

# JEA BOARD MEETING AGENDA

OCTOBER 27, 2020 • 8:30 a.m.

303 North Laura Street, Jacksonville, FL 32202



I.	<b>WELCOME</b>	
	A.	Call to Order
	B.	Time of Reflection
	C.	Introductions
	D.	Adoption of the Agenda – Action
	E.	Safety Briefing – Paul McElroy, Interim Managing Director/CEO
	F.	<a href="#">Sunshine Law/Public Records Statement – Jody Brooks, Office of General Counsel</a>

II.	<b>COMMENTS / PRESENTATIONS</b>	
	Item(s)	Speaker/Title
	A.	Council Liaison’s Comments Council Member Randy DeFoor
	B.	Comments from the Public Public
	C.	Managing Director/CEO Report No Report This Month

III.	<b>CONSENT AGENDA</b>	
	Definition: The Consent Agenda consists of agenda items that require Board approval but are routine in nature, or have been discussed in previous public meetings of the Board. The Consent Agenda items require no explanation, discussion or presentation, and are approved by one motion and vote.	
	Item(s)	Discussion Action/Information
	Appendix A:	<a href="#">Board Meeting Minutes September 22, 2020</a> Action
	Appendix B:	<a href="#">Monthly FY20 Communications &amp; Engagement Calendar and Plan Update</a> Information
	Appendix C:	<a href="#">Corporate Headquarters and HQ2 Update</a> Information
	Appendix D:	<a href="#">Sole Source and Emergency Procurement Report</a> Information
	Appendix E:	<a href="#">Monthly Financial and Operations Report</a> Information
	Appendix F:	<a href="#">Monthly Financial Statements</a> Information
	Appendix G:	<a href="#">FY2020 Operating and Capital Budget Line Item Transfers</a> Action
	Appendix H:	<a href="#">Approval of Resolution: FY2021 Budgetary Transfers</a> Action
Appendix I:	<a href="#">Directors’ and Officers’ Liability Insurance</a> Information	

IV.	<b>FOR BOARD CONSIDERATION</b>	
	Item(s)	Speaker/Title Discussion Action/Information
	A.	N/A

V. BOARD AND COMMITTEE REPORTS			
Item(s)		Speaker/Title	Discussion/Action/Information
A.	CEO Search Committee - CEO Interviews – Presentation Followed by Board Question and Answer Session		
	1.	CEO Selection Process	Action
	2.	John Hairston	Information
	3.	Morgan O'Brien	Information
	4.	Jay Stowe	Information
	5.	Board Discussion	Discussion

VI. OTHER BUSINESS		
Item(s)		Speaker/Title
A.	Old Business	
B.	Other New Business	
C.	Open Discussion	
D.	Chair's Report	
		John Baker, Chair

VII. CLOSING CONSIDERATIONS	
Item(s)	
A.	Announcements – Next Board Meeting November 17, 2020
B.	Adjournment

VIII. UPCOMING BOARD AGENDA ITEMS		
Item(s)		
A.	Board Policy Review	
	1.	Electric Compliance Policy
	2.	JEA Board-Management Delegation of Authority Policy
B.	Workforce Plan	
C.	Integrated Water Resource Plan (IWRP)	

## Board Calendar

**Board Meetings:** 9:00 a.m. – Fourth Tuesday of Every Month (exception(s): November 17, 2020 and December 15, 2020)  
(Subject to Change Based on Board Action)

**Committees:** Finance & Audit Committee: December 11, 2020

Other Committee Meetings TBD

If a person decides to appeal any decision made by the JEA Board with respect to any matter considered at this meeting, that person will need a record of the proceedings, and, for such purpose, needs to ensure that verbatim record of the proceedings is made, which record includes the evidence and testimony upon which the appeal is to be based.

Florida's Government in the Sunshine Law  
Office of General Counsel

This meeting is subject to Florida's Government in the Sunshine Law, §286.011, Florida Statutes, and shall be open to the public at all times.

**JEA BOARD MINUTES  
September 22, 2020**

**The JEA Board met in regular session on Tuesday, September 22, 2020, via WebEx. Pursuant to State of Florida Executive Order 20-69 (Emergency Management-COVID-19-Local Government Public Meetings), this meeting is permitted to be conducted by communications media technology. In attendance were John Baker, Joe DiSalvo, Dr. Zachary Faison, Jr., Dr. Leon Haley, Marty Lanahan, Bobby Stein, and Tom VanOsdol. Also in attendance was Paul McElroy and Jody Brooks, Office of General Counsel.**

**Agenda Item I – Welcome**

- A.** Chair John Baker **called the meeting to order** at 9:00 am.
- B.** **Time of Reflection** was observed by all in attendance.
- C.** **Introductions** – All board members were in attendance for the meeting, and there were no introductions.
- D.** **Adoption of Agenda** – On *motion* by Marty Lanahan and seconded by Tom VanOsdol, the agenda was approved unanimously.
- E.** The **Safety Briefing** – Paul McElroy, Interim Managing Director/CEO, gave the Safety Briefing.
- F.** **Sunshine Law/Public Records Statement** – Jody Brooks, Office of General Counsel (OGC), reaffirmed this Board Meeting is being held in compliance with Florida’s Government in the Sunshine Law §286.011. The complete statement can be found in Section I.F. of the board meeting packet. Landon Todd, Manager IT Infrastructure, provided WebEx instructions for the board meeting.

**Agenda Item II – Comments / Presentations**

- A.** **Council Liaison’s Comments** – Jacksonville City Council Member, Randy DeFoor, provided a brief update to the Board on two key City Council matters: 1) Upcoming City Council Meeting budget discussions; and 2) the JEA Special Investigation Committee’s progress and report to be written at the end of October. She thanked the board members for their continued support. There were no questions or comments.
- B.** **Comments from the Public** – N/A
- C.** **Managing Director/CEO Report** – Mr. McElroy presented a straightforward report to the Board which included a thorough overview of activities for the months of September and October. His presentation highlights included the upcoming virtual groundbreaking for the Headquarters location and a progress update on the Headquarters 2 site. Mr. McElroy also provided updates on the Greenland Energy Center maintenance project; third party sourcing, for the Company’s procurement policies and procedures review, to ensure best practices with the Charter revisions for Article 21 and the Board Policy Manual rewrite; the scheduled Plant Vogtle site visit with Chair John Baker and on-site meetings at the plant; a series of kick-off meetings with the senior leadership team to reinforce the Board’s commitments to public power, the workforce and the community; and an update on the Company’s maintenance expenses related to the RNC event. Lastly, Mr. McElroy informed the board members that a broad integrated water resource plan would be

presented at its October 27th Board Meeting. Board members offered positive feedback and comments.

### **Agenda Item III. Consent Agenda**

- A. Consent Agenda** – Consent Agenda items require no explanation, discussion or presentation, and are approved by one motion and vote.

On *motion* by Bobby Stein and seconded by Tom VanOsdol, Appendix A, Board Meeting Minutes of August 25, 2020, were approved unanimously and Appendices B through D were received for information only.

**Appendix A: Board Meeting Minutes July 28, 2020** – approved

**Appendix B: Monthly FY20 Communications & Engagement Calendar and Plan Update** – information only

**Appendix C: Corporate Headquarters and HQ2 Update** – information only

**Appendix D: Monthly Financial Statements** – information only

### **Appendix E - Authorization of Board Chair's Travel – Plant Vogtle Visit**

Appendix E was removed from the Consent Agenda for discussion purposes.

Mr. Baker provided the board members with an update on the upcoming planned Plant Vogtle site visit. Hearing no questions on this matter, Mr. Baker asked the Board to present a motion to approve the Board Chair's Travel for the Plant Vogtle site visit.

On *motion* by Bobby Stein and seconded by Dr. Zachary Faison, Appendix E, Authorization of Board Chair's Travel – Plant Vogtle Visit, was approved unanimously.

### **Agenda Item IV. For Board Consideration**

- A. Monthly Financial and Electric Operations Report** – Brian Roche, Interim Chief Financial Officer, citing materials provided in the Board Meeting package, opened the discussion with an overview of the company's monthly financial and operations report. In his review, Mr. Roche summarized JEA Safety and Recordable Incident Rates for all business sectors. Next, he reviewed sales and financial results for JEA Electric System and JEA Water/Wastewater System. Mr. Roche then reported on Key Financial Metrics, Combined Debt Outstanding and Florida Utilities Monthly Bill Comparisons for Electric and Water/Wastewater. Board members provided positive feedback and comments.

Next, Ricky Erixton, Interim General Manager Electric Systems, presented a FY2020 Electric System Update. Mr. Erixton reviewed metrics for electric service reliability, power quality, grid performance, generating fleet reliability, environmental compliance and generating plant performance. A question was asked and answered.

- B. FY2021 Pay For Performance Program – Amendment to Plan** – Ms. Brooks, citing materials provided to the Board prior to the meeting, gave a brief overview of the Company’s fiscal year 2021 Pay For Performance Program amendments which address certain provisions and goals as outlined in the Board meeting materials. Ms. Brooks stated the amendments went through the budget process with no recommended changes, and she asked the Board to consider Management’s recommendation to approve the revised fiscal year 2021 Pay For Performance Program amendments. Hearing no further discussion on this matter, Chair Baker asked the Board for a motion on Management’s recommendation for the program amendments as presented.

On *motion* by Bobby Stein and seconded by Tom VanOsdol, Management’s recommendation was approved unanimously.

- C. Electric System Generation Planning: 2021-2025** – Mr. Roche, citing materials in the Board meeting package presented on the Company’s five-year Financial Assumptions and Projections for the Electric System. Initial comments and feedback, from board members, were offered and addressed. Next, Mr. Roche reviewed a Generation Timeline and Generation Resource Adequacy Requirements to which there were questions asked and answered and a general discussion ensued. Mr. Roche then reviewed a five-year generation transition of costs and savings; System CO<sub>2</sub> Emissions; Future Generation Considerations; financial metrics for the Financial Assumptions and Projections; and Florida Utilities Monthly Bill Comparison for residential electric bills. The Board provided an additional question which was asked and addressed.

- D. St. John River Power Park (SJRPP) System Employees’ Retirement Plan Trust Service Continuity Agreement** – Angie Hiers, Interim Chief Human Resources Officer, referencing materials previously provided to the Board, presented on this topic. In the presentation, Ms. Hiers highlighted a change to the SJRPP Plan Trust Agreement to allow the current Trustee, Wells Fargo, to resign and the Principal Financial Group be appointed as Successor Trustee for the Plan under a Service Continuity Agreement (the “Agreement”). Ms. Hiers then informed the board members that Management reviewed the Agreement and asks that the Board consider Management’s recommendation to approve its Resolution No. 2020–09. Mr. Baker offered additional feedback on the matter which was received without discussion. Hearing no additional comments, Chair Baker asked the Board for a motion on Management’s recommendation to accept the Plan Service Continuity Agreement as presented.

On *motion* by Bobby Stein and seconded by Marty Lanahan, Management’s recommendation was approved unanimously.

- E. Surface Water Discharge Legislation** – Wayne Young, Interim Chief Environmental Officer, presented on this topic by opening with a brief overview of the proposed 2021 legislation to eliminate all surface water discharges from domestic wastewater treatment plants. Next, Mr. Young discussed the reuses and opportunities for the Company’s reclaim water system; potential legislation impacts and engagement and resolution strategies. Lastly, he informed the Board that an evaluation of the financial impacts of this potential legislation would be contained in the Company’s Integrated Water Resource Plan to be presented to the Board at a later

date. There were no questions or comments.

**F. Water/Wastewater Resiliency Update** – Hai Vu, Interim General Manager Water/Wastewater, citing materials provided prior to the meeting, presented a system resiliency program overview and update. Mr. Vu outlined the Resiliency Program Goal and Overview and discussed all completed steps and tasks of the System Resiliency Framework. A question was asked and addressed. Mr. Vu concluded his presentation with a brief overview of the program next steps. There were no additional questions or comments.

**G. Board Policy Review**

**1. List of Board Policies and Ordinances** – Steve Tuten, Interim Chief Compliance Officer, referencing materials in the board meeting package, informed the Board that the next board policy and ordinance review would be at its November 2020 Board Meeting. There were no questions or comments.

**Agenda Item V – Board and Committee Reports**

**A. Finance & Audit Committee** – Committee Chair Marty Lanahan presented the report to the Board which included an action item carried forward from the Committee's August 14, 2020 meeting. Ms. Lanahan stated the required action was for the Board to approve the Committee's business conducted at the meeting. Hearing no discussion on this matter, Ms. Lanahan asks the Board for a motion to approve the Committee's business conducted at its August 14, 2020 meeting.

On *motion* by Bobby Stein and seconded by Tom VanOsdol, the motion was approved unanimously.

**B. Governance Committee** – Committee Chair DiSalvo, citing materials contained in the board meeting packet, presented the report which included highlights and actions from the Committee's September 15, 2020 meeting. Mr. DiSalvo's report outlined two significant actions requiring Board approval. Those actions include a review and approval of Policy 3.0 Executive Mandates and Appendix A1 CEO Core Competencies and CEO Evaluation Criteria of the Board Policy Manual. Hearing no comments or discussion on these items, Mr. DiSalvo asked the Board for a motion to approve both actions as presented.

On *motion* by Joe DiSalvo and seconded by Tom VanOsdol, the motion was approved unanimously.

Lastly, Mr. DiSalvo briefly reviewed other items discussed at the Committee's September 15, 2020 meeting and concluded his report with the Committee's next steps and action plan. Board members had no additional questions or comments.

**C. CEO Search Committee** – Angie Hiers presented the Committee's report with a brief outline on the CEO Search process. Ms. Hiers' update included the status of the interview process to commence on September 28 and run through the 1<sup>st</sup> of October. She noted the process is on schedule and the Committee should be able to present candidates to the Board the week of October 12 – 16 for final selection. There were no questions or comments.

**Agenda Item VI– Other Business**

- A. **Old Business** – None
- B. **Other New Business** – None
- C. **Open Discussion** – None
- D. **Chair’s Report** – None

**Agenda Item VII – Closing Considerations**

- A. **Announcements** – Next Board Meeting October 27, 2020
- B. **Adjournment**

**Agenda Item VIII – Upcoming Board Agenda Items**

- A. **Workforce Plan**
- B. **Board Policy Review**
  - 1. **Electric Compliance Policy**
  - 2. **Enterprise Risk and Compliance Policy**
  - 3. **Delegation of Authority**

*With no further business claiming the attention of the Board, Chair John Baker adjourned the meeting at 10:49 a.m.*

APPROVED BY:

\_\_\_\_\_  
SECRETARY  
DATE: \_\_\_\_\_

Board Meeting recorded by:

\_\_\_\_\_  
DeLisa A. Johnigarn, Executive Assistant



## JEA Community Engagement Calendar August - October 2020

Date	Event/Activity	Location	Time	Type
<b>DUE TO COVID-19 ALL JEA EMPLOYEE COMMUNITY PARTICIPATION ARE VIRTUAL ACTIVITIES; IN PERSON ACTIVITIES SUSPENDED UNTIL FURTHER NOTICE</b>				
<b>Aug-20</b>				
Ongoing	Virtual Volunteer - Communities in Schools	Virtual Web	Open	Volunteer Activity
Ongoing	Virtual Volunteer - Hope at Hand	Virtual Web	Open	Volunteer Activity
Ongoing	Virtual Volunteer - The Arc Jacksonville	Virtual Web	Open	Volunteer Activity
8/3/2020	DESC Customer Calls	DESC App	10am	Ambassador Instructor
8/3/2020	DESC Customer Calls	DESC App	10am	Ambassador Instructor
8/3/2020	DESC Customer Calls	DESC App	11am	Ambassador Instructor
8/7 2020	MLK STEM Presentation	ZOOM Presentation	6pm	Ambassador Speaker
8/11/2020	ARC Jax	ZOOM Presentation	11am	Ambassador Speaker
8/12/2020	DESC Customer Calls	DESC App	9am	Ambassador Instructor
8/12/2020	FL Urban Council	Virtual Web	9am	Ambassador Event
8/12/2020	NGS Video Creation	Virtual Web	10am	Ambassador Photographer
8/12/2020	NGS Video Creation	Virtual Web	2pm	Ambassador Photographer
8/13/2020	NGS Video Creation	Virtual Web	8am	Ambassador Photographer
8/14/2020	DESC Customer Calls	DESC App	2pm	Ambassador Instructor
8/14/2020	DESC Customer Calls	DESC App	3pm	Ambassador Instructor
8/17/2020	DESC Customer Calls	DESC App	9am	Ambassador Instructor
8/18/2020	NGS Video Creation	Virtual Web	8am	Ambassador Photographer
8/19/2020	NGS Video Creation	Virtual Web	10am	Ambassador Photographer
8/25/2020	DESC Customer Calls	DESC App	10am	Ambassador Instructor
8/25/2020	NGS Video Creation	Virtual Web	8am	Ambassador Photographer
8/26/2020	NGS Video Creation	Virtual Web	8am	Ambassador Photographer
8/26/2020	NGS Video Creation	Virtual Web	2pm	Ambassador Photographer
8/31/2020	DESC Customer Calls	DESC App	10am	Ambassador Instructor
8/31/2020	DESC Customer Calls	DESC App	3pm	Ambassador Instructor

## JEA Community Engagement Calendar August - October 2020

Date	Event/Activity	Location	Time	Type
<b>Sep-20</b>				
9/1/2020	FUFC Council	FUFC.org	8am	Ambassador Speaker
9/2/2020	DESC Customer Calls	DESC App	9am	Ambassador Instructor
9/3/2020	JEA Power Pals Video	T-12	1pm	Ambassador Instructor
9/3/2020	DESC Customer Calls	DESC App	10am	Ambassador Instructor
9/3/2020	JEA Power Pals Video	T-12	1pm	Ambassador Instructor
9//4/2020	Above & Beyond Training	Virtual Training	9am	Ambassador Speaker
9/4/2020	DESC Customer Calls	DESC App	2pm	Ambassador Instructor
9/4/2020	DESC Customer Calls	DESC App	12pm	Ambassador Instructor
9/4/2020	DESC Customer Calls	DESC App	10am	Ambassador Instructor
9/8/2020	Eagle View Academy	Zoom Virtual	9:30am	Ambassador Speaker
Ongoing	Virtual Volunteer - Communities in Schools	Virtual Web	Open	Volunteer Activity
Ongoing	Virtual Volunteer - Hope at Hand	Virtual Web	Open	Volunteer Activity
Ongoing	Virtual Volunteer - The Arc Jacksonville	Virtual Web	Open	Volunteer Activity
9/11/2020	DESC Customer Calls	DESC App	9am	Ambassador Instructor
9/11/2020	DESC Customer Calls	DESC App	1pm	Ambassador Instructor
9/11/2020	DESC Customer Calls	DESC App	3pm	Ambassador Instructor
9/14/2020	DESC Customer Calls	DESC App	2pm	Ambassador Instructor
9/14/2020	DESC Customer Calls	DESC App	10am	Ambassador Instructor
9/14/2020	JEA Power Pals Video	T-12	2pm	Ambassador Instructor
9/14/2020	JEA Power Pals Video	T-12	2pm	Ambassador Instructor
9/16/2020	NGS Power Generation Video	NGS	10am	Ambassador Instructor
9/16/2020	NGS Power Generation Video	NGS	10am	Ambassador Instructor
9/16/2020	Tree Commision	COJ	10am	Ambassador Speaker
9/17/2020	Greenscape Meeting	Virtual	9am	Ambassador Speaker
9/18/2020	DESC Calls	DESC App	2pm	Ambassador Instructor
9/18/2020	DESC Calls	DESC App	1pm	Ambassador Instructor
9/21/2020	DESC Calls	DESC App	12pm	Ambassador Instructor

## JEA Community Engagement Calendar August - October 2020

Date	Event/Activity	Location	Time	Type
9/24/2020	DESC Calls	DESC App	9am	Ambassador Instructor
9/25/2020	DESC Calls	DESC App	11am	Ambassador Instructor
9/29/2020	DESC Calls	DESC App	10am	Ambassador Instructor
<b>Oct-20</b>				
10/14/2020	Riverside Prebyterian Day School	Virtual Speaker	2pm	Ambassador Speaker
Ongoing	Virtual Volunteer - Communities in Schools	Virtual Web	Open	Volunteer Activity
Ongoing	Virtual Volunteer - Hope at Hand	Virtual Web	Open	Volunteer Activity
Ongoing	Virtual Volunteer - The Arc Jacksonville	Virtual Web	Open	Volunteer Activity



Improving Lives. Building Community.

OCTOBER  
2020

## CUSTOMER & COMMUNITY ENGAGEMENT DEPARTMENT OVERVIEW AND UPDATE

The Customer & Community Engagement Team is responsible for developing employee communications, paid advertising campaigns, customer communications, digital/web communications, social media campaigns, videography, and community outreach and sponsorship opportunities.

### CUSTOMER MESSAGING

#### JEA eBill Giveaway Campaign

In October we launched the JEA eBill Giveaway campaign, with a goal of obtaining 10,000 new eBill enrollments during the month. Customers who have not yet enrolled are eligible to win one of five \$500 gift cards just for signing up. The purpose of JEA's eBill



option is to save time, reduce the carbon footprint, and limit the risk of identity theft by customers receiving electronic bill notifications and making payments securely online. With JEA eBill, customers receive an email notification each month when their bill is ready to be viewed. And with JEA alerts, they have the option to receive a reminder text or email when their bill is almost due, which helps them remember to pay their bill on time. The campaign promoting the eBill option demonstrates our customer focus through showcasing that JEA is easy to do business with. The eBill giveaway runs through October 31.

#### Utility Scammer Warning

Throughout October we continued to communicate with customers about utility scams. Our messaging warned of new tactics including text messages, emails and sending instant payments via the Cash App and other mobile payment services. Educating customers of the scams will keep their personal information and financial health safe.



#### Recognizing Local Agencies: JEA's Light It Forward Award

Each year, local agencies provide millions of dollars in utility bill assistance to JEA customers in need. To recognize the people behind the scenes who make this happen, JEA created the **Light it Forward Award**. It honors employees who go above and beyond to help low-income customers seeking utility bill assistance. This year, the award ceremony will be held virtually, with Interim CEO, Paul McElroy, making the presentations the morning of October 22. More than 100 attendees from 23 local agencies have responded with plans to "attend" online.

## Updates and Other Messaging

- **J.D. Power Customer Satisfaction Indicators**  
We continued our focus on improving customer satisfaction scores through J.D. Power measures with October bill insert messaging. The insert promoted the theme “**We are Your JEA. You are Our Priority.**” It emphasized how JEA works hard to earn customer loyalty and improve customer satisfaction, which are key drivers of the J.D. Power Study. By helping our customers make informed decisions, demonstrating community responsibility and providing a variety of options, doing business with JEA is made simple. We are committed to continual improvement, and to meeting utility needs both now and in the future with a strong focus on reliability, convenience, value, environment, and community.
- **Customer Service Week**  
In October we celebrated Customer Service Week by recognizing our outstanding service team. JEA Customer Advisors work hard to ensure our customers have a great experience, whether they contact us by phone or social media. Many times they are the voice of JEA to our customers and their service to the community is extremely valuable.
- **Restoration 1-2-3**  
In light of the fact that we aren’t through storm season until November 30, we continued to promote our Restoration 1-2-3 efforts. We encouraged customers to be prepared, have a hurricane plan and assured them that JEA teams are continually on standby and ready to respond no matter what impacts the storm season may have on our area.
- **Energy Efficiency Day**  
On Energy Efficiency Day this October, we encouraged customers to shop smart and shop green. We informed them that JEA offers rebates on ENERGY STAR LED bulbs, which are more efficient and have a longer life span than other bulbs. Encouraging a smart buy like this is just one way we educate our community and encourage cost savings.

## Community Engagement

- We continue to seek ways to safely engage with our customers through virtual volunteer opportunities. For example, JEA Ambassadors recently made video presentations for the Florida Forestry Council, Greenscape and Eagle View Academy. Volunteers worked with The Arc Jacksonville, Hope at Hand, and Communities in Schools.
- To date this fiscal year, **215** JEA Ambassadors have participated in **429** events. Volunteer hours total **4,170**.

## Employee Messaging

- Daily email updates sharing COVID-19 impacts and cases
- COVID Workforce Deployment Strategy
- National Cyber Security Awareness Month
- Benefits Open Enrollment
- Pay for Performance update
- Virtual Volunteer activities
- United Way campaign





**INTER-OFFICE MEMORANDUM**

October 15, 2020

**SUBJECT: CORPORATE HEADQUARTERS AND HQ2 UPDATE**

**FROM:** Paul McElroy, Interim Managing Director/CEO

**TO:** JEA Board of Directors

**BACKGROUND:**

JEA has been planning for a new corporate headquarters (HQ) for several years to address business continuity risks while meeting our headquarter needs in a cost-effective manner. The Board approved a lease with Ryan Companies US, Inc. (Ryan) at its June 25, 2019 meeting and the lease was executed on July 9, 2019 after approval of the site purchase and sale agreement between Ryan and the City of Jacksonville. Recent reviews by the JEA Board and its newly formed Corporate Headquarters Committee resulted in approved changes to the scope of the HQ project including reducing two floors from the main building and the parking garage. A lease amendment reflecting the scope changes was executed on June 23, 2020.

**DISCUSSION:**

Ryan is performing site work at the construction site, including excavation of old foundations and materials in preparation for installing piles and foundations. Work continues on construction drawings and development of the guaranteed maximum price (GMP). Once the GMP is acceptable to JEA, several related items will be updated via a lease amendment as specified in the original lease. JEA teams continue to work collaboratively with the Ryan team and JEA's CBRE Owner's Representative on design clarifications and utilities coordination for the project. A video for a virtual groundbreaking will be released on October 21 at 2 p.m. JEA is negotiating for Tenant Improvement (interior) design services following a competitive Request for Proposals.

Preliminary scoping and site reviews continue for the complementary hardened facility with EOC (HQ2). More information on potential site selection and scope for HQ2 will be presented at a future board meeting.

**FINANCIAL IMPACT:**

The change in scope for the main headquarters resulted in savings over the January 2020 program to allow for development of a separate hardened facility.

**RECOMMENDATION:**

This is provided as information only.

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Paul E. McElroy, Interim Managing Director/CEO

PEM/NKV





**INTER-OFFICE MEMORANDUM**

October 2, 2020

**SUBJECT: SOLE SOURCE & EMERGENCY PROCUREMENT/PROCUREMENT  
APPEALS BOARD REPORT**

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**FROM:** Paul McElroy, Interim Managing Director/CEO

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**TO:** JEA Board of Directors

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**BACKGROUND:**

Sections 1-113 and 1-114 of the JEA Purchasing Code require the Chief Procurement Officer to submit a report on all Sole Source and Emergency procurements and all Procurement Appeals Board decisions to the JEA Board on a quarterly basis.

**DISCUSSION:**

This report is submitted for the quarter ending September 30, 2020. Summary information for all awards is provided below. A detailed listing for the Formal Sole Source and Emergency Awards is attached. Detailed back-up information for all other awards is retained by the Chief Procurement Officer and is available upon request. There was one (1) Procurement Appeals Board (PAB) actions this quarter.

**Quarter Ending September 30, 2020**

<b>Formal Awards</b>	<b>Number</b>	<b>%</b>	<b>Dollar Amount</b>	<b>%</b>
Total	44		\$65,398,455.96	
Sole Source Awards	2	4.55%	\$17,089,378.00	26.13%
Emergency Awards	1	2.27%	\$323,178.71	0.49%

<b>Informal Awards</b>	<b>Number</b>	<b>%</b>	<b>Dollar Amount</b>	<b>%</b>
Total	1911		\$15,784,421.00	
Sole Source Awards	2	0.10%	\$187,600.00	1.19%
Emergency Awards	3	0.16%	\$299,800.00	1.90%

**FINANCIAL IMPACT:**

No financial impact at this time. This presentation is provided as information.

**RECOMMENDATION:**

This item is submitted for information. No action by the Board is required.

