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# Rating Agency Presentation

Fiscal Year 2023

March 2024

## **Introduction**

Overview of JEA and Jacksonville

## **Financials**

FY2023 Results

FY2024 – FY2027 Projections

## **Electric System**

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## Electric System

**Maintained excellent financial and operational metrics with rates currently at median in the state**

- Electric system Debt to Asset Ratio is now below the pricing policy target
- Continued excellent distribution system reliability

**Committed to revisiting the IRP every 3 years and aligning all decisions with a 1,3 and 10 year plan**

**Capital program includes \$1.5 billion of projects over the next four years, 54% cash funded 46% bond funded**

## Water System

**In FY2023 we continued to have strong financial and operational metrics**

- \$494 million in capital expenditures which is the largest to date for Water and Sewer.
- Funded primarily with internal cash and then \$127 million in proceeds from the Revolving Credit Facility
- Lowest number of customers affected by unplanned water main outages in 7 years

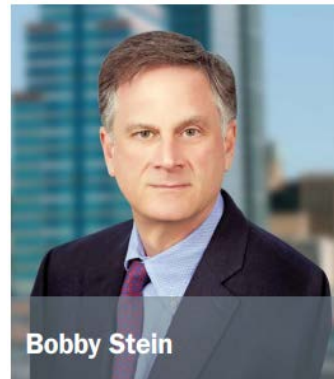
**Broke ground on the 1 MGD pilot facility for our Water Purification Program**

**JEA is growing and improving as we strive to be the best utility in the nation**

# **JEA** Board of Directors

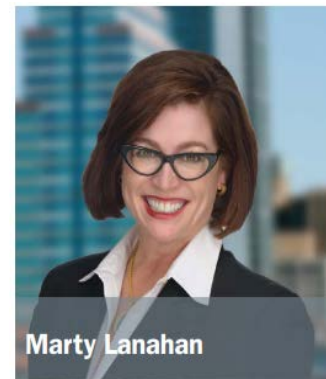
JEA has been a municipal electric system since 1895, an independent agency of the City of Jacksonville, Florida since 1968, and has operated the water and sewer system since 1997

JEA has a seven-member Board that meets at least eight times per year, with four members appointed by the City Council President and three members by the Mayor, all confirmed by City Council



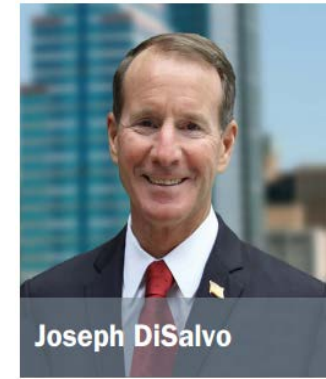
**Bobby Stein**

Chair



**Marty Lanahan**

Vice Chair



**Joseph DiSalvo**

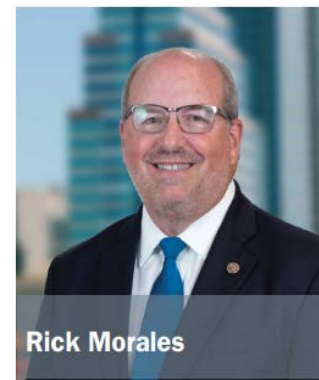
Secretary



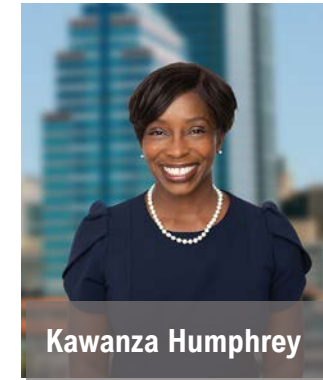
**John Baker**



**Dr. Zachary Faison, Jr.**



**Rick Morales**



**Kwanza Humphrey**

# JEA Leadership Team

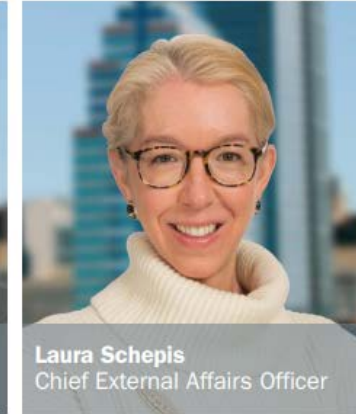
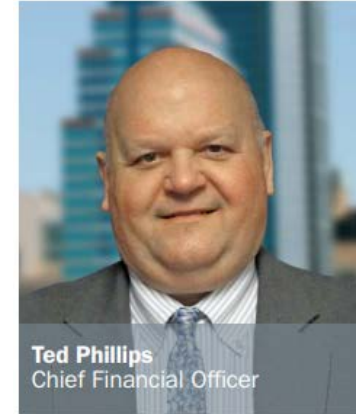


First established by the City of Jacksonville in 1895, JEA has grown from a city department to the eighth largest municipal utility in the country, providing energy, water and wastewater services to more than 520,000 customers. We are proud of our deep-rooted service to the Northeast Florida community and our ability to navigate an everchanging industry over the past century.

Today, JEA is focused on a number of initiatives as we look for ways to better serve our customers and community. We are continuously working to reduce the number and duration of power and water outages our customers experience. We are improving services to make doing business with JEA easier and more convenient. We are diversifying our energy mix to include more sources of renewable energy and investing in infrastructure improvements.

We are safeguarding our environment by lowering our carbon footprint and helping preserve the St. Johns River. We are helping to grow our local economy and support the businesses we serve. We are also giving back to the community through employee volunteerism, supporting those who are in financial need, and partnering with local agencies that help people maintain the quality of life everyone deserves.

Now, more than ever, JEA is positioned for success, as our first-class workforce is squarely focused on developing an unbeatable team, delivering business excellence and earning customer loyalty. We believe that the best and brightest days for JEA lie ahead, and we welcome you to share in our exciting journey.

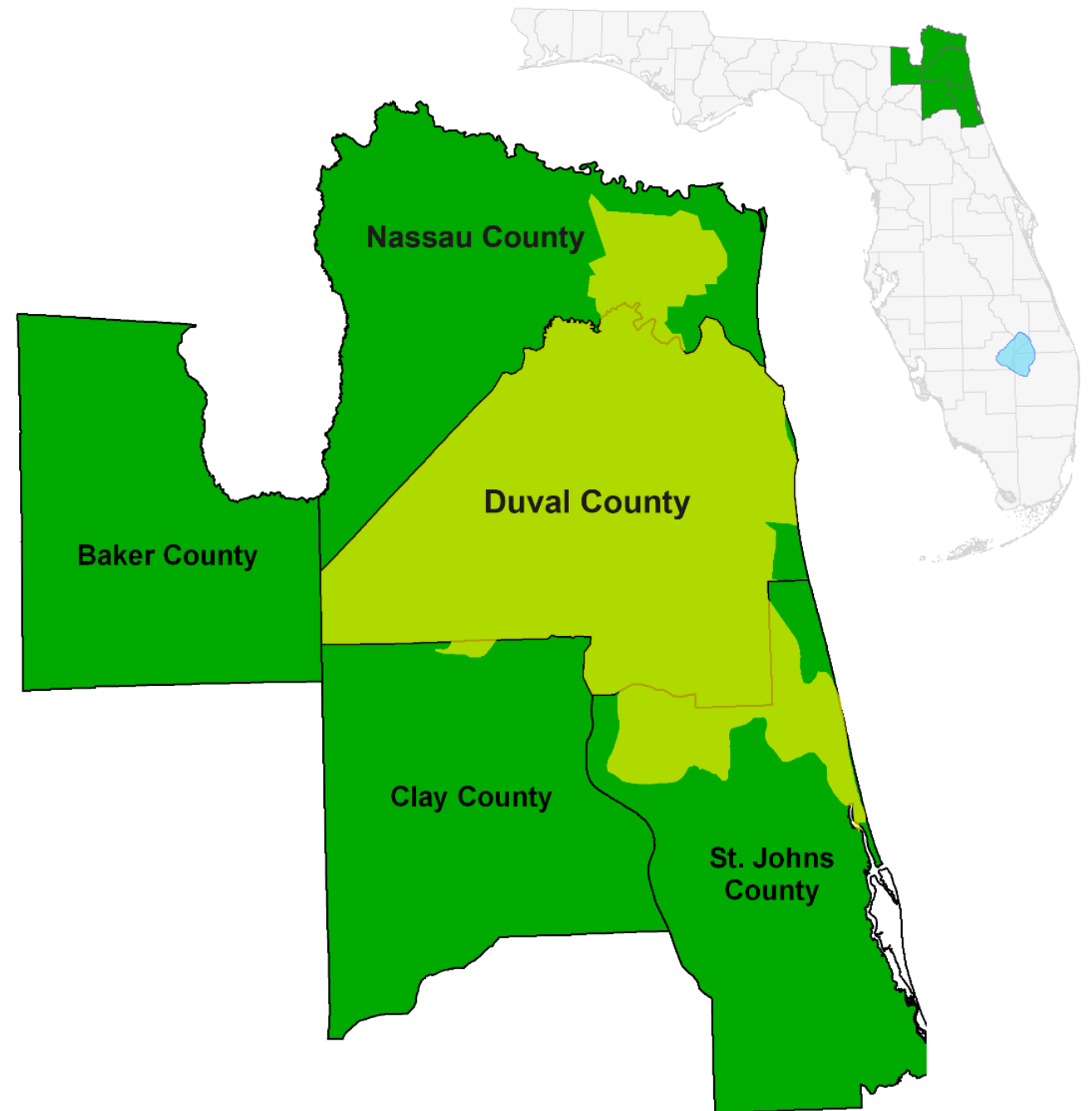


# JEA Service Territory

Located in Jacksonville, Florida, our service territory includes the entire Jacksonville Metropolitan Statistical Area (MSA) which has an estimated population of 1.7 million<sup>1</sup>

The Jacksonville MSA saw a 24% increase in population from 2012 to 2022.

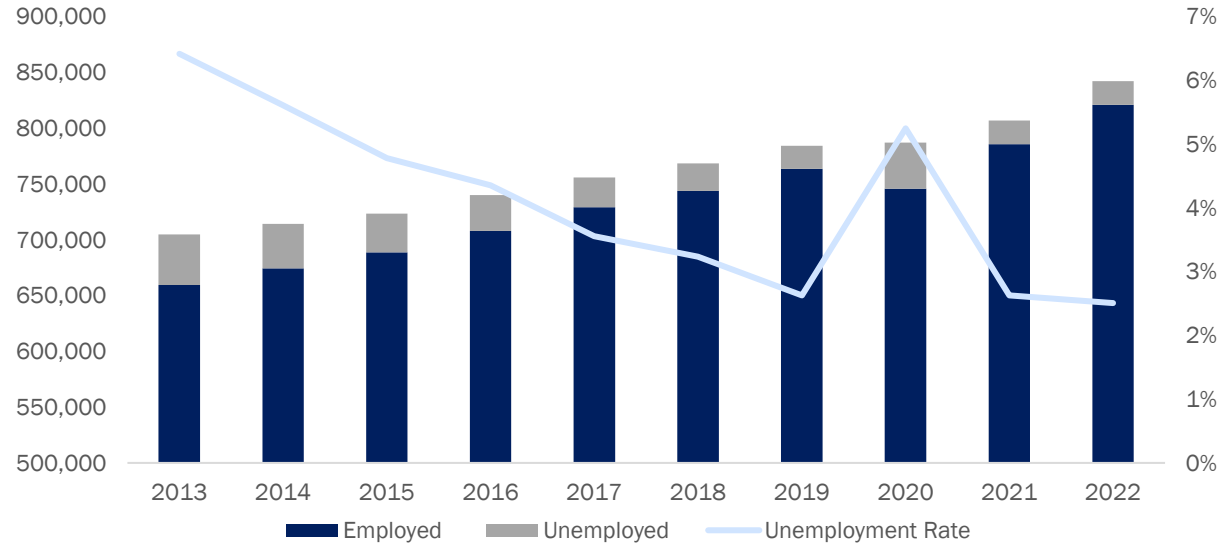
JEA's service territory also includes 182,804 electric, water and reclaimed meters in neighboring St. Johns, Nassau and Clay Counties



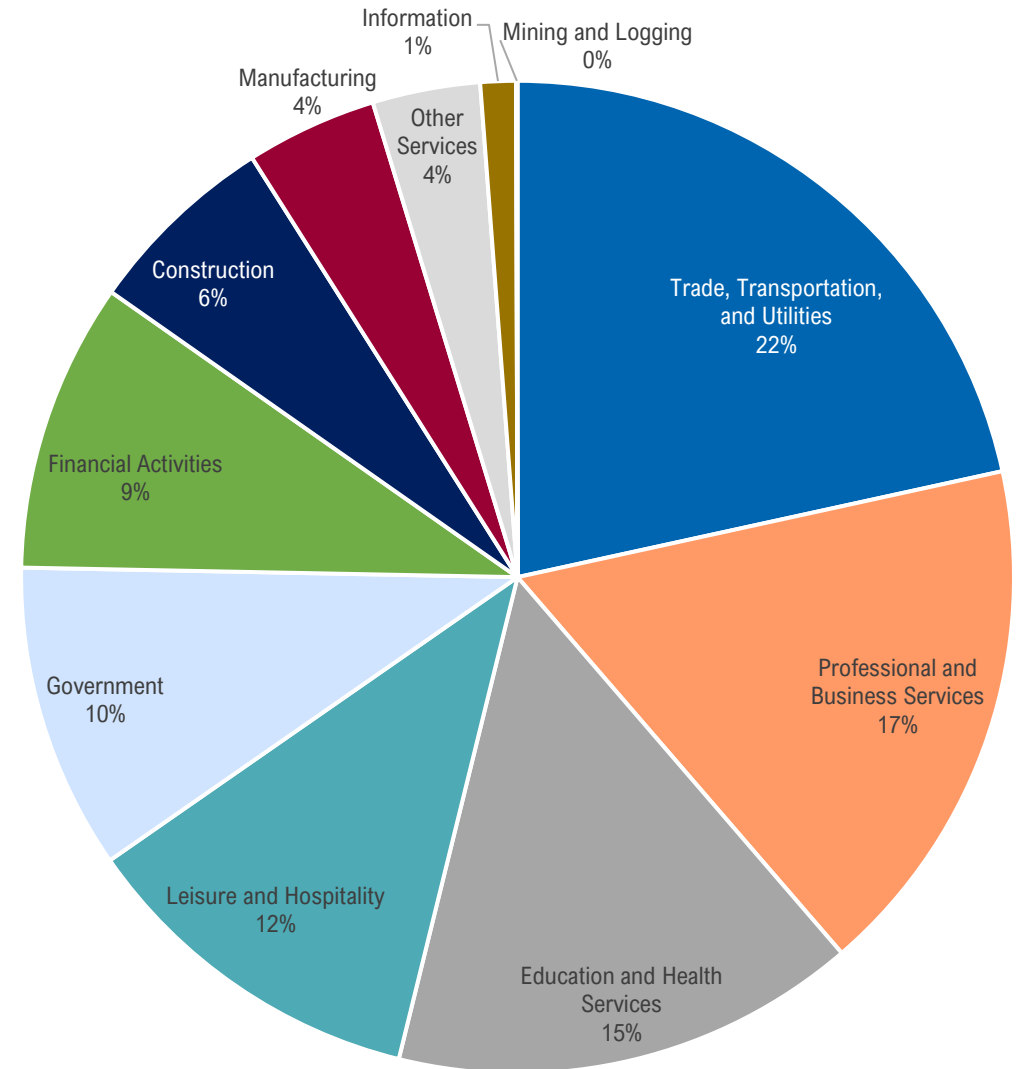
Source: U.S. Census Bureau, "2022 American Community Survey 5-Year Estimates"

# JEA The local economy is made up of a diverse mix of industries

## Employment & Unemployment



Source: US Bureau of Labor Statistics "Jacksonville, FL Economy at a Glance:"



Source: US Bureau of Labor Statistics "Jacksonville, FL Economy at a Glance:", Dec 2022

## Median Household Income

Florida's median household income increased 9.9% year over year.



Duval County median household income increased 17.6% year over year.



Source: U.S. Census Bureau, "2022 American Community Survey 1-Year Estimates" Median household income in the past 12 months (in 2022 inflation-adjusted dollars)



# JEA Committed to environmental stewardship

## Reducing Greenhouse Gas Emissions



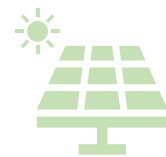
JEA and UNF partnered to open a Sustainable Solutions Lab that will provide undergraduate and graduate students with the ability to research renewable energy.

JEA launched a Vehicle Electrification Program that provides a total cost of ownership calculator and direct access to experts and engineers. JEA's own fleet is leading by example and will be the first to finalize a fleet conversion plan through the new program.



Since October 2022, JEA has provided more than \$1.3 million in rebates to local companies to make water and energy-efficient upgrades. Those rebates helped over 200 Jacksonville businesses

In FY 2023 JEA entered into solar purchase agreements with TEA and FMPA. In November JEA awarded a contract to build out 4 solar sites to Florida Renewable Partners. These put us closer to our goal of 35% clean energy by 2030



## Protecting our Local Environment



The Arbor Day Foundation has named JEA a 2023 Tree Line USA utility for the twelfth consecutive year

JEA opened its new HQ that is LEED gold certified and WELL building standards in energy efficiency. Additionally, it uses 500k gallons of water less than a conventional office. All three of JEA's generation stations also received 100% compliance with Industrial Pretreatment standards



JEA is offering free water conservation kits that could help customers save up \$75 a year on their water bill. We offer free efficiency and irrigation assessments to customers to help them lower usage and reduce bills

In FY2023 JEA sold 5.3 billion gallons in reclaimed water for irrigation. JEA's reclaimed system has seen about 36% sales growth over the last 5 years



# **Placing the wellbeing of our community & employees at the forefront of all that we do**

## Customer and Community Impact

JEA opened its new HQ to customers on April 10<sup>th</sup>. The new location features self service kiosks and the ability to make appointments to speak to representatives. The new location is also conveniently located near public transportation and public garage parking



In June 2023, JEA announced a multi-year project to upgrade all of its 420,000 water meters. The upgrade will allow customers to more easily monitor their usage and help JEA identify potential water leaks more quickly

JEA was ranked highest in business customer satisfaction among midsize utilities in the south in the 2023 J.D. Power Electric Utility Business Customer Satisfaction Study, J.D. Power. Nationally JEA ranked 3<sup>rd</sup> amongst mid-sized utilities



FMEA has recognized JEA with its “Building Strong Communities” award for making valuable investments that enhance the quality of life in Northeast Florida.

## Building an Unbeatable Team



In November 2023, JEA centralized its enterprise strategy, analytics and planning teams to better coordinate long-range operational and financial goals

JEA was recognized for the third year in a row by FMEA for our commitment to safety and injury prevention



First Coast Worksite Wellness Council recognized JEA as one of their healthiest companies of 2023 with the Gold Award

JEA is focused on improving our corporate culture and engagement. Responding to feedback from surveys JEA has expanded leadership and soft skills training and is encouraging cultural discussions in employee committees



## Board and Leadership Team

Most board members have been in place for about 4 years. They provide direction on goals and hold leadership accountable.



