & Professional

- Bachelors degree minimum

633 or 32.9%

Senior front-line leadership (non-mgt)

- Apprenticeship & 8+ years experience

226 or 11.8%

Journeyman or Specialty

- 4 year apprenticeship minimum

458 or 23.8%

Apprentices

- Successfully complete 4 year apprenticeship

83 or 4.2%

Skilled Positions

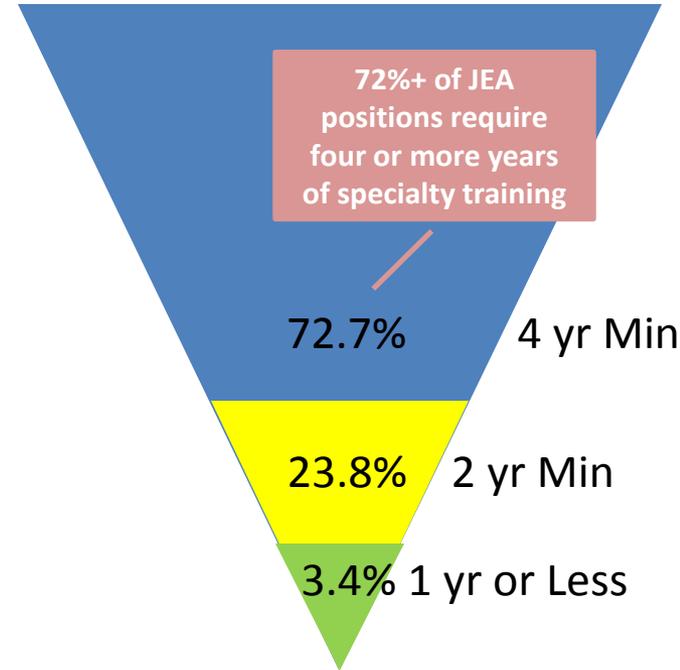
2+ year training and/or experience

458 or 23.8%

Entry Level

1 year or less training and/or experience

64 or 3.4%



Replacement Costs:

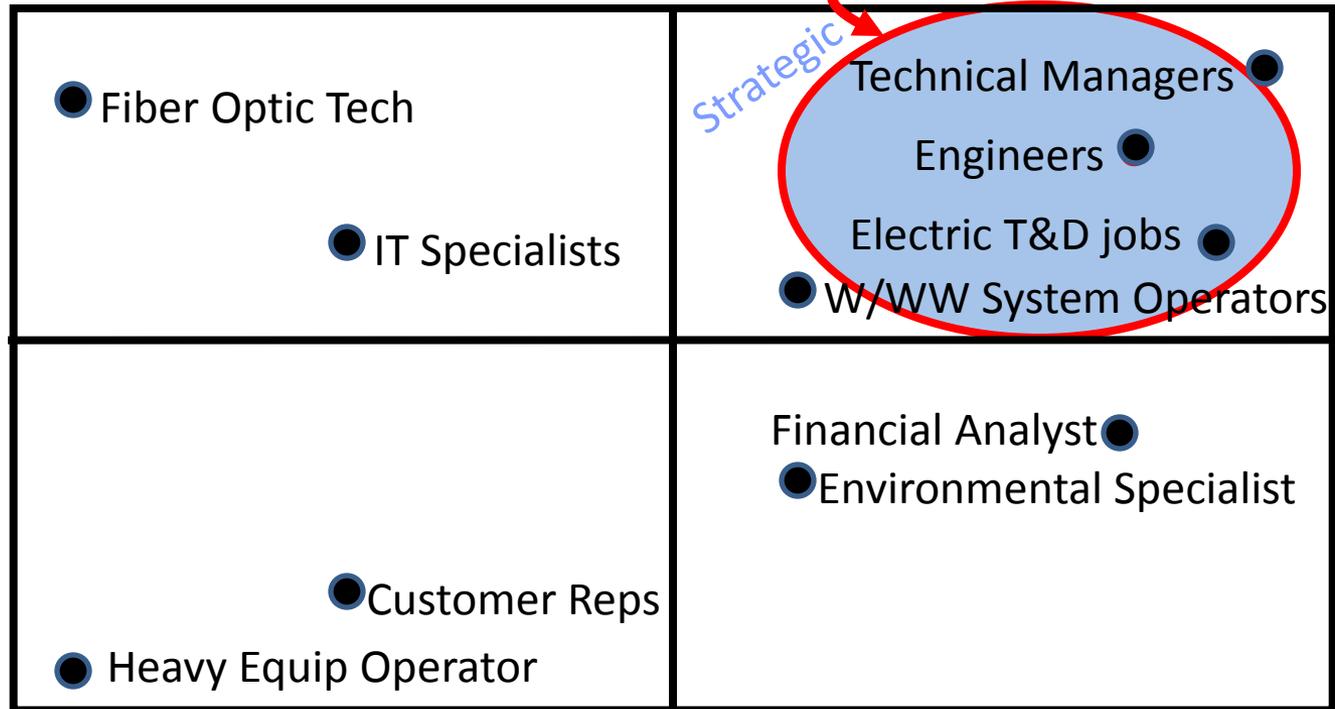
- Estimated average recruitment and on-boarding costs: \$7,700/Professional & \$4,900/O&M
- Estimated average cost to pay and train an apprentice to reach a journeymen level over a four year program is \$275,000 each

JEA Talent Pipeline

KSAs Available in Jax job market

Not Available
(or affordable)

Readily Available



+60% of our Positions

Strategic

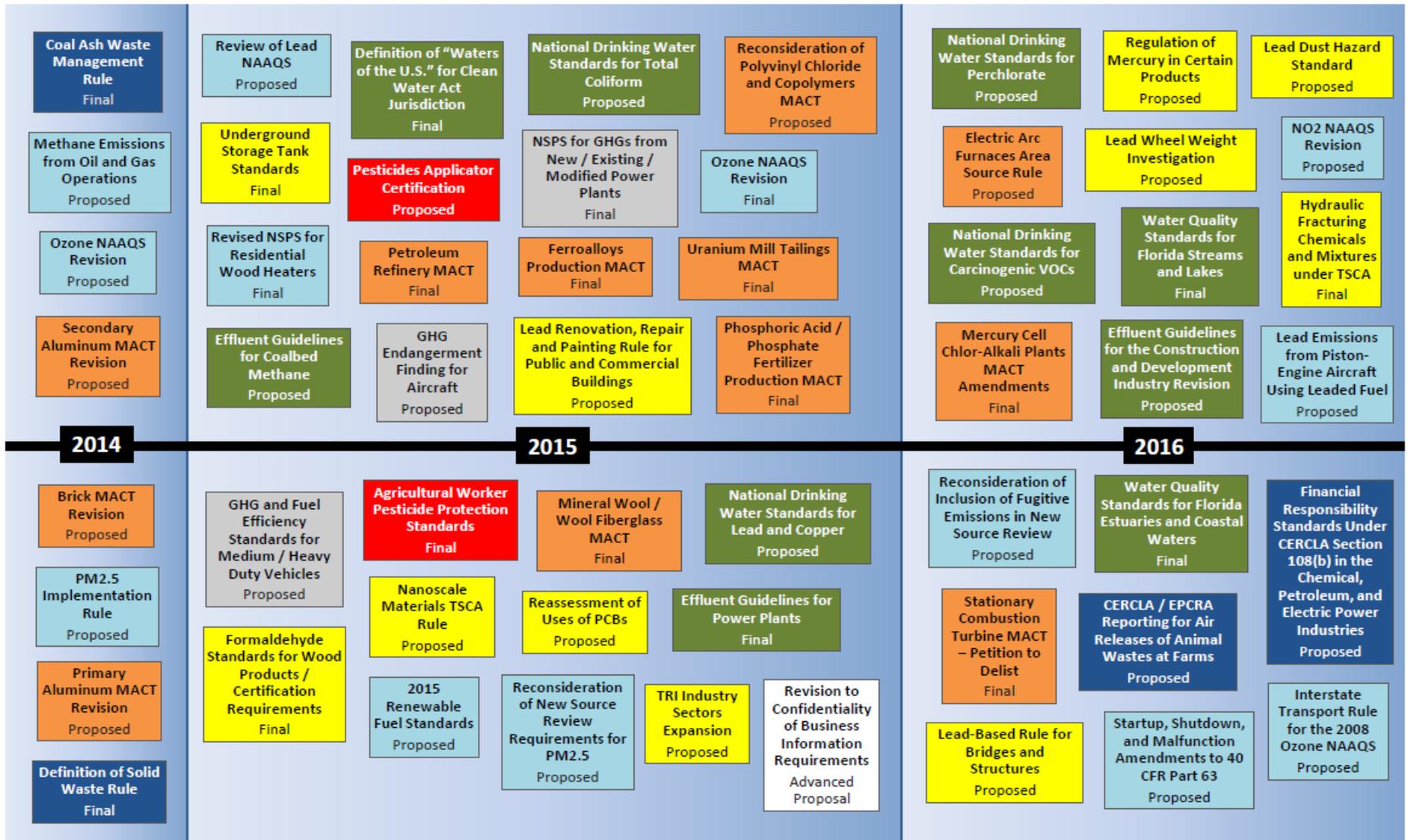
Less than 3 months

4 or more years

8 or more years

Time to become proficient on JEA processes and systems

EPA's Rulemakings on the Runway



Critical Issue: EPA's Clean Power Plan

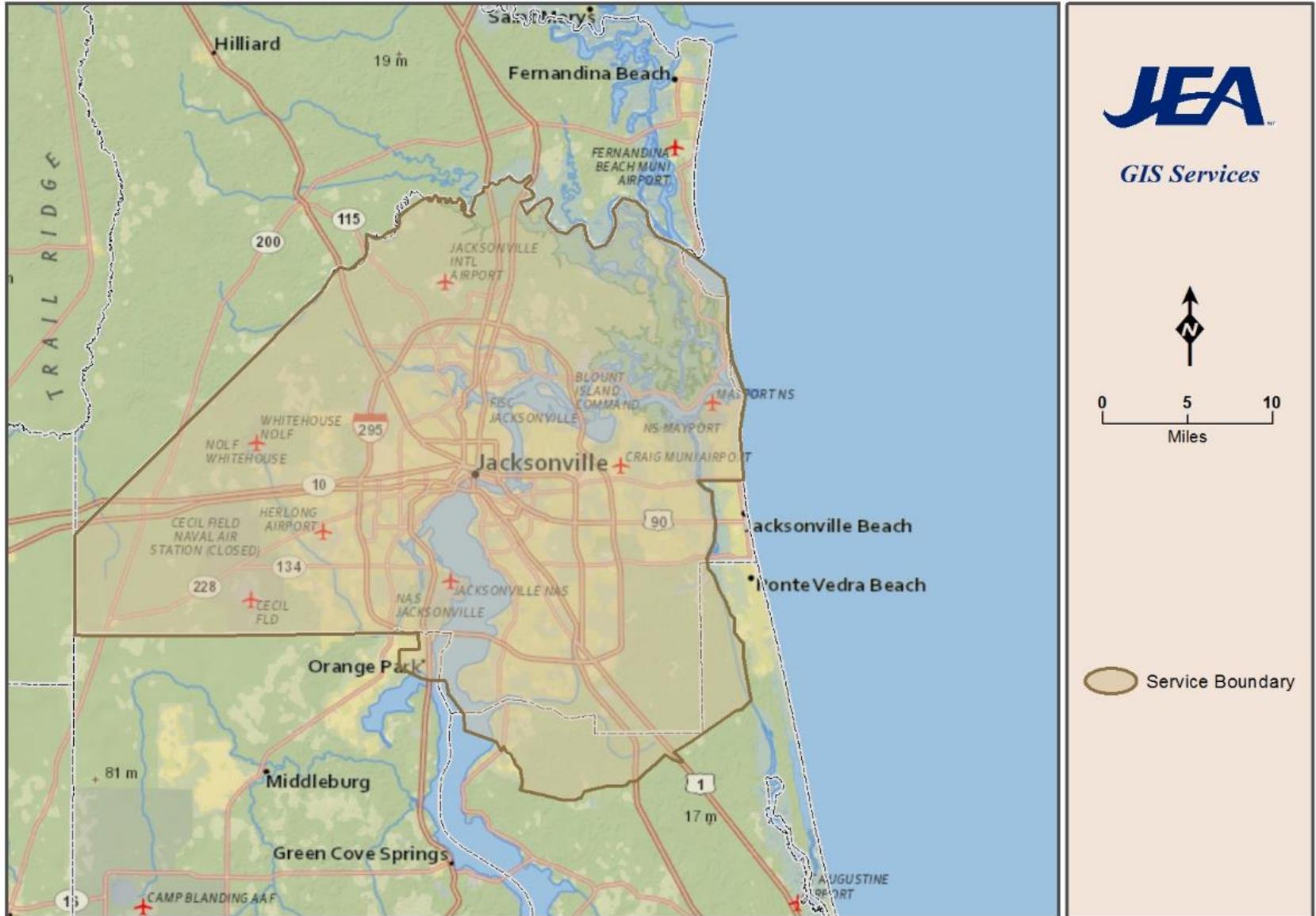
- In June 2014 the EPA released proposed regulations for existing power plants.
 - Since almost 100% of JEA's electric generation produces carbon dioxide, the outcome of this issue could be very costly to JEA's customers
 - JEA will have active involvement in the EPA rulemaking process, in addition to tracking the climate change issue in its risk management process
- Other Pending and Potentially Costly Rules Include:

Rule	Estimated Impact \$Million
Effluent Limit Guidelines for Steam Units	\$80
Coal Combustion By-Product Designation	\$80 - \$100
Mercury and Air Toxins Standards – April 2015	\$15
Cooling Water Intake Structures	\$10 - \$50
Clean Power Plan: CO ₂ Reduction	\$1 Billion <u>or more</u>



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JEA's Electric System

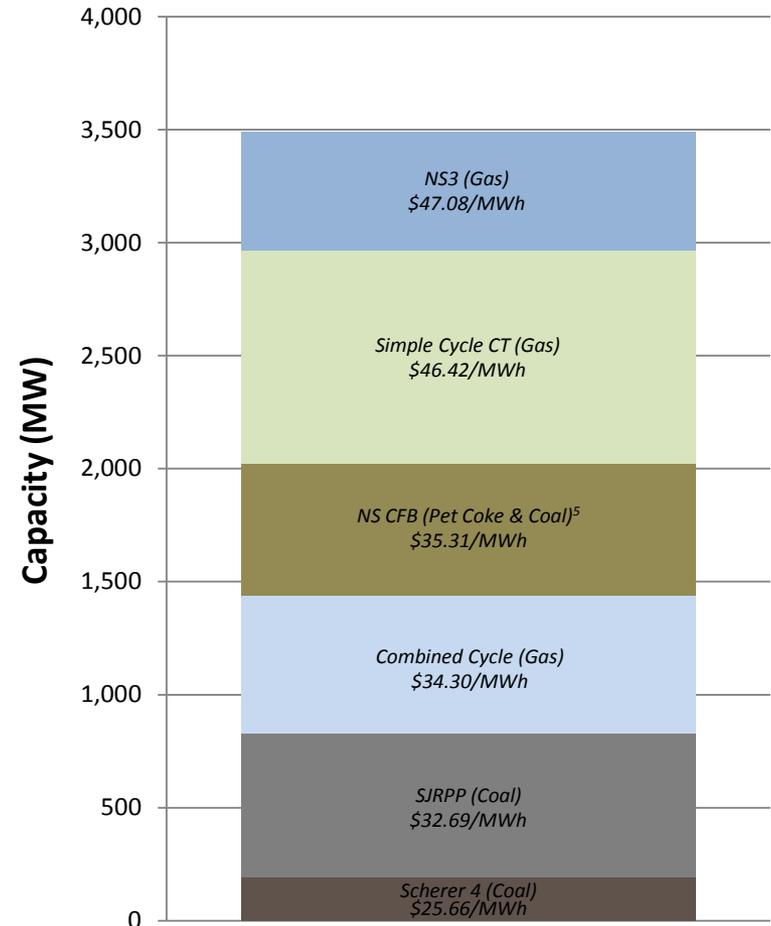


Generating Fleet

Existing Generation Capacity = 3,408¹ MWs

Facility	Primary Fuel Type	Generating Capacity (in MW)	Year in Service
Natural Gas: 1,790 MW (56%)			
Brandy Branch	Natural Gas	651	2001 – 2005 ³
Northside Gen Unit 3 ²	Natural Gas/Oil	524	1977
Kennedy	Natural Gas	300	2000 – 2009 ³
Greenland Energy Center	Natural Gas	300	2011
Trail Ridge	Landfill Gas	15	1997 – 2008 ³
Solid Fuel: 1,406 MW (44%)			
SJRPP	Coal	626	1987 – 1988 ³
Northside Gen Units 1 & 2	Pet Coke	586	2003
Scherer 4	Coal	194	1989
Peaking Reserve: 212 MW			
Northside CTs	Diesel Fuel Oil	212	1975
<u>Grand Total: 3,408 MW</u>			
Plant Vogtle (future)	Nuclear	206	2019/2020
Jacksonville Solar	Solar PV	12	2010

FY14 Dispatch Stack⁴



JEA also has the ability to purchase power via The Energy Authority (TEA)

¹ Based on summer net ratings and entitled capacity. Winter net ratings and entitled capacity is 3,747 MW

² Northside Unit 3 (NS3) will be placed into reserve storage in March 2016

³ Multiple units and multiple in service dates

⁴ The average dispatch prices at maximum load for each unit from 10/1/2013 through 9/30/2014

⁵ NS CFB burned a blend of pet coke and coal during FY14

Brandy Branch (501 Total MW¹ – Natural Gas CC)



FY14 Average Heat Rate	FY14 EAF	Industry Average EAF ²	FY14 EFOR	Industry Average EFOR
7,143	94.4%	85.5%	0.5%	6.2%

- Continues to be a flexible gas fired “work horse”, with 2014 capacity factor of 68.2%
- Can be base-load or intermediate duty
- Likely model for future generating resources
- Located near two interstate gas pipelines

ENVIRONMENTAL CONSIDERATIONS

No significant environmental issues

¹ Based on summer net ratings

² Average for like units reported in NERC’s 2013 Generating Unit Statistical Brochure

Northside 1 and 2 (586 Total MW¹ – CFBs)



FY14 Average Heat Rate	FY14 EAF	Industry Average EAF ²	FY14 EFOR	Industry Average EFOR
10,042	94.6%	81.7%	5.0%	9.9%

- High fuel flexibility (pet coke, coal, **biomass**, natural gas co-firing, etc.)
- Northside CFBs commenced commercial operation in 2003 using best available technology
- FY14 capacity factor of 64.8%

ENVIRONMENTAL CONSIDERATIONS

- Modern plant which performs in compliance with current environmental regulations except for pending clean power plant carbon regulations
- MATS compliance requires less than \$1 million additional capital (new CEMS)
- 316(b): Expected to cost approximately between \$5-\$60 million to modify water intake structure
- Will delay capital investment for new environmental compliance until there is clarity on CO₂
- Ability to burn biomass and co-fire natural gas helps mitigate Clean Power Plan impact

Note: Environmental considerations included are highest probability and highest impact for each generating facility.