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Paul McElroy, Interim Managing Director/CEO

PEM/ADM/JGM

Formal Sole Source Awards by Department - Detailed Listing						
12 months ending September 30, 2020						
Sole Source Awards (5 Items totaling \$21,097,622.00)						
Award Date	Amount	Requesting Dept.	Vendor	Description	Sourcing Basis	
10/3/2019	\$1,092,000.00	Customer	Fiserv	Customer eBill Distribution Implementation and Services	<p><b>Sole Source:</b> JEA has negotiated a five (5) year agreement with Fiserv for ebill distribution services to maximize customer paperless bill adoption and expand customer choice. This service will allow customers to use their existing banking services ebill feature to pay their JEA bill reaching customers beyond JEA's own website to augment paperless billing options and convenience for JEA customers. Fiserv has been selected as a sole source for new Customer eBill Distributions services due to market monopolization strength and product capability. Fiserv is recognized as pioneer in digitization of bill pay solutions and sends 94% of all payment ebills delivered to U.S. financial institutions. Fiserv has exclusive access to more than 4,000 financial institutions and 20 million customers. JEA extensively negotiated with Fiserv and compared other similar public contracts and pricing to ensure a competitive offer including no cost for implementation.</p>	
12/12/2019	\$2,506,441.00	Customer	Exceleron Software, LLC	Customer MyWay Pre-Paid Account Management Software Support	<p><b>Sole Source:</b> The scope of this request is for Customer Pre-Paid Account Management Software Support Services for JEA Customer MyWay Pre-Paid Accounts. JEA offers customers prepaid services to offer an alternative to traditional payment methods, and to accommodate JEA customer growth. Exceleron Customer MyWay Prepaid Software was originally competitively bid in 2012 and is now being awarded a new sole source contract for software support as a follow up service. Exceleron has provided JEA a high level of service since 2012 and is currently partnering with JEA to develop the prepaid version of the complex flex pricing regime which JEA is considering. Continuing a sole source contract with Exceleron requires no new implementation or integration costs which are estimated at \$2.7M and 18 months of JEA IT resources if JEA were to change vendors. Half of the original implementation cost was paid for by the federal government. In addition a limited number of companies offer prepaid software. JEA negotiated with Exceleron and received rate reductions of 2.0% in year 1, 6% in year 2, and 7% in year 3 in exchange for a new contract.</p>	
5/7/2020	\$409,803.00	Energy	Powerplus Cleaning Systems	N01 CFB HRA Impulse Cleaning System	<p><b>Sole Source:</b> This request is for the purchase of an impulse cleaning system on the N01 CFB HRA to improve heat transfer which would improve overall unit efficiency. The Northside Generating Station Circulating Fluidized Bedboilers (CFB's) heat recovery area (HRA) are prone to ash build up, which decreases the thermal efficiency of the HRA, causing the HRA outlet gas temperature to be elevated (35 degrees higher than design). This elevated temperature causes increase limestone consumption in the air quality control system (AQCS), approximately 9%, and an overall unit heat rate degradation for each 1 degree over design at the HRA exit of 2.51 BTU/KWH. This project is designed to bring the HRA exit gas temperature closer to design temperature through impulse cleaning. There are several technologies for ash removal which include; detonation (impulse cleaning), soot blowers and acoustic wave. JEA has soot blowers which are maintenance intensive, provide limited coverage and potentially damage tubes. Acoustic wave has been used by JEA with limited success in removing build up. Based on research detonation (impulse cleaning) is the selected technology and demonstrates a quick return on investment.</p>	
7/9/2020	\$1,370,850.00	Energy	Applied Specialties, Inc.	Chemical Supply For JEA	<p><b>Sole Source:</b> JEA uses Applied Specialties for chemicals and chemistry related services for the following chemicals:            Cor-Chek 2 - NGS Oxygen Scavenging            AS-6114 - NGS Closed Loop Cooling corrosion inhibitor            AS-8004 - NGS Polymer for SDA            AS-743 - NGS Sodium Bromide Water Treatment            AT-7538 - Brandy Branch Generating Station cooling tower corrosion inhibitor.            AS-8656 - Anti-Scaling Reverse Osmosis</p> <p>The services include but are not limited to chemical supply and delivery, system analysis, coupon evaluation and, and chemistry adjustments for both Northside Generating Station and Brandy Branch Generating Station.</p>	
9/24/2020	\$15,818,528.00	Customer	ICF Resources LLC	Non-Road Electrification Program	<p><b>Sole Source:</b> This scope of work is for JEA's incumbent Non-Road Electrification Program (NRE) provider ICF Resources LLC to continue and expand the operation of its current program for JEA's commercial and industrial customers. The NRE is a growth initiative that promotes the replacement of fossil fuel-powered commercial and industrial equipment with clean, efficient electrically powered equipment. Rebates (\$9M) will be offered to JEA customers to offset a portion of the incremental equipment costs and/or to assist with the installation of electrical infrastructure necessary to support the new equipment. In its early stages, this program has focused on prescription rebates and the replacement of gas powered forklifts to make an immediate impact. In the future, this program is expected to accelerate the adoption of electric-powered equipment, and to displace the local emission of CO<sub>2</sub>, NO<sub>x</sub> and other pollutants by incentivizing large and more complex applications. This contract provides JEA a newly sustainable revenue stream via the replacement of current fossil fuel powered equipment with electrical battery and the purchase of new electrically powered equipment. JEA and ICF estimate annual growth of an additional 193 GWh or 12MM by FY 2025, or a total of 1,938 GWh or 572M NPV generated for the ten-year estimated life of the incentivized electric equipment.</p>	
<b>Total</b>	<b>\$21,097,622.00</b>					
Formal Emergency Awards by Department - Detailed Listing						
12 months ending September 30, 2020						
Emergency Awards (3 Items totaling \$2,732,454.42)						
Award Date	Amount	Requesting Dept.	Vendor	Description	Sourcing Basis	
10/3/2019	\$2,064,333.56	W/WW	TB Landmark Construction, Inc.	Collins Road Force Main (FM) Relocation - Whispering Pines Dr. to Blanding Blvd.	<p><b>Emergency:</b> This request is to procure construction services for the installation of approximately 5,200 linear feet (LF) of 12-inch wastewater FM including 184 LF of flanged 316L stainless steel bridge-mounted river crossing with associated bridge hangers and approximately 5,016 LF of 12-inch DR-18 PVC FM with associated fittings and appurtenances. This project replaces a force main (pressurized sewer pipe) that has had several main breaks and sanitary sewer overflows (SSOs), requiring vacuum truck (Vactor) crews to stage along I-295 with accompanying maintenance of traffic and police presence to minimize the SSO and clean up the site. The project was competitively bid, but due to the emergency nature of the project, the advertising period was shortened to 21 days (including an extension due to Hurricane Dorian). Florida Statute 255.0625 requires advertising for 30 days for construction projects over \$500,000. JEA received five (5) Bids and TB Landmark Construction, Inc. was the lowest responsive and responsible bidder.</p>	
1/30/2020	\$345,120.86	W/WW	A.W.A. Contracting Company, Inc.	San Diego Road and Ponte Vedra Blvd Water and Sewer Replacement	<p><b>Emergency:</b> This is an emergency procurement to contract with A.W.A. Contracting Company for the construction of 385 feet of 12-inch PVC DR18, 390 feet of 8-inch PVC DR18, 77 feet of 6-inch PVC DR18 and 20 feet of 4-inch PVC DR18 water main by open-cut method along San Diego Rd and Ponte Vedra Blvd. Construction of 140 feet of 6-inch SDR21 PVC and 120 feet of 4-inch SDR21 PVC vacuum sewer, and conflict structure along San Diego Rd and Ponte Vedra Blvd. The Project was competitively bid by Saint Johns County (SJC), however, a Master Agreement for Joint Projects is not yet in place with SJC, therefore the award is made as Emergency. JEA will be able to take advantage of the cost and time savings of the construction work currently planned in this area and avoid duplication of costs related to surveying, maintenance of traffic, mobilization/demobilization and other associated construction costs. Procurement Operational Procedures allow Emergency Procurements if it prevents curtailment of an essential service and can secure financial gain through timely action.</p>	
7/30/2020	\$323,178.71	W/WW	Merrell Bros. Inc.	Buckman Water Reclamation Facility (WRF) Centrifuge and Sludge Hauling	<p><b>Emergency:</b> To provide emergency dewatering services at the Buckman WRF. The services call for a mobile centrifuge, screw press, or belt press with adequate capacity to thicken the sludge from ~1.5% - 4% solids to 20% solids for transport and disposal and to also haul and dispose the thickened sludge at an approved site.</p>	
<b>Total</b>	<b>\$2,732,633.13</b>					



# Total Sole Source & Emergency Procurement Actions

	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4
Total Awards	\$219.19M	\$89.24M	\$111.66M	\$81.18M
Sole Source (\$)	\$3.74M	\$0.00M	\$0.67M	\$17.28M
Sole Source (%)	1.71%	0.00%	0.60%	21.28%
Emergency (\$)	\$2.09M	\$0.54M	\$0.12M	\$0.62M
Emergency (%)	0.95%	0.60%	0.11%	0.77%
Combined SS/E (%)	2.66%	0.60%	0.71%	22.05%

**JEA Procurement Appeals Board Written Order from September 18, 2020 Hearing**

Protesters: WPC Industrial Contractors, LLC  
Jonathan Belloit, Individually

Solicitation: JEA Solicitation No. 064-16 IFB  
(Mandarin Water Reclamation Facility Expansion Tank and UV System  
Improvements)

**Whereas**, on February 6, 2020, JEA's Chief Procurement Officer, Jenny McCollum (the "JEA CPO"), issued a Notice of Debarment to the Protesters regarding the Solicitation with said debarment commencing on August 19, 2019, and ending on August 18, 2021; and

**Whereas**, on March 5, 2020, the Protesters filed a Notice of Appeal of Debarment in accordance with Section 5-304 of JEA's Procurement Code ("Appeal of Debarment"); and

**Whereas**, on September 18, 2020, the JEA Procurement Appeals Board (PAB), consisting of Chairperson Bruce Dugan, Ricky Erixton, and Wayne Young, conducted a public hearing on the Appeal of Debarment, which hearing began at approximately 2:30 p.m. and concluded at approximately 5:40 p.m.; and

**Whereas**, the PAB members heard arguments and testimony from: (i) the Protesters, their attorney, Joseph A. Lane, Esq., and their representative, and (ii) the JEA CPO, various JEA procurement team members, and the Office of General Counsel attorney representing the JEA CPO, Kyle Gavin; and

**Whereas**, written information regarding the Appeal of Debarment was provided to the PAB members prior to the hearing by JEA and the Protesters.

**Now therefore**, at the conclusion of the hearing, based on the information and testimony presented, the PAB decided (pursuant to a motion made by Wayne Young, seconded by Rick Erixton, and unanimously approved by the PAB) as follows:

1. To grant Jonathan Belloit's Appeal of Debarment on the basis that JEA's intended debarment of Jonathan Belloit regarding JEA Solicitation No. 064-16 IFB is in conflict with JEA's Procurement Code and Operational Procedures and is not in the best interests of JEA; and
2. To deny WPC Industrial Contractors, LLC's Appeal of Debarment on the basis that JEA's intended debarment of WPC Industrial Contractors, LLC, regarding JEA Solicitation No. 064-16 IFB is not in conflict with JEA's Procurement Code and Operational Procedures; is not arbitrary, capricious, dishonest, fraudulent, clearly erroneous, or illegal; and is not contrary to the best interests of JEA.

**Effective as of the 18th day of September, 2020, in Jacksonville, Florida.**

  
\_\_\_\_\_  
Bruce Dugan, Chair



# Monthly Financial and Operations Report

Board of Directors  
October 27, 2020

## FY2020

- RIR = 0.81
- FY20 Recordables = 17
  - Electric Systems = 13
  - Water/Wastewater = 2
  - Customer = 2
- Lost Time Incidents = 8
- August Recordables = 2

## FOCUS

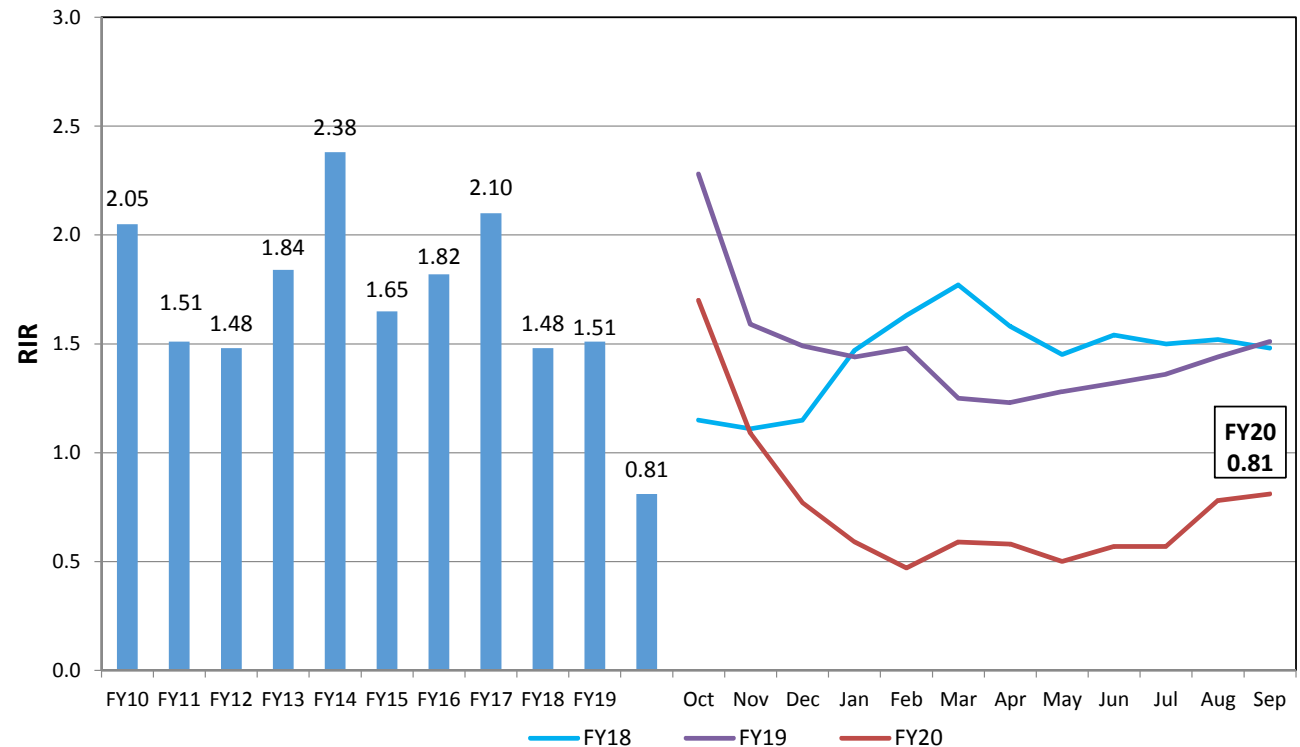
- COVID Prevention
- Safety Focused Leadership Training
- Driver Coaching
- Safety Checks - leading indicator

### Other Industry Benchmarks

APPA 2019 RIR 4.52 (Group H 1.54)  
BLS 2018 Public 5.3; Private 1.9

Units	FY2018	FY2019	FY2020	FY2020 Target
RIR	1.48	1.51	0.81	N/A

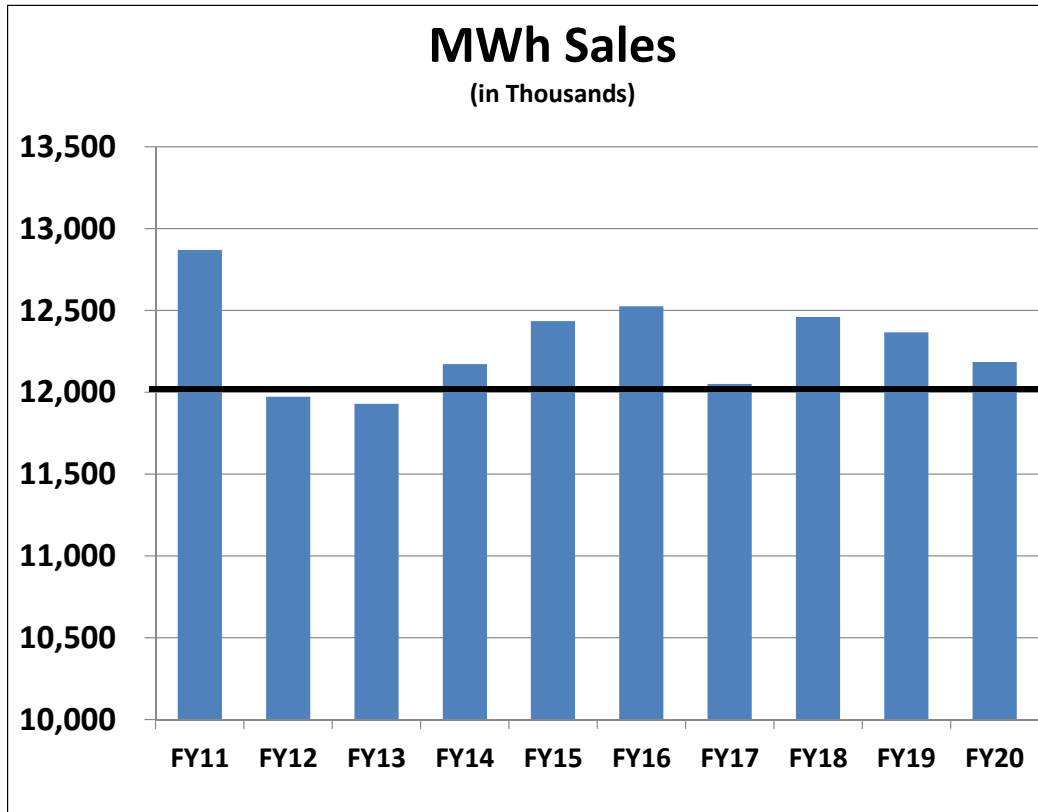
Safety  
Recordable Incident Rate (RIR)





# JEA Electric System

## MWh Sales



Month	FY19	FY20	%
Oct	1,018,615	1,051,888	3%
Nov	898,455	825,249	(8%)
Dec	939,382	935,174	0%
Jan	992,410	947,721	(5%)
Feb	758,488	828,828	9%
Mar	910,894	954,440	5%
Apr	901,886	854,707	(5%)
May	1,158,217	1,032,730	(11%)
Jun	1,168,655	1,117,064	(4%)
Jul	1,218,341	1,266,372	4%
Aug	1,269,178	1,248,005	(2%)
Sep	1,131,874	1,122,383	(0.8%)
<b>Total/Actual</b>	<b>12,366,395</b>	<b>12,184,561</b>	<b>(1.5%)</b>

**Unit Sales Driver:** Commercial unit sales were down **(4.9%)** in FY20 primarily driven by COVID impacted sales along with a reduction of degree days

YTD Customer Accounts		
<b>FY19</b>	<b>FY20</b>	<b>%</b>
475,786	485,000	<b>1.9%</b>

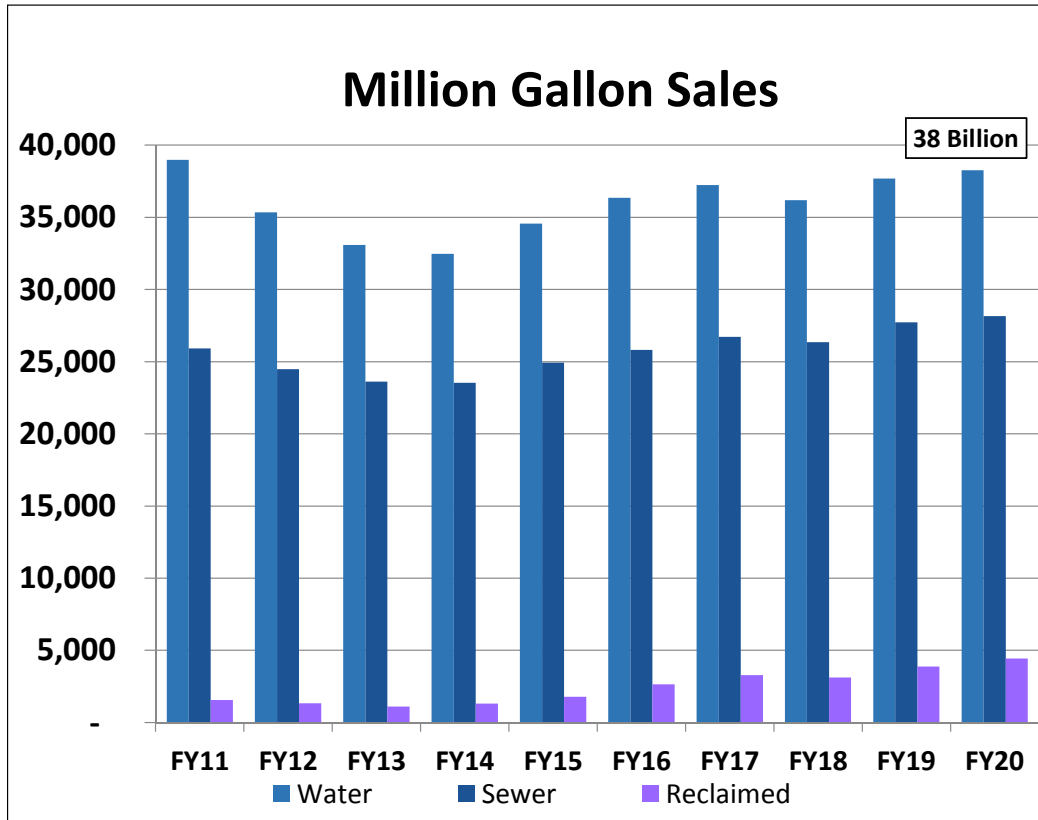
YTD Degree Days			
<b>30-yr. Avg.</b>	<b>FY19</b>	<b>FY20</b>	<b>Δ</b>
4,014	4,294	4,015	(279)

<b>Total System</b>	<b>(1.5%)</b>
Residential	0.9%
<b>Commercial</b>	<b>(4.9%)</b>
Industrial	(1.2%)



# JEA Water/Wastewater System

## Million Gallon Sales



Month	FY19	FY20	%
Oct	3,212	3,294	3%
Nov	2,862	2,949	3%
Dec	2,793	2,934	5%
Jan	2,724	2,943	8%
Feb	2,436	2,642	8%
Mar	3,014	3,429	14%
Apr	3,046	3,068	0%
May	3,921	3,990	2%
Jun	3,577	3,135	(12%)
Jul	3,523	3,642	3%
Aug	3,366	3,235	(4%)
Sep	3,221	3,010	(7%)
<b>Total/Actual</b>	<b>37,696</b>	<b>38,272</b>	<b>1.5%</b>

**Unit Sales Driver:** FY20 increased 1.5% primarily due to 2.2% new accounts.

YTD Customer Accounts		
FY19	FY20	%
355,635	363,597	2.2%

YTD Rain			
	30-yr. Avg.	FY19	FY20
Inches	52	46	61
Days	115	123	122

Total System	1.5%
Residential	5.1%
Commercial	(3.0%)
Irrigation	1.3%



# JEA Electric System

## Financial Results

### Revenues

#### FY20 \$45 million lower

- Fuel Credit (\$23M)
- Fuel - lower sales (\$6M)
- Base - lower sales (\$7M)
- Investment Income - (\$6M)
- Other - (\$3M)

### Expenses

- Lower fuel expenses due to lower unit sales and fuel prices
- O&M expense stable to FY19

### Debt/Debt Service

- Debt service lower in FY20 due to early debt retirement extended through FY26
- Budget basis: Early debt retirement funded with prior years' funds and debt management rate stabilization

**FY20 100% CAPEX funded with current year revenues**

\$ in millions	FY19	FY20	Δ
Unit Sales - MWh	12,366,395	12,184,561	(181,834)
Current Year Revenues	\$1,214	\$1,169	(\$45)
Prior Period - <u>Budget Basis</u>	\$109	\$25	(\$84)
<b>Total Revenues</b>	<b>\$1,323</b>	<b>\$1,194</b>	<b>(\$129)</b>
Fuel Expense	\$426	\$343	(\$83)
O&M <sup>1</sup>	\$218	\$218	\$0
Non Fuel Purchased Power	\$100	\$72	(\$28)
Transfer to / (from) Fuel Reserve	(\$27)	\$26	\$53
<b>Net Revenues</b>	<b>\$606</b>	<b>\$535</b>	<b>(\$71)</b>
Total Debt Service	\$199	\$133	(\$66)
City Contribution	\$93	\$94	\$1
R&R and OCO	\$219	\$283	\$64
Early Debt Retirement	\$109	\$55	(\$54)
Debt Mgmt Rate Stabilization	\$0	(\$30)	(\$30)
Other Expenses <sup>2</sup>	(\$14)	\$0	\$14
<b>Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Capital Expenditures	\$286	\$194	(\$92)

<sup>1</sup>Includes DSM and Environmental Expenses

<sup>2</sup>Includes DSM and Environmental stabilization transfers, emergency reserve, uncollectibles, PSC fees and other debt financing costs



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# JEA Water/Wastewater System

## Financial Results

### Revenues

- FY20 increased \$11 million
- Prior year revenues utilized for early debt retirement in both FY19 and FY20

### Expenses

- O&M expenses increased 8% due to elevated shared services costs in FY20

### Debt/Debt Service

- Debt service lower in FY20 due to early debt retirement extended through 2022
- Budget basis: Early debt retirement funded with prior years' funds and debt management rate stabilization

**FY20 100% CAPEX funded with current year revenues**

Unit sales in million gallons \$ in millions	FY19	FY20	Δ
Unit Sales – Water	37,696	38,272	576
Unit Sales – Sewer	27,727	28,160	433
Unit Sales – Reclaim	3,884	4,427	543
<b>System Sales Revenues</b>	<b>\$443</b>	<b>\$454</b>	<b>\$11</b>
Other Revenues <sup>1</sup>	\$55	\$48	(\$7)
Prior Period – Budget Basis Operating	\$28	\$0	(\$28)
Prior Period – Budget Basis Capital	\$99	\$36	(\$63)
<b>Total Revenues</b>	<b>\$625</b>	<b>\$538</b>	<b>(\$87)</b>
O&M	\$158	\$171	\$13
<b>Net Revenues</b>	<b>\$467</b>	<b>\$367</b>	<b>(\$100)</b>
Total Debt Service	\$121	\$72	(\$49)
City Contribution	\$40	\$28	(\$12)
R&R and OCO	\$211	\$213	\$2
Early Debt Retirement	\$99	\$48	(\$51)
Debt Mgmt Rate Stabilization	\$0	(\$14)	(\$14)
Other Expenses <sup>2</sup>	(\$4)	\$11	\$15
<b>Balance</b>	<b>\$0</b>	<b>\$9</b>	<b>\$9</b>
Capital Expenditures	\$213	\$189	(\$24)

<sup>1</sup>Includes Capacity Fees and Other Income

<sup>2</sup>Includes uncollectibles, Environmental stabilization transfers, emergency reserve, other debt financing costs and interlocal agreements



# Key Financial Metrics

Electric System	FY20	Target	Result	Moody's
Debt Service Coverage	4.8x	≥ 2.2x	✓	2.2x <sup>1</sup>
Days Liquidity	359	150 to 250 days	✓	251 <sup>1</sup>
Days Cash on Hand	183	N/A	✓	223 <sup>1</sup>
Debt/Asset %	60%	50%	✓	46% <sup>1</sup>
Moody's/S&P/Fitch Ratings	A2/A+/AA	-	-	A2

<sup>1</sup> Fiscal 2018 medians by public power utility – Top 30 City Owned Generators (By Debt Outstanding – Aa-rated). Moody's Sector In-Depth – Public Power Utilities – US, 2019-09-11.

Water/Wastewater System	FY20	Target	Result	Moody's
Debt Service Coverage	5.0x	≥ 1.8x	✓	2.4x <sup>2</sup>
Days Liquidity	353	150 to 250 days	✓	-
Days Cash on Hand	176	N/A	✓	504 <sup>2</sup>
Debt/Asset %	41%	50%	✓	-
Moody's/S&P/Fitch Ratings	Aa3/AA+/AA	-	-	Aa3

<sup>2</sup> Moody's Water and Sewer Utilities - 2018 medians US combined water and sewer utilities by rating category, Aa (A)-rated.



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# Combined Debt Outstanding

## Electric System (ES, BPSS, SJRPP)

- Debt outstanding: \$1,963
  - \$136 decrease due to October 1st principal payments
  - \$48 decrease due to Oct 2019 defeasance
  - \$51 decrease due to Jul 2020 refunding
- Variable rate debt: \$587

## Water/Sewer System

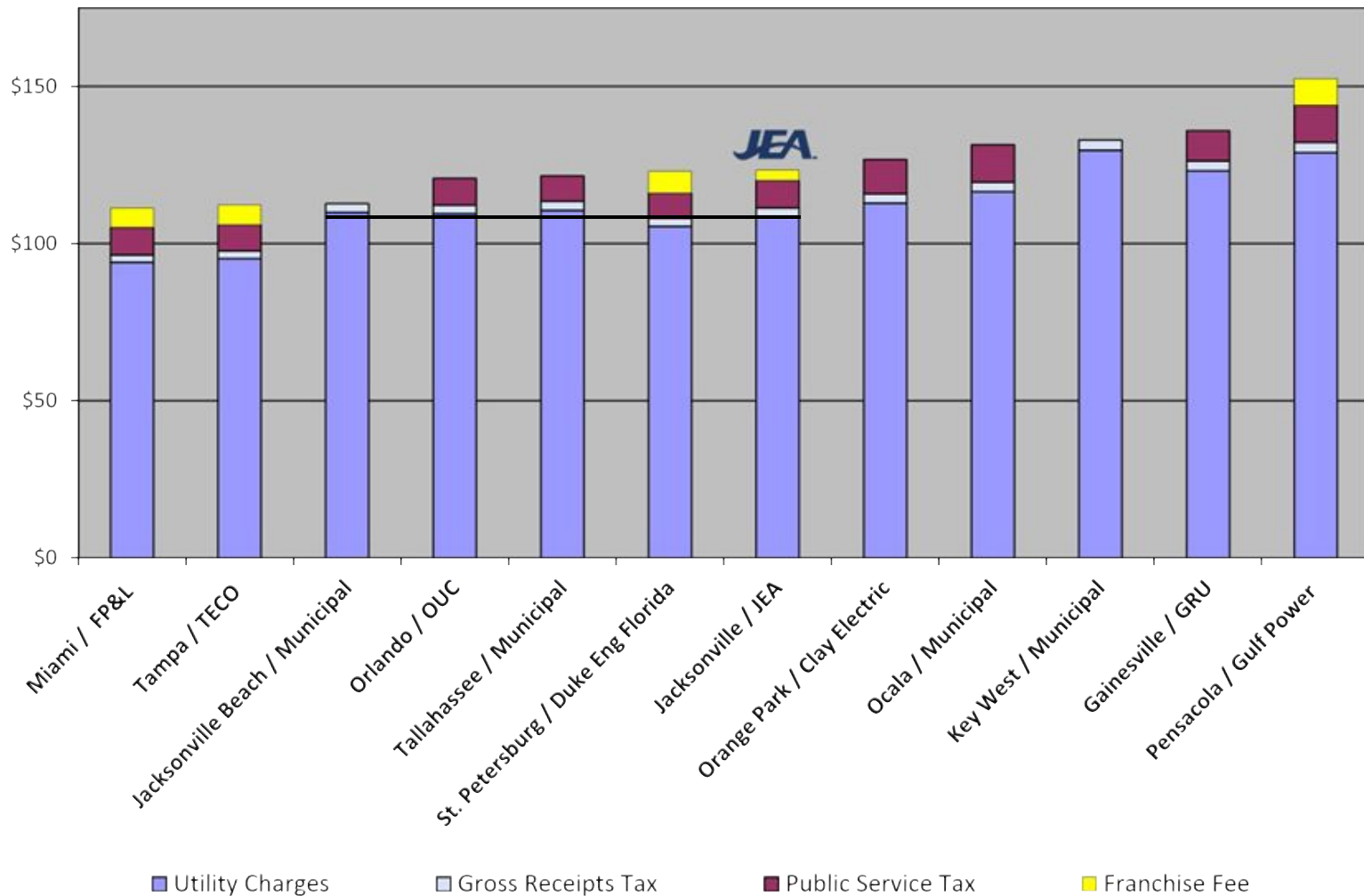
- Debt outstanding: \$1,261
  - \$56 decrease due to October 1st principal payments
  - \$45 decrease due to Oct 2019 defeasance
  - \$26 decrease due to Jul 2020 refunding
- Variable rate debt: \$264

Interest rates are net of BABs subsidy, original issue premiums / discounts and includes variable debt liquidity / remarketing fees and interest rate swap payments.

