

SPECIAL COMMITTEE ON THE FUTURE OF JEA

Council Members

John R. Crescimbeni, Chair	Doyle Carter
Danny Becton	Al Ferraro
Anna Lopez Brosche	Reggie Gaffney
Garrett Dennis	Bill Gulliford
Joyce Morgan	Tommy Hazouri
Greg Anderson	Jim Love
Aaron L. Bowman	Samuel Newby
Katrina Brown	Matt Schellenberg
Reginald L. Brown	Scott Wilson

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TRANSCRIPT OF PROCEEDINGS

DATE TAKEN: Thursday, May 10, 2018  
TIME: 3:33 p.m. - 5:36 p.m.  
PLACE: City Hall  
Council Chambers  
117 West Duval Street  
Jacksonville, FL 22202

This cause came on to be heard at the time and place aforesaid, when and where the following Proceedings were reported by:

Amanda E. Robinson  
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## 1 P R O C E E D I N G S

2 CHAIRMAN CRESCIMBENI: Good afternoon,  
3 everyone. We're going to call the Special  
4 Committee on the Future of JEA to order.  
5 It's Thursday, May 10, 2018. It's about  
6 3:33.

7 We're going to have everyone that's here  
8 introduce themselves for the record.

9 What were the pairings at 3:30 today?  
10 That might be worth looking into.

11 COUNCILMAN LOVE: It was Phil  
12 Mickelson --

13 CHAIRMAN CRESCIMBENI: We'll start with  
14 Mr. Ferraro.

15 COUNCILMAN FERRARO: Al Ferraro,  
16 District 2.

17 COUNCILMAN BOWMAN: Aaron Bowman,  
18 District 3.

19 COUNCILMAN LOVE: Jim Love -- fore --  
20 District 14.

21 COUNCILMAN ANDERSON: Greg Anderson,  
22 At-Large Group 4.

23 COUNCILMAN BECTON: Danny Becton,  
24 District 11. But Mr. Anderson kind of looks  
25 like that description you just gave, but he

1 is here.

2 CHAIRMAN CRESCIMBENI: I'm John  
3 Crescimbeni, At-Large Group 2.

4 COUNCILMAN DENNIS: Garrett Dennis,  
5 District 9.

6 COUNCILWOMAN BROSCHE: Anna  
7 Lopez-Brosche, Group 1.

8 COUNCILWOMAN BOYER: Lori Boyer,  
9 District 5.

10 COUNCILMAN WILSON: Scott Wilson,  
11 District 4.

12 COUNCILMAN GAFFNEY: Reginald Gaffney,  
13 District 7.

14 CHAIRMAN CRESCIMBENI: All right. Thank  
15 you all for being here today. I did have  
16 excused absences from Councilman  
17 Schellenberg, Councilman Carter, Councilman  
18 Newby and Councilwoman Morgan for today. If  
19 I missed anybody, I apologize.

20 Couple housekeeping items: Our next  
21 meeting, which will be next Thursday, will  
22 include an update on the Public Utility  
23 Research Council from the University of  
24 Florida. And I think we'll have -- our  
25 Supervisor of Elections will be here to talk

1 a little bit about the ballot and the straw  
2 ballot the Council approved and where that  
3 will be, what impact that may have on the  
4 ballot.

5 And then the following week, the May  
6 24th meeting, we have four representatives  
7 -- or four individuals from the Public  
8 Service Commission that will be here. The  
9 executive director; the general counsel; the  
10 Chairman, who happens to live in  
11 Jacksonville Beach; and the deputy executive  
12 director.

13 Because of the travel time between  
14 Jacksonville and Tallahassee, they would  
15 like to get home before dark, so we're going  
16 to push that meeting back to 2:00 p.m.  
17 instead of 3:30. I suspect that's going to  
18 be a long meeting with their presentation  
19 and questions. So just mark your calendars  
20 accordingly. I think an amended meeting  
21 notice went out earlier this week. So next  
22 week 3:30, on the 24th, 2:00 p.m.

23 All right. With that, Mr. Pope, did you  
24 enjoy your week off last week, Mr. Pope?

25 MR. POPE: Yes, sir. Thank you.

1 CHAIRMAN CRESCIMBENI: Okay. You know  
2 you owe us one; right?

3 MR. POPE: I'm sad to hear that.

4 CHAIRMAN CRESCIMBENI: So you have a few  
5 items on the agenda today. And then we're  
6 going to hear from the Civic Council, and  
7 Michael Ward is here to talk about what  
8 they're working on. So it should be a  
9 fairly short meeting if there aren't too,  
10 too many questions.

11 I'm going to turn it over to you,  
12 Mr. Pope. I don't know if you have a copy  
13 of the agenda, but all your items are on  
14 there.

15 MR. POPE: Thank you, Mr. Chairman.

16 Jordan Pope, JEA. There are just a few  
17 other items remaining, other than what I'm  
18 going to cover today, that I would like to  
19 try and finish up next week if we can.  
20 We'll see how today goes.

21 CHAIRMAN CRESCIMBENI: Assuming we don't  
22 add any.

23 MR. POPE: That's correct.

24 CHAIRMAN CRESCIMBENI: That's the  
25 gamble.

1           MR. POPE: It is. Has this been passed  
2 out?

3           CHAIRMAN CRESCIMBENI: Council Members,  
4 you have a paper-clipped copy of some items  
5 to be inserted into your notebook.

6           MR. POPE: The front page matches what  
7 is on the agenda. And there are no new  
8 tabs. This is just supplemental information  
9 to existing tabs that you already have. So  
10 I will move in order through these, starting  
11 with tab 12, which is some information  
12 following up on a number of questions  
13 related to JEA's solar power purchase  
14 agreements.

15           The first page behind the tab 12  
16 follow-up information is just a list of the  
17 operational or under-construction solar  
18 plants, or solar farms. And this is in  
19 response to a question about the contractor  
20 who -- who -- excuse me -- the contractor  
21 who is operating these farms, their size and  
22 location, which was provided previously.

23           Behind that page is a map showing the  
24 general location of these solar farms that  
25 are either under operation, under

1 construction and the 5-50 megawatt solar  
2 farms that we have planned. So you can see  
3 where those are. They're mainly on the  
4 north and west side on larger tracts of  
5 land.

6 Go ahead.

7 CHAIRMAN CRESCIMBENI: Mr. Pope, is  
8 there a relationship between megawatt,  
9 output and how many megawatts? I mean, what  
10 does it take in land area to develop a  
11 one-megawatt solar facility? Is there a  
12 relationship or does that depend on the type  
13 of panels that they install?

14 MR. POPE: There is a relationship. And  
15 we're talking -- so JEA, you need upland  
16 acres, not wetland. So this is all upland  
17 acres where you can install the solar  
18 panels. I believe our 50-megawatt solar  
19 farms that are planned are roughly 2,000  
20 acres, maybe a little bit larger actually  
21 with the wetlands that are encumbered each.  
22 But as far as maybe a ratio, I can send that  
23 to you. I don't know that there is an exact  
24 one. But they are very large tracts of  
25 land.

1           CHAIRMAN CRESCIMBENI: Okay. And of the  
2 companies that are listed on this first  
3 sheet, prior to the map, are any of those  
4 local, locally owned companies?

5           MR. POPE: To the Chair, I'm not  
6 certain. I would be happy to tell you if  
7 they are or not.

8           CHAIRMAN CRESCIMBENI: I just was  
9 curious. We can do the research on that.  
10 And then the 4-50 megawatt facilities, are  
11 those all going to be operated by the same  
12 company or different companies?

13          MR. POPE: The goal is -- and to the  
14 Chair, there are five planned. The --

15          CHAIRMAN CRESCIMBENI: Five --

16          MR. POPE: -- goal is to have those  
17 operated by the same vendor.

18          CHAIRMAN CRESCIMBENI: Do we know what  
19 vendor that is?

20          MR. POPE: No, sir, not yet.

21          CHAIRMAN CRESCIMBENI: We have the  
22 locations?

23          MR. POPE: We have four locations and  
24 the fifth site is to be determined, which  
25 you can see sort of in the top middle of the



1 map there.

2 CHAIRMAN CRESCIMBENI: So does JEA buy  
3 the land for the site?

4 MR. POPE: For the newer 50 megawatt  
5 sites, JEA has purchased the land. And it's  
6 part of the agreement that we will own the  
7 land and the operator will construct the  
8 farm and operate it. On some of the earlier  
9 solar farms, the vendor actually purchased  
10 the land or owned the land and we just  
11 purchased the power.

12 CHAIRMAN CRESCIMBENI: The 50 megawatt  
13 farms are going to be the big boys in town;  
14 correct?

15 MR. POPE: Those are our largest --

16 CHAIRMAN CRESCIMBENI: Is there any  
17 relationship between the landowners? Were  
18 they the same landowner, or is there any  
19 relationship between the landowners on those  
20 four sites that have been purchased?

21 MR. POPE: No, sir. I do not believe  
22 any of those sites have any relationship to  
23 one another.

24 CHAIRMAN CRESCIMBENI: All right.  
25 Mr. Ferraro has a question.

1 COUNCILMAN FERRARO: Thank you,  
2 Mr. Chairman.

3 Mr. Pope, on your map here where you  
4 have Starratt Road as one of them, is that  
5 actually the Webb Road location or is there  
6 another one going up or one on Starratt?

7 MR. POPE: It's the Webb Road location.

8 COUNCILMAN FERRARO: Okay. Thank you.

9 CHAIRMAN CRESCIMBENI: Webb Road is an  
10 existing location; right?

11 MR. POPE: Yes, sir.

12 CHAIRMAN CRESCIMBENI: Are you saying  
13 that's a proposed site? That's not a  
14 proposed site for a 50 megawatt, though, is  
15 it?

16 MR. POPE: No, sir. The Starratt Road  
17 is an existing five-megawatt solar farm.

18 CHAIRMAN CRESCIMBENI: All right.

19 Mr. Pope, you may proceed.

20 MR. POPE: On the next page this is --  
21 excuse me, a one-pager answering three  
22 questions at the top. This is the number of  
23 solar customers, commercial and residential,  
24 who generate their own solar power. And the  
25 request was to offer what they are paid for

1 net metering. So there are 59 commercial  
2 private solar installations, 54 receive bill  
3 of credits at 10.3 cents per kilowatt hour,  
4 5 receive bill credits at 3.25 cents per  
5 kilowatt hour. And on residential there are  
6 1,436, with 1,404 receiving 10.3 cents per  
7 kilowatt hour and 32 at 3.25 cents per  
8 kilowatt hour.

9 The next chart in the middle of the page  
10 shows the number of solar customers added  
11 each year within JEA systems. So you can  
12 see before 2009 there was only one solar  
13 installation, private solar installation,  
14 which grew to twenty -- in 2009.  
15 Ultimately, there are 1,495 private solar  
16 installations in JEA service territory  
17 today.

18 And the next page is a map showing the  
19 commercial and residential solar private  
20 solar installations within JEA service  
21 territory.

22 The bottom portion of that same page is  
23 responsive to the question of what does it  
24 cost to produce a kilowatt hour at JEA's  
25 large scale solar farms versus the cost to

1 produce that in a private application. And  
2 so what we have provided is the average  
3 kilowatt hour on our earlier solar power  
4 purchase agreements and then our newer --  
5 what we expect from the 50 megawatt, 5-50  
6 megawatt sites power purchase agreements.  
7 And below that is what JEA reimburses some  
8 customers at 10.3 cents per kilowatt hours  
9 and others at 3.25 cents per kilowatt hour.

10 It's difficult to determine what it  
11 costs a customer to produce that energy  
12 since it's all dependent on what each  
13 customer paid to install their system. So  
14 we just provided what JEA credits them on  
15 their bill for the energy they produce that  
16 is sent back to the grid.

17 I'll start there.

18 CHAIRMAN CRESCIMBENI: Stop right there.  
19 A few questions.

20 Councilman Dennis.

21 COUNCILMAN DENNIS: Through the Chair to  
22 Mr. Pope, thank you for being here. I think  
23 I saw you last Wednesday or Thursday.

24 And, Chairman Crescimbeni, Jordan said  
25 to me when I was over at JEA that he prayed

1           that you would cancel last week's meeting.  
2           I guess his prayer was answered. But --

3           CHAIRMAN CRESCIMBENI: He prayed to win  
4           the lottery the week before, that didn't  
5           happen, so he's one for two.

6           COUNCILMAN DENNIS: Jordan, look at the  
7           chart that's in the middle of the page.  
8           It's solar installation growth rates in  
9           recent years. Of the 1,400 -- or 1,495  
10          total solar -- or customer-owned solar  
11          systems, out of those, how many are  
12          producing 100 percent of their electricity?  
13          So is a solar system only producing half of  
14          their electricity or was it producing all of  
15          their electricity? And is this reflective  
16          of just maybe, let's say, a commercial, you  
17          know, they just maybe have an outhouse or an  
18          adjacent building or they're just running a  
19          few lights with a solar panel? Because I  
20          know, as I drive throughout the city, you  
21          see lights and different things like that  
22          just as like one solar panel. So can you  
23          get into the weeds a little bit on the 1,495  
24          customers?

25          MR. POPE: Through the Chair to

1 Councilman Dennis, I don't know that I can  
2 get into the weeds too much. I think we can  
3 look at what number of these customers are  
4 we actually reimbursing to where they're  
5 producing more energy than they need. But  
6 again, that's dependent on so many factors:  
7 Is there a cloud over their house at that  
8 time; did they appropriately size their  
9 system to meet their needs; they're not  
10 producing anything at night, so more than  
11 likely, if they don't have a battery system,  
12 they're pulling from JEA's system at night  
13 to run AC, anything else they might be  
14 running.

15 So I think we can generally provide that  
16 information you're asking for, but I don't  
17 know that we can do it on a  
18 customer-by-customer basis. I can certainly  
19 ask.