¹ Based on summer net ratings

² Average for like units reported in NERC's 2013 Generating Unit Statistical Brochure

Northside 3 (524 Total MW¹ – Natural Gas)



FY14 Average Heat Rate	FY14 EAF	Industry Average EAF ²	FY14 EFOR	Industry Average EFOR
12,564	89.4%	75.9%	4.1%	20.5%

- Reliable natural gas and oil facility built in the late 1970s
- FY14 capacity factor of 8.8%

Will be placed into reserve storage in March 2016

ENVIRONMENTAL CONSIDERATIONS

No significant environmental issues anticipated with unit in reserve storage

Note: Environmental considerations included are highest probability and highest impact for each generating facility.

¹ Based on summer net ratings

² Average for like units reported in NERC's 2013 Generating Unit Statistical Brochure

SJRPP 1 and 2 (626 Total MW¹ – Coal)

Additional 376 MW (bringing total capacity to 1,002 MW) on suspension of sale to FPL in 2018-2020 time frame



FY14 Average Heat Rate	FY14 EAF	Industry Average EAF ²	FY14 EFOR	Industry Average EFOR
10,184	84.7%	81.8%	2.1%	8.7%

- Large solid fuel facility providing base load capacity
- Highly reliable
- Coal capacity provides cost stability to hedge fluctuations in natural gas prices
- FY14 capacity factor of 65.4%³

ENVIRONMENTAL CONSIDERATIONS

- State-of-the-art Selective Catalytic Reduction equipment installed between 2006 and 2009
- MATS compliance on Colombian coal mitigates capital investment in environmental control equipment
- 316(b) compliant with cooling tower
- Coal Combustion Residual (CCR) final rule expected December 2014, with effective date TBD
- Clean Power Plan impact TBD

Note: Environmental considerations included are highest probability and highest impact for each generating facility.

¹ Based on summer net ratings and entitled capacity

² Average for like units reported in NERC's 2013 Generating Unit Statistical Brochure

³ JEA's portion

Scherer (194 Total MW¹ – Coal)



FY14 Average Heat Rate	FY14 EAF	Industry Average EAF ²	FY14 EFOR	Industry Average EFOR
10,450	76.1%	85.9%	1.4%	8.1%

- Extremely reliable modern solid fuel capacity
- Cheap - lowest dispatch cost in JEA's fleet
- Fuel – PRB – Provides additional fuel diversity
- FY14 capacity factor of 71.3%³

ENVIRONMENTAL CONSIDERATIONS

- Air quality control upgrades (SCR, scrubber, PAC injection and bag house) installed between 2007 and 2013
- Expected to be in compliance with MATS
- Coal Combustion Residual (CCR) final rule expected December 2014, with effective date TBD
- Clean Power Plan impact TBD

Note: Environmental considerations included are highest probability and highest impact for each generating facility.

¹ Based on summer net ratings and entitled capacity

² Average for like units reported in NERC's 2013 Generating Unit Statistical Brochure

³ JEA's portion

(5) GE 7FA Combustion Turbines (750 Total MW¹ for GEC, Kennedy, Brandy Branch)



FY14 Average Heat Rate	FY14 EAF	Industry Average EAF ²	FY14 First Start Reliability	Industry Average First Start Reliability
12,971	95.7%	87.9%	95.4%	98.6% ³

- Minimal usage due to dispatch order, reduced peak demand and fleet flexibility
- Natural gas, clean, quick start – most flexible units serve peak, able to burn fuel oil in the event of natural gas shortages
- Low capital cost, low fixed O&M
- Short timetable for new capacity additions
- GEC site is designed for future combined cycle conversion

ENVIRONMENTAL CONSIDERATIONS

- No current environmental issues
- Clean Power Plan impact TBD

¹ Based on summer net ratings

² Average for like units reported in NERC's 2013 Generating Unit Statistical Brochure

³ 2012 NERC Generating Availability Report

Plant Vogtle (206 Total MW¹ – Nuclear)



- Provides fuel diversification by adding zero emitting base-load nuclear to JEA's fleet
 - Highly reliable base load unit when it comes online
 - 2019/2020 schedule in-service dates for units 3 and 4
 - Construction Milestones Achieved:
 - Unit 3 Cooling Tower > 300 feet – 2nd Quarter 2014
 - Unit 3 CA20 Module* set in Nuclear Island – March 2014
 - Unit 4 Containment Vessel Bottom Head (CVBH*) lifted in Nuclear Island – May 2014
- *CA20 Module 1100 Tons, 5 stories tall and will house various plant components
CVBH is 1.8 million pounds, approximately 38 feet tall and took 4 hours to set in place
- Current cost estimates still within estimates used for original investment decision

ENVIRONMENTAL CONSIDERATIONS

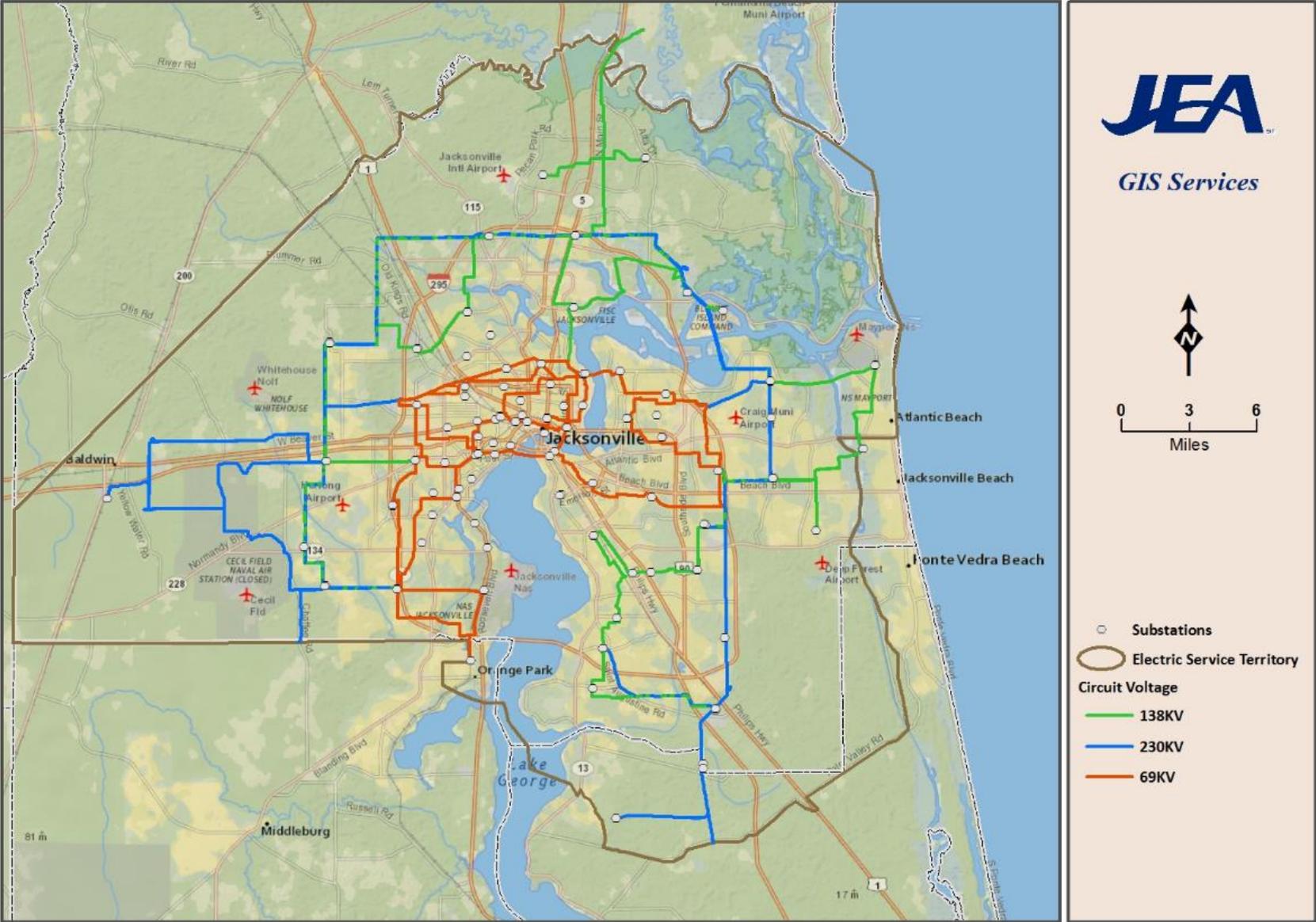
- No decommissioning or spent fuel liability after end of 20 year PPA
- Carbon-free generation

Note: Environmental considerations included are highest probability and highest impact for each generating facility.



- JEA continues to look for economical opportunities to incorporate clean power and renewable energy into JEA's power supply portfolio
- JEA's current portfolio:
 - Jacksonville Solar (12 MW purchased power)
 - Trail Ridge (15 MW landfill gas and biogas purchase)
 - Nebraska Public Power District wind generation project (10 MW purchased power)
 - In 2011, JEA ran a successful co-firing pilot test using small quantities of biomass for Northside Units 1 and 2, utilizing wood chips from JEA tree trimming activities as a biomass energy source
- Solar policy reviewed by the Board in November expands target solar capacity to 40 MW by the end of 2016
- Stand-by charge approved by the Board in June mitigates system impact for large-scale Distribution Generation
- New initiatives under consideration
 - Expanded utility scale solar resources
 - Community solar gardens
 - Green rate options

JEA Transmission System



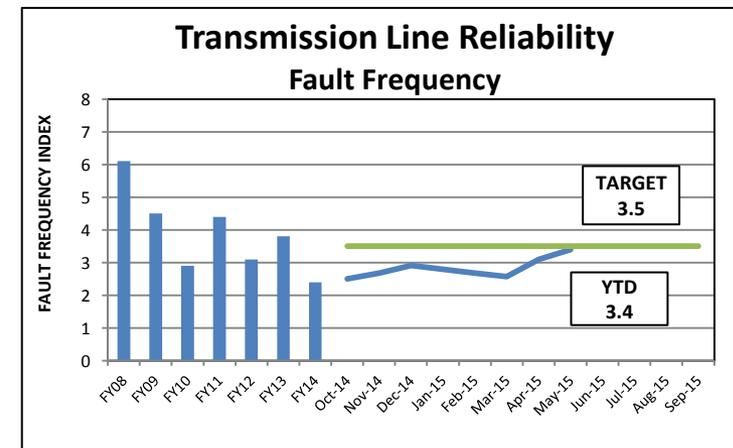
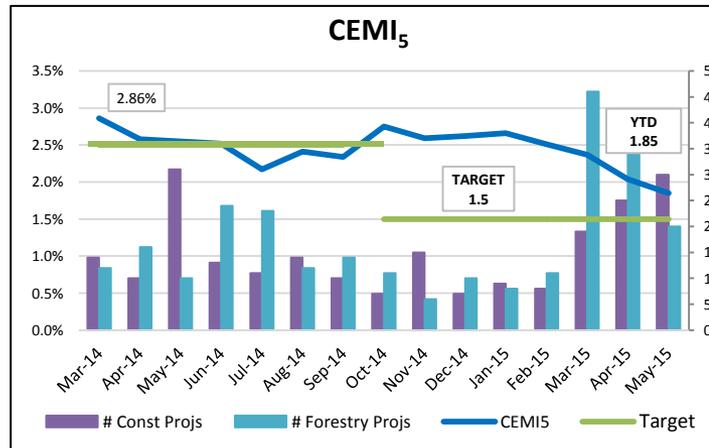
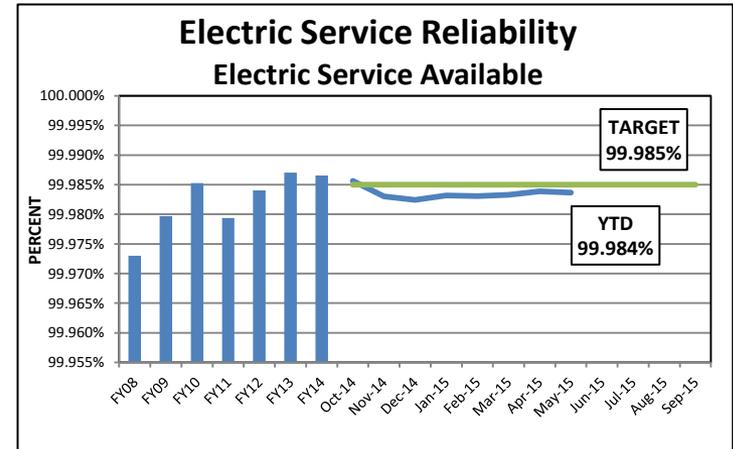
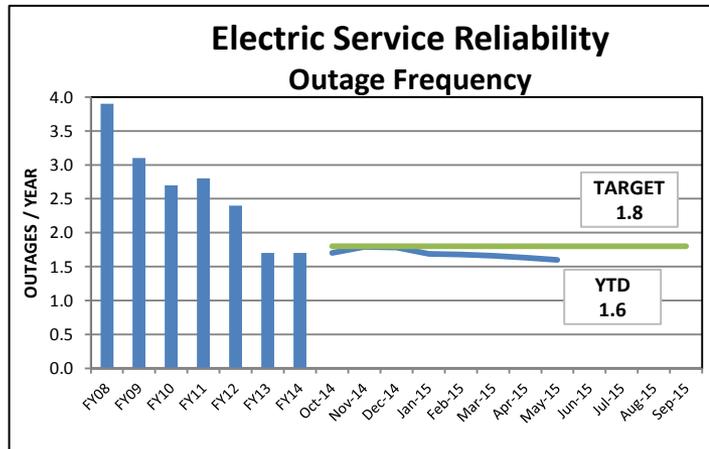
JEA FY2015 Performance Objectives

Electric System Reliability Metrics

T&D Grid Performance	Metric	FY2015 YTD	FY2015 Target	FY2014	FY2013
Customer Outage Frequency	# of Outages per Year	1.60	1.8	1.7	1.7
Electric Service Available	% Available	99.984	99.985	99.987	99.987
Transmission Line Faults	# of Faults	3.4	3.5	2.4	3.8
CEMI ₅	% Customers > 5 outages	1.85	1.5	2.34	N/A

Electric Service Reliability

- Outage frequency and duration has been cut in half over the last 6 years; running flat this year and near the FY2015 targets
- The typical JEA customer sees 1.6 outages per year and a total outage duration of 86 minutes
- CEMI₅: 8,372 (1.85%) of our customers have experienced more than 5 outages in the past 12 months



Transmission Line Reliability

- Overall downward trend over the last six years
- YTD running below FY15 target

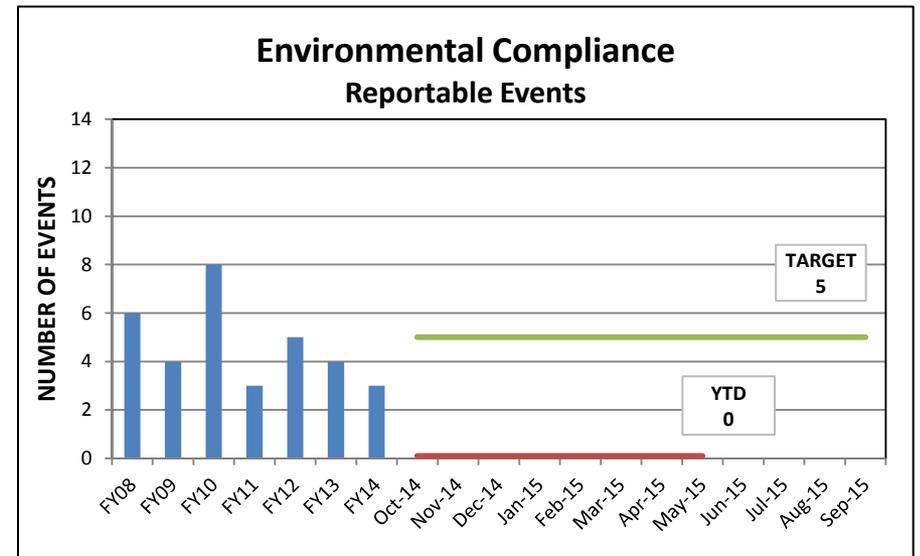
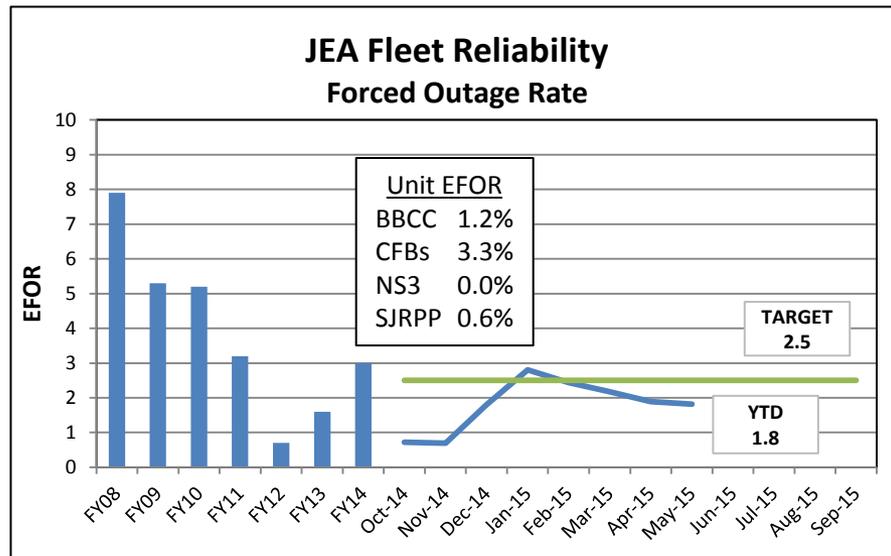
Other Operational Metrics

- Continue showing favorable trends over time

JEA FY2015 Performance Objectives

Electric System Reliability Metrics

Generating Plant Performance	Metric	FY2015 YTD	FY2015 Target	FY2014	FY2013
Generation Fleet Reliability	Forced Outages Rate	1.8	2.5	3.0	1.6
Environmental Compliance	Permit Exceedances	0	5	3	4