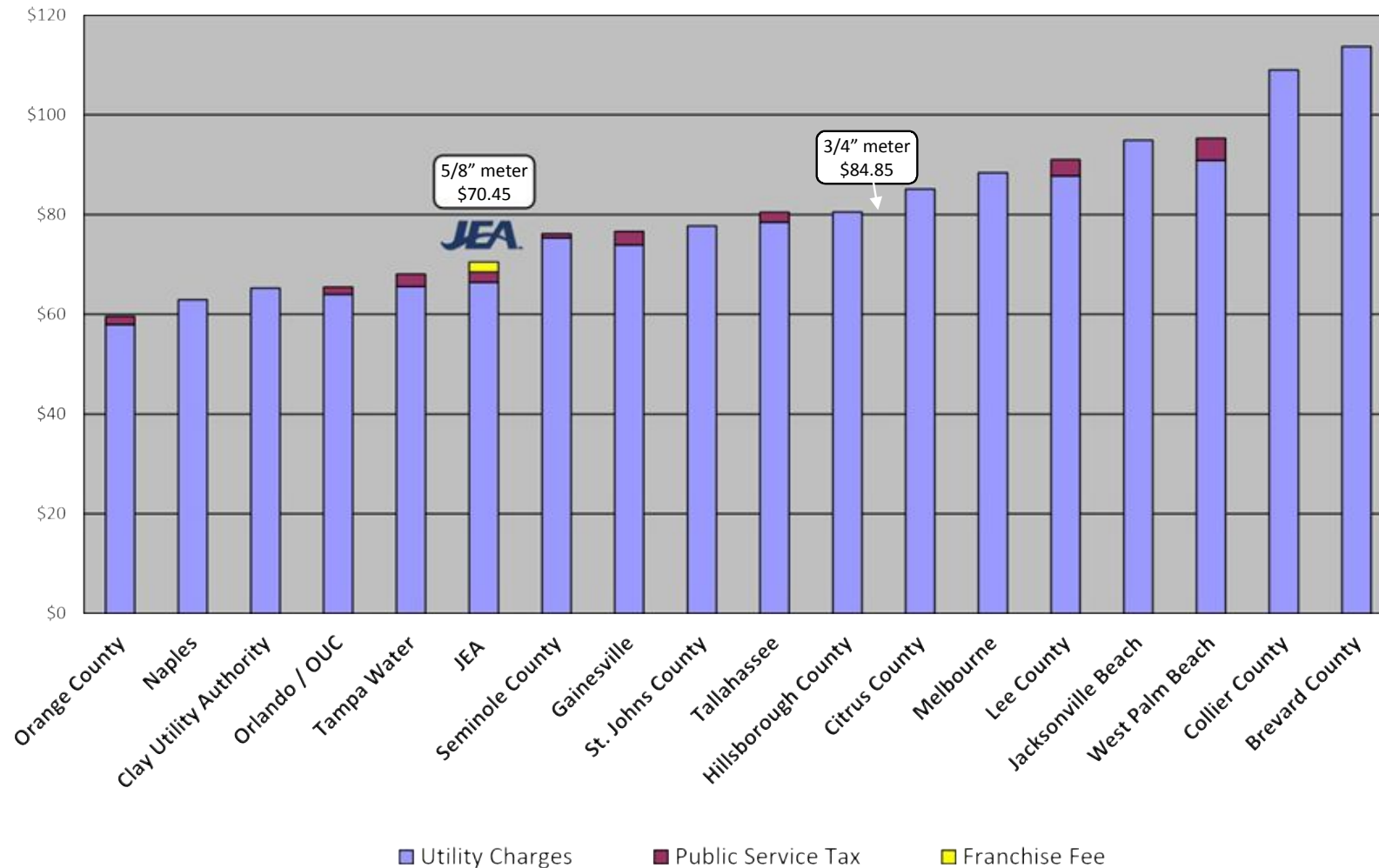
(\$ in millions)	Principal Sep 2019	Principal Sep 2020	Change	Sep 2020 Weighted Average Interest Rates
<b>Electric System (ES)</b>				
Fixed rate bonds	\$1,233	\$1,022	(\$211)	3.90%
Hedged variable rate bonds	406	406	--	4.48%
Unhedged variable rate bonds	185	181	(4)	0.77%
Revolving credit agreement	--	--	--	--
<b>Total</b>	<b>\$1,824</b>	<b>\$1,609</b>	<b>(\$215)</b>	<b>3.71%</b>
<b>Bulk Power Supply System (BPSS)</b>				
Fixed rate bonds	\$95	\$89	(6)	3.82%
<b>Total</b>	<b>\$95</b>	<b>\$89</b>	<b>(6)</b>	<b>3.82%</b>
<b>SJRPP</b>				
Fixed rate bonds	\$279	\$265	(\$14)	3.93%
Revolving credit agreement	--	--	--	--
<b>Total</b>	<b>\$279</b>	<b>\$265</b>	<b>(\$14)</b>	<b>3.93%</b>
<b>Combined ES, BPSS and SJRPP</b>	<b>\$2,198</b>	<b>\$1,963</b>	<b>(\$235)</b>	<b>3.74%</b>
<b>Water and Sewer System</b>				
Fixed rate bonds	\$1,116	\$997	(\$119)	3.89%
Hedged variable rate bonds	110	104	(6)	4.46%
Unhedged variable rate bonds	157	155	(2)	0.64%
Revolving credit agreement	5	5	--	1.31%
<b>Total</b>	<b>\$1,388</b>	<b>\$1,261</b>	<b>(\$127)</b>	<b>3.55%</b>
<b>District Energy System</b>				
Fixed rate bonds	\$35	\$33	(\$2)	4.23%
<b>Total</b>	<b>\$35</b>	<b>\$33</b>	<b>(\$2)</b>	<b>4.23%</b>
<b>Total JEA Debt</b>	<b>\$3,621</b>	<b>\$3,257</b>	<b>(\$364)</b>	<b>3.67%</b>

## Monthly Residential Electric Bills

Consumption @ 1,000 kWh



## Monthly Residential Water Bills 5/8" meter and 6 kgal of Consumption



JEA currently has approximately 120,000 5/8" meters and 160,000 3/4" meters





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# Electric System Update





# Operations Scorecard Electric System

Electric System	FY2019	FY2020 Goal	FY2020	Status
<b>JEA Safety RIR (total JEA)</b>	1.51	N/A	<b>0.81</b>	
<b>Sales Forecast (million MWh)</b>	12.4	12.2	<b>12.2</b>	
<b>T&amp;D Grid Performance Customer Outage</b>				
<i>SAIFI Frequency (outages/year per customer)</i>	1.3	1.4 - 1.6	<b>1.4</b>	
<i>SAIDI Duration (minutes/year per customer)</i>	65	75 - 80	<b>89</b>	
<i>SARFI-80 (low voltage events/year per meter)</i>	30	45	<b>41</b>	
<i>CEMI<sub>5</sub> (% of customers &gt; 5 outages/year)</i>	0.08%	0.80%	<b>0.25%</b>	
<b>Generating Plant Performance</b>				
<i>Generation Fleet Reliability (forced outages rate)</i>	5%	2.25% – 2.5%	<b>2.31%</b>	
<i>Environmental Compliance (permit exceedances)</i>	0	<4	<b>1</b>	

## Significant Occurrences or Concerns This Month

- **SAIDI:** September saw an increase in momentary and sustained breaker outages. A very active and intense thunderstorm season significantly impacted SAIDI which exceeded the target for FY20.
- **CEMI<sub>5</sub>:** Current reliability at 0.25% with 1,226 of 484,037 customers served experienced more than 5 outages in the last 12 months
- **Environmental Permit Exceedances:** 1 in FY20 for sampling at Northside Generating Station
- **EFOR:** The JEA Fleet Forced Outage Rate finished FY20 at target.





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# Water/Wastewater Update





# Operations Scorecard Water/Wastewater System

Water & Wastewater	FY2019	FY2020 Goal	FY2020	Status
JEA Safety RIR (total JEA)	1.51	N/A	<b>0.81</b>	
Sales Forecast (kGals in 1000's)	37,696	38,000	<b>38,272</b>	
Water Unplanned Outages (# cust.)	9,268	4,100	<b>15,342</b>	
CUP Compliance	Yes	Yes	<b>Yes</b>	
Nitrogen to the River (tons)	397	466	<b>299 YTD</b>	
Sanitary Sewer Overflows (# SSO's)	36	30	<b>48</b>	
Water Pressure (avg min < 30 psi)	8.8	2.0	<b>4.0</b>	

## Significant Occurrences or Concerns This Month

- **Unplanned Water Main Outages:** We experienced two 24" water main breaks due to improper construction methods during installation by contractors, resulting in 12,000 customers with an unplanned water outage. However, this fiscal year we only had 4.3% of our customers with an unplanned water outage.
- **CUP:** Average daily flow of 121 MGD is 14% below CY20 limit of 140 MGD; reclaimed usage at 20 MGD.
- **Nitrogen to River:** FY20 Forecast is 299 tons. JEA has a limit of 683 tons per year and provides the COJ with 37 tons. JEA's lowest ever!
- **SSO's Impacting Waters of the US:** 48 YTD, with 11 in the month of September. Due to third party damages, rainfall events and Covid-19 impacts we were unable to meet our goal. 0.92% YTD per 100 miles of pipe. Root cause analysis is performed on each SSO.
- **Water Pressure Average Minutes < 30 psi:** 4.0 YTD. There were no major contributors to this metric in September with 63 stations recording low pressure events with a total time for each being between 1 and 41 minutes





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# Customer Experience Update





# Operations Scorecard Customer Experience

Customer Experience	FY2019	FY2020 Goal	FY2020	Status
JDP Customer Satisfaction Index - Residential	1 <sup>st</sup> Q	Top 1/2 of 2nd Quartile	3 <sup>rd</sup> Q	
JDP Customer Satisfaction Index - Business	2 <sup>nd</sup> Q	Top 1/2 of 2nd Quartile	2 <sup>nd</sup> Q	
Overall First Contact Resolution Index	79.3%	>=80%	78.1%	
Net Write-offs/Bad Debt Expense	0.12%	< % 0.15	0.11%	

## Significant Occurrences or Concerns This Month

### JD Power utility ratings criteria:

- Customer Service
- Power Quality and Reliability (PQR)
- Billing and Payment
- Communication
- Price
- Corporate Citizenship

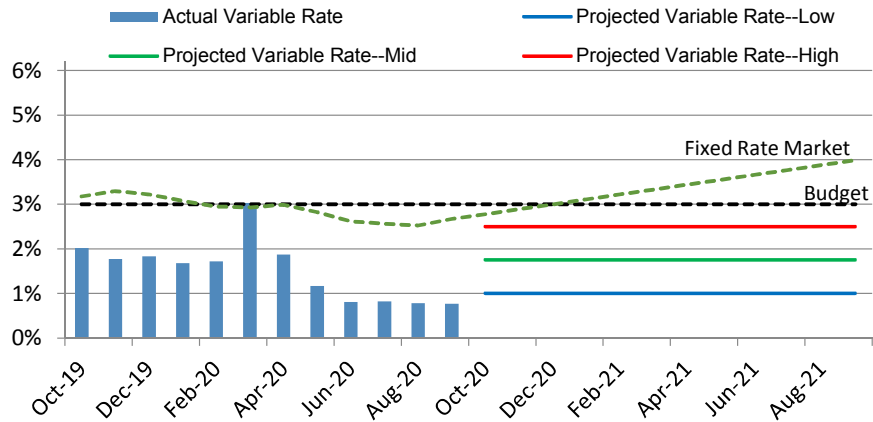
### Residential/Commercial

- Launching multiple initiatives to improve JDP scores
- Targeting Corporate Citizenship, Communication, PQR
- Continuing to manage COVID impacts on Customers
- Expanding successful Electrification Program

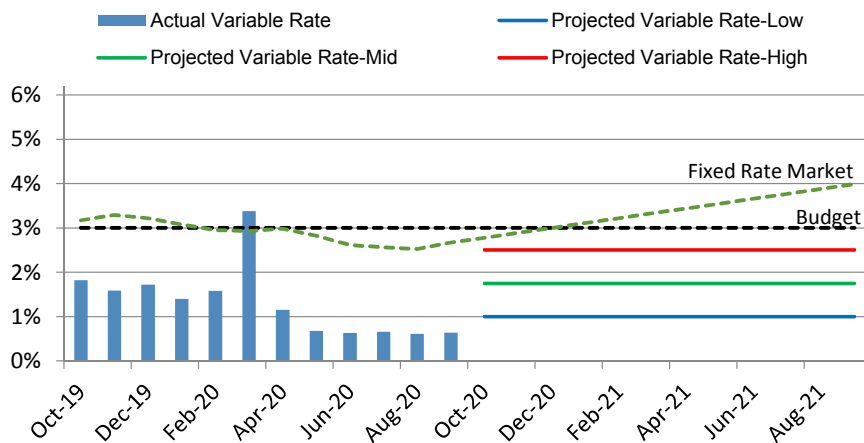


# Supplemental Schedules

**Electric System  
Variable Interest Rates (including fees)**



**Water and Sewer  
Variable Interest Rates (including fees)**



Liquidity Facilities and Direct Purchase Bonds (DPBs)			
Bank	Moody's/S&P/Fitch	\$ (in millions)	%
Wells Fargo Bank N.A. (100% DPBs)	Aa2/A+/AA-	\$211	26
JP Morgan Chase Bank N.A.	Aa2/A+/AA	199	24
Royal Bank of Canada	A2/AA-/AA	193	23
US Bank, N.A.	A1/AA-/AA-	142	17
Sumitomo	A1/A/A	52	6
State Street Bank	Aa3/AA-/AA	31	4
<b>Total</b>		<b>\$828</b>	

Swap Providers			
Bank	Moody's/S&P/Fitch	\$ (in millions)	%
Morgan Stanley Capital Services	A3/BBB+/A	\$165	32
Goldman Sachs Mitsui Marine Derivative Products	Aa2/AA-/NR	136	27
JP Morgan Chase Bank N.A.	Aa2/A+/AA	124	24
Merrill Lynch	A2/A-/A+	85	17
<b>Total</b>		<b>\$510</b>	

**Items of Interest**

- Variable debt as a percentage of total debt:
  - Unhedged variable at 9% for Electric and 13% for Water and Sewer
  - Hedged variable at 21% for Electric and 8% for Water and Sewer
- Liquidity facilities / direct purchase bonds are with highly rated providers
- Next liquidity renewal in March 2021
- \$44M debt management strategy stabilization reserve utilized for Oct 2019 STAR Plan Phase 2

Total variable rate debt of \$851 with \$510 swapped to fixed rate

# Combined Debt Outstanding Weighted Average Interest Rates\*



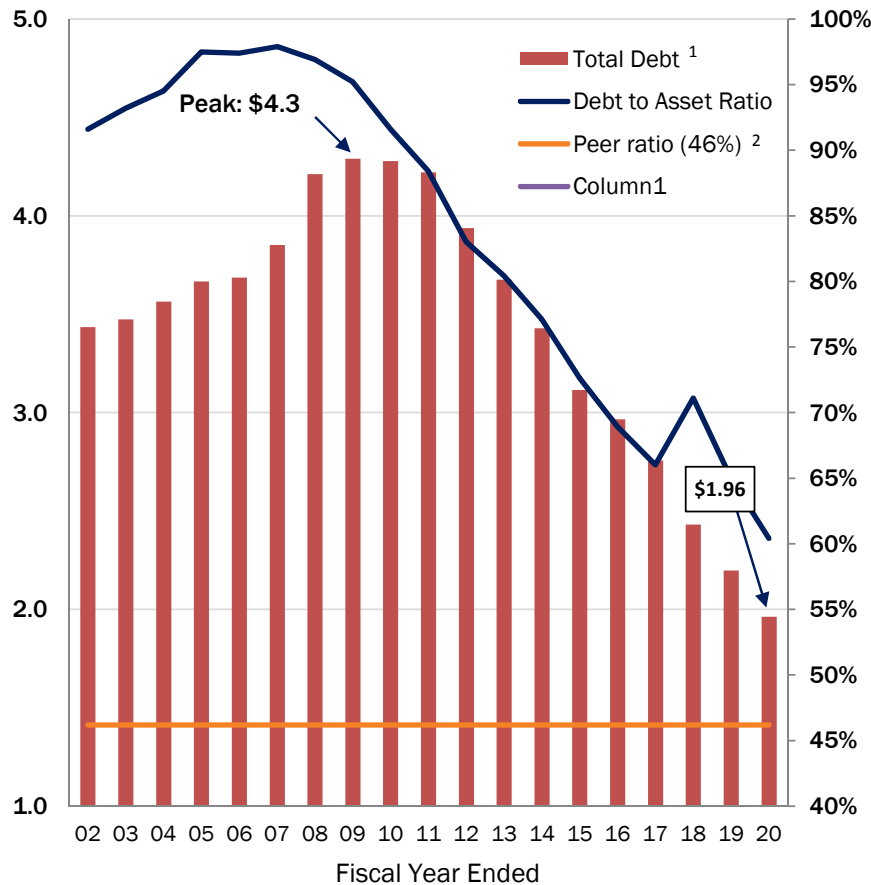
- Fiscal year end interest rates are net of BABs subsidy, original issue premiums / discounts and includes variable debt liquidity / remarketing fees and interest rate swap payments.



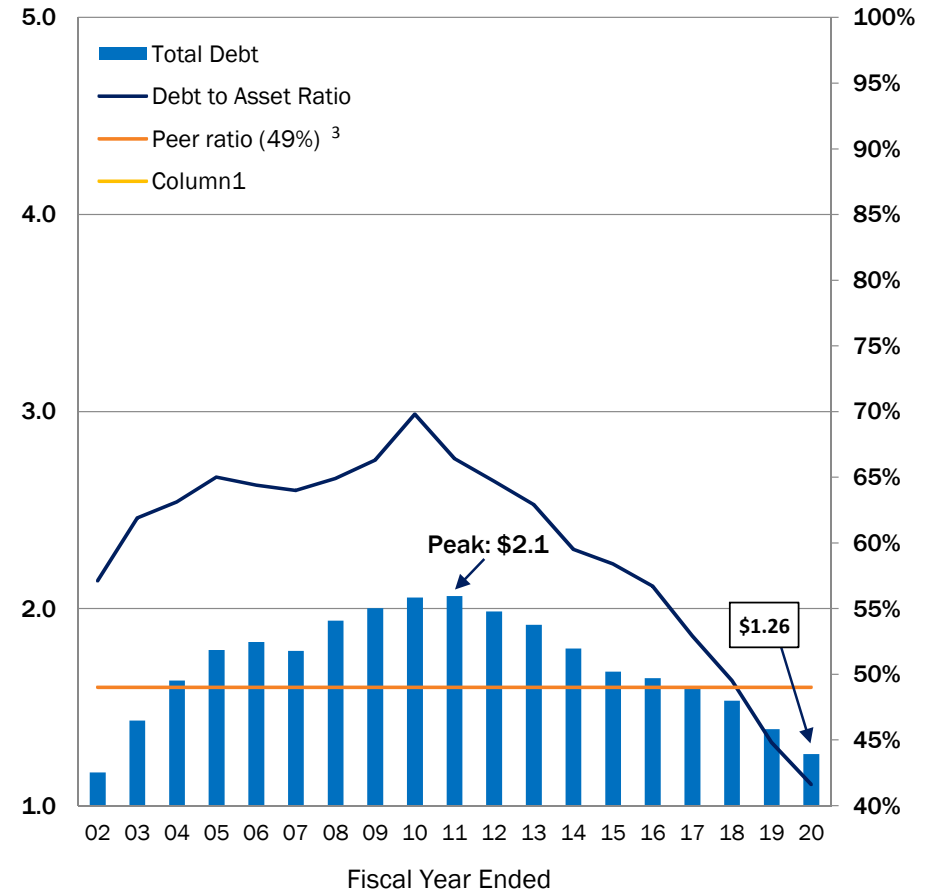
# Debt and Debt to Asset Ratios

\$ in billions

## Electric System



## Water/Wastewater System



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

<sup>2</sup> Per Exhibit 7 - Fiscal 2018 medians by public power utility subset and rating agency - Top 30 City Owned Generators (By Debt Outstanding - Aa-rated.)

Moody's Sector In-Depth - Public Power Utilities - US, 2019-09-11.

<sup>3</sup> Calculated from Moody's Municipal Financial Ratio Analysis database of 209 Aa rated public water-sewer utilities, Jan. 10, 2017



Building Community

# FY2020 Electric System Update

## Electric Service Reliability

- Outage frequency and duration have been reduced significantly over the last 10 years; running flat over last several years
- The typical JEA customer sees 1.4 outages per year and a total outage duration of about 89 minutes

## Power Quality

- FY20 (40.9) is better than target

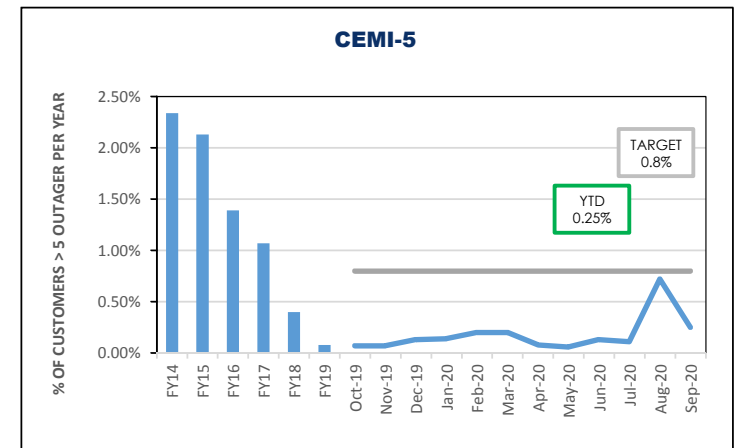
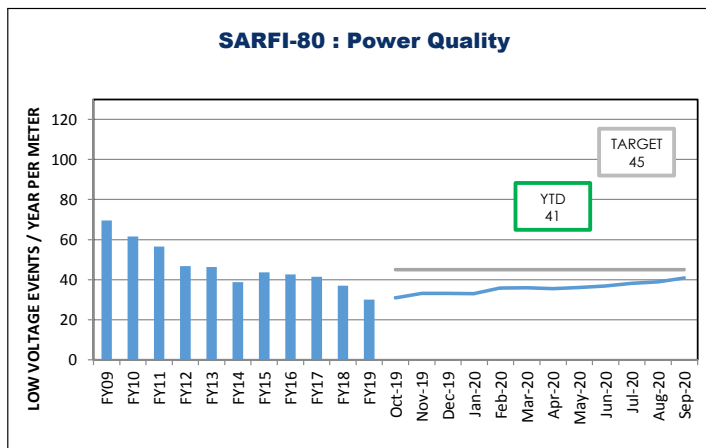
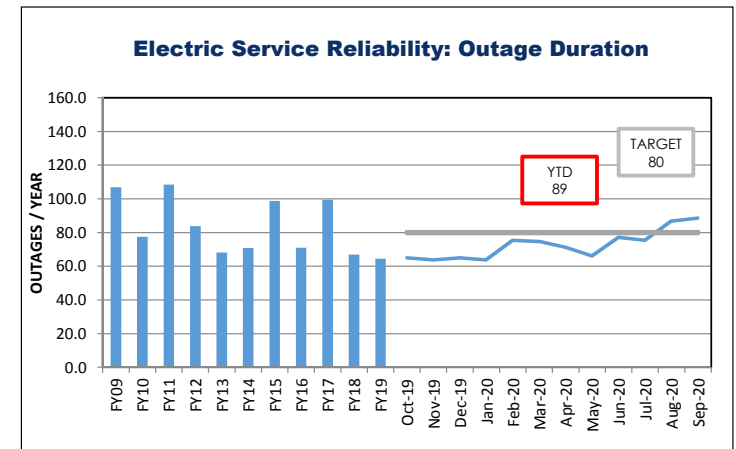
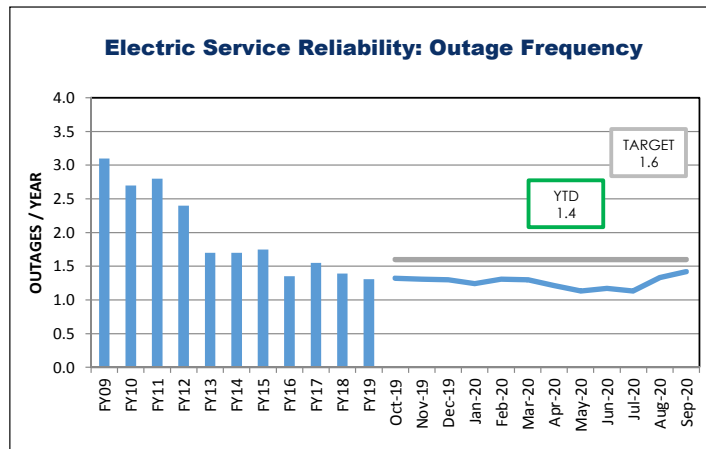
## CEMI-5

- Improvement trend over past three years for CEMI5. 1,226 (0.25%) of our customers have experienced more than 5 outages in the past 12 months

## Other Operational Metrics

- Continue showing favorable trends over time

T&D Grid Performance	Metric	FY2018	FY2019	FY2020 Target	FY2020
Customer Outage Frequency	# of Outages per Year	1.39	1.3	1.4 - 1.6	1.4
Electric Outage Duration	# of Minutes out per Year	66.9	65	75 - 80	89
SARFI-80 Power Quality	low voltage events/year per meter	37.0	30.0	45.0	40.9
CEMI <sub>5</sub>	% Customers > 5 outages per yr	0.4%	0.08%	0.8%	0.25%



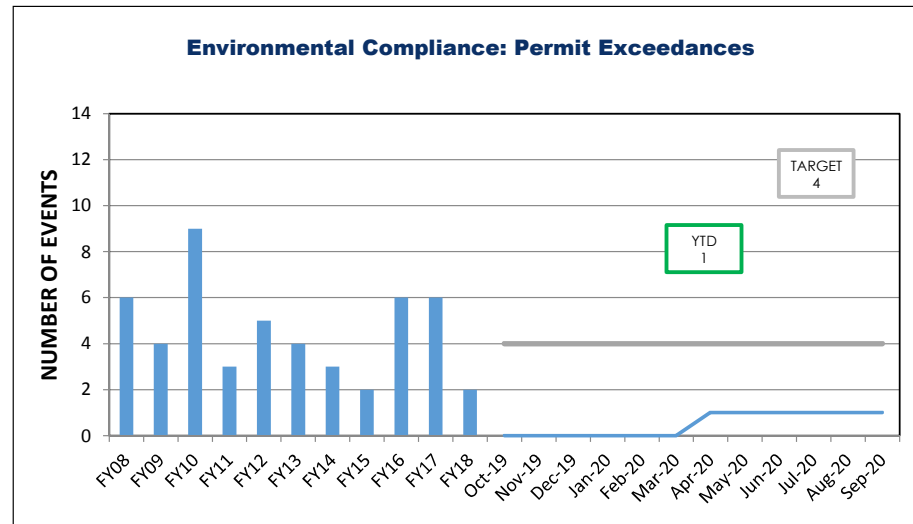
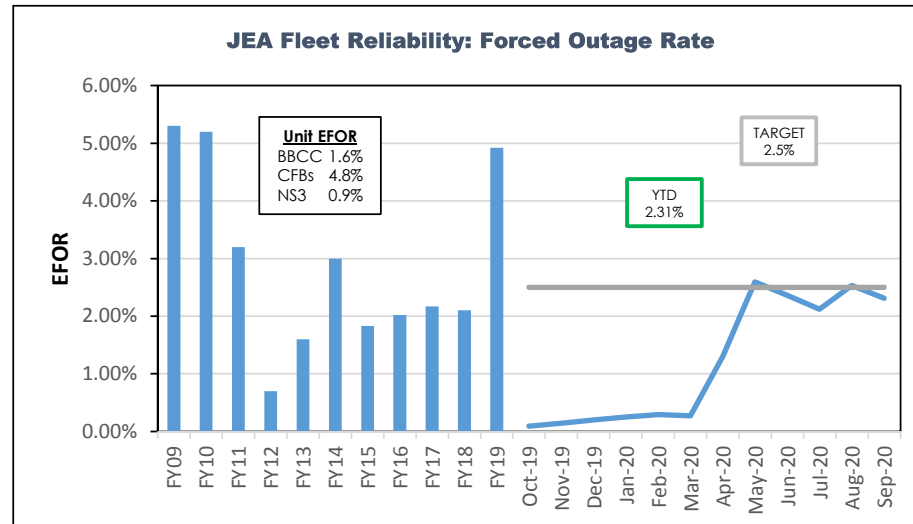
## Generating Fleet Reliability

- The JEA Fleet Forced Outage Rate finished FY20 at target.

## Environmental Compliance

- We experienced 1 reportable events during FY2020 for sampling at Northside Generating Station.
- JEA remains actively engaged in preparing for all new and emerging environmental regulations

Generating Plant Performance	Metric	FY2018	FY2019	FY2020 Target	FY2020
Generation Fleet Reliability	Forced Outages Rate	2.1	4.9	2.25% - 2.50%	2.31%
Environmental Compliance	Permit Exceedances	2	0	4	1







# FY2020 Water/Wastewater System Update System Reliability

## Unplanned Water Outages

- Percentage of customers affected by unplanned outages

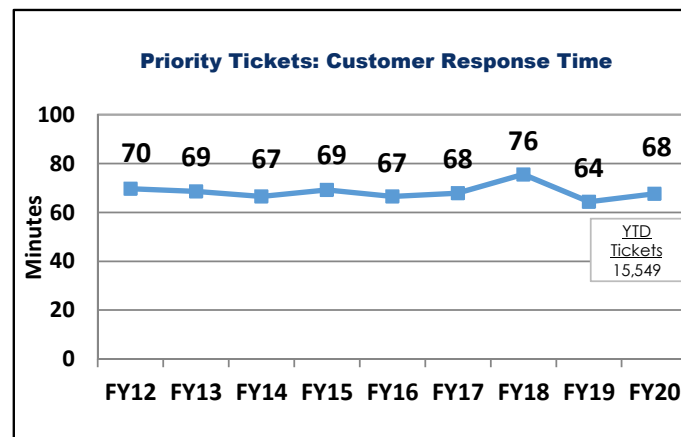
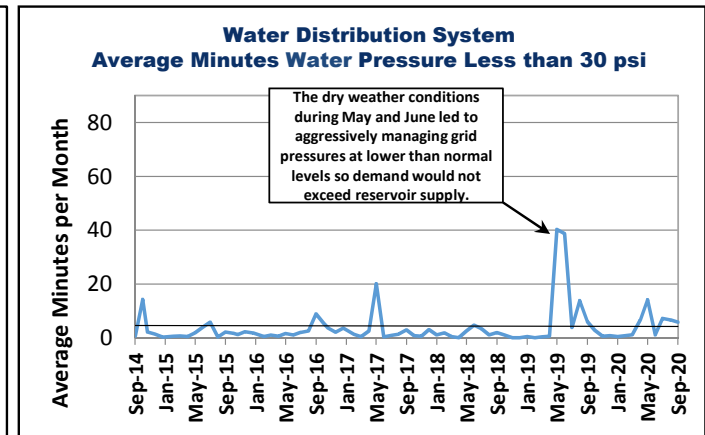
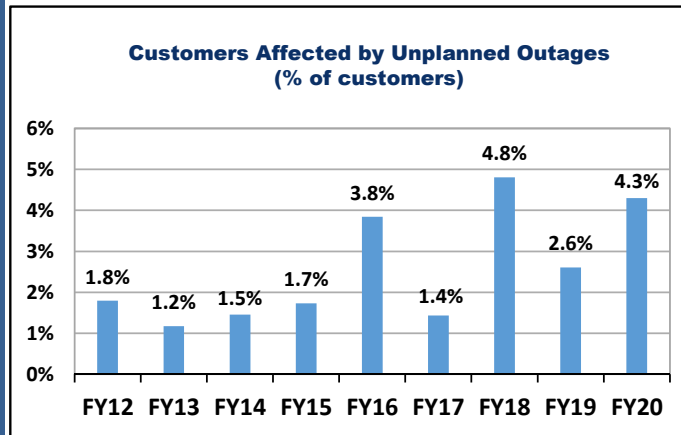
## Water Pressure (minutes per month < 30 psi)

- Measured by 332 pressure monitoring stations in the distribution system. Pressure must be greater than 30 psi, and is expected to be greater than 50 psi. Regulatory requirement is minimum 20 psi.