20 COUNCILMAN DENNIS: And then my next  
21 question, I'm looking at the commercial  
22 side, only 59. I know in the past few weeks  
23 I've been hearing, you know, this is where  
24 we're going, you know, solar. Solar is  
25 going to be a threat to the current JEA, the

1 way we do business now. But to see 59 in  
2 all the businesses we have, that's -- I  
3 don't feel that that's a huge threat. So  
4 can you share with me and the Committee why  
5 you think the number is so small when you  
6 talk about all the businesses that are in  
7 Jacksonville and, likewise, Council Member  
8 Bowman talks about all the time all the  
9 businesses that he's out recruiting,  
10 bringing to Jacksonville. Is this not  
11 something that we talk about and share with  
12 those businesses to get more to start using  
13 solar?

14 MR. POPE: Through the Chair to  
15 Councilman Dennis, I'm not certain the  
16 number is small. I don't -- I mean, I think  
17 if we compared ourselves to California, it's  
18 probably small. I will say, I think, in a  
19 lot of newer buildings, that may be where  
20 this is coming from. There is an upfront  
21 cost to installing these solar panels and  
22 maybe that's not where an existing  
23 commercial property wants to spend their  
24 money. I'm purely speculating to be quite  
25 honest.

1           I can ask that question, but I think  
2           there are a number of different  
3           considerations that go into putting a large  
4           number of solar panels on an industrial  
5           building or what have you.

6           COUNCILMAN DENNIS: So in saying that,  
7           does JEA see solar a threat to how it's  
8           doing business today?

9           MR. POPE: Through the Chair to  
10          Councilman Dennis, I'm not -- I don't know  
11          that I would use the word threat. I believe  
12          it's something we need to have our eye on  
13          and I think that's what we've talked about a  
14          little bit over the past couple of weeks is  
15          looking at these newer disruptive  
16          technologies. And I say disruptive in  
17          regards to the -- to the way the utility  
18          business has always been run where customers  
19          just rely on the utility to provide that  
20          product or that service.

21          So it's certainly something -- is it a  
22          threat yet to JEA? I don't know that, but I  
23          do think it's something we've got to keep  
24          our eye on and we've got to evaluate and  
25          determine what that -- what this particular



1 application could mean for JEA down the  
2 road.

3 COUNCILMAN DENNIS: So I know we ask a  
4 lot of questions. And we ask for a lot of  
5 data. But do you think you can go back and  
6 track at what point is the breaking point or  
7 the halfway point to where solar -- how many  
8 customers will it take for solar to tip over  
9 to where the way we produce electricity now,  
10 it becomes less so? So right now let's say  
11 it's 100 percent the way we produce  
12 electricity now, all right. And so how many  
13 businesses, how many customers would have to  
14 come online until it's 50 percent or where  
15 it's, you know, 49 percent the way we do  
16 business now, if 51 percent? Do you think  
17 that's something that you all can pull  
18 together to kind of project?

19 MR. POPE: Through the Chair to  
20 Councilman Dennis, I think that's something  
21 we can look at. I would note that, when  
22 private solar is installed without the  
23 benefit of a battery or backup system, and  
24 those customers at certain times of the day  
25 rely on JEA for the power -- the

1           electricity, the power needs they have  
2           beyond what their system is producing, we  
3           have to be able to provide that at any given  
4           moment. And so to the extent that we have  
5           to keep generation capacity within our  
6           system to provide that power at the very  
7           moment any private solar user needs it is  
8           not really a benefit to the utility, because  
9           we are then spreading that cost among all of  
10          the customers who do not have private solar.  
11          And so they are essentially using JEA as the  
12          battery.

13                 So I think we can do this analysis, but  
14          we need to remember that without that backup  
15          system, there is really no benefit to the  
16          remaining utility customers, because we're  
17          going to be sharing an additional cost for  
18          the power those other users need when their  
19          system is not producing sufficient power to  
20          provide their needs.

21                 That might have been a little bit of  
22          rambling, but there is a lot of  
23          considerations to be taken. And I say all  
24          that to say there may not be a totally  
25          straight-forward answer, but we can look at

1 it.

2 COUNCILMAN DENNIS: Okay. Yes. So what  
3 I'm trying to get to is, again, you know,  
4 you know, maybe I need to go to the hearing  
5 doctor and clean my ears, but I've been  
6 hearing solar is a threat, solar is a  
7 threat, solar is a threat. So I was  
8 expecting, you know, 40, 50,000 JEA  
9 customers to have their own solar system,  
10 not 1,495.

11 And do you know approximately how many  
12 customers, private and public, and  
13 residential and commercial customers,  
14 you-all -- JEA currently serves?

15 MR. POPE: JEA has approximately 462,000  
16 electric customers.

17 COUNCILMAN DENNIS: 462,000 electric  
18 customers. And so my handy-dandy math here  
19 at 43 seconds, what percentage is that?

20 MR. POPE: Through the Chair to  
21 Councilman Dennis, I'm not quick enough at  
22 the podium to do that. I will note,  
23 though -- I understand what you're saying,  
24 but I would note that, as you look towards  
25 the bottom of that chart, the growth rates

1 are increasing and that's what we need to  
2 look at. I don't think right now it's the  
3 overall number. I think we can all agree  
4 it's low compared to the number of JEA's  
5 electric customers, but it's certainly  
6 growing, and that's what we need to have our  
7 eye on.

8 COUNCILMAN DENNIS: Through the Chair,  
9 do you think we have enough time to  
10 strategically adapt to the changes or do you  
11 think this is going to disrupt the system  
12 within the next one or two years?

13 MR. POPE: Through the Chair, I think we  
14 have time to adapt. And that's what we're  
15 working on.

16 COUNCILMAN DENNIS: All right. Thank  
17 you.

18 CHAIRMAN CRESCIMBENI: Thank you,  
19 Mr. Dennis.

20 Mr. Pope, it looks like in your chart  
21 about customer growth, things seem to be  
22 kind of doubling, 2013 kind of doubled in  
23 2014, 2015 doubled from 2014. And then all  
24 of a sudden it kind of stayed the same. Do  
25 you attribute that to the net metering

1 conversation that the Board was engaged in  
2 in 2017?

3 MR. POPE: Through the Chair to -- or to  
4 the Chair, rather, the net metering change  
5 did not take effect until April 1st, so  
6 roughly 40 days ago.

7 CHAIRMAN CRESCIMBENI: But the  
8 conversation took place in 2017, and I think  
9 they made the decision, when, in October of  
10 2017?

11 MR. POPE: That's correct, yes, sir.

12 CHAIRMAN CRESCIMBENI: So do you think  
13 that hampered or had any influence on  
14 people's desire to install?

15 MR. POPE: To the Chair, I would think  
16 the influence would have been for those  
17 installations to increase so that customers  
18 were in at the net metering rate.

19 CHAIRMAN CRESCIMBENI: That was my next  
20 question. So in 2018 I assume that's from  
21 January 1st.

22 MR. POPE: Yes, sir.

23 CHAIRMAN CRESCIMBENI: Through what?

24 MR. POPE: I believe it's through  
25 April 1st -- or March 31st, rather.

1           CHAIRMAN CRESCIMBENI: In three months,  
2           you got 247 added to the grid on the  
3           residential side, which is, if you forecast  
4           that for the remainder of the year, that  
5           would be 1,000 customers. Do you attribute  
6           some of that uptick to trying to beat the  
7           April 1 deadline?

8           MR. POPE: To the Chair, yes, sir.

9           CHAIRMAN CRESCIMBENI: And the purchase  
10          power agreements on your 50 megawatt  
11          production facilities, am I reading this  
12          right, it's going to be three-and-a-quarter  
13          cents?

14          MR. POPE: To the Chair, it's actually  
15          roughly 20 percent -- actually, a little  
16          over 20 percent below 3.25 cents.

17          CHAIRMAN CRESCIMBENI: Okay. And remind  
18          me how does that compare to, like, the cost  
19          of generating with a natural gas facility.

20          MR. POPE: To the Chair, our current  
21          fuel rate is thirty-two-fifty a megawatt  
22          hour. And so these new solar PPAs, so  
23          that's what a customer is charged, the fuel  
24          rate, thirty-two-fifty a megawatt hour, 3.25  
25          cents a kilowatt hour. So these are coming

1 in roughly 20 percent below what our current  
2 fuel rate is.

3 CHAIRMAN CRESCIMBENI: This will give  
4 you a little bit better margin,  
5 profitability mar- -- well, I don't want to  
6 say profitability margin. But you'll have a  
7 little bit better earnings margin on solar  
8 production than anything else; correct?

9 MR. POPE: To the Chair, what it does is  
10 it helps our fuel cost and helps us to keep  
11 that steady, hopefully, for a longer period  
12 of time.

13 CHAIRMAN CRESCIMBENI: All right.  
14 Councilman Becton.

15 COUNCILMAN BECTON: Thank you.

16 Through the Chair, in just expanding  
17 from the conversation already taking place,  
18 if we're looking at the opportunity in front  
19 of us, in solar, could you perhaps put  
20 together what a typical retail -- I mean, a  
21 residential installation might look like,  
22 the type of power that it would generate,  
23 perhaps the cost of what that installation  
24 at today's pricing would look like? And  
25 kind of give us an idea of what it looks

1           like in terms of those typical  
2           installations, what kind of power is  
3           typically sold back to JEA.

4           MR. POPE:   Yes, sir.

5           COUNCILMAN BECTON:   Because I think -- I  
6           even asked a question the other day, and I  
7           can't remember, you know, someone out there  
8           in public, but like, just trying to  
9           conceptualize what is one panel, you know,  
10          what does it mean?  You know, it's four --  
11          what does it produce?  And so I assume with  
12          what I just described, you know, somebody is  
13          going to look back and say, okay, you kind  
14          of have to do four panels to make it worth  
15          your while, that type of thing and just take  
16          an average roof line.

17          I mean, when I look at people with solar  
18          panels, they typically have, it seems like  
19          to me, four, five panels up there, typically  
20          no more, on one side.  So I feel like this  
21          exercise could definitely be done.

22          And just -- so the end result of this is  
23          to allow -- I don't have solar panels, you  
24          know, what is the opportunity for a consumer  
25          to make this investment and, you know, what



1 type of result it would have in terms of the  
2 typical power usage in a home and what might  
3 extra be generated during the daytime hours,  
4 obviously not storing it. So I think that  
5 would be a good understanding to have as we  
6 look at the opportunities going forward with  
7 JEA.

8 MR. POPE: Yes, sir. We'll look at  
9 those.

10 COUNCILMAN BECTON: All right. Thank  
11 you.

12 CHAIRMAN CRESCIMBENI: Thank you,  
13 Mr. Becton.

14 Councilman Gulliford.

15 COUNCILMAN GULLIFORD: Through the Chair  
16 to Mr. Becton, you want to see my 400 watt  
17 system up in Montana, Mr. Becton?

18 COUNCILMAN BECTON: Can I take a week  
19 off?

20 COUNCILMAN GULLIFORD: I tell you what,  
21 I learned a lot. My brother-in-law and I  
22 put it in. It was pretty intriguing.

23 Through the Chair to Mr. Pope, what do  
24 you project -- what does JEA project is the  
25 useful life for solar farms? What are you

1 showing?

2 MR. POPE: Through the Chair to  
3 Councilman Gulliford, I believe the PPAs,  
4 they range from 20 to 30 years.

5 COUNCILMAN GULLIFORD: Because the other  
6 thing that's a consideration, there is a  
7 rapid change in technology in the efficiency  
8 of panels, which, of course, I suspect, in  
9 time there will be a move to renew -- to  
10 replace some of the older panels with more  
11 efficient panels.

12 You know, in Germany, on April 30th,  
13 they produced 85 percent of their energy  
14 through renewable sources, including solar.  
15 Now, that was not a huge portion of it, but  
16 it's obviously, when you look around --  
17 they're very strong in solar, probably the  
18 strongest in Europe. And that is --  
19 certainly the trend continues in that  
20 direction.

21 However, as you alluded to, it still has  
22 not reduced their carbon emissions, because  
23 instead of eliminating nuclear plants,  
24 they've had to reduce -- or rely on coal  
25 plants, coal fire plants, to provide that

1 backup. So you still have the expense and  
2 the cost of maintaining that back up energy,  
3 as you said, the battery of that system.  
4 And everybody needs to be aware of that.

5 I've never been an advocate of a  
6 government entity competing in the private  
7 sector; however -- against the private  
8 sector; however, in this situation, what you  
9 have, it looks like, is an encroachment by  
10 the private sector into renewable energy  
11 with all these folks running around selling  
12 residential and commercial solar. And it  
13 seems to me that -- I'm curious to know if  
14 you know of any other major utilities that  
15 have gotten in the business, meaning that  
16 they provide that for residential customers,  
17 potential residential customers, or  
18 commercial customers, on the same basis of  
19 sales people that are running around selling  
20 renewable energy right now -- or solar  
21 energy to customers.

22 MR. POPE: Through the Chair to  
23 Councilman Gulliford, there may be. As a  
24 matter of fact, there probably are. I know  
25 there are energy companies that, as a

1 separate business -- they own a regulated  
2 utility, but as a separate business are  
3 producing renewable energy to sell to other  
4 utilities. So they're operating these solar  
5 farms and then through PPAs  
6 producing energy.

7 COUNCILMAN GULLIFORD: Right. That was  
8 the basis of my question to you about  
9 comparison of cost, you know, how efficient  
10 are these residential and commercial systems  
11 as to the cost of kilowatt hour produced  
12 versus what you can do with a big solar  
13 farm. It's got to be significantly  
14 different. So that's one issue.

15 But the other issue is through an  
16 economy of scale, if you could go out and --  
17 if that was a major part of JEA's business,  
18 or a significant part of JEA's business, for  
19 those that didn't want to buy directly from  
20 JEA that wanted to have something on their  
21 house roof, why shouldn't JEA be out there  
22 competing for that?

