

# **JEA Privatization Discussion Materials for Board of Directors Workshop**

**March 20, 2018**

The objective of this discussion document is to *facilitate discussion and dialogue* between JEA Board members

# Process to Date

## December 5

Letter from Chair  
Howard directing staff  
to “evaluate our  
prospective position in  
the marketplace, and  
report back on what the  
private market value of  
JEA” within 60-90 days

## February 7

Draft Report from  
PFM provided in  
response to public  
records request

## February 20

Council formed  
Special Committee  
to study possible  
JEA privatization<sup>1</sup>

## November 28

Mr. Petway introduced  
question “Would the  
customers of JEA and the  
people of Jacksonville be  
better served in the private  
marketplace?”.

## December 12

JEA Board Chair  
discussion on the  
need for an expedited  
evaluation of the  
privatization of JEA

## February 14

Final Report from  
PFM presented to  
Council and JEA  
Board

## March 20

JEA Board  
workshop to  
discuss possible  
privatization

<sup>1</sup>Scheduled to meet weekly through June 21<sup>st</sup>

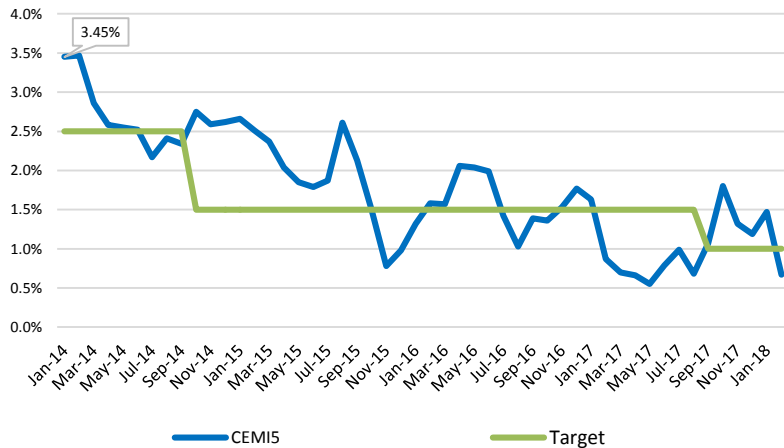
# Framework Outline

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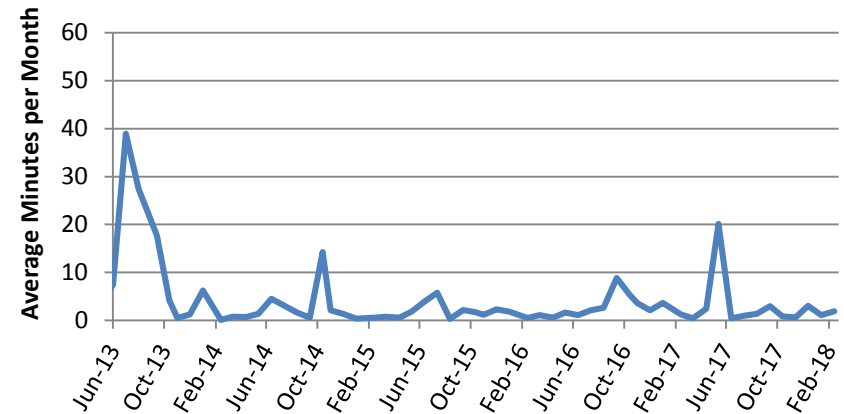
# JEA is Operating At or Near Peak Performance

## CEMI-5

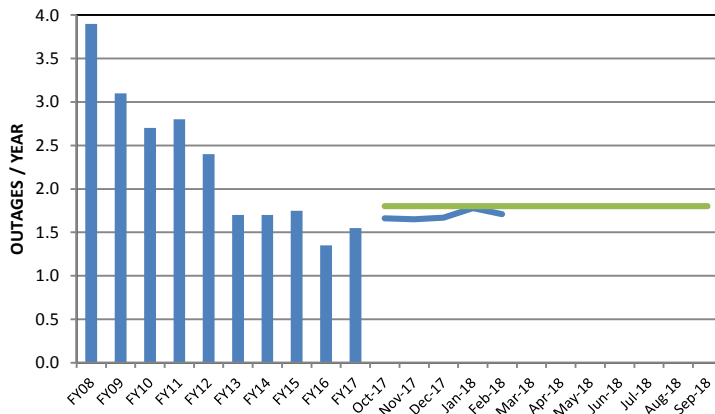


## Water Distribution System

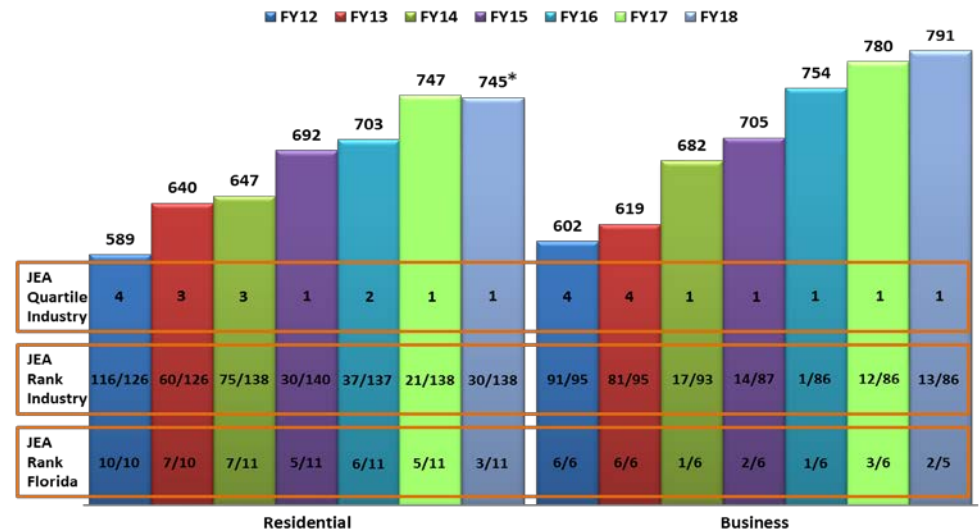
Average Minutes Water Pressure Less than 30 psi



## Electric Service Reliability Outage Frequency



## Customer Satisfaction Index Scores



# Balance Sheet Flexibility: Continue to Pay-Down Debt

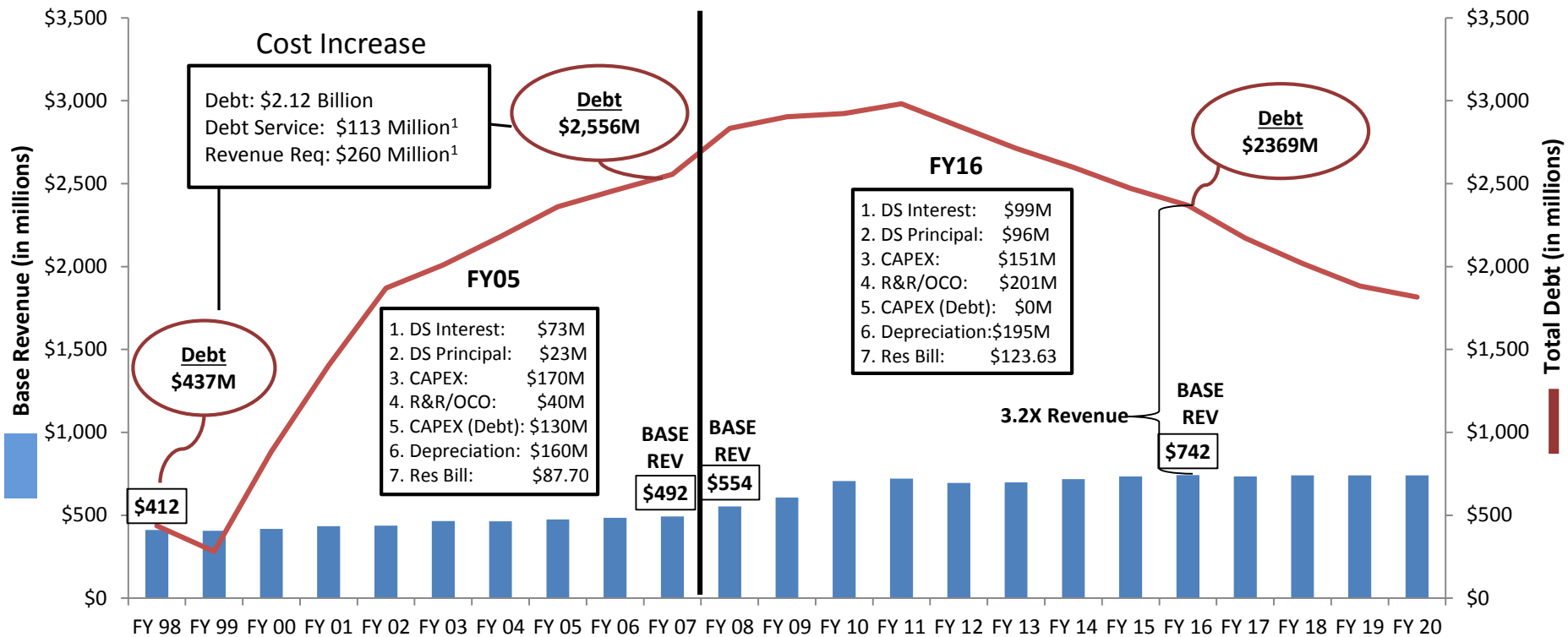
## Electric System Base Revenue, Debt, and CAPEX