## Customer Response Time

- Average time from a customer call to the ticket completion or transfer to a field crew for a more extensive repair

Compliance	Metric – CY Basis	2018	2019	2020 Target	FY2020
Water Main Outages	# of Customers per Year	16,731	9,268	4,100	<b>15,342</b>



## Water System Consumption Use Permit

St. Johns River Water Management District CUP

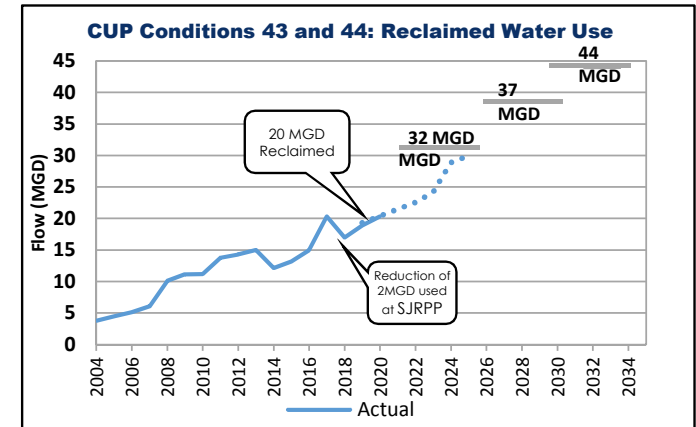
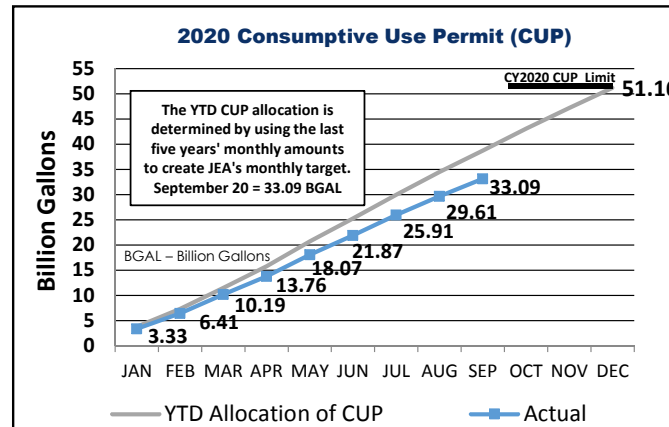
### YTD CUP Allocation

- The YTD CUP allocation is determined by using the last five years' monthly amounts to create JEA's monthly target
- September 2020 = 33.09 BGAL

### Condition 18

- YTD average daily flow is 14% below CY limit of 140 MGD

Compliance	Metric – CY Basis	2017	2018	2019	2020 Target	CY2020
Water	CUP Limits (MGD)	114 (133 limit)	112 (135 limit)	119 (138 limit)	140 limit	<b>121</b>
South Grid	Wellfield Allocation (MGD)	48.62 (<50.23 limit)	46.35 (<50.23 limit)	47.90 (<50.23 limit)	50.23 limit	<b>49.56</b>
Reclaim	Usage (MGD)	20	17	19	20	<b>20</b>



### CUP Condition 50 : South Grid Wellfield Allocation Limits

Critical Wellfields	Actuals						Post Sep-14 Permit Limit
	2015	2016	2017	2018	2019	YTD 2020	
Deerwood III	6.67	7.88	7.64	7.17	7.18	7.81	7.00
Ridenour	6.66	7.64	6.68	6.54	6.75	6.90	6.85
Oakridge	4.99	5.79	5.49	5.55	5.41	5.57	5.65
Greenland	4.27	4.16	3.99	4.18	4.31	4.45	4.53
Brierwood	2.84	3.36	2.98	2.43	2.74	2.60	3.02
<b>Subtotal</b>	<b>25.43</b>	<b>28.83</b>	<b>26.78</b>	<b>25.87</b>	<b>26.39</b>	<b>27.33</b>	<b>27.05</b>
Other Wellfields	22.07	24.12	21.85	20.48	21.51	22.23	23.18
<b>Total South Grid</b>	<b>47.50</b>	<b>52.95</b>	<b>48.62</b>	<b>46.35</b>	<b>47.90</b>	<b>49.56</b>	<b>50.23</b>
<b>Total System ADF MGD</b>	<b>107</b>	<b>107</b>	<b>114</b>	<b>112</b>	<b>118</b>	<b>121</b>	<b>140</b>

## Wastewater System Environmental Compliance

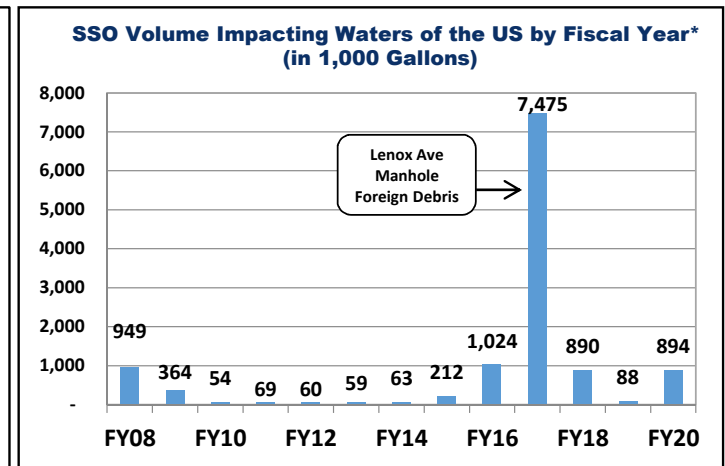
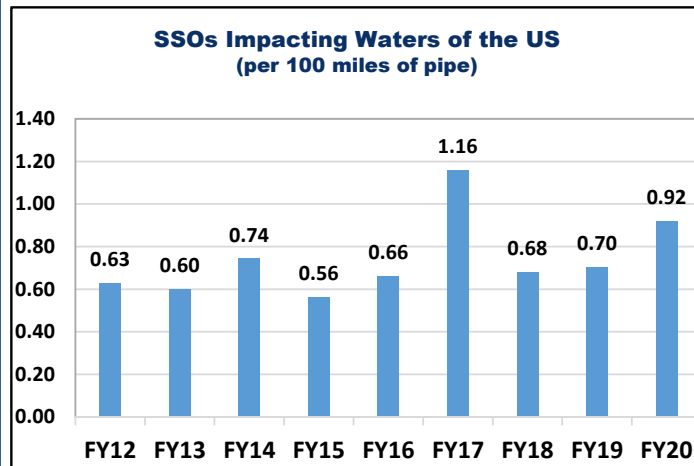
### Sanitary Sewer Outflows (SSOs to US Waters)

- FY04 – FY07: 54/yr average
- FY08 – FY19: 33/yr average
- 48 SSO's impacting US Waters during FY20

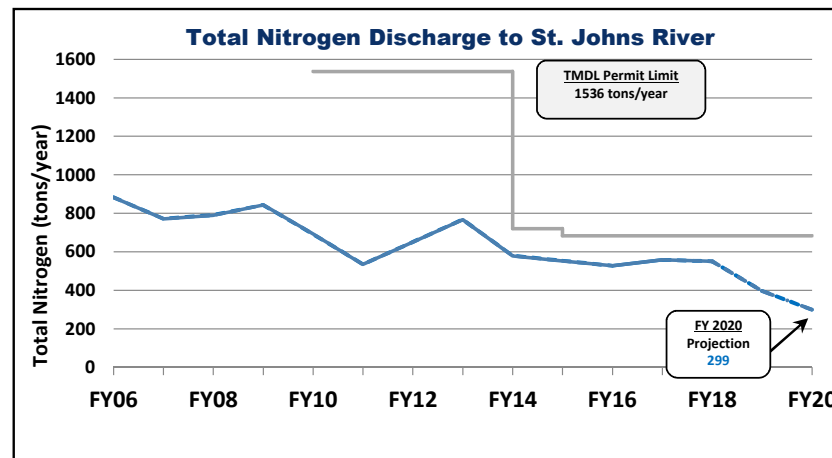
### Nitrogen Discharge to St. Johns River

- Total Maximum Daily Load (TMDL) Permit Limit is 683 tons (rolling 12 month total)
- Current rolling 12 month total is 308 tons
- FY20 projection is 299 tons

Compliance	Metric – CY Basis	2018	2019	2020 Target	FY2020
Sewer	Nitrogen (N) Tons – FY basis	550 (TMDL of 683*)	397 (TMDL of 683*)	466	299
Sewer	SSOs – US Waters (per 100 miles of pipe)	0.68	0.70	0.58	0.92



\*Aligned with the PSC Rule for Electric Reliability Reporting, the Operational Metrics will exclude the impact of all service interruptions associated with a storm named by the National Hurricane Center.





# FY2020 Customer Satisfaction Goal

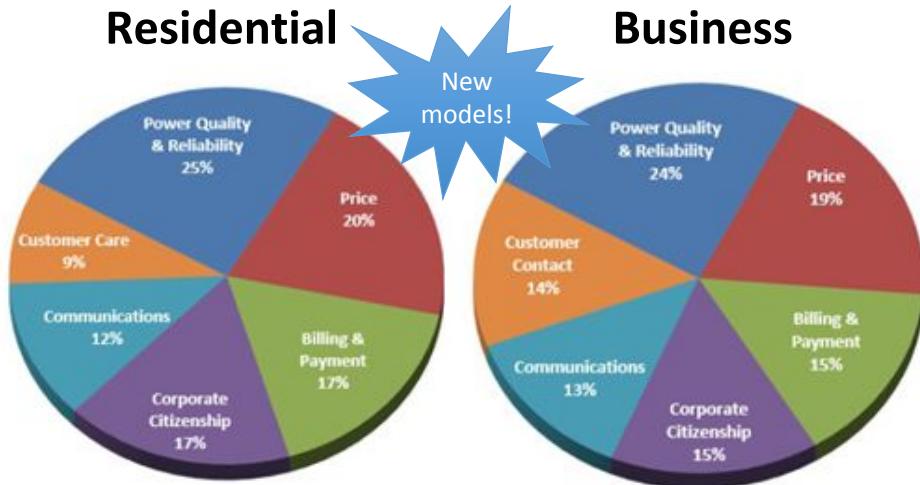
## Achieve 1st Quartile Ranking for JD Power Customer Satisfaction Index for both Residential and Business Studies

### Residential (R)

FY18		FY19		Per 1		Per 2		Per 3		Per 4		FY20 YTD	
2Q	737	1Q	756	3Q	730	2Q	759	3Q	758	3Q	745	3Q	748

### Business (B)

FY18		FY19		Per 1		Per 2		FY20 YTD	
1Q	802	2Q	782	1Q	794	2Q	804	2Q	799



FY20 Residential # of companies ranked: 143  
 FY20 Business # of companies ranked: 84

1Q= 1st quartile 2Q= 2<sup>nd</sup> quartile 3Q = 3<sup>rd</sup> quartile 4Q = 4<sup>th</sup> quartile

## Be Easy to Do Business With

### Customer Care

	FY19		Per 1		Per 2		Per 3		Per 4		FY20 YTD	
R	1Q	827	1Q	833	2Q	819	3Q	802	4Q	786	3Q	807
B	1Q	838	1Q	846	2Q	855					1Q	851

### Power Quality & Reliability

	FY19		Per 1		Per 2		Per 3		Per 4		FY20 YTD	
R	2Q	802	2Q	788	2Q	804	3Q	791	3Q	789	2Q	793
B	2Q	817	1Q	829	1Q	840					1Q	835

## Empower Customers to Make Informed Decisions

### Billing & Payment

	FY19		Per 1		Per 2		Per 3		Per 4		FY20 YTD	
R	2Q	807	3Q	782	2Q	821	3Q	799	4Q	793	3Q	799
B	2Q	822	2Q	825	1Q	845					2Q	835

### Communication

	FY19		Per 1		Per 2		Per 3		Per 4		FY20 YTD	
R	1Q	709	3Q	676	3Q	700	2Q	739	3Q	717	3Q	708
B	2Q	763	1Q	789	3Q	774					2Q	781

### Price

	FY19		Per 1		Per 2		Per 3		Per 4		FY20 YTD	
R	1Q	706	3Q	668	2Q	700	3Q	712	3Q	690	3Q	693
B	2Q	741	2Q	753	3Q	743					3Q	748

## Demonstrate Community Responsibility

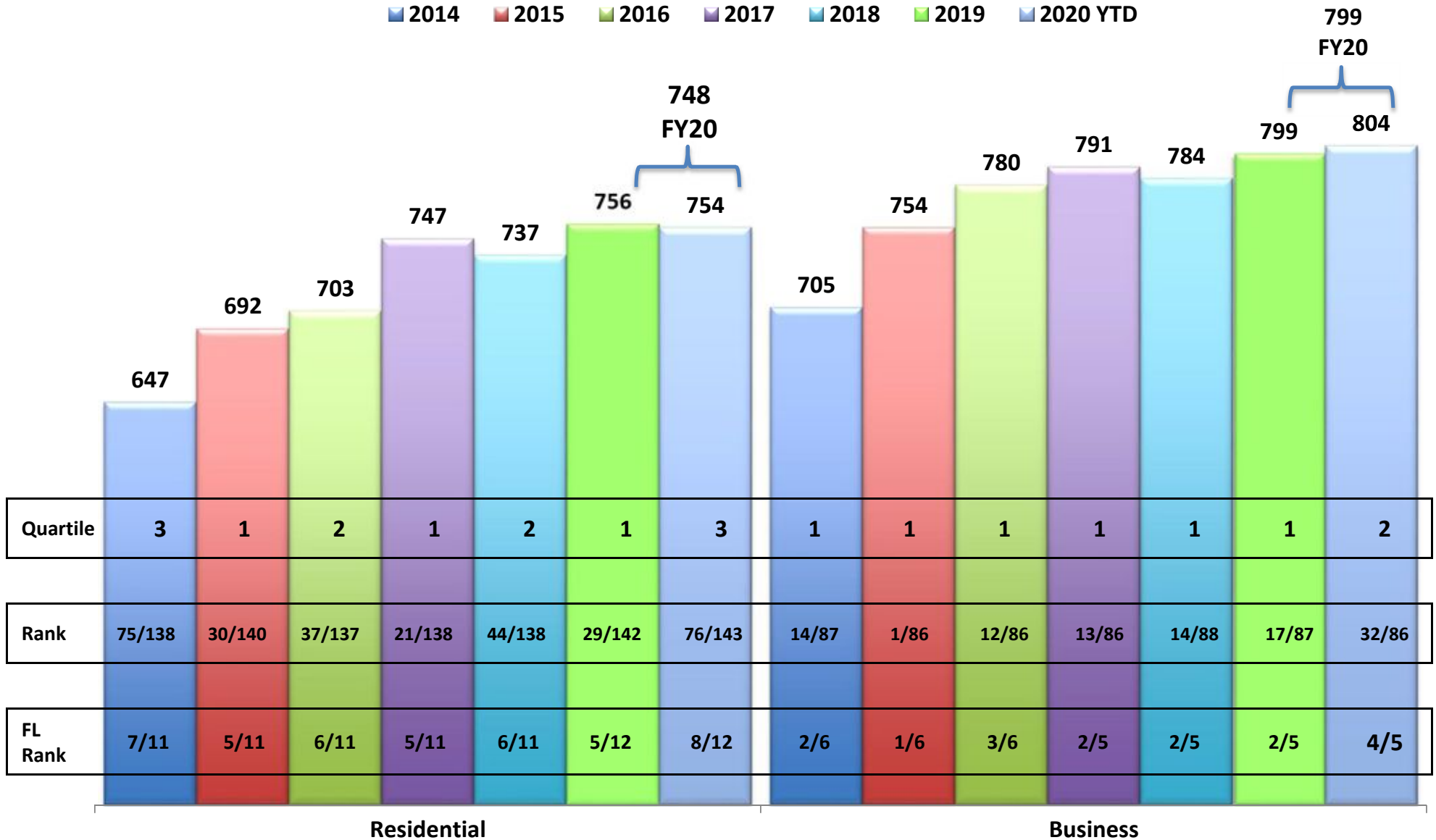
### Corporate Citizenship

	FY19		Per 1		Per 2		Per 3		Per 4		FY20 YTD	
R	2Q	694	3Q	664	3Q	702	3Q	713	3Q	689	3Q	692
B	3Q	732	3Q	744	3Q	767					2Q	756



# Customer Satisfaction Index Scores by Study Year

■ 2014 ■ 2015 ■ 2016 ■ 2017 ■ 2018 ■ 2019 ■ 2020 YTD

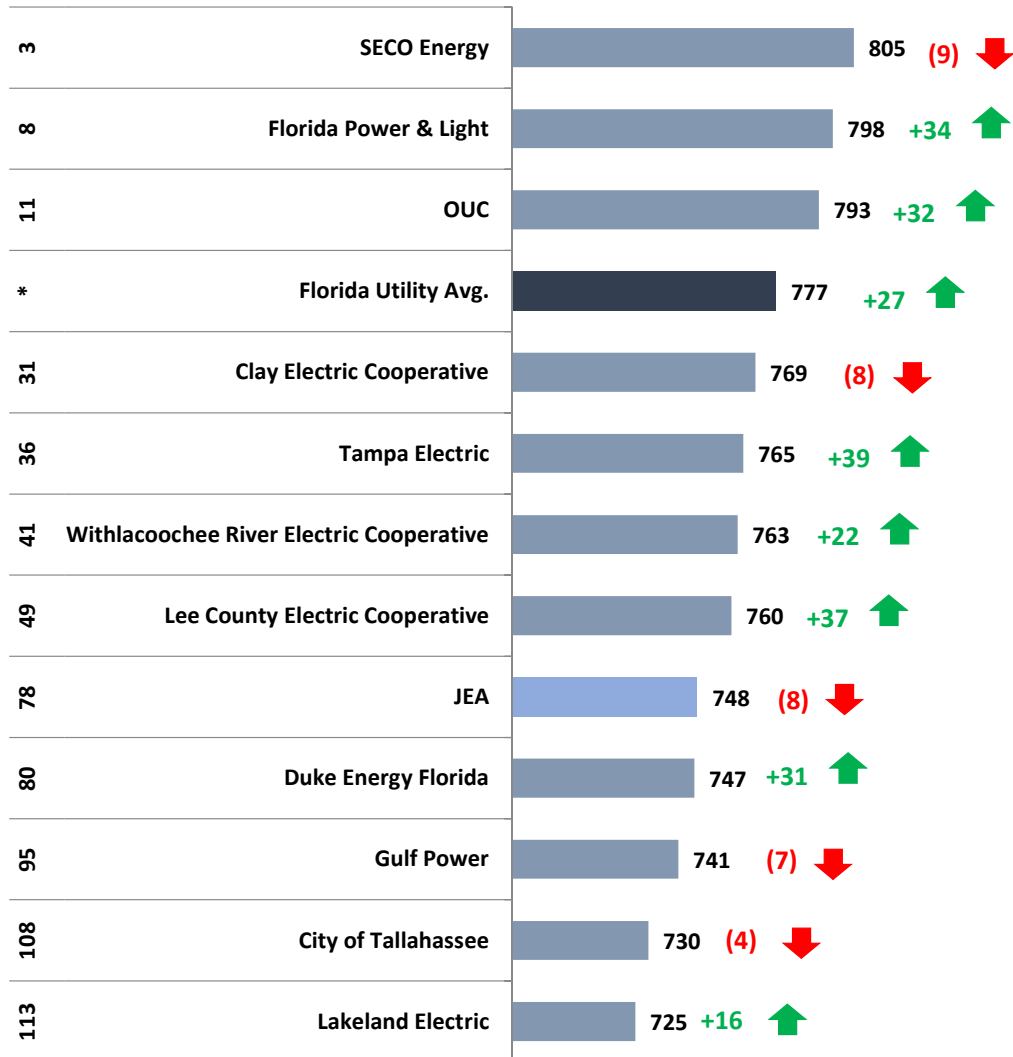




Building Community

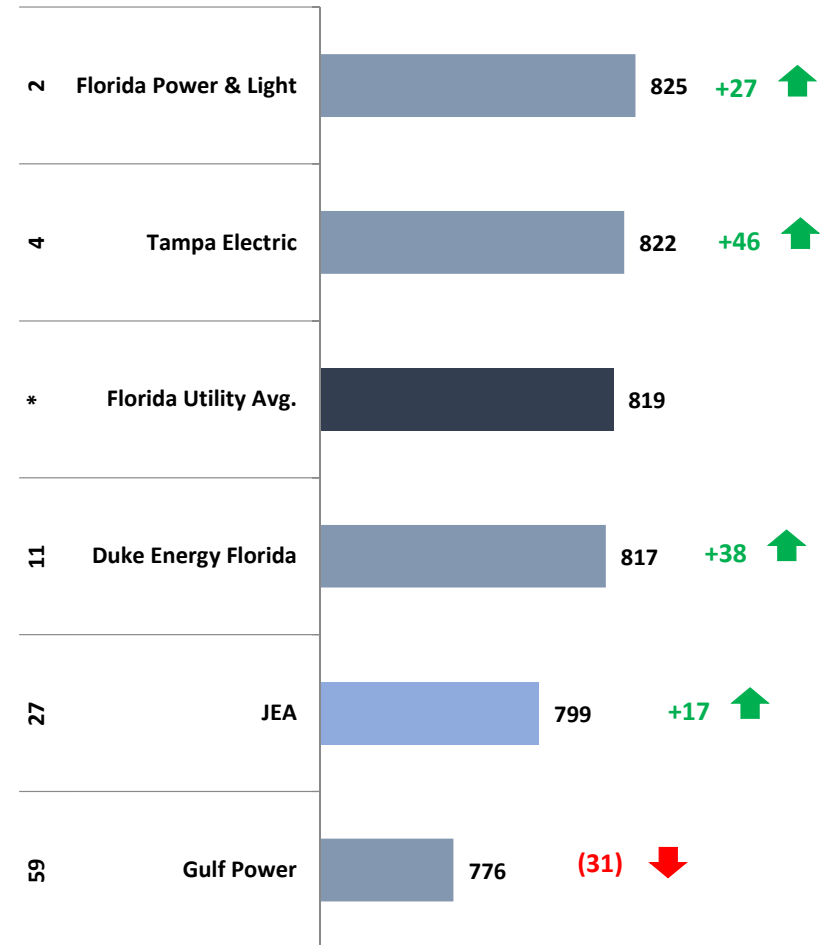
# Customer Satisfaction Index Scores Florida Utilities

## Residential FY 2020 Final



## Business FY 2020 Final

(2019 WV2 + 2020 WV1)



NB: Green and red numbers indicate point difference from 2019



A utility worker wearing a hard hat and safety vest is positioned in a white bucket, reaching towards a glowing street lamp. The scene is set at dusk, with a dark blue sky and a body of water in the background. The worker's bucket is filled with various tools and equipment. The street lamp is a classic black pole with a white, lantern-style top that is illuminated. The overall atmosphere is quiet and focused, capturing a moment of maintenance work.

# JEA<sup>®</sup>

**Preliminary Monthly Financial Statements**

**September 2020**



Monthly Financial Statements

September 2020

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**JEA**  
**Statements of Net Position**  
**(in thousands)**

Page 2

	<b>September 2020</b>	
	<b>(unaudited)</b>	<b>September 2019</b>
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 387,148	\$ 414,438
Investments	3,107	2,399
Customer accounts receivable, net of allowance (\$3,864 and \$1,341, respectively)	219,814	227,331
Inventories:		
Materials and supplies	61,663	58,962
Fuel	37,822	30,898
Other current assets	16,364	19,109
Total current assets	<u>725,918</u>	<u>753,137</u>
Noncurrent assets:		
Restricted assets:		
Cash and cash equivalents	253,984	265,784
Investments	311,130	380,250
Accounts and interest receivable	1,071	1,071
Total restricted assets	<u>566,185</u>	<u>647,105</u>
Costs to be recovered from future revenues	852,314	851,046
Other assets	32,221	19,016
Total noncurrent assets	<u>1,450,720</u>	<u>1,517,167</u>
Capital assets:		
Land and easements	216,918	195,461
Plant in service	12,124,453	11,563,873
Less accumulated depreciation	<u>(7,161,707)</u>	<u>(6,836,311)</u>
Plant in service, net	5,179,664	4,923,023
Construction work in progress	331,511	542,421
Net capital assets	<u>5,511,175</u>	<u>5,465,444</u>
Total assets	<u>7,687,813</u>	<u>7,735,748</u>
<b>Deferred outflows of resources</b>		
Accumulated decrease in fair value of hedging derivatives	179,286	161,485
Unrealized pension contributions and losses	143,881	131,554
Unamortized deferred losses on refundings	100,313	108,875
Unrealized asset retirement obligations	35,242	50,329
Unrealized OPEB contributions and losses	9,406	9,100
Total deferred outflows of resources	<u>468,128</u>	<u>461,343</u>
Total assets and deferred outflows of resources	<u>\$ 8,155,941</u>	<u>\$ 8,197,091</u>

**JEA**  
**Statements of Net Position**  
**(in thousands)**

Page 3

	<b>September 2020</b>	<b>September 2019</b>
	<b>(unaudited)</b>	
<b>Liabilities</b>		
Current liabilities:		
Customer deposits and prepayments	\$ 71,304	\$ 73,974
Accounts and accrued expenses payable	67,279	53,813
Billings on behalf of state and local governments	25,959	26,292
Compensation and benefits payable	14,599	17,242
City of Jacksonville payable	10,255	10,269
Asset retirement obligations	4,136	18,884
Total current liabilities	<u>193,532</u>	<u>200,474</u>
Current liabilities payable from restricted assets:		
Debt due within one year	102,700	192,555
Interest payable	52,856	64,775
Construction contracts and accounts payable	46,366	66,775
Renewal and replacement reserve	37,910	46,955
Total current liabilities payable from restricted assets	<u>239,832</u>	<u>371,060</u>
Noncurrent liabilities:		
Net pension liability	641,086	566,372
Asset retirement obligations	31,105	31,445
Compensation and benefits payable	31,342	29,434
Net OPEB liability	10,091	18,256
Other liabilities	20,556	30,406
Total noncurrent liabilities	<u>734,180</u>	<u>675,913</u>
Long-term debt:		
Debt payable, less current portion	3,154,590	3,428,080
Unamortized premium, net	174,205	118,125
Fair value of debt management strategy instruments	177,288	149,887
Total long-term debt	<u>3,506,083</u>	<u>3,696,092</u>
Total liabilities	<u>4,673,627</u>	<u>4,943,539</u>
<b>Deferred inflows of resources</b>		
Revenues to be used for future costs	206,782	238,690
Unrealized pension gains	24,304	50,880
Unrealized OPEB gains	15,294	11,249
Accumulated increase in fair value of hedging derivatives	11,944	-
Total deferred inflows of resources	<u>258,324</u>	<u>300,819</u>
<b>Net position</b>		
Net investment in capital assets	2,584,074	2,248,863
Restricted for:		
Capital projects	204,855	165,186
Debt service	101,558	193,063
Other purposes	48,617	42,005
Unrestricted	284,886	303,616
Total net position	<u>3,223,990</u>	<u>2,952,733</u>
Total liabilities, deferred inflows of resources, and net position	<u>\$ 8,155,941</u>	<u>\$ 8,197,091</u>

**Statements of Revenues, Expenses, and Changes in Net Position**  
**(in thousands - unaudited)**

	Month		Year-to-Date	
	September		September	
	2020	2019	2020	2019
<b>Operating revenues</b>				
Electric - base	\$ 78,672	\$ 99,341	\$ 873,965	\$ 842,801
Electric - fuel and purchased power	33,272	34,570	329,723	417,014
Water and sewer	37,507	40,202	469,914	450,116
District energy system	871	893	8,235	8,504
Other operating revenues	2,256	2,928	32,621	33,526
Total operating revenues	152,578	177,934	1,714,458	1,751,961
<b>Operating expenses</b>				
Operations and maintenance:				
Maintenance and other operating expenses	56,010	46,243	422,925	395,692
Fuel	29,347	27,202	290,965	330,328
Purchased power	8,460	11,568	85,046	135,245
Depreciation	31,253	29,887	365,146	362,313
State utility and franchise taxes	6,695	6,814	69,769	71,569
Recognition of deferred costs and revenues, net	2,666	25,076	28,619	44,792
Total operating expenses	134,431	146,790	1,262,470	1,339,939
Operating income	18,147	31,144	451,988	412,022
<b>Nonoperating revenues (expenses)</b>				
Interest on debt	(13,298)	(36,870)	(141,213)	(175,046)
Investment income	905	3,751	15,721	39,745
Allowance for funds used during construction	1,242	(579)	19,713	14,099
Other nonoperating income, net	724	769	7,370	9,082
Earnings from The Energy Authority	205	76	2,848	2,412
Other interest, net	(5)	(37)	666	(1,626)
Total nonoperating expenses, net	(10,227)	(32,890)	(94,895)	(111,334)
Income before contributions	7,920	(1,746)	357,093	300,688
<b>Contributions (to) from</b>				
General Fund, City of Jacksonville, Florida	(9,902)	(9,804)	(118,824)	(132,802)
Developers and other	14,246	9,958	109,546	97,726
Reduction of plant cost through contributions	(10,519)	(7,011)	(76,558)	(68,188)
Total contributions, net	(6,175)	(6,857)	(85,836)	(103,264)
Change in net position	1,745	(8,603)	271,257	197,424
Net position, beginning of period	3,222,245	2,961,336	2,952,733	2,755,309
Net position, end of period	\$ 3,223,990	\$ 2,952,733	\$ 3,223,990	\$ 2,952,733

**Statement of Cash Flows**  
**(in thousands - unaudited)**

	Year-to-Date September	
	2020	2019
<b>Operating activities</b>		
Receipts from customers	\$ 1,657,763	\$ 1,686,275
Payments to suppliers	(614,759)	(716,656)
Payments for salaries and benefits	(259,568)	(233,377)
Other operating activities	34,063	33,088
Net cash provided by operating activities	<u>817,499</u>	<u>769,330</u>
<b>Noncapital and related financing activities</b>		
Contribution to General Fund, City of Jacksonville, Florida	(118,733)	(132,707)
Net cash used in noncapital and related financing activities	<u>(118,733)</u>	<u>(132,707)</u>
<b>Capital and related financing activities</b>		
Defeasance of debt	(523,050)	(195,045)
Acquisition and construction of capital assets	(409,139)	(466,730)
Proceeds received from debt	352,260	2,000
Repayment of debt principal	(192,555)	(185,790)
Interest paid on debt	(154,096)	(169,836)
Capital contributions	32,988	29,538
Other capital financing activities	69,890	(3,835)
Net cash used in capital and related financing activities	<u>(823,702)</u>	<u>(989,698)</u>
<b>Investing activities</b>		
Purchase of investments	(268,366)	(415,403)
Proceeds from sale and maturity of investments	339,818	863,004
Investment income	13,166	27,471
Distributions from The Energy Authority	1,228	2,443
Net cash provided by investing activities	<u>85,846</u>	<u>477,515</u>
Net change in cash and cash equivalents	(39,090)	124,440
Cash and cash equivalents at beginning of year	680,222	555,782
Cash and cash equivalents at end of period	<u>\$ 641,132</u>	<u>\$ 680,222</u>
<b>Reconciliation of operating income to net cash provided by operating activities</b>		
Operating income	\$ 451,988	\$ 412,022
Adjustments:		
Depreciation and amortization	366,311	363,534
Recognition of deferred costs and revenues, net	28,619	44,792
Other nonoperating income, net	373	2,035
Changes in noncash assets and noncash liabilities:		
Accounts receivable	7,062	(5,888)
Accounts receivable, restricted	-	8
Inventories	(9,626)	6,215
Other assets	(8,281)	2,903
Accounts and accrued expenses payable	11,371	(19,218)
Current liabilities payable from restricted assets	(7,939)	(5,299)
Other noncurrent liabilities and deferred inflows	(22,379)	(31,774)
Net cash provided by operating activities	<u>\$ 817,499</u>	<u>\$ 769,330</u>
<b>Noncash activity</b>		
Contribution of capital assets from developers	\$ 76,558	\$ 68,188
Unrealized investment fair market value changes, net	\$ 3,041	\$ 13,314