23 Because you have the ability of economy  
24 of scale, I would think you could buy  
25 volumes of solar panels, if you built that

1 business up, at substantially less cost than  
2 the smaller sales entity, the contractor  
3 that's out pushing these solar systems,  
4 these residential and commercial solar  
5 systems.

6 MR. POPE: Through the Chair to  
7 Councilman Gulliford, to your point, I think  
8 that's why we need to do that evaluation  
9 now.

10 COUNCILMAN GULLIFORD: Yeah. I think  
11 it's very important, because I suspect  
12 you're going to see that trend with  
13 utilities, just, if nothing else, for  
14 self-preservation and protection it seems  
15 like you would want to pursue something like  
16 that and seek it.

17 And for those that get all warm and  
18 fuzzy about sticking solar panels on their  
19 roofs, residential, what they haven't hit  
20 yet is what if I put the solar panel on my  
21 roof, what if I put it on there 10 years ago  
22 and now it's time to replace my roof  
23 shingles.

24 By the way, we didn't put it on the roof  
25 in Montana. We put it on a separate post.

1           And that's a significant issue.  Although,  
2           Tesla now has come out with panels that are  
3           double functioning as both a solar panel and  
4           a roof panel, but that is certainly a factor  
5           that I bet those guys out pitching solar  
6           panels don't necessarily share with their  
7           customers or potential customers, the  
8           thought of that.  Because the customer  
9           doesn't want to put that in their backyard,  
10          do they, normally?

11           MR. POPE:  To the Chair, I'm not sure,  
12          but I imagine they don't.

13           COUNCILMAN GULLIFORD:  I don't think so  
14          either.  But I think that, when we look out  
15          at opportunities that -- I hope that JEA is  
16          going to look at everything, including a  
17          potential opportunity like that, because  
18          there is no doubt that the trend is heading  
19          that way more and more.  And with the panels  
20          becoming more efficient, it surely is going  
21          to be a continuing and ongoing thing.

22           In fact, with my 33 seconds left, when I  
23          went to England on a trip as Council  
24          president, that trip to London, we sat down  
25          and talked to some fellows that had

1 developed a solar panel. One of your big  
2 problems with solar panels is he -- they  
3 developed a solar panel that the heat was  
4 substantially reduced. They came up with  
5 some cooling methodology. I often wondered  
6 whatever happened to them. Maybe it didn't  
7 really work. Thank you.

8 CHAIRMAN CRESCIMBENI: Thank you,  
9 Mr. Gulliford.

10 Councilman Love.

11 COUNCILMAN LOVE: Thank you.

12 Through the Chair to Mr. Pope, I agree  
13 with Councilman Gulliford. I think we ought  
14 to look into that. I think economies of  
15 scale would be great. I think there is a  
16 lot of folks that can't afford a solar  
17 panel, but if JEA can put it in and lease it  
18 to them for \$40 a month but it saves them  
19 \$50 a month, then it would be well worth it.  
20 And then in 10, 20 years when it's time to  
21 put in a new panel, about the same time as a  
22 new roof, you just do them both at the same  
23 time. And I think it's a great idea.

24 I would say that -- wouldn't you agree  
25 that in most cases, if you just have some

1 solar panels on your roof, just your roof,  
2 does it -- it doesn't provide 100 percent of  
3 the energy, does it? Because they're not  
4 aimed properly and it's not enough of an  
5 array to make it happen, especially if  
6 you're running an AC.

7 MR. POPE: Through the Chair to  
8 Councilman Love, that's just it, there are  
9 so many different factors in any one solar  
10 application.

11 COUNCILMAN LOVE: So if you're running  
12 air conditioning and you have a normal sized  
13 house, you just have it on your roof, you're  
14 not having a field, you probably don't have  
15 enough power anyway, you're not going to  
16 sell it back because you're going to use it  
17 all, which there's nothing wrong with that,  
18 so you're going to get the full value of  
19 that electricity. So lowering your price  
20 only matters when you can outproduce your  
21 needs. And not many people do that. Some  
22 people might be able to, but not many  
23 people. So again, I think we need to look  
24 into that, particularly since we're going to  
25 get a solar panel builder right down the



1 street, hopefully. Maybe that's a match  
2 made in heaven, who knows.

3 CHAIRMAN CRESCIMBENI: Thank you,  
4 Mr. Love.

5 Okay. Any other questions on the solar  
6 before we move on? Councilwoman Boyer.

7 COUNCILWOMAN BOYER: Well, I haven't  
8 gone on the queue because most of this page  
9 seems to be personal solar. But to  
10 Councilman Dennis' conversation, he was  
11 asking you about the discussion that has  
12 generally been going on about conversion to  
13 solar and the challenges that presents for  
14 JEA. My question to you, Jordan, is isn't  
15 that at least as much from an industry  
16 perspective as it is from an individual  
17 consumer perspective in that, if other  
18 utilities are converting their power sources  
19 to solar and that becomes a cheaper energy  
20 source, then power that comes from fossil  
21 fuels of one type or another is somewhat  
22 outdated and the plants may become outdated  
23 or overpriced compared to other things?  
24 Isn't that really the other dimension of  
25 that conversation?

1           MR. POPE: Through the Chair to Council  
2 Member Boyer, it is. And I think one of the  
3 challenges in regards to what you just said  
4 is solar is below our current fuel rate, but  
5 what it is not is a consistent, continuous  
6 source of power. And that's where I think  
7 we've got to get that figured out. It's in  
8 the renewable realm.

9           CHAIRMAN CRESCIMBENI: All right. Thank  
10 you, Ms. Boyer.

11           Mr. Pope, let's move on to the  
12 comparison between St. Johns River Power  
13 Park and the Plant Vogtle.

14           MR. POPE: The question was really to  
15 compare the cost of operating SJRPP versus  
16 closing SJRPP and then generating power at  
17 Plant Vogtle. The comparison you have here  
18 does not take Plant Vogtle into  
19 consideration. We do not -- we are not  
20 communicating the cost. We do not, quite  
21 honestly, know the full cost. We have an  
22 idea of Plant Vogtle. So what we have here  
23 is comparison of the cost of running SJRPP  
24 to the 200 megawatt power purchase agreement  
25 we have with Plant Wansley in Georgia. And

1 so you can see that the total cost to  
2 operate SJRPP in fiscal year '16 was roughly  
3 \$123 million.

4 As we've said before, we were long on  
5 capacity. We had more capacity than what we  
6 needed. We had 1,000-megawatt power plant  
7 to fulfill what was a 200-megawatt need. So  
8 as opposed to operating that 1,000-megawatt  
9 building at \$123 million in fiscal year '16,  
10 we were able to purchase 200 megawatts of  
11 power, or anticipate purchasing 200 -- I'm  
12 sorry. It's an agreement. We would  
13 purchase 200 megawatts of power from plant  
14 Wansley in FY '18 at roughly \$35 million.  
15 So we weren't purchasing from Plant Wansley  
16 in fiscal year '16 and '17, so it's not an  
17 exact fiscal-year-to-fiscal-year comparison,  
18 but it is a general comparison of operating  
19 the power park as opposed to purchasing what  
20 was really needed to fulfill the needs of  
21 our customers, their power needs, from Plant  
22 Wansley.

23 So you can see there is a significant  
24 savings there. And the savings are even  
25 more significant when you consider that the

1 operating agreement with JEA and FPL for the  
2 power park would have increased JEA's cost  
3 to operate that plant beginning with the --  
4 beginning with fiscal year '19.

5 CHAIRMAN CRESCIMBENI: These are all  
6 predicated on what amount of consumption,  
7 200 megawatts, is that what you said?

8 MR. POPE: To the Chair, the power park  
9 was about a thousand megawatt power plant.  
10 Plant Wansley we purchased 200 megawatts.

11 CHAIRMAN CRESCIMBENI: So is the -- but  
12 the thousand watts was more capacity than  
13 what you're selling. So is the 122.8  
14 million in fiscal year '16 for a thousand  
15 watts, a thousand megawatts of power, or is  
16 that just the cost to operate the plant that  
17 only may have produced 200 megawatts?

18 MR. POPE: To the Chair, the operating  
19 cost was \$44.2 million roughly. The fuel  
20 cost -- so the -- that's basically  
21 reflective of how often we were running the  
22 power park was about \$79 million. So I  
23 don't know. The power park, I'm sure, did  
24 not run all year, so.

25 CHAIRMAN CRESCIMBENI: So your savings

1 is coming in the operating cost side, maybe  
2 not necessarily the fuel cost side?

3 MR. POPE: Through the Chair, I'm not  
4 certain. I mean, by looking at the sheet, I  
5 think you could probably make that  
6 assumption, but I could look into that.

7 CHAIRMAN CRESCIMBENI: Okay. Any  
8 questions on that comparison? I see none.  
9 Mr. Pope, do you want to move on to capital  
10 projects?

11 MR. POPE: The next tab, tab 6,  
12 follow-up information in response to a  
13 request from Council Member Boyer. The  
14 first page is -- I believe these are -- the  
15 first two pages are actually a highlight of  
16 how JEA prioritizes its capital budget that  
17 we actually produced for the comp committee  
18 that is currently ongoing chaired by  
19 Councilman Schellenberg to just communicate  
20 how JEA looks at developing its capital  
21 plan. And these are -- the categories are  
22 consistent across the two systems. The  
23 electric system and water/wastewater system.

24 Behind that is JEA's five-year capital  
25 plan, but we have categorized a little bit

1           differently than how we provided it last  
2           time and broken it down into three buckets,  
3           which is capacity, renewal and replacement,  
4           and then those support services like fleet,  
5           IT, et cetera, for those systems.

6           So without reading through all of the  
7           capital projects, I hope the overview is  
8           helpful as far as how JEA looks at  
9           prioritizing its capital budget. And I will  
10          note, at the end of each system's list, we  
11          break down the spending, the proposed spend  
12          in fiscal year '19 by county. When you see  
13          "all," that generally means that those are  
14          groups and buckets that may be used at any  
15          given time at any point in the system to  
16          replace failing infrastructure and any other  
17          number of items.

18          CHAIRMAN CRESCIMBENI: All right. Thank  
19          you, Mr. Pope.

20          Councilwoman Boyer.

21          COUNCILWOMAN BOYER: Thank you. Through  
22          the Chair to Mr. Pope, so let's go back to  
23          your pages that you handed out to the comp  
24          plan committee. Are they in order of  
25          priority? So do you first focus on things

1           you need to do for safety, and then you  
2           focus on things you need to do for  
3           environmental and regulatory, and then you  
4           do renewal? I mean, is it in an order or  
5           are these just a whole list of things you  
6           think about?

7           MR. POPE: Through the Chair to Council  
8           Member Boyer, they are in an order. But I  
9           will note that all six are very important.  
10          So I don't know that we've ever really had  
11          an issue with funding projects to make sure  
12          we're capturing these six buckets, but I can  
13          certainly say safety within our system for  
14          our employees and the community is at the  
15          top.

16          COUNCILWOMAN BOYER: Okay. So seeing  
17          those priorities and then looking back at  
18          how you have divided the sheets that you've  
19          provided, they're obviously not following  
20          the same category designations.

21          MR. POPE: They're not.

22          COUNCILWOMAN BOYER: And so I'm not sure  
23          that it's getting to the question that I  
24          asked or that I'm trying to understand. So  
25          for example, I can't tell whether safety is

1 driving your decision to make any of the  
2 capacity projects or the renewal and  
3 replacement, my guess is probably not  
4 driving any of the projects, but it might be  
5 driving renewal and replacement.

6 MR. POPE: Yes, ma'am.

7 COUNCILWOMAN BOYER: But it's not clear  
8 whether that's safety or obsolescence or,  
9 you know, what's the basis. And what I was  
10 really trying to understand is, when we look  
11 at your debt paydown and the fact that you  
12 have had excess cash flow generated that you  
13 have used for debt paydown, but we also know  
14 that your system has aging infrastructure  
15 and capital demands, I am trying to  
16 understand how you decide that you are going  
17 to do -- you're going to spend X amount on  
18 renewal and replacement and upgrading  
19 infrastructure that's at least 20 years old  
20 and then, once you've exceeded that budget,  
21 you use it for debt paydown or -- I mean,  
22 how do you make those decisions? That's  
23 what I was trying to get at by understanding  
24 how you prioritized your capital spending  
25 and how much of the budget you devote to it.



1           Because whether we're on the water/sewer  
2           side where there is a whole discussion going  
3           on there or whether we're on the electric  
4           side about undergrounding and that  
5           discussion, the issue somewhat remains the  
6           same, is we need to have a better picture to  
7           understand capital reinvestment versus debt  
8           paydown and what drives your decisionmaking  
9           so that we can kind of do that.

10           And I understand capacity, I assume that  
11           is because you have unmet demand. But  
12           that's an assumption I'm making and I don't  
13           know why you're making those particular  
14           capacity improvements. So the only thing I  
15           can say is I'm not there yet with the answer  
16           you've provided. And I'm happy to take it  
17           offline for Mr. Pope if the Committee as a  
18           whole is not interested, but I do think it's  
19           something that I want to understand better  
20           as we look going forward.

21           CHAIRMAN CRESCIMBENI: How can they get  
22           you there with this existing chart? Do you  
23           want them to rearrange the chart? Do you  
24           want to code some of these entries that  
25           might deal with a different issue like

1 safety, even though it might be listed in a  
2 category for renewal or capacity?

3 COUNCILWOMAN BOYER: I mean, that would  
4 help. If what they did is -- if these are  
5 the factors they're looking at and they're  
6 in the order that they prioritize them, then  
7 what I would like to see is on the other  
8 chart where those factors play in. And,  
9 yes, you could code them, an S for safety --  
10 and it might be an S for safety and an E for  
11 environmental regulatory. One might have  
12 multiple aspects to it that's what drove  
13 that to the top of the list.

14 CHAIRMAN CRESCIMBENI: Does that make  
15 any sense? Mr. Pope, do you understand  
16 where I'm trying to get you to go?