### Electric System FY98

Customers: 344,000  
GWh Sales: 10,905

### Electric System FY16

Customers: 451,788  
GWh Sales: 12,561



### Leveraged Balance Sheet → Significant Cost Increases

Base Rate Δ Res	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
Base Rate Δ Yield	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
Debt Service <sup>3</sup>	\$44	\$45	\$61	\$59	\$60	\$88	\$87	\$97	\$117	\$124
Coverage <sup>3</sup>	3.4x	3.2x	2.4x	2.4x	2.6x	2.3x	2.0x	2.1x	2.3x	2.4x
Debt/Asset	69%	67%	71%	75%	78%	80%	83%	86%	87%	90%
Bond Rating										

### Stabilized Balance Sheet → Significant Rate Increases

13%	9%	9%	5%	4%	—% <sup>2</sup>	—%	—%	—%	6%	—%	—%	—%
13%	14%	12%	4%	4%	—% <sup>2</sup>	—%	—%	—%	4%	—%	—%	—%
\$141	\$119	\$126	\$186	\$158	\$154	\$162	\$199	\$195	\$226	\$217	\$207	\$142
2.4x	3.0x	3.4x	2.8x	2.7x	2.6x	2.4x	2.6x	2.9x	2.3x	2.3x	2.3x	2.5x
91%	88%	88%	84%	79%	77%	74%	69%	66%	64%	61%	58%	58%

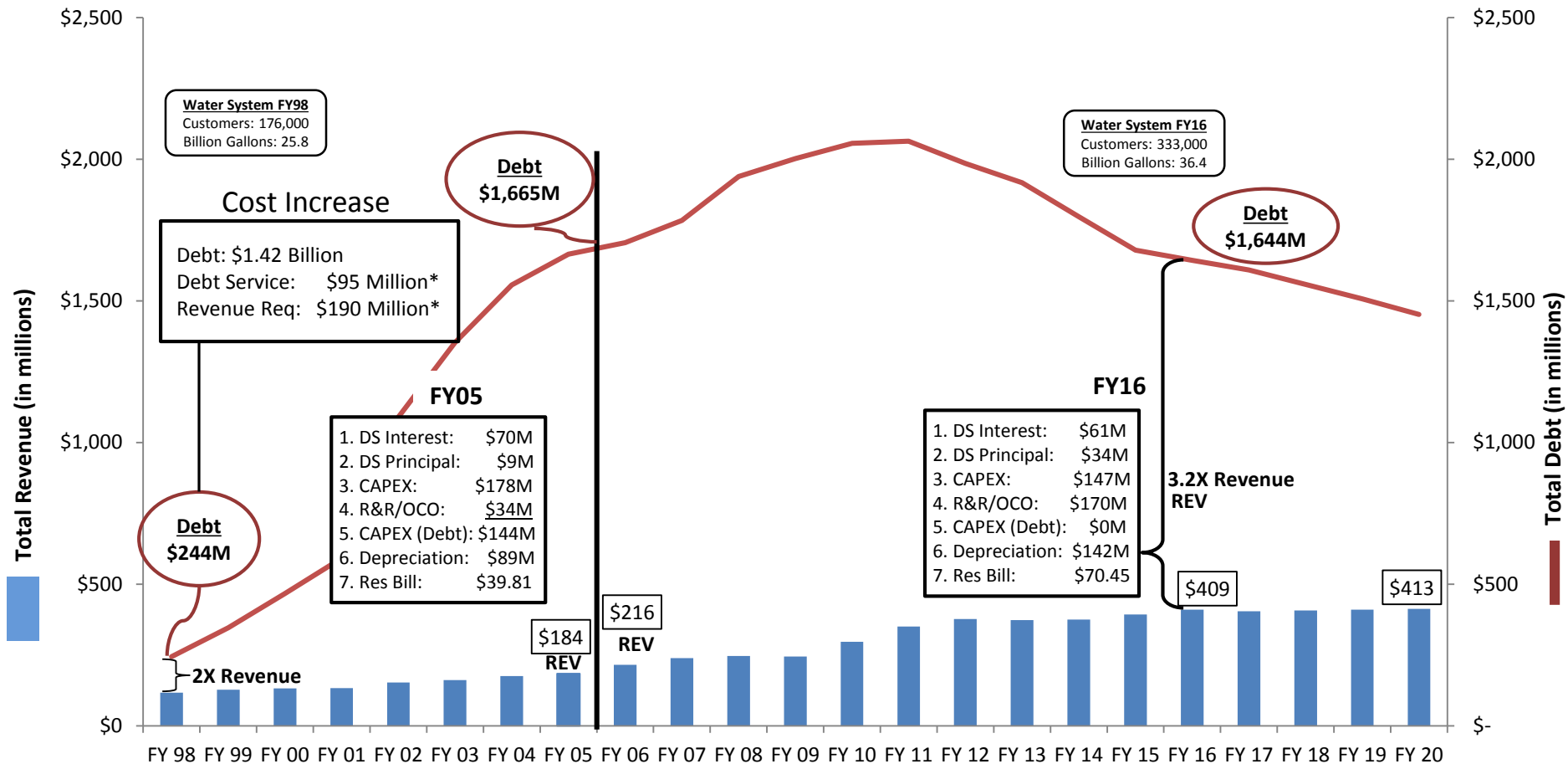
<sup>1</sup>Minimum annual requirements @ 4.5% interest rate for 30 years and 2.3x coverage

<sup>2</sup>Presented for simplicity that the \$2.90 Fuel Recovery Charge conversion occurred at the beginning of FY2012 fiscal year vs. the actual Jan 1, 2012 effective date

<sup>3</sup>Debt Service Coverage Basis

# Balance Sheet Flexibility: Continue to Pay-Down Debt

## Water and Sewer System Base Revenue, Debt, and CAPEX



**Leveraged Balance Sheet → Significant Cost Increases**

Rate Δ Res.	—	—	—	—	—	—	—	—
Rate Δ Yield	—	—	—	—	—	—	—	—
Debt Service	\$20	\$22	\$31	\$37	\$49	\$64	\$71	\$79
Coverage	3.2x	3.4x	2.6x	2.3x	2.0x	1.9x	1.8x	1.7x
Debt/Asset	25%	31%	37%	42%	56%	61%	64%	65%
Bond Rating								

**Stabilized Balance Sheet → Significant Rate Increases**

5%	7%	7%	4%	10%	10%	3%	—%	—%	—%	—%	—%	—%	—%	—%	—%
7%	7%	9%	6%	20%	12%	17%	—%	—%	—%	—%	—%	—%	—%	—%	—%
\$89	\$93	\$100	\$97	\$109	\$121	\$120	\$116	\$114	\$101	\$95	\$118	\$119	\$120	\$120	\$120
2.0x	1.9x	1.6x	1.7x	1.8x	2.1x	2.2x	2.4x	2.5x	2.8x	3.3x	2.5x	2.4x	2.4x	2.4x	2.5x
64%	62%	64%	65%	66%	64%	62%	59%	56%	55%	52%	50%	47%	45%	43%	43%

\*Minimum annual requirements @ 4.5% interest rate for 30 years and 2.0x coverage

# Electric Industry Trends

## Risks

- Market structure changes present uncertainty (page 9)
- Sales are flat or declining (page 10)

## Opportunities

- Renewable prices continue to fall, providing economic opportunity but disrupting model of large, centralized fossil power plants (pages 11-13)
- Electric vehicles could help buoy declining sales trend if adoption becomes widespread (page 14)
- The future of technology development could bring more industry change (page 15)