Generating Fleet Reliability

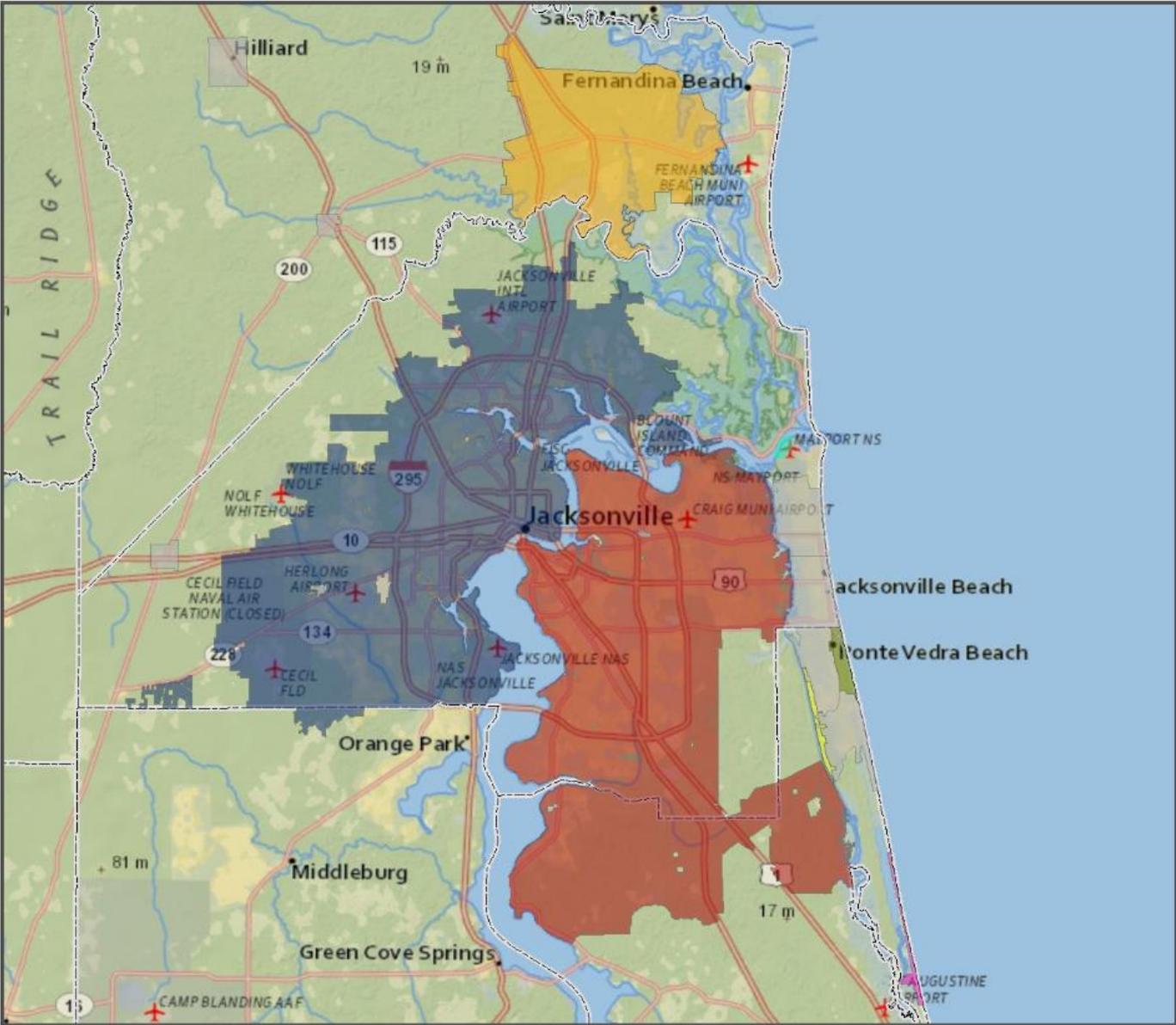
- The JEA fleet Forced Outage Rate is in line with prior 6-year performance and under FY15 target
- Planned outage work was successfully completed in the Fall on NS1, NS2, and BBCC; and in the Spring on both SJRPP units
- Favorable performance contributes to lower fuel and non-fuel expenses

Environmental Compliance

- Zero reportable events through first 8 months
- Excellent performance in prior years, with no air permit violations
- Mercury Air Toxics Standards (MATS) effective April 2015

- Introduction: structure, strategy and critical issues
- Electric System
- Water & Sewer System
- District Energy System
- Earn Customer Loyalty
- Rates and Financial Metrics
- Current COJ/JEA Initiatives
- Compensation Policy
- Top Ten Myths
- Top Ten Facts
- Supplemental Information

JEA's Water System



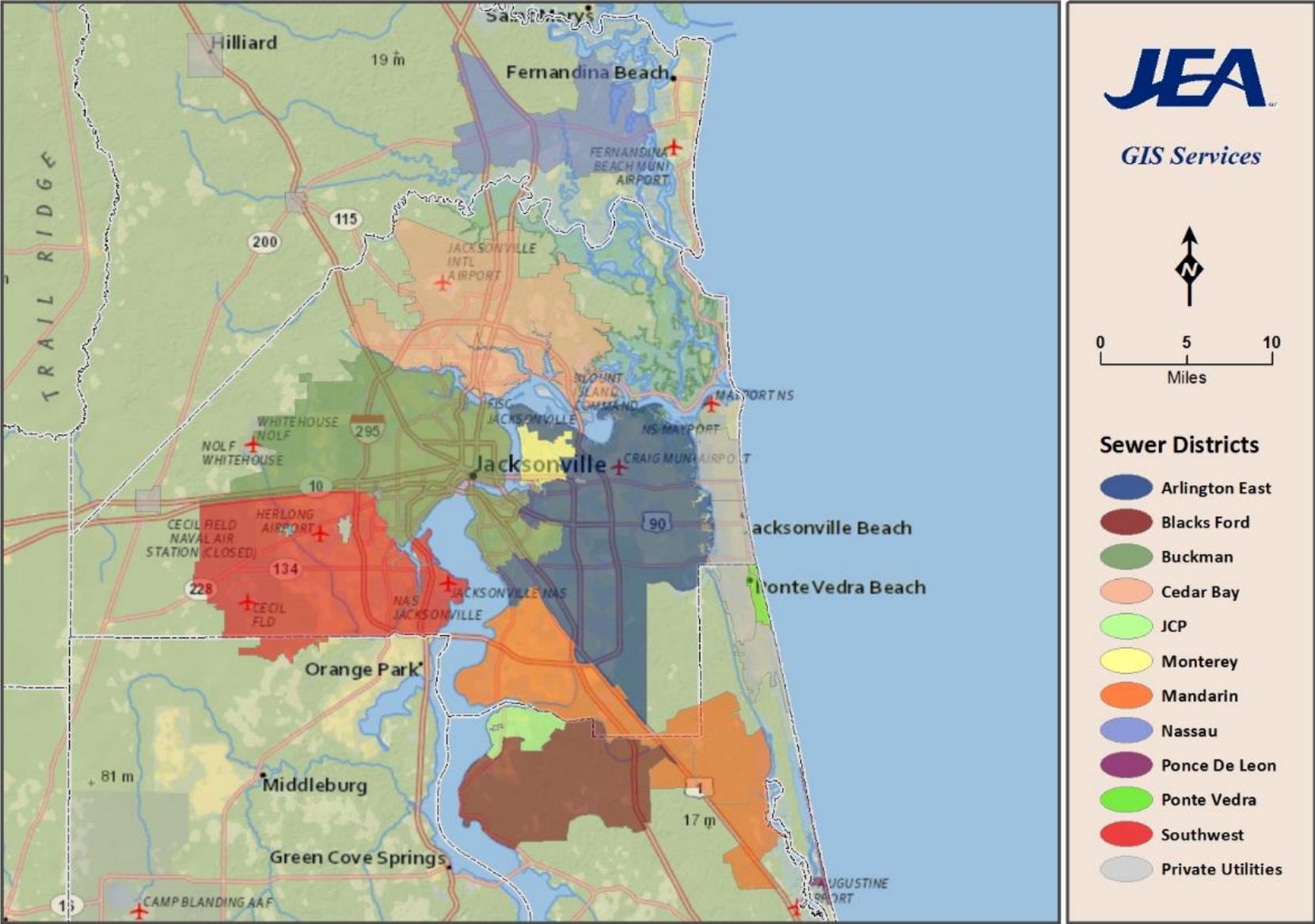
JEA
GIS Services

0 5 10
Miles

Water Grids

- Mayport
- Nassau
- North
- Palm Valley
- Ponce De Leon
- Ponte Vedra
- South
- Private Utilities

JEA's Sewer System

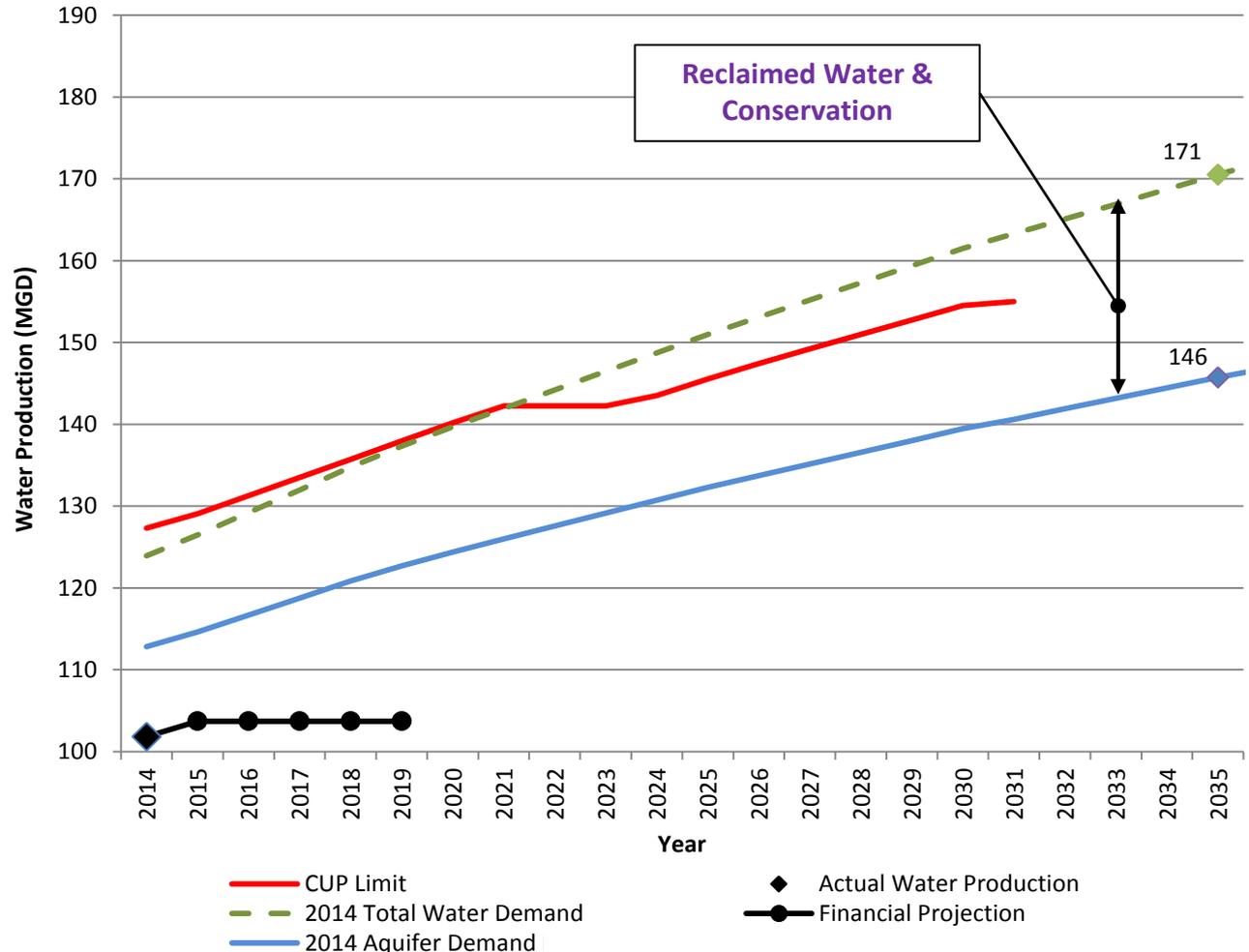


Water Resource Management

JEA received its 20 year Consumptive Use Permit (CUP) from the St. Johns River Water Management District (SJRWMD) on May 10, 2011

Projected 2035 regulatory demand, based upon five-year historical average per capita consumption and growth¹, reaches 171 MGD

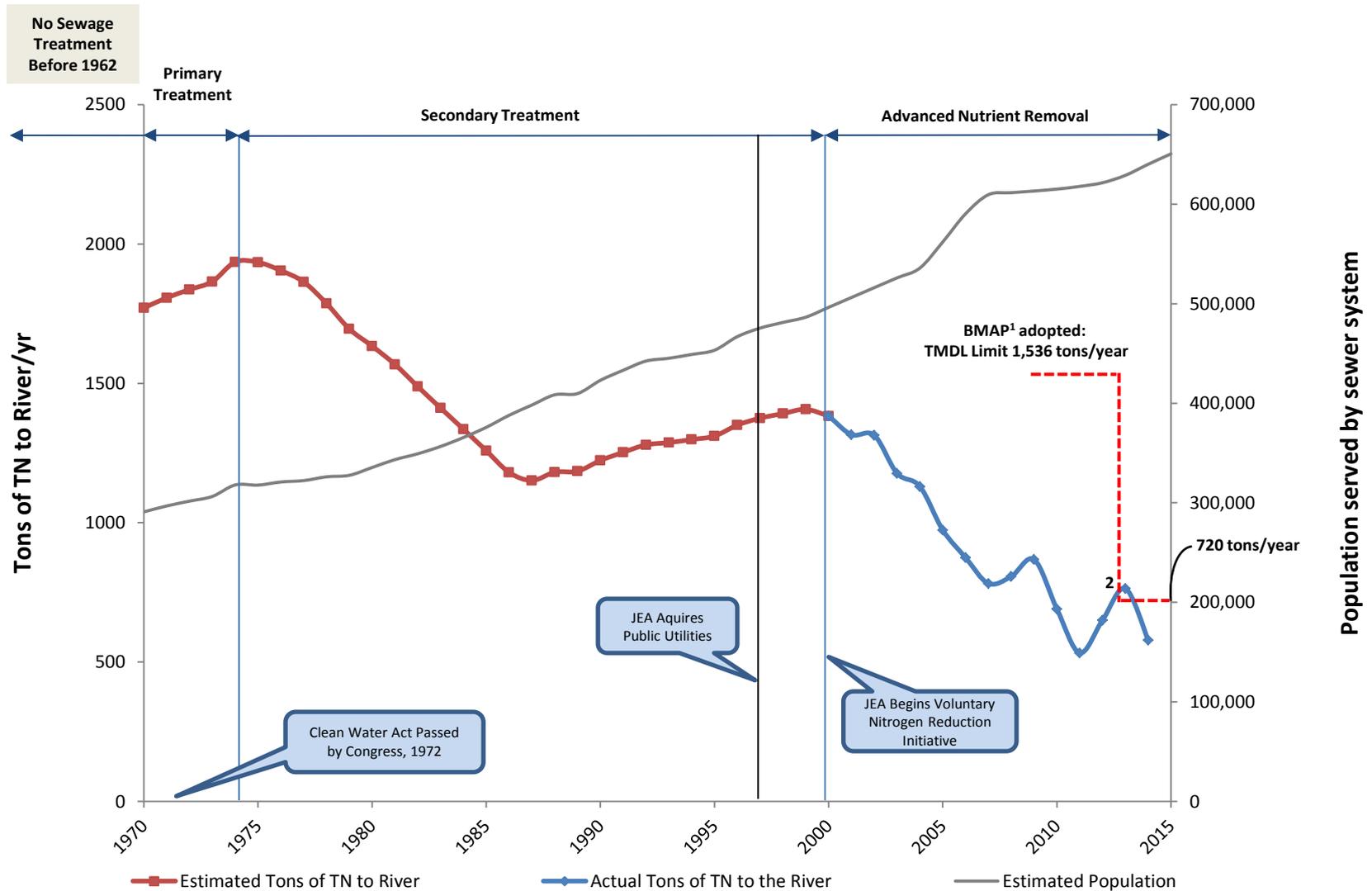
Conservation initiatives and Reclaimed Water utilization will reduce 2035 demand by 25 MGD



¹ Annual average growth rate of 1.12% , annual growth rate derived from Florida Bureau of Economic and Business Research projections utilized by SJRWMD



Health of the St Johns River: JEA Achieved Nitrogen Reduction Goals Ahead of Schedule



¹ Basin Management Action Plan

² FY12 and FY13: Temporary increase due to Buckman WWTP Construction

Water and Sewer System Infrastructure

Water System

- 19 major and 18 small water treatment plants and two re-pump facilities
- 134 active water supply wells, 4,352 miles of water distribution mains and total finished water storage capacity of over 70 million gallons
- Two major and four small distribution grids



Sewer System

- Approximately 3,817 miles of gravity sewers and force mains
- 1,320 pumping stations, about 786 low pressure sewer units, and 11 treatment plants currently ranging in rated average daily treatment capacity from approximately 0.2 to 52.5 MGD

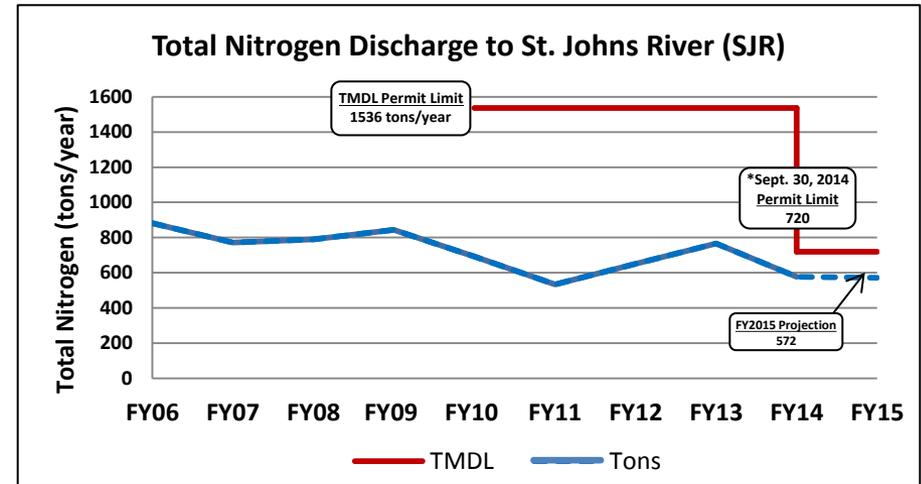
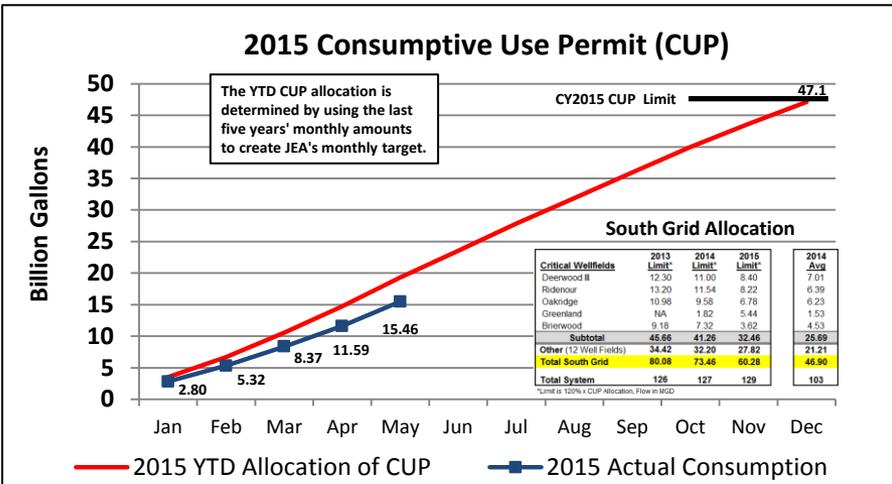
Identifying Pockets of Need within the System – Blacks Ford 6.0 MGD