17 MR. POPE: To the Chair, yes, sir.

18 And that's exactly right, Council Member  
19 Boyer, safety and R&R are probably going to  
20 go hand in hand a lot of times, because you  
21 can enhance the safety of an asset as it's  
22 aging, even efficiency and optimization,  
23 once you replace that asset, you want to  
24 look at something that's more efficient. So  
25 I hear your request. I don't think it's a

1 request I could necessarily color code this  
2 list next week, but we're happy to work  
3 towards that.

4 CHAIRMAN CRESCIMBENI: All right.  
5 Ms. Boyer, if you'll work with Mr. Pope on  
6 that. And then when you're satisfied, bring  
7 a copy back to the full committee, that  
8 would be great.

9 COUNCILWOMAN BOYER: I'd be happy to.

10 MR. POPE: I was just glad she didn't  
11 ask me about small cell installations.

12 COUNCILWOMAN BOYER: Not today.

13 CHAIRMAN CRESCIMBENI: Actually, I have  
14 a couple questions about that.

15 Mr. Anderson.

16 COUNCILMAN ANDERSON: Thank you,  
17 Mr. Chairman.

18 Jordan, good afternoon. I was looking  
19 on page 10 of 10. And the biggest item  
20 there is technology services, water -- and  
21 that's pretty substantial, \$41 million over  
22 five years. What is that, Jordan?

23 MR. POPE: Through the Chair to  
24 Councilman Anderson, I can tell you it is  
25 several different technology projects rolled

1 up into a bucket, all technology services.  
2 If I had to -- I knew this a lot better two  
3 years ago when I was the capital budget  
4 manager and I knew exactly what all of those  
5 were. But it can include smart meters or  
6 projects to support that type of project.  
7 We have -- we can certainly get you a list  
8 of what's included in that.

9 COUNCILMAN ANDERSON: Yeah. I'd like to  
10 see that. I get the sense and I see that  
11 we're going to continue to invest in making  
12 sure that the water that we're putting into  
13 the St. Johns River is as clean as possible.  
14 And I wondered if that was part of this, if  
15 we're going to continue to invest in this to  
16 make sure the nutrients are getting smaller  
17 and smaller. And I just kind of wanted to  
18 know that.

19 MR. POPE: Through the Chair to  
20 Councilman Anderson, absolutely, nitrogen  
21 reduction of the river is important. The  
22 purified water pilot we've talked about is  
23 certainly part of that, because that would  
24 mean, in that case, probably no discharge to  
25 the river, I believe. So it is certainly a

1 part of what we're doing.

2 COUNCILMAN ANDERSON: Okay. Thank you.

3 CHAIRMAN CRESCIMBENI: Thank you,  
4 Councilman Anderson.

5 Any other questions on the capital  
6 projects list?

7 All right. Mr. Pope, let's go to the  
8 electric sales projections.

9 MR. POPE: This is two follow-up charts  
10 extending sales projections on both systems  
11 out another five years at the request of  
12 Council Member Boyer.

13 And to your point, I believe a couple  
14 weeks ago, Council Member Boyer, it's  
15 probably not one or the other, but these are  
16 definitely projections that we look at. We  
17 want to make sure we're looking at any  
18 number of projections so that we are  
19 producing enough, have the capacity, but are  
20 also being financially conscious of what may  
21 happen in regards to sales in any system.

22 CHAIRMAN CRESCIMBENI: Council Member  
23 Boyer.

24 COUNCILWOMAN BOYER: Just so I'm making  
25 sure I understand the chart then, so the

1 blue line on the chart that is the IRP based  
2 is the data that you provide to the Public  
3 Service Commission that is ensuring that  
4 there is adequate capacity, and that is  
5 showing a sales projection that is still  
6 going up substantially. It's below the  
7 annual growth rate, the old annual growth  
8 rate number, but it's still an upward trend;  
9 correct? That's the line I should be  
10 looking at.

11 MR. POPE: Through the Chair, the  
12 orange -- orange or red line, 2017, is the  
13 10-year site plan we submit.

14 COUNCILWOMAN BOYER: What is IRP based?

15 MR. POPE: It's an integrated resource  
16 plan from 2006. It's on there to illustrate  
17 the vast difference between basically 10  
18 years ago.

19 COUNCILWOMAN BOYER: Was that filed with  
20 PSD also?

21 MR. POPE: I believe so, but let me  
22 confirm that. But I'm confident it was.

23 COUNCILWOMAN BOYER: So the variance  
24 we're looking at -- and you only started it  
25 now in 2017, because you're talking -- you

1 started with the 2017 sales projection, so  
2 you don't have the data that we were looking  
3 at online. It was based not on a 2017  
4 number, I think it maybe was a 2016 number  
5 or something else, which had a higher -- had  
6 a split already this year. So are those  
7 filed every year?

8 MR. POPE: Yes, ma'am. We file a  
9 10-year site plan every year.

10 COUNCILWOMAN BOYER: So there is a new  
11 10-year site plan filed every year?

12 MR. POPE: Yes, ma'am.

13 COUNCILWOMAN BOYER: Okay. And if I  
14 looked at last year's or 2015's, that's  
15 where I was seeing a projected growth that  
16 may be different than what the reality is?

17 MR. POPE: Yes, ma'am.

18 COUNCILWOMAN BOYER: Thanks.

19 CHAIRMAN CRESCIMBENI: Councilman  
20 Anderson.

21 COUNCILMAN ANDERSON: Thank you.

22 This is an interesting chart. What it  
23 doesn't do is really, when it talks about  
24 sales -- so it's in kilowatts, right, or  
25 megawatts? Megawatts.

1 MR. POPE: Yes, sir.

2 COUNCILMAN ANDERSON: But it doesn't  
3 translate to revenue. I mean, if the rates  
4 go up and down over a period of time, that  
5 would change; right?

6 MR. POPE: Yes, sir.

7 COUNCILMAN ANDERSON: Is that in there?  
8 Have we got that analysis as well?

9 MR. POPE: We can give you that  
10 analysis.

11 COUNCILMAN ANDERSON: I think that would  
12 be important to look at, to be honest with  
13 you. Clearly the projection is the sales  
14 are going to go down in terms of usage, but  
15 I'm wondering also how that translates into  
16 sort of real revenue numbers for the system.

17 MR. POPE: Through the Chair to  
18 Councilman Anderson, the green line is  
19 actual projections based on sales.

20 COUNCILMAN ANDERSON: Okay. So you mean  
21 that includes the revenue? I mean, that's  
22 the price per megawatt?

23 MR. POPE: That's sales for each of --  
24 so it's not necessarily revenue. It's the  
25 number of megawatt hours sold over that



1 period of time.

2 COUNCILMAN ANDERSON: You understand my  
3 question?

4 MR. POPE: Yes, sir.

5 CHAIRMAN CRESCIMBENI: There hasn't been  
6 a rate increase in how long, Jordan?

7 MR. POPE: We did a rate restructuring  
8 16 months ago, which effectively lowered  
9 everyone's bills. It was a restructuring of  
10 both the base rate and the fuel rate.

11 The last, 2012 or '13.

12 CHAIRMAN CRESCIMBENI: So that rate has  
13 only gone down; right?

14 MR. POPE: Yes. And -- well, I think --

15 CHAIRMAN CRESCIMBENI: If your volume is  
16 going down, then your revenues are going  
17 down; right? Tell me how it wouldn't work.

18 COUNCILMAN ANDERSON: Because they  
19 raised rates in --

20 CHAIRMAN CRESCIMBENI: 2012 was the last  
21 rate change, and the only thing that's  
22 happened since 2012 is you had a  
23 restructuring, which probably resulted in a  
24 lower cost to the average customer; right?

25 MR. POPE: That's correct. And we also

1 did a number of fuel rebates over those  
2 years.

3 CHAIRMAN CRESCIMBENI: So if your volume  
4 is going down, which is what this chart is  
5 telling you, and your rate stays the same or  
6 has decreased, your revenue has to go down.

7 COUNCILMAN ANDERSON: That makes sense.

8 CHAIRMAN CRESCIMBENI: And I think he's  
9 given us charts with revenue, so you might  
10 want to pull one of those out and compare it  
11 to the updated 10-year projection.

12 MR. POPE: To the Chair, I can send to  
13 the Committee, I think it was the first  
14 meeting, there was a revenue chart going  
15 back to 2010 or something like that.

16 CHAIRMAN CRESCIMBENI: Councilman Love.

17 COUNCILMAN LOVE: Thank you.

18 Through the Chair to Mr. Pope, Mr. Pope,  
19 when sales go down, doesn't your cost go  
20 down, you buy less fuel? I mean, what's the  
21 biggest part of your cost?

22 MR. POPE: Fuel, yes, sir.

23 COUNCILMAN LOVE: It's fuel. So if your  
24 sales drop in half, your fuel cost drops in  
25 half; is that correct? So that mitigates

1           some of your losses, some of it, not all of  
2           it.

3           MR. POPE:   Yes, sir.

4           COUNCILMAN LOVE:   And also, when we put  
5           new power plants online, aren't they more  
6           efficient?

7           MR. POPE:   Yes, sir.

8           COUNCILMAN LOVE:   I mean, like this one  
9           that you're buying from, it looks like a  
10          pretty efficient plant.  What's it called,  
11          Mansley or something like that?

12          MR. POPE:   Wansley.

13          COUNCILMAN ANDERSON:   So it looks like a  
14          very efficient plant.  So it's producing  
15          energy at a better rate than an old coal  
16          fire plant; is that correct?

17          MR. POPE:   Through the Chair to  
18          Councilman Love, I'm not certain, but I  
19          would imagine a plant built 30 years ago and  
20          a plant built last year, the plant built  
21          last year would be more efficient.

22          COUNCILMAN LOVE:   And if our fuel costs  
23          go down as well -- I mean, the cost of a  
24          gallon of fuel goes down, you also -- it  
25          helps your bottom line too, doesn't it?

1           MR. POPE: Fuel in -- like a barrel of  
2 oil, is that what we're referring to?

3           COUNCILMAN LOVE: Well, a barrel of oil,  
4 natural gas is what we use a lot now, so  
5 that helps your bottom line as well.

6           MR. POPE: Certainly.

7           COUNCILMAN LOVE: And that's been pretty  
8 good as of late.

9           MR. POPE: Yes, sir, it has.

10          COUNCILMAN LOVE: Also, if we go more  
11 solar, will that help your -- you'll have to  
12 build less power plants in the future or  
13 they'll last a little bit longer; is that  
14 correct?

15          MR. POPE: Through the Chair to  
16 Councilman Love, that's an interesting  
17 question with a lot of informing factors.  
18 We can only build so much solar right now in  
19 that we have the London fog for a week and  
20 they produce nothing. We're going to be  
21 running -- we have to run all these plants  
22 and make sure we have enough capacity to  
23 serve everyone. So in theory, yes, and  
24 that's something we look at.

25          COUNCILMAN LOVE: As long as we keep

1 looking at it and keep adjusting, that's the  
2 key. Thank you.

3 MR. POPE: To the Chair, the last  
4 increase was 2011.

5 CHAIRMAN CRESCIMBENI: Thank you,  
6 Mr. Love.

7 Councilman Dennis.

8 COUNCILMAN DENNIS: Through the Chair to  
9 Mr. Pope, just to kind of piggyback on  
10 Councilman Love, what plays into the  
11 decision to pursue a new plant, a new power  
12 station and to close a power station or a  
13 plant? What plays into those factors?

14 MR. POPE: Through the Chair to  
15 Councilman Dennis, a number of different  
16 factors could come into play: Environmental  
17 and regulatory; capacity needs, do you have  
18 too much, do you have too little; end of  
19 life of one plant, do you re-power that  
20 plant, basically can you rebuild it or do  
21 you shut it down and build another one.  
22 There is a variety of inputs that go into  
23 that decision.

24 COUNCILMAN DENNIS: So through the  
25 Chair, do you think -- and I know we're

1 going to get into Plant Vogtle a little  
2 later. And I know JEA has their own --  
3 their own governing body. But do you think  
4 that there should be some type of policy to  
5 where, if there is a purchase or an  
6 expenditure or a contract over a certain  
7 dollar amount, that it should be passed  
8 through the Council for its blessing, not  
9 really to say that they can or cannot do it,  
10 but as for its blessing to know what's going  
11 on over a certain dollar amount? Because  
12 just recently there was a lot of  
13 conversation about shutting down the  
14 St. Johns power plant and, of course, Plant  
15 Vogtle is -- it's like that 800-pound  
16 gorilla, you know. And probably if more  
17 eyes, especially eyes from the elected body,  
18 saw the deal prior to its happening, we  
19 wouldn't be in this situation.

20 So again, you answered the first  
21 question, what factors play a part in  
22 deciding to purchase another facility and  
23 close a facility. And then oversight, your  
24 thoughts on oversight on a certain dollar  
25 amount before JEA goes to contract or makes

1 a large purchase.

2 MR. POPE: Through the Chair to  
3 Councilman Dennis, so your question is  
4 should the City Council have the opportunity  
5 to review JEA expenditures over a given  
6 amount. Through the Chair, somebody else  
7 besides me should probably be answering this  
8 question.

9 CHAIRMAN CRESCIMBENI: I was going to  
10 suggest maybe you take that back and bring  
11 back an answer from further up the corporate  
12 ladder.

13 MR. POPE: I'll give this answer and  
14 I'll bring the rest later: No. And I'll  
15 bring the rest later.

16 COUNCILMAN DENNIS: And through the  
17 Chair, I have a few more seconds. Jordan, I  
18 think you -- and I apologize for putting  
19 you, you know, in a corner and asking that  
20 question. I don't have any vacancies on my  
21 staff, so you did the right thing.

22 CHAIRMAN CRESCIMBENI: Thank you,  
23 Mr. Dennis.

24 Councilman Hazouri.

25 COUNCILMAN HAZOURI: Thank you,

1 Mr. Chairman.

2 Just off the ledger just a second, how  
3 many companies now or governmental entities  
4 that we get do we give the discount to  
5 today, do you know?