# New Market Structures Challenging Traditional Utility Model

## Vertically Integrated Utility

## Evolving Market Structure

Guaranteed service territory



Multiple providers of energy

Monopoly right to provide service



Economic choice of type of power

Independent rate setting authority



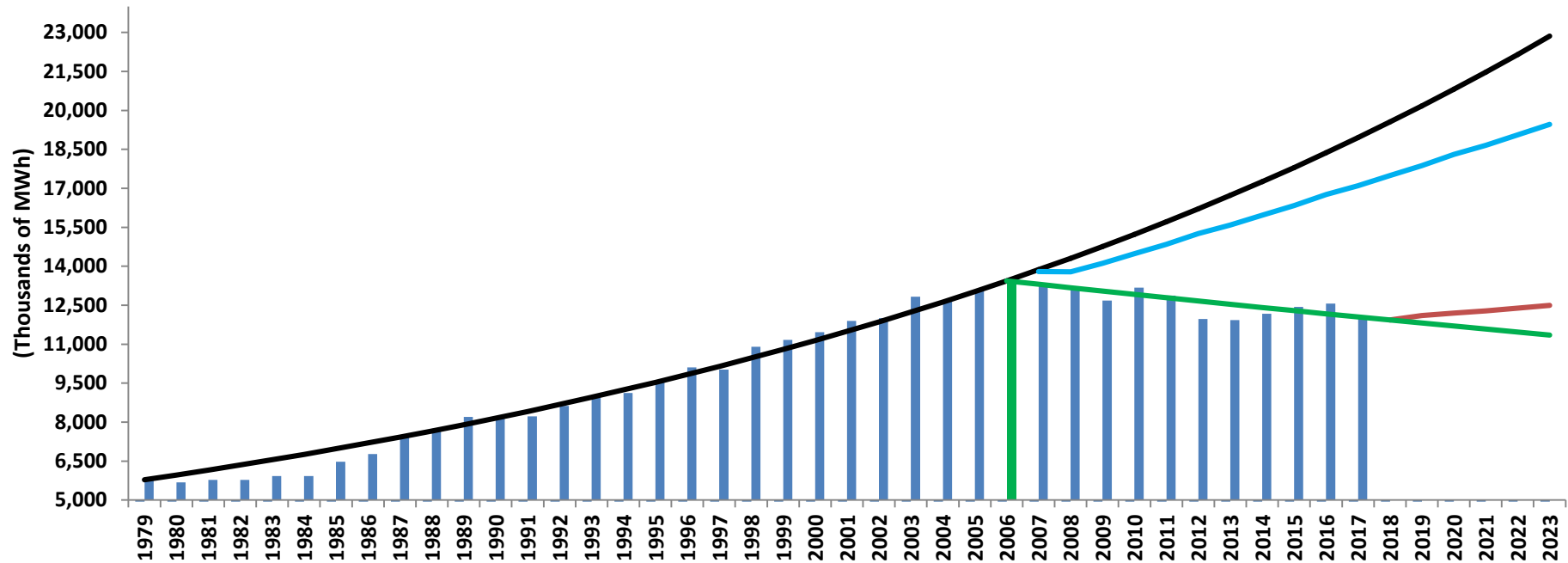
Market demand sets price of power

Proven ability to recover costs



Revenue reflects competitive market price

# JEA Electric Sales Growth is a Challenge



- Projection based on Annual Growth Rate 1979-2006
- 2006 Sales Projection (IRP-Based)
- 2017 Sales Projection (TSP-Based)
- Projection Based on Annual Growth Rate 2006-2017



IRP = Integrated Resource Plan  
TSP = Ten Year Site Plan

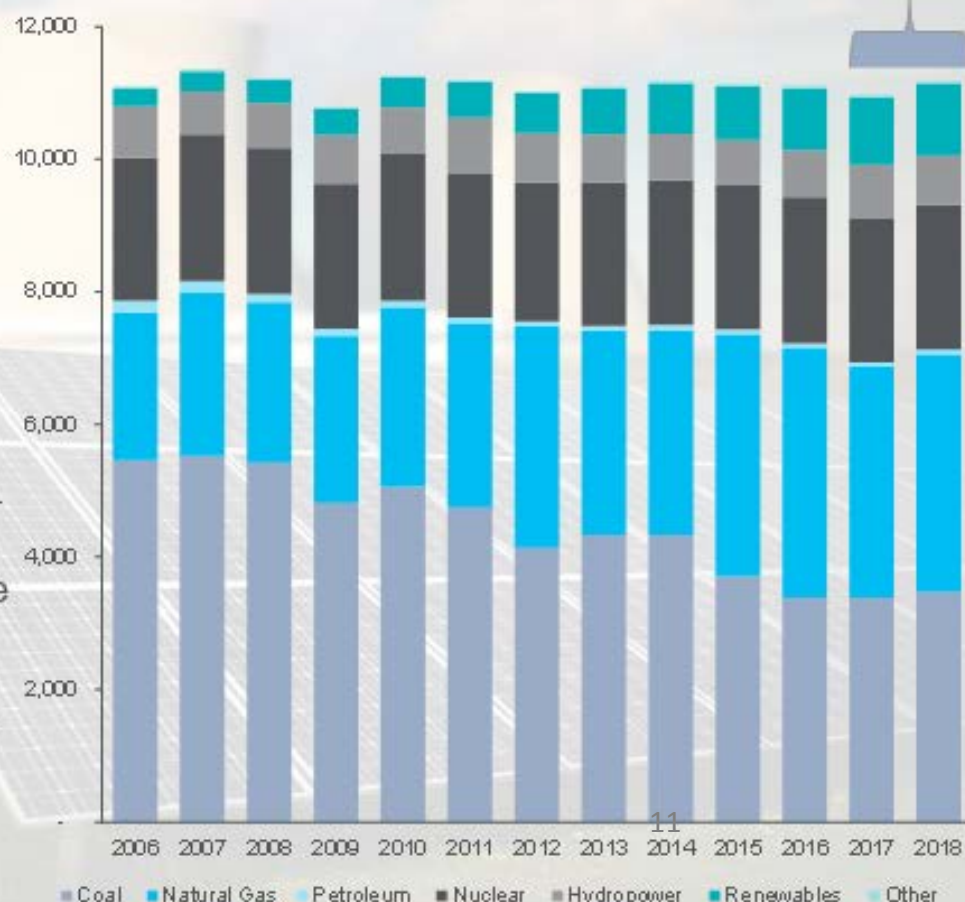


# Electric Growth Has Been Sluggish (modest – flat – down)

Demand growth cannot mask the trend to lower costs, cleaner generation.

- ✓ An LED light burns 8% of the watts of an incandescent bulb.
- ✓ The growing demand for lower cost, renewable energy is stranding older coal generation and limiting the choice of new capacity.
- ✓ Advances in energy efficiency are offsetting increases in economic activity.
- ✓ Corporate PPAs often require “additionality” – a concept of identifiable new (additional) renewable generation to satisfy their objective of sustainability. Consequently new incremental demand is met through new incremental generation leaving existing utility loads (flat) and resources (old) unaffected.

**Generation**  
(thousand MWh per day)

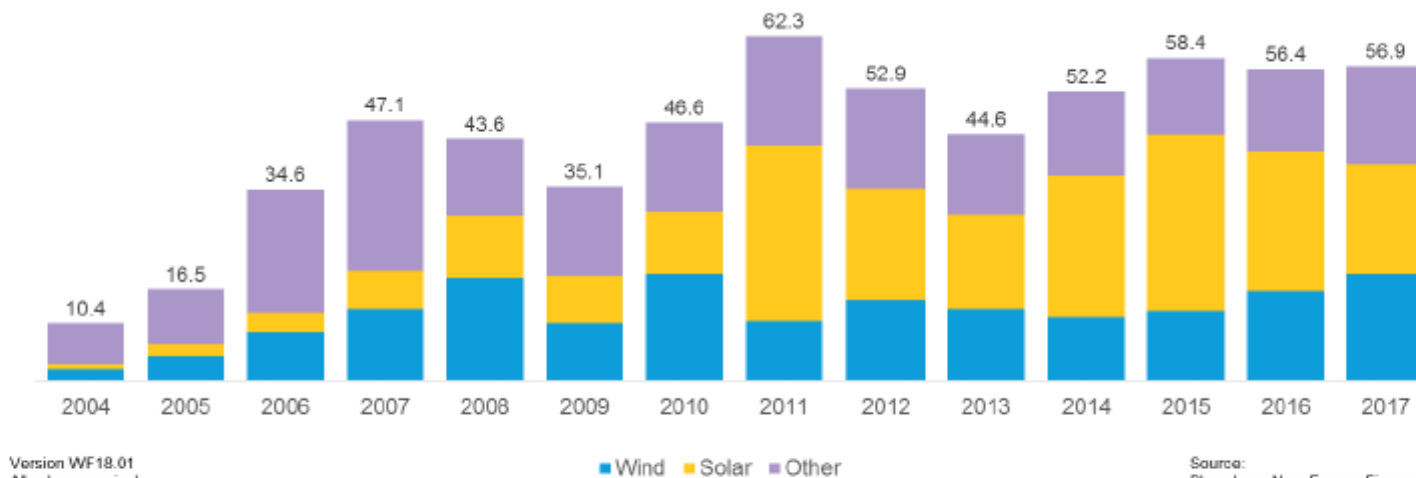


# New Investment in Clean Energy United States, by sector

2004 – 2017

\$bn

Renewable investments in  
the United States continue  
to challenge the centralized  
power plants model