Our leadership team is made up of Jay Stowe, Managing Director CEO, and 5 additional Chiefs. The extended leadership includes 14 Vice Presidents

JEA's stable governance and leadership over the last 4 years has led to improved strategic planning, streamlined processes and operations, and a renewed focus on customers that will serve ratepayers and the community for years to come.



## Managing Risk Exposure

JEA employs a defense-in-depth approach to the physical protection of our personnel and assets. This approach incorporates a variety of security resources and technologies to protect our systems from an act of sabotage. JEA works continuously with our law enforcement partners at the local, state, and federal levels to ensure we are properly addressing the ever-changing threat landscape.



JEA continues to strengthen its cybersecurity program via its strategy of defense-in-depth (or layered defense). The JEA team also engaged several external parties in 2023 to provide their assessment results. These external assessments included CISA (Penetration, Phishing & Web App), Trend Micro (Purple Team Exercise), Sentinel (Penetration Test & Vulnerability), and Securely Yours CIS assessment. The results from JEA's Information Security Team internal assessments and the feedback from external assessments identified both the strengths in JEA's cyber program and identified the areas where JEA needs to continue to focus.



# **JEA** Improving Lives. Building Community.

to be the best utility in the nation

## **Our Values**

### **Safety**

We put the physical and emotional wellbeing of people first, both at and away from work

### **Respect**

We treat others with courtesy and respect, seeking diverse perspectives and helping to bring out the best in everyone

### **Integrity**

We place the highest standard on ethics and personal responsibility, worthy of the trust our customers and colleagues place in us

## **Our Strategic Focus Areas**

### **Developing an Unbeatable Team**

because we know employees that are treated well will treat our customers well

### **Delivering Business Excellence**

because we are serious about serving as good stewards of the resources our customers rely on

### **Earning Customer Loyalty**

because our customers count on us for delivering affordable, reliable services

## **Our Strategic Objectives**

### **Foster an Exceptional Work Culture**

Employee Engagement  
Diversity, Equity, & Inclusion  
Employee Development

### **Deepen Customer & Community Engagement**

Reasonable Rates  
Sound Business Decisions  
Economic Development  
Customer Solutions  
Stakeholder Relationships  
Environmental Stewardship

### **Plan for the Future**

Long-term Workforce Plan  
New Business Opportunities  
Enterprise Planning  
Resilient & Reliable Infrastructure  
Grid Modernization

### **Make Doing Business with JEA Easy**

Technology, Tools, & Data  
Governance & Policy

## JEA is improving its Enterprise Planning Process

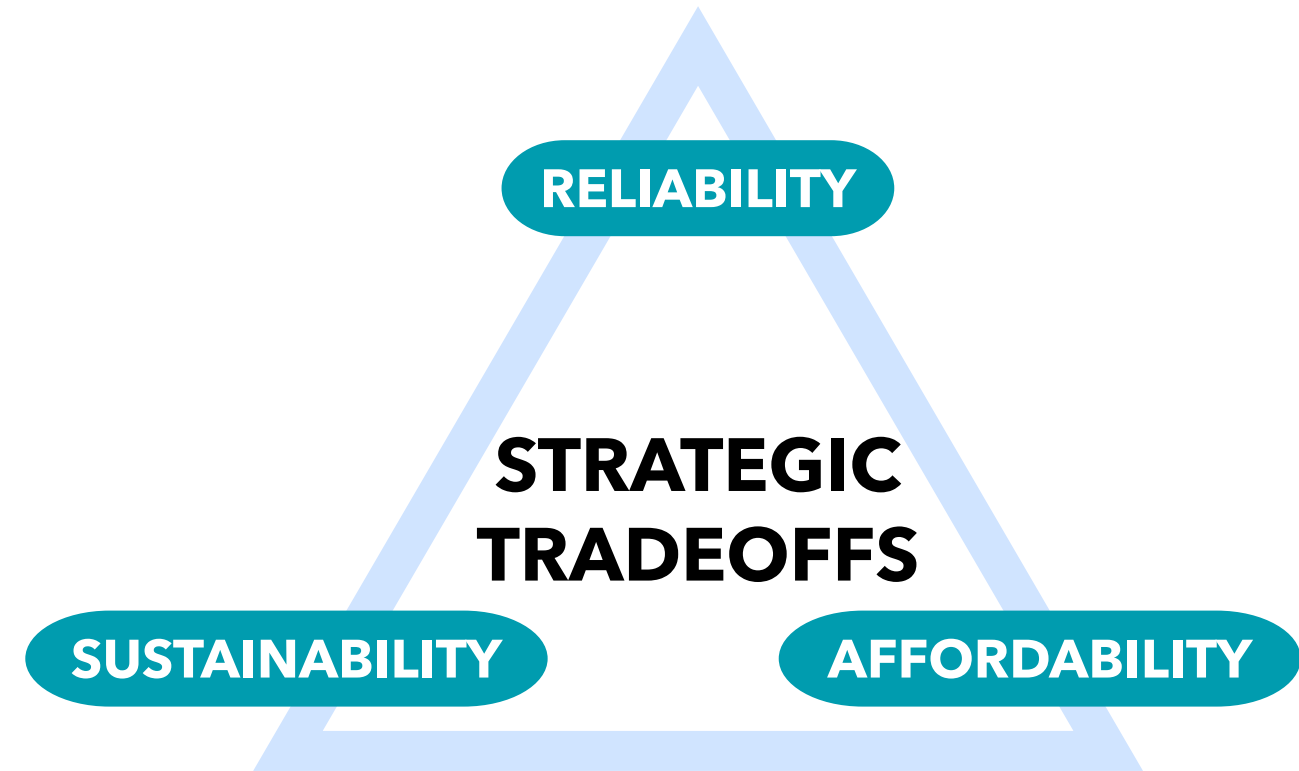
Starting with C-Suite Direction JEA will annually create new assumptions and forecasts that will flow through a variety of processes to create project lists, workforce and business plans.

- All decisions will be aligned with strategic direction and core values
- Forecasting resources needed for future projects and goals years out including materials and people
- Projects will be prioritized based on needs and strategic objectives
- We will balance reliability, sustainability and affordability

Enterprise Planning will engage and utilize the whole company to set direction, create plans and execute those plans

## Looking out the next 10 years

- We will see relatively flat sales growth across electric and water
- Hold O&M escalation to 3% annually
- Minimize fuel and purchase power volatility
- Align goals to comply with SWDE and the Electric IRP goals
- Allow for continual R&R and growth projects
- Meet financial metrics while issuing new debt
- Will require additional revenues from both growth and rates



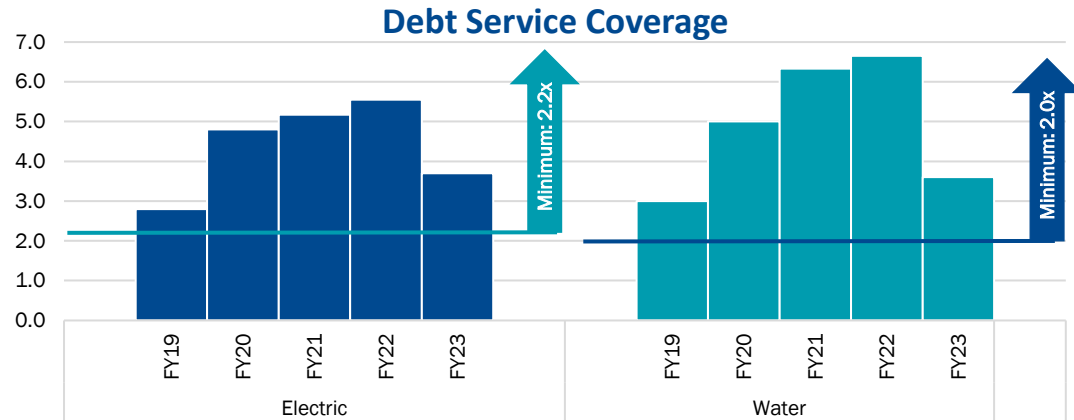
The background image shows a large industrial facility, likely a water treatment plant, with a high ceiling and complex piping. In the foreground, there are two large, vertical green cylindrical tanks connected by a horizontal pipe. To the right, a large white cylindrical tank is visible. The overall scene is dimly lit with a blue tint.

# Financials

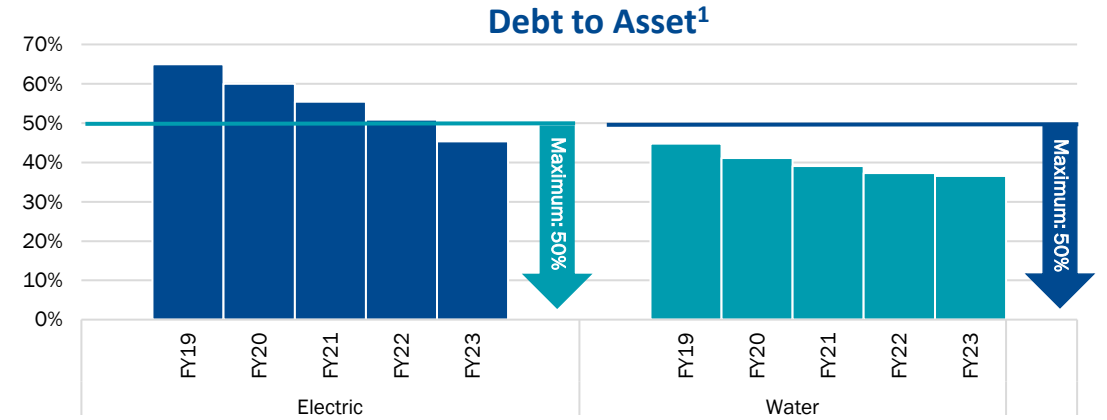
FY2023 Results

FY2024 – FY2027 Projections

ALLIS-CHAMBERLAIN  
**JEA**<sup>®</sup>

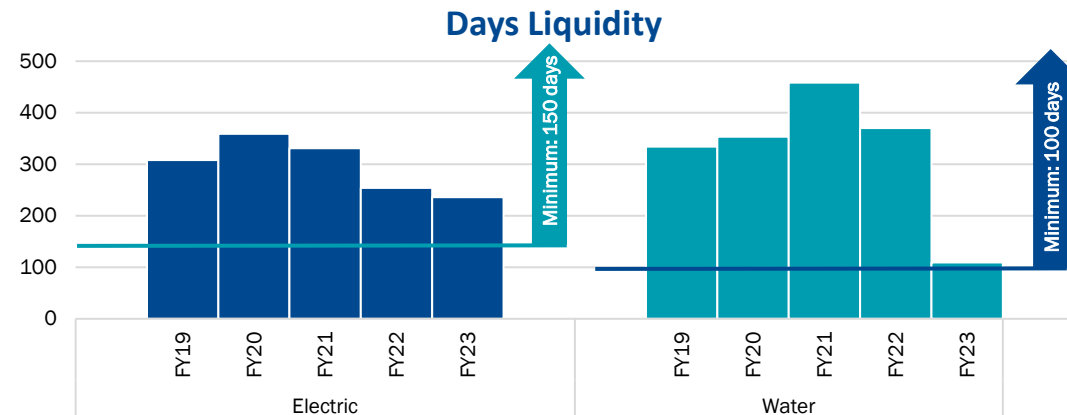


Electric System was lower due to higher contributions to rate stabilization funds in FY23. Water System returned to normal debt service range in FY23 after previous years were impacted by early debt paydown.



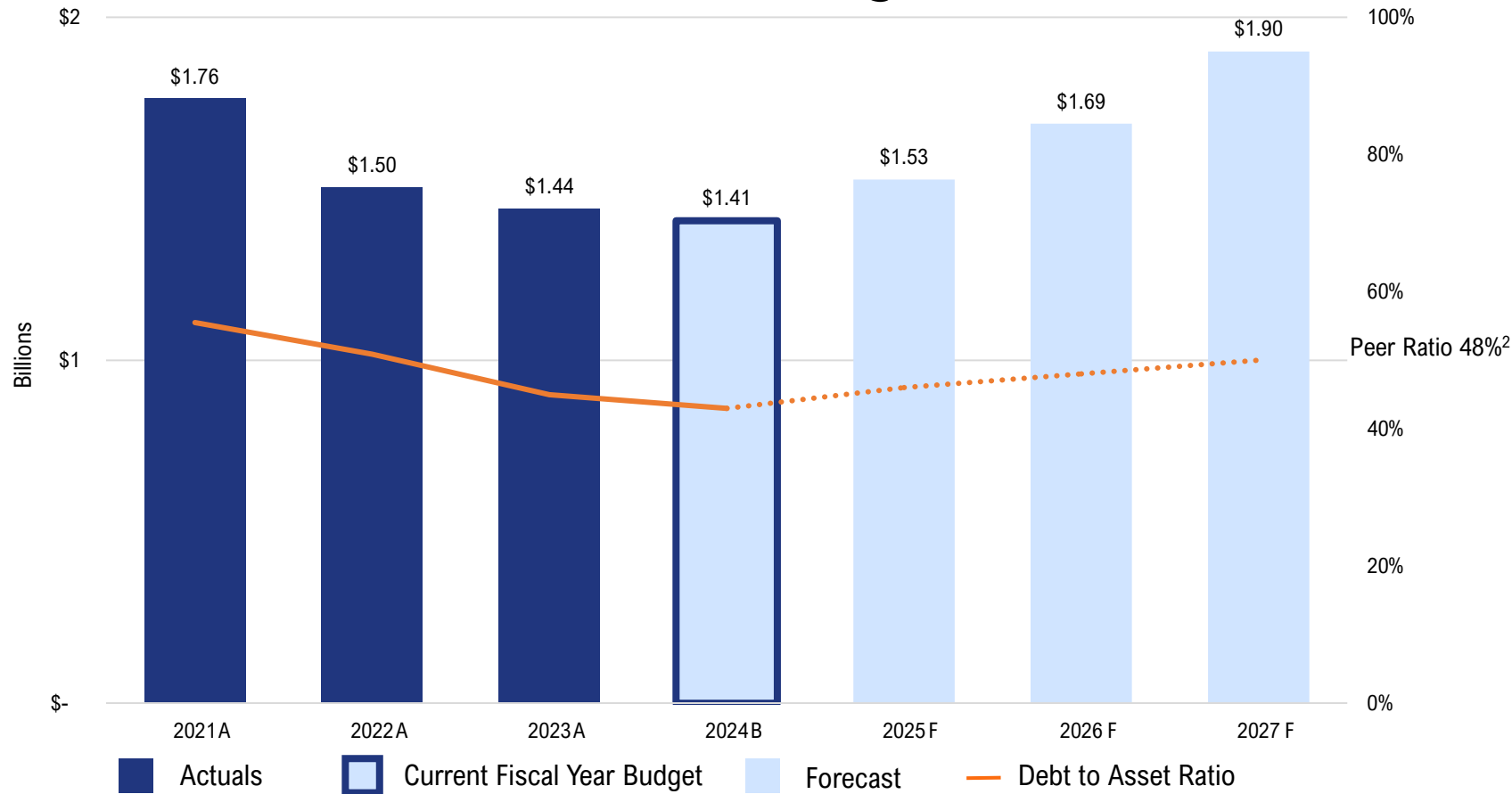
Debt to Asset Ratio continued to improve in FY23 and now exceeds long-term pricing policy targets.

<sup>1</sup> Includes Electric System, Scherer and SJRPP

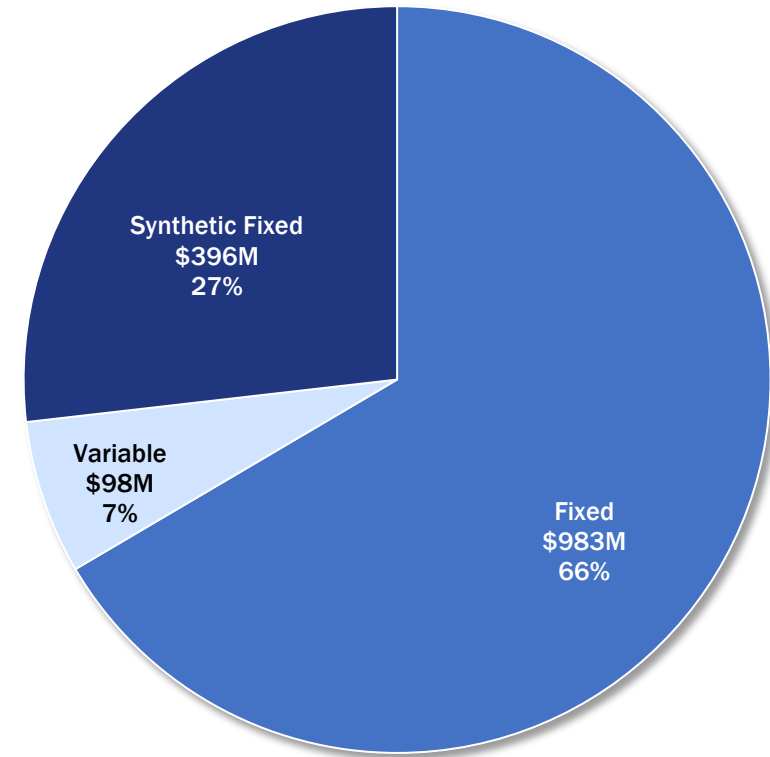


Days Liquidity remained strong and above the long-term pricing policy targets. Water System decrease in FY23 reflects increased capital investments and focus on efficient use of liquidity

### Debt Outstanding



### Debt Composition as of September 30, 2023



\$2.8 billion reduction in debt since peak

Variable rate exposure reduced from 20% in 2008 to 7% in 2023

<sup>1</sup> Includes Electric System, Scherer, and SJRPP

<sup>2</sup> Fiscal 2021 medians – Top 30 City Owned Generators By Debt Outstanding – Aa-rated  
Moody's Sector Profile – Public Power – US, 2023-01-30



## Our Forecasts For FY2023

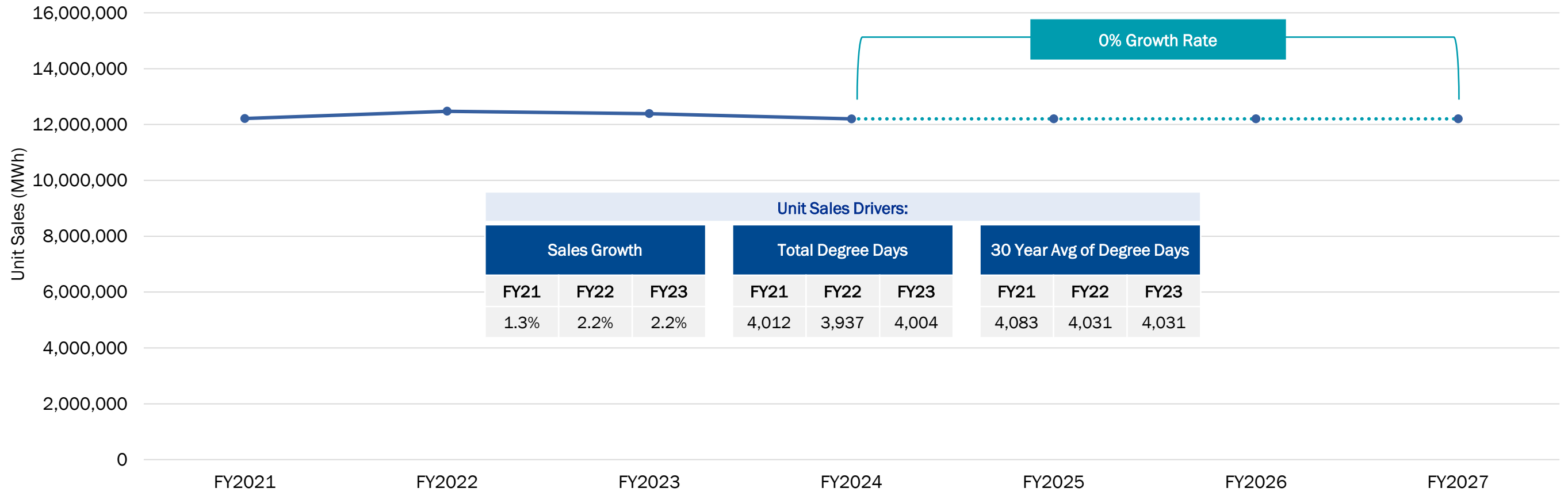
- **5.1x** Combined debt service coverage
- **173** Days of cash on hand
- **324** Days of liquidity
- **\$62M** Total debt reduction<sup>1</sup>
- **45%** Debt to asset ratio<sup>1</sup>
- **46%** Debt to capitalization ratio<sup>1</sup>
- **\$235M** Capital expenditures
- **0%** System MWh Sales growth