6 MR. POPE: Governmental entities at  
7 discount?

8 COUNCILMAN HAZOURI: School board  
9 building, or schools, and City Hall, and  
10 Naval Air Station, et cetera.

11 MR. POPE: Through the Chair to  
12 Councilman Hazouri, we have a tariffed  
13 electric rate for large users such as the  
14 City, School Board, Navy. The government --  
15 the number of governmental entities under  
16 that rate --

17 COUNCILMAN HAZOURI: Eighteen percent,  
18 is it, discount?

19 MR. POPE: That discount off of what  
20 would be a normal tariffed rate? Well, it's  
21 not necessarily a discount. It's a tariffed  
22 rate that takes into consideration the large  
23 amount of power that that entity is  
24 consuming over a number of different sites.  
25 I believe the number of governmental



1           entities is -- it may be four, City, School  
2           Board, Navy --

3           COUNCILMAN HAZOURI: Are they the only  
4           ones we give a discount? What about the  
5           larger companies that come -- well, let me  
6           just go back to how many we've lost.  
7           Anheuser-Busch, for example, is producing  
8           their own power pretty much right now. How  
9           does that project with your projections with  
10          companies like that or maybe Amazon? I  
11          don't know. I know it's an attraction for  
12          companies, but also it does hit your bottom  
13          line too. So how does that work in your  
14          projections? The more companies we bring,  
15          for example, larger companies, you're going  
16          to probably give some discounts to, maybe.  
17          And do you-all project all that?

18          MR. POPE: Through the Chair to  
19          Councilman Hazouri, we do have two economic  
20          development programs which provide an  
21          incentive for companies that are a certain  
22          size or have a certain number or hire a  
23          certain number or add a certain number of  
24          employees. In our projections, necessarily,  
25          I don't know that that's in there. We

1           certainly work closely with Kirk Wendland  
2           and his group and the Chamber on -- when  
3           those companies are looking to come to  
4           Jacksonville and inform them of our  
5           programs. But I don't know to the extent  
6           that we necessarily project that in our --

7           COUNCILMAN HAZOURI: And I'm not against  
8           us doing that; I think it's a great  
9           incentive. Again, at the same time, these  
10          companies that exist, and I think they're a  
11          great contributor to our city, I've used  
12          Anheuser-Busch as a great example, they're  
13          going solar, they're inhouse, whatever all  
14          they do. I know they told us they do a  
15          bunch of different things. I don't know  
16          what Maxwell House does.

17          But it has to have an impact on your  
18          revenue at some point in time. And the more  
19          companies that come here, while they help  
20          your revenue, they also must have an impact  
21          too on the negativity of your bottom line;  
22          is that not true?

23          MR. POPE: Through the Chair to  
24          Councilman Hazouri, we cannot give away  
25          service for free. So there is no -- there

1 is no customer JEA has that is, I would say,  
2 in your words, negatively impacting our  
3 bottom line, even when we provide an  
4 incentive.

5 COUNCILMAN HAZOURI: Okay. Thank you.

6 CHAIRMAN CRESCIMBENI: Thank you,  
7 Mr. Hazouri.

8 All right. Jordan, you want to go ahead  
9 with the last item. I think this was a  
10 Councilwoman Morgan question.

11 MR. POPE: Yes, sir. This is some  
12 additional information on some of the  
13 different ways that other utilities are  
14 diversifying. Again, not necessarily what  
15 JEA would do or wouldn't do, or would look  
16 at or wouldn't look at. So in the energy  
17 market arena, what I didn't know last time  
18 is this is what Plant Wansley is. So JEA is  
19 purchasing power from another energy company  
20 that is the owner of that plant. And this  
21 is what they do. They own power plants and  
22 sell that energy. So we are purchasing that  
23 power from Plant Wansley under that energy  
24 marketing-type business.

25 And I'll note that renewable energy

1 development, the third bullet, is basically  
2 the same thing as the first bullet just with  
3 renewable energy.

4 Distributed generation, so there are  
5 companies who will come in, design,  
6 implement, own systems that will capture  
7 by-product of an industrial or manufacturing  
8 process to produce energy to offset costs to  
9 that company. And there are some other  
10 examples there. And then on the back side  
11 are some examples of what GRU is doing in  
12 the Internet data cellular arena.

13 CHAIRMAN CRESCIMBENI: Okay. I think  
14 that completes your list for today.

15 Any questions, remaining questions, for  
16 Mr. Pope?

17 All right. Well, Mr. Pope, I think I  
18 speak for the Committee, we thoroughly  
19 appreciate all your efforts and research  
20 from week to week when you leave one of  
21 these Thursday meetings. You give us  
22 detailed information. Sometimes we rule it  
23 out a little further with additional  
24 questions and points on what you bring back  
25 to us. But I want to tell you that I think

1 every one of us appreciates what you're  
2 doing to supply us with relevant information  
3 that we need to talk about this subject and  
4 the wide arena that it requires to be  
5 discussed in. So I want you to leave here  
6 today knowing that you have been a great  
7 contributor to this effort.

8 I regret that it's a weekly effort on  
9 your part, majority of the time at the  
10 podium I think you've occupied. I can only  
11 imagine what kind of time is required  
12 between Thursdays to decompress from the  
13 Thursday meeting and prepare for the next  
14 Thursday meeting. So thank you very much  
15 for your efforts and you're to be commended  
16 for hanging in there with us.

17 MR. POPE: Thank you, Mr. Chairman. And  
18 I'll say my prayer last week was only to  
19 have more time to prepare for this Thursday,  
20 not that I don't enjoy coming here.

21 CHAIRMAN CRESCIMBENI: Thank you very  
22 much.

23 All right. The court reporter, do you  
24 need a break? You do need a break. Ten  
25 minutes, is that adequate? Can it be less?

1 Five minutes? All right.

2 We're going to take a five-minute  
3 recess. So it is 4:37. We'll reconvene at  
4 4:42. So we'll stand at recess.

5 (Brief recess.)

6 CHAIRMAN CRESCIMBENI: If you'll -- the  
7 Committee Members will take their seats, we  
8 will reconvene.

9 Mr. Hazouri.

10 COUNCILMAN HAZOURI: Yes, sir. Thank  
11 you.

12 CHAIRMAN CRESCIMBENI: Our next item on  
13 the agenda is a presentation by the  
14 Jacksonville Civic Council. I have on my  
15 agenda that Michael Ward is going to lead  
16 this.

17 I don't know, Ms. Miller, are you  
18 participating in this?

19 MS. MILLER: If you like, but Mr. Ward  
20 is.

21 CHAIRMAN CRESCIMBENI: Did you have  
22 anything to distribute? All right.

23 Mr. Ward, would you like to come to the  
24 podium? The floor is yours, sir.

25 MR. WARD: Thank you, Mr. Chairman.

1           I want to thank you and the various  
2 Council Members for the opportunity to come  
3 and present to this group. Just to give you  
4 a little background, I think you know,  
5 Jacksonville Civic Council is a nonpartisan  
6 group of CEOs of both for-profit and  
7 not-for-profit organizations. We view our  
8 role to bring facts and ideas to important  
9 issues that affect the city of Jacksonville.  
10 And when we look at this issue, JEA is  
11 obviously one of the most important assets  
12 that our city owns, so it really fits the  
13 mission of what the Jacksonville Civic  
14 Council is about. So we formed a  
15 subcommittee of which Bobby Stein and I are  
16 the cochairs.

17           And just to start off, we've recognized  
18 all decisions regarding JEA is made by the  
19 City Council. We don't think that's our  
20 role; that is your role. That's your  
21 responsibilities. What we view our role as  
22 is to bring facts and ideas for your  
23 consideration as you think about what to do  
24 with JEA.

25           To date, I think it would be safe to

1 say, this has been a highly charged,  
2 emotional issue to date. I'd say the good  
3 news is, if I look at JEA, one, their J.D.  
4 Power rating is in the top of the quartile,  
5 their rates are reasonable, the balance  
6 sheet and credit rating are strong. So we  
7 are not in any kind of crisis here. So we  
8 have the time to adequately look at this  
9 issue. And what we hope we can do is bring  
10 some facts to bear again for your  
11 consideration.

12 So I believe you have seen our work  
13 plan. Our number one point that was, I  
14 think, distributed as well here today was,  
15 you know, some of this is being framed up as  
16 should we sell or should we keep JEA. We  
17 don't think that's the right question. We  
18 think the right question is: We have this  
19 valuable asset, what is the best way to  
20 maximize and perform that asset for the  
21 benefit of the citizens of the city of  
22 Jacksonville. So we need that to be done.  
23 We need to start thinking about it.

24 In our view, to really adequately  
25 evaluate this issue is a 9-to-12-month



1 process. I know you have been doing some  
2 great work on it all along. And it is  
3 complicated, lots of variables. I just  
4 listened to the conversation today,  
5 incredible amounts of detail and issues to  
6 be wrestled with in this process.

7 So we did welcome the Mayor's statement  
8 that he will not be providing any  
9 privatization plan for your consideration.  
10 We think that really allows us and gives us  
11 the proper time to adequately consider what  
12 the issues are here. We intend to continue  
13 our work despite the Mayor's announcement.  
14 And we're in what I'll call the first phase  
15 of it, it's really fact gathering. And a  
16 lot of the work you have done in this  
17 Committee already has been valuable to us in  
18 building a fact base.

19 We've had several meetings with JEA, all  
20 of which have been cooperative to date. And  
21 we're encouraged they will continue to be.

22 And what we're doing right now, we have  
23 Howard Serkin, who is of Heritage Capital,  
24 is really leading the effort for the Council  
25 at this point to build a financial model to

1 try to determine what the value of JEA as it  
2 is today and with the projections that are  
3 in JEA's records of what it might be worth  
4 to us.

5 But let me be clear, this is not an  
6 appraisal of JEA. This is really looking at  
7 the cash flows. It's more of a  
8 business-oriented model. It's looking at  
9 the expected cash flows and what are those  
10 values there. So our first goal is to get  
11 that model built. We're in the process of  
12 doing that. It will take some time to do  
13 that.

14 Once that is done and there is a  
15 baseline established, I think then we can  
16 look at other opportunities, other ways to  
17 enhance that value. We are not focussing on  
18 that at this point, but we will eventually  
19 be focussing on that to bring ideas to the  
20 conversation for your consideration.

21 A few obvious things: Obviously, the  
22 charter of JEA is controlled by this  
23 Council. There may be things that are  
24 recommended you consider to change that  
25 charter some. For instance, a lot of

1 discussion today on solar panels. My  
2 understanding is the current charter doesn't  
3 allow them to do the maintenance work on  
4 people who install their own solar panels.  
5 That may be something we suggest you  
6 consider allowing them to do as we go  
7 forward.

8 There may be tax strategies, if we're  
9 thinking about trying to create some  
10 valuable infrastructure dollars for the  
11 city, a sale lease back of some of our major  
12 assets could potentially make sense, because  
13 a third-party entity could potentially get  
14 tax benefits out of owning those and lease  
15 back to us at a reasonable rate.

16 In addition, we have a very strong  
17 balance sheet. I think most would say our  
18 balance sheet is stronger than most entities  
19 similar to us have. So there may be an  
20 opportunity to leverage some dollars there  
21 for the City, should you choose to do that.

22 And then, obviously, there are different  
23 operating models that can be looked at. We  
24 have not really investigated that.

25 So where we are at this point, we're

1 working hard at it. Again, it will take  
2 some time and we hope to be of value to you  
3 in looking at this.

4 So with that, Mr. Chairman, I'm open for  
5 any questions. Hopefully, I might be able  
6 to answer. I may have to call on Ms. Miller  
7 as well.

8 CHAIRMAN CRESCIMBENI: How often is your  
9 subcommittee meeting?

10 MR. WARD: We're meeting about once  
11 every 10 days. We're meeting again on  
12 Monday. So we're meeting about every 10  
13 days.

14 CHAIRMAN CRESCIMBENI: Has the Civic  
15 Council in the past created any  
16 subcommittees; and if so, can you tell me  
17 what the topics were and what the findings  
18 were?

19 MR. WARD: I don't know if they were  
20 necessarily subcommittees, but we had a  
21 committee on the pension issue. We  
22 currently have one on education within the  
23 city. We have one on public finance.

24 And what is the other one, Jeanne?

25 MS. MILLER: Through the Chair, we have

1 a downtown task force, we have a newly  
2 convened downtown --

3 CHAIRMAN CRESCIMBENI: Say your name.

4 MS. MILLER: Jeanne Miller with the  
5 Jacksonville Civic Council.

6 Downtown task force, that's our third  
7 time we've had a downtown task force; we've  
8 had in the past task forces as mentioned on  
9 the city budget; and pension reform; on UF  
10 Health regarding our safety net hospital and  
11 funding options; public education focussed  
12 around governance reform; public finance, as  
13 has been mentioned; and a number of other  
14 topics periodically; the human rights  
15 ordinance is another in the past over the  
16 last several years.

17 CHAIRMAN CRESCIMBENI: How many  
18 committees are underway right now?

19 MS. MILLER: Four to five.

20 CHAIRMAN CRESCIMBENI: Do you always  
21 publish a report on all those?

22 MS. MILLER: No, we don't always. It  
23 just depends on the topic. Frequently, our  
24 recommendations are directed at the relevant  
25 policymakers. And so they don't -- it does

1 not require a -- the goal of the Civic  
2 Council is not to be recognized for its  
3 accomplishments somehow, but rather to  
4 effect positive change. And if we can  
5 effect positive change, then I think, as  
6 someone said, you know, it's amazing what  
7 you can get accomplished when you're not  
8 worried about who takes the credit. And the  
9 Civic Council is not concerned with who  
10 takes the credit. It's concerned about  
11 effecting positive change in the community.

12 CHAIRMAN CRESCIMBENI: Does the Council  
13 intend to publish a report with regard to  
14 this special committee that relates to the  
15 JEA analytic frame work?