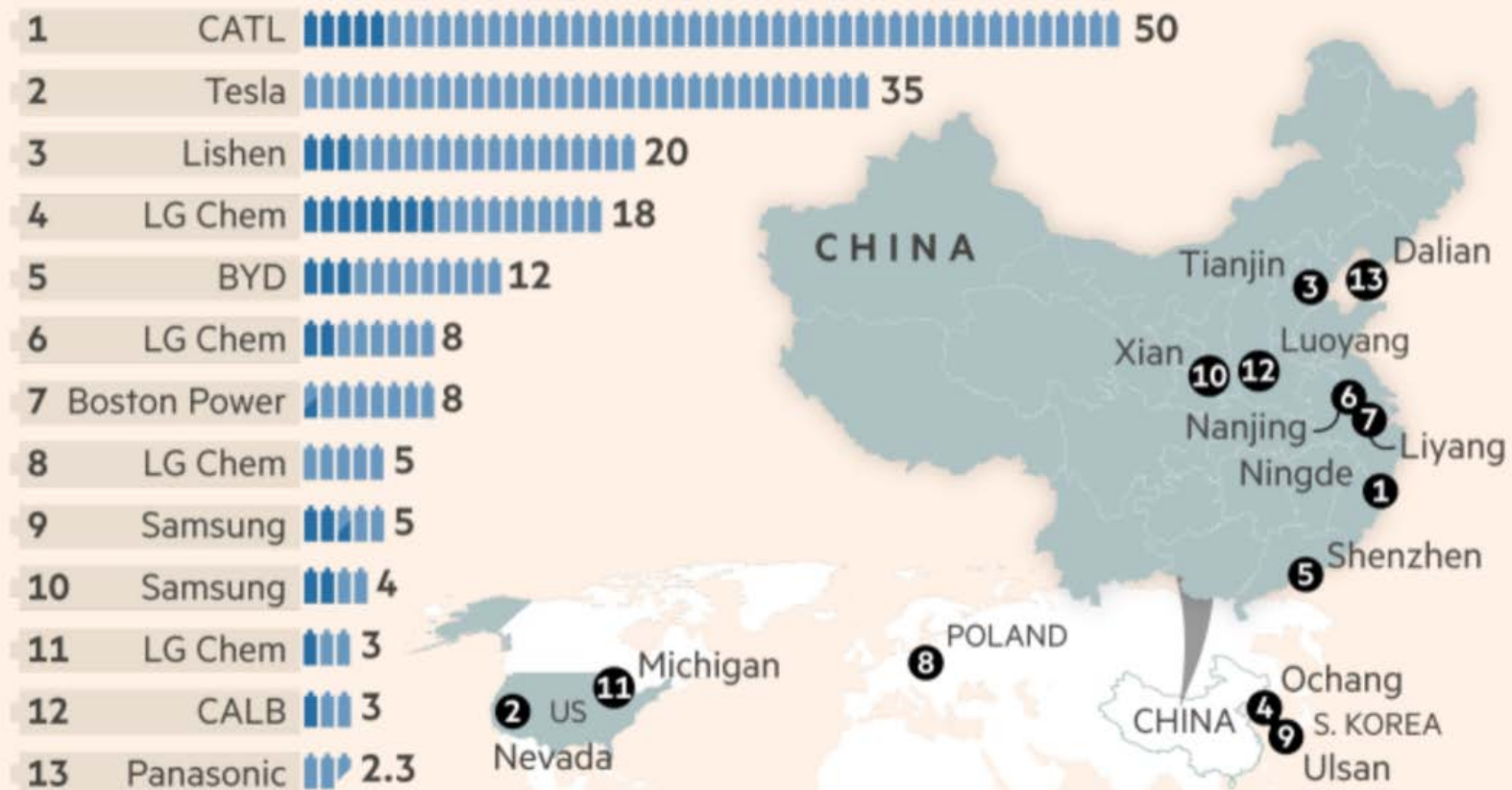




# Battery production is forecast to increase substantially

A battery\* production boom is set to turbocharge green energy growth

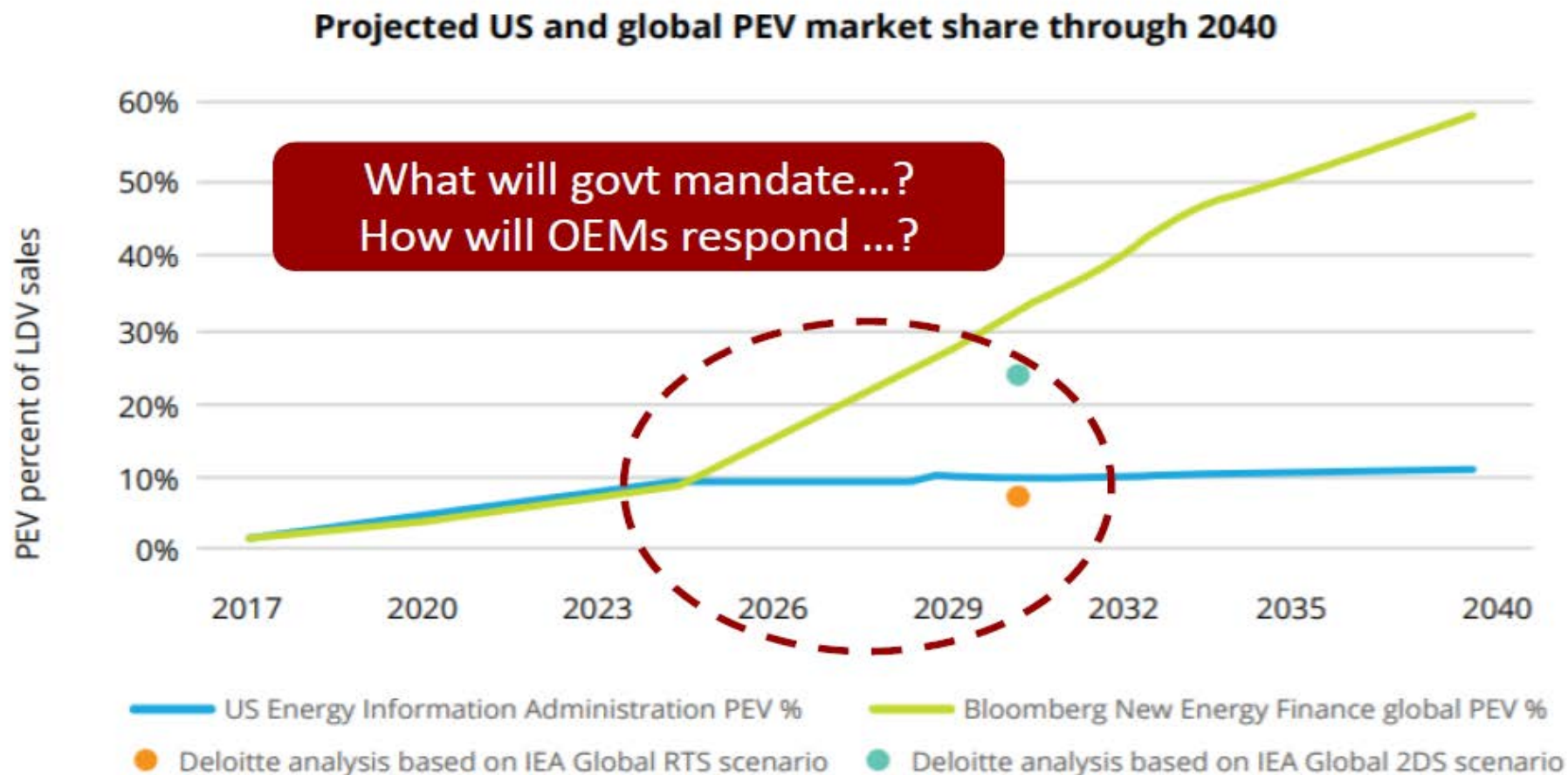
\* Lithium-ion    1 GWh    2016 capacity    2020 forecast



Source: Benchmark Mineral Intelligence

FT

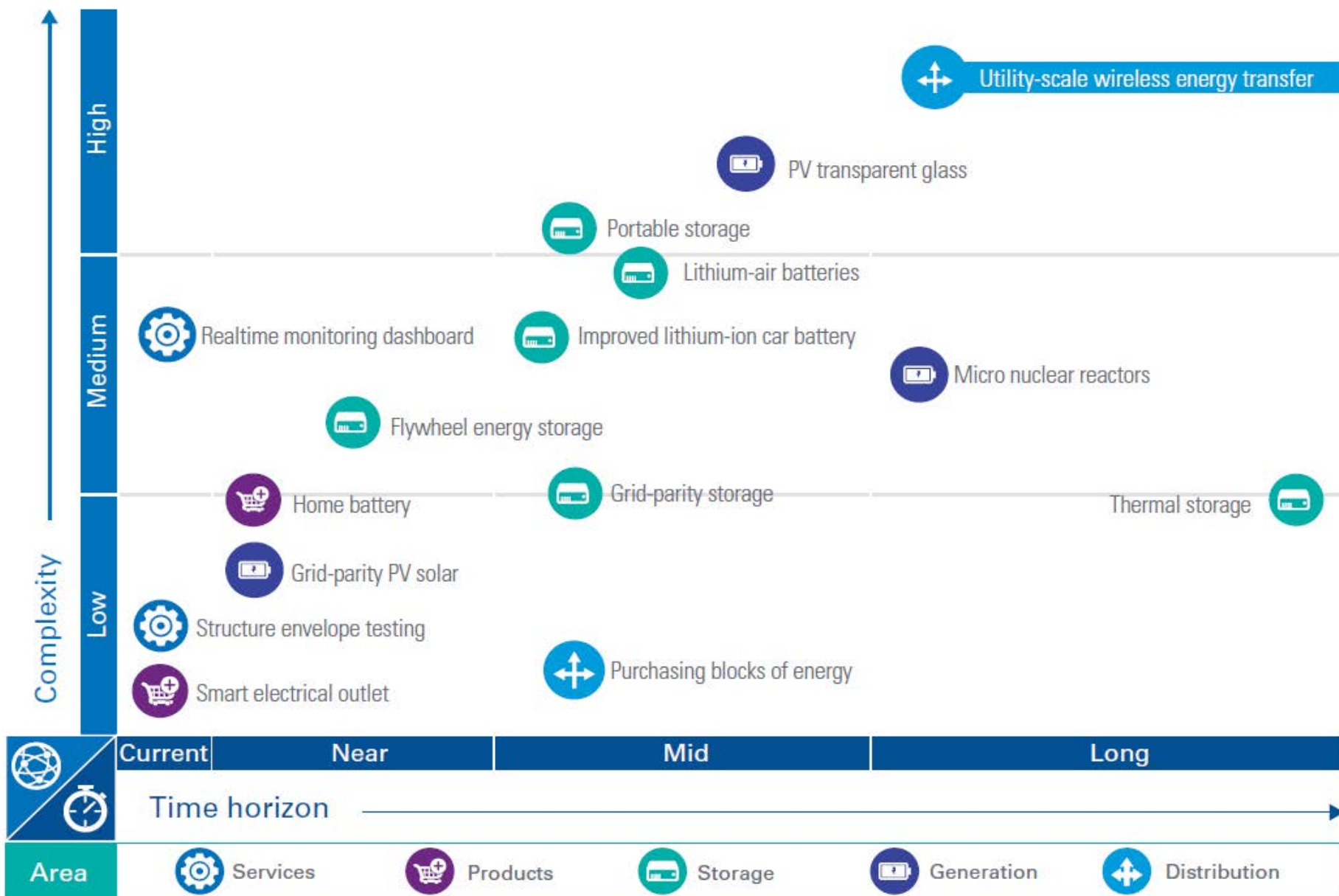
**Figure 2. Projected PEV share of total light-duty vehicle sales**