- Expansion of wastewater treatment capacity to meet growing development demands
 - Wastewater flows in the southeast region of JEA's service area are projected to exceed existing system permitted capacity by 2019
 - Developments in St. Johns County alone are projected to increase average daily flows up to 0.5 MGD
- The expansion of the Blacks Ford facility will increase capacity to 6.0 MGD to meet this growing demand
- Total cost of expansion estimated to be \$53 million and is expected to be internally funded (**no new debt!**)

Environmental Compliance Water and Sewer System

Compliance	Metric	FY2015 YTD	FY2015 Target	FY2014	FY2013
Water	CUP Limits (MGD) – CY basis	102	129	104 (127 limit)	100 (126 limit)
Sewer	Nitrogen (N) Tons – FY basis	371	650 (TMDL of 720*)	577	767 (1536 limit)



St. Johns River Water Management CUP

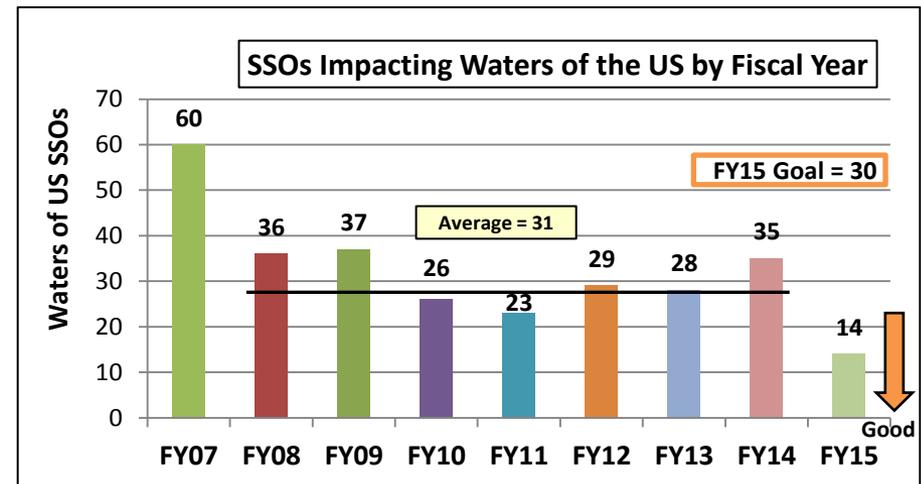
YTD average daily flow is 21% below CY limit of 129 MGD, and the YTD South Grid consumption is below allocation limits

Nitrogen Discharge to St. Johns River (SJR)

Florida Department of Environmental Protection (FDEP) has set the Total Maximum Daily Load (TMDL) at 720 tons

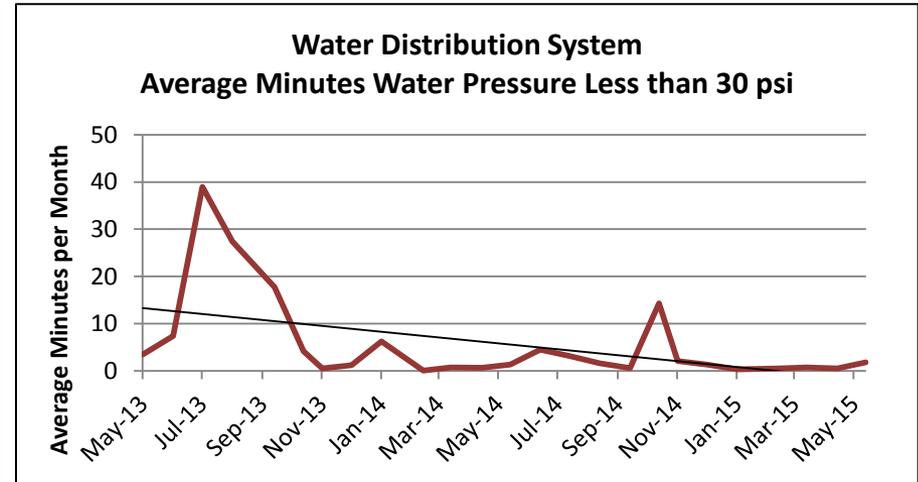
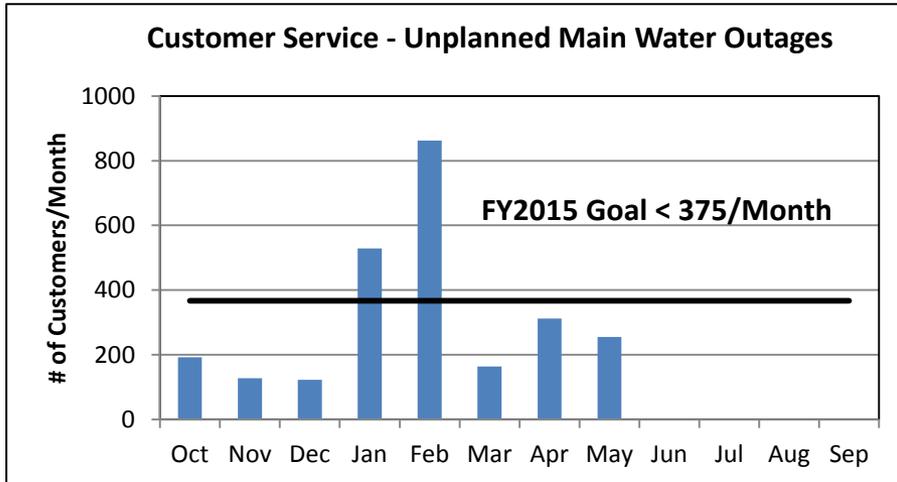
Sanitary Sewer Overflows (SSOs)

Quote from FDEP: "Since 2007, JEA has reduced the number of SSOs by almost 60%. However, it must be stressed that the volume of SSOs has been reduced by 90%."



JEA FY2015 Performance Objectives Water and Sewer System Reliability

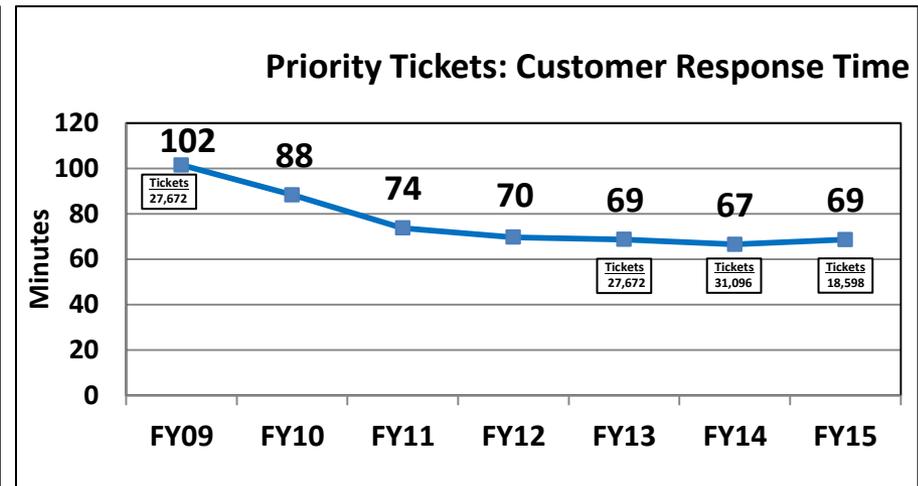
Water Grid Performance	Metric	FY2015 YTD	FY2015 Target	FY2014	FY2013
Water Main Outages	# of Customers per Year	2,565	4,500	4,645	3,671



Unplanned Water Outages
of Customers Affected by Unplanned Outages

Water Pressure
Measured by 109 pressure monitoring stations in the distribution system

Customer Response Time
Average time from a customer call to the ticket completion or transfer to a field crew for repair



*Priority Tickets are defined as an interruption of water or sewer service

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District Energy System

- JEA created the District Energy System effective October 1, 2004.
- JEA's three plants currently serve a variety of customers.



Downtown Facility serves the Library and Garage facilities, Jacksonville's new Courthouse, the JEA headquarters tower and other future downtown customers.



Hogan's Creek currently serves the Baseball Grounds and Arena, and has capacity to serve other customers, such as the EverBank Field, the Police Memorial Building and the Detention Center.



The Springfield Plant serves University of Florida's Proton Beam and Shands Healthcare, with a load capacity of 6,425 tons. The plant has expansion capability to over 10,000 tons.

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- 11 million customer transactions annually

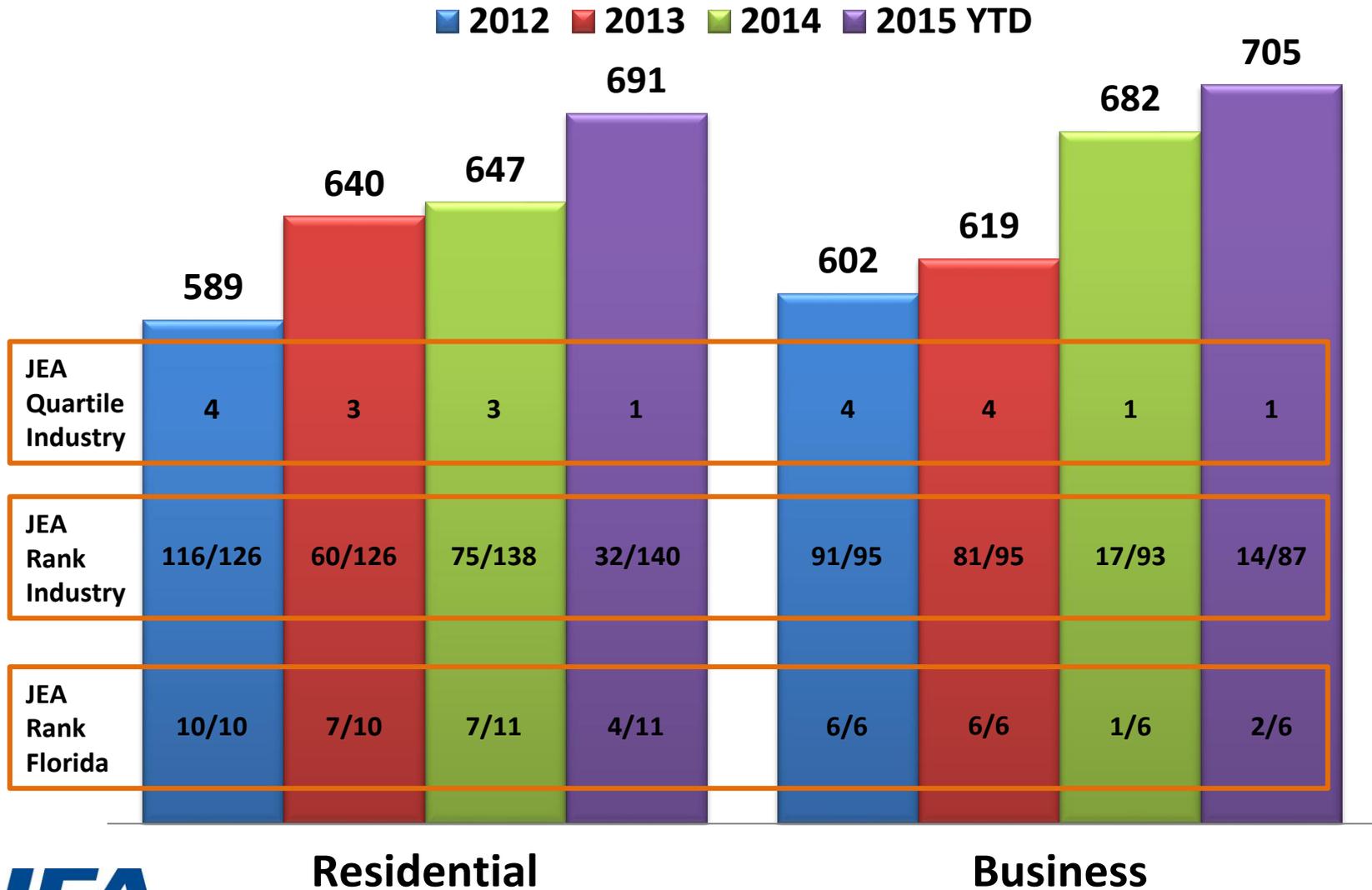
Our Commitment to Customers

- Our customers are as essential to us as the services we provide are to them. So we will show our gratitude by treating them like neighbors - with respect, honesty and care - every time we interact.
- We promise to listen with our hearts and heads, to communicate clearly and simply, and to initiate solutions that work for everyone involved.
- Our customers can depend on us to keep them comfortable, connected, as well as knowledgeable about their utilities. They can count on us to make our community better by the investments we make for today and for future generations.

Timely * Accurate * Easy
Knowledgeable * Courteous
TRUSTED ADVISOR



JEA's Customer Satisfaction Ranking



Drivers of Customer Satisfaction Residential

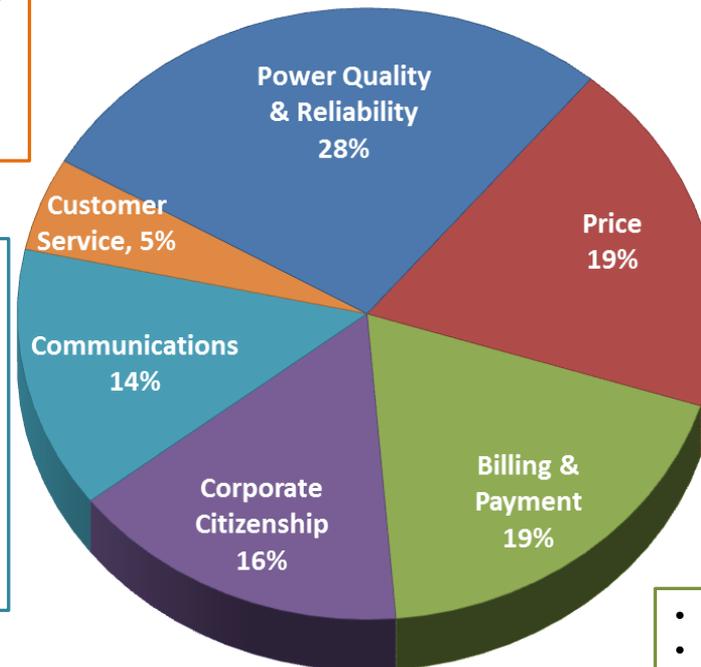
IVR, Web, Representative

- Timeliness of resolution - all
- Appearance of website
- Navigation of website and IVR
- Clarity of information provided: Web, IVR
- Courtesy, knowledge, concern for your needs - Rep.

*** NOTE – Value changes to 20% for those who complete a transaction -- #2 driver**

- Supply electricity during very hot/cold temps
- Promptly restore
- Provide quality electric power
- Avoid interruptions lengthy or brief
- Keep you informed about an outage

- Efforts to communicate changes that might affect account or service
- Keeping you informed about what utility is doing to keep overall energy costs low
- Usefulness of suggestions on ways you can reduce energy usage and lower monthly bill
- Communicating how to be safe around electricity
- Creating messages that get your attention

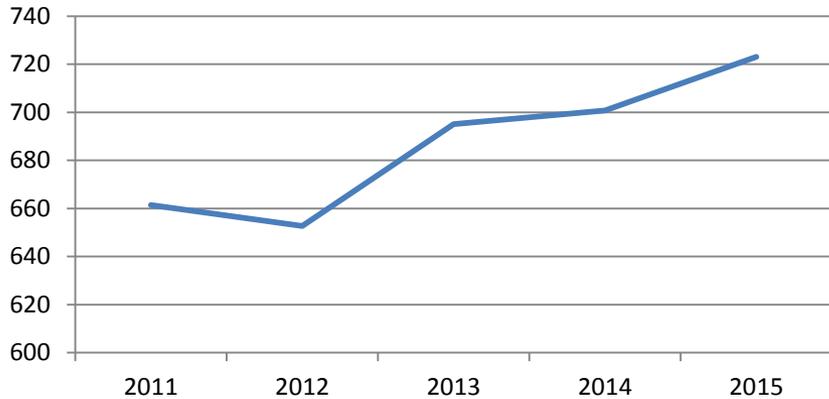


- Monthly cost
- Effort of utility to help you manage usage
- Fairness of pricing
- Ease of understanding your pricing
- Availability of pricing options

- Amount of time given to pay bill
- Variety of methods to pay bill
- Usefulness of information on bill
- Ease of Paying bill

- Involvement in local charities and civic org.
- Effort to develop energy supplies for future
- Actions to take care of the environment
- Variety of energy conservation programs

Power Quality & Reliability

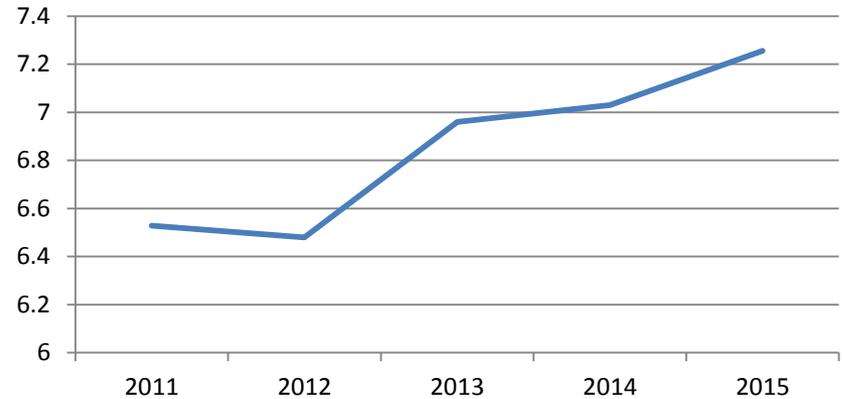


Most important driver – Foundation of Value

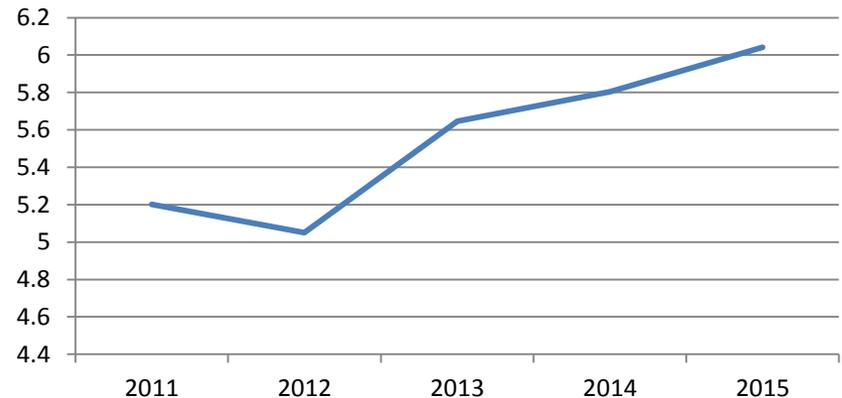
Our Customers recognize and appreciate JEA's efforts to improve reliability and enhance communication when interruptions occur.