<sup>1</sup> Includes Electric System, Scherer, and SJRPP

## Our Outcomes for FY2023

- **3.7x** Combined debt service coverage
- **148** Days of cash on hand
- **236** Days of liquidity
- **\$62M** Total debt reduction<sup>1</sup>
- **45%** Debt to asset ratio<sup>1</sup>
- **48%** Debt to capitalization ratio<sup>1</sup>
- **\$242M** Capital expenditures
- **2.2%** System MWh Sales growth

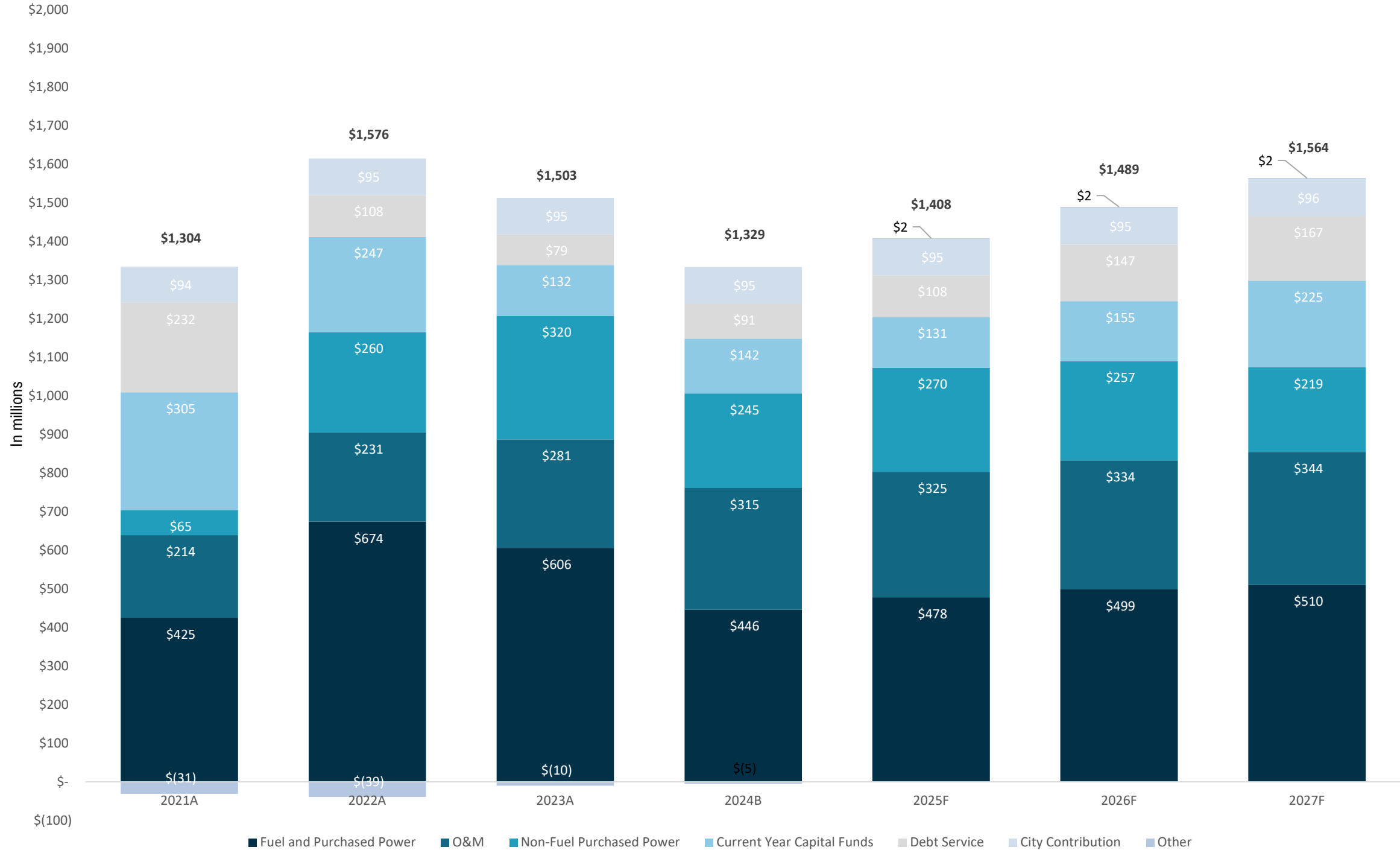
**Weather Normalized Unit Sales in MWh**



- Historically the electric system experienced -0.1% annualized unit sales growth from 2011 –2023<sup>1</sup> on weather normalized basis
- For financial planning purposes, JEA forecasts system unit sales growth of 0% from FY2024 to FY2027

<sup>1</sup> Includes impact of expiration of sales for resale- territorial contract with FPU

# JEA Electric System | Revenue Requirements



# JEA Electric System | Capital Funding Sources & Uses

	Actuals	Budget	Forecast		
	2023	2024	2025	2026	2027
<b>Beginning Electric System Capital Fund Balance</b>	<b>\$233</b>	<b>\$135</b>	<b>\$29</b>	<b>\$0</b>	<b>\$0</b>
<b>Beginning Environmental Fund Balance</b>	<b>\$21</b>	<b>\$15</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Funds from Current Year Revenue <sup>1</sup>	\$132	\$128	\$131	\$155	\$225
Funds from Debt Issuance	\$0	\$0	\$169	\$220	\$305
Funds from Operating Fund Transfers	\$0	\$0	\$0	\$0	\$0
<b>Total Sources of Funds</b>	<b>\$132</b>	<b>\$128</b>	<b>\$300</b>	<b>\$375</b>	<b>\$530</b>
<b>Capital Spending<sup>2</sup></b>	<b>(\$242)</b>	<b>(\$271)</b>	<b>(\$313)</b>	<b>(\$377)</b>	<b>(\$534)</b>
Early Debt Retirements	\$0	\$0	\$0	\$0	\$0
Other <sup>3</sup>	\$6	\$22	(\$16)	\$2	\$4
<b>Total Uses of Funds</b>	<b>(\$236)</b>	<b>(\$249)</b>	<b>(\$329)</b>	<b>(\$375)</b>	<b>(\$530)</b>
<b>Ending Electric System Capital Fund Balance</b>	<b>\$135</b>	<b>\$29</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Environmental Fund Balance</b>	<b>\$15</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

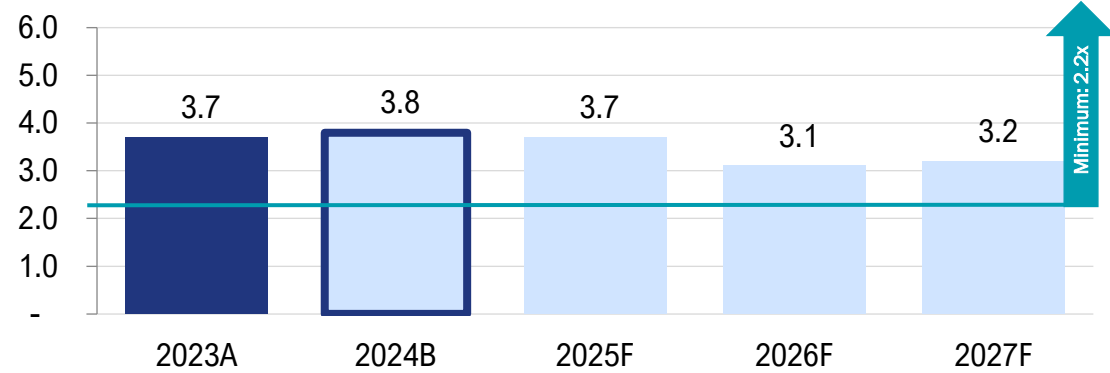
**The Electric System capital plan is centered on renewal and replacement, while preparing for additional capital needs including future generation beginning in FY2025-FY2027**

<sup>1</sup>Electric system. Includes Non-environmental & Environmental revenues in FY23. Environmental rate folded into base rates April 1 of FY23.

<sup>2</sup> Includes Non-environmental & Environmental spend in FY23.

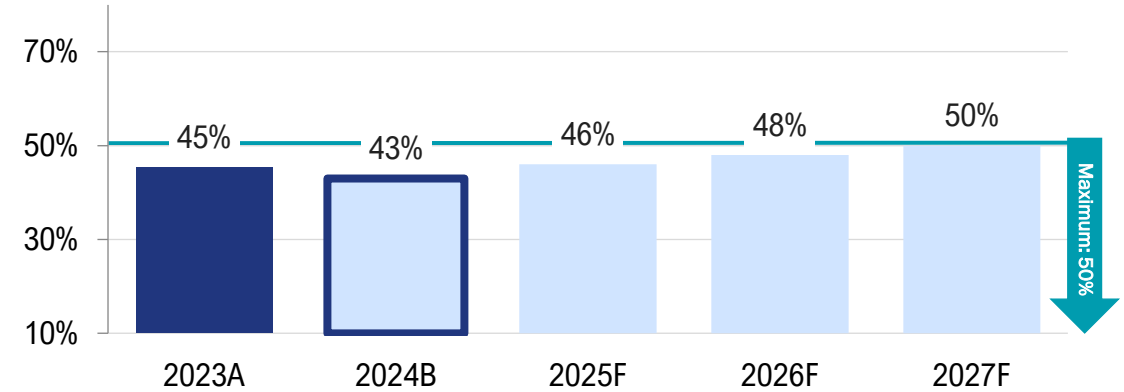
<sup>3</sup> Include items such as sale of property, changes in working capital, adjustments for CWIP, Environmental O&M, and Amortization of Environmental Regulatory Asset

**Debt Service Coverage**



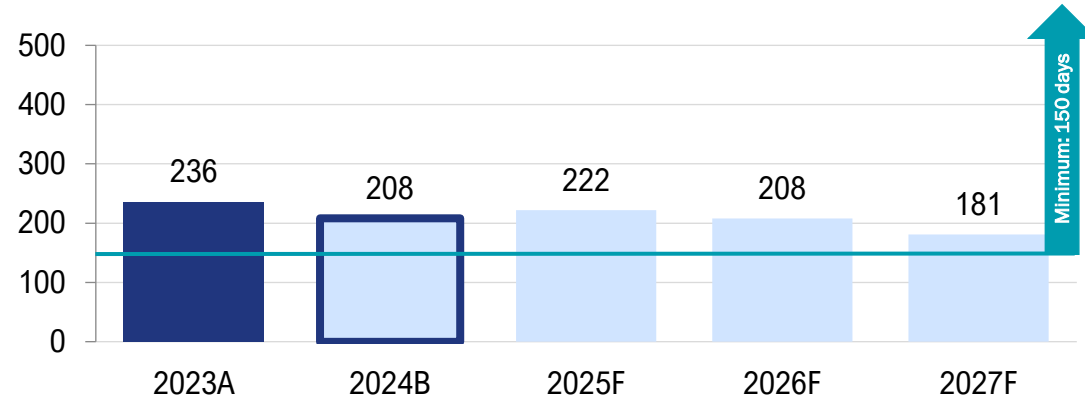
Strong Debt Service Coverage metrics continue to remain above pricing policy target

**Debt to Asset %**



Debt to Asset % remains under internal policy targets, but ratio increases due to higher capital investment

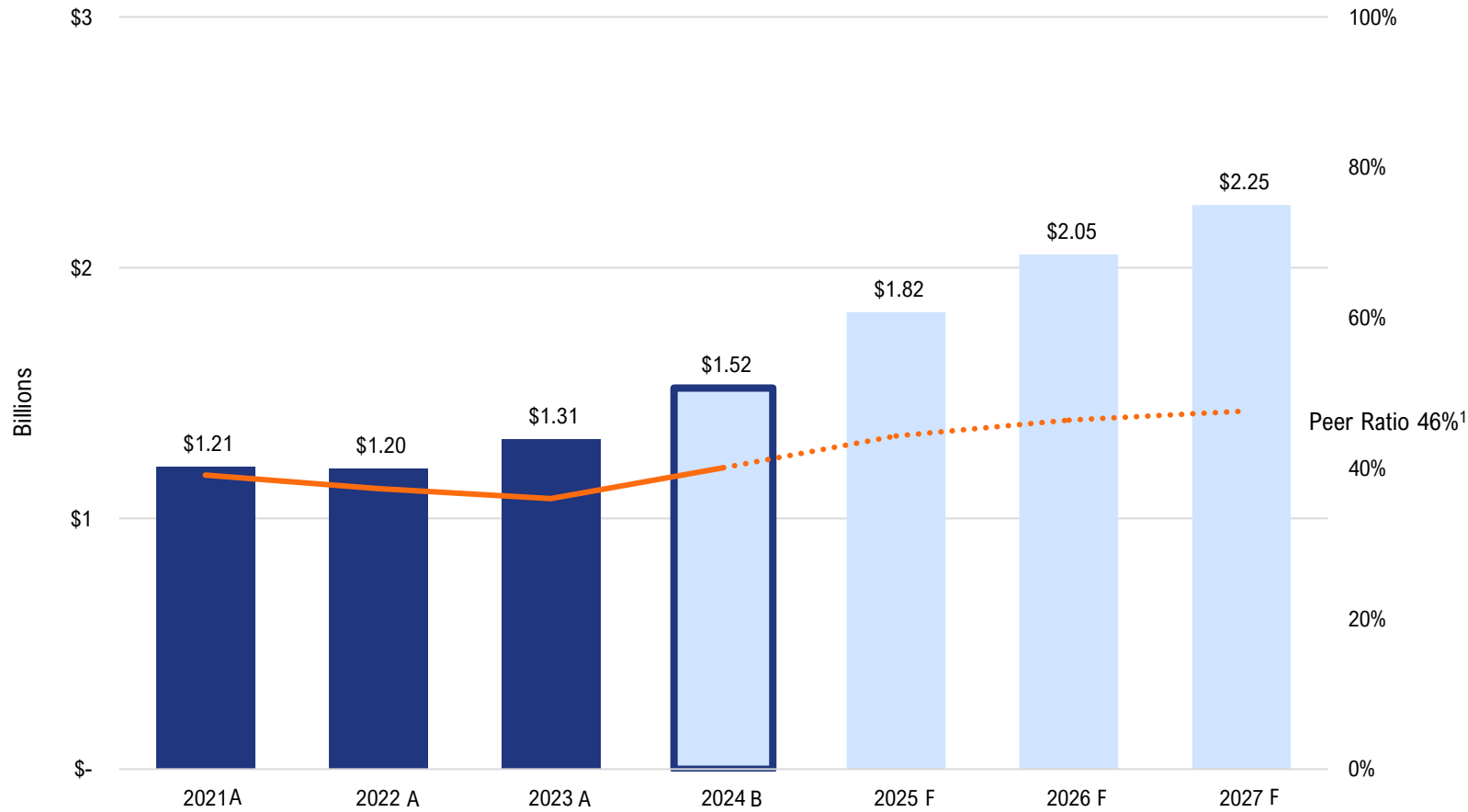
**Days Liquidity**



Liquidity metrics impacted by revolver available balance allocation. days liquidity above pricing policy target

Actuals
  Current Fiscal Year Budget
  Forecast
  Pricing Policy Target

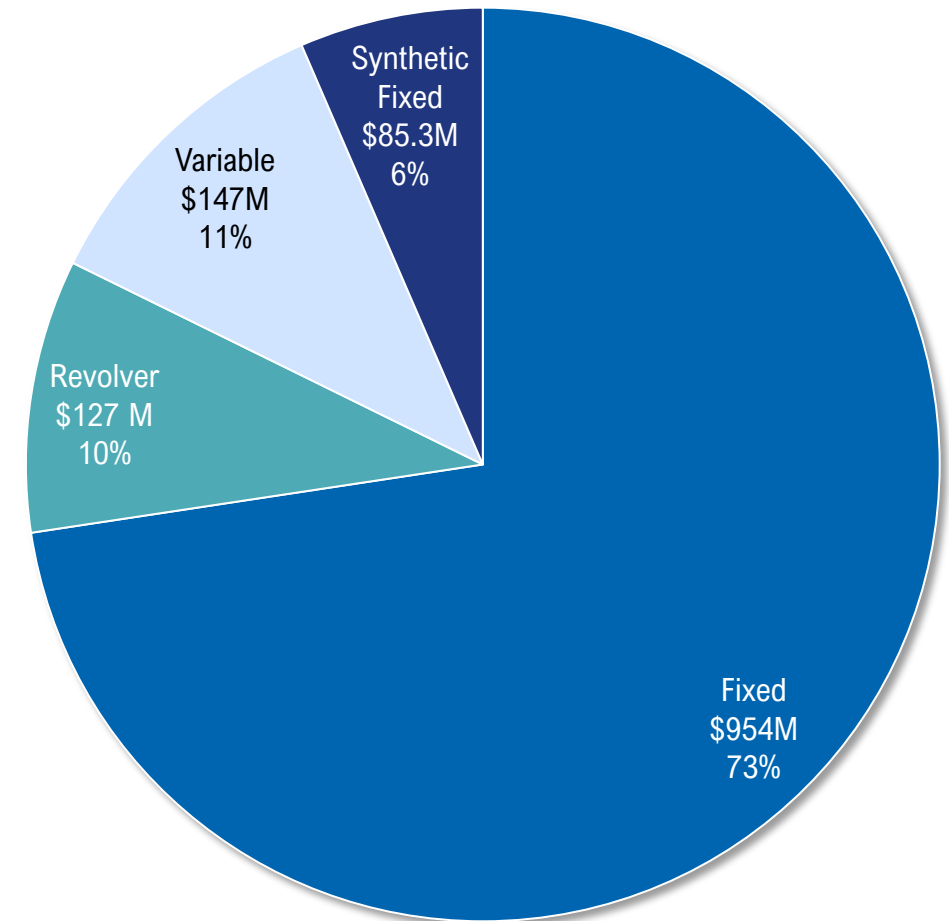
### Debt Outstanding



<sup>1</sup> Calculated from Moody's Municipal Financial Ratio Analysis database of 189 Aa rated public water-sewer utilities, Nov. 22, 2022