The IEA's Reference Technology Scenario (RTS), projecting 56 million electric cars in circulation by 2030, reflects projections that respond to policies on energy efficiency, energy diversification, air quality, and de-carbonization that have been announced or are under consideration. The IEA's 2DS scenario, projecting 160 million EVs in circulation by 2030, occurs in a context consistent with a 50% probability to limit the expected global average temperature increase to 2°C. We estimated annual sales required to meet IEA's EV stock projections for 2030 and then calculated the EV share of sales as a percent of total light-duty vehicle sales projected by Bloomberg New Energy Finance for 2030.



# Products & services horizon chart

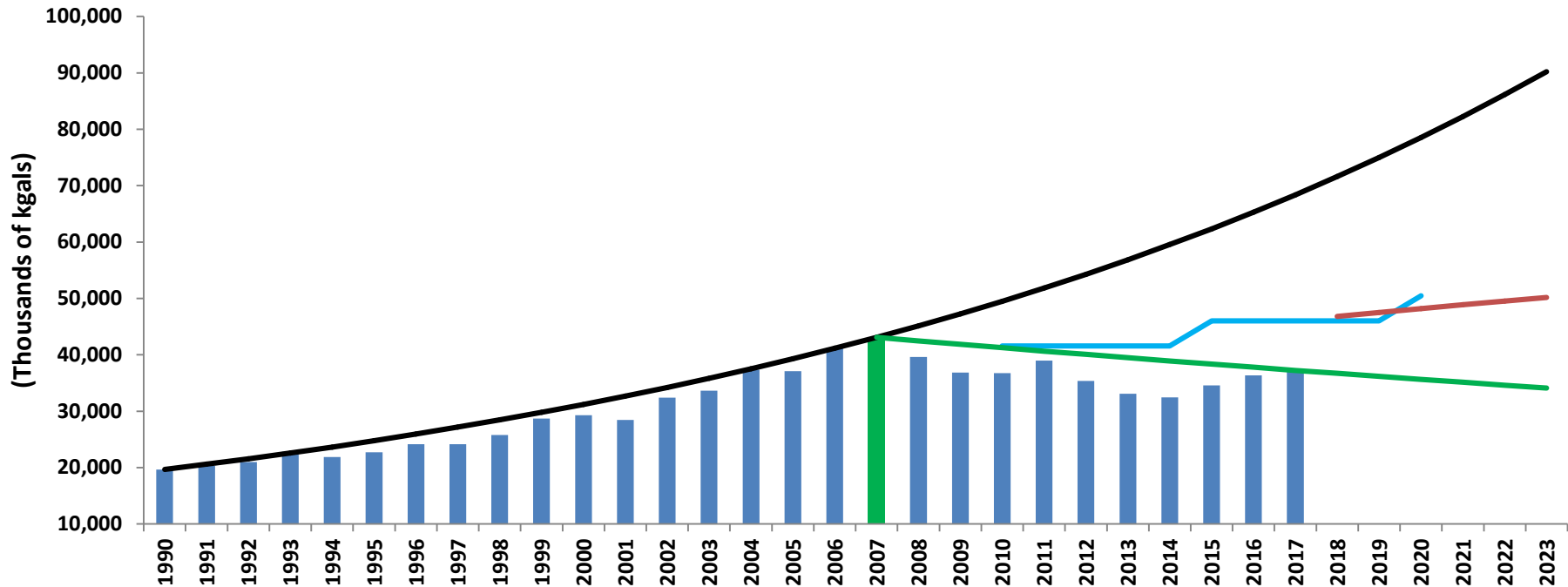


# Water & Sewer Industry Trends

- After a substantial decline, sales are slowly beginning to increase as customer accounts grow (page 17)
- Expenses in many areas are rising faster than sales (page 18), squeezing margins across the industry
- Water supply is constrained and alternative sources of water are exponentially more expensive (page 19)
- Wastewater regulations and rising customer expectations – particularly locally – are leading to costly investments (pages 20-21)
- In the longer term, sea level rise is a risk to low-lying wastewater assets (page 22)



# JEA Water Sales



— Projection based on Annual Growth Rate 1990-2007

— 2008 Sales Projection based on Water Resource Master Plan

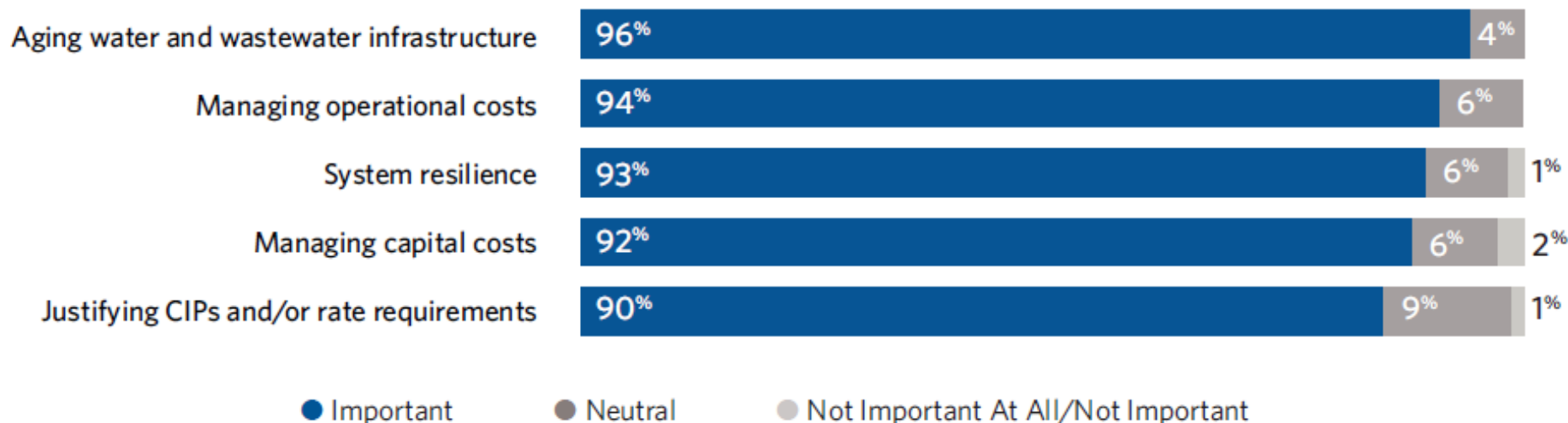
— 2017 Sales Projection based on Water Resource Master Plan

— Projection based on Annual Growth Rate 2007-2017

# Managing Operational Cost is a Challenge for the Entire Industry

FIGURE 6

Please rate the importance of each of the following challenges to the water/wastewater/stormwater industry.