**Combining Statement of Net Position**  
(in thousands - unaudited) September 2020

	Electric System and Bulk Power Supply System	SJRPP System	Elimination of Intercompany transactions	Total Electric Enterprise Fund	Water and Sewer Enterprise Fund	District Energy System Fund	Total JEA
<b>Assets</b>							
Current assets:							
Cash and cash equivalents	\$ 266,683	\$ 51,814	\$ -	\$ 318,497	67,036	\$ 1,615	\$ 387,148
Investments	-	3,107	-	3,107	-	-	3,107
Customer accounts receivable, net of allowance (\$3,864)	165,515	-	-	165,515	54,176	123	219,814
Inventories:							
Materials and supplies	2,378	-	-	2,378	59,285	-	61,663
Fuel	37,822	-	-	37,822	-	-	37,822
Other current assets	14,981	5,361	(9,519)	10,823	5,541	-	16,364
Total current assets	487,379	60,282	(9,519)	538,142	186,038	1,738	725,918
Noncurrent assets:							
Restricted assets:							
Cash and cash equivalents	89,193	89,318	-	178,511	71,232	4,241	253,984
Investments	202,036	10,227	-	212,263	98,867	-	311,130
Accounts and interest receivable	1,053	11	-	1,064	7	-	1,071
Total restricted assets	292,282	99,556	-	391,838	170,106	4,241	566,185
Costs to be recovered from future revenues	348,740	234,170	-	582,910	269,374	30	852,314
Other assets	30,649	4,500	(4,500)	30,649	1,569	3	32,221
Total noncurrent assets	671,671	338,226	(4,500)	1,005,397	441,049	4,274	1,450,720
Capital assets:							
Land and easements	123,748	6,660	-	130,408	83,459	3,051	216,918
Plant in service	5,835,887	1,316,043	-	7,151,930	4,912,993	59,530	12,124,453
Less accumulated depreciation	(3,439,442)	(1,313,379)	-	(4,752,821)	(2,379,631)	(29,255)	(7,161,707)
Plant in service, net	2,520,193	9,324	-	2,529,517	2,616,821	33,326	5,179,664
Construction work in progress	154,702	-	-	154,702	175,783	1,026	331,511
Net capital assets	2,674,895	9,324	-	2,684,219	2,792,604	34,352	5,511,175
Total assets	3,833,945	407,832	(14,019)	4,227,758	3,419,691	40,364	7,687,813
<b>Deferred outflows of resources</b>							
Accumulated decrease in fair value of hedging derivatives	141,605	-	-	141,605	37,681	-	179,286
Unrealized pension contributions and losses	74,505	17,601	-	92,106	51,775	-	143,881
Unamortized deferred losses on refundings	56,692	3,300	-	59,992	40,152	169	100,313
Unrealized asset retirement obligations	32,369	2,873	-	35,242	-	-	35,242
Unrealized OPEB contributions and losses	5,549	-	-	5,549	3,857	-	9,406
Total deferred outflows of resources	310,720	23,774	-	334,494	133,465	169	468,128
Total assets and deferred outflows of resources	\$ 4,144,665	\$ 431,606	\$ (14,019)	\$ 4,562,252	\$ 3,553,156	\$ 40,533	\$ 8,155,941

**Combining Statement of Net Position**  
(in thousands - unaudited) September 2020

	Electric System and Bulk Power Supply System	SJRPP System	Elimination of Intercompany transactions	Total Electric Enterprise Fund	Water and Sewer Enterprise Fund	District Energy System Fund	Total JEA
<b>Liabilities</b>							
Current liabilities:							
Customer deposits and prepayments	\$ 53,779	\$ -	\$ -	\$ 53,779	\$ 17,525	\$ -	\$ 71,304
Accounts and accrued expenses payable	57,387	6,269	(5,376)	58,280	8,855	144	67,279
Billings on behalf of state and local governments	22,125	-	-	22,125	3,834	-	25,959
Compensation and benefits payable	10,301	-	-	10,301	4,262	36	14,599
City of Jacksonville payable	8,159	-	-	8,159	2,096	-	10,255
Asset retirement obligations	1,263	2,873	-	4,136	-	-	4,136
Total current liabilities	153,014	9,142	(5,376)	156,780	36,572	180	193,532
Current liabilities payable from restricted assets:							
Debt due within one year	67,765	13,340	-	81,105	19,870	1,725	102,700
Interest payable	24,871	5,222	-	30,093	22,115	648	52,856
Construction contracts and accounts payable	15,109	4,964	(4,143)	15,930	30,389	47	46,366
Renewal and replacement reserve	-	37,910	-	37,910	-	-	37,910
Total current liabilities payable from restricted assets	107,745	61,436	(4,143)	165,038	72,374	2,420	239,832
Noncurrent liabilities:							
Net pension liability	373,642	7,794	-	381,436	259,650	-	641,086
Asset retirement obligations	31,105	-	-	31,105	-	-	31,105
Compensation and benefits payable	22,271	-	-	22,271	9,002	69	31,342
Net OPEB liability	5,954	-	-	5,954	4,137	-	10,091
Other liabilities	20,556	4,500	(4,500)	20,556	-	-	20,556
Total noncurrent liabilities	453,528	12,294	(4,500)	461,322	272,789	69	734,180
Long-term debt:							
Debt payable, less current portion	1,629,850	251,765	-	1,881,615	1,241,565	31,410	3,154,590
Unamortized premium (discount), net	95,677	783	-	96,460	77,769	(24)	174,205
Fair value of debt management strategy instruments	139,607	-	-	139,607	37,681	-	177,288
Total long-term debt	1,865,134	252,548	-	2,117,682	1,357,015	31,386	3,506,083
Total liabilities	2,579,421	335,420	(14,019)	2,900,822	1,738,750	34,055	4,673,627
<b>Deferred inflows of resources</b>							
Revenues to be used for future costs	177,589	5,821	-	183,410	23,372	-	206,782
Unrealized pension gains	11,988	3,986	-	15,974	8,330	-	24,304
Unrealized OPEB gains	9,023	-	-	9,023	6,271	-	15,294
Accumulated increase in fair value of hedging derivatives	11,944	-	-	11,944	-	-	11,944
Total deferred inflows of resources	210,544	9,807	-	220,351	37,973	-	258,324
<b>Net position</b>							
Net investment in (divestment of) capital assets	952,894	(13,503)	-	939,391	1,643,320	1,363	2,584,074
Restricted for:							
Capital projects	139,308	-	-	139,308	63,679	1,868	204,855
Debt service	66,487	13,706	-	80,193	19,640	1,725	101,558
Other purposes	5,772	32,163	4,143	42,078	6,539	-	48,617
Unrestricted	190,239	54,013	(4,143)	240,109	43,255	1,522	284,886
Total net position	1,354,700	86,379	-	1,441,079	1,776,433	6,478	3,223,990
Total liabilities, deferred inflows of resources, and net position	\$ 4,144,665	\$ 431,606	\$ (14,019)	\$ 4,562,252	\$ 3,553,156	\$ 40,533	\$ 8,155,941



**Combining Statement of Net Position**  
**(in thousands) September 2019**

	Electric System and Bulk Power Supply System	SJRPP System	Elimination of Intercompany transactions	Total Electric Enterprise Fund	Water and Sewer Enterprise Fund	District Energy System Fund	Total JEA
<b>Assets</b>							
Current assets:							
Cash and cash equivalents	\$ 282,069	\$ 66,734	\$ -	\$ 348,803	\$ 64,146	\$ 1,489	\$ 414,438
Investments	-	2,399	-	2,399	-	-	2,399
Customer accounts receivable, net of allowance (\$1,341)	172,163	-	-	172,163	54,930	238	227,331
Inventories:							
Materials and supplies	2,219	106	-	2,325	56,637	-	58,962
Fuel	30,898	-	-	30,898	-	-	30,898
Other current assets	18,049	5,290	(8,638)	14,701	4,408	-	19,109
Total current assets	505,398	74,529	(8,638)	571,289	180,121	1,727	753,137
Noncurrent assets:							
Restricted assets:							
Cash and cash equivalents	74,586	94,858	-	169,444	89,586	6,754	265,784
Investments	230,849	10,891	-	241,740	138,510	-	380,250
Accounts and interest receivable	1,053	11	-	1,064	7	-	1,071
Total restricted assets	306,488	105,760	-	412,248	228,103	6,754	647,105
Costs to be recovered from future revenues	343,247	253,706	-	596,953	254,059	34	851,046
Other assets	16,285	4,500	(4,500)	16,285	2,731	-	19,016
Total noncurrent assets	666,020	363,966	(4,500)	1,025,486	484,893	6,788	1,517,167
Capital assets:							
Land and easements	124,457	6,660	-	131,117	61,293	3,051	195,461
Plant in service	5,598,589	1,316,043	-	6,914,632	4,592,091	57,150	11,563,873
Less accumulated depreciation	(3,252,637)	(1,312,969)	-	(4,565,606)	(2,242,977)	(27,728)	(6,836,311)
Plant in service, net	2,470,409	9,734	-	2,480,143	2,410,407	32,473	4,923,023
Construction work in progress	203,901	-	-	203,901	337,716	804	542,421
Net capital assets	2,674,310	9,734	-	2,684,044	2,748,123	33,277	5,465,444
Total assets	3,845,728	448,229	(13,138)	4,280,819	3,413,137	41,792	7,735,748
<b>Deferred outflows of resources</b>							
Accumulated decrease in fair value of hedging derivatives	130,219	-	-	130,219	31,266	-	161,485
Unrealized pension contributions and losses	78,089	3,539	-	81,628	49,926	-	131,554
Unamortized deferred losses on refundings	61,773	3,502	-	65,275	43,418	182	108,875
Unrealized asset retirement obligations	32,282	18,047	-	50,329	-	-	50,329
Unrealized OPEB contributions and losses	5,551	-	-	5,551	3,549	-	9,100
Total deferred outflows of resources	307,914	25,088	-	333,002	128,159	182	461,343
Total assets and deferred outflows of resources	\$ 4,153,642	\$ 473,317	\$ (13,138)	\$ 4,613,821	\$ 3,541,296	\$ 41,974	\$ 8,197,091

**Combining Statement of Net Position**  
**(in thousands) September 2019**

	Electric System and Bulk Power Supply System	SJRPP System	Elimination of Intercompany transactions	Total Electric Enterprise Fund	Water and Sewer Enterprise Fund	District Energy System Fund	Total JEA
<b>Liabilities</b>							
Current liabilities:							
Customer deposits and prepayments	\$ 56,714	\$ -	\$ -	\$ 56,714	\$ 17,260	\$ -	\$ 73,974
Accounts and accrued expenses payable	42,875	4,255	(3,600)	43,530	10,156	127	53,813
Billings on behalf of state and local governments	22,406	(1)	-	22,405	3,887	-	26,292
Compensation and benefits payable	12,236	-	-	12,236	4,944	62	17,242
City of Jacksonville payable	8,186	-	-	8,186	2,083	-	10,269
Asset retirement obligations	837	18,047	-	18,884	-	-	18,884
Total current liabilities	143,254	22,301	(3,600)	161,955	38,330	189	200,474
Current liabilities payable from restricted assets:							
Debt due within one year	122,380	13,780	-	136,160	54,705	1,690	192,555
Interest payable	32,109	5,564	-	37,673	26,436	666	64,775
Construction contracts and accounts payable	24,589	3,859	(3,315)	25,133	41,481	161	66,775
Renewal and replacement reserve	-	46,955	-	46,955	-	-	46,955
Total current liabilities payable from restricted assets	179,078	70,158	(3,315)	245,921	122,622	2,517	371,060
Noncurrent liabilities:							
Net pension liability	343,046	4,001	-	347,047	219,325	-	566,372
Asset retirement obligations	31,445	-	-	31,445	-	-	31,445
Compensation and benefits payable	21,003	-	-	21,003	8,402	29	29,434
Net OPEB liability	11,136	-	-	11,136	7,120	-	18,256
Other liabilities	30,370	6,223	(6,223)	30,370	36	-	30,406
Total noncurrent liabilities	437,000	10,224	(6,223)	441,001	234,883	29	675,913
Long-term debt:							
Debt payable, less current portion	1,796,880	265,105	-	2,061,985	1,332,960	33,135	3,428,080
Unamortized premium (discount), net	56,775	1,433	-	58,208	59,946	(29)	118,125
Fair value of debt management strategy instruments	118,621	-	-	118,621	31,266	-	149,887
Total long-term debt	1,972,276	266,538	-	2,238,814	1,424,172	33,106	3,696,092
Total liabilities	2,731,608	369,221	(13,138)	3,087,691	1,820,007	35,841	4,943,539
<b>Deferred inflows of resources</b>							
Revenues to be used for future costs	208,794	-	-	208,794	29,896	-	238,690
Unrealized pension gains	27,276	6,166	-	33,442	17,438	-	50,880
Unrealized OPEB gains	6,862	-	-	6,862	4,387	-	11,249
Total deferred inflows of resources	242,932	6,166	-	249,098	51,721	-	300,819
<b>Net position</b>							
Net investment in (divestment of) capital assets	773,119	(12,879)	-	760,240	1,490,121	(1,498)	2,248,863
Restricted for:							
Capital projects	83,017	-	-	83,017	77,771	4,398	165,186
Debt service	121,541	14,071	-	135,612	55,761	1,690	193,063
Other purposes	4,388	28,186	3,315	35,889	6,116	-	42,005
Unrestricted	197,037	68,552	(3,315)	262,274	39,799	1,543	303,616
Total net position	1,179,102	97,930	-	1,277,032	1,669,568	6,133	2,952,733
Total liabilities, deferred inflows of resources, and net position	\$ 4,153,642	\$ 473,317	\$ (13,138)	\$ 4,613,821	\$ 3,541,296	\$ 41,974	\$ 8,197,091

**Combining Statement of Revenues, Expenses, and Changes in Net Position**  
(in thousands - unaudited) for the month ended September 2020

	Electric System and Bulk Power Supply System	SJRPP System	Elimination of Intercompany transactions	Total Electric Enterprise Fund	Water and Sewer Enterprise Fund	District Energy System Fund	Eliminations	Total JEA
<b>Operating revenues</b>								
Electric - base	\$ 78,984	\$ -	\$ -	\$ 78,984	\$ -	\$ -	\$ (312)	\$ 78,672
Electric - fuel and purchased power	34,445	2,170	(2,170)	34,445	-	-	(1,173)	33,272
Water and sewer	-	-	-	-	37,538	-	(31)	37,507
District energy system	-	-	-	-	-	906	(35)	871
Other operating revenues	1,528	-	-	1,528	918	-	(190)	2,256
Total operating revenues	114,957	2,170	(2,170)	114,957	38,456	906	(1,741)	152,578
<b>Operating expenses</b>								
Operations and maintenance:								
Maintenance and other operating expenses	29,573	3,441	-	33,014	24,133	604	(1,741)	56,010
Fuel	29,347	-	-	29,347	-	-	-	29,347
Purchased power	10,630	-	(2,170)	8,460	-	-	-	8,460
Depreciation	17,009	34	-	17,043	14,005	205	-	31,253
State utility and franchise taxes	5,795	-	-	5,795	900	-	-	6,695
Recognition of deferred costs and revenues, net	712	1,103	-	1,815	851	-	-	2,666
Total operating expenses	93,066	4,578	(2,170)	95,474	39,889	809	(1,741)	134,431
Operating income	21,891	(2,408)	-	19,483	(1,433)	97	-	18,147
<b>Nonoperating revenues (expenses)</b>								
Interest on debt	(7,485)	(844)	-	(8,329)	(4,860)	(109)	-	(13,298)
Investment income	380	29	-	409	481	15	-	905
Allowance for funds used during construction	574	-	-	574	659	9	-	1,242
Other nonoperating income, net	340	26	-	366	358	-	-	724
Earnings from The Energy Authority	205	-	-	205	-	-	-	205
Other interest, net	(7)	-	-	(7)	2	-	-	(5)
Total nonoperating expenses, net	(5,993)	(789)	-	(6,782)	(3,360)	(85)	-	(10,227)
Income before contributions	15,898	(3,197)	-	12,701	(4,793)	12	-	7,920
<b>Contributions (to) from</b>								
General Fund, City of Jacksonville, Florida	(7,823)	-	-	(7,823)	(2,079)	-	-	(9,902)
Developers and other	295	-	-	295	13,951	-	-	14,246
Reduction of plant cost through contributions	(295)	-	-	(295)	(10,224)	-	-	(10,519)
Total contributions, net	(7,823)	-	-	(7,823)	1,648	-	-	(6,175)
Change in net position	8,075	(3,197)	-	4,878	(3,145)	12	-	1,745
Net position, beginning of period	1,346,625	89,576	-	1,436,201	1,779,578	6,466	-	3,222,245
Net position, end of period	\$ 1,354,700	\$ 86,379	\$ -	\$ 1,441,079	\$ 1,776,433	\$ 6,478	\$ -	\$ 3,223,990

**Combining Statement of Revenues, Expenses, and Changes in Net Position**  
(in thousands - unaudited) for the month ended September 2019

	Electric System and Bulk Power Supply System	SJRPP System	Elimination of Intercompany transactions	Total Electric Enterprise Fund	Water and Sewer Enterprise Fund	District Energy System Fund	Eliminations	Total JEA
<b>Operating revenues</b>								
Electric - base	\$ 99,669	\$ -	\$ -	\$ 99,669	\$ -	\$ -	\$ (328)	\$ 99,341
Electric - fuel and purchased power	35,781	1,966	(1,945)	35,802	-	-	(1,232)	34,570
Water and sewer	-	-	-	-	40,252	-	(50)	40,202
District energy system	-	-	-	-	-	933	(40)	893
Other operating revenues	1,969	-	-	1,969	1,240	1	(282)	2,928
Total operating revenues	137,419	1,966	(1,945)	137,440	41,492	934	(1,932)	177,934
<b>Operating expenses</b>								
Operations and maintenance:								
Maintenance and other operating expenses	29,489	(248)	-	29,241	18,336	598	(1,932)	46,243
Fuel	27,202	-	-	27,202	-	-	-	27,202
Purchased power	13,513	-	(1,945)	11,568	-	-	-	11,568
Depreciation	16,854	34	-	16,888	12,802	197	-	29,887
State utility and franchise taxes	5,894	-	-	5,894	920	-	-	6,814
Recognition of deferred costs and revenues, net	21,640	1,172	-	22,812	2,264	-	-	25,076
Total operating expenses	114,592	958	(1,945)	113,605	34,322	795	(1,932)	146,790
Operating income	22,827	1,008	-	23,835	7,170	139	-	31,144
<b>Nonoperating revenues (expenses)</b>								
Interest on debt	(22,811)	(1,341)	-	(24,152)	(12,605)	(113)	-	(36,870)
Investment income	2,077	475	-	2,552	1,187	12	-	3,751
Allowance for funds used during construction	(1,635)	-	-	(1,635)	1,053	3	-	(579)
Other nonoperating income, net	392	29	-	421	348	-	-	769
Earnings from The Energy Authority	76	-	-	76	-	-	-	76
Other interest, net	(36)	-	-	(36)	(1)	-	-	(37)
Total nonoperating expenses, net	(21,937)	(837)	-	(22,774)	(10,018)	(98)	-	(32,890)
Income before contributions	890	171	-	1,061	(2,848)	41	-	(1,746)
<b>Contributions (to) from</b>								
General Fund, City of Jacksonville, Florida	(7,746)	-	-	(7,746)	(2,058)	-	-	(9,804)
Developers and other	469	-	-	469	9,489	-	-	9,958
Reduction of plant cost through contributions	(469)	-	-	(469)	(6,542)	-	-	(7,011)
Total contributions, net	(7,746)	-	-	(7,746)	889	-	-	(6,857)
Change in net position	(6,856)	171	-	(6,685)	(1,959)	41	-	(8,603)
Net position, beginning of period	1,185,958	97,759	-	1,283,717	1,671,527	6,092	-	2,961,336
Net position, end of period	\$ 1,179,102	\$ 97,930	\$ -	\$ 1,277,032	\$ 1,669,568	\$ 6,133	\$ -	\$ 2,952,733

**Combining Statement of Revenues, Expenses, and Changes in Net Position**  
(in thousands - unaudited) for the twelve months ended September 2020

	Electric System and Bulk Power Supply System	SJRPP System	Elimination of Intercompany transactions	Total Electric Enterprise Fund	Water and Sewer Enterprise Fund	District Energy System Fund	Eliminations	Total JEA
<b>Operating revenues</b>								
Electric - base	\$ 877,366	\$ -	\$ -	\$ 877,366	\$ -	\$ -	\$ (3,401)	\$ 873,965
Electric - fuel and purchased power	342,518	25,129	(25,130)	342,517	-	-	(12,794)	329,723
Water and sewer	-	-	-	-	470,180	-	(266)	469,914
District energy system	-	-	-	-	-	8,586	(351)	8,235
Other operating revenues	21,905	(282)	-	21,623	13,679	-	(2,681)	32,621
Total operating revenues	1,241,789	24,847	(25,130)	1,241,506	483,859	8,586	(19,493)	1,714,458
<b>Operating expenses</b>								
Operations and maintenance:								
Maintenance and other operating expenses	246,870	15,226	-	262,096	175,711	4,611	(19,493)	422,925
Fuel	290,965	-	-	290,965	-	-	-	290,965
Purchased power	110,176	-	(25,130)	85,046	-	-	-	85,046
Depreciation	202,619	410	-	203,029	159,650	2,467	-	365,146
State utility and franchise taxes	58,806	-	-	58,806	10,963	-	-	69,769
Recognition of deferred costs and revenues, net	9,201	12,769	-	21,970	6,649	-	-	28,619
Total operating expenses	918,637	28,405	(25,130)	921,912	352,973	7,078	(19,493)	1,262,470
Operating income	323,152	(3,558)	-	319,594	130,886	1,508	-	451,988
<b>Nonoperating revenues (expenses)</b>								
Interest on debt	(78,047)	(10,133)	-	(88,180)	(51,721)	(1,312)	-	(141,213)
Investment income	9,282	1,823	-	11,105	4,544	72	-	15,721
Allowance for funds used during construction	7,744	-	-	7,744	11,892	77	-	19,713
Other nonoperating income, net	4,182	317	-	4,499	2,871	-	-	7,370
Earnings from The Energy Authority	2,848	-	-	2,848	-	-	-	2,848
Other interest, net	308	-	-	308	358	-	-	666
Total nonoperating expenses, net	(53,683)	(7,993)	-	(61,676)	(32,056)	(1,163)	-	(94,895)
Income before contributions	269,469	(11,551)	-	257,918	98,830	345	-	357,093
<b>Contributions (to) from</b>								
General Fund, City of Jacksonville, Florida	(93,871)	-	-	(93,871)	(24,953)	-	-	(118,824)
Developers and other	1,992	-	-	1,992	107,554	-	-	109,546
Reduction of plant cost through contributions	(1,992)	-	-	(1,992)	(74,566)	-	-	(76,558)
Total contributions, net	(93,871)	-	-	(93,871)	8,035	-	-	(85,836)
Change in net position	175,598	(11,551)	-	164,047	106,865	345	-	271,257
Net position, beginning of year	1,179,102	97,930	-	1,277,032	1,669,568	6,133	-	2,952,733
Net position, end of period	\$ 1,354,700	\$ 86,379	\$ -	\$ 1,441,079	\$ 1,776,433	\$ 6,478	\$ -	\$ 3,223,990

**Combining Statement of Revenues, Expenses, and Changes in Net Position**  
(in thousands - unaudited) for the twelve months ended September 2019

	Electric System and Bulk Power Supply System	SJRPP System	Elimination of Intercompany transactions	Total Electric Enterprise Fund	Water and Sewer Enterprise Fund	District Energy System Fund	Eliminations	Total JEA
<b>Operating revenues</b>								
Electric - base	\$ 846,306	\$ -	\$ -	\$ 846,306	\$ -	\$ -	\$ (3,505)	\$ 842,801
Electric - fuel and purchased power	428,537	28,159	(26,495)	430,201	-	-	(13,187)	417,014
Water and sewer	-	-	-	-	450,641	-	(525)	450,116
District energy system	-	-	-	-	-	8,891	(387)	8,504
Other operating revenues	23,242	459	-	23,701	13,176	4	(3,355)	33,526
Total operating revenues	1,298,085	28,618	(26,495)	1,300,208	463,817	8,895	(20,959)	1,751,961
<b>Operating expenses</b>								
Operations and maintenance:								
Maintenance and other operating expenses	248,379	2,898	-	251,277	160,671	4,703	(20,959)	395,692
Fuel	325,659	4,669	-	330,328	-	-	-	330,328
Purchased power	161,740	-	(26,495)	135,245	-	-	-	135,245
Depreciation	207,427	410	-	207,837	152,047	2,429	-	362,313
State utility and franchise taxes	60,767	-	-	60,767	10,802	-	-	71,569
Recognition of deferred costs and revenues, net	20,074	14,061	-	34,135	10,657	-	-	44,792
Total operating expenses	1,024,046	22,038	(26,495)	1,019,589	334,177	7,132	(20,959)	1,339,939
Operating income	274,039	6,580	-	280,619	129,640	1,763	-	412,022
<b>Nonoperating revenues (expenses)</b>								
Interest on debt	(99,654)	(11,311)	-	(110,965)	(62,733)	(1,348)	-	(175,046)
Investment income	21,623	4,684	-	26,307	13,282	156	-	39,745
Allowance for funds used during construction	3,973	-	-	3,973	10,097	29	-	14,099
Other nonoperating income, net	4,392	344	-	4,736	4,346	-	-	9,082
Earnings from The Energy Authority	2,412	-	-	2,412	-	-	-	2,412
Other interest, net	(1,548)	-	-	(1,548)	(78)	-	-	(1,626)
Total nonoperating expenses, net	(68,802)	(6,283)	-	(75,085)	(35,086)	(1,163)	-	(111,334)
Income before contributions	205,237	297	-	205,534	94,554	600	-	300,688
<b>Contributions (to) from</b>								
General Fund, City of Jacksonville, Florida	(92,952)	-	-	(92,952)	(39,850)	-	-	(132,802)
Developers and other	5,431	-	-	5,431	92,295	-	-	97,726
Reduction of plant cost through contributions	(5,431)	-	-	(5,431)	(62,757)	-	-	(68,188)
Total contributions, net	(92,952)	-	-	(92,952)	(10,312)	-	-	(103,264)
Change in net position	112,285	297	-	112,582	84,242	600	-	197,424
Net position, beginning of year	1,066,817	97,633	-	1,164,450	1,585,326	5,533	-	2,755,309
Net position, end of period	\$ 1,179,102	\$ 97,930	\$ -	\$ 1,277,032	\$ 1,669,568	\$ 6,133	\$ -	\$ 2,952,733

**Combining Statement of Cash Flows**  
(in thousands - unaudited) for the twelve months ended September 2020

	Electric System and Bulk Power Supply System	SJRPP System	Elimination of Intercompany transactions	Total Electric Enterprise Fund	Water and Sewer Enterprise Fund	District Energy System Fund	Eliminations	Total JEA
<b>Operating activities</b>								
Receipts from customers	\$ 1,202,260	\$ 25,169	\$ (26,117)	\$ 1,201,312	\$ 464,561	\$ 8,702	\$ (16,812)	\$ 1,657,763
Payments to suppliers	(526,734)	(12,073)	26,117	(512,690)	(117,692)	(3,870)	19,493	(614,759)
Payments for salaries and benefits	(176,882)	(10,646)	-	(187,528)	(71,327)	(713)	-	(259,568)
Other operating activities	23,293	(282)	-	23,011	13,733	-	(2,681)	34,063
Net cash provided by operating activities	521,937	2,168	-	524,105	289,275	4,119	-	817,499
<b>Noncapital and related financing activities</b>								
Contribution to General Fund, City of Jacksonville, Florida	(93,794)	-	-	(93,794)	(24,939)	-	-	(118,733)
Net cash used in noncapital and related financing activities	(93,794)	-	-	(93,794)	(24,939)	-	-	(118,733)
<b>Capital and related financing activities</b>								
Defeasance of debt	(320,935)	-	-	(320,935)	(202,115)	-	-	(523,050)
Acquisition and construction of capital assets	(208,175)	-	-	(208,175)	(197,389)	(3,575)	-	(409,139)
Proceeds received from debt	221,670	-	-	221,670	130,590	-	-	352,260
Repayment of debt principal	(122,380)	(13,780)	-	(136,160)	(54,705)	(1,690)	-	(192,555)
Interest paid on debt	(83,617)	(10,786)	-	(94,403)	(58,380)	(1,313)	-	(154,096)
Capital contributions	-	-	-	-	32,988	-	-	32,988
Other capital financing activities	44,866	159	-	45,025	24,865	-	-	69,890
Net cash used in capital and related financing activities	(468,571)	(24,407)	-	(492,978)	(324,146)	(6,578)	-	(823,702)
<b>Investing activities</b>								
Purchase of investments	(217,069)	(23,819)	-	(240,888)	(27,478)	-	-	(268,366)
Proceeds from sale and maturity of investments	247,265	23,768	-	271,033	68,785	-	-	339,818
Investment income	8,225	1,830	-	10,055	3,039	72	-	13,166
Distributions from The Energy Authority	1,228	-	-	1,228	-	-	-	1,228
Net cash provided by investing activities	39,649	1,779	-	41,428	44,346	72	-	85,846
Net change in cash and cash equivalents	(779)	(20,460)	-	(21,239)	(15,464)	(2,387)	-	(39,090)
Cash and cash equivalents at beginning of year	356,655	161,592	-	518,247	153,732	8,243	-	680,222
Cash and cash equivalents at end of period	\$ 355,876	\$ 141,132	\$ -	\$ 497,008	\$ 138,268	\$ 5,856	\$ -	\$ 641,132
<b>Reconciliation of operating income to net cash provided by operating activities</b>								
Operating income	\$ 323,152	\$ (3,558)	\$ -	\$ 319,594	\$ 130,886	\$ 1,508	\$ -	\$ 451,988
Adjustments:								
Depreciation and amortization	202,619	410	-	203,029	160,815	2,467	-	366,311
Recognition of deferred costs and revenues, net	9,201	12,769	-	21,970	6,649	-	-	28,619
Other nonoperating income, net	111	-	-	111	262	-	-	373
Changes in noncash assets and noncash liabilities:								
Accounts receivable	6,356	88	-	6,444	503	115	-	7,062
Inventories	(7,083)	106	-	(6,977)	(2,649)	-	-	(9,626)
Other assets	(8,462)	-	-	(8,462)	183	(2)	-	(8,281)
Accounts and accrued expenses payable	10,781	2,015	-	12,796	(1,415)	(10)	-	11,371
Current liabilities payable from restricted assets	-	(7,939)	-	(7,939)	-	-	-	(7,939)
Other noncurrent liabilities and deferred inflows	(14,738)	(1,723)	-	(16,461)	(5,959)	41	-	(22,379)
Net cash provided by operating activities	\$ 521,937	\$ 2,168	\$ -	\$ 524,105	\$ 289,275	\$ 4,119	\$ -	\$ 817,499
<b>Noncash activity</b>								
Contribution of capital assets from developers	\$ 1,992	\$ -	\$ -	\$ 1,992	\$ 74,566	\$ -	\$ -	\$ 76,558
Unrealized investment fair market value changes, net	\$ 1,383	\$ (7)	\$ -	\$ 1,376	\$ 1,665	\$ -	\$ -	\$ 3,041