Avoid brief interruptions



Keep you informed about outage



When Your Constituents Have Outages

- 24x7 Outage Reporting & Status Updates
 - IVR – automated phone system
 - 665-6000
 - Report an outage, receive outage information, request call backs with status updates
 - JEA.com – Outage Page
 - View outage map
 - Status updates on outage
 - Report an outage
 - Restoration Priority

Storm Hardening

<https://www.youtube.com/watch?v=MfW2DfVlwcY>



Hurricane Preparedness

<https://www.youtube.com/watch?v=f0NflhRtXpl>

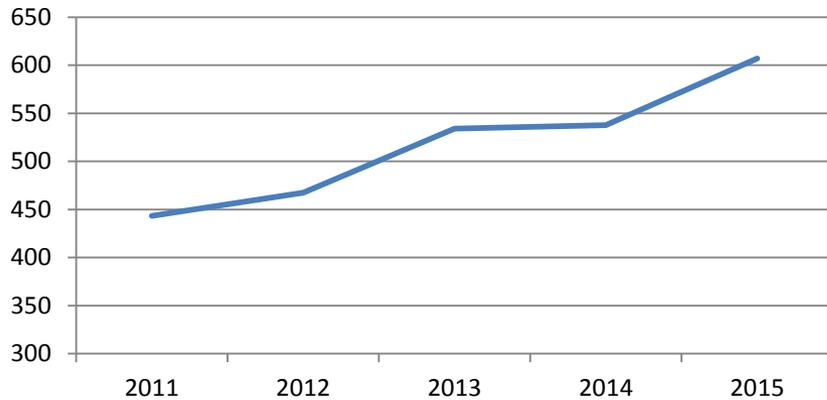
A screenshot of the JEA website's 'Outage Center' page. The page features a navigation bar with links for 'Careers', 'Contact Us', 'Outage Info', and social media icons. Below the navigation is the JEA logo and a search bar. The main content area is titled 'Outage Center' and includes three buttons: 'Report Power Outage', 'Water Advisories', and 'Call (904) 665-6000'. To the right of these buttons are two images: a map titled 'View Current Outages' and a photo titled 'The Restoration Process'. Below these are two paragraphs of text: 'Water Advisories: There are currently no advisories in effect...' and 'Water Interruptions: There are currently no area wide water interruptions...'. At the bottom of the page are six featured articles with images: 'Get Live Updates on Social Media', 'Who is Responsible for What?', 'Storm Safety Tips', 'Electric Safety Tips', 'Report Streetlight Outage', and 'Helping Fellow Utilities'. The footer contains copyright information and social media icons.

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Drivers of Price Index

Price Index

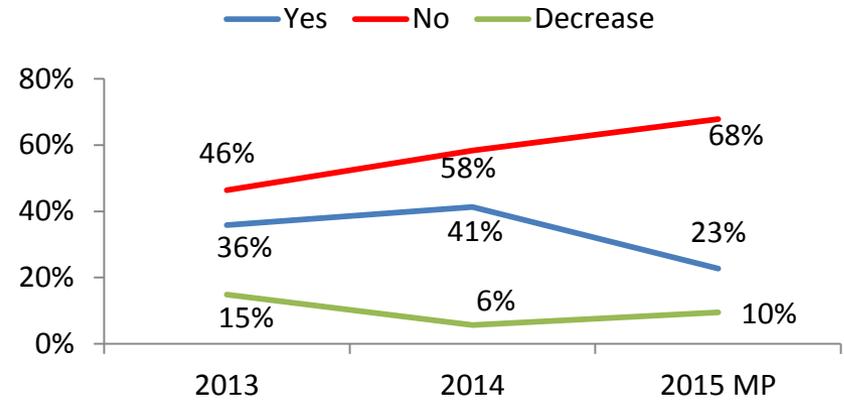


For the first time since JEA began tracking, we have exceeded the industry average on customer ratings for Total Cost of Monthly Service.

This is highly impacted by customer perception of greater rate stability.



Heard About Rate Increase



Total Monthly Cost of Service



Customers want choice in how they receive & pay their bills

- JEA offers
 - 15 plus ways to pay your bill at 200+ locations
 - 24X7 options
 - Phone, On-line, In-Person
 - Cash, Debit, Credit, Money Order, Paper Check, Electronic Check, AutoPay
 - 60% of payments handled electronically with higher satisfaction
- JEA offers
 - Electronic billing
 - nearly 56,000 customers



JEA MyBudget. MyStory.

- JEA offers
 - My Budget Program – levelized billing program
 - JEA My Way – Pay as you go billing program



JEA AutoPay:
The Automatic Advantage



Charu Bhat and Jennifer Woodson signed up for JEA eBill and won iPads last June.

Balancing the Business and the Customer

JEA works with customers during times of financial stress, offering assistance through Payment Plans and Pay Arrangements

Write-offs YTD

Combined - 0.18%

Residential - 0.1%

Commercial - 0.02%

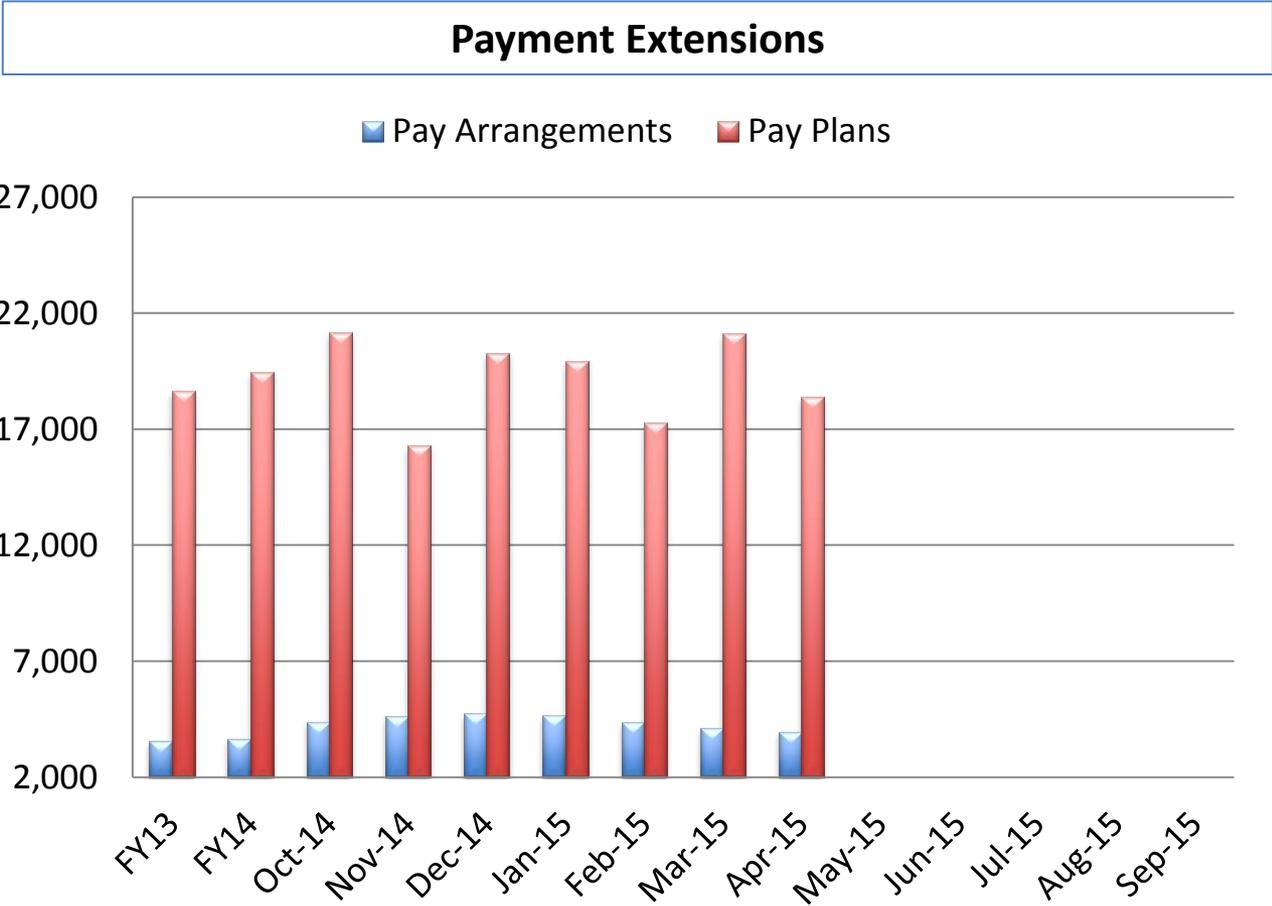
Receivables YTD

< 30 Days = 82.7%

Goal > 82%

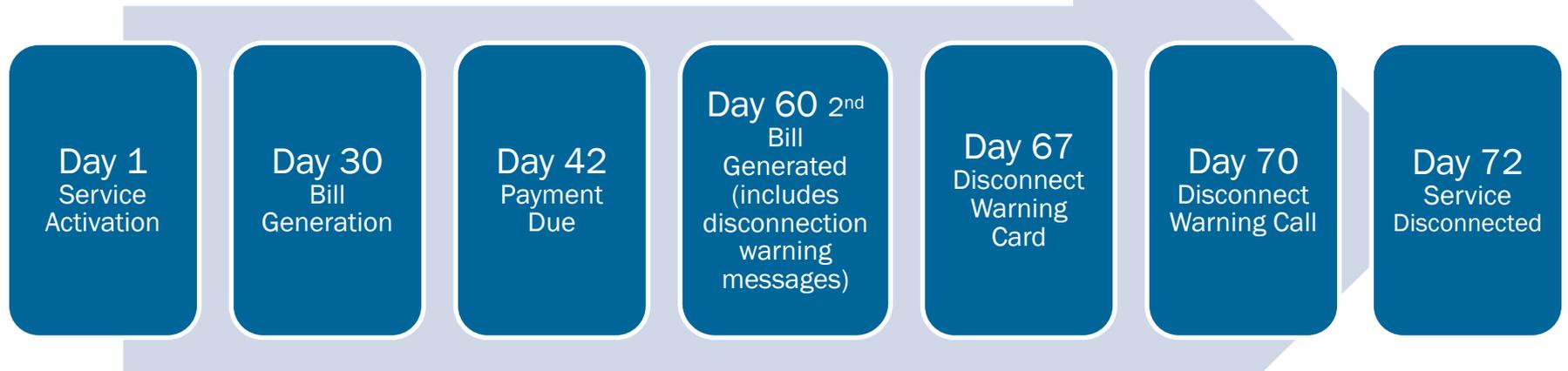
> 90 Days = 1.8%

Goal < 2%



Collection Timeline: What you should know

- Traditional JEA service extends credit and falls under such regulations
- Deposits only required if credit identified as risk



- JEA turns to disconnection of service as last resort
- Significant time, communication & options provided before disconnection of service

**50,000
families
living below
poverty
level**

**4,747
families
helped FYTD**

JEA works with more than 25 local agencies and various faith-based organizations to provide utility assistance to customers in need



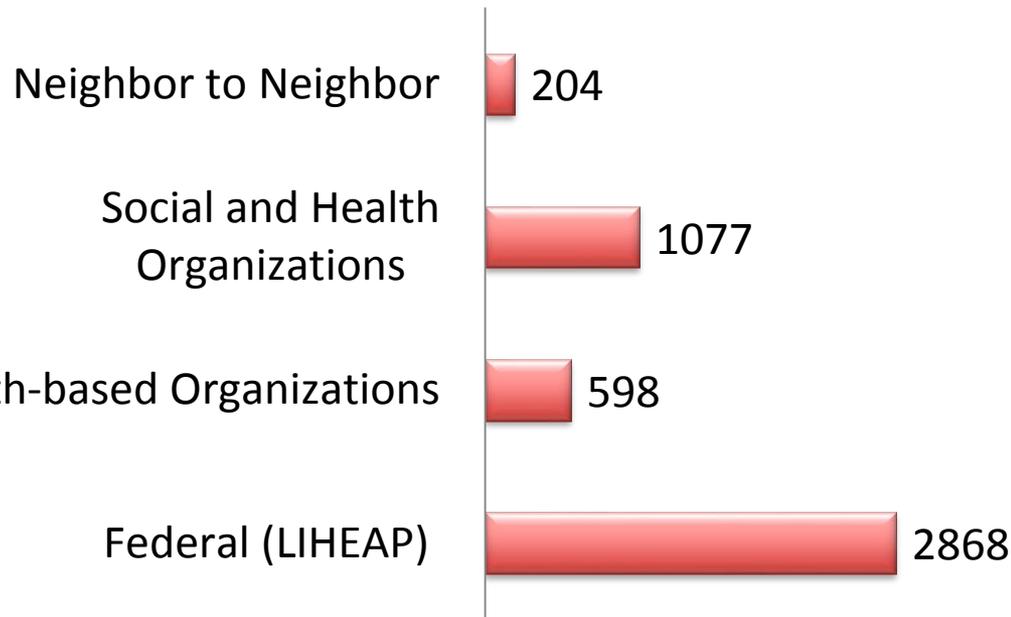
Senior days

- Held 3 Senior Days – Feb, March & April
- 80+ customers assisted
- Nearly \$31K in funding distributed

Period	\$	# Families
FY13	\$3,537,503	10,976
FY14	\$3,178,390	9,726
FYTD 15	\$1,481,213	4,747

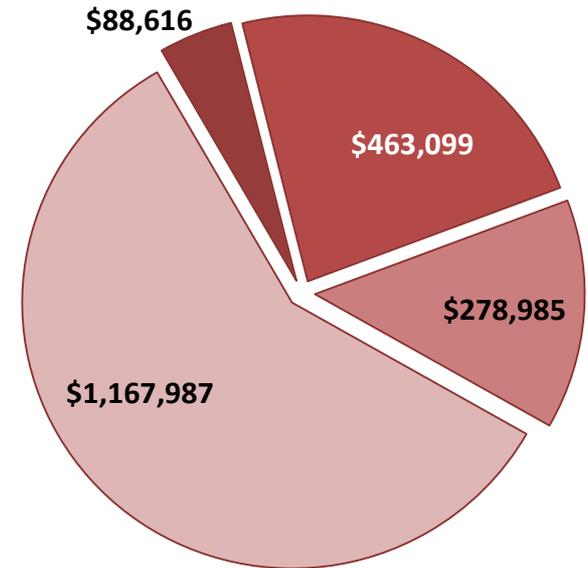
Voucher Agency Partners

Agency Payments FYTD



Funding

- Neighbor to Neighbor
- Social and Health Organizations
- Faith-based Organizations
- Federal (LIHEAP)



Corporate Citizenship

- 453 JEA Employee Volunteers YTD for FY15
- 2435 JEA Employee Volunteer Hours YTD
- 95 JEA Employee Ambassadors Trained YTD
 - Speakers Bureau—52 presentations
 - Facility Tours—16
 - Community Events—26
 - Educational Partnership Activities—30



Earth Day:
Always a hit with
JEA employees



**JEA Ambassadors
Promoting Science,
Technology, Engineering
and Math:**
Tony Boselli Youth Center
six-week STEM program
engaged JEA
Ambassadors from
Northside Generating
and Main Street Water
Lab.



Getting the Most Value from Energy and Water

- Over 9500 In-Home Efficiency Assessments
- 35 plus Products Rebated
- 2 Solar Renewable Programs
 - Net Metering
 - Solar Hot Water Heater Rebates
- Electric Vehicles & Equipment
 - Rebates available
 - County wide charging stations



- Neighborhood Energy Efficiency
 - Targets Low-Income Neighborhoods
 - Provides one-on-one conservation education
 - Installs energy & water saving equipment
 - Installs attic insulation where needed
 - > 1000 homes served annually

Communications

- Customers locally and nationally want to hear directly from their utility about utility matters.
- Different people want to be communicated with differently – requires multiple channels.
 - Bill inserts
 - Social Media
 - JEA.com
 - Newsletters
 - Electronic & Print
 - YouTube Videos
 - Paid Media

NEWS FROM JEA

Follow us on Twitter @NewsFromJEA

"Like" us on Facebook Facebook.com/NewsFromJEA

**Hurricane Restoration
It's Time to Update**

Careers | Contact Us | Outage Info | Search jea.com | Sign in

My Account | Ways to Save | Business Resources | Community | Environment | Work With Us | About

Be Prepared
Storm Season is June 1st - November 30th

HURRICANE SEASON

JEA Quick Links

- Log in to pay my bill
- Log in to request an extension
- View Current Outages or Report an Issue
- Billing and Payment Options
- Payment Locations
- New Customer Information
- Become a Vendor
- Frequently Asked Questions
- Understand My Bill

Latest Tweets

In the News | Board Meetings | Bill Tips | Q&A with JEA

City, JEA Piloting LED Street Light Solution

The City of Jacksonville and JEA announced today that they will pilot a GE solution designed to enable a more intelligent city, offering an LED lighting solution coupled with advanced sensors and software that can enhance the City's operations far beyond the LED benefits. By connecting the street lighting infrastructure to the Industrial Internet, citizens, visitors, and city employees will benefit from access to real time data that never existed before. The pilot will focus on increasing efficiency through energy savings and better asset management of streetlights.