■ Actuals    
  Current Fiscal Year Budget    
  Forecast    
 — Debt to Asset Ratio

### Debt Composition as of September 30, 2023



\$750 million reduction in debt since peak

Variable rate exposure reduced from 18% in 2009 to 11% in 2023 excluding the revolver

## Our Forecasts For FY2023

- **4.1x** Combined debt service coverage<sup>1</sup>
- **91** Days of cash on hand
- **210** Days of liquidity
- **\$9.9M** Total debt reduction
- **34%** Debt to asset ratio
- **33%** Debt to capitalization ratio
- **\$395M** Capital expenditures
- **2%** increase in Water kgal sales

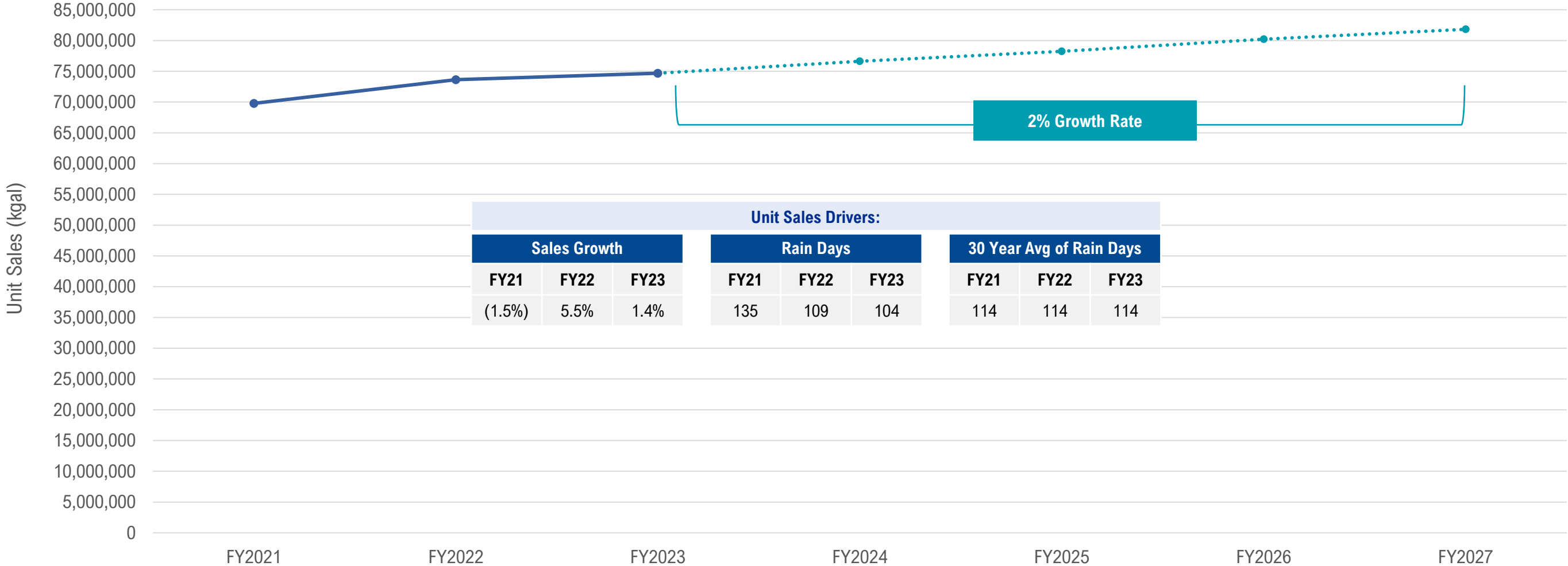
<sup>1</sup> Includes capacity fees

<sup>2</sup> Net of \$9.9M principal repayment and \$127M RCF draws

## Our Outcomes for FY2023

- **3.6x** Combined debt service coverage<sup>1</sup>
- **23** Days of cash on hand
- **109** Days of liquidity
- **\$117M** Total debt increase<sup>2</sup>
- **37%** Debt to asset ratio
- **36%** Debt to capitalization ratio
- **\$494M** Capital expenditures
- **1.4%** increase in Water kgal sales

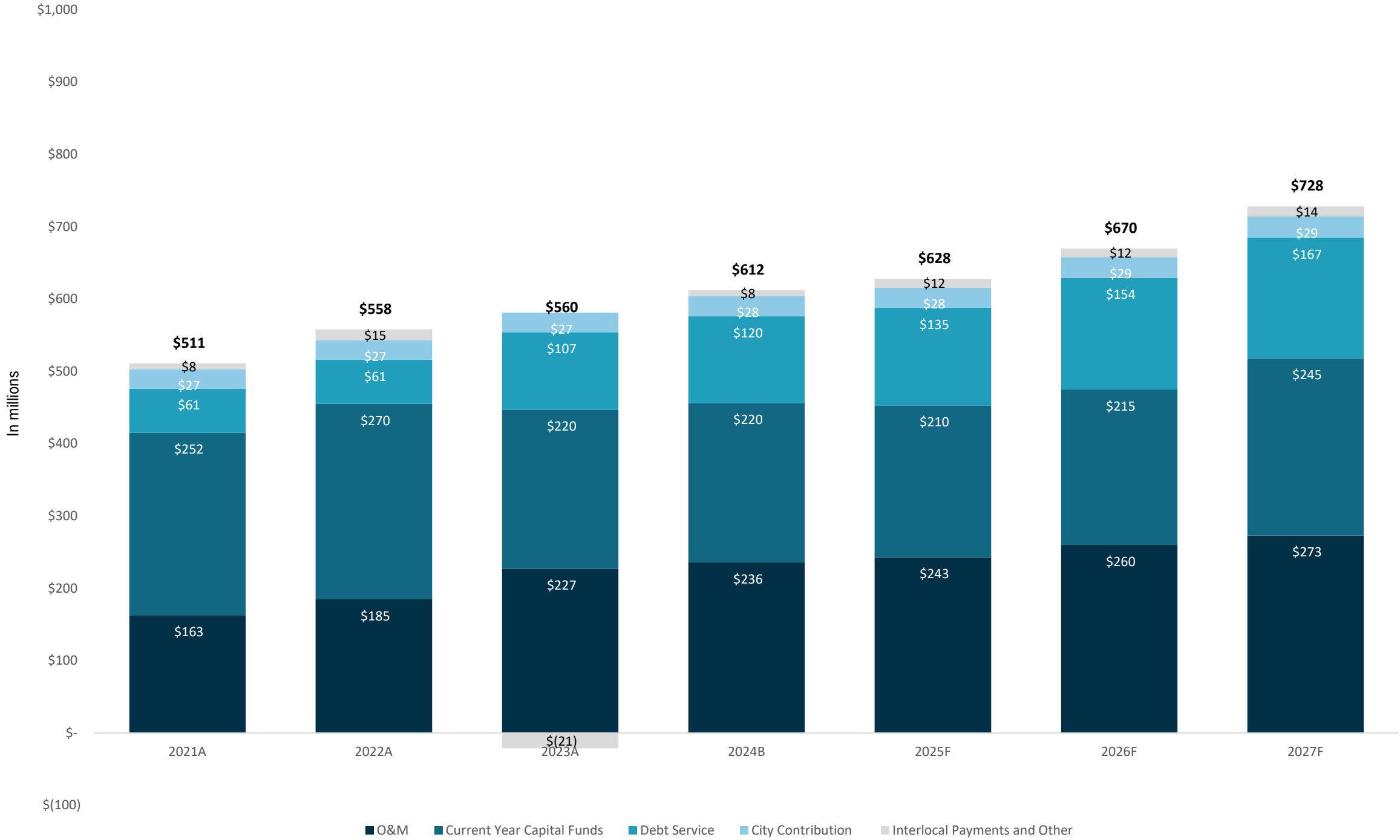
Total System Unit Sales in kgal



- FY2024-2027 projected growth rate by commodity is 1.3% for Water, 1.4% for Sewer, 2.1% for Retail Reclaim, and 0% for Bulk Reclaim. Overall system projected unit sales growth is 2% from FY2024-2027.
- Sales growth assumptions based on production versus sales reconciliation utilizing historic average production ratios for each commodity



# JEA Water System | Revenue Requirements



# JEA Water System | Capital Funding Sources & Uses

	Actuals	Budget	Forecast		
	2023	2024	2025	2026	2027
<b>Beginning Capital Fund Balance</b>	<b>\$113</b>	<b>\$1</b>	<b>\$1</b>	<b>\$1</b>	<b>\$1</b>
<b>Beginning Environmental Fund Balance</b>	<b>\$26</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Funds from Current Year Revenue <sup>1</sup>	\$220	\$220	\$210	\$215	\$245
Funds from Debt Issuance	\$127	\$353	\$458	\$299	\$270
Funds from Operating Fund Transfers <sup>2</sup>	\$0	\$0	\$0	\$0	\$0
<b>Total Sources of Funds</b>	<b>\$347</b>	<b>\$573</b>	<b>\$668</b>	<b>\$514</b>	<b>\$515</b>
<b>Capital Spending<sup>3</sup></b>	<b>(\$494)</b>	<b>(\$514)</b>	<b>(\$520)</b>	<b>(\$520)</b>	<b>(\$520)</b>
Early Debt Retirements	\$0	\$0	\$0	\$0	\$0
Other <sup>4</sup>	\$8	(\$58)	(\$148)	\$6	\$5
<b>Total Uses of Funds</b>	<b>(\$485)</b>	<b>(\$573)</b>	<b>(\$668)</b>	<b>(\$514)</b>	<b>(\$515)</b>
<b>Ending Capital Fund Balance</b>	<b>\$1</b>	<b>\$1</b>	<b>\$1</b>	<b>\$1</b>	<b>\$1</b>
<b>Ending Environmental Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

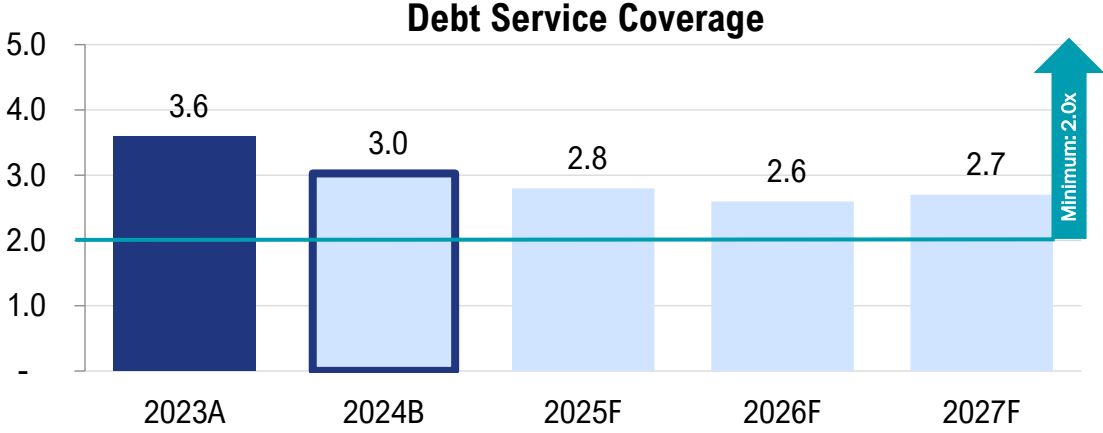
**The Water System capital plan is driven by growth, programs to rehabilitate and harden infrastructure critical to system operation and reliability, and a Surface Water Discharge Elimination program.**

<sup>1</sup>Includes Non-environmental & Environmental revenues in FY23. Environmental rate folded into base rates April 1 of FY23.

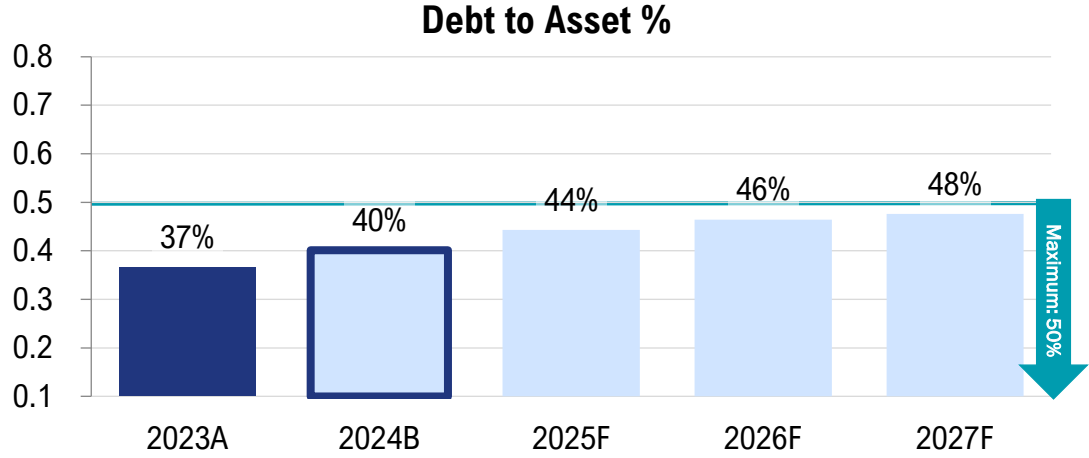
<sup>2</sup> Operating funds transfers to support environmental fund wind down plan. Close the Environmental Rate Stabilization Fund; no environmental wind-down plan after FY23.

<sup>3</sup> Includes Non-environmental & Environmental spend in FY23. No Environmental spend after FY23.

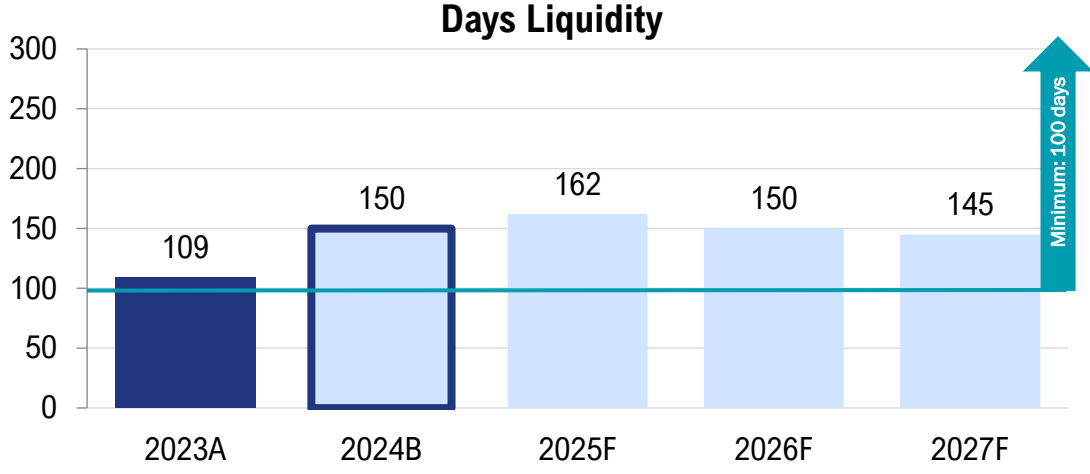
<sup>4</sup> Include items such as sale of property, changes in working capital, adjustments for CWIP, Environmental O&M, Amortization of Environmental Regulatory Asset, etc.



Strong Debt Service Coverage metrics, result of prior accelerated debt repayments, above pricing policy target



Debt to Asset % under or reaching internal policy targets



Days Liquidity remains above target

Actuals
  Current Fiscal Year
  Forecast
  Pricing Policy Target



# Electric System

**JEA**®

## Highlights

### **Excellent reliability performance**

- Customers Experiencing More Than Five Outages continues to be at historic low

### **Continued strong electric customer growth**

### **An eye toward the future**

- JEA is collaborating with Miller Electric on their Electric Vehicle Innovation Design Center. This is a first of its kind hub for commercial and residential EVs in the nation
- JEA is finalizing contract negotiations for 4 plots of land owned by JEA for the building and operation of solar farms

### **Lowest Electric Enterprise debt in 39 years**

## Infrastructure

### Power Production Assets

- 4 Plants, 15 Units
- Net Capacity: 2,799 MW (2,952 MW winter)
- Fuel Sources: Natural Gas, Petroleum Coke, Coal, Oil, Biomass
- Small amount of Landfill Gas

### Transmission System

- Voltage Levels (kV): 500, 230, 138 & 69
- 744 Miles of Transmission
- 85 Substations

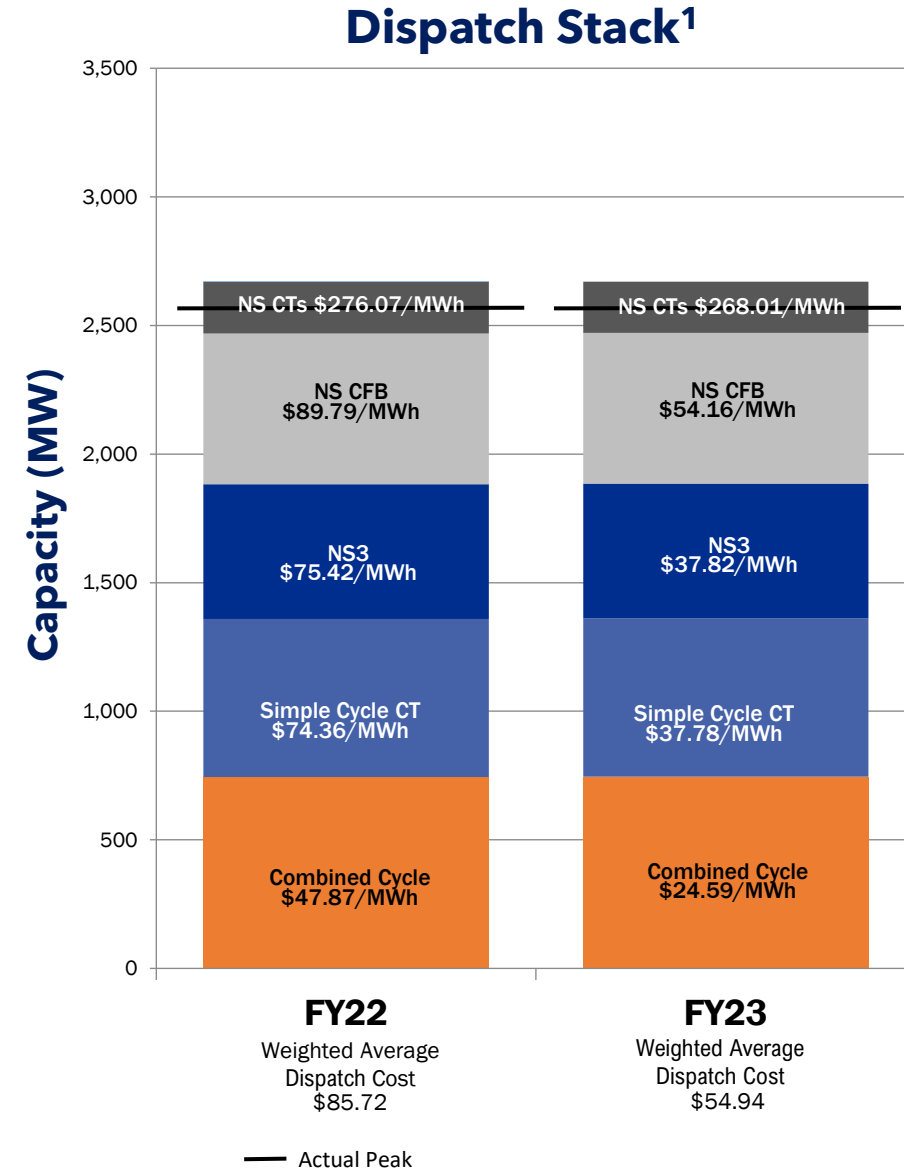
### Distribution System

- Voltage Levels (kV): 26.4, 13.2 & 4.16
- 344 feeders (233 – 26.4kV; 82 – 13kV; 29 – 4kV)
- 7,408 circuit miles (41% Overhead, 59% Underground)
- 109,255 transformers, 210,756 poles