## Combining Statement of Cash Flows

(in thousands - unaudited) for the twelve months ended September 2019

	Electric System and Bulk Power Supply System	SJRPP System	Elimination of Intercompany transactions	Total Electric Enterprise Fund	Water and Sewer Enterprise Fund	District Energy System Fund	Eliminations	Total JEA
<b>Operating activities</b>								
Receipts from customers	\$ 1,244,236	\$ 28,898	\$ (28,693)	\$ 1,244,441	\$ 449,924	\$ 9,514	\$ (17,604)	\$ 1,686,275
Payments to suppliers	(646,113)	(11,625)	28,693	(629,045)	(104,542)	(4,028)	20,959	(716,656)
Payments for salaries and benefits	(167,477)	41	-	(167,436)	(65,347)	(594)	-	(233,377)
Other operating activities	22,771	459	-	23,230	13,209	4	(3,355)	33,088
Net cash provided by operating activities	453,417	17,773	-	471,190	293,244	4,896	-	769,330
<b>Noncapital and related financing activities</b>								
Contribution to General Fund, City of Jacksonville, Florida	(92,829)	-	-	(92,829)	(39,878)	-	-	(132,707)
Net cash used in noncapital and related financing activities	(92,829)	-	-	(92,829)	(39,878)	-	-	(132,707)
<b>Capital and related financing activities</b>								
Defeasance of debt	(100,090)	-	-	(100,090)	(94,955)	-	-	(195,045)
Acquisition and construction of capital assets	(260,413)	-	-	(260,413)	(205,559)	(758)	-	(466,730)
Proceeds received from debt	-	-	-	-	2,000	-	-	2,000
Repayment of debt principal	(130,690)	(1,720)	-	(132,410)	(51,720)	(1,660)	-	(185,790)
Interest paid on debt	(92,619)	(11,167)	-	(103,786)	(64,705)	(1,345)	-	(169,836)
Capital contributions	-	-	-	-	29,538	-	-	29,538
Other capital financing activities	(2,588)	(59)	-	(2,647)	(1,188)	-	-	(3,835)
Net cash used in capital and related financing activities	(586,400)	(12,946)	-	(599,346)	(386,589)	(3,763)	-	(989,698)
<b>Investing activities</b>								
Purchase of investments	(235,745)	(97,635)	-	(333,380)	(82,023)	-	-	(415,403)
Proceeds from sale and maturity of investments	515,390	109,768	-	625,158	237,846	-	-	863,004
Investment income	14,565	4,679	-	19,244	8,071	156	-	27,471
Distributions from The Energy Authority	2,443	-	-	2,443	-	-	-	2,443
Net cash provided by investing activities	296,653	16,812	-	313,465	163,894	156	-	477,515
Net change in cash and cash equivalents	70,841	21,639	-	92,480	30,671	1,289	-	124,440
Cash and cash equivalents at beginning of year	285,814	139,953	-	425,767	123,061	6,954	-	555,782
Cash and cash equivalents at end of period	\$ 356,655	\$ 161,592	\$ -	\$ 518,247	\$ 153,732	\$ 8,243	\$ -	\$ 680,222
<b>Reconciliation of operating income to net cash provided by operating activities</b>								
Operating income	\$ 274,039	\$ 6,580	\$ -	\$ 280,619	\$ 129,640	\$ 1,763	\$ -	\$ 412,022
Adjustments:								
Depreciation and amortization	207,427	410	-	207,837	153,268	2,429	-	363,534
Recognition of deferred costs and revenues, net	20,074	14,061	-	34,135	10,657	-	-	44,792
Other nonoperating income (loss), net	171	-	-	171	1,864	-	-	2,035
Changes in noncash assets and noncash liabilities:								
Accounts receivable	8,004	(9,009)	-	(1,005)	(5,505)	622	-	(5,888)
Accounts receivable, restricted	7	-	-	7	1	-	-	8
Inventories	4,928	1,574	-	6,502	(287)	-	-	6,215
Other assets	2,837	-	-	2,837	66	-	-	2,903
Accounts and accrued expenses payable	(23,717)	3,233	-	(20,484)	1,179	87	-	(19,218)
Current liabilities payable from restricted assets	-	(5,299)	-	(5,299)	-	-	-	(5,299)
Other noncurrent liabilities and deferred inflows	(40,353)	6,223	-	(34,130)	2,361	(5)	-	(31,774)
Net cash provided by operating activities	\$ 453,417	\$ 17,773	\$ -	\$ 471,190	\$ 293,244	\$ 4,896	\$ -	\$ 769,330
<b>Noncash activity</b>								
Contribution of capital assets from developers	\$ 5,431	\$ -	\$ -	\$ 5,431	\$ 62,757	\$ -	\$ -	\$ 68,188
Unrealized investment fair market value changes, net	\$ 7,690	\$ 52	\$ -	\$ 7,742	\$ 5,572	\$ -	\$ -	\$ 13,314



	Month		Year-to-Date	
	September	September	September	September
	2020	2019	2020	2019
<b>Electric System</b>				
Senior debt service coverage, (annual minimum 1.20x)	10.30 x	9.90 x	10.68 x	6.51 x
Senior and subordinated debt service coverage, (annual minimum 1.15x)	4.47 x	4.25 x	4.79 x	2.81 x
<b>Bulk Power Supply System</b>				
Debt service coverage, (annual minimum 1.15x)	1.46 x	2.32 x	1.96 x	2.19 x
<b>St. Johns River Power Park, Second Resolution</b>				
Debt service coverage, (annual minimum 1.15x)	1.29 x	1.17 x	1.15 x	1.19 x
<b>Water and Sewer System</b>				
Senior debt service coverage, (annual minimum 1.25x)	3.57 x	3.50 x	5.58 x	3.59 x
Senior and subordinated debt service coverage excluding capacity fees <sup>(1)</sup>	2.52 x	2.62 x	4.47 x	2.75 x
Senior and subordinated debt service coverage including capacity fees <sup>(1)</sup>	3.21 x	2.94 x	4.96 x	3.02 x
<b>District Energy System</b>				
Debt service coverage, (annual minimum 1.15x)	1.26 x	1.38 x	1.34 x	2.34 x

<sup>(1)</sup> Annual minimum coverage is either 1.00x aggregate debt service and aggregate subordinated debt service (excluding capacity charges) or the sum of 1.00x aggregate debt service and 1.20x aggregate subordinated debt service (including capacity charges).

	Month September			Year-to-Date September		
	2020	2019	Variance	2020	2019	Variance
<b>Electric revenues sales (000s omitted):</b>						
Residential	\$ 61,641	\$ 60,996	1.06%	\$ 624,078	\$ 629,355	-0.84%
Commercial	33,227	34,879	-4.74%	369,365	395,048	-6.50%
Industrial	16,249	16,080	1.05%	187,357	195,425	-4.13%
Public street lighting	1,137	1,117	1.79%	13,410	13,176	1.78%
Electric revenues - territorial	112,254	113,072	-0.72%	1,194,210	1,233,004	-3.15%
Sales for resale - off system	234	342	-31.58%	2,128	3,914	-45.63%
Electric revenues	112,488	113,414	-0.82%	1,196,338	1,236,918	-3.28%
Rate stabilization & recovery	1,526	22,202	-93.13%	26,986	39,485	-31.66%
Allowance for doubtful accounts	(585)	(166)	252.41%	(3,440)	(1,560)	120.51%
<b>Net electric revenues</b>	<b>113,429</b>	<b>135,450</b>	<b>-16.26%</b>	<b>1,219,884</b>	<b>1,274,843</b>	<b>-4.31%</b>
<b>MWh sales</b>						
Residential	543,087	538,758	0.80%	5,566,222	5,515,428	0.92%
Commercial	345,891	365,714	-5.42%	3,876,553	4,073,954	-4.85%
Industrial	228,782	222,559	2.80%	2,685,812	2,719,603	-1.24%
Public street lighting	4,623	4,844	-4.56%	55,974	57,410	-2.50%
Total MWh sales - territorial	1,122,383	1,131,875	-0.84%	12,184,561	12,366,395	-1.47%
Sales for resale - off system	510	9,417	-94.58%	18,412	99,563	-81.51%
Total MWh sales	1,122,893	1,141,292	-1.61%	12,202,973	12,465,958	-2.11%
<b>Number of accounts (1)</b>						
Residential	431,051	422,381	2.05%	427,321	418,728	2.05%
Commercial	53,835	53,285	1.03%	53,554	53,010	1.03%
Industrial	197	191	3.14%	196	194	1.03%
Public street lighting	3,953	3,899	1.38%	3,929	3,854	1.95%
<b>Total average accounts</b>	<b>489,036</b>	<b>479,756</b>	<b>1.93%</b>	<b>485,000</b>	<b>475,786</b>	<b>1.94%</b>
<b>Residential averages</b>						
Revenue per account - \$	143.00	144.41	-0.98%	1,460.44	1,503.02	-2.83%
kWh per account	1,260	1,276	-1.22%	13,026	13,172	-1.11%
Revenue per kWh - ¢	11.35	11.32	0.25%	11.21	11.41	-1.74%
<b>Degree days</b>						
Heating degree days	-	-	-	822	972	(150)
Cooling degree days	422	497	(75)	3,193	3,322	(129)
<b>Total degree days</b>	<b>422</b>	<b>497</b>	<b>(75)</b>	<b>4,015</b>	<b>4,294</b>	<b>(279)</b>
Degree days - 30 year average	396			4,014		

(1) The year-to-date column represents a fiscal year-to-date average.

	Month			Year-to-Date		
	September		Variance	September		Variance
	2020	2019		2020	2019	
<b>Water</b>						
<i>Revenues (000s omitted):</i>						
Residential	\$ 7,999	\$ 7,802	2.52%	\$ 100,316	\$ 96,699	3.74%
Commercial and industrial	3,934	3,943	-0.23%	47,011	47,619	-1.28%
Irrigation	2,523	2,844	-11.29%	35,030	34,800	0.66%
Total water revenues	14,456	14,589	-0.91%	182,357	179,118	1.81%
Rate stabilization	30	479	-93.74%	2,558	(1,094)	-333.82%
Allowance for doubtful accounts	(66)	(19)	247.37%	(549)	(210)	161.43%
Net water revenues	\$ 14,420	\$ 15,049	-4.18%	\$ 184,366	\$ 177,814	3.68%
<i>Kgal sales (000s omitted)</i>						
Residential	1,454,587	1,508,492	-3.57%	18,839,990	17,921,588	5.12%
Commercial and industrial	1,160,238	1,224,792	-5.27%	13,540,631	13,958,000	-2.99%
Irrigation	395,402	487,549	-18.90%	5,891,176	5,816,484	1.28%
Total kgal sales	3,010,227	3,220,833	-6.54%	38,271,797	37,696,072	1.53%
<i>Number of accounts (1):</i>						
Residential	303,604	295,774	2.65%	299,872	292,460	2.53%
Commercial and industrial	26,292	26,079	0.82%	26,190	25,963	0.87%
Irrigation	37,806	37,377	1.15%	37,535	37,212	0.87%
Total average accounts	367,702	359,230	2.36%	363,597	355,635	2.24%
<i>Residential averages:</i>						
Revenue per account - \$	26.35	26.38	-0.11%	334.53	330.64	1.18%
Kgals per account	4.79	5.10	-6.08%	62.83	61.28	2.53%
Revenue per kgals - \$	5.50	5.17	6.38%	5.32	5.40	-1.48%
<b>Sewer</b>						
<i>Revenues (000s omitted):</i>						
Residential	\$ 12,096	\$ 12,718	-4.89%	\$ 151,893	\$ 146,186	3.90%
Commercial and industrial	9,284	10,049	-7.61%	109,682	110,724	-0.94%
Total sewer revenues	21,380	22,767	-6.09%	261,575	256,910	1.82%
Rate stabilization	59	715	-91.75%	3,966	(1,678)	-336.35%
Allowance for doubtful accounts	(100)	(29)	244.83%	(824)	(314)	162.42%
Net sewer revenues	21,339	23,453	-9.01%	264,717	254,918	3.84%
<i>Kgal sales (000s omitted)</i>						
Residential	1,274,964	1,461,016	-12.73%	16,405,359	15,717,129	4.38%
Commercial and industrial	1,004,458	1,151,049	-12.74%	11,754,843	12,009,667	-2.12%
Total kgal sales	2,279,422	2,612,065	-12.73%	28,160,202	27,726,796	1.56%
<i>Number of accounts (1):</i>						
Residential	270,148	262,534	2.90%	266,460	259,308	2.76%
Commercial and industrial	18,694	18,581	0.61%	18,644	18,507	0.74%
Total average accounts	288,842	281,115	2.75%	285,104	277,815	2.62%
<i>Residential averages:</i>						
Revenue per account - \$	44.78	48.44	-7.56%	570.04	563.75	1.12%
kgals per account	4.72	5.57	-15.26%	61.57	60.61	1.58%
Revenue per kgals - \$	9.49	8.70	9.08%	9.26	9.30	-0.43%
<b>Reuse</b>						
<i>Revenues (000s omitted):</i>						
Reuse revenues	\$ 1,779	\$ 1,750	1.66%	\$ 21,097	\$ 17,909	17.80%
<i>Kgal sales (000s omitted)</i>						
Reuse sales (kgals)	351,126	398,310	-11.85%	4,426,905	3,884,210	13.97%
<i>Number of accounts (1):</i>						
Reuse accounts	18,220	15,520	17.40%	17,031	14,267	19.37%
<b>Rainfall</b>						
	Diff in inches			Diff in inches		
Normal	8.19	8.19		52.39	52.39	
Actual	9.25	2.35	6.90	60.97	45.95	15.02
Rain Days	16	11	5	122	123	(1)

(1) The year-to-date column represents a fiscal year-to-date average.

# Appendix

**Schedule of Cash and Investments**  
(in thousands - unaudited) September 2020

	Electric System and Bulk Power Supply	SJRPP System	Total Electric Enterprise Fund	Water and Sewer Enterprise Fund	District Energy System Fund	Total JEA
<b>Unrestricted cash and investments</b>						
Operations	\$ 48,670	\$ 34,212	\$ 82,882	\$ 26,738	\$ 1,615	\$ 111,235
Rate stabilization:						
Fuel	73,347	-	73,347	-	-	73,347
Environmental	21,818	-	21,818	23,372	-	45,190
Purchased Power	36,326	-	36,326	-	-	36,326
DSM/Conservation	5,423	-	5,423	-	-	5,423
Total rate stabilization funds	136,914	-	136,914	23,372	-	160,286
Customer deposits	43,641	-	43,641	16,926	-	60,567
General reserve	-	20,709	20,709	-	-	20,709
Self insurance reserve funds:						
Self funded health plan	10,890	-	10,890	-	-	10,890
Property insurance reserve	10,000	-	10,000	-	-	10,000
Total self insurance reserve funds	20,890	-	20,890	-	-	20,890
Environmental liability reserve	16,568	-	16,568	-	-	16,568
Total unrestricted cash and investments	\$ 266,683	\$ 54,921	\$ 321,604	\$ 67,036	\$ 1,615	\$ 390,255
<b>Restricted assets</b>						
Renewal and replacement funds	\$ 137,643	\$ 37,910	\$ 175,553	\$ 38,131	\$ 1,868	\$ 215,552
Debt service reserve account	55,844	10,544	66,388	58,228	-	124,616
Debt service funds	91,358	18,928	110,286	41,660	2,373	154,319
Construction funds	311	-	311	25,541	-	25,852
Environmental funds	301	-	301	649	-	950
Subtotal	285,457	67,382	352,839	164,209	4,241	521,289
Unrealized holding gain (loss) on investments	5,772	101	5,873	5,890	-	11,763
Other funds	-	32,062	32,062	-	-	32,062
Total restricted cash and investments	\$ 291,229	\$ 99,545	\$ 390,774	\$ 170,099	\$ 4,241	\$ 565,114
Total cash and investments	\$ 557,912	\$ 154,466	\$ 712,378	\$ 237,135	\$ 5,856	\$ 955,369

## JEA

**Schedule of Cash and Investments**  
(in thousands) September 2019

	Electric System and Bulk Power Supply	SJRPP System	Total Electric Enterprise Fund	Water and Sewer Enterprise Fund	District Energy System Fund	Total JEA
<b>Unrestricted cash and investments</b>						
Operations	\$ 35,605	\$ 49,322	\$ 84,927	\$ 17,961	\$ 1,489	\$ 104,377
Rate stabilization:						
Fuel	47,152	-	47,152	-	-	47,152
Debt management	29,884	-	29,884	14,209	-	44,093
Environmental	25,632	-	25,632	15,687	-	41,319
Purchased Power	56,870	-	56,870	-	-	56,870
DSM/Conservation	4,363	-	4,363	-	-	4,363
Total rate stabilization funds	163,901	-	163,901	29,896	-	193,797
Customer deposits	44,785	-	44,785	16,289	-	61,074
General reserve	-	19,811	19,811	-	-	19,811
Self insurance reserve funds:						
Self funded health plan	11,210	-	11,210	-	-	11,210
Property insurance reserve	10,000	-	10,000	-	-	10,000
Total self insurance reserve funds	21,210	-	21,210	-	-	21,210
Environmental liability reserve	16,568	-	16,568	-	-	16,568
Total unrestricted cash and investments	\$ 282,069	\$ 69,133	\$ 351,202	\$ 64,146	\$ 1,489	\$ 416,837
<b>Restricted assets</b>						
Renewal and replacement funds	\$ 81,964	\$ 46,955	\$ 128,919	\$ 48,796	\$ 4,398	\$ 182,113
Debt service reserve account	65,433	10,973	76,406	63,441	-	139,847
Debt service funds	153,650	19,635	173,285	80,775	2,356	256,416
Construction funds	-	-	-	28,968	-	28,968
Environmental funds	-	-	-	1,891	-	1,891
Subtotal	301,047	77,563	378,610	223,871	6,754	609,235
Unrealized holding gain (loss) on investments	4,388	107	4,495	4,225	-	8,720
Other funds	-	28,079	28,079	-	-	28,079
Total restricted cash and investments	\$ 305,435	\$ 105,749	\$ 411,184	\$ 228,096	\$ 6,754	\$ 646,034
Total cash and investments	\$ 587,504	\$ 174,882	\$ 762,386	\$ 292,242	\$ 8,243	\$ 1,062,871

**JEA**  
**INVESTMENT PORTFOLIO REPORT**  
**September 2020**  
**(unaudited)**  
**All Funds**

<u>INVESTMENT</u>	<u>BOOK VALUE</u>	<u>YIELD</u>	<u>% OF TOTAL</u>
Federal Home Loan Bank	<u>\$ 108,380,466</u>	<u>2.28%</u>	<u>11.46%</u>
Municipal Bonds	<u>130,312,995</u>	<u>3.18%</u>	<u>13.77%</u>
Commercial Paper	<u>63,765,224</u>	<u>0.25%</u>	<u>6.74%</u>
U.S. Treasury Money Market Funds (1)	<u>204,403,072</u>	<u>0.03%</u>	<u>21.60%</u>
Agency Money Market Funds (2)	<u>44,575,000</u>	<u>0.03%</u>	<u>4.71%</u>
PALM Money Market Fund	<u>40,500,000</u>	<u>0.29%</u>	<u>4.28%</u>
Florida Prime Fund	<u>141,348,000</u>	<u>0.33%</u>	<u>14.94%</u>
Wells Fargo Bank Accounts (3)			
Electric, Scherer	<u>127,814,392</u>	<u>0.16%</u>	<u>13.51%</u>
SJRPP	<u>27,681,581</u>	<u>0.16%</u>	<u>2.93%</u>
Water & Sewer, DES	<u>57,357,211</u>	<u>0.16%</u>	<u>6.06%</u>
Total Portfolio	<u>\$ 946,137,941</u>	<u>0.87%</u>	<u>100.00%</u>

Weighted Avg. Annual Yield for September 2020, Excluding Bank & Money Market Funds: 2.24

Weighted Avg. Annual Yield for September 2020, Including Bank & Money Market Funds: 0.87%

Some investments listed above may be classified as Cash Equivalents on the Statements of Net Position in accordance with generally accepted accounting principles.

- (1) Treasury Funds: Federated, Fidelity
- (2) State Street Government Fund
- (3) Month-end bank balances

**JEA**  
**Schedule of Outstanding Indebtedness**  
**September 2020**

	<u>Interest Rates</u>	<u>Principal Payment Dates</u>	<u>Par Amount Principal Outstanding</u>	<u>Current Portion of Long-Term Debt</u>
<b>Electric Enterprise</b>				
<i>Electric System</i>				
Fixed Rate Senior	3.375-6.056%	2020-2044	485,165,000	18,555,000
Fixed Rate Subordinated	3.000-6.406%	2020-2039	536,235,000	35,730,000
Variable Rate Senior	0.121-0.599%	2020-2040	454,935,000	6,505,000
Variable Rate Subordinated	0.107-0.287%	2021-2038	132,420,000	-
<b>Total Electric System</b>	<u>2.669% (wtd avg)</u>	<u>2020-2044</u>	<u>1,608,755,000</u>	<u>60,790,000</u>
<i>Bulk Power Supply System</i>				
Fixed Rate Senior	2.000-5.920%	2020-2038	88,860,000	6,975,000
<i>St. Johns River Power Park</i>				
Fixed Rate Senior	2.000-5.450%	2020-2039	265,105,000	13,340,000
<b>Total Electric Enterprise</b>	<u>2.881% (wtd avg)</u>	<u>2020-2044</u>	<u>1,962,720,000</u>	<u>81,105,000</u>
<b>Water and Sewer System</b>				
Fixed Rate Senior	2.000-6.310%	2020-2044	908,235,000	8,375,000
Fixed Rate Subordinated	2.750-5.000%	2023-2034	88,845,000	-
Variable Rate Senior	0.098-3.474%	2020-2042	156,220,000	9,195,000
Variable Rate Subordinated	0.081-0.138%	2020-2038	103,135,000	2,300,000
Other Obligations	1.306%	2021	5,000,000	-
<b>Total Water and Sewer System</b>	<u>3.205% (wtd avg)</u>	<u>2020-2044</u>	<u>1,261,435,000</u>	<u>19,870,000</u>
<b>District Energy System</b>				
Fixed Rate Senior	2.415 - 4.538%	2020-2034	33,135,000	1,725,000
<b>Total JEA</b>	<u>3.021% (wtd avg)</u>	<u>2020-2044</u>	<u>3,257,290,000</u>	<u>102,700,000</u>

**JEA**  
**Debt Ratio**  
**September 2020**

	<u>Current YTD</u>	<u>Year End Target</u>
Electric Enterprise	60.0%	62.1%
Water and Sewer System	41.1%	42.0%

**JEA  
Interest Rate Swap Position Report  
September 2020  
(unaudited)**

**JEA Debt Management Swaps Variable to Fixed**

<b>ID</b>	<b>Dealer</b>	<b>Effective Date</b>	<b>Termination Date</b>	<b>Allocation</b>	<b>Fixed Rate</b>	<b>Floating Rate (1)</b>	<b>Spread</b>	<b>Rate Cap</b>	<b>Index</b>
<i>Electric System</i>									
1	Goldman Sachs	9/18/2003	9/16/2033	\$ 84,800,000	3.717	0.105	3.612	n/a	68% 1 mth Libor
3	Morgan Stanley	1/27/2005	10/1/2039	82,575,000	4.351	0.099	4.251	n/a	SIFMA
4	JPMorgan	1/27/2005	10/1/2035	84,775,000	3.661	0.105	3.556	n/a	68% 1 mth Libor
6	JPMorgan	1/27/2005	10/1/2037	39,175,000	3.716	0.105	3.611	n/a	68% 1 mth Libor
8	Morgan Stanley	1/31/2007	10/1/2031	62,980,000	3.907	0.099	3.808	n/a	SIFMA
10	Goldman Sachs	1/31/2008	10/1/2036	51,680,000	3.836	0.099	3.737	n/a	SIFMA
			Total	<u>405,985,000</u>					
<i>Water/Sewer System</i>									
7	Morgan Stanley	10/31/2006	10/1/2022	19,110,000	4.054	3.474	0.580	n/a	CPI
9	Merrill Lynch	3/8/2007	10/1/2041	85,290,000	3.895	0.099	3.796	n/a	SIFMA
			Total	<u>104,400,000</u>					
			Grand Total	<u>\$ 510,385,000</u>		Wtd Avg Spread	<u>3.660</u>		

Note: (1) The "Floating Rate" column is the average of the floating rate for each instrument for this month.



	Month			Year-to-Date		
	September		Variance	September		Variance
	2020	2019		2020	2019	
<b>Generated power:</b>						
<b>Steam:</b>						
<i>Fuel oil</i>						
Fuel expense	\$ 2,905	\$ 89,152	-96.74%	\$ 268,213	\$ 464,614	-42.27%
Barrels #6 oil consumed	27	823	-96.72%	2,474	4,336	-42.94%
\$/ per barrel consumed	\$ 107.59	\$ 108.33	-0.68%	\$ 108.41	\$ 107.15	1.18%
kWh oil generated (1)	-	-		1,201,444	1,220,989	-1.60%
Cost per MWh - oil	\$ -	\$ -		\$ 223.24	\$ 380.52	-41.33%
<i>Natural gas units #1-3</i>						
Gas expense - variable	\$ 6,241,755	\$ 4,303,713	45.03%	\$ 48,528,794	\$ 61,068,093	-20.53%
MMBTU's consumed	2,640,736	1,702,325	55.13%	23,437,874	20,661,601	13.44%
\$/ per MMBTU consumed	\$ 2.36	\$ 2.53	-6.51%	\$ 2.07	\$ 2.96	-29.95%
kWh - gas generated (1)	243,608,646	150,646,028	61.71%	2,153,768,606	1,923,911,446	11.95%
Cost per MWh - gas	\$ 25.62	\$ 28.57	-10.31%	\$ 22.53	\$ 31.74	-29.01%
Cost per MWh - gas & oil - steam	\$ 25.63	\$ 29.16	-12.09%	\$ 22.64	\$ 31.96	-29.16%
<i>Coal</i>						
Coal expense	\$ 1,699,425	\$ 1,733,464	-1.96%	\$ 19,264,684	\$ 25,095,745	-23.24%
kWh generated	61,717,466	55,347,609	11.51%	783,985,546	692,230,504	13.25%
Cost per MWh - coal	\$ 27.54	\$ 31.32	-12.08%	\$ 24.57	\$ 36.25	-32.22%
<i>Pet coke and limestone</i>						
Expense	\$ 3,399,443	\$ 4,102,618	-17.14%	\$ 40,248,173	\$ 42,546,250	-5.40%
kWh generated	93,201,572	124,376,537	-25.06%	1,543,518,354	1,236,400,876	24.84%
Cost per MWh - pet coke and limestone	\$ 36.47	\$ 32.99	10.58%	\$ 26.08	\$ 34.41	-24.22%
Cost per MWh - coal & petcoke - steam	\$ 32.91	\$ 32.47	1.36%	\$ 25.57	\$ 35.07	-27.10%
<b>Combustion turbine:</b>						
<i>Fuel oil</i>						
Fuel expense	\$ 29,183	\$ 83,587	-65.09%	\$ 1,703,468	\$ 1,445,949	17.81%
Barrels #2 oil consumed	(48)	556	-108.63%	13,439	9,827	36.76%
\$/ per barrel consumed	\$ (607.98)	\$ 150.34	-504.41%	\$ 126.76	\$ 147.14	-13.85%
kWh - oil generated	63,500	89,819	-29.30%	4,935,738	3,220,695	53.25%
Cost per MWh - oil	\$ 459.57	\$ 930.62	-50.62%	\$ 345.13	\$ 448.96	-23.13%
<i>Natural gas (includes landfill)</i>						
Gas expense Kennedy & landfill - variable	\$ 418,707	\$ 457,903	-8.56%	\$ 2,873,109	\$ 6,375,593	-54.94%
MMBTU's consumed	176,941	180,989	-2.24%	1,331,972	2,229,311	-40.25%
\$/ per MMBTU consumed	\$ 2.37	\$ 2.53	-6.47%	\$ 2.16	\$ 2.86	-24.58%
kWh - gas generated (1)	15,848,817	16,158,212	-1.91%	114,513,836	197,804,443	-42.11%
Cost per MWh - gas	\$ 26.42	\$ 28.34	-6.77%	\$ 25.09	\$ 32.23	-22.16%
Gas expense BB simple - variable	\$ 187,822	\$ 425,951	-55.91%	\$ 3,449,951	\$ 5,863,027	-41.16%
MMBTU's consumed	\$ 94,138	\$ 164,743	-42.86%	\$ 1,951,496	\$ 2,006,161	-2.72%
\$/ per MMBTU consumed	\$ 2.00	\$ 2.59	-22.83%	\$ 1.77	\$ 2.92	-39.51%
kWh - gas generated (1)	8,632,600	9,037,900	-4.48%	191,944,141	170,475,446	12.59%
Cost per MWh - gas simple	\$ 21.76	\$ 47.13	-53.84%	\$ 17.97	\$ 34.39	-47.74%
Gas expense BB combined - variable	\$ 6,491,462	\$ 6,976,608	-6.95%	\$ 68,424,438	\$ 74,530,601	-8.19%
MMBTU's consumed	2,869,681	2,764,720	3.80%	32,939,699	24,457,995	34.68%
\$/ per MMBTU consumed	\$ 2.26	\$ 2.52	-10.36%	\$ 2.08	\$ 3.05	-31.83%
kWh - gas generated (1)	416,954,888	409,080,477	1.92%	4,884,904,833	3,563,742,747	37.07%
Cost per MWh - gas combined	\$ 15.57	\$ 17.05	-8.71%	\$ 14.01	\$ 20.91	-33.02%
Gas expense GEC simple - variable	\$ 2,213,717	\$ 860,744	157.19%	\$ 14,256,044	\$ 12,915,517	10.38%
MMBTU's consumed	980,054	557,974	75.65%	6,427,417	5,011,848	28.24%
\$/ per MMBTU consumed	\$ 2.26	\$ 1.54	46.42%	\$ 2.22	\$ 2.58	-13.93%
kWh - gas generated	91,119,992	51,464,372	77.05%	590,521,802	457,255,731	29.14%
Cost per MWh - gas simple	\$ 24.29	\$ 16.73	45.26%	\$ 24.14	\$ 28.25	-14.53%
Cost per MWh - gas & oil ct	\$ 17.54	\$ 18.12	-3.23%	\$ 15.67	\$ 23.02	-31.92%
Natural gas expense - fixed	\$ 3,056,107	\$ 3,250,350	-5.98%	\$ 39,002,857	\$ 40,072,960	-2.67%
<b>Total generated power:</b>						
Fuels expense	\$ 23,740,526	\$ 22,284,090	6.54%	\$ 238,019,731	\$ 270,378,349	-11.97%
kWh generated	931,147,481	816,200,954	14.08%	10,269,294,300	8,246,262,877	24.53%
Cost per MWh	\$ 25.50	\$ 27.30	-6.62%	\$ 23.18	\$ 32.79	-29.31%

(1) Allocation of kWh generated is based upon a ratio of gas MBTU's (adjusted to oil equivalent - 95.5%) and oil MBTU's.