Learn more about the partnership

JEA @NewsFromJEA · May 20

We perform over 45,000 tests on our customers' drinking water each year. See the results at jea.com/WaterQualityRo...

JEA Pipe Bursting
83 views · 1 week ago

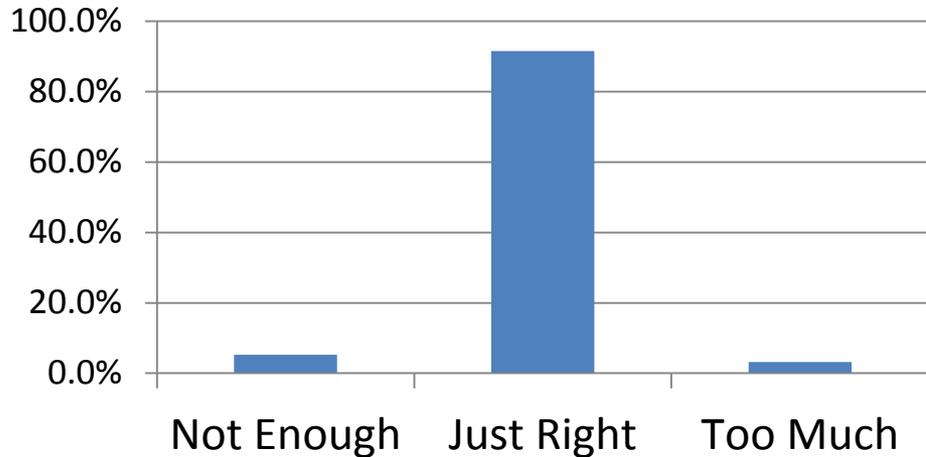
Move Over or Slow Down for Utility Workers

Florida Law says that drivers must move over into another lane or slow down to 20 mph below the posted speed limit when passing utility vehicles.

JEA.COM



Frequency of Utility Communication



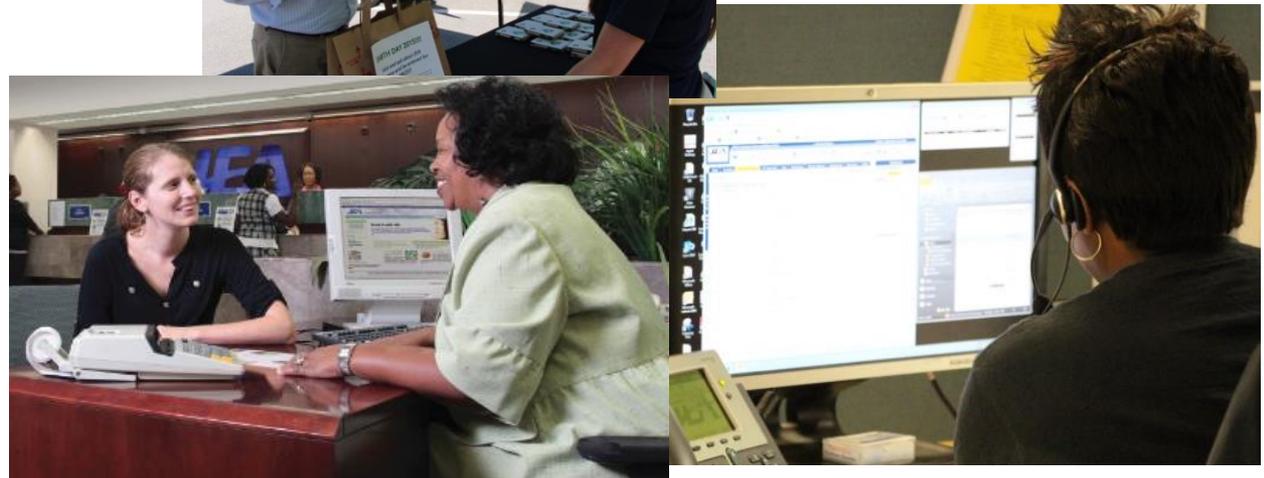
The overwhelming majority of customers indicate they are receiving the right level of communication from JEA.

Topics customers want to hear from JEA about:

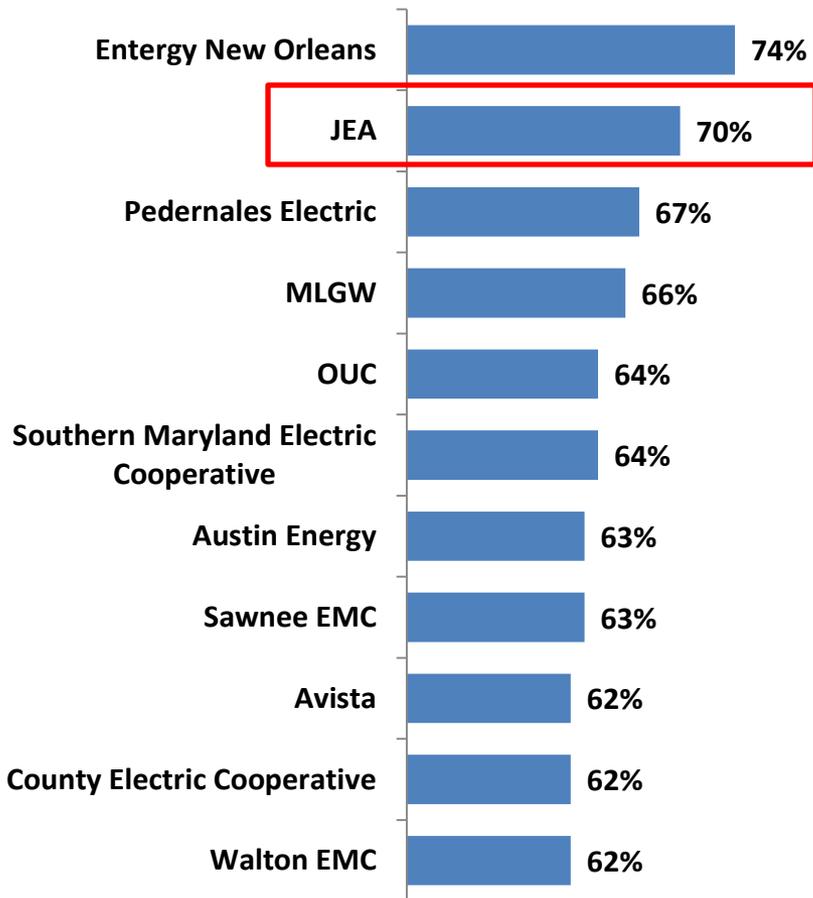
- Reliability
- Electric safety
- Emergency preparedness
- How JEA protects the environment
- Energy and water efficiency and conservation tips
- Billing and payment options
- Rate options
- JEA volunteering
- How JEA supports economic development
- System improvements
- Renewable energy
- Causes of outages

Customer Service

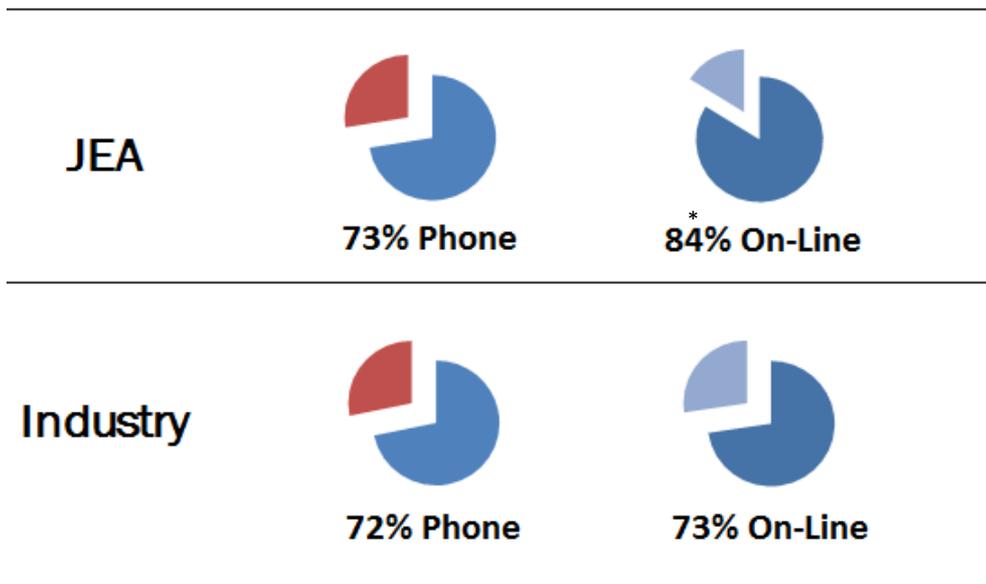
- 11 million plus transactions
 - IVR,
 - On-line
 - Phone/In-Person
- Ranks 1st Quartile Nationally for both Residential & Business Markets
 - Quality
 - Accuracy
 - Timely
 - Knowledgeable
 - Courteous



Top Performers – Online Account Penetration



First Contact Resolution



Heart of JEA



When You Have a Question... Call Us

- Customer issues are almost always more complex than they seem on the surface—**call us**
- We have many, many great customers, but we also deal with fraud and crime....these are challenging—**call us**
- When we make an error, we admit it and make it right—**call us**
- When a customer has an issue, we work to find a positive solution—**call us**

JEA WILL NOT...

Compromise Customer Safety

Compromise Employee Safety

Break a Regulation or Law

Compromise Ethics & Integrity

Operate Outside of our Values & Mission



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Price

Check Your Bill for Your Fuel Credit This Month!

You're getting a fuel credit on your bill this month, our biggest one yet. Just like the last two years, fuel costs were less than expected and we're passing the savings on to you.

At JEA we work hard to provide you with the most reliable, efficient service at the lowest possible cost.

So check out the electric portion of your bill this month to see your fuel credit and enjoy the savings. Questions? Go to Jea.com/fuelcredit.

Account Name	Reading Date	Reading Date
Customer Name	04/01/15	04/01/15
Service Address	00000-00000	00000-00000
Service Meter	00000-00000	00000-00000
Rate	00000-00000	00000-00000
Usage	00000-00000	00000-00000
Customer Charge	00000-00000	00000-00000
Energy Charge (000000 per kWh)	00000-00000	00000-00000
Other Charges	00000-00000	00000-00000
Fuel Credit	00000-00000	00000-00000

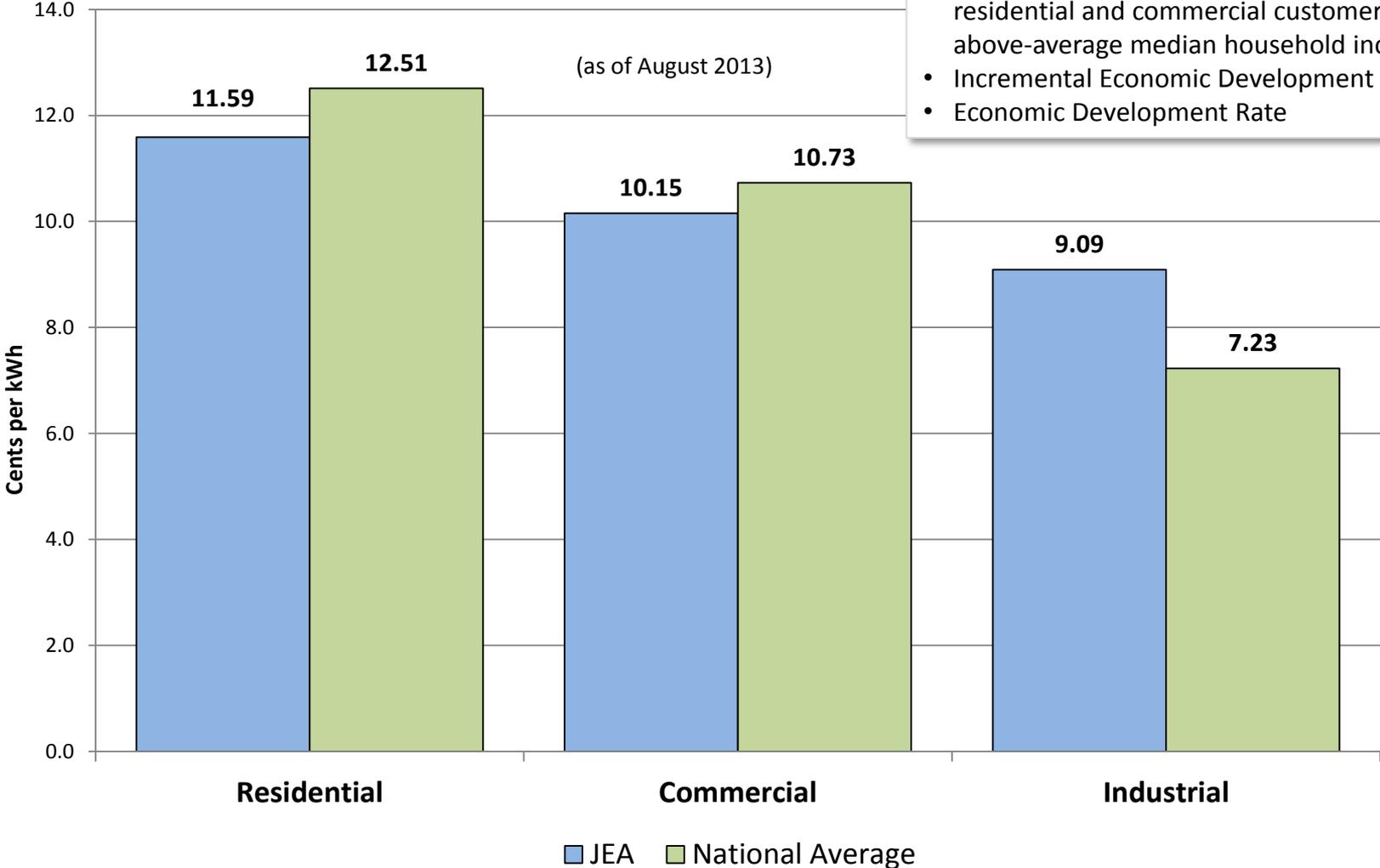
JEA
Building Community

- Keeping rates fair and stable matters most to customers!!!!
 - Through fuel savings, JEA has passed along a fuel credit to customers for the past 3 years.
 - For 2015, the fuel credit was equivalent to a 4% rate decrease for customers.
- Customers' perception of value is more important than the actual amount they pay.
- JEA's electric & water rates are at or below the State average.

Electric Rate Comparison

JEA¹ vs. National²

- JEA's rates are below the national average for residential and commercial customers vs. above-average median household income
- Incremental Economic Development Program
- Economic Development Rate

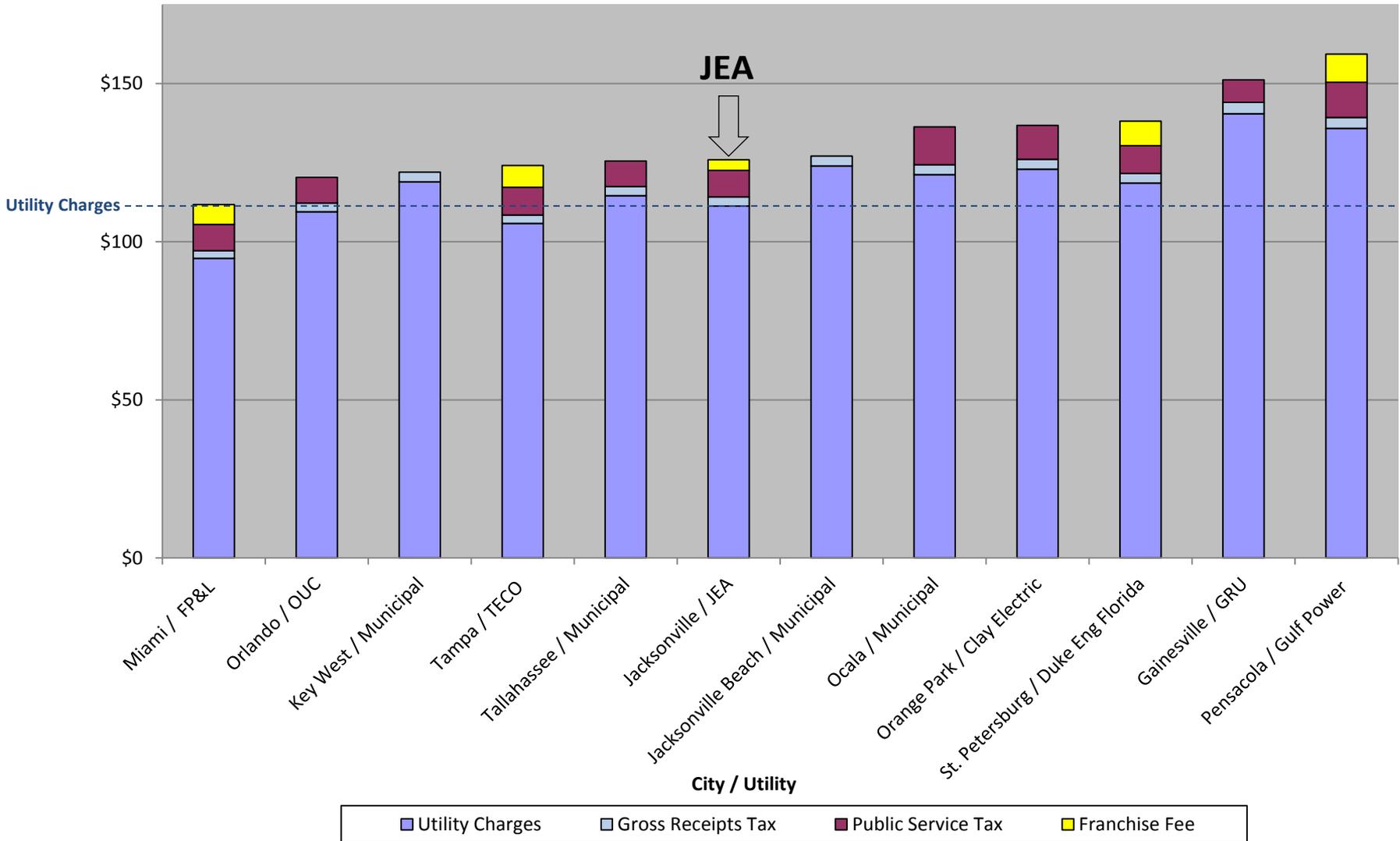


¹ Based on 1,000 kWh and strictly utility charges (does not include any taxes or government fees)