## Existing Generation Capacity = 2,655<sup>1</sup> MW

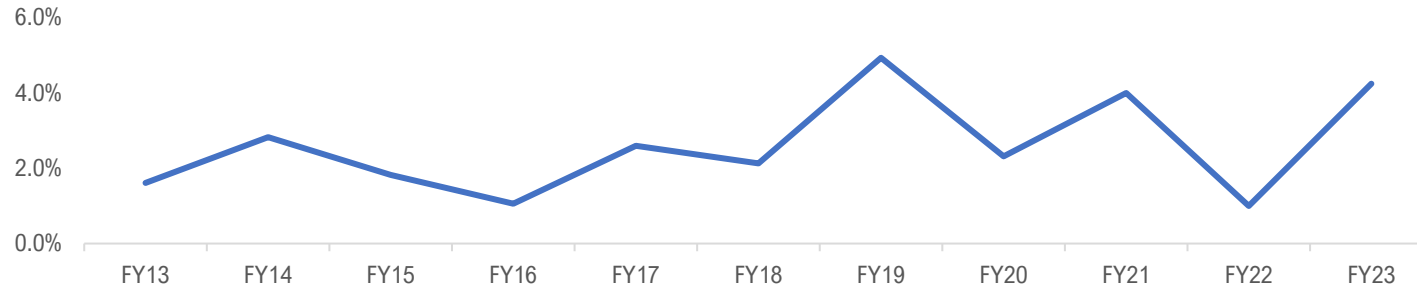
Facility and Unit	Summer Capacity	Fuel Type	In-Service Date
Brandy Branch CT 1	150	Natural Gas	2001
Brandy Branch CT 2	190	Natural Gas	2001
Brandy Branch CT 3	190	Natural Gas	2001
Brandy Branch STM 4	200	Natural Gas	2005
Greenland CT 1	150	Natural Gas/ Diesel	2011
Greenland CT 2	150	Natural Gas/ Diesel	2011
Kennedy CT 7	150	Natural Gas/ Diesel	2000
Kennedy CT 8	150	Natural Gas/ Diesel	2009
Northside 3	524	Natural Gas/ Oil	1977
Trail Ridge Landfill	15	Landfill Gas	2008
<b>Gas Fuels</b>	<b>1869 MW</b>	<b>70%</b>	
Northside 1	293	Coal/ Petcoke	2003
Northside 2	293	Coal/ Petcoke	2003
<b>Solid Fuels</b>	<b>586 MW</b>	<b>22%</b>	
Northside CT 3-6	200	Diesel	1975
<b>Peaking Reserve</b>	<b>200 MW</b>	<b>8%</b>	
<b>Total</b>	<b>2655 MW</b>		

<sup>1</sup>Based on summer net ratings and Brandy Branch, Greenland, and Kennedy on natural gas capacity. Summer net ratings with Brandy Branch, Greenland, and Kennedy on diesel is 2,782 MW. Winter net ratings and entitled capacity is 2,952 MW.

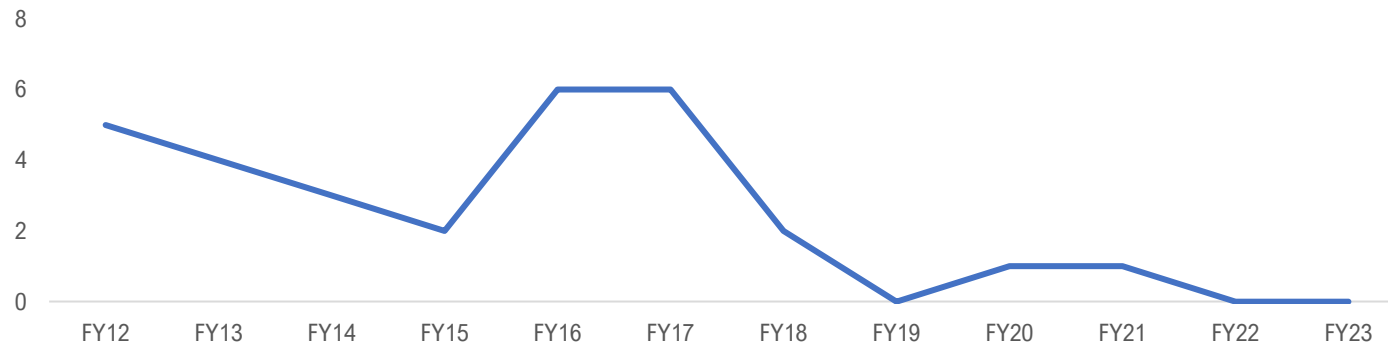


# JEA Electric System Performance Monitoring | Generation

Electric Forced Outage Rate (% Hours in Forced Outage per Year)



Permit Exceedances



## Generating Fleet Reliability

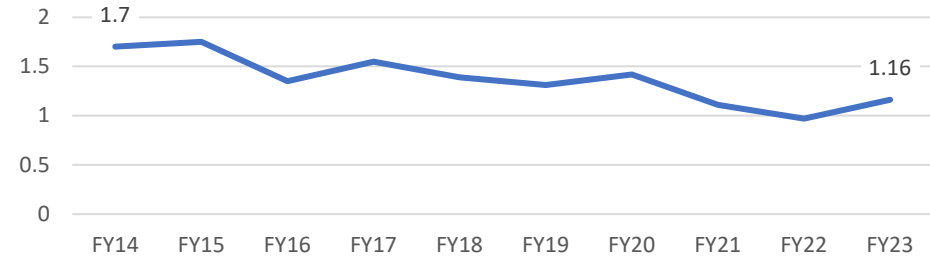
- The JEA fleet Electric Forced Outage Rate finished FY23 at 4.2% which was above the target of 2.85.
- Numerous improvements and projects continue to be implemented in generation to make the units more reliable, have greater capacity and lower costs

## Environmental Compliance

- JEA did not experience a recordable event during FY23
- JEA remains actively engaged in preparing for all new and emerging environmental regulations

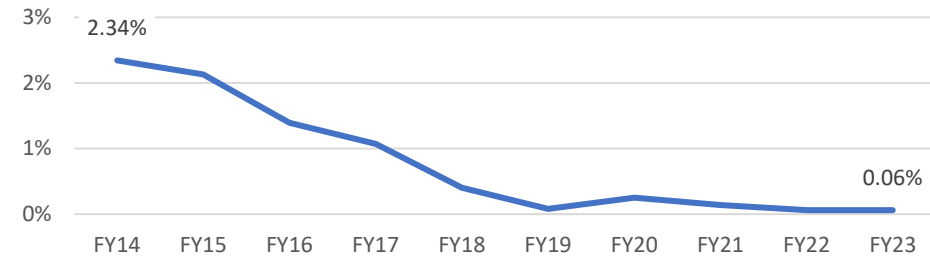
Generating Plant Performance	FY2023	FY2022	FY2021
Generation Fleet Reliability	<b>4.2%</b>	0.99%	3.99%
Environmental Compliance	<b>0</b>	0	1

Customer Outage Frequency Per Year



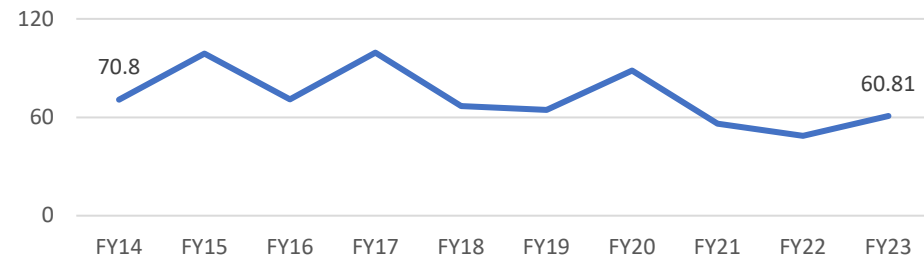
Outage Frequency has trended down over the past 10 years with a small uptick in 2023. The typical JEA customer experiencing 1.16 outages a year

Percentage of Customers with > than 5 Outages a Year



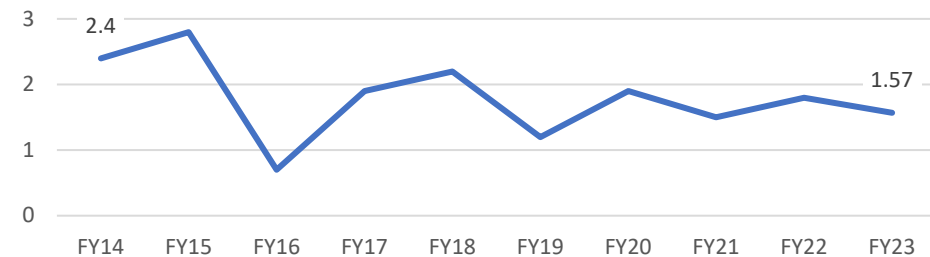
Customers with more than 5 outages continues to be at its lowest in 10 years

Electric Outage Duration (in minutes)



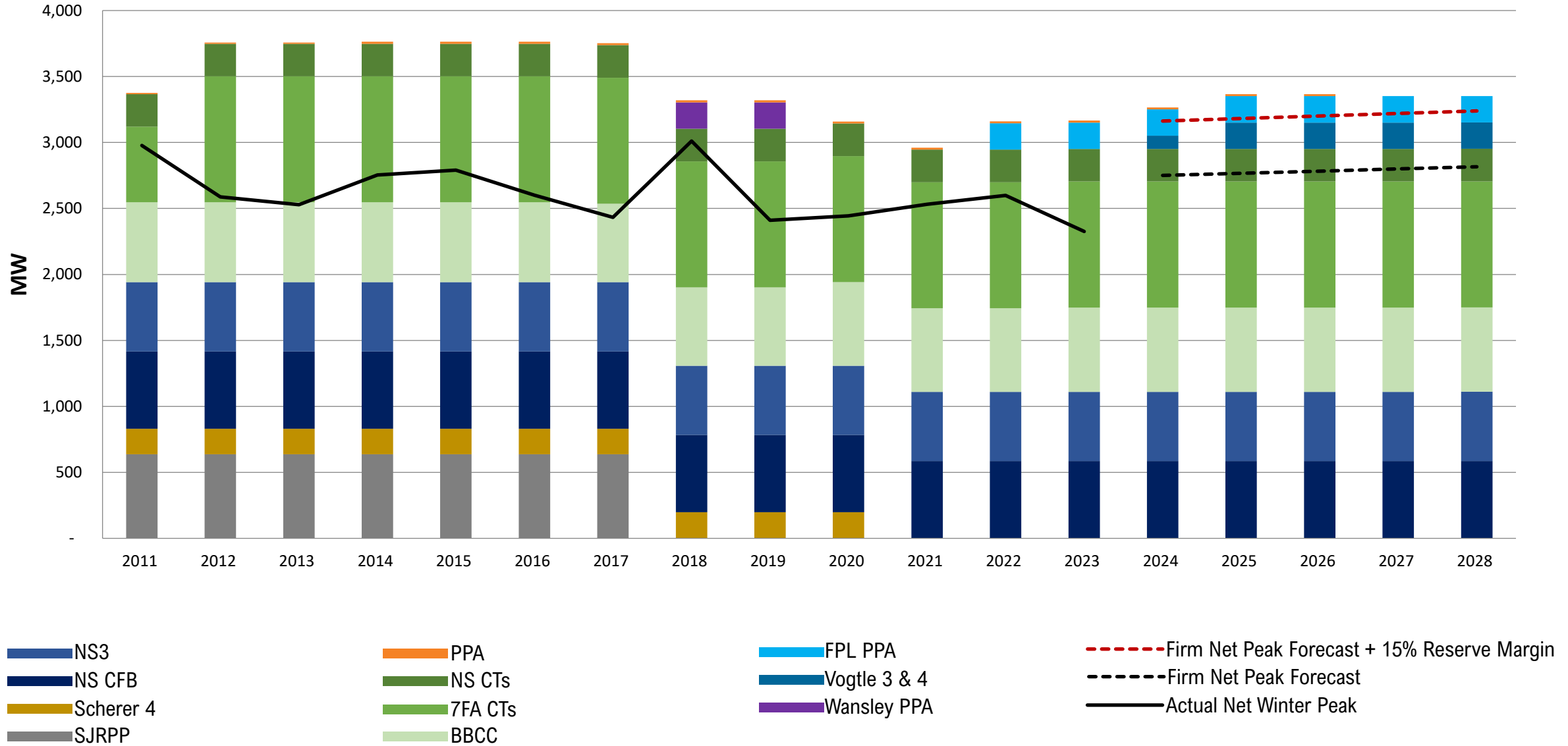
For FY2023 the typical JEA customer would have experienced about 60 minutes long outage about 1 a year

Transmission Line Fault Frequency (# faults per 100 miles)



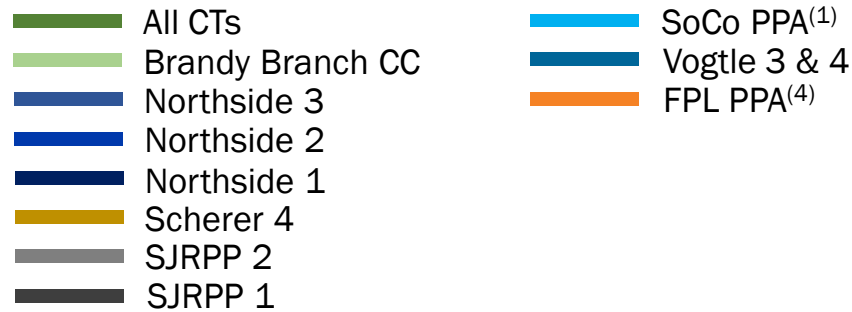
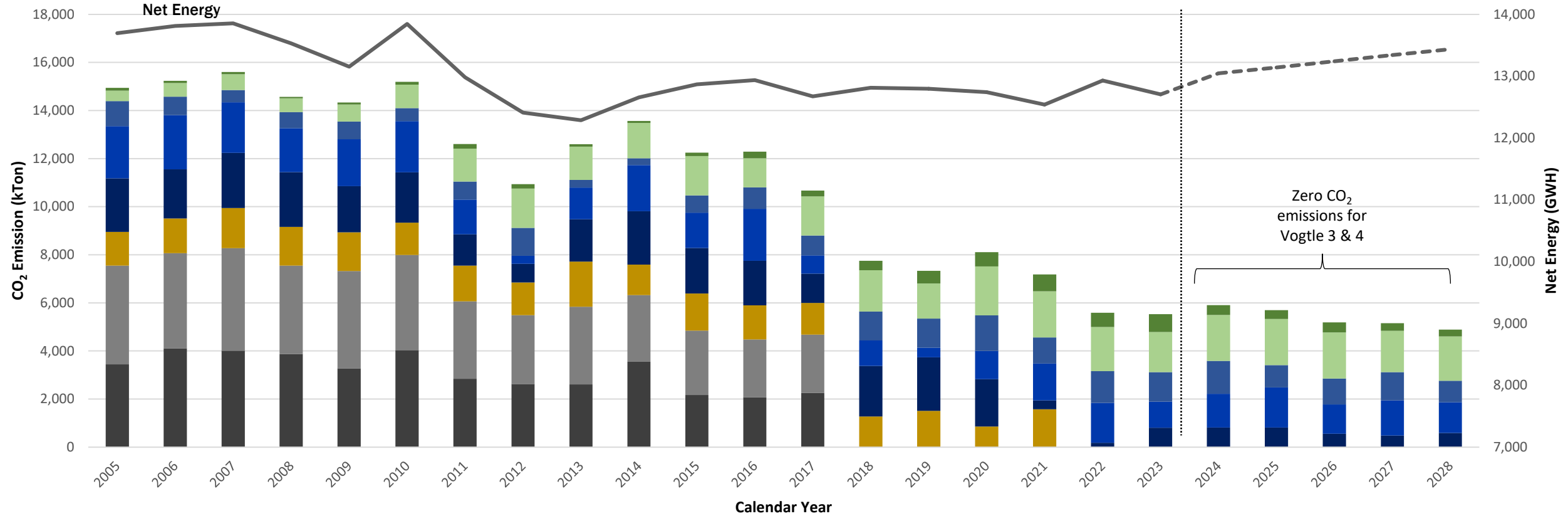
Overall, this has trended down over the last 10 years





JEA must meet customers' electricity demand, as well as the required 15% reserve margin

# JEA Electric System | CO<sub>2</sub> Emissions



## SJRPP 1 and 2

Retirement in December 2017 resulted in an average reduction of 4,800 kTons of CO<sub>2</sub> emissions per year

## Scherer 4

Retirement in December 2021 resulted in an additional reduction of 1,300 kTons of CO<sub>2</sub> emissions per year - approximately 17% of total CO<sub>2</sub> emissions attributed to JEA<sup>3</sup>.

(1) CO<sub>2</sub> emissions from 200 MW Power Purchase Agreement (PPA) in 2005 - 2010 are not included as emissions are attributed to the owner of the power supply  
 (2) SJRPP 1 and 2 CO<sub>2</sub> emissions based on JEA's 80% Ownership, where the joint ownership agreement shared the output MWh at a 50%/50% arrangement.  
 (3) Scherer 4 CO<sub>2</sub> emissions based on JEA's 23.6% Ownership.  
 (4) Approximately 600 kTon of CO<sub>2</sub> emissions per year from 200 MW of PPA starting 2022 are attributed to the owner of the Power Supply entity of the PPA.