	Month			Year-to-Date		
	September		Variance	September		Variance
	2020	2019		2020	2019	
<b>Production Statistics (Continued)</b>						
<b>Cost of fuels</b>						
Natural gas	\$ 18,609,570	\$ 16,275,269	14.34%	\$ 176,535,193	\$ 200,825,791	-12.10%
Petcoke	3,399,443	4,102,618	-17.14%	40,248,173	42,546,250	-5.40%
Coal	1,699,425	1,733,464	-1.96%	19,264,684	25,095,745	-23.24%
Fuel oil #2	29,183	83,587	-65.09%	1,703,468	1,445,949	17.81%
Fuel oil #6	2,905	89,152	-96.74%	268,213	464,614	-42.27%
Total	<u>\$ 23,740,526</u>	<u>\$ 22,284,090</u>	<u>6.54%</u>	<u>\$ 238,019,731</u>	<u>\$ 270,378,349</u>	<u>-11.97%</u>
<b>Purchased power:</b>						
<i>Plant Scherer</i>						
Purchases	\$ 3,989,420	\$ 4,763,234	-16.25%	\$ 44,086,812	\$ 63,567,977	-30.65%
kWh purchased	74,185,000	102,996,000	-27.97%	663,120,000	1,388,654,000	-52.25%
Cost per MWh	\$ 53.78	\$ 46.25	16.28%	\$ 66.48	\$ 45.78	45.24%
<i>TEA &amp; other</i>						
Purchases	\$ 8,459,841	\$ 11,567,593	-26.87%	\$ 85,045,756	\$ 135,245,015	-37.12%
kWh purchased	159,252,968	288,134,841	-44.73%	1,695,575,828	3,329,659,975	-49.08%
Cost per MWh	\$ 53.12	\$ 40.15	32.32%	\$ 50.16	\$ 40.62	23.48%
<i>SJRPP</i>						
Purchases	\$ 2,170,391	\$ 1,944,900	11.59%	\$ 25,130,399	\$ 26,494,827	-5.15%
kWh purchased	-	-	-	-	-	-
Cost per MWh	-	-	-	-	-	-
<b>Total purchased power:</b>						
Purchases	<u>\$ 14,619,652</u>	<u>\$ 18,275,727</u>	<u>-20.01%</u>	<u>\$ 154,262,967</u>	<u>\$ 225,307,819</u>	<u>-31.53%</u>
kWh purchased	<u>233,437,968</u>	<u>391,130,841</u>	<u>-40.32%</u>	<u>2,358,695,828</u>	<u>4,718,313,975</u>	<u>-50.01%</u>
Cost per MWh	<u>\$ 62.63</u>	<u>\$ 46.73</u>	<u>34.03%</u>	<u>\$ 65.40</u>	<u>\$ 47.75</u>	<u>36.96%</u>
Subtotal - generated and purchased power:	\$ 38,360,178	\$ 40,559,817	-5.42%	\$ 392,282,698	\$ 495,686,168	-20.86%
Fuel interchange sales	(11,545)	(289,763)	-96.02%	(436,233)	(3,294,655)	-86.76%
Earnings of The Energy Authority	(205,351)	(75,000)	173.80%	(2,847,874)	(2,413,961)	17.98%
EPA Allowance Purchases	-	-	-	(17,000)	-	-
Realized and Unrealized (Gains) Losses	1,009,980	452,600	123.15%	15,523,590	(789,000)	-2067.50%
Fuel procurement and handling	1,343,409	1,411,022	-4.79%	13,311,328	13,030,669	2.15%
By product reuse	852,090	183,801	363.59%	4,325,929	5,336,253	-18.93%
Total generated and net purchased power:						
Cost, net	<u>41,348,761</u>	<u>42,242,477</u>	<u>-2.12%</u>	<u>422,142,438</u>	<u>507,555,474</u>	<u>-16.83%</u>
kWh generated and purchased	<u>1,164,585,449</u>	<u>1,207,331,795</u>	<u>-3.54%</u>	<u>12,627,990,128</u>	<u>12,964,576,852</u>	<u>-2.60%</u>
Cost per MWh	<u>\$ 35.51</u>	<u>\$ 34.99</u>	<u>1.48%</u>	<u>\$ 33.43</u>	<u>\$ 39.15</u>	<u>-14.61%</u>
<b>Reconciliation:</b>						
Generated and purchased power per above	\$ 41,348,761	\$ 35.51		\$ 422,142,438	\$ 33.43	
<b>SJRPP operating expenses:</b>						
SJRPP O & M	1,103	0.00		1,622	0.00	
SJRPP debt service	(1,927,046)	(1.65)		(22,198,652)	(1.76)	
SJRPP R & R	(244,447)	(0.21)		(2,933,369)	(0.23)	
<b>Scherer operating expenses:</b>						
Scherer power production	(558,800)	(0.48)		(8,393,240)	(0.66)	
Scherer R & R	(378,046)	(0.32)		(9,254,523)	(0.73)	
Scherer transmission	(541,256)	(0.46)		(5,275,069)	(0.42)	
Scherer taxes	(110,140)	(0.09)		(1,362,324)	(0.11)	
Florida and other capacity	(684,437)	(0.59)		(10,120,628)	(0.80)	
MEAG	(2,479,151)	(2.13)		(20,544,386)	(1.63)	
Rounding	-	-		-	-	
Energy expense per budget page	<u>\$ 34,426,541</u>	<u>\$ 29.56</u>		<u>\$ 342,061,869</u>	<u>\$ 27.09</u>	

Electric System Budget vs. Actual September 2020 and 2019 (unaudited)	Month				Prior Year Month	
	ANNUAL BUDGET	BUDGET	ACTUAL	Variance	ACTUAL	Variance
	2019-20	2019-20	2019-20	%	2018-19	%
<b>Fuel Related Revenues &amp; Expenses</b>						
Fuel Rate Revenues	\$ 410,912,768	\$ 36,637,363	\$ 36,184,866	-1.24%	\$ 36,481,442	-0.81%
Fuel Expense and Purchased Power:						
Fuel Expense - Electric System	297,844,914	25,688,051	26,946,006		24,331,514	
Other Purchased Power	94,282,216	8,402,222	7,480,535		11,137,581	
Subtotal Energy Expense	392,127,130	34,090,273	34,426,541	-0.99%	35,469,095	2.94%
Transfer to (from) Rate Stabilization, Net	18,169,269	2,495,726	1,558,407		935,115	
Fuel Related Uncollectibles	616,369	51,364	199,918		77,232	
Total	410,912,768	36,637,363	36,184,866	1.24%	36,481,442	0.81%
Fuel Balance	-	-	-		-	
<b>Nonfuel Related Revenues</b>						
Base Rate Revenues	791,145,587	70,539,273	69,689,905		69,924,989	
Conservation Charge Revenue	768,600	68,529	134,271		145,947	
Environmental Charge Revenue	7,814,100	696,712	687,062		694,127	
Investment Income	11,378,365	948,197	825,993		2,274,089	
Natural Gas Revenue Pass Through	1,000,000	83,333	48,021		53,366	
Other Revenues	51,779,029	2,209,093	1,769,255		2,272,506	
Total	863,885,681	74,545,137	73,154,507	-1.87%	75,365,024	-2.93%
<b>Nonfuel Related Expenses</b>						
Non-Fuel O&M	224,820,767	2,293,100	27,779,442		26,776,830	
DSM / Conservation O&M	8,072,869	707,168	991,552		944,699	
Environmental O&M	2,027,284	177,443	233,728		203,937	
Rate Stabilization - DSM	(899,269)	(81,142)	(255,059)		(185,803)	
Rate Stabilization - Environmental	5,786,816	481,336	(351,882)		(21,385,649)	
Natural Gas Expense Pass Through	960,991	83,806	65,298		63,645	
Debt Principal - Electric System	60,790,000	5,065,833	5,065,833		9,685,833	
Debt Interest - Electric System	77,259,892	6,438,324	6,479,206		7,269,113	
Bond Buy-Back Principal - Electric System	25,269,914	-	-		-	
R&R - Electric System	65,623,650	5,468,638	5,468,638		5,370,642	
Operating Capital Outlay	206,717,871	15,717,871	15,717,871		10,740,258	
Operating Capital Outlay - Environmental	10,094,595	10,094,595	805,215		21,875,839	
City Contribution Expense	93,870,968	7,822,581	7,822,581		7,746,012	
Taxes & Uncollectibles	2,543,033	1,260,142	400,231		163,933	
Emergency Reserve	5,000,000	5,000,000	-		-	
<i>Nonfuel Purchased Power:</i>						
* SJRPP D/S Principal	13,340,000	1,111,667	1,111,667		1,148,333	
* SJRPP D/S Interest	10,444,195	870,350	843,913		898,688	
** Other Non-Fuel Purchased Power	52,162,105	4,162,849	3,329,606		4,146,449	
Total Nonfuel Expenses	863,885,681	66,674,561	75,507,840	-13.25%	75,462,759	-0.06%
Non-Fuel Balance	-	7,870,576	(2,353,333)		(97,735)	
<b>Total Balance</b>	-	7,870,576	(2,353,333)		(97,735)	
<b>Total Revenues</b>	<b>1,274,798,449</b>	<b>111,182,500</b>	<b>109,339,373</b>	<b>-1.66%</b>	<b>111,846,466</b>	<b>-2.24%</b>
<b>Total Expenses</b>	<b>1,274,798,449</b>	<b>103,311,924</b>	<b>111,692,706</b>	<b>-8.11%</b>	<b>111,944,201</b>	<b>0.22%</b>
<b>KWH Sold - Territorial</b>	<b>12,810,000,000</b>	<b>1,142,151,000</b>	<b>1,122,383,496</b>	<b>-1.73%</b>	<b>1,131,874,458</b>	<b>-0.84%</b>
<b>KWH Sold - Off System</b>	<b>-</b>	<b>-</b>	<b>510,000</b>	<b>-</b>	<b>9,417,000</b>	<b>-</b>
	<b>12,810,000,000</b>	<b>1,142,151,000</b>	<b>1,122,893,496</b>	<b>-1.69%</b>	<b>1,141,291,458</b>	<b>-1.61%</b>

\* Gross debt service

\*\* Includes transmission capacity, SJRPP and Scherer R &amp; R, O &amp; M and Investment Income.

Electric System Budget vs. Actual September 2020 and 2019 (unaudited)	Year-to-Date				Prior Year-to-Date	
	ANNUAL BUDGET 2019-20	BUDGET 2019-20	ACTUAL 2019-20	Variance %	ACTUAL 2018-19	Variance %
<b>Fuel Related Revenues &amp; Expenses</b>						
Fuel Rate Revenues	\$ 410,912,768	\$ 410,912,768	\$ 369,412,139	-10.10%	\$ 398,532,536	-7.31%
Fuel Expense and Purchased Power:						
Fuel Expense - Electric System	297,844,914	297,844,914	271,163,578		287,956,271	
Other Purchased Power	94,282,216	94,282,216	70,898,291		137,167,184	
Subtotal Energy Expense	392,127,130	392,127,130	342,061,869	12.77%	425,123,455	19.54%
Transfer to (from) Rate Stabilization, Net	18,169,269	18,169,269	26,195,649		(27,224,672)	
Fuel Related Uncollectibles	616,369	616,369	1,154,621		633,753	
Total	410,912,768	410,912,768	369,412,139	10.10%	398,532,536	7.31%
Fuel Balance	-	-	-		-	
<b>Nonfuel Related Revenues</b>						
Base Rate Revenues	791,145,587	791,145,587	759,543,821		766,081,497	
Conservation Charge Revenue	768,600	768,600	857,353		858,433	
Environmental Charge Revenue	7,814,100	7,814,100	7,469,757		7,578,713	
Investment Income	11,378,365	11,378,365	7,898,669		13,930,513	
Natural Gas Revenue Pass Through	1,000,000	1,000,000	633,594		692,706	
Other Revenues	51,779,029	51,779,029	48,184,545		135,419,593	
Total	863,885,681	863,885,681	824,587,739	-4.55%	924,561,455	-10.81%
<b>Nonfuel Related Expenses</b>						
Non-Fuel O&M	224,820,767	224,820,767	210,085,572		208,709,392	
DSM / Conservation O&M	8,072,869	8,072,869	5,909,277		6,182,957	
Environmental O&M	2,027,284	2,027,284	1,189,078		2,233,227	
Rate Stabilization - DSM	(899,269)	(899,269)	1,060,184		893,111	
Rate Stabilization - Environmental	5,786,816	5,786,816	(3,813,916)		(16,530,353)	
Natural Gas Expense Pass Through	960,991	960,991	739,415		780,450	
Debt Principal - Electric System	60,790,000	60,790,000	60,790,000		116,230,000	
Debt Interest - Electric System	77,259,892	77,259,892	72,662,333		83,155,513	
Bond Buy-Back Principal - Electric System	25,269,914	25,269,914	55,154,065		108,694,829	
Rate Stabilization - Debt Management	-	-	(29,884,152)		-	
R&R - Electric System	65,623,650	65,623,650	65,623,650		64,447,700	
Operating Capital Outlay	206,717,871	206,717,871	206,717,871		133,174,258	
Operating Capital Outlay - Environmental	10,094,595	10,094,595	10,094,595		21,875,839	
City Contribution Expense	93,870,968	93,870,968	93,870,968		92,952,147	
Taxes & Uncollectibles	2,543,033	2,543,033	2,543,033		1,412,003	
Emergency Reserve	5,000,000	5,000,000	-		-	
* SJRPP D/S Principal	13,340,000	13,340,000	13,340,000		13,780,000	
* SJRPP D/S Interest	10,444,195	10,444,195	10,126,954		10,784,252	
** Other Non-Fuel Purchased Power	52,162,105	52,162,105	48,378,812		75,786,130	
Total Nonfuel Expenses	863,885,681	863,885,681	824,587,739	4.55%	924,561,455	10.81%
Non-Fuel Balance	-	-	-		-	
<b>Total Balance</b>	-	-	-		-	
<b>Total Revenues</b>	<b>1,274,798,449</b>	<b>1,274,798,449</b>	<b>1,193,999,878</b>	-6.34%	<b>1,323,093,991</b>	-9.76%
<b>Total Expenses</b>	<b>1,274,798,449</b>	<b>1,274,798,449</b>	<b>1,193,999,878</b>	6.34%	<b>1,323,093,991</b>	9.76%
<b>KWH Sold - Territorial</b>	<b>12,810,000,000</b>	<b>12,810,000,000</b>	<b>12,184,560,679</b>	-4.88%	<b>12,366,394,988</b>	-1.47%
<b>KWH Sold - Off System</b>	<b>-</b>	<b>-</b>	<b>18,412,000</b>		<b>99,563,000</b>	
	<b>12,810,000,000</b>	<b>12,810,000,000</b>	<b>12,202,972,679</b>	-4.74%	<b>12,465,957,988</b>	-2.11%

\* Gross debt service

\*\* Includes transmission capacity, SJRPP and Scherer R &amp; R, O &amp; M and Investment Income.

## Water and Sewer System

Budget vs. Actual September 2020 and 2019 (unaudited)	Month				Prior Year Month	
	ANNUAL BUDGET	BUDGET	ACTUAL	Variance	ACTUAL	Variance
	2019-20	2019-20	2019-20	%	2018-19	%
<b>REVENUES</b>						
Water & Sewer Revenues	\$ 450,736,934	\$ 37,949,109	\$ 36,715,113		\$ 38,186,593	
Capacity & Extension Fees	27,600,000	2,466,572	3,687,138		2,827,044	
Capital Contributions	-	-	40,000		120,000	
Investment Income	4,308,356	359,030	194,005		1,110,445	
Other Income	45,792,672	890,859	1,261,487		3,426,272	
<b>Total</b>	<b>528,437,962</b>	<b>41,665,570</b>	<b>41,897,743</b>	<b>0.56%</b>	<b>45,670,354</b>	<b>-8.26%</b>
<b>EXPENSES</b>						
O & M Expenses	170,530,029	3,542,579	25,217,425		18,463,758	
Debt Principal - Water & Sewer	19,870,000	1,655,833	1,655,832		4,558,754	
Debt Interest - Water & Sewer	54,059,483	282,283	4,611,145		5,129,699	
Bond Buy-Back - Water & Sewer	33,986,631	-	-		-	
Rate Stabilization - Environmental	7,685,157	7,685,157	(88,653)		(1,193,552)	
R&R - Water & Sewer	25,138,950	2,094,912	2,094,913		1,962,696	
Operating Capital Outlay	148,442,442	(5,996,177)	(5,996,175)		12,345,133	
Operating Capital Outlay - Capacity/Extension	32,988,229	7,688,229	3,687,138		2,827,044	
Operating Capital Outlay - Contributions	-	-	40,000		120,000	
Operating Capital Outlay - Environmental	6,649,227	(5,609,639)	851,324		2,263,447	
City Contribution Expense	24,953,042	2,079,420	2,079,420		2,057,949	
Uncollectibles & Fees	1,372,654	876,844	166,000		48,931	
Interlocal Agreements	2,762,118	2,225,347	-		-	
Emergency Reserve	-	-	-		-	
<b>Total Expenses</b>	<b>528,437,962</b>	<b>16,524,788</b>	<b>34,318,369</b>	<b>-107.68%</b>	<b>48,583,859</b>	<b>29.36%</b>
<b>Total Balance</b>	<b>\$ -</b>	<b>\$ 25,140,782</b>	<b>\$ 7,579,374</b>		<b>\$ (2,913,505)</b>	
<b>Sales kgals</b>						
Water	39,900,000	3,367,330	3,010,227	-10.60%	3,220,833	-6.54%
Sewer	33,180,000	2,792,756	2,630,548	-5.81%	3,010,375	-12.62%
<b>Total</b>	<b>73,080,000</b>	<b>6,160,086</b>	<b>5,640,775</b>	<b>-8.43%</b>	<b>6,231,208</b>	<b>-9.48%</b>

Budget vs. Actual September 2020 and 2019 (unaudited)	Year-To-Date				Prior Year to Date	
	ANNUAL BUDGET	BUDGET	ACTUAL	Variance	ACTUAL	Variance
	2019-20	2019-20	2019-20	%	2018-19	%
<b>REVENUES</b>						
Water & Sewer Revenues	\$ 450,736,934	\$ 450,736,934	\$ 454,065,274		\$ 443,134,487	
Capacity & Extension Fees	27,600,000	27,600,000	32,858,229		29,388,151	
Capital Contributions	-	-	130,000		149,759	
Investment Income	4,308,356	4,308,356	2,875,047		7,704,693	
Other Income	45,792,672	45,792,672	47,903,943		144,927,119	
<b>Total</b>	<b>528,437,962</b>	<b>528,437,962</b>	<b>537,832,493</b>	<b>1.78%</b>	<b>625,304,209</b>	<b>-13.99%</b>
<b>EXPENSES</b>						
O & M Expenses	170,530,029	170,530,029	170,530,029		157,996,392	
Debt Principal - Water & Sewer	19,870,000	19,870,000	19,870,000		54,705,000	
Debt Interest - Water & Sewer	54,059,483	54,059,483	54,059,483		61,300,057	
Bond Buy-Back - Water & Sewer	33,986,631	33,986,631	48,195,881		99,188,560	
Rate Stabilization - Debt Management	-	-	(14,209,250)		-	
Rate Stabilization - Environmental	7,685,157	7,685,157	7,685,157		2,772,839	
R&R - Water & Sewer	25,138,950	25,138,950	25,138,950		23,552,350	
Operating Capital Outlay	148,442,442	148,442,442	148,442,442		144,853,820	
Operating Capital Outlay - Capacity/Extension	32,988,229	32,988,229	32,858,229		29,388,151	
Operating Capital Outlay - Contributions	-	-	130,000		149,759	
Operating Capital Outlay - Environmental	6,649,227	6,649,227	6,649,227		10,656,678	
City Contribution Expense	24,953,042	24,953,042	24,953,042		24,695,388	
Uncollectibles & Fees	1,372,654	1,372,654	1,372,654		523,823	
Interlocal Agreements	2,762,118	2,762,118	2,762,118		15,521,392	
Emergency Reserve	-	-	-		-	
<b>Total Expenses</b>	<b>528,437,962</b>	<b>528,437,962</b>	<b>528,437,962</b>	<b>0.00%</b>	<b>625,304,209</b>	<b>15.49%</b>
<b>Total Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,394,531</b>		<b>\$ -</b>	
<b>Sales kgals</b>						
Water	39,900,000	39,900,000	38,271,797	-4.08%	37,696,072	1.53%
Sewer	33,180,000	33,180,000	32,587,107	-1.79%	31,611,006	3.09%
<b>Total</b>	<b>73,080,000</b>	<b>73,080,000</b>	<b>70,858,904</b>	<b>-3.04%</b>	<b>69,307,078</b>	<b>2.24%</b>

## District Energy System

Budget vs. Actual September 2020 and 2019 (unaudited)	Month				Prior Year Month	
	ANNUAL BUDGET 2019-20	BUDGET 2019-20	ACTUAL 2019-20	Variance %	ACTUAL 2018-19	Variance %
<b>REVENUES</b>						
Revenues	\$ 9,044,699	\$ 909,361	\$ 906,158		\$ 934,505	
Investment Income	-	-	15,140		12,001	
Total	9,044,699	909,361	921,298	1.31%	946,506	-2.66%
<b>EXPENSES</b>						
O & M Expenses	4,979,619	348,068	605,735		594,030	
Debt Principal - Water & Sewer	1,725,000	143,750	143,750		140,833	
Debt Interest - Water & Sewer	1,295,550	107,963	107,963		110,871	
Rate Stabilization - Debt Management	-	-	-		-	
R&R - Water & Sewer	589,200	49,100	49,100		36,913	
Operating Capital Outlay	455,330	455,330	455,330		897,874	
Total Expenses	9,044,699	1,104,211	1,361,878	-23.33%	1,780,521	23.51%
<b>Total Balance</b>	\$ -	\$ (194,850)	\$ (440,580)		\$ (834,015)	

Budget vs. Actual September 2020 and 2019 (unaudited)	Year-To-Date				Prior-Year-to-Date	
	ANNUAL BUDGET 2019-20	BUDGET 2019-20	ACTUAL 2019-20	Variance %	ACTUAL 2018-19	Variance %
<b>REVENUES</b>						
Revenues	\$ 9,044,699	\$ 9,044,699	\$ 8,586,355		\$ 8,895,473	
Investment Income	-	-	72,466		155,631	
Total	9,044,699	9,044,699	8,658,821	-4.27%	9,051,104	-4.33%
<b>EXPENSES</b>						
O & M Expenses	4,979,619	4,979,619	4,593,741		4,689,831	
Debt Principal - Water & Sewer	1,725,000	1,725,000	1,725,000		1,690,000	
Debt Interest - Water & Sewer	1,295,550	1,295,550	1,295,550		1,330,449	
Rate Stabilization - Debt Management	-	-	-		(2,737,164)	
R&R - Water & Sewer	589,200	589,200	589,200		442,950	
Operating Capital Outlay	455,330	455,330	455,330		3,635,038	
Total Expenses	9,044,699	9,044,699	8,658,821	4.27%	9,051,104	4.33%
<b>Total Balance</b>	\$ -	\$ -	\$ -		\$ -	



**INTER-OFFICE MEMORANDUM**

October 14, 2020

**SUBJECT: FY 2020 OPERATING AND CAPTIAL BUDGET LINE ITEM TRANSFERS**

**FROM:** Paul E. McElroy, Interim Managing Director/CEO

**TO:** JEA Board of Directors

**BACKGROUND:**

Each year the Board of Directors approves an agenda item for Budgetary Transfers authorizing the Managing Director/CEO to make certain transfers within the budget. This authorization allows the Managing Director/CEO to make transfers up to \$5.0 million during a budget year. Transfers in excess of \$5.0 million during the fiscal year and/or to close the books at the end of the fiscal year are brought to the Board of Directors for authorization after the fact. This month’s agenda item requests authorization from the Board of Directors for FY20 transfers needed to close the books and are now brought back to the Board of Directors for ratification. The transfers are summarized in the tables below.

JEA provides the Council Auditor a final end-of-year revised budget by November 30th of each year. The revised budget includes budget transfers necessary to ensure JEA maintains a balanced budget and that line item expenditures do not exceed their respective budget.

**DISCUSSION:**

Opportunities existed in FY2020 to transfer funds to budget line items to support JEA’s financial objectives, to reduce debt outstanding and to reduce the need for additional debt by funding current year capital requirements with current year revenues on both the Electric and Water and Wastewater Systems.

**Electric System - Operating and Maintenance**

Lower than budgeted expense for Operating and Maintenance generated \$42.8 million available to deposit an additional \$31.6 million into Operating Capital Outlay to fund future capital projects or debt retirement; \$10.1 million into Operating Capital Outlay – Environmental; and \$1.1 million into Non-Fuel Uncollectibles.

The following end-of-year budget line item transfers for FY2020 support JEA’s financial objectives and maintains a balanced budget.

<b>Electric System</b>			
<b><u>Transfer From</u></b>		<b><u>Transfer To</u></b>	
Operating and Maintenance	\$ 42.8	Operating Capital Outlay	\$ 31.6
		Operating Capital Outlay - Environmental	10.1
		Non-Fuel Uncollectibles	1.1
	<u>\$ 42.8</u>		<u>\$ 42.8</u>

Water and Wastewater System – Operating and Maintenance

Lower than budgeted expenses for Operations & Maintenance and Operating Capital Outlay - Environmental, coupled with reduced Debt Service – Interest, and savings from the Emergency Reserve generated \$27.6 million available to deposit an additional \$11.5 million into Operating Capital Outlay; \$7.7 million into the Rate Stabilization – Environmental; \$5.4 million into the Capacity Fees; \$2.2 million into Interlocal Agreements, and an additional \$832k into Uncollectibles.

The FY2020 Water and Wastewater System budget for the Capacity Fees was \$27.6 million. However, Capacity Fee revenue was just under \$33.0 million, which required additional funds be transferred to the Capacity Fee budget line item.

<b>Water and Wastewater System</b>			
<b>Transfer From</b>		<b>Transfer To</b>	
Operations & Maintenance	\$ 15.3	Operating Capital Outlay	\$ 11.5
Operating Capital Outlay - Environmental	6.7	Rate Stabilization - Environmental	7.7
Debt Service - Interest	4.6	Capacity Fees	5.4
Emergency Reserve	1.0	Interlocal Agreements	2.2
		Uncollectibles	0.8
	<u>\$ 27.6</u>		<u>\$ 27.6</u>

District Energy System – Operating and Maintenance

Lower than budgeted expense for Operating and Maintenance generated the ability to deposit an additional \$0.2 million to Operating Capital Outlay.

Water and Wastewater System – Capital

Higher than anticipated expenditures for Water and Wastewater Other Projects required a transfer of \$1.4 million from Sewer Projects.

**FINANCIAL IMPACT:**

There is no net impact to the total fiscal year budget for the transfers between approved budget line items.

**RECOMMENDATION:**

Staff recommends that the Board ratify the FY2020 year-end budget line item transfers of:

Electric System – Operating and Maintenance

- \$31.6 million to Operating Capital Outlay; \$10.1 million to Operating Capital Outlay – Environmental; and \$1.1 million to Non-Fuel Uncollectibles

Water and Wastewater System – Operating and Maintenance

- \$11.5 million to Operating Capital Outlay; \$7.7 million to Rate Stabilization – Environmental; \$5.4 million to Capacity Fees; \$2.2 million to Interlocal Agreements; and \$0.8 million to Uncollectibles from Operating & Maintenance; Operating Capital Outlay – Environmental; Debt Service – Interest; and the Emergency Reserve

District Energy System – Operating and Maintenance

- \$0.2 million to Operating Capital Outlay

Water and Wastewater System – Capital

- \$1.4 million from Sewer Projects to Other Projects

\_\_\_\_\_  
Paul E. McElroy, Interim Managing Director/CEO

PEM/BJR/JEC





**INTER-OFFICE MEMORANDUM**

October 14, 2020

**SUBJECT: APPROVAL OF RESOLUTION: FY2021 BUDGETARY TRANSFERS**

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**FROM:** Paul E. McElroy, Interim Managing Director/CEO

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**TO:** JEA Board of Directors

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**BACKGROUND:**

The budget ordinance includes the authority for JEA to transfer from time to time, without Council approval, appropriated funds from one of the purposes for which funds are appropriated to another purpose during the fiscal year. The ordinance requires that the City Council Auditor be provided, at the end of each quarter, a copy or a written summary of the documentation of all transfers made between approved budget line items. In the past, the Board has delegated to the Managing Director/CEO authority to make transfers during the fiscal year within the budget line items.

**DISCUSSION:**

The proposed Resolution authorizes the Managing Director/CEO to approve transfers between approved budget line items within the JEA budget for Fiscal Year 2021. Authorization is limited to \$5.0 million per transfer; however, in the event of an emergency or for year-end adjustments, the Managing Director/CEO is authorized to approve budget transfers exceeding \$5.0 million. Emergency and year-end transfers exceeding \$5.0 million will be brought to the Board for ratification. The Resolution states that the JEA staff will provide to the City Council Auditor at the end of each quarter a copy or written summary of the documentation of all transfers made between approved budget line items.

**FINANCIAL IMPACT:**

There is no net impact to the total fiscal year budget as this authorization is for transfers between approved budget line items.

**RECOMMENDATION:**

Staff recommends that the Board approve the attached Resolution 2020-10, which allows the Managing Director/CEO to process budget transfers within JEA budget for FY2021. This authorization is limited to \$5.0 million per transfer, except in the event of an emergency or year-end adjustments, where transfers over \$5.0 million will be brought to the Board for ratification.