² Source: U.S. Energy Information Administration

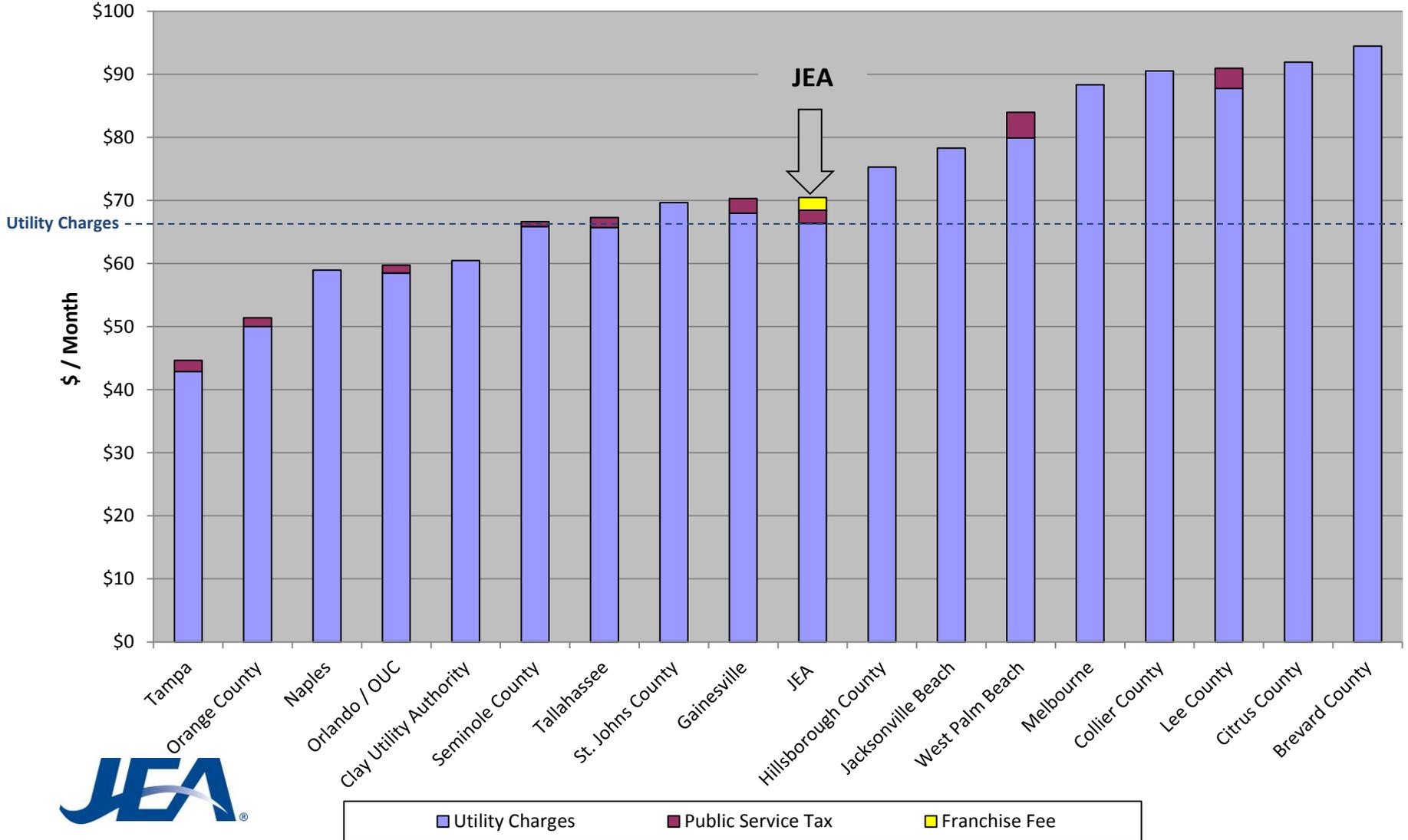
Residential Electric Bill Comparison

Consumption @ 1,000 kWh
(as of June 2015)



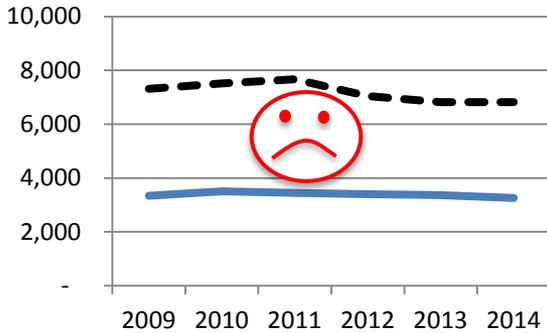
Water and Sewer Rates in Florida

Residential Service with a 5/8" Meter and 6 kgals of Consumption (as of June 2015)



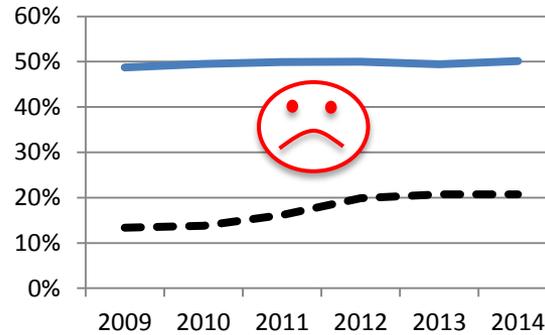
FY2016 Budget: Critical Issues - Financial Health

Debt/Customer (Retail)



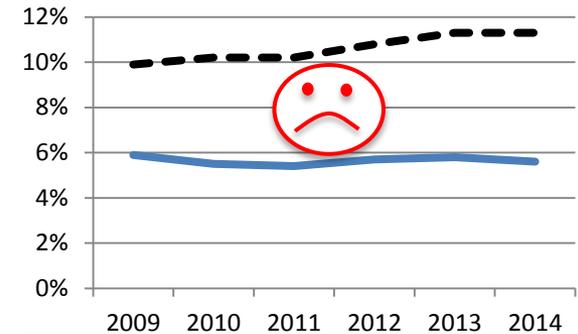
Provides a measure for relative comparison of leverage.

Equity/Capitalization



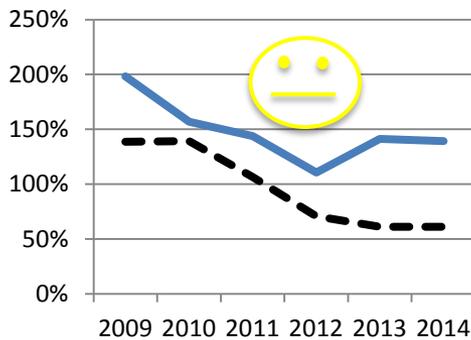
Provides a measure of cost recovery.

Transfer Payments as % of Operating Revenues



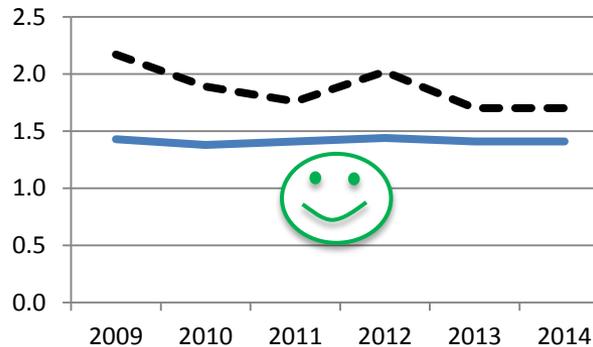
Indicates the degree to which a utility supports city general fund operations.

Capex/Depreciation



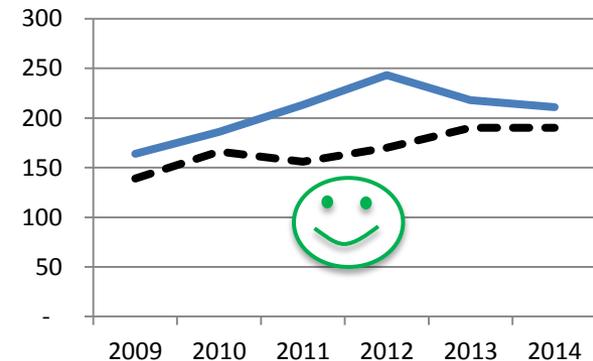
Indicates whether annual capital spending keeps pace with depreciation.

Coverage of Full Obligations



Indicates the margin available to meet current debt service and other fixed obligations.

Days Liquidity on Hand

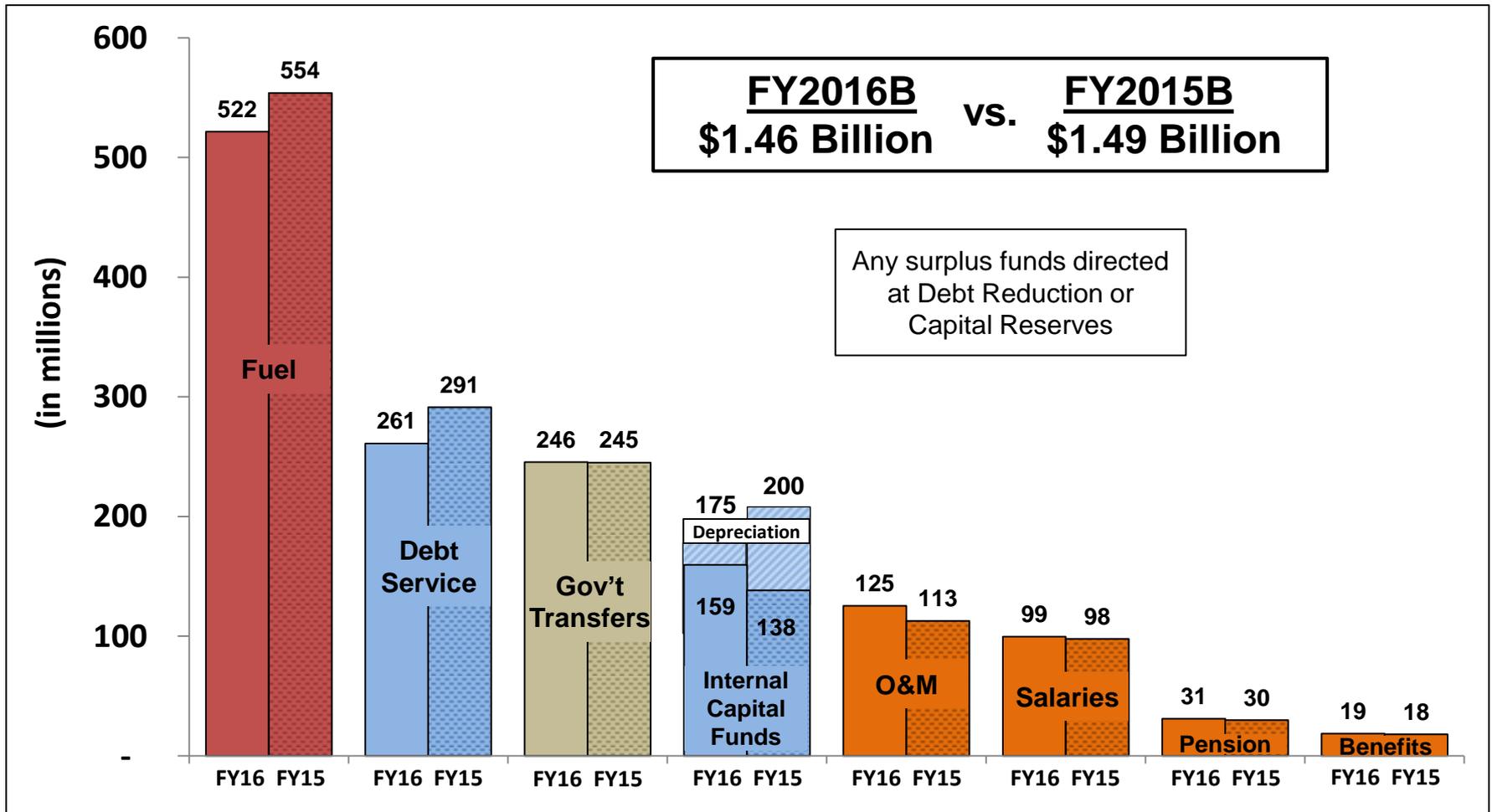


Indicates financial flexibility, including all available sources of cash and liquidity, relative to expenses.

----- JEA

———— AA MEDIAN

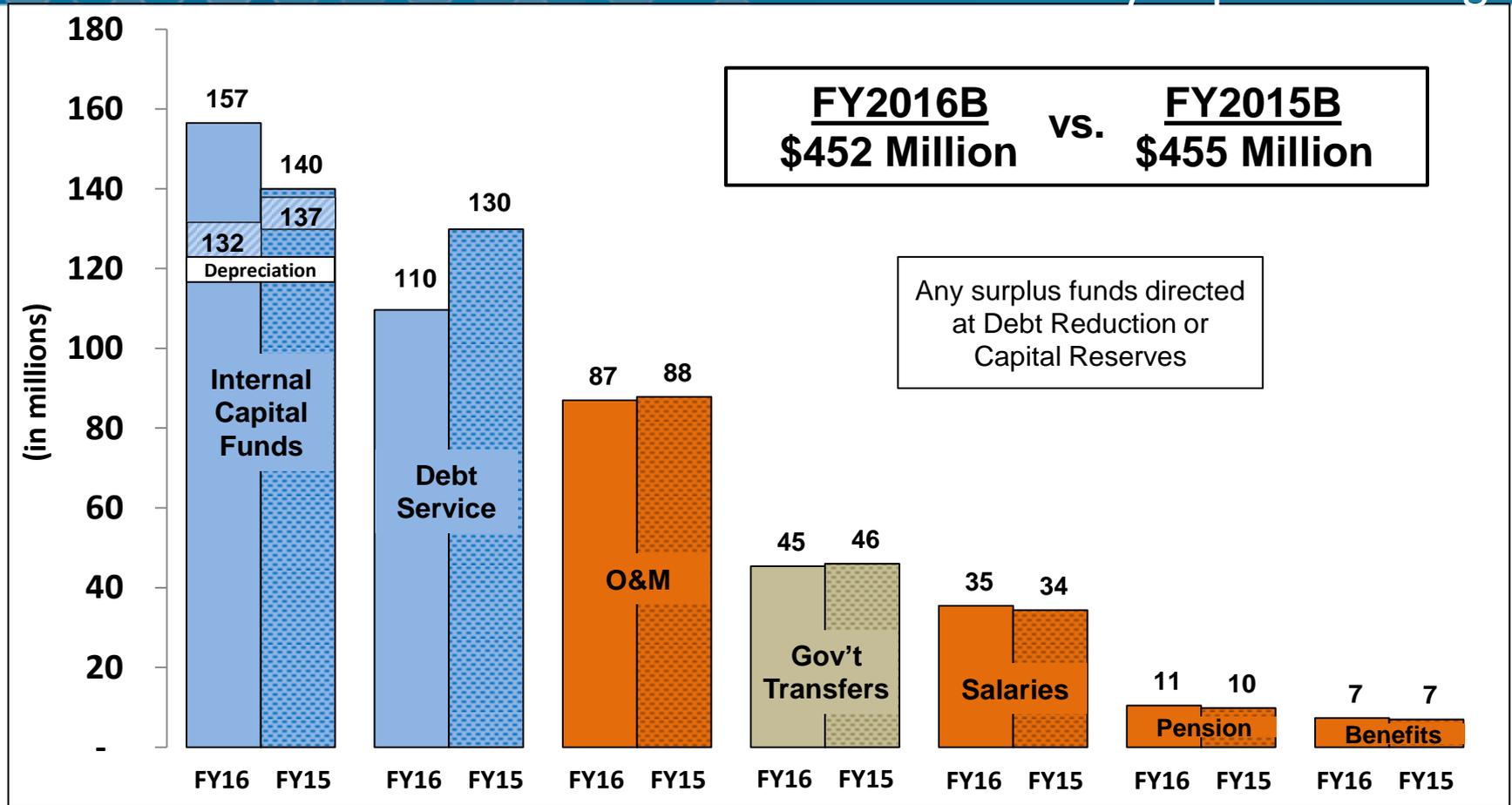
FY2016 Budget: Customer Electric Bill by Expense Category



Notes:

1. Fuel includes Scherer transmission and capacity expenses
2. SJRPP and Scherer non-fuel purchase power expenses included in Debt Service, Internal Capital and O&M
3. Government Transfers include City Contribution, COJ Public Service Tax, COJ Franchise Fee, State Gross Receipt Tax, and State and COJ Sales Tax (Commercial customers only)
4. O&M Salaries, Benefits, and Pension are net of capital
5. FY2016 O&M includes \$12M Natural Gas retail sale operations
6. Internal Capital Funds include JEA Electric System R&R and OCO, SJRPP R&R, and Scherer R&R, no new debt is required. The capital budget for FY2016 is \$175M
7. Debt Service reduction in FY2016 reflects the drop in SJRPP Debt Service Requirement

FY2016 Budget: Customer Water and Sewer Bill by Expense Category



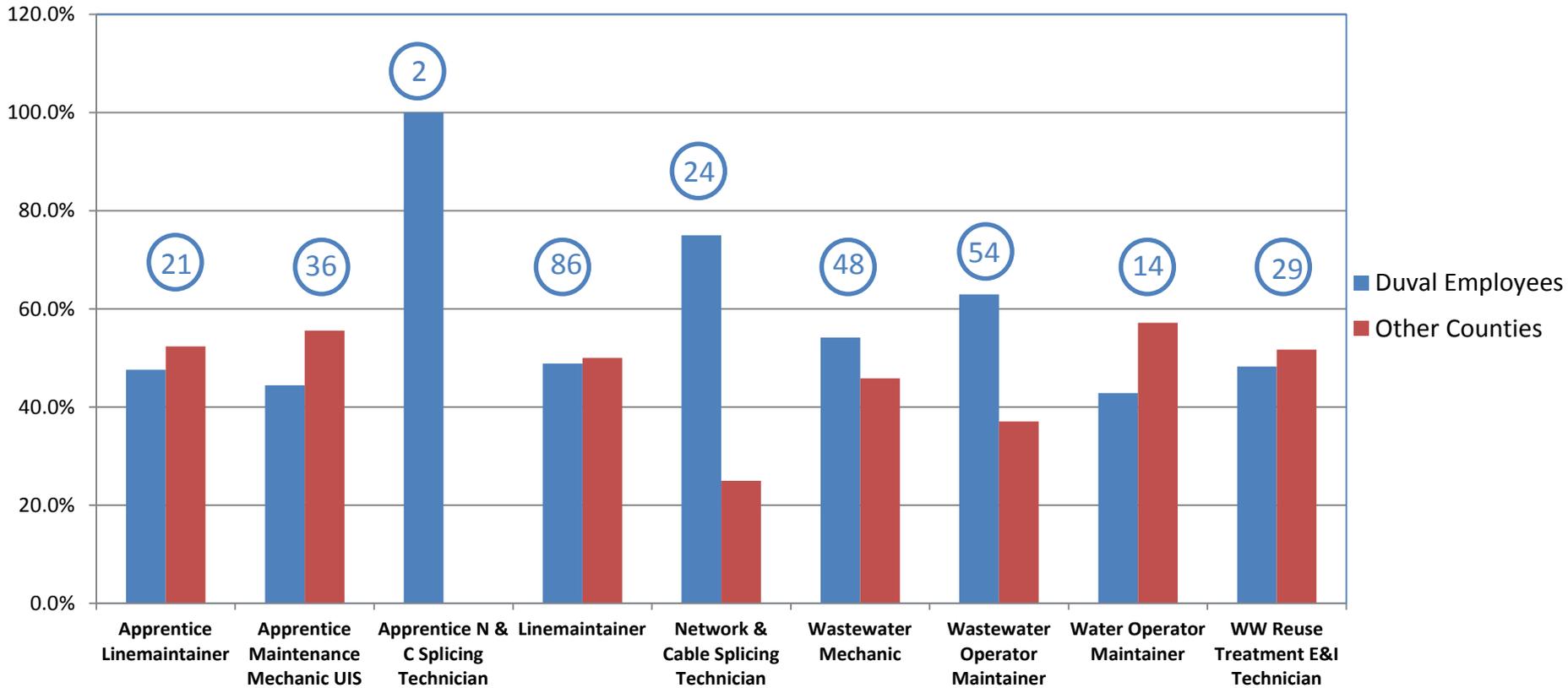
Notes:

1. Government Transfers include City Contribution, COJ Public Service Tax, and COJ Franchise Fee
2. O&M Salaries, Benefits, and Pension are net of capital
3. The FY2016 capital program is funded by Internal Capital, no new debt is required
4. FY2016 Debt Service reduction reflects the debt defeasance in FY2014
5. Internal capital funds for FY2016 are greater than annual depreciation but less than the annual capital plan for FY2016. The capital budget for FY2016 is \$195M.