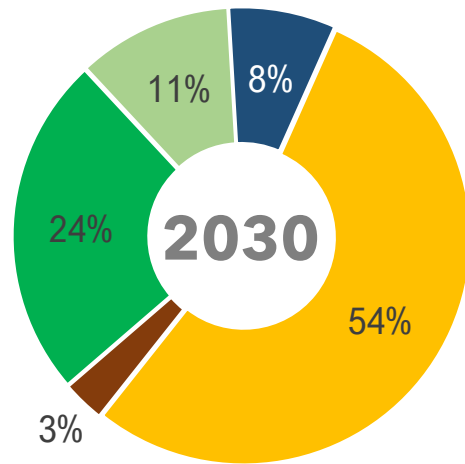
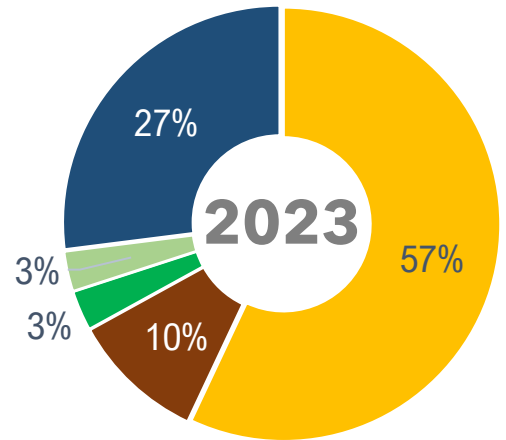
### Unit 3

- Recent output is above the 1,102 MW nameplate capacity
  - JEA receives 103MW

### Unit 4

- Encountered start-up issues that will slightly delay its in-service date
  - Reactor cooling pump was replaced in December
  - Vibration on the automatic depressurization system has been rectified
- In-service date currently expected mid April
  - Additional funding may be required if commercial operation moves beyond the second quarter of 2024

## Net Energy Mix



■ Natural Gas ■ Coal/Petcoke ■ Renewables ■ Nuclear ■ Purchase Power

### In the next decade:

**JEA's CO<sub>2</sub> emissions reduction to approximately 3,700,000 Tons by 2030 by transitioning to 35% non-carbon emitting energy resources by 2030**

- 1275 MW Solar
- 206 MW Nuclear
- Reduction of approximately 32% from 2023 CO<sub>2</sub> emissions and 80% from 2005 CO<sub>2</sub> emissions

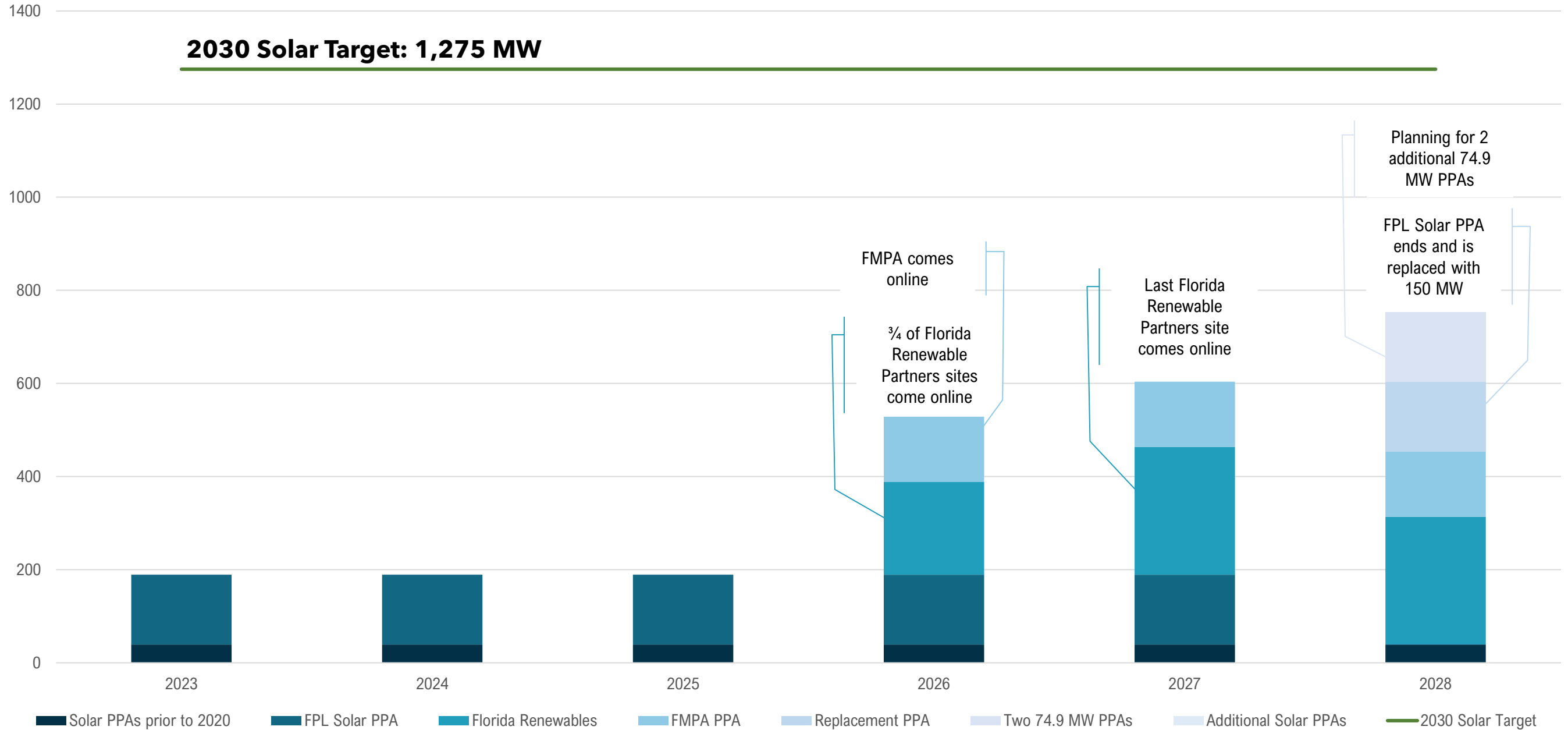
### We will retire less efficient generating assets

- We will bring online 571 MW of higher efficiency gas resource

**We will lead the way by using 100 percent clean energy to serve JEA facilities.**

**We will increase and enhance energy efficiency programs to offset growing demands from the ongoing electrification of homes, businesses, and vehicles.**

# JEA Electric System | Solar Energy Initiatives



A photograph of two utility workers in orange safety vests and white hard hats working on a yellow fire hydrant. One worker is kneeling and using a tool on the hydrant, while the other stands behind him, holding a clipboard. In the background, a white utility truck with 'JEA' on it is parked on a street. The entire image has a blue tint.

# Water System

**JEA**<sup>®</sup>

## Highlights

### **Continued to create increasingly reliable and resilient system**

- Lowest number of customers affected by unplanned outages in 7 years

### **Focused on minimizing the impacts to the environment while continuing superior performance and producing high water quality**

### **Delivered \$494 million in capital projects**

- Responding to growth and the demands of the future with projects that expand and improve the system
- Building the first new water reclamation plant in Duval county in over 45 years

## Infrastructure

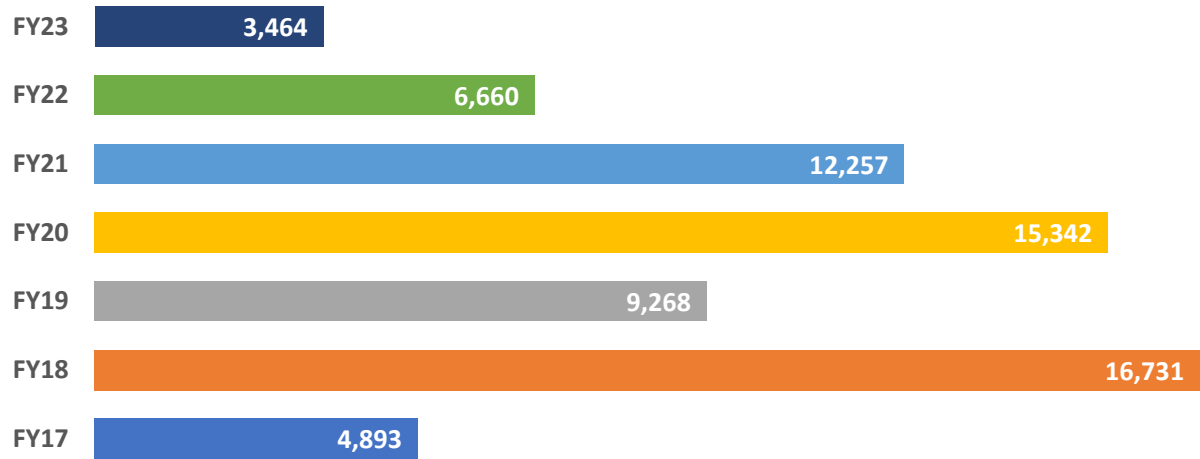
### Water System

- 28 major and 11 small water treatment plants and 2 re-pump facilities
- 139 permitted water supply wells, 5,112 miles of water distribution mains and total finished water storage capacity of over 84 million gallons
- Two major and four small distribution grids

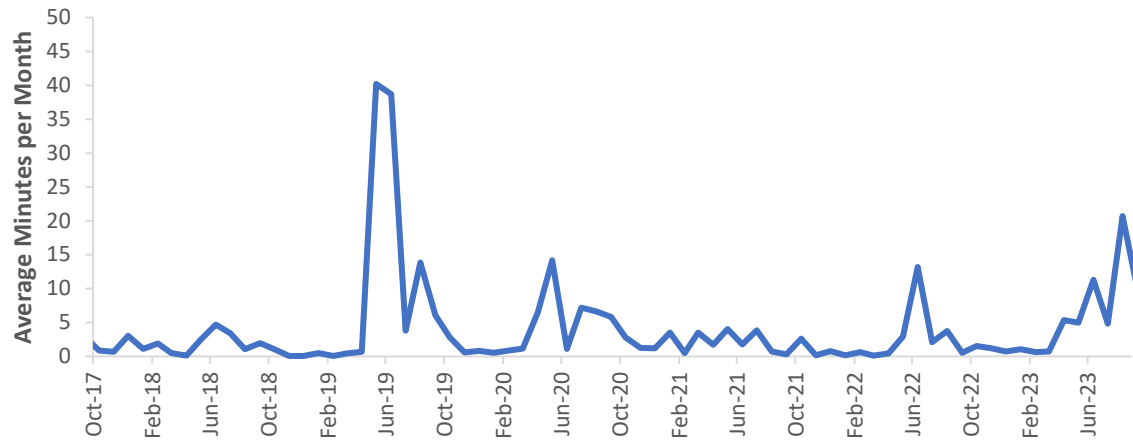
### Water Reclamation System

- 11 treatment plants currently ranging in rated average daily treatment capacity from approximately 0.2 to 52.5 MGD
- Approximately 4,402 miles of gravity sewers and force mains
- 1,616 pumping stations and 765 low pressure sewer units

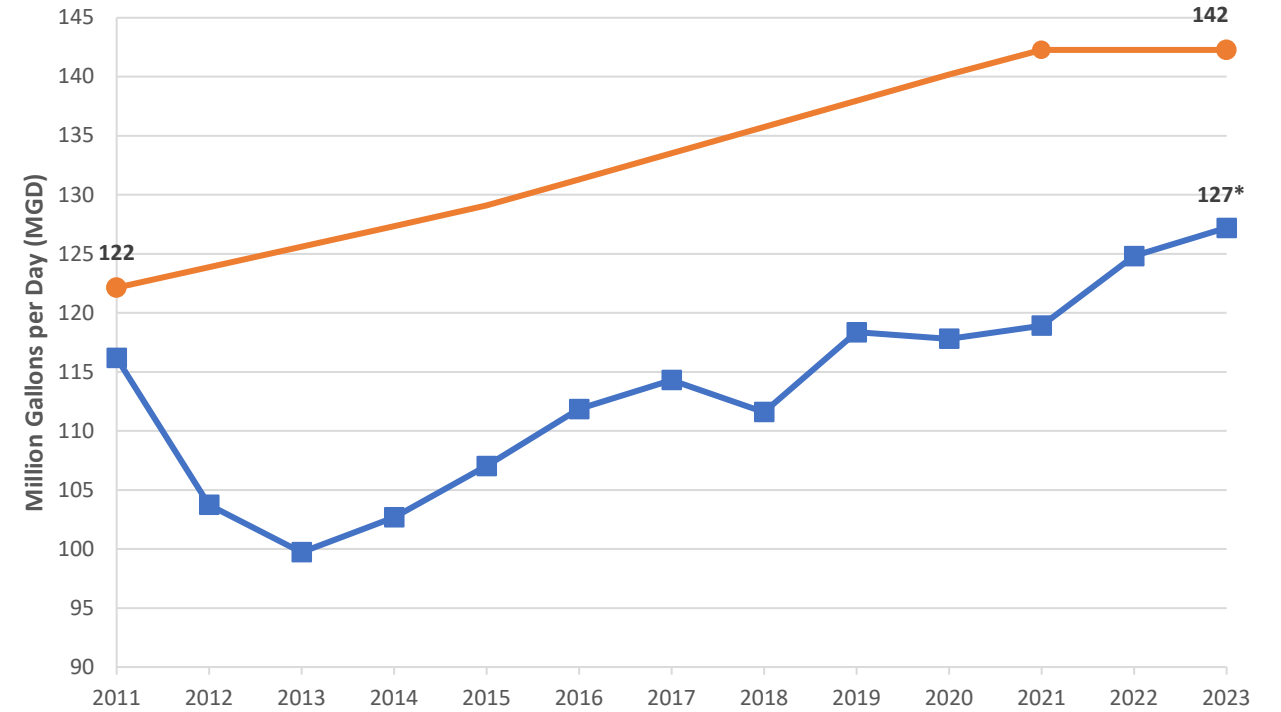
## Number of Customers Affected by Unplanned Water Main Outages



## Average Minutes Water Pressure Less Than 30 PSI



## Consumptive Use Permit (CUP)



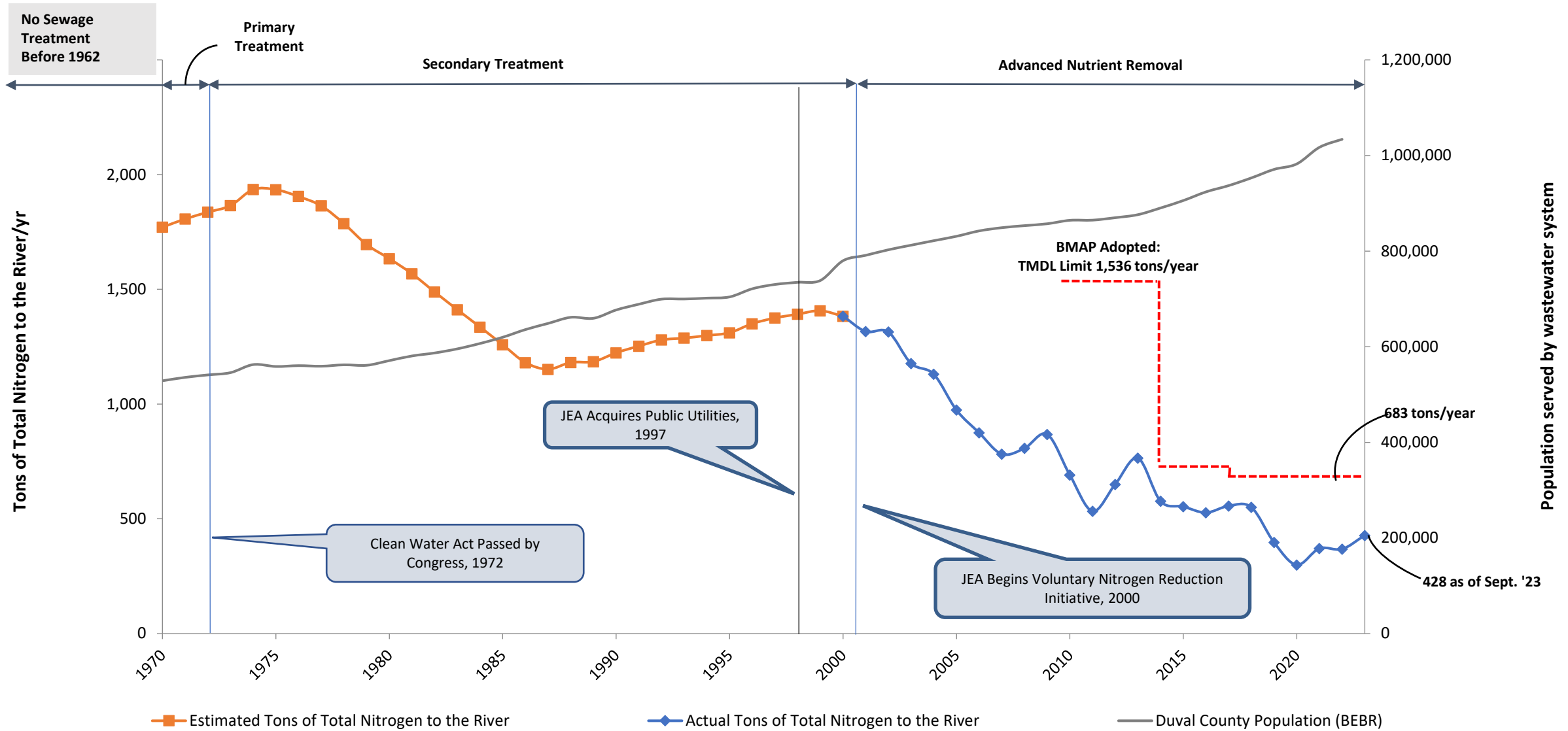
\*Not a full calendar year, Jan. to Oct. 2023

■ Annual Production    — CUP Allocation

CUP extends through April 2031



# JEA Water System | Continued Reduction of Nitrogen to the St. Johns River



# JEA Responding to Growth

Jacksonville is the 5<sup>th</sup> fastest growing city in the United States with population growth of 1.5% from July 2021 to July 2022. JEA experienced 3% water and sewer customer growth in the same time.

In response to this growth JEA is expanding existing water reclamation facilities to meet customer needs.

