

# VIABILITY OF INITIATIVES WITH CONSTRAINTS

PROHIBITED OR NOT VIABLE
SIGNIFICANT CONSTRAINTS
LIKELY PERMISSIBLE

CONTEMPLATED INITIATIVE	EXAMPLE	FLORIDA CONSTITUTION	FPSC	IP	City Charter	Bond Resolution	Policy Considerations	JEA Business Structure	IMPACT OF CONSTRAINTS
<b>CHANGE RATE STRUCTURE</b>	Preferential rate structure								
	Flat rates								
	Critical peak pricing								
	Rate decoupling								
<b>RAISE RATES</b>	Raising water and sewer rates by 50%								
	Raising electric rates by 71%								
<b>SELL CUSTOMIZED ELECTRICITY, WATER, AND SEWER</b>	Increase premium services (renewable-sourced electricity, custom power, premium resiliency)								
	Increase chilled water sales								
	Increase reclaimed water sales								
<b>SELL MORE NATURAL GAS</b>	Local Distribution Company (retail)								
	Expand wholesale sales								
	LNG								
<b>EXPAND ELECTRICITY, WATER, SEWER, AND NATURAL GAS SERVICE TO MORE CUSTOMERS IN ADJACENT COUNTIES</b>									
	Territorial agreements								
<b>EXPAND ELECTRICITY, WATER, SEWER, AND NATURAL GAS SERVICE TO CUSTOMERS IN NON-ADJACENT COUNTIES</b>									
	Develop an electric utility system in a non-adjacent county								
<b>SELL OR LEASE NEW ELECTRIC, WATER, OR SEWER-RELATED PRODUCTS AND SERVICES</b>									
	Warranty and protection services (electric, HVAC, surge protection)								
	Electrification (provision/maintenance of EV charging infrastructure)								
	Energy Services Company (DER (distributed generation, energy storage, demand response, backup generation, microgrids)								
<b>SELL NEW OTHER SERVICES</b>	Telecom								
	On and off-road electric vehicles sales and financing								
<b>CUT OPERATING EXPENSES</b>	Customer communication								
	Employee training								
	Security								
	Tree trimming								

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<b>CUT WORKFORCE</b>	Targeted outsourcing								
	Across the utility layoffs								
<b>REDUCE CITY CONTRIBUTION</b>									
	Eliminate annual assessment								
<b>SELL ASSETS (10% OR LESS)</b>									
	Sell underperforming assets								
<b>SELL ASSETS (MORE THAN 10%)</b>	Sell surplus or antiquated equipment								
	Sell underperforming assets (more than 10% of total assets)								
<b>ACQUIRE, GROW, &amp; OPERATE NEW ELECTRIC UTILITY BUSINESSES THROUGHOUT THE U.S.</b>									
	Buy and operate 100% of a municipal utility in south Florida								
<b>ACQUIRE, GROW, &amp; OPERATE NEW NON-UTILITY TYPE BUSINESSES THROUGHOUT THE U.S.</b>									
	Buy or start water and energy financing platform								
	Buy a sensor co.								
	Buy 100% of a software or A.I. company								
<b>JOINT OWNERSHIP/VENTURE WITH ELECTRICAL ENERGY GENERATING OR TRANSMISSION FACILITY</b>									
	Buy less than 100% of an electric generating or transmission facility								
<b>JOINT OWNERSHIP/VENTURE WITH NON-UTILITY</b>									
	Buy less than 100% of a landscaping co.								
<b>CONTRACT WITH OTHER UTILITIES FOR UTILITY SERVICES</b>									
	Power purchase agreement								
<b>SELL A PORTION OF EQUITY TO FUND GROWTH OR DELEVERAGE</b>									
<b>RESEARCH &amp; DEVELOPMENT FOR MONETIZATION</b>									
	Advanced data analytics solutions								
<b>MAKE INVESTMENTS PURPOSED TO ACCELERATE AND GROW UTILITY TECHNOLOGIES, SERVICES, AND/OR PLATFORMS</b>									
	Real-time operations software								

\* NOTE: Constraints considered are the Florida Constitution, the Florida Public Service Commission jurisdiction, intellectual property (IP) considerations, the City of Jacksonville Charter, JEA's Bond Resolutions, JEA's business structure, and policy considerations. The cumulative impact analysis assumes current law, is based on general and not specific initiative terms, and is subject to confirmation and change by legal counsel. It is not possible to analyze the universe of policies, laws, and regulations that may impact the development, adoption, funding, and implementation of a proposal at this point in the discussion. Any specific initiative will require extensive and detailed legal analysis and counsel.