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Paul E. McElroy, Interim Managing Director/CEO

PEM/BJR/JEC

**Resolution No. 2020-10**

**A RESOLUTION AUTHORIZING THE MANAGING DIRECTOR TO AFFECT TRANSFERS WITHIN THE ACCOUNTS OF THE FISCAL YEAR 2021 OPERATING AND CAPITAL BUDGETS FOR JEA, AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, each year, the City Council approves the JEA Budget, and authorizes the Board to make allocations, allotments, and transfers within the approved budget for JEA; and

**WHEREAS**, each year, the Board of Directors authorizes the Managing Director/CEO to make allocations, allotments, and transfers within the approved budget for JEA, within a limit set by Resolution; now therefore

**BE IT RESOLVED** by the JEA Board of Directors that:

1. The Managing Director/CEO is authorized to approve transfers between line items within the JEA budget for Fiscal Year 2021, providing the transfers are within the total budget as approved by the City Council.
2. This Authorization is limited to \$5.0 million per transfer except in the event of an emergency or year-end adjustments, where the Managing Director/CEO is authorized to approve budget transfers exceeding \$5.0 million. Emergency and year-end transfers exceeding \$5.0 million will be brought to the Board of Directors for ratification.
3. There shall be a copy or a summary of the written documentation of all transfers made between approved budget line items provided to the Council Auditor at the end of each quarter.
4. This Resolution shall be effective immediately upon passage.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2020.

JEA

By: \_\_\_\_\_  
John Baker  
Chair

Form Approved:

\_\_\_\_\_  
Jody L. Brooks  
Chief Legal Officer

\_\_\_\_\_  
Marty Lanahan  
Secretary



**INTER-OFFICE MEMORANDUM**

October 1, 2020

**SUBJECT: DIRECTORS' & OFFICERS' LIABILITY INSURANCE**

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**FROM:** Paul McElroy, Interim Managing Director/CEO

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**TO:** JEA Board of Directors

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**BACKGROUND:**

On October 1, 2004, JEA purchased Directors' and Officers' Liability insurance. This insurance has been renewed each subsequent October 1st. It provides coverage for JEA, its Officers and Board Members in the event of actual or alleged breach of duty, neglect, error, misstatement or omission, actually or allegedly caused, committed or attempted while acting independently or collectively in their capacity at JEA.

**DISCUSSION:**

The attached insurance summary explains this coverage.

**FINANCIAL IMPACT:**

The premium for this specific line of coverage is \$134,491.00 per annum.

**RECOMMENDATION:**

No Board action is required. This item is submitted for information.

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Paul E. McElroy, Interim Managing Director/CEO

PEM/BJR/SMB



## **DIRECTORS' & OFFICERS' LIABILITY INSURANCE**

<b>INSURED:</b>	JEA, its' Officers and Board Members
<b>CARRIER:</b>	Associated Electric & Gas Insurance Services Limited (AEGIS)
<b>POLICY PERIOD:</b>	October 1, 2020 thru September 30, 2021
<b>POLICY NUMBER:</b>	DP5029720P
<b>ANNUAL PREMIUM:</b>	\$134,491
<b>POLICY LIMIT:</b>	\$10,000,000 aggregate for the policy period
<b>DEDUCTIBLE:</b>	\$250,000 each claim
<b>COVERAGE:</b>	AEGIS shall pay on behalf of the Insured by reason of any "Wrongful Act" of Officers and Board Members which takes place on or after October 1, 2004.
<b>"WRONGFUL ACT":</b>	Actual or alleged breach of duty, neglect, error, misstatement or omission actually or allegedly caused, committed or attempted by any Officers and Board Members while acting individually or collectively in their capacity for JEA.
<b>EXCLUSIONS OF COVERAGE:</b>	Deliberately fraudulent, dishonest, criminal or malicious act or omission or any knowing and intentional violation of any statute or regulation. Also, any employment related wrongful acts such as termination of employment, discrimination or sexual harassment.



## CEO Search Committee – CEO Interviews

1. Hairston, John
2. O'Brien, Morgan
3. Stowe, Jaye

# John Louis Hairston

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## Education

### **1999 – 2003: Lewis and Clark, School of Law, Portland, OR Juris Doctorate, J.D.**

- Emphasis on Energy, Sports, and Employment/ Labor Law. Authored major writing requirement on “Minor League baseball challenges to the reserve clause and MLB antitrust Protection.” Co-authored Minor writing requirement on “legal challenges to the potential NBA minimum age requirements.”

### **1995 – 1997: Portland State University, Portland, OR Master of Urban Studies, MUS**

- Emphasis on Public Affairs and Community Development. Authored major writing requirement on “Cultural and Spiritual connections to Tribal gaming and timber industries; Confederated Grande Ronde Tribes of Oregon.

### **1985 – 1989: The Southern University, Baton Rouge, LA Bachelor of Science in Business Economics, BS**

- Emphasis on economics, Micro and Macro theory, Marketing, and Statistics.”

## Professional experience

### **October 2019 – Present: Bonneville Power Administration, Portland, OR**

#### **Chief Operating Officer - Supervisor: Elliot Mainzer**

- Key member of the DOE BPA senior leadership team.
- Participates jointly with the Administrator, Deputy Administrator, and Chief Administrative Officer in broad policy-forming conferences at the national level with officials of the Department of Energy and other Departments.
- Under broad delegated authority, oversees and provides direction and guidance to the subordinate Vice Presidents for program execution and administration within policies established by the Administrator
- Provides leadership and direction in the formulation and implementation of agency-wide policy and standards in the areas of COO responsibility. Links policy and standard setting to Bonneville’s mission and strategic business objectives.
- Has authority to provide technical and administrative supervision over subordinate organizations (SVPs for Power Services and Transmission Services; the EVP for Information Technology; the EVP for Environment, Fish and Wildlife; and the Director of Customer Support Services) headed by SES and/or GS-15 or equivalent members and resolves problems stemming from coordinating and directing activities complicated by particularized arrangements made between subordinate organizations.

- Provides leadership to promote the efficient management of resources and assets including, but not limited to over \$1.5 billion in budgets.
- Assures the effective management of programs, activities and resources by developing, implementing, and monitoring BPA-wide policies and systems for the full range of programs.
- Provides understanding, support, and leadership in administering Bonneville's Equal Opportunity Program for all applicants and employees, including minorities and women.
- Provides and insures equal opportunity for all employees in personnel policies and practices, including recruitment, selection, placement, counseling, training, career development, promotion, and adverse actions.

**June 2015 – October 2019: Bonneville Power Administration, Portland, OR**

**Chief Administrative Officer - Supervisor: Elliot Mainzer**

- Responsible for the effective and efficient delivery of internal services to support and achieve BPA's mission and business objectives.
- Responsible for establishing long-term internal business strategies and plans in alignment with broader BPA operational priorities and goals
- Established BPA-wide policy and standards in the areas of responsibility to align with, support, and achieve BPA's mission and strategic business objectives.
- Leads, directs, plans, and evaluates BPA's internal business services program.
- Evaluates the overall internal business system program for the development and implementation of strategy and policy necessary to meet BPA's business objectives.
- Provides cross-organizational leadership and direction in the formulation and implementation of BPA-wide strategy and policy guidance for BPA's internal operations.
- Provides executive and strategic leadership in formulating and implementing BPA's high performing organization direction and objectives; and incorporates into BPA's internal operations.
- Provides executive leadership in the delivery of human capital, supply chain, personnel and physical security, continuity of operations, safety, and workplace services programs, including:
  - A comprehensive human resources (HR) management program aligned to meet BPA mission and objectives;
  - Occupational Safety and Health and Personnel and Physical Security and Business Continuity programs, systems, and processes to ensure a safe and enduring working environment;
  - A comprehensive supply chain operation, from acquisition through disposal, including responsibility for overseeing a \$400 million plus acquisition program and inventory program in excess of \$80 million; and
  - A comprehensive workplace services program, servicing a variety facilities located throughout BPA's service territory.

**June 2013 – June 2015: Bonneville Power Administration, Portland, OR**

**Acting EVP Internal Business Services - Supervisor: Claudia Andrews**

- Responsible for the effective and efficient delivery of internal services to support and achieve BPA's mission and business objectives.

- Responsible for establishing long-term internal business strategies and plans in alignment with broader BPA operational priorities and goals
- Established BPA-wide policy and standards in the areas of responsibility to align with, support, and achieve BPA's mission and strategic business objectives.
- Leads, directs, plans, and evaluates BPA's internal business services program.
- Evaluates the overall internal business system program for the development and implementation of strategy and policy necessary to meet BPA's business objectives.
- Provides cross-organizational leadership and direction in the formulation and implementation of BPA-wide strategy and policy guidance for BPA's internal operations.
- Provides executive and strategic leadership in formulating and implementing BPA's high performing organization direction and objectives; and incorporates into BPA's internal operations.

Provides executive leadership in the delivery of human resources, supply chain, occupational health and safety, personnel security, and facilities management program services.

**2006 – June 2013: Bonneville Power Administration ,  
Portland, OR**

**Chief Compliance & Ethics Officer/ Manager, Agency Compliance  
and Governance - Supervisor: Bill Drummond**

- Lead responsibility for assuring agency compliance with applicable industry and federal rules, regulations and the implementation of associated management controls and reporting mechanisms.
- Provide direction and leadership in the planning, development, and administration of programs, systems, and work processes that are necessary to perform critical mission and support activities required of the organization in the area of agency compliance and governance.
- Responsible for formulation and implementation of agency policy and standards for FERC standards of conduct.
- Participate and lead negotiations with counterparts from all regulatory bodies.
- Develops strategies and process plans, progress reports, secure resources, and coordinates efforts of various BPA teams support agency compliance.

**2006 – 2007: Bonneville Power Administration, Portland, OR**

**Participant in the BPA Executive Candidate Development  
Program**

- Participate in Executive Development program that provides a select group of participants with a comprehensive two year curriculum design to develop candidates in the areas of leadership, management, organizational design, strategic planning, conflict management, and decision making at an executive level.

**2002 – 2006: Bonneville Power Administration, Portland, OR**

**Product Manager (Slice) / Power Marketing Manager - Supervisor:  
Steve Oliver**

- Provided day-to-day matrix management leadership to the product marketing team (consisting of representatives from various internal organizations.)



- Represented BPA to customers as the agency representative to the product contract implementation group consisting of 25 customers.
- Supported the Account Executives and Customer Core Teams serving product customers and Coordinate with other BPA offices on product implementation.
- Responsible for twenty-two percent of agency annual sales and over five hundred Million Dollars (\$500 Million) in annual revenues.
- Performed as Acting Vice President of Power Marketing

**10/04 – 4/05: Bonneville Power Administration, Portland, OR**

**Acting Vice President/ Generation Supply- Supervisor: Paul Norman**

- ♦ Responsible for planning and executing the operation and expansion of the Federal Columbia River Power System (FCRPS,) the Columbia Generating Station (CGS) nuclear plant, and various contract generating resources in order to meet BPA's reliability, cost, environmental, rate, customer service goals.

The major functions through which these responsibilities are carried out by the Generation Supply organization are:

- ♦ Forecasting weather, stream-flow, loads, and generating resource output for time periods ranging from next hour to next ten years
- ♦ Planning operation of the FCRPS, CGS, and contract generating resources to meet loads and other objectives for time periods from next hour to several years in advance
- ♦ Planning and executing hydro operations in accordance with Biological Opinion requirements for protection of endangered species
- ♦ Power scheduling, transmission scheduling, pre-scheduling, and after the fact accounting
- ♦ Managing the development of automated systems to optimize hydro operations against multi-purpose operating constraints.
- ♦ Overseeing CGS operations and the contractual relationship with Energy Northwest
- ♦ Administering the relationship with the Canadian government with regard to operation of hydro project on the Columbia River and tributaries, per the requirements of the Canadian Treaty and related agreements.
- ♦ Coordinating utility power interchanges with Pacific Northwest, Pacific Southwest, and Canadian entities under existing contracts for such transactions as firm power, non-firm energy, exchanges, storage, and other ancillary services.
- ♦ Providing technical expertise in generation supply matters for long-term sales of surplus firm power, rates, policy development, and investigations

**2001 – 2002: Bonneville Power Administration, Portland, OR**

**Office of General Counsel - Part-time Detail- Supervisor: Geri Krier**

- As Law Clerk for the Office of General Counsel, I prepared Litigation reports and Legal briefs for both personnel and ethics issues. The clerkship consisted of a six (6) month part-time detail that provided familiarity and

experience with the legal processes employed by the Bonneville Power Administration's Office of General counsel and many other federal agencies.

**1999 – 2002: Bonneville Power Administration, Portland, OR  
Project Manager/ Energy Efficiency, Peak Load Management-**

**Supervisor: Terry Esvelt**

- As Project Manager for the Peak Load Management Project I managed the critical function of the generation supply relationship with distributed resources and dispatchable demand side management resources.
- Duties consisted of providing the Business Line direction and leadership in the development and implementation of the Peak Load Management Project.
- I ensured that goals, objectives, and targets were aligned through close coordination and collaboration with agency organizations and my Management Team, and the organizational goals and objectives.
- Program achieved over \$2 Million dollars in market purchase savings.
- Performed as Acting Energy Efficiency Vice President on Limited occasions.

**1996 – 1999: Bonneville Power Administration, Portland, OR  
Performance Manager/ Energy Efficiency, Eastern Region-**

**Supervisor: Vicki English**

- Served as the Performance Manager of the EE Customer Services- Spokane, WA, Boise, ID, Walla Walla, WA, Idaho Falls, ID, and Missoula, MT, customer service organizations consisting of 25 plus employees.
- Responsibilities consisted of providing products and services to customers on time and within budget and collaborating with both the Marketing & Sales and Planning & Support Services components of Energy Efficiency (EE) to help ensure that EE products and services are responsive to market demands.
- Reported directly to the EE Vice President and was frequently in direct working relationships with Bonneville managers and staff, representatives from public and privately owned utilities; manufacturers and providers of goods and services delivered in partnership with Bonneville projects; and, professional groups and organizations as appropriate.

**1990 – 1996: Bonneville Power Administration, Portland, OR  
Economist/ Power Marketing, Division of Contracts and**

**Ratemaking/ Rate Design - Supervisor: Byron Keep/ Diane Cherry**

- As an industry economist in the rate design section, I performed work with the customer segment teams that varied from rate impacts to competitive market analysis.
- Met with both customer groups and managers to present and discuss rate design, rate analysis, and rate case issues.
- Drafted testimony and performed as an expert witness for multiple rate proceedings.
- Work in the rate design and rate forecasting sections consisted of work as team lead on highly technical issues resulting in the production of documents for public distribution.

**References**

\* See Attachment – Please request permission to contact

**Awards received**

- American Leadership Forum; Member of current class 25
- 2002 Administrator's Excellence Award for Exceptional Service. Bonneville Power Administration,
- 2001 Peak Load Management Program of the Year, Wholesale Level, Peak Load Management Alliance,
- 1991, 1993, 1995, and 1996 Rate case Team Awards, Bonneville Power Administration,
- 1991 Repayment Reform Team Award, Bonneville Power Administration,
- ESA Council plan, Bonneville Power Administration,
- 10 Year Financial Plan Team Award, Bonneville Power Administration,
- 1991 short and long-term wholesale rate projections, retail rates, Bonneville Power Administration,
- The financial rate analysis model and Business Plan EIS (Rate Design) Team Award, Bonneville Power Administration

## **Morgan K. O'Brien**

151 Fort Pitt Boulevard #1901, Pittsburgh, PA 15222  
(412) 552-0798  
morganobrien2020@gmail.com

### **Profile**

Experienced chief executive with demonstrated achievement in development and execution of creative enterprise strategies that delivered measurable growth in business value, corporate reputation and people. Especially recognized for building strong and mutually-rewarding relationships across the stakeholder spectrum – especially with employees -- that enhance revenue and value growth and enable operational excellence and performance.

### **Experience**

#### **Peoples Gas**

**CEO & President (February 2010 – March 2020)**  
**Pittsburgh, PA**

#### ***Value Creation Achievements***

- Led growth/development of Peoples to achieve sale for \$4.3 B in cash vs. investment of \$3 B
- Grew cash flow from \$90 million to over \$300 million annually
- Grew customers from 300,000 to over 740,000
- Grew employees from 500 to 1,500
- Created an independent, growing/profitable company from large utility holding company division
- Created a top-five brand in a company that did not previously exist in the community
- Created #1 ranked in-house call center with significant minority participation: over 30%
- Negotiated agreement to combine three labor unions into one
- Created a rural expansion program that added 5,000 new residential customers annually
- Developed and led company-wide vision to build corporate brand based on “making lives better”

#### ***Strategic Initiatives -- Internal***

Developed and staffed focused strategic teams to advance the business from the inside-out:

- Non-core revenue growth via customer value addition/creation – construction heating program, gathering business, and line and appliance protection program.
- Environmental leadership via economic solutions for our customers' environmental goals
- Customer relationship advancement to deliver experiences/services that make their lives better
- Innovation/technology partnerships and investments to advance customer solutions and services
- Created an internal idea hub where employees provided ideas on growing customer value

#### ***Strategic Initiatives -- External***

**Forge the Future** – Led an econometric study and strategies for advocacy designed to achieve significant energy-enabled economic growth

- Initial project partner Chevron broadened to include The Chamber of Commerce of Greater Philadelphia, the Allegheny Conference on Community Development, the PA Chamber of Business and Industry, and the PA Manufacturers Association to achieve a statewide coalition of business leaders aligned for economic growth initiatives in petrochemicals, advanced manufacturing, advanced materials and exports/infrastructure

- Business-led initiative expanded to include economic development officials from around PA, labor unions, community leaders, state agencies, universities and industry associations.

### ***Strategic Initiatives – External (cont.)***

**Peoples Water** -- Created concept and detailed plan to build a new regional water utility, a business-led initiative to respond to and remediate urgent water quality issues in the community

- Strategically engaged and stimulated public debate on vital water quality and public health issues
- Built partnerships to make Peoples Water a reality with cooperation of building trade unions, universities and African-American leaders for a solution that meets a range of community needs

**211 Helpline** -- Led an initiative to create PA's first 211 helpline to connect people in need with relevant social services

- Holistic approach: Helpline connects utility payment assistance programs to those in need

### **Community Leadership Roles**

Chair and Co-Chair Positions:

Allegheny Conference on Community Development; Western Pennsylvania Chamber of Commerce; University of Pittsburgh's Energy Institute Board of Advisors; University of Pittsburgh's Board of Trustees; Urban League of Pittsburgh's Capital Campaign; United Way of Allegheny County Board of Directors; Leukemia and Lymphoma Society's Light the Night Walk

### **Legislative and Regulatory Initiatives and Advancement**

- DSIC "Distribution Service Improvement Charge" - legislation which allowed utilities an automatic surcharge for capital investments without a rate case
- PUC oversight of the PWSA municipal authority
- Rural expansion policy adoption – created a rate mechanism for expanding to previously uneconomic areas of the state.
- Expansion of low income payment programs – increasing Universal Service qualifications
- Pre-approval of pipeline replacement programs by regulators – Long Term Infrastructure Improvement Program (LTIIP) for the accelerated replacement of high risk pipe.

### **Public Corporate Boards**

Mathews International – NASDAQ traded-company

- Chair Compensation Committee
- Audit Committee
- Executive Committee

HFF, Inc – NYSE traded (Acquired by JLL)

- Audit Committee
- Compensation Committee

### **Community Boards**

- United Way of Allegheny County
- Pittsburgh Cultural Trust
- Pittsburgh Opera
- Leukemia Lymphoma Society
- Allegheny Conference on Community Development
- Greater Pittsburgh Chamber of Commerce
- Robert Morris University

- American Gas Association

### **Previous Executive Leadership Roles and Career Progression**

#### **Duquesne Light Company (9/1/91 – 2/1/2010)**

- Chairman & CEO (2002 – 2010)
- CFO (1997 – 2002)
- Sold company to Macquarie-led Consortium
- Sale price \$1.59 Billion (21% premium on date of announcement)
- First public company sale of regulated utility to Infrastructure Fund
- As CEO engineered total equity value growth of almost \$600 million
- Adopted a Back-to-Basics strategy by successfully divesting all diversified investments and created a successful rate base growth strategy

#### ***Strategic Initiatives***

- Negotiated a swap of jointly-owned nuclear power plant investments and coal plants in exchange for wholly-owned coal plants – which allowed for the successful auction.
- Led the successful auction of the company's wholly owned coal power plants which resulted in a 25% rate decrease for customers with a guaranteed recovery of \$1.7 billion of potentially stranded investment by investors
- Successfully led the company's electric restructuring process with the Pennsylvania PUC
- Created a material stream of new cash flows while fully hedging the state's first electric utility's post-regulation generation supply plan for retail customers

**PNC Bank – Vice President of Tax**

**Deloitte & Touche – Sr. Manager Tax**

**D.G. Sisterson – Manager Tax**

**Coopers & Lybrand – Manager Tax**

**Education:** B.S. Robert Morris U.; M.S. Taxation – Robert Morris U.

**Jay C. Stowe**  
99 Walnut Street, Apt. 200 | Chattanooga, TN 37403  
[jstowe928@gmail.com](mailto:jstowe928@gmail.com) | (256) 652-6966

**Key Areas of Experience:**

- Progressive experience in all areas of utility management and leadership.
- Developed water and sewer rate structures to cover significant capital improvements in Huntsville and North Carolina, led the group that set wholesale rates for TVA's 154 Local Power Companies and 54 Directly Served Customers
- Led a significant portion of TVA workforce – 1,000 (several hundred represented) out of 9,500 total Employees
- Part of Executive Leadership Team at TVA with one of largest Nuclear Fleets in the Country, participated in planning as a board member at NCMPA1, owner of part of Catawba Nuclear Plant
- Significant experience with rating agencies - led team that improved rating from AA+ to AAA at Huntsville
- Participated in significant Economic Development projects, including expansions at Toyota, Polaris, new residential and commercial developments at Huntsville

**Stowe Utility Group LLC, August 2019 – Present.**

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**CEO and Founder**

- Drawing on more than 25 years in the utility industry, consulting services span across operations, business, and utility-specific needs with clients' needs ranging from organizational health/structure to contract analyses.

**Tennessee Valley Authority (TVA), October 2016 – October 2019.**

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**Senior Vice President, Resources and Operations Support, October 2018 – October 2019**

**Member of Executive Management Council, October 2018 – October 2019**

- Executive Management Council member and direct report to CEO; led a Strategic Business Unit (SBU) including 1,000 member team (out of 9,500 total) delivering support services for the enterprise including Supply Chain, Enterprise Improvement, Board Services, Corporate Safety, Land, River and Environmental Compliance, TVA Police and Emergency Management, R&D.
- Member of the TVA Diversity and Inclusion Executive Steering Committee.

**Senior Vice President, Distributed Energy Resources, October 2016 – October 2018**

- Led the newly formed Distributed Energy Resources Business Unit included Pricing and Contracts, Renewable Energy, New Business Development, Energy Right Solutions, Enterprise Relations, and Research and Development. Managed the groups responsible for the implementation of energy efficiency and electrification projects for the Valley, coordinated the implementation of rate changes for customers to allow more flexibility in a changing marketplace for electricity.
- Worked to develop a framework for allowing flexibility for TVA customers to have access to distributed energy resources within the current contract structure. As part of the External Relations SBU worked to develop stronger relationships with customers and other external partners.

**Huntsville Utilities, Huntsville, Alabama November 2005 – September 2016.**

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**President and CEO from May 2014 – 2016:**

- Responsible for the operations and leadership of organization with over 179,000 electric, 94,000 water and 50,000 natural gas customers, Revenue for FY 2015 ~\$600 million. and 620 employees.
- Lead and direct the operations of a water system with a peak capacity of 96 MGD, a gas system with an annual throughput of 5.1 bcf and an electric system with a peak demand of over 1,400 MW.
- 15th largest Public Gas System in the country, 20th largest Public Electric System in the country, and one of the largest water systems in the Southeast.
- Reported directly to two boards – Electric Board and Water/Natural Gas board. Each system operates independently financially, but efficiencies are gained by operating joint corporate systems.
- Lead a significant update to computer systems and changed culture in customer service and IT including updated processes to allow more flexibility for customers doing business with us.
- Developed strategies to make it easier to do business with Huntsville Utilities.

**(Huntsville Utilities, Continued)**

- Negotiated a dark fiber lease arrangement with Google fiber to serve customers with high-speed internet and TV service. The arrangement is a first of its kind solution for a public utility to work with a private company to accomplish this goal.
- Participated on various local, regional, and industry-related boards. Served as a member of the TVA Integrated Resource Plan (IRP) Working Group. Served as the Chair of Seven States Power Cooperative, a Generation and Transmission Electric Cooperative formed by 126 Local Power Companies in the TVA region working to develop a plan to meet the changing marketplace.

**VP of Operations and COO from November 2005 – April 2014:**

- Responsible for the day to day operations, customer care, and public relations activities. Led all departments within Electric, Natural Gas, Water, and Customer Services at various times, including Operations, Engineering, Customer Service, Public Relations, MIS, and Technical Services.
- Implemented new processes to allow online applications, additional methods of payments, driving down costs, and improving customer service. Transitioned company from internal meter reading to contract meter reading, saving money and planning for future implementation of automatic meter reading on all systems. Successfully worked with the Housing and Urban Development (HUD) to negotiate a conciliation agreement that provided better customer service with minimal cost.
- Provided leadership during the significant crisis of April 27, 2011, when 100% of the power was lost to the service area due to a severe outbreak of tornados in the area. Managed the coordination between the emergency responders, TVA, Huntsville Utilities staff.
- Active in community helping maintain good relationships with community leaders.
- Negotiated with County to develop a long-term water contract implemented in late summer, 2014.
- Participated in meetings with rating agencies assisting in achieving ratings of AA+ and AAA.
- Represented the Utility and Huntsville Region at external meetings, both locally, regionally and nationally. Including involvement on the TVA Integrated Resource Plan working group.

**City of Shelby, North Carolina, March 2001 – November 2005.**

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**Interim City Manager (July – August 2005):**

- Appointed by Mayor and City Council as Interim City Manager for Shelby with 320 Employees.

**Utilities Director (March 2001 – November 2005):**

- Directed the operations of Utilities Department with divisions including Electric, Natural Gas, Water Treatment Plant, Wastewater Treatment Plant, Water Distribution, Sewer Collection, Garage, and Administration with approximately 71 employees.
- Developed and recommended annual operating budget, capital improvement budget, and water, sewer, electric and natural gas rates.
- Negotiated natural gas contracts with large customers. Determined appropriate amount of natural gas to hedge based on NYMEX futures price.
- Managed the department through a severe drought in 2002 that caused the river supplying the City's water to run dry. Successfully coordinated the design and construction of an 11.5-mile 30-inch emergency waterline to another water source.
- Led restoration effort after 100% of customers were without power during severe ice storm in 2002.
- Coordinated a major reorganization of the utilities that made it more efficient, reduced staff and budget. Implemented Environmental Management System (EMS) at Waste Water Treatment Plant and Water Treatment Plant became only the second public utility in North Carolina to receive ISO 14001 certification. Started the first Geographic Information System (GIS) within City.
- Completed a comprehensive rate analysis of the water and sewer rates to change the structure and ensure proper revenue. Developed and implemented a Distributed Generation Program to reduce overall power cost and provide emergency standby power for large customers.



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**City of Newton, North Carolina, February 1996 – March 2001.**


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**Director of Public Works and Utilities/City Engineer, 1996 – 2001****Assistant Director of Public Works and Utilities/City Engineer, 1996:**

- Oversaw the operations of the 70+ employee Public Works and Utilities Department, consisting of eight divisions: Administration, Streets, Water and Sewer Maintenance, Garage, Water Treatment Plant, Wastewater Treatment Plant, Sanitation, and Electric.

**Previous Experience:**

**Williams Engineering Inc.**, Rock Hill, SC, October 1993 - February 1996

**Black & Veatch**, June 1991 - October 1993, Cincinnati, Ohio and Raleigh, North Carolina.

**Education:**

- BS, Civil Engineering, North Carolina State University, Raleigh, NC, 1991.
- Municipal Administration Course, Institute of Government, Chapel Hill, NC, 1997. Recipient of George C. Franklin Award - Class Member with Most Distinguished Record.
- Leadership Huntsville/Madison County Focus Class 16, October 2006 and Flagship Class 22, 2009.

**Professional Registration:**

- Professional Engineer, North Carolina (Inactive), South Carolina (Retired), Alabama (Inactive).

**Professional Organizations:**

- Electric Power Research Institute (EPRI), Board of Directors 2018 - 2019.
- Tennessee Valley Public Power Association (TVPPA), Board of Directors 2015 - 2016.
- Seven States Power Corporation (7SPC), Board of Directors 2014 - 2016. Chair 2014 – 2016.
- Executive Committee of TVPPA, Ex-officio member, 2014 - 2016
- Tennessee Valley Administration (TVA), Integrated Resource Plan Working Group. 2013-2015.
- TVPPA, R&D Subcommittee on AMR/AMI, 2008- 2009, Technologies Applications Committee, 2009 – 2016, Distribution Margin Impact Team, 2011.
- North Alabama Public Power Association, Board of Directors, 2014 – 2016.
- North Alabama Industrial Development Association, Board of Directors, 2014-2016.
- Secretary/Treasurer of North Carolina Municipal Power Agency One, 2003 - 2005.
- Alternate Commissioner to North Carolina Municipal Power Agency One, Newton Representative, 1996 – 2001, Shelby Representative 2001 - 2005.
- North Carolina Municipal Power Agency One, Rate Committee, 2002 - 2005.
- North Carolina League of Municipalities Regulatory Advisory Committee, 1997 - 2005.
- American Water Works Association (AWWA). Qualserve Peer Review - Bamberg, SC February 2000, Qualserve Review – Stuart, FL April 2001, Qualserve Review – Martin County, FL August 2004.
- Water Environment Federation (WEF). North Carolina Member Association, 1988 – 2006.
- North Carolina AWWA/WEA. Annual Conference Program Committee, 1995-2002; Diversity Committee, 2002 –2005; Government Affairs Committee, 1998-2005.
- American Public Gas Association, 2001 – 2016, Operations Committee, 2002 – 2016.

**Community Organizations:**

- Huntsville Botanical Gardens  
Board of Directors, 2008 – 2016, Chair, 2011 – 2014, Treasurer, 2009 – 2011, Finance Committee, 2009 –2016, Executive Committee, 2009 – 2016.
- Huntsville Botanical Gardens Foundation Board 2018 – Present.
- Phoenix Industries, (Formerly Huntsville Rehabilitation Foundation), 2008 – 2014.  
Board of Directors, 2008 – 2014, Chair, 2010 – 2012, Vice-Chair, 2009 – 2010.  
Development Committee Chair and Executive Committee, 2008 – 2009.
- Huntsville/Madison County Chamber of Commerce, Board of Directors, ex officio, 2014– 2016.
- Energy Huntsville, Board of Directors, 2014– 2016.
- Huntsville Rotary Club, 2010 – 2016.