	Existing Size	Expanded Size	Estimated Completion Date
Southwest WRF	14 MGD	16 MGD	August 2025
Blacks Ford WRF	6 MGD	12 MGD	November 2027
Nassau Regional WRF	2 MGD	3 MGD	August 2025



**Traditional groundwater sources are becoming limited in Florida. JEA is focused on multiple solutions for ensuring a sustainable supply for generations to come**

## Phased Alternative Water Supply Expansion

- Completed Potable Reuse Pilot Purification Testing
- Construction has commenced for a 1 MGD demonstration facility

## Surface Water Discharge Reduction

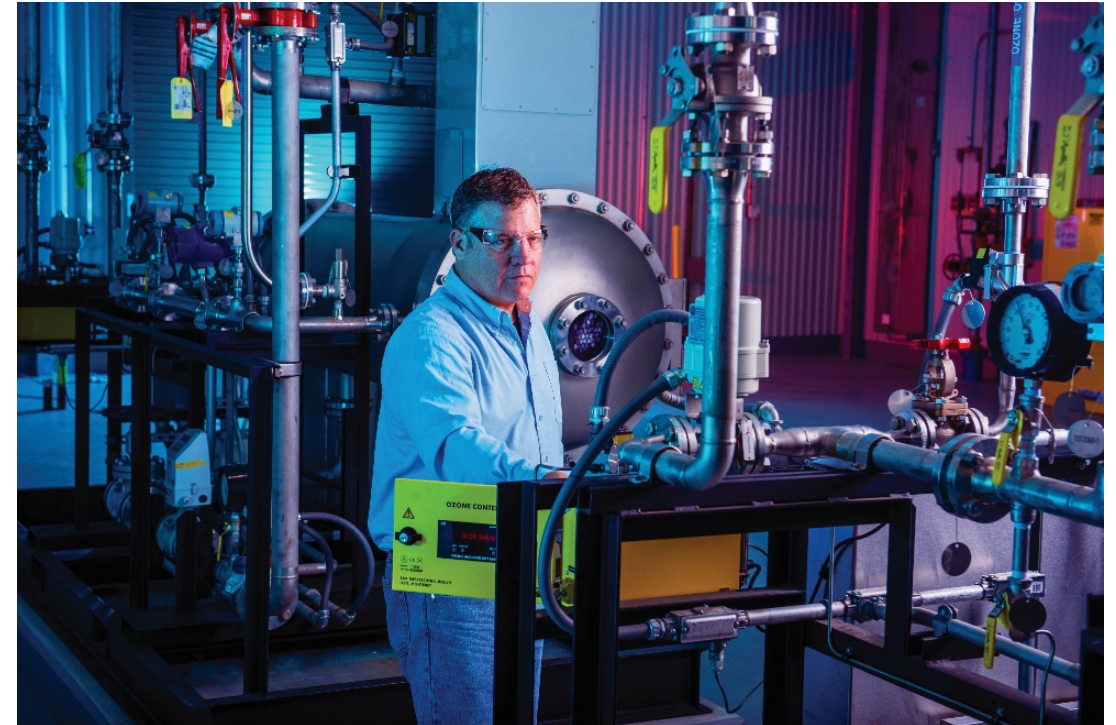
- Conversion of surface water discharge to more beneficial reuse included in JEAs Integrated Water Resource Plan

## Enhanced Conservation Program

- JEA's conservation programs and incentives helped customers reduce consumption of water, resulting in valued water savings

## Customer and Community Engagement

- JEA encourages and supports sustainability through various year-round education and special events





# Conclusion

**JEA**<sup>®</sup>

# Consistently demonstrates superior financial & operational performance

## Electric

### JEA merits a AA credit rating

- ✓ Maintained excellent financial and operational metrics
- ✓ Financial plan reflects the additional cost of Plant Vogtle
- ✓ Capital program to be funded with comparable amounts of internal capital and new debt
- ✓ Base rate increases projected consistent with historical inflation rates over the forecast period
- ✓ Switched to a monthly fuel rate to increase transparency and directly pass on costs

## Water

### JEA merits a AAA credit rating

- ✓ Superior operational and financial metrics
- ✓ Robust growth in sales and customers
- ✓ Capital program funded primarily with debt
- ✓ Continued commitment to investing in infrastructure to ensure reliability in operations now and into the future

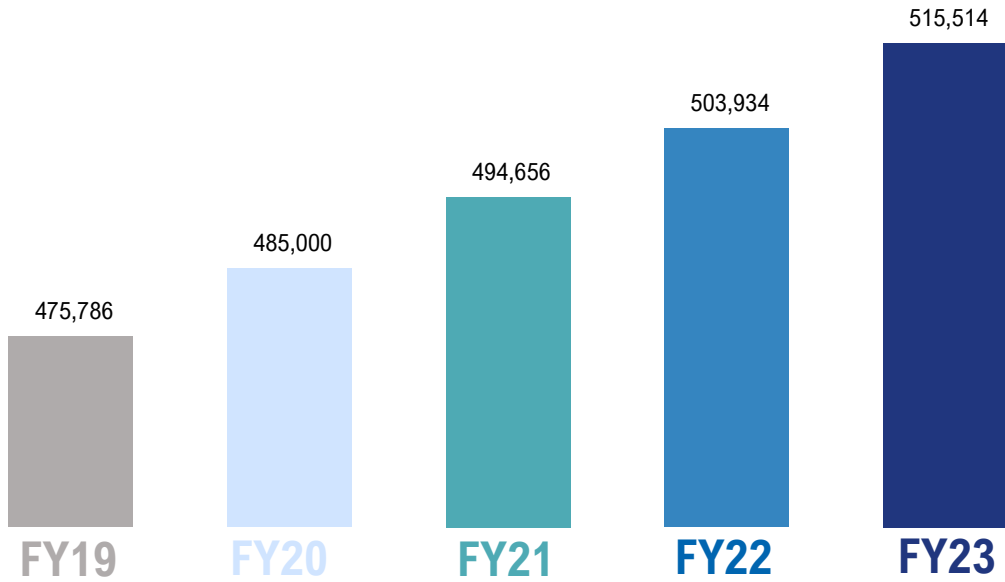
An aerial photograph of a city skyline at dusk, featuring several prominent skyscrapers and a mix of modern glass buildings and older concrete structures. The sky is a mix of orange, pink, and blue. The entire image is overlaid with a semi-transparent blue filter. The text "Supplemental Information" is centered in the right half of the image in a white, bold, sans-serif font.

# Supplemental Information

The logo for JEA, consisting of the letters "JEA" in a stylized, bold, italicized white font. A registered trademark symbol (®) is located to the right of the "A".

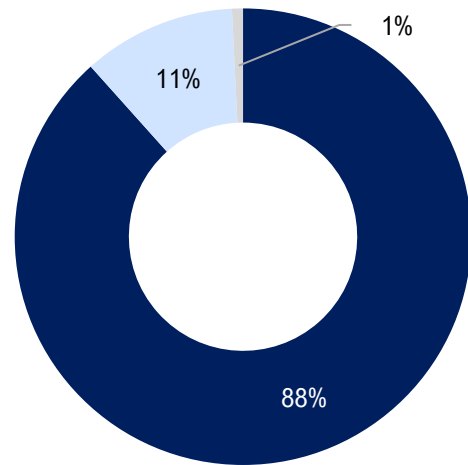
**JEA**®

**Average Number of Customer Accounts**

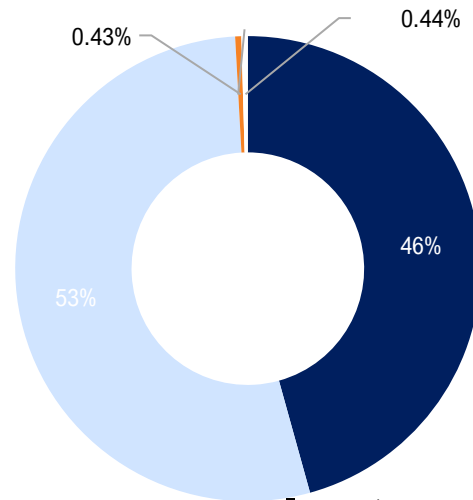


**Top Ten Customer Accounts**

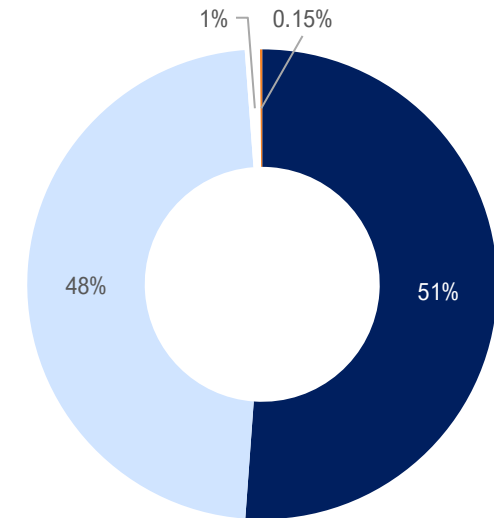
Rank	Customer	Annual Billed \$	Percentage of \$
1	U S NAVY PUBLIC WORKS CTR	\$ 30,541,662	2.0%
2	CITY OF JACKSONVILLE	\$ 26,634,449	1.8%
3	CMC STEEL US LLC	\$ 25,222,943	1.7%
4	WESTROCK CP LLC	\$ 17,943,000	1.2%
5	DUVAL CO SCHOOL DISTRICT	\$ 16,286,069	1.1%
6	SOUTHERN BAPTIST HOSPITAL OF FLORIDA INC	\$ 11,518,310	0.8%
7	MAYO CLINIC JACKSONVILLE	\$ 10,645,084	0.7%
8	PUBLIX SUPER MARKETS INC	\$ 10,227,301	0.7%
9	ANHEUSER BUSCH CO INC	\$ 9,456,990	0.6%
10	JOHNSON AND JOHNSON VISION CARE INC	\$ 8,547,986	0.6%
<b>Total Billed \$</b>		<b>\$1,505,017,506</b>	



**Average Number of Accounts**  
515,514

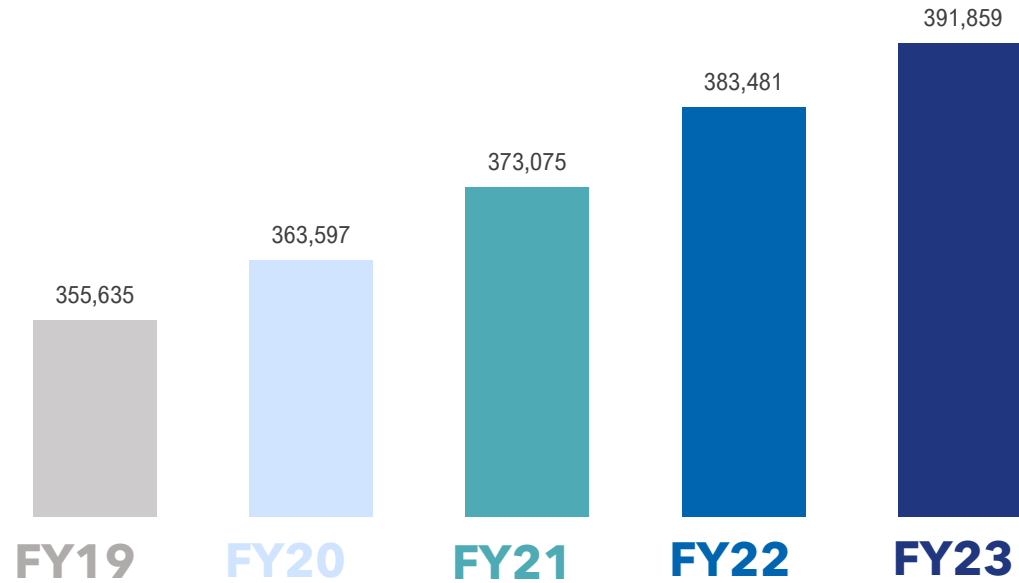


**System Sales (MWh)**  
12,366,462



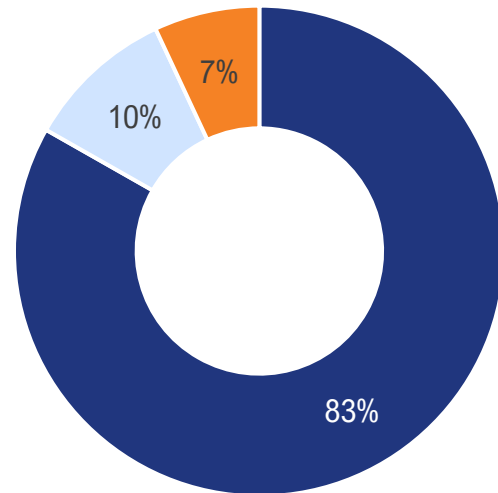
**Revenues (in millions)**  
\$1,487

## Average Number of Customer Accounts

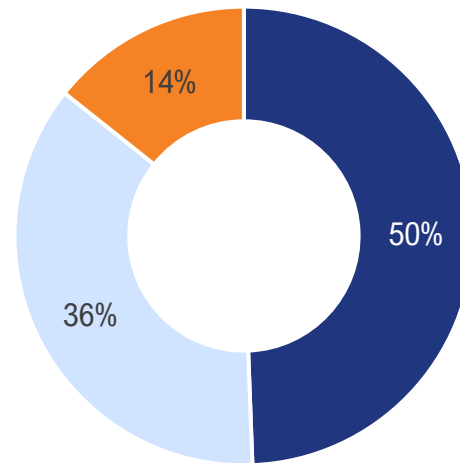


## Top Ten Customer Accounts

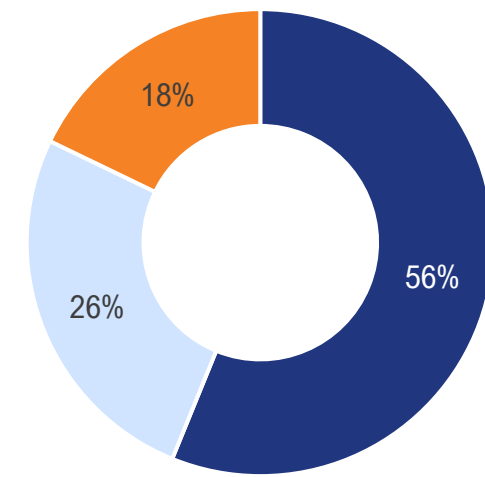
Rank	Customer	Annual Billed \$	Percentage of \$
1	CITY OF JACKSONVILLE	\$ 2,186,352	1.0%
2	ST JOHNS COUNTY UTILITY	\$ 1,270,518	0.6%
3	DUVAL CO SCHOOL DISTRICT	\$ 1,213,757	0.6%
4	AMERICAN HOMES 4 RENT	\$ 855,290	0.4%
5	SOUTHERN BAPTIST HOSPITAL OF FLORIDA INC	\$ 751,553	0.3%
6	GATE PETROLEUM COMPANY	\$ 481,805	0.2%
7	MAYO CLINIC JACKSONVILLE	\$ 420,715	0.2%
8	ST VINCENTS HEALTH SYSTEM INC	\$ 378,476	0.2%
9	MID-AMERICA APARTMENTS L P	\$ 375,812	0.2%
10	UPWARD AMERICA SOUTHEAST PROPERTY OWNER LP	\$ 358,262	0.2%
<b>Total Billed \$</b>		<b>217,882,924</b>	



**Average Number of Accounts**  
391,859



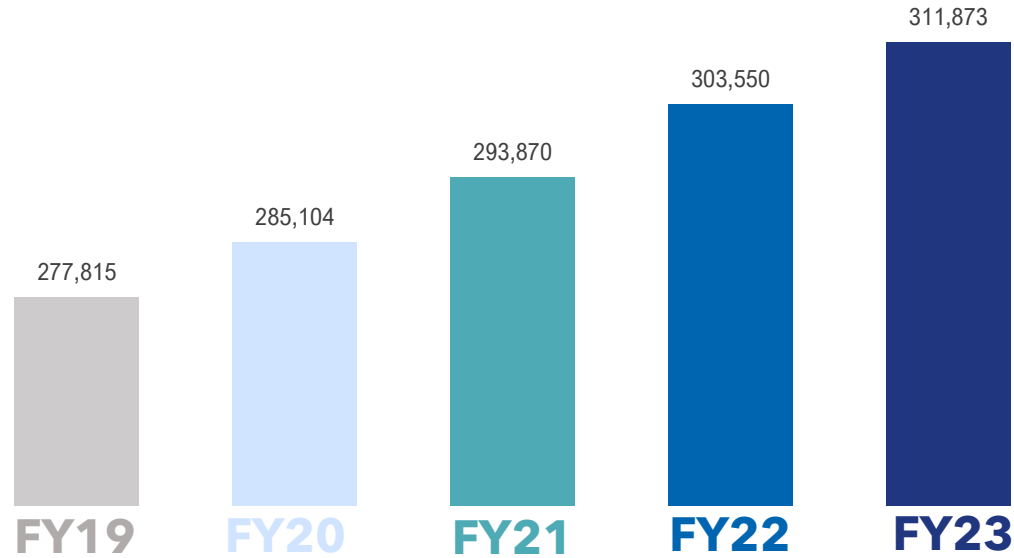
**System Sales (kgal)**  
39,733,861



**Revenues (in millions)**  
\$192,181

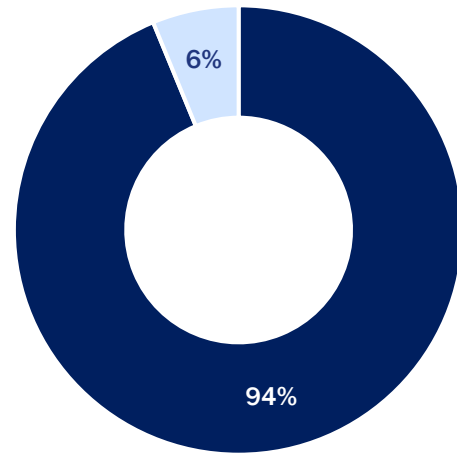


## Average Number of Customer Accounts

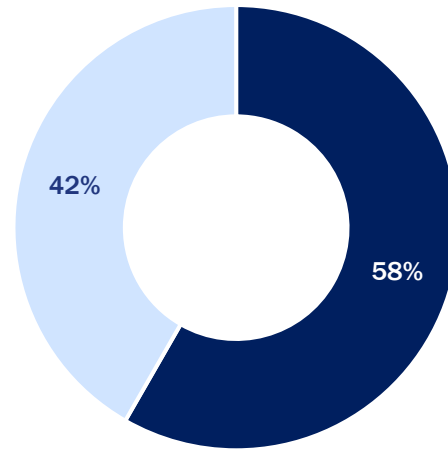


## Top Ten Customer Accounts

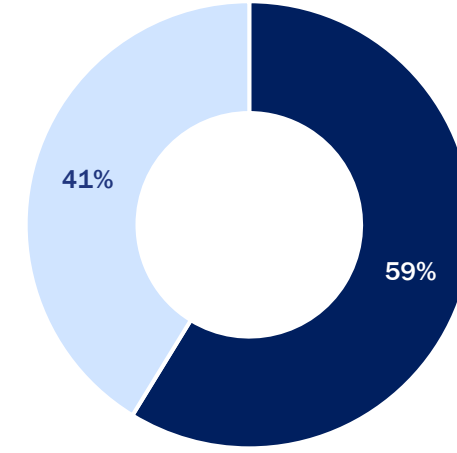
Rank	Customer	Annual Billed \$	Percentage of \$
1	CITY OF JACKSONVILLE	\$ 3,057,197	1.1%
2	DUVAL CO SCHOOL DISTRICT	\$ 2,143,289	0.8%
3	ST JOHNS COUNTY UTILITY	\$ 1,820,801	0.7%
4	JOHNSON AND JOHNSON VISION CARE INC	\$ 1,317,553	0.5%
5	SOUTHERN BAPTIST HOSPITAL OF FLORIDA INC	\$ 1,177,442	0.4%
6	AMERICAN HOMES 4 RENT LP	\$ 1,141,980	0.4%
7	MID-AMERICA APARTMENTS L P	\$ 1,061,867	0.4%
8	MAYO CLINIC JACKSONVILLE	\$ 1,025,692	0.4%
9	SYMRISE INC	\$ 943,571	0.3%
10	GATE PETROLEUM COMPANY	\$ 939,765	0.3%
<b>Total Billed \$</b>		<b>276,486,182</b>	