Source: Black & Veatch 2017 Water Industry Report

In surveys, water utility senior executives rank rising operational costs as their #2 highest priority

# CUP: Water Supply Sustainability Plan

## iWater

*JEA Water Supply Testing  
and Rehabilitation Program  
FY15 to FY20*

## IWRP Study

*Integrated Water  
Resource Plan  
FY18 to FY20*

## Comprehensive Plan

*JEA Water Supply and  
Demand Program  
FY18 ...*

### Production and Transmission

- Well rehab and performance for 84 of JEA's 137 raw water wells
- Hydraulic and water quality modeling
- Identify transmission piping projects

### Supply and Transmission

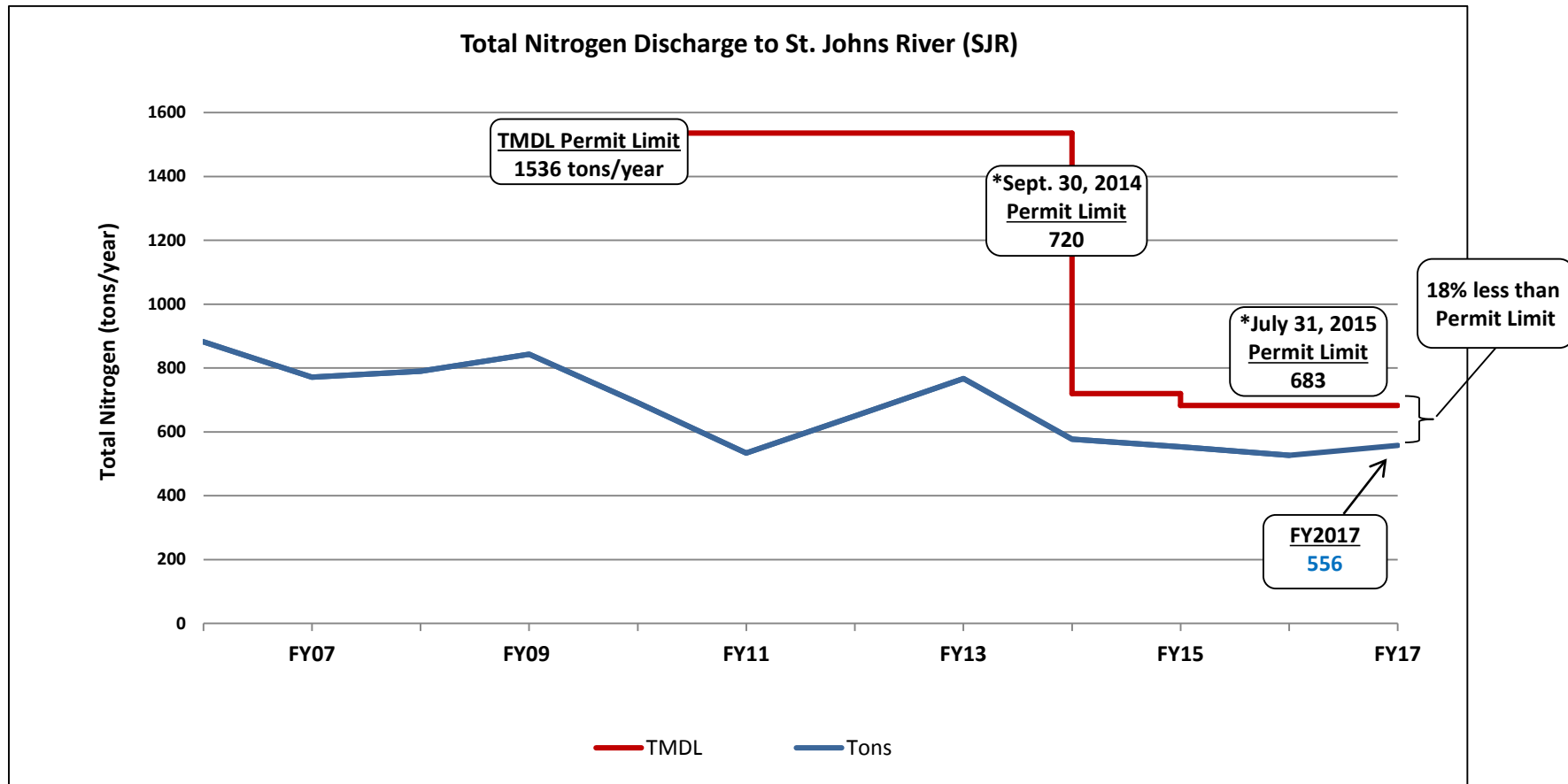
- Maximize reclaimed water
- TWMP\* (FY 2000 to Present)
- Water purification pilot
- 3<sup>rd</sup> river crossing evaluation
- Intermediate aquifer study

### Supply and Demand

- Conservation messaging
- Demand-side management program
- Comprehensive communication plan

- Effective May 2011, JEA obtained a 20-year consolidated Consumptive Use Permit (CUP) from the St. Johns River Water Management District (SJRWMD) to secure aquifer withdrawal
- JEA continues to implement the TWMP and iWater Programs and expand the Reclaimed system to successfully supply growing service area within all CUP conditions
- Sustainable water supply will integrate demand side programs; outcomes of the IWRP study will select the most beneficial incremental water supply within an overall comprehensive plan

# Nitrogen Discharge Requirements Became More Stringent Over Time



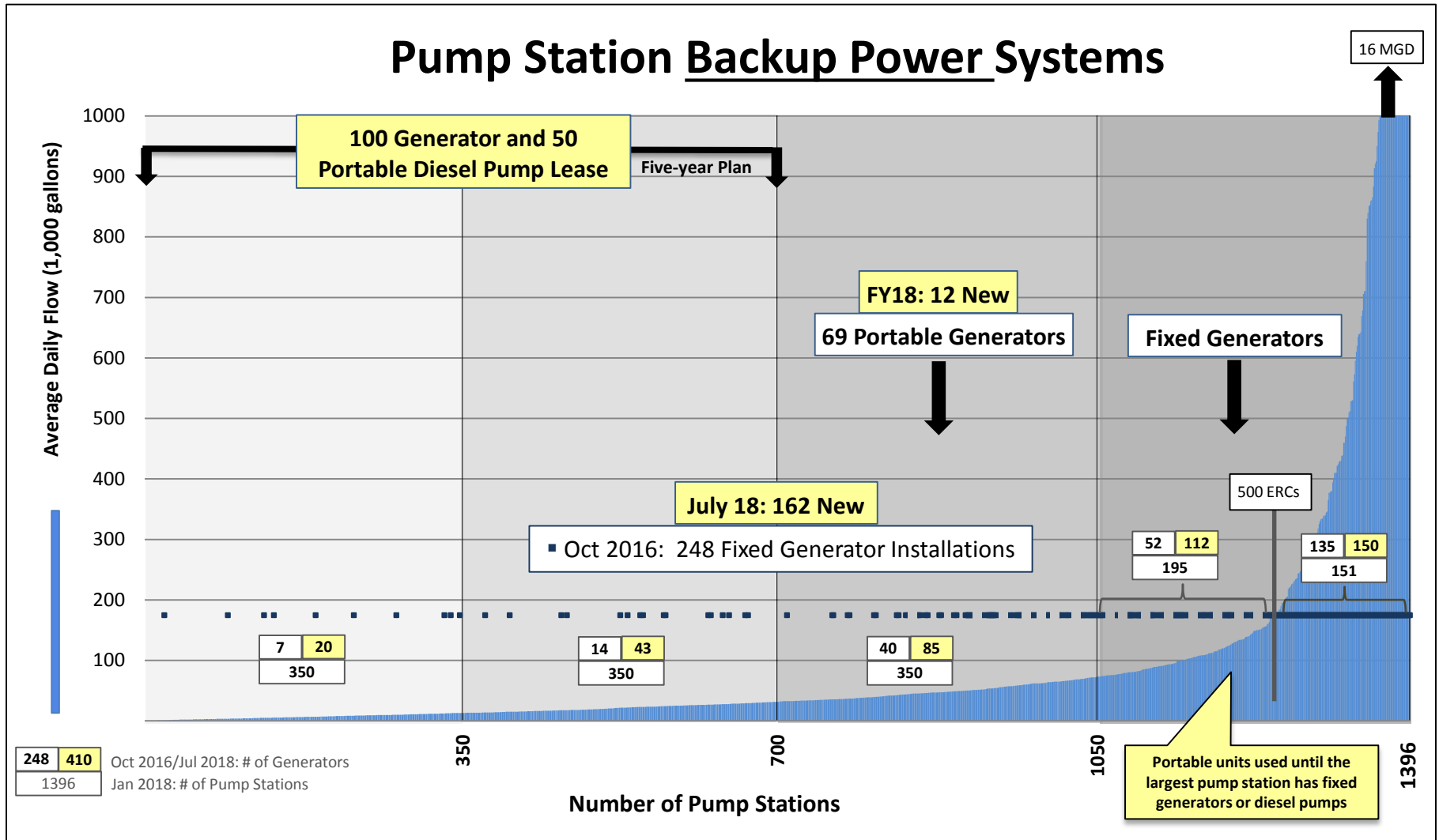
## Nitrogen Discharge to St. Johns River

Florida Department of Environmental Protection (FDEP) has reduced the Total Maximum Daily Load (TMDL) to 683 tons with Water Quality Trading Credits allocated to the COJ



# Sewer Resiliency Investments Driven by Local Priorities

## Pump Station Backup Power Systems



# Sea Level Rise Will Challenge Water and Wastewater Infrastructure

## Extreme Weather Scenarios

☐ Rainfall / Flooding (32" of rainfall in the fourth quarter of FY17)