16 MS. MILLER: Yes, I would think so. A  
17 lot of it will come down to what is the  
18 result of this, what do we find, and then  
19 there will be some type of report.  
20 Ultimately, however, when that report is  
21 issued and what is included in that report  
22 will be the decision of our -- both the  
23 subcommittee and the executive committee.

24 CHAIRMAN CRESCIMBENI: All right. We do  
25 have some questions for the speakers.

1           We'll begin with Councilman Gulliford.

2           COUNCILMAN GULLIFORD: Thank you.

3           Through the Chair to Mr. Ward, when I  
4           was council president, I received an  
5           unsolicited report from an outfit that was  
6           recognized to be very well schooled in the  
7           operation of utilities. And they --  
8           although the report was brief, it was -- it  
9           pointed out some areas of concern with  
10          respect to the expense side of the operating  
11          budget for the JEA. And when I got it --  
12          and obviously -- well, maybe not obviously,  
13          but one might suspect they were looking for  
14          business. But I did forward it on, as I  
15          recall, to one of the Board members who had  
16          a certain amount of financial acumen. And I  
17          sort of forgot about it.

18          In all of this process, we've been  
19          pretty much focussed on revenues and, of  
20          course, we've talked about balance sheets.  
21          But I would hope that we would put a strong  
22          emphasis also on the expense side of the  
23          operations, especially comparative to what  
24          other utilities are doing, because I think  
25          there may be some room for improvements and

1           some possibility of savings on that if we  
2           got more efficient on the operational side.  
3           Your comments?

4           MR. WARD:   Yes.   Through the Chair to  
5           Councilman Gulliford, I think that is an  
6           excellent point.  We would actually be very  
7           interested if you still had access to that  
8           report.

9           COUNCILMAN GULLIFORD:  I'm going to look  
10          through some old files and see if I can find  
11          it.  I thought about that.  I can't even  
12          remember the name of the outfit, but I will  
13          find it if I can, certainly.

14          One other quick question, of course, it  
15          says undertake formal appraisal.  And you  
16          mentioned even a financial model.  But in  
17          reality, even a very well presented and  
18          in-depth study as to the developing of  
19          financial model that might give you some  
20          idea of an appraisal or maybe this goes to  
21          the actual solicitation of a formal  
22          appraisal, I suspect that would simply be  
23          financial and nothing else; is that correct?

24          The other thing is this, Mr. Ward.  And  
25          you -- with your background, you're surely



1           aware of this, there are values based on  
2           just financial calculations and there are  
3           values based on strategic goals and  
4           directions. And I can see some that would  
5           drive the value of JEA higher than what just  
6           a simple financial model might bring. And  
7           there is no real way we can make that  
8           determination, I don't think, is there?

9           MR. WARD: Through the Chair to  
10          Councilman Gulliford, you have an excellent  
11          point. One of our concerns is that original  
12          PFM report that was done was done by a bond  
13          rating group, not an actual appraisal group.  
14          There were headline numbers of 8 to \$11  
15          billion. I think they did some deducts  
16          themselves that may not have been perfectly  
17          done. It said sort of 2.7 to 5.2 might be  
18          the net value to the City. We think that  
19          was a little bit oversimplistic. And we're  
20          not looking -- a full appraisal, as I  
21          understand it, is probably in the order of  
22          800,000 to \$1 million.

23          COUNCILMAN GULLIFORD: City Council is  
24          going to pick up that cost?

25          MR. WARD: Well, the JCC is certainly

1 not going to pick up that cost. We will  
2 probably hire some experts, but we're not  
3 going to spend those sorts of monies. But  
4 our thoughts are, with just that financial  
5 model, we can at least get some of the  
6 conversation in the right range. And you're  
7 quite right, there are strategic values that  
8 some may pay more than just what a straight  
9 discount of cash flow might indicate. I  
10 think we need to get ourselves a little bit  
11 into the right pew as to value creation  
12 here.

13 And one thing I would hope you all would  
14 consider, we need to think about what the  
15 goal of this evaluation is. Is the goal to  
16 create additional funds for the City to make  
17 other infrastructure investments? That's  
18 one question to be answered potentially. Or  
19 is the goal to say, gee, what could we  
20 potentially do to monetize or privatize  
21 pieces of JEA? Or third, is there a better  
22 way to run JEA?

23 My guess is, when this is all said and  
24 done, JEA will look different than it does  
25 today, because there will be some good ideas

1           that come out either on the cost savings  
2           side or on the revenue side. I know they're  
3           re-looking at some of their key strategies.  
4           So it will be an improved JEA no matter what  
5           this process produces. But it would be  
6           helpful to know if we're trying to create  
7           cash for the City or whether we're trying  
8           to, if you will, run JEA better.

9           COUNCILMAN GULLIFORD: And I appreciate  
10          that. And I also appreciate the fact that  
11          you do say that you would look at that in  
12          terms of the whole and component parts.

13          Lastly, I want to thank you all  
14          sincerely for what you're doing. What my  
15          major concern was, some people identified me  
16          as being for selling JEA. How can you make  
17          a determination like that if you have no  
18          idea of a value or what you might realize?  
19          What I was upset about was the lack of  
20          objectivity, the hysteria, the emotion and  
21          the rest of it, which doesn't lead to good  
22          fundamental sound judgments on the part of  
23          anybody.

24          So what you're bringing to the table is  
25          exactly what we need to have a reasonable

1 discussion and debate about the future of  
2 JEA. And you're to be applauded for doing  
3 that. I'm very appreciative of it. I think  
4 the Council probably is also.

5 MR. WARD: Through the Chair to  
6 Councilman Gulliford, thank you for those  
7 comments. We really do think that's a role  
8 we can play. As I said earlier, there was a  
9 lot of emotion around this whole issue. We  
10 think we can bring some fact base to it.  
11 Those of you that know me, I'm a very  
12 fact-based individual.

13 I'll also tell you that, when I was  
14 asked to do this by Tim Constagine (ph), I  
15 agreed I would do this, although I'm sure it  
16 was going to be no good deed goes unpunished  
17 before it was over with.

18 CHAIRMAN CRESCIMBENI: Thank you,  
19 Mr. Gulliford.

20 Council President Brosche.

21 COUNCILWOMAN BROSCHE: Thank you,  
22 Mr. Chairman.

23 And thank you, Mr. Ward and Ms. Miller.  
24 I want to echo Councilman Gulliford's  
25 appreciation for the work that you are --

1           have already started and will continue to  
2           do. I know we'll look forward to the  
3           outcome.

4           I did want to ask: So you're going to  
5           continue down the path and is this kind  
6           of -- this is a chronological step-by-step  
7           Q&A that you all are walking yourself  
8           through in terms of how it's laid out in the  
9           framework that you passed out?

10          MR. WARD: Yes. We will pretty much be  
11          doing it step by step. I think it's number  
12          five, some of the options, that may come a  
13          little later than is listed in there, but  
14          pretty much we're looking at a chronological  
15          process. We will have some experts to help  
16          us with certain aspects of it. We have  
17          retained one individual that Ms. Miller can  
18          tell you about.

19          MS. MILLER: Through the Chair to  
20          Councilman Brosche, we have retained, as I  
21          mentioned before Howard Serkin with Heritage  
22          Capital Group. He is a valuation expert who  
23          is contributing his services. But in  
24          addition to that, a Jerry Hartman from  
25          Central Florida, who is a diplomat in

1 engineer in public utility appraisals. So  
2 he is also providing several of the very  
3 specific industry specific items.

4 COUNCILWOMAN BROSCHE: So does that  
5 mean, I guess, some parts of this are going  
6 to involve a lot more data gathering and  
7 analysis, and so some of those might be  
8 being started with the engagement of those  
9 individuals who are helping?

10 MS. MILLER: Yes. At any given time  
11 right now, I would say almost all parts of  
12 that analysis of that framework are  
13 underway, but they're in various stages of  
14 development because there are different  
15 resources and they all take different  
16 amounts of time. But we're currently around  
17 number four. Through the work of this  
18 Committee, numbers two and three primarily  
19 have been filled in quite a bit. And even  
20 elements of number four and number six have  
21 also been partially filled in with the work  
22 of this Committee.

23 But we are currently working primarily  
24 on what is the number four, which is what is  
25 the current value to the City and what would

1 be the potential value to an external  
2 potential purchaser, including strategic  
3 value options.

4 COUNCILWOMAN BROSCHE: Okay. So you  
5 mentioned, Mr. Ward, that you had a number  
6 of meetings with JEA so far. And so I  
7 suspect that they're going to be a big part  
8 of the assistance in terms of being able to  
9 get the information that you need or whoever  
10 your consultants need and things like that.  
11 So has there been a discussion about  
12 providing information and meeting regularly  
13 with them in order to get the information  
14 that you need?

15 MR. WARD: So originally we met with  
16 Ms. Sykes (sic), who we had very good  
17 dialogue with, and we had another meeting  
18 with Ms. Sykes and Mr. Zahn as well. We  
19 told them the kind of information we would  
20 like to see, some of their internal studies  
21 projections, which they've indicated a  
22 willingness to share with us. And we're  
23 actually meeting with them again next  
24 Monday.

25 COUNCILWOMAN BROSCHE: Okay. Great.

1           Because it seems to me that this is the kind  
2           of independent analysis and information that  
3           this group and a number of other folks are  
4           interested in understanding. I know I'm  
5           interested in all the information that I can  
6           get as it relates to the question that was  
7           posed and has now been changed a little bit,  
8           but it's not the first time that it's come  
9           up. And so we appreciate your digging into  
10          this and look forward to updates, if needed,  
11          if there is a need to come back before us.  
12          So thank you so much.

13                   CHAIRMAN CRESCIMBENI: Thank you,  
14                   Councilwoman President Brosche.

15                   Councilman Hazouri.

16                   COUNCILMAN HAZOURI: Thank you,  
17                   Mr. President.

18                   MR. WARD: You've done this once before,  
19                   maybe, once or twice before?

20                   COUNCILMAN HAZOURI: Well, I asked you  
21                   some questions before if that's what -- no.  
22                   Thank you, Mr. Ward.

23                   MR. WARD: I mean, evaluation of JEA.

24                   COUNCILMAN HAZOURI: I have. So has a  
25                   litany of all the mayors, former mayors.



1 And the beat goes on.

2 Just some basic questions. So you all  
3 have been working on this for how long now?

4 MR. WARD: About five to six weeks.

5 MS. MILLER: Since January 24.

6 MR. WARD: Time passes quickly when  
7 you're having a good time. Since January  
8 24th.

9 COUNCILMAN HAZOURI: Well, I thank you  
10 for your participation, what you're doing,  
11 and especially for the HRO. I know you-all  
12 are doing education issues too. And you're  
13 another hand for us with our Council  
14 Auditor, with the Mayor's initial report and  
15 what you-all are doing.

16 Let me ask what is your -- do you have a  
17 timeline at all?

18 MR. WARD: Well, again, when we  
19 developed a work plan, we thought it was a  
20 9-to-12-month process. I was just informed  
21 we're on our fourth month, so probably in  
22 another five to nine months. As the work  
23 progresses, I think we'll see more and more  
24 definitive timeline. I would anticipate we  
25 come back to this Committee as we develop

1 further our work product just to give  
2 updates periodically, if you desire us to do  
3 so.

4 COUNCILMAN HAZOURI: So when you -- and  
5 I'm looking forward now. When you come up  
6 with your report, you said you probably will  
7 have a written report?

8 MR. WARD: Yes, sir.

9 COUNCILMAN HAZOURI: All right. If  
10 we're looking at the JEA, sell, don't sell,  
11 will you also be looking at if we can do the  
12 same thing that a private company can do as  
13 well, if we have that ability to do that,  
14 will that be part you-all's conversation?

15 MR. WARD: Yeah, absolutely. I alluded  
16 earlier to the issue of maintenance of solar  
17 facilities. IOU would do those kind of  
18 activities. JEA is not allowed to do that  
19 at this point in time, so we would look at  
20 things like that.

21 And I think what's going to end up  
22 looking at, we're actually going to probably  
23 end up looking at a water system and an  
24 electrical system, because they're really,  
25 in a way, two different interties.

1           COUNCILMAN HAZOURI:  So you're not going  
2           in, obviously, with the idea, you know, the  
3           end justifies the means that we're going to  
4           sell it?  I don't think that's what I got  
5           from this conversation that you're giving  
6           today.

7           MR. WARD:  We have no preconceived  
8           notion what the best course of action is.  I  
9           just reiterate, we think our role is to  
10          provide facts and ideas.  These decisions  
11          would be made by you.  We may consider  
12          things -- say things we think you should  
13          consider as you're making those decisions,  
14          but we do not, I don't think, intend to come  
15          and say you ought to do this, this and this;  
16          that's not our role.

17          COUNCILMAN HAZOURI:  With those savings,  
18          I hope you are and I'm sure you are  
19          considering the fact we may be able to do  
20          the same thing within the existing JEA just  
21          maybe changing the structure or what have  
22          you.

23          MR. WARD:  Absolutely.

24          COUNCILMAN HAZOURI:  Well, I certainly  
25          appreciate what you-all are doing.  I'm

1 looking forward to it. With what the  
2 University of Florida is doing with this  
3 Committee and what you-all are doing and  
4 what the Council Auditor is doing, somewhere  
5 the twain -- no pun intended -- the twain in  
6 this case is going to meet. And hopefully  
7 we'll have a better product no matter what  
8 happens. Thank you very much.

9 MR. WARD: Thank you.

10 CHAIRMAN CRESCIMBENI: Thank you,  
11 Mr. Hazouri.

12 Council Vice President Bowman.

13 COUNCILMAN BOWMAN: Thank you.

14 Through the Chair, I too want to thank  
15 you. And it's a lot of work and a lot of  
16 people involved. And the value of that is  
17 enormous, something we couldn't do  
18 ourselves.