**Average Number of Accounts**  
311,873



**System Sales (kgal)**  
29,666,832



**Revenues (in millions)**  
\$276,605

Residential
  Commercial & Industrial

# JEA Electric System | Coverage Projections

JEA Electric System Debt Service Coverage					
	Actual 2023	Projection --->			
		2024	2025	2026	2027
<b>Operating Revenues</b>					
Base Rate System Revenues	806,570,607	820,345,152	878,971,844	940,430,320	1,006,285,402
Fuel Rate System Revenues	607,319,968	445,635,685	478,192,921	498,371,838	510,021,953
Off System Sales Revenues	436,235	-	-	-	-
Uncollectibles	(5,234,172)	(1,561,405)	(1,644,537)	(2,020,350)	(2,157,101)
Franchise and Gross Receipts Taxes	72,490,000	62,312,171	67,477,332	71,797,898	75,664,528
Investment Income	17,983,745	14,780,905	19,551,199	18,864,032	15,670,434
Other Revenues	59,759,951	43,674,007	30,224,578	30,479,898	30,429,650
Net Amt (Paid Into)/Rec'd From Rate Stabilization Fund	(182,036,456)	25,587,825	19,979,859	31,479,859	76,979,859
Net Amt (Paid Into) Rec'd From Fuel Reserve	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>\$ 1,377,289,879</b>	<b>\$ 1,410,774,340</b>	<b>\$ 1,492,753,195</b>	<b>\$ 1,589,403,495</b>	<b>\$ 1,712,894,726</b>
<b>Operating Expenses</b>					
O&M incl PSC Fee	317,008,487	299,971,753	323,184,906	332,880,454	342,866,867
Fuel and Purchased Energy	438,126,236	329,896,957	370,060,286	387,376,622	380,978,899
Non-Fuel Purchased Power	293,963,000	376,292,578	389,413,636	390,483,951	415,401,295
Franchise and Gross Receipts Taxes	72,490,000	62,556,610	67,730,326	72,059,746	75,935,541
<b>Total Operating Expenses</b>	<b>\$ 1,121,587,723</b>	<b>\$ 1,068,717,899</b>	<b>\$ 1,150,389,153</b>	<b>\$ 1,182,800,772</b>	<b>\$ 1,215,182,602</b>
<b>Net Revenues</b>	<b>\$ 255,702,156</b>	<b>\$ 342,056,441</b>	<b>\$ 342,364,042</b>	<b>\$ 406,602,723</b>	<b>\$ 497,712,124</b>
<b>Total Aggregate Debt Service</b>	<b>\$ 68,650,406</b>	<b>\$ 90,986,343</b>	<b>\$ 93,747,296</b>	<b>\$ 133,225,880</b>	<b>\$ 154,397,131</b>
<b>Other Fixed Charges</b>					
Contribution To City	95,491,107	95,209,531	94,633,258	95,268,986	95,930,713
<b>Total Fixed Charges</b>	<b>\$ 95,491,107</b>	<b>\$ 95,209,531</b>	<b>\$ 94,633,258</b>	<b>\$ 95,268,986</b>	<b>\$ 95,930,713</b>
<b>Total PP&amp;A Contract Payments</b>	<b>\$ 101,633,776</b>	<b>\$ 205,361,083</b>	<b>\$ 214,655,890</b>	<b>\$ 212,996,340</b>	<b>\$ 213,213,623</b>
<b>Senior and Subordinated Debt Service Coverage</b>	<b>3.72 x</b>	<b>3.76 x</b>	<b>3.65 x</b>	<b>3.05 x</b>	<b>3.22 x</b>
<b>Adjusted Debt Service Coverage</b>	<b>1.85 x</b>	<b>2.71 x</b>	<b>2.64 x</b>	<b>2.34 x</b>	<b>2.60 x</b>
<b>Fixed Charge Coverage (with PPA Contract Payments)</b>	<b>1.39 x</b>	<b>1.53 x</b>	<b>1.50 x</b>	<b>1.51 x</b>	<b>1.67 x</b>
<b>System Sales excl FPU</b>					
Territorial System MWH Sales	12,313,560	12,200,000	12,200,000	12,200,000	12,200,000
Off System MWH Sales	52,902	30,000	30,000	30,000	30,000
<b>TOTAL MWH SALES</b>	<b>12,366,462</b>	<b>12,230,000</b>	<b>12,230,000</b>	<b>12,230,000</b>	<b>12,230,000</b>

# JEA Water System | Coverage Projections

JEA Water and Sewer System Debt Service Coverage					
	Actual 2023	2024	2025	2026	2027
<b>Operating Revenues</b>					
Water Revenues	181,169,634	186,687,486	201,348,007	213,880,181	232,112,814
Sewer Revenues	265,100,128	274,942,973	294,714,989	316,170,976	344,529,819
Reclaim Revenues	25,471,105	30,352,259	33,546,650	39,843,847	48,121,518
Environmental Revenues	11,876,502	-	-	-	-
Franchise Fee Revenues	11,318,946	11,514,735	12,395,384	13,338,253	14,622,452
Uncollectibles & Fees	(1,874,365)	(983,965)	(1,059,219)	(1,139,790)	(1,249,528)
Capacity & Extension Fees	64,535,543	66,353,658	68,794,896	71,344,213	74,008,125
Investment Income	6,338,083	4,747,998	10,345,952	10,071,609	10,096,616
Environmental Rate Stabilization Withdrawals	48,936,578	-	-	-	-
Environmental Rate Stabilization Contributions (from Environmental Revenue)	(22,842,094)	-	-	-	-
Environmental Rate Stabilization Contributions (from Operating Fund Transfers)	-	-	-	-	-
Other Revenues net of Uncollectibles	18,999,052	15,933,661	16,252,334	16,577,381	16,908,928
<b>Total Operating Revenues</b>	<b>\$ 609,029,113</b>	<b>\$ 589,548,805</b>	<b>\$ 636,338,993</b>	<b>\$ 680,086,669</b>	<b>\$ 739,150,744</b>
<b>Operating Expenses</b>					
Maintenance and other operating expenses <sup>1</sup>	231,632,032	243,346,526	251,869,842	269,585,017	283,236,961
Franchise Fee Taxes	11,318,946	11,514,735	12,395,384	13,338,253	14,622,452
<b>Total Operating Expenses</b>	<b>\$ 242,950,978</b>	<b>\$ 254,861,261</b>	<b>\$ 264,265,226</b>	<b>\$ 282,923,270</b>	<b>\$ 297,859,413</b>
<b>Net Revenues</b>	<b>\$ 366,078,134</b>	<b>\$ 334,687,544</b>	<b>\$ 372,073,767</b>	<b>\$ 397,163,399</b>	<b>\$ 441,291,331</b>
<b>Total aggregate senior debt service</b>	<b>\$ 84,240,619</b>	<b>\$ 92,143,482</b>	<b>\$ 109,450,186</b>	<b>\$ 125,576,043</b>	<b>\$ 137,079,803</b>
<b>Senior and Subordinated Debt Service</b>					
Total aggregate senior debt service	84,240,619	92,143,482	109,450,186	125,576,043	137,079,803
Plus: aggregate subordinate debt service on outstanding subordinated debt	16,899,177	18,467,917	21,840,580	24,979,893	27,199,384
<b>Total aggregate senior debt service and aggregate subordinate debt service</b>	<b>\$ 101,139,796</b>	<b>\$ 110,611,399</b>	<b>\$ 131,290,766</b>	<b>\$ 150,555,936</b>	<b>\$ 164,279,187</b>
<b>Other Fixed Charges</b>					
City Contribution Expense	26,933,389	28,439,210	29,381,378	29,988,595	30,582,042
<b>Total Fixed Charges</b>	<b>\$ 26,933,389</b>	<b>\$ 28,439,210</b>	<b>\$ 29,381,378</b>	<b>\$ 29,988,595</b>	<b>\$ 30,582,042</b>
<b>Senior Debt Service Coverage</b>	<b>4.35 x</b>	<b>3.63 x</b>	<b>3.40 x</b>	<b>3.16 x</b>	<b>3.22 x</b>
<b>Senior and Subordinated Debt Service Coverage (including capacity fees)<sup>2</sup></b>	<b>3.62 x</b>	<b>3.03 x</b>	<b>2.83 x</b>	<b>2.64 x</b>	<b>2.69 x</b>
<b>Senior and Subordinated Debt Service Coverage (excluding capacity fees)</b>	<b>2.98 x</b>	<b>2.43 x</b>	<b>2.31 x</b>	<b>2.16 x</b>	<b>2.24 x</b>
<b>Fixed Charge Coverage<sup>2</sup></b>	<b>3.35 x</b>	<b>2.77 x</b>	<b>2.61 x</b>	<b>2.44 x</b>	<b>2.50 x</b>
<b>KGALS</b>					
Water Sales	39,733,861	40,639,956	41,127,635	41,538,912	42,014,911
Sewer Sales	29,666,832	30,377,886	30,742,421	31,423,991	31,962,073
Reclaimed Water Sales	5,277,237	5,616,604	6,382,778	7,263,879	8,277,145
<b>Total KGALS</b>	<b>74,677,930</b>	<b>76,634,446</b>	<b>78,252,834</b>	<b>80,226,782</b>	<b>82,254,129</b>

# Robert L. Stein | JEA Board Chair

## President of the Regency Group



Bobby Stein is President of The Regency Group, a family holding company. He has founded the successful investment and growth of many businesses in a wide variety of industry sectors including water, sewer and waste management, real estate, oil and gas, mortgage services, highway safety, technology, food services and healthcare. Bobby is a board member of Kerrco Inc. (Houston based oil and gas company), SDS (Pizza Hut franchisee), Acme (highway safety business), TL Canon (Applebee's franchisee), and Welltality (healthcare solutions provider). He currently serves as Board Chairman of The Better Angels Society (Ken Burns foundation).

Bobby has served the community in a variety of capacities, including as Board Member for the following organizations: Jacksonville Port Authority, King Distribution, St. Johns Utilities, former Chairman of Jacksonville Electric Authority (predecessor of JEA), and Jacksonville Civic Council JEA Task Force Co-Chair.

Past gubernatorial appointments include member of the President's Intelligence Advisory Board; former Chairman of the Defense Business Board, and ex official member of the Defense Policy Board and the Defense Science Board. Bobby served as a member of the United States Naval Academy Board of Visitors.

### TERM

04/16/2020 – 02/28/2025

# Marty Lanahan | JEA Board Vice Chair

EVP & Regional President – North Central Southwest Florida - First Horizon Bank



**TERM**

04/16/2020 – 02/28/2027

Marty Lanahan currently serves as the North Central Southwest Florida Regional President - Executive Vice President for First Horizon Financial. Her extensive career in the banking industry spans 37 years. She spent 19 years at Regions Bank, leading teams in North Florida, the Panhandle, and the West Coast of Florida. Prior to that, she was the Area President over North Florida and the City President for Jacksonville.

Before joining Regions, Lanahan’s banking career began with The Atlantic Bank/First Union Bank after graduating from The University of South Carolina with a Finance Degree. She has a diverse background within the financial services sector spanning Commercial/Corporate Banking, Small Business, Retail, Treasury, and Wealth Management.

Lanahan is an active citizen of the state of Florida and is currently on the board of The Moffitt Cancer Center’s Medical Practice Group and The Tampa Museum of Art. Ms. Lanahan is also a trustee of the Jessie Ball duPont Fund since 2013. While residing in Jacksonville, Lanahan served on many boards including JEA (Chair), United Way of North Florida, The Cultural Council of Jacksonville (Chair), and The Super Bowl Host Committee where she was responsible for 10,000 volunteers. She also served the citizens of the State of Florida as a Commissioner on The Florida Transportation Commission (Chair).

She has been recognized with numerous awards including One Jax Humanitarian of the Year, City of Jacksonville Spirit of Rosie Award and an Eve Award Winner for employment. She has also been inducted into the First Coast Business Hall of Fame.

# Joe DiSalvo | JEA Board Secretary & Chair, Finance, Governance & Audit Committee

Lieutenant General U.S. Army, Retired



TERM

04/16/2020 – 02/28/2026

Joe DiSalvo has over 30 years as a strategic leader who built trust, initiative, innovation, integrity, core values, and accountability in organizations ranging from 850 to 65,000 personnel. Exceptionally experienced interacting with U.S. federal government agencies, congress, and international governments (14 years working abroad). Successfully managed \$1B budgets and led 4 strategic planning projects at the national level. His passion is leading and inspiring individuals and organizations to excel and impact positively on society. Joe currently provides consulting services focused on leader development, strategic planning, team building, business development and crisis management. Joe is also on the Board of Advisors for two private companies and on the Board of Directors for a public power utility company.

Joe graduated from the United States Military Academy in 1981 with a Bachelor of Science degree and was commissioned in the Armor Corps. He has a Masters in Operations Research from the Air Force Institute of Technology and a Masters of Strategic Studies from the U.S. Army War College.

Joe's military career culminated as the U.S. Southern Command's Deputy Commanding General, as a Lieutenant General, from 2015-2018, where he was responsible for security cooperation and capacity building with militaries from Central America, Caribbean, and South America. From 2013 to 2015 as a Major General, he commanded the U.S. 6th Army where he was responsible for partnering, advising, and mentoring senior army leaders from Central America, Caribbean, and South America. From 2012 to 2013 Joe was Chief of Staff, U.S. Southern Command where he led 9 directorates and oversaw a \$1,062M budget.

Joe was Deputy Commanding General of III U.S. Army Corps from 2010 to 2012 where he oversaw the tactical training, operations, and quality of life for 35,000 Soldiers and their families in Fort Hood, Texas. Additionally, as a Brigadier General, he was also the Corps Chief of Staff from 2009 to 2010 where he supervised 8 directorates and managed a \$500M budget. While assigned to the Pentagon, from 2008-2009 he was the senior advisor to the Chairman of the Joint Chiefs of Staff for Western Hemisphere security and Homeland Defense. As a Colonel, in 2006-2007 Joe was the lead Iraq campaign policy analyst for the Joint Staff. From 2003-2006 he commanded 2nd Brigade Combat Team, 3rd Infantry Division, which included two combat tours.

Joe is married with three grown children. He is a military history enthusiast and enjoys all sports, especially road racing (running).

# John Baker | JEA Board Member

Executive Chairman & CEO of  
FRP Holdings, Inc.



TERM

04/16/2020 – 02/28/2024

Mr. Baker is currently Executive Chairman and Chief Executive Officer of FRP Holdings, Inc. a real estate company located in Jacksonville, Florida. From February 2008 until October 2010, he served as the President and Chief Executive Officer of Patriot Transportation Holding, Inc. Before joining Patriot, Mr. Baker was President and Chief Executive Officer of Florida Rock Industries, Inc.

Mr. Baker received a B.A. from Princeton University and graduated with honors from the University of Florida School of Law. Mr. Baker is a director of Blue Water Industries Holdings, LLC and a senior advisor for Brinkmere Capital Partners, LLC, a private equity firm.

Mr. Baker is a former member of the of the Board of Directors of Wachovia Corp, Jacksonville Port Authority, Progress Energy, Vulcan Materials, Hughes Supply and Texas Industries, Inc. Mr. Baker maintains leadership roles in several community educational organizations including Tiger Academy, KIPP School Jacksonville, and the YMCA of Florida’s First Coast.

# Dr. A. Zachary Faison, Jr. | JEA Board Member

30th President & CEO of Edward Waters University



**TERM**

04/16/2020 – 02/28/2026

Dr. A. Zachary Faison, Jr. assumed responsibility as the 30th President and CEO of Edward Waters College (EWC) in July 2018 post a unanimous vote by the College’s Board of Trustees. Faison’s selection made him the youngest serving President & CEO of a Historically Black College or University (HBCU) in America.

A native of Atlanta, Georgia, Faison’s career includes distinguished professional experiences as a higher education executive administrator, educator, and attorney. Before his Presidential appointment at EWC, Faison served as General Counsel & Vice President of External Affairs at Tuskegee University (TU) in Tuskegee, AL. Prior to his appointment at TU, he served as Vice President for Enrollment Management & Student Affairs at Virginia Union University (VUU) in Richmond, VA, where he founded the VUU College for African-American Men (VCAAM). Dr. Faison also previously served as Special Assistant to the President for Legal & Legislative Affairs, Community Affairs, and Economic Development at Mississippi Valley State University in Itta Bena, MS, where he later became University Chief of Staff before being named Vice President of Institutional Advancement & Executive Director of the MVSU Foundation. As a scholar-educator, Faison has held professorial appointments at both the undergraduate and graduate levels in Political Science, Criminal Justice, and Business Administration. Faison is also a former state prosecutor having prosecuted criminal felony drug cases in Georgia.

Faison graduated Magna Cum Laude from Albany State University (ASU) with a Bachelor of Arts (B.A.) in English where he was an ASU Presidential & Foundation Scholar, Dwight D. Eisenhower National Fellow (US-DOT), and an ASU Velma Fudge Grant University Honors Program & ASU Merit Scholar Graduate. He earned his Juris Doctorate (J.D.) from the University of Georgia School of Law (UGA) where he was a member of the Executive Moot Court Board & Moot Court team. Faison completed post-doctoral study at the Harvard University Graduate School of Education’s Institute for Educational Management (IEM) and was a Millennium Leadership Initiative Institute (MLI) Fellow of the American Association of State Colleges & Universities (AASCU). He also holds the Certification in Fundraising Management (CFRM) from The Philanthropy School at Indiana University (IU).

He is the son of Alderman Faison, Sr. and Dr. Jewel J. Faison, and brother to Dr. Morgan Zacheya-Jewel Faison. Faison has been blissfully married for twelve years to Mrs. Tyciee L. Faison, who is also a seasoned higher education administrator, educator, and ordained minister.



# Kwanza Humphrey | JEA Board Member

Chief Human Resources Officer,  
VyStar Credit Union



**TERM**

04/24/2023 – 02/28/2027

Kwanza Humphrey serves as chief human resources officer for VyStar Credit Union. In her role she is responsible for leading the credit union’s human resources efforts, including diversity, equity and inclusion, talent acquisition, employee relations, benefits, compensation, organizational performance, and development.

Humphrey has more than 20 years of experience in the banking industry. Most recently, she served as the senior vice president of corporate responsibility for the Eastern Region of KeyBank. Prior to joining KeyBank, upon completion of HSBC’s Executive Development Program, she held several positions, including retail management.

She is passionate about community and economic development. In addition to her professional experience, Humphrey has volunteered with several nonprofit organizations, including serving on the board of directors for the Sisters Hospital Foundation and the Ralph C. Wilson Foundation’s Program Committee. She is a member of Delta Sigma Theta Sorority Inc. and The Links Inc. She has been named to Buffalo Business First’s Power 200 Women and has been recognized as a Woman of Influence, a 40-under-40 recipient and a Black Achiever in Industry.

Humphrey earned a bachelor’s degree in English/African American Studies from the University at Buffalo and a master’s degree in Executive Leadership and Change from Daemen University. She is a Phi Beta Kappa.

# Ricardo Morales III | JEA Board Member

President & CEO,  
Morales Construction Co. Inc.



Ricardo "Rick" Morales III leads operations at Morales Construction, a design/build general contracting company specializing in estate custom homes in Northeast Florida. He has more than 35 years of experience in all phases of construction, including financial management, field supervision, project management, estimating, project development and executive management.

Morales started his career as an estimator for Atlantic Constructors, a division of Patterson Enterprises, in 1985. In 1987, he joined Morales Construction Co., becoming president of the company in 1995.

Morales is active in numerous business and charitable organizations. He was appointed to the Florida Judicial Qualifications Commission by Gov. Jeb Bush in 2001 and 2007, then reappointed by Gov. Rick Scott in 2013 and served as its chairman from 2013 to 2015. Morales is a board member, PAC chairman and previous board president of the Northeast Florida Builders Association and is a director and past chairman of the Presidents Council for the Florida Home Builders Association.

Morales is a graduate of The Bolles School in Jacksonville and Wofford College in Spartanburg, South Carolina, where he received a bachelor's degree in finance.

TERM  
9/28/2021 – 2/28/2024