☐ Hurricane / Storm Surge

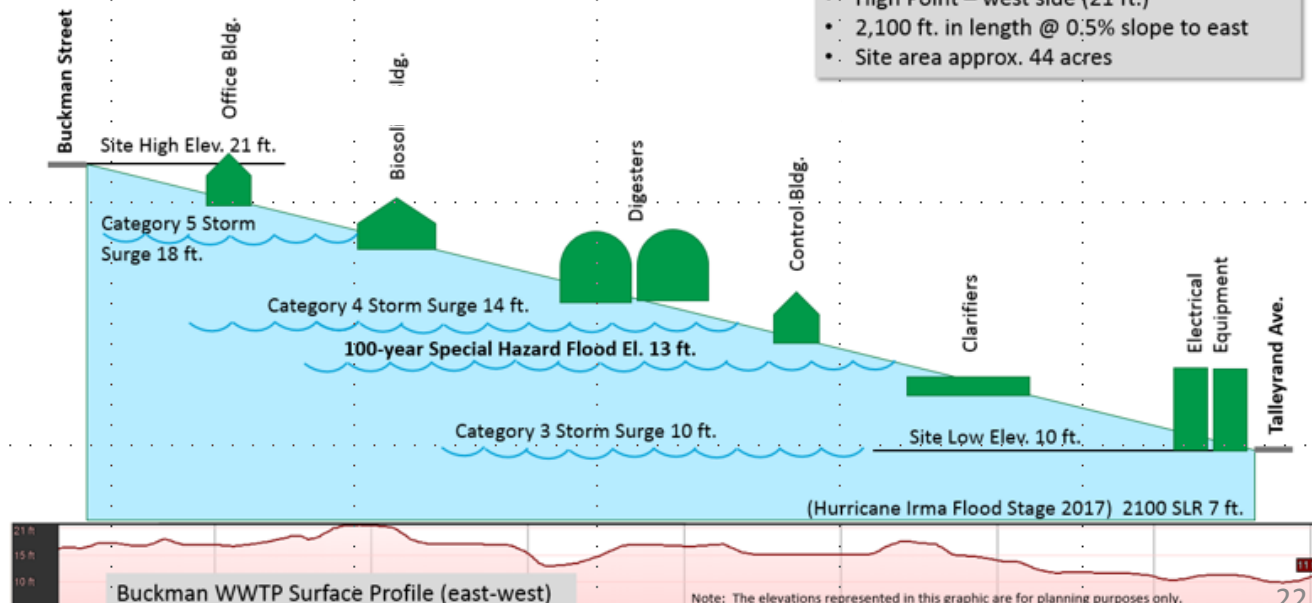
- 100 year flood + 1 to 5 feet
- 500 year flood + 1 to 5 feet

☐ Sea Level Rise

### Buckman WWTP

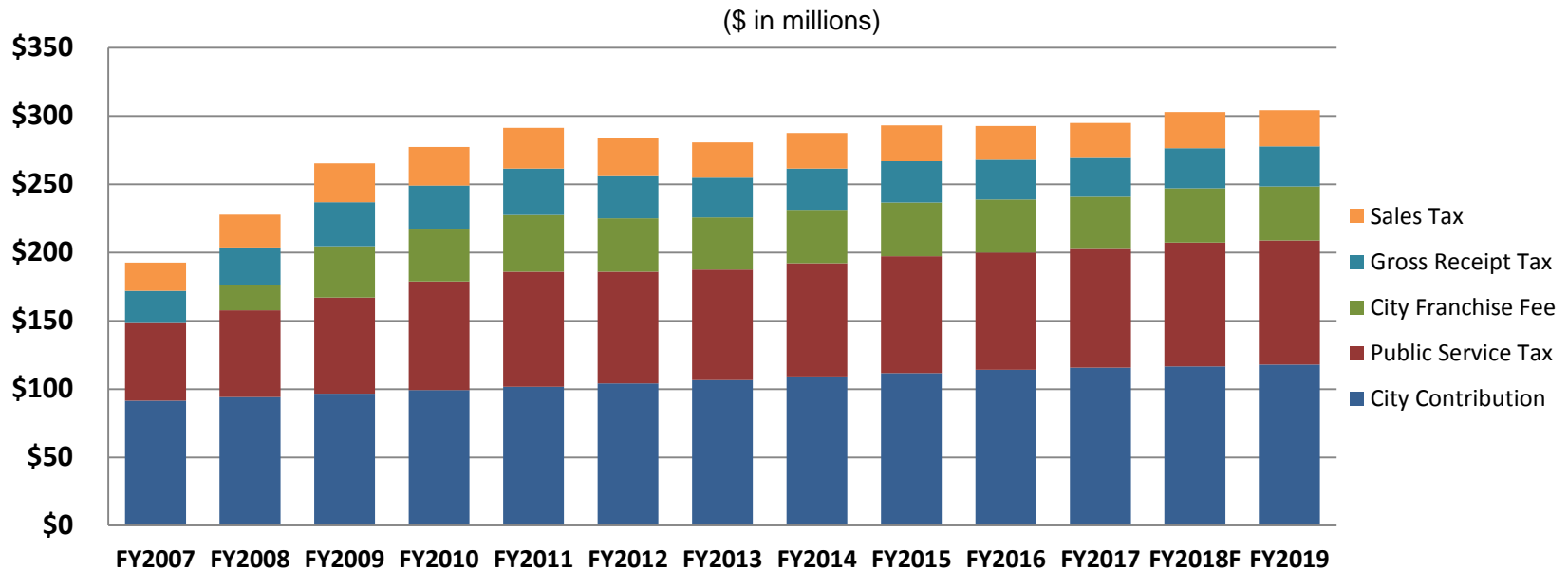
#### Site Statistics

- Low Point – east side toward river (10 ft.)
- High Point – west side (21 ft.)
- 2,100 ft. in length @ 0.5% slope to east
- Site area approx. 44 acres



Note: The elevations represented in this graphic are for planning purposes only. Additional analysis and survey is required to confirm all elevations.

# Rising Contributions + Falling Sales = Rate Pressure



Description	Paid To	FY07	FY08	FY09	FY15	FY16	FY17	FY18F	FY19
City Contribution	COJ	\$91.4	\$94.2	\$96.7	\$111.7	\$114.2	\$115.8	\$116.6	\$117.9
Public Service Tax	COJ	56.9	63.6	70.5	85.6	85.8	85.8	90.8	90.9
City Franchise Fee	COJ	-	18.3	37.5	39.4	38.9	38.2	39.6	39.6
Gross Receipt Tax	State	23.7	27.6	32.1	30.2	29.8	29.2	29.4	29.4
Sales Tax	State and COJ	20.6	24.1	28.5	26.4	26.0	25.5	26.5	26.5
<b>Total</b>		<b>\$192.6</b>	<b>\$227.8</b>	<b>\$265.3</b>	<b>\$293.3</b>	<b>\$294.7</b>	<b>\$294.5</b>	<b>\$302.9</b>	<b>\$304.3</b>
Percent increase from FY2007			18%	38%	52%	53%	53%	56%	58%

\$248  
COJ

JEA transfers to the City of Jacksonville have increased to \$248 million

# Relationship Between JEA and the City Extends Far Beyond the Contribution

*The City and JEA have a history of partnership on important initiatives and projects*

- Transfer of the water and sewer utility to JEA in 1997
- Septic tank phase out program
  - Current program
  - JEA acted as the City's program manager on the Better Jacksonville Plan (BJP) septic tank phase out program in the 2000s
  - The City and JEA partnered on the Water and Sewer Expansion Authority creation and dissolution from 2003 to 2011
- JEA acquired approximately 5,000 acres of land as buffers or adjacent to JEA facilities in parallel with the City's Preservation Project as part of BJP
- Transition of Cecil Commerce Center (formerly Cecil Field): rebuilt the electric system and upgraded and expanded the water and sewer systems
- First Coast Radio
- LED streetlight conversion
- JEA provides Total Maximum Daily Load (TMDL) credits to the City
- Formation of voluntary overhead to underground conversion program
  - Overhead electric and communications undergrounded, funded upfront or over a 10 or 20 year term where JEA provides the capital and an annual fee is assessed on the property tax bill. Multiple projects completed, in progress or exploratory stages
- Coordination on multi-agency projects for upgrades, widenings, expansions, maintenance and repairs
- JEA coordinates with City Council or City departments on customer service issues, including maintenance, projects and initiatives and works with the City on policy related matters
- JEA provides treatment of the City's leachate, processing and review of the City's wireless facility attachment applications and chilled water to several City facilities