19 One thing, you and I met and talked  
20 about this. The one thing I think you  
21 shared with me that should be of interest to  
22 the Council is that everybody on the  
23 Committee, you know, makes sure that they've  
24 got no connection, no biases, no potential  
25 involvement in anything in one direction or

1           the other. So could you expand on that a  
2           little bit?

3           MR. WARD: Yeah. We were very  
4           deliberate on that. We wanted to make sure  
5           nobody had any conflict nor appearance of  
6           conflict in this process. So anybody that  
7           potentially could envision that there would  
8           be some conflict in this work, either they  
9           did not volunteer to act on our subcommittee  
10          or we discouraged them from doing so if they  
11          had an interest.

12          The other thing we did, you may note, we  
13          named all -- we usually do not do this, we  
14          named all of our committee members for the  
15          purpose of transparency, so everybody knows  
16          who is on our committee, who is working on  
17          it, because we wanted to make sure since  
18          it -- I think it's calmed down some, but  
19          clearly it was a very emotional dialogue at  
20          first. And we didn't want to fuel that  
21          emotion even more. So we wanted to make  
22          sure that we were being as clean as we can,  
23          as transparent as we can and then avoiding  
24          any conflicts that potentially could be out  
25          there.

1           COUNCILMAN BOWMAN: Thank you for  
2 sharing that. I think that's really  
3 important. Because like Mr. Gulliford, I  
4 think it's really time to take a  
5 nonemotional look at our greatest asset and  
6 see how we maximize its value to all of our  
7 residents. And so I'm looking forward to  
8 seeing what you come up with.

9           Council President asked kind of a  
10 question, but I want to make sure I  
11 understood. So you're meeting with JEA.  
12 Are they giving you 100 percent support?

13          MR. WARD: They have expressed great  
14 willingness to cooperate with us. They  
15 haven't produced everything as quickly as we  
16 might hope they can, but I think after we  
17 meet Monday that will accelerate. But they  
18 have not been hesitant to share information  
19 with us.

20          I would have to say they probably have a  
21 little bit of concern that they don't want  
22 to look like -- some of the things we're  
23 asking will help us do this financial model.  
24 I don't think they want to appear to be in  
25 the process of doing evaluations of

1           themselves because of some of the emotion  
2           around this in the past. So we're going to  
3           be very careful and deliberate with them to  
4           make sure that all the work we're doing is  
5           our work. They're providing us information  
6           to allow us to do that work. Because they  
7           don't want the appearance they're out there  
8           trying to shop themselves.

9           COUNCILMAN BOWMAN: Okay. Super. Thank  
10          you so much.

11          MR. WARD: Thank you.

12          CHAIRMAN CRESCIMBENI: Thank you, Vice  
13          President Bowman.

14          Councilman Dennis.

15          COUNCILMAN DENNIS: Through the Chair, I  
16          want to just echo my colleagues, thank you  
17          for doing what you all are doing to help the  
18          City to better understand our most valuable  
19          asset.

20          And but you made a couple statements,  
21          and so I just want a little clarification of  
22          your statements. You said, at the end of  
23          your process, it will take about nine  
24          months, at the end of your process, that JEA  
25          will look totally different than it does

1           today.  And so I would like a little more  
2           clarification.  Because at the end of the  
3           day, you started off by saying this body  
4           will make the final decision on JEA.  So can  
5           you kind of share --

6           MR. WARD:  Yeah.  I'll clarify that.  I  
7           did not intend to say they would be totally  
8           different.  What I meant to say is JEA will  
9           be different because in this evaluative  
10          process, good ideas will come up to make  
11          them even a stronger entity.  And my guess  
12          would be the management of JEA will embrace  
13          those ideas to make themselves even  
14          stronger.

15          If you really think about it, any  
16          entity, private or public, you have to  
17          constantly work to improve yourself.  I did  
18          that from my years at CSX, you're always  
19          looking at what can you do better, how can  
20          you change things.  And I think this whole  
21          dialogue going on at this point will provide  
22          opportunities for JEA to run even better  
23          going forward.

24          So I'm not saying there is any decision  
25          made of what should happen, but just this



1           evaluative process will come up with ideas  
2           to make them better.

3           COUNCILMAN DENNIS:   And I kind of  
4           figured that, but I just wanted for you to  
5           clarify that.

6           Now, would you agree that governance is  
7           a big part of moving an organization forward  
8           or changing the culture or direction of an  
9           organization?

10          MR. WARD:   Well, I believe that  
11          leadership of an organization is critical.  
12          I think there is really two things, from my  
13          experience:   It's the leadership and it's  
14          the team you assemble.   Because I don't care  
15          how good a leader you are, if you don't have  
16          good people working for you that are  
17          competent and capable, you're not going to  
18          succeed at whatever your mission is.   But  
19          having clarity of mission and a leadership  
20          that reinforces and acts consistent with  
21          that is critical to a high level of success.

22          COUNCILMAN DENNIS:   Would you -- I know  
23          you have a framework here, but would you  
24          consider or take back to the organization to  
25          add governance, leadership?   Because I don't

1 know all the individuals that make up the  
2 Civic Council, but the Civic Council has a  
3 lot of leadership, could give a lot of  
4 wisdom on, you know, what a great leader,  
5 what an organization should look like. And  
6 so would you consider adding governance,  
7 leadership? I don't know how you would  
8 frame it, but adding that in your framework.

9 And you may or may not know I've  
10 introduced a bill kind of going to the core  
11 of governance, you know, with not having all  
12 the board members appointed by the Mayor,  
13 but some appointed from the City Council and  
14 some appointed from the Mayor's -- from the  
15 Mayor. You don't have to speak  
16 specifically, because I don't want you to be  
17 on the record where if you're in favor or  
18 against, but again, you know, leadership,  
19 governance, moving JEA forward in the  
20 future.

21 MR. WARD: So, one, any of the workflow  
22 we do is approved by the executive  
23 committee, so I will speak with them about  
24 the possibility of that. I would have one  
25 caution, though, one of the things we're

1           trying to do here is be as factually based  
2           as we can and not get involved in some of  
3           the more, if you will, controversial issues  
4           that are potentially around this for fear  
5           that we will be viewed as partisan to some  
6           view or another, which we don't want to do.  
7           We want to make sure that we're viewed  
8           strictly as down-the-middle factfinders  
9           here.

10           So I'll take it back to the executive  
11           committee to evaluate whether we wanted to  
12           add that to our scope. But theoretically,  
13           that could get to be a little bit out of the  
14           range of what we intended to do.

15           COUNCILMAN DENNIS: Sure. Again, thank  
16           you for all the work that you're doing for  
17           our city.

18           MR. WARD: Thank you.

19           CHAIRMAN CRESCIMBENI: Thank you,  
20           Mr. Dennis.

21           Councilwoman Boyer.

22           COUNCILWOMAN BOYER: Through the Chair  
23           to Mr. Ward, Ms. Miller, thank you so much  
24           for being here. And I want to echo everyone  
25           else's gratitude for your decision to become

1 engaged in the process and provide a lot of  
2 much-needed information and advice.

3 I did have one question on something you  
4 mentioned, and I'm not sure at what point in  
5 the process that you are referring to it.  
6 But you mentioned at some point that there  
7 was -- you had to understand what the goal  
8 was: Was the goal to have more money to be  
9 able to do infrastructure projects; was the  
10 goal to run the company more efficiently;  
11 what was the goal.

12 At what point in your deliberation do  
13 you think that you start to look at that  
14 question or do you never look at that  
15 question and that just becomes something  
16 that we're supposed to look at after?  
17 Because that's kind of one of the perplexing  
18 things here is not having a stated goal.

19 MR. WARD: Right. Well, absent guidance  
20 from you, what we'll do is try to, in  
21 effect, do both. But if you said, our real  
22 goal here is to find a way for JEA to find  
23 more money for infrastructure investments,  
24 we would probably look more strongly at  
25 things like the sale lease back I mentioned,

1 or using of balance sheet to lower our rate  
2 a little bit but not take it into a  
3 dangerous zone, if the goal was to create  
4 more money for infrastructure.

5 Absent guidance from the Council, what  
6 we would probably do is do elements of both  
7 of those things. So -- but if they are  
8 clear, hey, one of our primary goals here is  
9 to create more cash for infrastructure, we  
10 would probably do it just a little bit  
11 differently. I don't know if that's  
12 clarifying or muddying the waters.

13 COUNCILWOMAN BOYER: No. It is  
14 clarifying. I mean, I'm one Council Member  
15 out of 19. But I will tell you that, from  
16 my own personal perspective, I am much more  
17 interested in additional cash that could be  
18 reinvested in utility infrastructure. So  
19 whether that is undergrounding electric,  
20 whether that is phasing out septic tanks, it  
21 is that aspect, which was kind of my capital  
22 conversation, as opposed to free cash that  
23 could be used for the City budget on  
24 whatever other purpose that would just be  
25 coming into the general fund, so if that is

1 relevant.

2 MR. WARD: I can tell you that I'm smart  
3 enough to know this: If there is any cash  
4 created out of this, that is going to be  
5 completely at your discretion. I have no  
6 interest whatsoever to be in the middle of  
7 decisions of where those monies should be  
8 spent. I'm sorry, that's above my pay  
9 grade.

10 COUNCILWOMAN BOYER: But to my point is  
11 that, if from a structural analysis  
12 standpoint there were opportunities that  
13 might not generate free cash that we could  
14 all decide we wanted to build parks with,  
15 but they would generate an opportunity for  
16 additional infrastructure investment at JEA  
17 or at whoever was operating the utility at  
18 that point or something, I think that is of  
19 more interest to me personally than the free  
20 cash conversation.

21 MR. WARD: Right. Well, off the top of  
22 my head, and that's always risky, so if -- I  
23 could see where potentially, if you're  
24 making investment in utility-based things  
25 and combined it with a sale lease back, it

1           could be particular to utility investments.  
2           But if it's just cash, cash is cash, and  
3           that can be used wherever; it's the decision  
4           of the Council.

5           CHAIRMAN CRESCIMBENI: Thank you,  
6           Councilman Boyer.

7           Councilman Anderson.

8           COUNCILMAN ANDERSON: Thank you.

9           Frankly, that conversation was exactly  
10          where I wanted to go, because -- so I'll do  
11          the same thing, thank you very much for  
12          doing this. We really appreciate it.

13          You know, we at least -- well, I don't  
14          know how long this discussion has been going  
15          on, but it seems like years at this point.  
16          But it always sort of starts with this idea  
17          of, gee, guess what we could do if. And  
18          then you heard we've had different  
19          conversations, oh, we could wipe the debt  
20          out; we could pay the pension down; we could  
21          build whatever.

22          And so I guess I'm really just wanting  
23          to build on Councilwoman Boyer's point. I  
24          think you-all are in a unique position to  
25          provide guidance, because this Council will

1 not be seated beyond next year. And if this  
2 comes up again, then it might be helpful for  
3 the next Council or the Council 5 years, 10  
4 years, 20 years down the road, if they  
5 wrestle with this again, what your thoughts  
6 were.

7 So for example, is it, you know, is --  
8 when you're looking at a city, is it best to  
9 look at the reduction in liabilities or  
10 investment infrastructure? Is there some --

11 MR. WARD: I'm going to ask Ms. Miller  
12 to expand to that, because we do have a  
13 public finance task force, so please.

14 MS. MILLER: Through the Chair, and I  
15 think to both of your points, we are  
16 conducting -- for over a year and a half now  
17 we've been conducting a very intensive  
18 study. It's a comparative tax analysis of  
19 city, county taxes within Florida and  
20 outside of Florida, comparing Duval County  
21 and Jacksonville to four, five other cities,  
22 counties in Florida and then several cities  
23 outside of Florida. And the purpose of that  
24 is really to understand the various sources  
25 of public revenue, but also to understand



1 the uses of public revenue.

2 There is a theory in, you know -- around  
3 that we're under-revenued. Well, what does  
4 that mean? And so our goal is to provide a  
5 lot of data and analytic structure around  
6 that to say, here is what we spend per  
7 capita on our public -- on public  
8 expenditures, and that breaks down into  
9 parks and hospital care and infrastructure.  
10 But here is what other communities spend and  
11 here is how they spend it. Here is what  
12 Charlotte does or here is what Indianapolis  
13 spends, and break that down in a per capita  
14 sense.

15 So while -- and our hope is that that  
16 analysis will be informative to all of you  
17 and hopefully to the administration going  
18 forward when you make decisions on capital  
19 improvement structure, on your capital  
20 improvement planning, how is it best, what  
21 can I invest best to leverage the most money  
22 later on.

23 For example, we know that from a recent  
24 study with the Jax Chamber called Elevate  
25 2.0 that most people who work in

1 Jacksonville live outside -- and live  
2 outside live outside of Jacksonville for two  
3 reasons: One is public education and two is  
4 crime rate. So we have that data. And it's  
5 St. Johns, Clay, Nassau.

6 But the question is what can we do to  
7 organically grow and enhance our tax base to  
8 hopefully improve. And it doesn't  
9 necessarily mean throwing more money at each  
10 one of those, it could, but what are those  
11 counties doing, but what are we also doing  
12 as a city to encourage development. Because  
13 part of this is a lack of housing stock or a  
14 lack of new housing stock. So how can we  
15 invest in our current older neighborhoods to  
16 make them more attractive to developers.

17 So there is a lot to unravel and unpack  
18 in all that. And that's why JEA has been a  
19 part of this, because, as we all know, all  
20 the sources of revenue from JEA account for  
21 over 20 percent of our annual budget. And  
22 that's a very significant part, unlike any  
23 other city, county in the state of Florida  
24 and maybe in other counties we're looking  
25 at. So it all comes together in all of

1           this.

2           But at the end of the day, our hope is  
3           to provide you with options and analysis so  
4           that you can make the most informed  
5           decisions.

6           COUNCILMAN ANDERSON: Okay. Well, I do  
7           really value this. And I believe going  
8           forward it will be a document that will be  
9           used by future council members.