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- Electric System
- Water & Sewer System
- District Energy System
- Earn Customer Loyalty
- Rates and Financial Metrics
- Current COJ/JEA Initiatives
- Compensation Policy
- Top Ten Myths
- Top Ten Facts
- Supplemental Information

- Duval County Residence Requirement
- Water Quality Credit Trading
- LED Street Lights
- Council Committee on the JEA Agreements

% Comparison of Skilled Operational Positions Between Duval and Other Counties



- 31% of JEA employees reside outside of Duval County
- JEA serves portions of St Johns and Clay Counties, as well as most of Nassau County



COJ & JEA BMAP Progress				
Participant	Required BMAP TN Reductions (Tons /Yr)	Status: Achieved BMAP TN Reductions (Tons /yr)	Total Invested in BMAP Reductions	Responsible Party
COJ	59 (7/31/2015) ^a 59 (7/31/2023) ^a	~59 (33 from JEA WQC Trade) (9 from FDOT WQC Trade)	unknown	Duval County Taxpayers (450,000)
JEA	680 (10/1/2013)	823 (minus 33 WQC Trade)	\$247 Million	JEA Sewer Customers (252,000)

JEA's Investment on behalf of its 252,000 sewer customers is producing better than expected results, providing the option to sell credits to other participants

^aFrom 11/25/13 Letter to Tom Frick/FDEP from the City of Jacksonville

- COJ TMDL Liability falls on all 450,000 plus property taxpayers
- JEA TMDL Liability falls on all 252,000 sewer system customers

Continue working with Public Works for a long term solution

- Background
 - JEA last conducted a Cost of Service Study for street light rates in 1996
 - The last field survey to audit the Street Light Count occurred in 2002
- Field Survey
 - An audit of the street light quantities was completed last October
 - The audit revealed an increase of approximately 2,500 lights for the City
- Cost of Service Study
 - JEA is currently completing its work on the Study
 - Rate revisions are expected to be included in a Rate Hearing later this year
- LED Street Lights
 - JEA has partnered with the City's Public Works Department to add an LED street light option for use in the future
 - JEA will partner with the City on a plan to convert some/all of the existing lights to the new LED standard
 - JEA is currently partnering with the City on the GE Intelligent Cities Pilot

Council Special Committee on JEA Contribution Agreement

- In February 2015 Council President Yarborough formed a Committee to study the JEA contribution agreement
- The current agreement expires in 2018, but absent action prior to then the contribution will significantly decline after 2016 to the millage-based contribution formula
- By the expiration of the agreement, JEA Customers will have transferred more than \$147 million in excess of the millage-based formula which is supported by JEA sales
- This excess is driven by declines in JEA utility sales
- Because JEA's transfers to the City are so high relative to its peers, this is a closely-monitored issue by rating agencies and investors

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JEA's Board Directed Compensation Policy

JEA's compensation philosophy is to provide a total rewards package that encompasses salary/wages, retirement benefits, incentives, and health and welfare benefits. Salary/wages will meet the market (50th percentile), which is where the majority of companies in the geographic area reside. The 50th percentile pays competitively for behavior that meets expectations. Additional consideration will be given to behaviors that exceed expectations which are typically rewarded at the 75th percentile. Internal equity will be achieved by evaluating the differences in skill, effort, responsibility and working conditions among jobs.

JEA's Board Directed Compensation Policy

JEA's compensation package includes an incentive component for all employees. Employees can earn an incentive compensation payment for achieving certain corporate and individual goals established at the beginning of the year. Corporate goals are established for cost control, customer satisfaction and safety. Individual goals are directly related to each individual's job responsibilities, but generally align with corporate goals.

Several key points:

- Incentive compensation is a best practice used to encourage exemplary behaviors leading to business excellence
- Incentive compensation is a fiscally responsible way to deliver compensation, without increasing long-term liabilities
- Incentive compensation is earned, if goals are not achieved there are no payments
- Incentive compensation is not budgeted, if paid, it is funded by expense reductions or savings

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Top Ten Myths

- People of color can't get a job at JEA
- JEA employees get free electricity
- JEA could lower rates if they didn't give bonuses to everyone, every year
- JEA increases rates when the weather is really hot or really cold
- It should only take one truck and one employee to fix an outage
- Certain areas of town get preferential treatment when there is a big outage
- JEA can take out trees on customer property
- JEA never gives customers who are having trouble paying their bill a break
- JEA water is unsafe
- JEA is polluting the river

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Top Ten Facts About JEA

- Eighth largest municipal utility in the U.S.
- More than 2000 jobs in our community
- Not-for-profit: savings are passed on to customers. JEA returned more than \$111 million in fuel credits to customers over the past three years
- 2015 JD Power ranked JEA in top quartile for customer satisfaction. In three years JEA moved from the bottom of the 4th quartile to the top quartile in customer satisfaction
- Employees are community stewards: JEA employees donated more than \$1.36 million in the past four years to United Way and Community Health Charities, and hundreds of employees volunteer thousands of hours in our community each year



Top Ten Facts About JEA

- Reduced nitrogen to the river by more than 60% since 2000 through sewer system upgrades. JEA also has one of the largest reclaimed water systems in the state, with more than 80 miles of reclaimed transmission piping
- In 2015 JEA's electric linemen took second place overall in the Annual Florida Lineman Competition
- Contributes almost 21% of the City of Jacksonville's General Fund budget
- Electric outage frequency and duration have been cut in half over the last seven years. The typical customer sees fewer than two outages per year and the lights are on 99.984% of the time.
- Although JEA's debt load is still much higher than peers, JEA has repaid more than \$1.4 billion since 2010



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Helen Albee



Helen Heim Albee is a member of the law firm of Henrichsen Siegel, P.L.L.C. Admitted to practice law in the State of Florida in 1993, Ms. Albee earned a Bachelor of Science Degree in Business Administration with honors from the University of Florida and a Juris Doctorate with Honors from the University of Florida. Initially, her practice was exclusively in the area of criminal law, serving as an Assistant State Attorney for the Ninth Judicial Circuit in and for Orange and Osceola County, Florida. During her service, Ms. Albee conducted numerous jury trials, hearings and participated in all phases of prosecuting criminal cases on behalf of the State of Florida.

In 2000, Ms. Albee moved into the area of civil litigation, practicing almost exclusively in the area of construction litigation and complex commercial litigation. Since that time, Ms. Albee has represented sureties, general contractors and owners in all aspects of construction litigation matters from payment disputes to construction defect disputes involving building envelope issues in high-end residential and commercial properties. She has also negotiated with public agencies to resolution in takeover and final payment situations. Ms. Albee has also litigated complex commercial cases involving banks, insurance companies and accountants. These cases involved, among other things, the UCC, the Electronic Funds Transfer Act, and Regulation CC.

Ms. Albee is also admitted to practice law in Florida, Georgia and numerous Federal Courts throughout the country. She is also a member of the Construction Law Subcommittee of the Florida Bar. Ms. Albee has been involved in many community organizations such as The Junior League of Jacksonville (served as Legal Counsel), board member of Learn to Read, Inc., board member of Springfield Area Business and Merchants Association (SAMBA) and of Springfield Preservation and Revitalization (SPAR). She also volunteers at Assumption Catholic School, Beth Marks Ballet Arts Centre and for Community Nutcracker of Jacksonville, Inc.

Ms. Albee was appointed on November 28, 2012, for a four-year term that expires February 28, 2016. Ms. Albee currently serves as Board Chair.

Peter Bower



Peter Edward Bower, MBA, is president and chief executive officer of the financial investment firm Riverplace Capital Management, Inc. (RCM). The firm, which he cofounded with Charles M. Thompson, Sr. (retired) in 1998, is located at Riverplace Tower in downtown Jacksonville. A 34-year veteran in financial management, and a registered investment adviser, Mr. Bower is an expert in business investing, providing clients with highly specialized market analysis, portfolio management and investment strategy. As head of RCM's Investment Management Committee, he provides leadership for all RCM activities with a focus on financial modeling processes, investments and business relations.

Mr. Bower began his career with Merrill Lynch Jacksonville in 1979, where he worked for eighteen years, eventually being promoted to the role of Vice President and Financial Consultant. Prior to forming RCM, he joined St. John Investment Management Co., Inc. in Jacksonville as Senior Vice President and Principal. In these positions he provided transaction services as well as aiding money managers with strategic guidance and tactical decisions. Mr. Bower held NASD Series 7 & Registered Representative and Series 8 General Securities Sales Supervisor licenses.

A graduate from Arizona State University with a Bachelor of Science degree in Quantitative Systems, Mr. Bower earned a Master of Business Administration degree in Finance at the University of North Florida. Mr. Bower is active in the Jacksonville community and serves as treasurer of Save Duval Schools, Inc. He was a member of the Board of Directors of the Jacksonville Museum of Modern Art for 10 years, including serving a 4-year term as treasurer. An avid hunter and fisherman, Mr. Bower is a past director of Safari Club International and is a member of the Confrerie de la Chaine des Rotisseurs (an international gastronomic society).

Mr. Bower was appointed (to an unexpired term) on December 12, 2012, for a term that expired February 28, 2014 and was reappointed for a four year term which expires February 28, 2018. In addition to his role as Vice Chair, Mr. Bower serves as the Chair of the Finance and Audit Committee.

Wyman Winbush



Mr. Winbush currently is the Eastern U.S. Mid-Market Software Sales Leader for IBM. He's held this position since 2010 and has been with IBM for more than 24 years. Prior to joining IBM, he served seven years in the Navy as a helicopter pilot and served another 23 years in the Naval Reserves before retiring as a Captain with 30 years of total service. Mr. Winbush also serves as the President of Kairos International, where he speaks, consults and trains on leadership, peak performance, transformational growth and other topics.

A native of Kissimmee, Florida, Mr. Winbush is a 1982 graduate of the U.S. Naval Academy with a B.S. in Political Science and a 1989 graduate of Jacksonville University, where he earned his MBA.

Mr. Winbush is an active community volunteer having served on the board of Volunteer Jacksonville, the Florida Board of Communities in Schools, the Jacksonville Blueprint for Leadership Advisory Committee, and is currently serving on the Jacksonville Education Fund Advisory Committee. He served 10 years as a gubernatorial appointee to the District Board of Trustees of Florida State College at Jacksonville, including two as its chairman.

Mr. Winbush is an Elder at his church, Bethel Baptist Institutional Church, where he provides leadership to its Men's Ministry. He and his wife, Rosemary, have three children.

Mr. Winbush was appointed to the JEA Board in May of 2013, for a four year term which expires February 28, 2017. In addition to his role as Secretary, Mr. Winbush serves as Chair of the Workforce Committee.

Lisa Weatherby



Lisa Weatherby is a First Vice President – Investments for Wells Fargo Advisors, LLC.

She is a graduate of the University of North Florida, with a business degree in Urban Land Economics, as well as Executive Education at the Wharton Business School and the New York University Stern Business School.

Ms. Weatherby has been a philanthropist and activist for many years. She currently serves on the Advisory Council for former US Comptroller General David M. Walker's Comeback America Initiative, Inc., is a Founding Citizen Leader of the NoLabels (.org) organization, chairs the International Finance Super Sector of the Jacksonville International Business Coalition (JIBC), is a member of Downtown Rotary, The Baptist Health Foundation Advisory Group (TAG), The Community Foundation's Professional Advisory Group and the Volunteers in Medicine Board of Directors. She has recently served as a Citizen Diplomat for GlobalJAX and, as a member of Business Forward, worked with senior administration officials at The White House on important policy initiatives.

Previous accomplishments include: Immediate Past President of the Florida State College at Jacksonville (FSCJ) Board, Trustee – Jacksonville University Board of Trustees, Chair of the Hubbard House Board of Directors, Chair of the Cathedral Arts Project (CAP) Board of Directors, member of the Florida Bar Grievance Committee, among others.

Ms. Weatherby was appointed April 26, 2012 for a four-year term that expires February 28, 2016.

Husein Cumber



Mr. Cumber is Executive Vice President for Corporate Development for Florida East Coast Industries, LLC (FECI). He has responsibility for guiding capital projects, including All Aboard Florida which is the first privately owned, operated and maintained intercity passenger rail system in the U.S.

Prior to joining FECI, Mr. Cumber was Executive Vice President for Corporate Development for Florida East Coast Railway, LLC (FEC), an affiliate company of FECI. Mr. Cumber had responsibility for structuring and managing several major capital projects, including reconnecting the FEC to the Port of Miami, the construction of new intermodal container transfer facilities, and working with public agencies to introduce commuter rail service in the FEC corridor.

Previously, Mr. Cumber was President of H.A. Cumber & Company, a transportation consulting firm that specialized in rail, transit and highway issues. The firm provided business development and government relations support throughout the country.

Mr. Cumber served as the Deputy Chief of Staff at the U.S. Department of Transportation and prior to that was the Assistant to the Secretary for Policy. Mr. Cumber assisted in the daily operations of a federal agency with approximately 60,000 people and a \$70 billion budget. He provided policy direction for highways, motor carriers, pipelines, railroads (including Amtrak), transit, and domestic security issues. Mr. Cumber was nominated by President George W. Bush on May 20, 2008 to be a Member of the Surface Transportation Board. His nomination was terminated after the November 2008 election.

Prior to his appointment at U.S. DOT, Mr. Cumber led the public affairs efforts for Florida East Coast Industries, Inc. (FECI), a NYSE-traded company that then included the assets of what is today FEC and FECI. In this role, Mr. Cumber was credited for securing over \$50 million in public funds to build additional freight capacity in the FEC Railway corridor. Mr. Cumber also coordinated crisis communications for the Company and served as the corporate spokesperson.

Mr. Cumber is a Board Member of JEA, the seventh largest community-owned electric utility company in the United States and largest in Florida, and is a Board Member of the Florida State College Foundation. He is the past President of the Florida Railroad Association and past Board Member of the Coalition for America's Gateways and Trade Corridors. Mr. Cumber has previously served on the Boards of the North Broward YMCA, the Florida Telecommunications Industry Association and the Strategic Intermodal Transportation Advisory Committee. Mr. Cumber was a founding member of the Florida Intermodal Transportation Association and is a graduate of Leadership Florida.

Mr. Cumber is a graduate of Duke University and holds a Bachelor of Arts degree in U.S. National Security. He, his wife (LeAnna), son (Jake) and daughter (Penelope) currently reside in Jacksonville, Florida.

Mr. Cumber was appointed to the JEA Board on February 26, 2014, for a four year term which expires February 28, 2018. He is currently serving as Chair of the EPA Committee.



John Hirabayashi



John Hirabayashi serves as president and CEO of Community First Credit Union, one of the largest credit unions in Florida. Community First, with headquarters in LaVilla, has 17 branch locations and \$1.3 billion in assets. Community First is the oldest, continuously-operating financial institution in downtown Jacksonville. The non-profit credit union serves more than 108,000 members on the First Coast.

Hirabayashi has led Community First Credit Union since 1996 when it was known as Educational Community Credit Union. His leadership has helped the institution grow exponentially from its previous \$200 million in assets and 44,000 members. While serving educators, teachers and administrators is a part of the credit union's history and mission, the credit union's membership is open to anyone who lives on the First Coast. Community First has a strong commitment to helping improve the lives of its members and all residents of the region through its many community sponsorships and initiatives.

Hirabayashi serves on the board of directors of The Cummer Museum of Art & Gardens, the JAX Chamber, the Nonprofit Center of Northeast Florida and the WJCT Foundation. He also serves on the executive advisory board for the Davis College of Business at Jacksonville University. Previously, he served as a member and chair of the WJCT board of trustees and a trustee on the JAX Chamber board of governors, a director on the Alliance for World Class Education board and a director on the Florida State College at Jacksonville (FSCJ) Foundation board. He has also served on the boards of the Clay County Education Foundation and Duval County Public Education Foundation. He served on the board of the Jacksonville Community Council Inc. (JCCI) from 2007-2013 serving as its chair from 2011-2012.

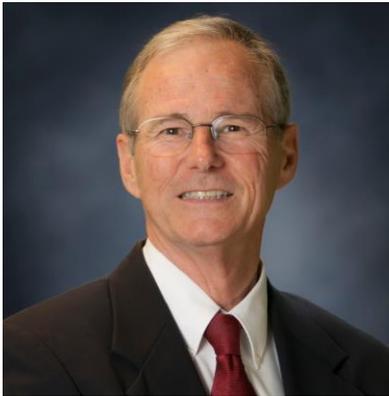
As a leader in the credit union and financial industry, Hirabayashi serves on the board of directors of The Cypress Group, LLC and the board of the Members Development Company (MDC). He previously served as a director on the board of the League of Southeastern Credit Unions and chaired the Florida Credit Union League until 2008.

Hirabayashi has more than 25 years of banking and finance industry experience. He earned his M.B.A. from Virginia Polytechnic Institute, holds a bachelor's degree in finance from the University of Colorado (Boulder) and is a chartered financial analyst (CFA).

Mr. Hirabayashi was appointed to the JEA Board on February 15, 2015, for a four year term that expires February 28, 2019.



Robert Heekin



Mr. Heekin was appointed to the JEA Board on March 26, 2015, for a four-year term that expires February 28, 2019. His biography is forthcoming.