

**From:** Hiers, Angelia R. - VP & Chief Human Resources Officer <hierar@jea.com>  
**Sent:** Wednesday, February 6, 2019 5:22 PM  
**To:** 'vinyardjr@gmail.com'  
**Subject:** Information  
**Attachments:** Chief Legal Officer- General Counsel - 1.7.19.pdf

Hi, Herschel.

I hope all is well with you. I'm back in the saddle this week and trying to play catch up.

Attached is a copy of a market pricing sheet that is a part of an overall market study for our organization. This sheet depicts the 50% percentile philosophy that was approved by our board and is used at JEA. We also consider internal equity as a component of our structure/plan. As mentioned during our earlier conversation, our new incentive plan is still under design. We are confident that this plan will be approved and implemented based on conversation thus far.

In the past and up to this past fiscal year, we have had an incentive plan that has two components: an individual performance pay-out, and a company performance payout. I would suspect that if for any reason the plan mentioned above is not implemented immediately, we would revert to our existing plan. The existing plan allows you (based on your level) to receive up to 12% of your base salary dependent on achievement of set goals.. Based on a scenario of the company achieving all goals at a "MEETS" level and individual performance goals achieved at a "MEETS" level, a 10% incentive would be awarded. If both company and individual performance where achieved at the level of "EXCEEDS", eligibility for a 12% incentive would be in order.

As always, I stand ready to answer any questions that you might have. I welcome the opportunity to converse with you and look forward to hearing from you soon so that we might close out the offer process.

Fondly,

Angie Hiers





Executive Market Analysis Worksheet  
January 7, 2019

**Chief Legal Officer / General Counsel**

	Base Salary	Target Incentive Amount	Target Incentive Percent	Total Cash Compensation (TCC)	Long Term Incentive	Total Direct Compensation (TDC)
Market Data <sup>1</sup>	\$ 355,531.00	\$ 226,024.50	58%	\$ 607,074.00	\$ 421,158.00	\$ 836,311.50

<sup>1</sup>Represents the 50th percentile of market

JEA uses a combination of national industry surveys which consists of data from public and investor owned utilities and energy companies with revenues between \$1 - 3B. This study takes into account only the compensation components for each individual to include: base salary, short- and long-term incentives. The following market data points are calculated in each survey as independent factors. When multiple data points are used, JEA further aggregates each of these data points. The data points include:

- base salary,
- target incentive amount,
- target incentive percent,
- total cash compensation (consists of base salary and short term incentive),
- long term incentive, and
- total direct compensation (consists of base salary, short term and long term incentives).

**Survey Data:**

**2018 Towers Watson Executive Energy Survey (Corporate/Revenue Cut - \$1B - \$3B)**

**Top Legal Executive (ALG000-EX)**

Serves as chief legal adviser and counsels management on the legal implications of all organization activities and problems | Provides legal services as required in legal proceedings | Keeps abreast of legislative and administrative regulatory developments | Obtains the services of outside counsel as required to complement available internal legal resources

Market Range: [REDACTED]

**2018 IEHRA Energy Industry Compensation Survey (Corporate Cut - \$1B - \$3B)**

**Top Legal - Corporate (LGL.000.E12.01)**

Chief Legal Officer of the company. Responsible for the overall legal function and assuring legal representation for the company's business. Areas of responsibility include corporate and project matters, contract negotiations, legislative/regulatory affairs, and overall compliance with international, national, state, and/or local laws and regulations. This position may perform as the company's Corporate Secretary. Typically reports to the CEO/President.

Market Range: \$ 339,226.00 \$ 448,800.00 \$ 535,000.00

**2018 LPPC Executive Salary Survey (Total Sample)**

**Top Legal Executive (3)**

Plans, organizes, directs and controls activities of the utility's in-house legal staff, providing full-range legal services for the company. Coordinates, monitors, and directs any required outside legal counsel. Represents the utility in rate making, negotiations, litigation, and interaction with legal, regulatory, and consumer organizations.

Market Range: - \$ 278,725.00 -

**2018 Compensation Data Survey (Corporate Cut - \$.5B - \$2B)**

**General Counsel (4550)**

Oversees all legal aspects of the organization by providing legal advice, implementing policies and procedures, and ensuring compliance with internal policies and regulatory requirements. Works with outside counsel on all organizational legal matters. Ensures the organization remains compliant with all state, federal, and industry guidelines. Ensures management understands the potential risks associated with current internal policies and procedures. Juris Doctorate with extensive experience and State Bar membership required.

Market Range: \$ 261,900.00 \$ 346,600.00 \$ 369,200.00