10          One of the things that I would -- it  
11          would be helpful maybe is if you have  
12          recommendations for how future councils  
13          ought to look at either the disposition of  
14          assets or valuations going forward. This  
15          one, I think, was messy, at the best. And I  
16          think part of that was because nobody really  
17          knew what process we ought to go through or  
18          how often we ought to look at these things.  
19          So I know you from a business standpoint, I  
20          imagine you did it very often. And as  
21          you're walking through this report, it might  
22          be helpful if you could opine on that.  
23          Thank you.

24          CHAIRMAN CRESCIMBENI: Thank you,  
25          Mr. Anderson.

1           Ms. Miller, Mr. Ward, that completes  
2           questions. We thank you for being here  
3           today. Good luck. And keep us posted. If  
4           you want to come back and give us any  
5           updates before we conclude our process,  
6           you're welcome to do that.

7           MR. WARD: Thank you for the  
8           opportunity, Mr. Chairman.

9           CHAIRMAN CRESCIMBENI: Thank you very  
10          much for being here.

11          All right. Council President Brosche.

12          COUNCILWOMAN BROSCHE: Thank you,  
13          Mr. Chairman.

14          As we come to the close of our meeting,  
15          I wanted to -- and I'm asking Nikki to pass  
16          out to everybody, I just wanted to let the  
17          rest of the Special Committee know that I  
18          have sent to Mr. Chairman of the Board,  
19          Mr. Howard, a list of questions in  
20          connection with the selection process for  
21          the interim CEO and wanted to let you all  
22          know the questions, because I think this has  
23          come up in a number of meetings and  
24          discussions that I too am fielding a lot of  
25          all the same questions.

1           And as it relates to the future of JEA  
2           and the selection of a CEO in the future, I  
3           think it's important that we understand the  
4           answer to some of the questions that we are  
5           all receiving from the community; and  
6           therefore, I have put together a list of  
7           questions in hopes that Mr. Howard will help  
8           us understand. And it will also help frame  
9           our understanding of how JEA does its hiring  
10          and how they plan to move forward with the  
11          selection of a permanent CEO.

12          And so, Mr. Chairman, while I have not  
13          yet coordinated or understood how we'll have  
14          the answers to these questions, I'm hoping  
15          that it can be done for the benefit of  
16          everyone versus a one-on-one meeting. And  
17          if he is so willing, it's my hope that he'll  
18          come and answer the questions before the  
19          Special Committee that we have presented.

20          And so I just wanted to let the entire  
21          Committee know that that's my desire. And  
22          that these are the questions that I asked so  
23          that you all will have the benefit of seeing  
24          them. So thank you.

25                 CHAIRMAN CRESCIMBENI: Thank you,

1 Council President Brosche. We appreciate  
2 that.

3 Are there any -- I only have one public  
4 speaker card. No one else? Oh, we have  
5 two. So the first one is Karen Morente,  
6 followed by Valerie Gutierrez.

7 Ms. Gutierrez, if you'd come up to the  
8 front row, we'd appreciate you being a  
9 little closer when your turn gets --

10 MS. MORENTE: Hello, your honorable  
11 Council. I'm Karen Morente, obviously.

12 I have done a little research of my own  
13 I would like to give you. And it won't cost  
14 you or anybody else \$100,000. It's  
15 absolutely free.

16 JEA has employees of 1,966 full-time  
17 employees. And of these there are 1,923 who  
18 are actively under their medical plan. And  
19 this does not include their 1,903 employee  
20 dependents. We currently have 192 Randstad  
21 employees at JEA. And in 2017 we used 36  
22 JSEB subcontractors in our city. So it's  
23 not an exaggeration to say easily 4,000  
24 people in the community would be impacted by  
25 the sale of JEA should that occur.

1           And if that was not significant, then  
2           I'm quite sure we would not be describing  
3           Amazon jobs and other corporate and company  
4           jobs, who I am not at all against. We need  
5           work, we need houses, et cetera, of course,  
6           but they all receive incentives to come  
7           here. And yet, we are all here in the  
8           auditorium today -- and I don't and have  
9           never worked for JEA, I should say that --  
10          with people who do and there are unseen  
11          people I'm trying to enter into the room, if  
12          you will. And this does not include the  
13          retirees or, of course, remarks about the  
14          retirees' pension.

15          There is virtually no investor who will  
16          do any kind of investment, much less in the  
17          billions or super millions, who is not going  
18          to do it with the idea for sure that they're  
19          going to make a fortune in profit. And we  
20          all know who will be paying for that.

21          Problems can be fixed. I think it's  
22          great and I commend that. And it's vital  
23          that the charter for the city of  
24          Jacksonville should definitely include a  
25          vote by the citizens should it come down to

1 the sale of JEA as an actual admitted  
2 proposal. And I would thank you all to very  
3 carefully consider these things. And the  
4 citizens should be able to vote on such an  
5 important matter.

6 And there is no single parent or elderly  
7 person or limited income people or the many  
8 people that work minimum wage in our town  
9 who will not be impacted by the rates that  
10 are surely going to come. And more people,  
11 I think, historically are losing their homes  
12 to foreclosure and property taxes than any  
13 time before. So I ask that you consider all  
14 those people. And I thank you for your  
15 time.

16 CHAIRMAN CRESCIMBENI: Thank you,  
17 Ms. Morente.

18 Any questions from the Committee? All  
19 right. I see none.

20 Ms. Gutierrez.

21 MS. GUTIERREZ: All right. Good  
22 afternoon, Committee. I guess I wanted to  
23 just kind of clarify some of the things that  
24 Mr. Gulliford said. Thanks to Google I was  
25 able to look up some of the things that he



1 had mentioned earlier.

2 He was talking about Germany being at 80  
3 percent renewable. Well, that's not true.  
4 It's 27 percent, which is only 6 percent  
5 being solar. They would like to be at 80  
6 percent, but that's at 2050. And who knows  
7 what will change between now and then.

8 The other thing, you know, I know a lot  
9 of Council persons that had indicated maybe  
10 that JEA should be in the solar business.  
11 Well, installing and monitoring, leasing.  
12 But we also need to take into account, you  
13 know, who is going to be liable -- or  
14 responsible for the liability of replacing  
15 panels. I worked at this last Hurricane  
16 Irma and it was just so much devastation out  
17 there, it was just -- it just blew me away.  
18 So I would think that where a lot of the  
19 solar farms are now, I'm sure there is a lot  
20 of stuff that -- clearing that has to  
21 happen, so they would minimize their damage,  
22 but just keeping that in mind.

23 And I hope that the Council, when it  
24 comes to next regular council meeting, will  
25 continue to sponsor Mr. Love's resolution

1           2018-248, even though we understand we're  
2           kind of at a standstill about the sale of  
3           JEA, I think that would speak volumes to the  
4           employees of JEA if that did pass. And that  
5           way, you know, they felt like, you know,  
6           there is still not something lingering over  
7           them.

8           And as some of you guys have said, it is  
9           an emotional issue. I have been with JEA 20  
10          years. And for the way the process had been  
11          rolled out, it was, to me, a personal issue.  
12          And if we would have started maybe in this  
13          kind of -- with a committee and the  
14          individuals from the Jacksonville Civic  
15          Council, you know, getting more information  
16          and finding out what is the best course with  
17          JEA, whether it's to make it stronger as we  
18          move forward, I think it would have probably  
19          been received a little bit different. But  
20          it is going to take a little while for  
21          JEA -- or the employees to heal based on  
22          this process.

23          But I appreciate the Council continuing  
24          with this Committee. And hopefully the next  
25          president, council president, maybe not on a

1 weekly basis, but at least continues to have  
2 something in this forum so people can  
3 express their concerns and also get the  
4 information that is needed. So thank you.

5 CHAIRMAN CRESCIMBENI: Thank you,  
6 Ms. Gutierrez. I have no questions for you.  
7 So thank you for being here.

8 Any other matters to come before the  
9 Committee or any announcements or  
10 anything -- oh, we have one more card, all  
11 right. I know who this person is.

12 Ms. Grant, go ahead.

13 MS. GRANT: Thank you. Alicia Grant. I  
14 wasn't going to speak, but then something  
15 just occurred to me as I was listening to  
16 the others that I had thought of when  
17 Mr. Pope was making his presentation on the  
18 solar panels and their location within  
19 wetlands. And I think we need to be very  
20 careful in considering the environmental  
21 impact of -- on those wetlands when we are  
22 starting to install panels there, because I  
23 understand these panels get very hot. And  
24 to have something that could create a heat  
25 effect on our wetlands where we have to be

1 concerned about the habitat and what those  
2 wetlands are supposed to be doing, we just  
3 need to consider the environmental impact on  
4 those.

5 CHAIRMAN CRESCIMBENI: I think I  
6 understood Mr. Pope to say, maybe I didn't  
7 hear him correctly, but I thought he said  
8 that all the panels were on upland property  
9 not in wetlands. But we can get  
10 clarification.

11 MS. GRANT: Thank you.

12 CHAIRMAN CRESCIMBENI: All right. Thank  
13 you, Ms. Grant.

14 Any questions for Ms. Grant?

15 All right. Any further business to come  
16 before the Committee or any announcements?  
17 All right. Thank you all -- oh I'm sorry,  
18 Council Vice President Bowman.

19 COUNCILMAN BOWMAN: Thank you, Mr.  
20 Chair. I just want to share with my fellow  
21 Council Members that I intend to file  
22 legislation that is going to make a  
23 recurring, I think, 18-month-or-so  
24 requirement for the independent authorities  
25 to come give us a state of the authority,

1           because I think what we all found out on  
2           this is that there is a lot of stuff we  
3           should have known that we didn't. And the  
4           only real time we get to understand what  
5           they're doing is when they come to our --  
6           during the budget hearings.

7           So I'm still drafting that, but the  
8           concept would be about a half day for each  
9           independent authority to come up and talk us  
10          from top to bottom on what they're doing,  
11          any of their future plans, any of their  
12          risks that they have, so we as a Council  
13          know at all times what's going on. And I  
14          hope that you support it and that's coming  
15          up.

16          CHAIRMAN CRESCIMBENI: Sounds like a  
17          good idea, Mr. Bowman. I would like to  
18          maybe set up a noticed meeting with you.  
19          I'd be willing to cosponsor that. And I  
20          would like to talk to you about the 18-month  
21          time frame and your reasons for why you  
22          think that's the adequate number.

23          Councilman Anderson.

24          COUNCILMAN ANDERSON: Thank you,  
25          Mr. Chairman. I just wanted to kind of

1 recap kind of where we are. I'm trying  
2 to -- because we've got a couple bills  
3 coming up in Committee on Monday and  
4 Tuesday. So, so far we have had one bill on  
5 JEA that's passed, and that was your bill  
6 which puts on the ballot if the citizens  
7 want to have a say in the sale; right?

8 CHAIRMAN CRESCIMBENI: That's a straw  
9 ballot question.

10 COUNCILMAN ANDERSON: That's the only  
11 legislation that's been passed so far?

12 CHAIRMAN CRESCIMBENI: Right.

13 COUNCILMAN ANDERSON: And then but on  
14 Monday and Tuesday, Councilman Schellenberg  
15 has a bill which is sort of a resolution  
16 encouraging the expiration of the sale that  
17 will come up in the same committees that  
18 Councilman Love's bill will come up, which  
19 is to say we don't -- you know, don't want  
20 to sell at all. There is a board  
21 composition bill that Mr. Dennis has got in  
22 front of us too, and that will be in two  
23 weeks.

24 And then the final bill that I know of  
25 is the bill that would actually put on the

1 ballot -- it's your bill, and it would say  
2 that the citizens do have a right to say --

3 CHAIRMAN CRESCIMBENI: That's not a  
4 ballot measure. That is simply a charter  
5 change.

6 COUNCILMAN BOWMAN: Just a charter  
7 change. Is that kind of the recap of the  
8 legislation landscape that we have?

9 CHAIRMAN CRESCIMBENI: As far as I know.

10 COUNCILMAN BOWMAN: Thank you.

11 CHAIRMAN CRESCIMBENI: Councilman  
12 Dennis.

13 COUNCILMAN DENNIS: There is an  
14 additional one. There is a resolution  
15 asking the current interim CEO not to apply  
16 for the permanent position, also asking the  
17 Board to not consider his application if he  
18 applies.

19 COUNCILMAN ANDERSON: Okay.

20 COUNCILMAN DENNIS: So that's the one  
21 that is coming --

22 COUNCILMAN ANDERSON: Just trying to  
23 keep count.

24 COUNCILMAN DENNIS: -- in a couple  
25 weeks.

1           CHAIRMAN CRESCIMBENI: Got to have a  
2 scorecard these days, Mr. Anderson.

3           All right. Anything else to come before  
4 the Committee? Thank you all for hanging in  
5 here until the very end. I certainly  
6 appreciate that. Some of you all have been  
7 here every meeting to the end and I think  
8 that speaks highly of your desire to  
9 participate in this process.

10           If nothing else, this meeting is  
11 adjourned.

12           (Meeting adjourned at 5:36 p.m. )

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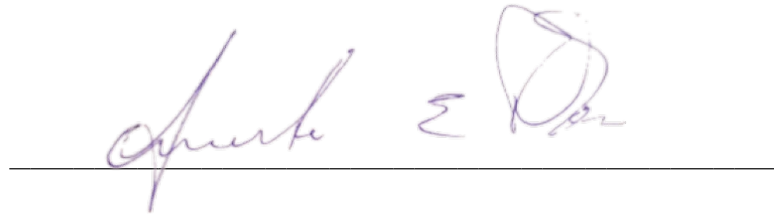
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CERTIFICATE OF REPORTER

STATE OF FLORIDA  
COUNTY OF DUVAL

I, Amanda E. Robinson, Registered Professional Reporter, Florida Professional Reporter, do hereby certify that I was authorized to and did report the foregoing proceedings; and that the transcript, pages 1 through 111, is a true record of my stenographic notes.

DATED this 16th day of May, 2018.



Amanda E. Robinson, Registered Professional Reporter, Florida Professional Reporter

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