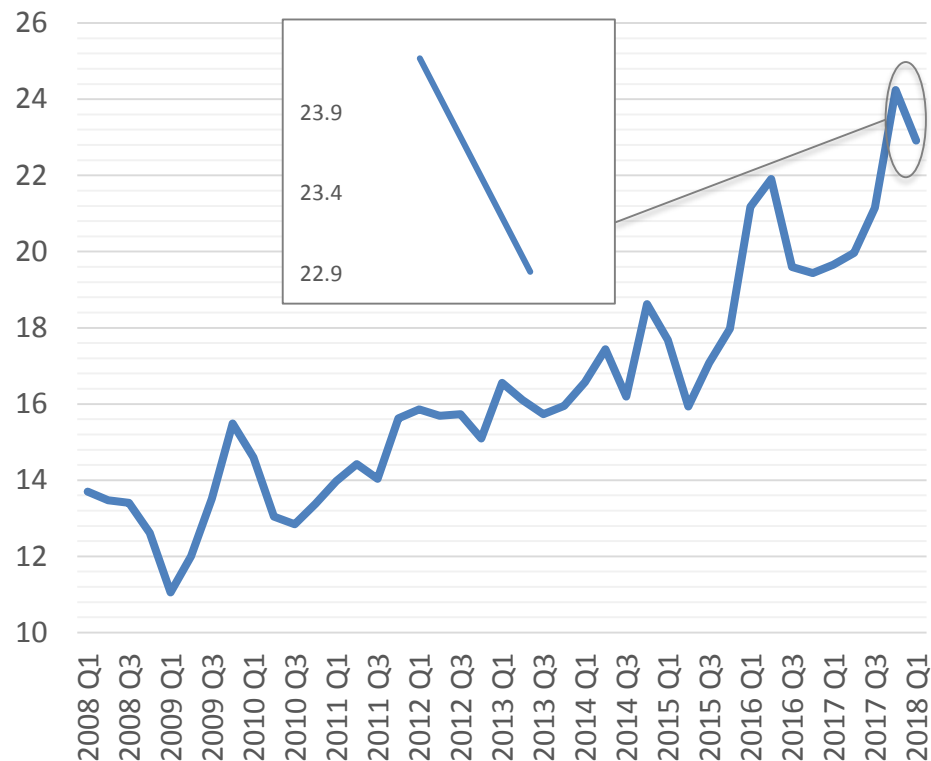


# Equity and Debt Trends Over the Past Decade

## 10 Year UST Yields



## Price/Earnings Ratio of Mid Cap Integrated Utilities



Utility valuations and interest rates are inversely correlated

# Cost of Capital Drives Value

Utility Weighted Average Cost of Capital (60% Debt/40% Equity Capital Structure)



Source from Aswath Damodaran: [http://pages.stern.nyu.edu/~adamodar/New\\_Home\\_Page/datacurrent.html](http://pages.stern.nyu.edu/~adamodar/New_Home_Page/datacurrent.html)



## Utility Industry Valuation Trends:

### Recent Very High Values for Utility Assets

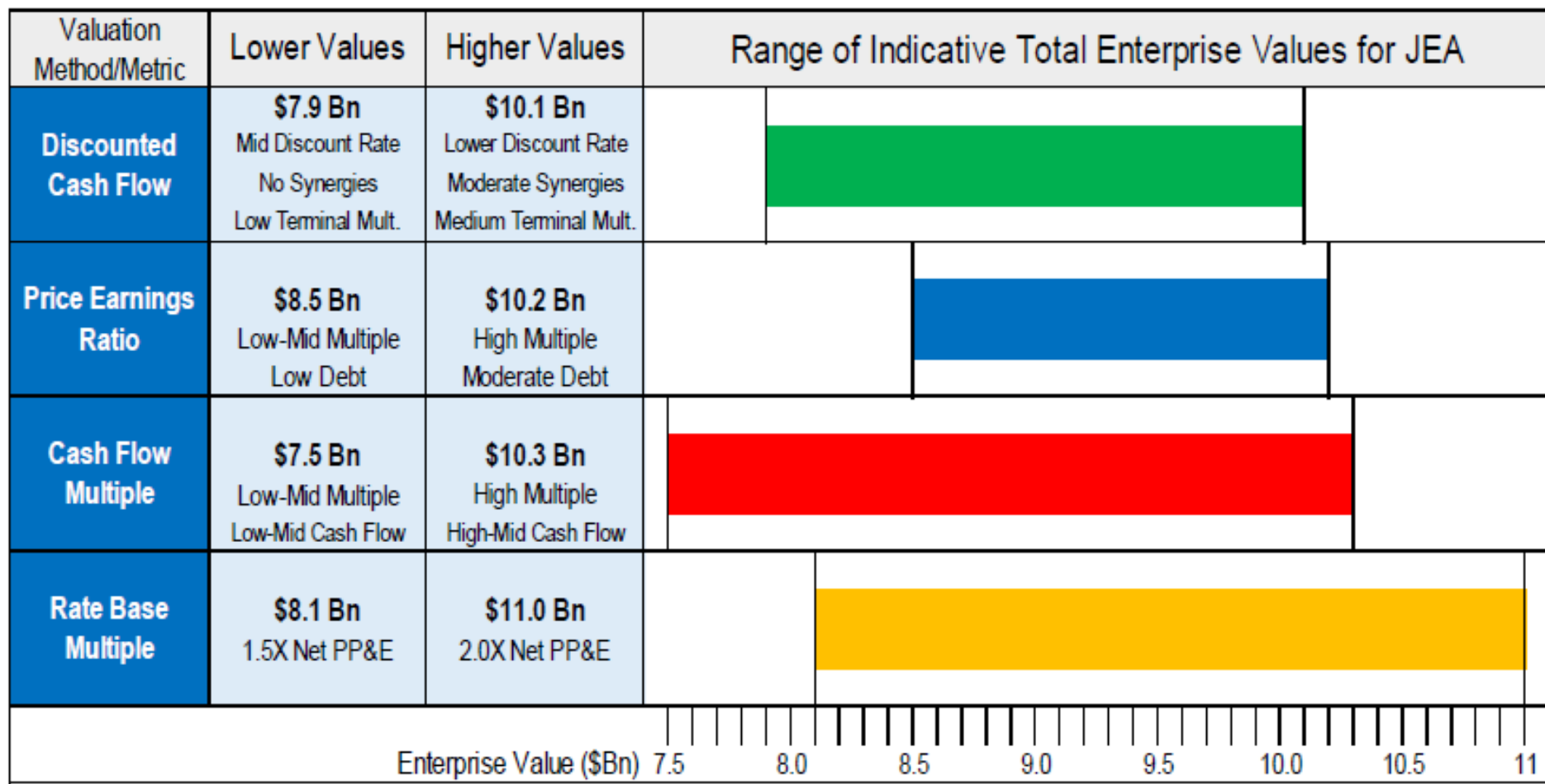
- Merger & Acquisition activity provide price and metric comparables

Buyer	Sempra	Hydro One	Great Plains	Fortis	Dominion	Duke	Emera	Wider Industry Averages
Sold	Oncor	Avista	Westar	ITC	Questar	Piedmont	TECO	
Date	Aug-2017	Jul-2017	Jul-2017	Feb-2016	Feb-2016	Oct-2015	Sep-2015	
Total Value	\$18.7 Bn	\$5.3 Bn	\$11.6 Bn	\$11.3 Bn	\$6.0 Bn	\$6.7 Bn	\$10.4 Bn	
Cash Flow Multiple	10.5 X	11.8 X	11.0 X	13.8 X	9.6 X	14.9 X	9.8 X	~12 X
P/E Ratio	27.9 X	24.2 X	21.5 X	22.0 X	19.4 X	30.5 X	28.4 X	~25 X
Rate Base Multiple	1.7 X	1.7 X	1.8 X	2.0 X	2.2 X	2.5 X	1.7 X	~2 X





# Valuation Methodologies and Metrics: Results





# PFM Electric and Water/Wastewater Valuation

## ELECTRIC

			Less \$3.2 Bn Net Liabilities	
Valuation Method/Metric	Lower Values	Higher Values	Lower Values	Higher Values
Discounted Cash Flow	\$4.1 Bn Mid Discount Rate No Synergies Low Terminal Mult.	\$5.1 Bn Lower Discount Rate Moderate Synergies Medium Terminal Mult.	\$0.9 Bn	\$1.9 Bn
Price Earnings Ratio	\$4.5 Bn Low-Mid Multiple Low Debt	\$5.4 Bn High Multiple Moderate Debt	\$1.3 Bn	\$2.2 Bn
Cash Flow Multiple	\$4.5 Bn Low-Mid Multiple Low-Mid Cash Flow	\$6.1 Bn High Multiple High-Mid Cash Flow	\$1.3 Bn	\$2.9 Bn
Rate Base Multiple	\$4.1 Bn 1.5X Net PP&E	\$5.5 Bn 2.0X Net PP&E	\$0.9 Bn	\$2.3 Bn

## WATER AND SEWER

			Less \$1.4 Bn Net Liabilities	
Valuation Method/Metric	Lower Values	Higher Values	Lower Values	Higher Values
Discounted Cash Flow	\$3.8 Bn Mid Discount Rate No Synergies Low Terminal Mult.	\$5.0 Bn Lower Discount Rate Moderate Synergies Medium Terminal Mult.	\$2.4 Bn	\$3.6 Bn
Price Earnings Ratio	\$4.0 Bn Low-Mid Multiple Low Debt	\$4.8 Bn High Multiple Moderate Debt	\$2.6 Bn	\$3.7 Bn
Cash Flow Multiple	\$3.0 Bn Low-Mid Multiple Low-Mid Cash Flow	\$4.2 Bn High Multiple High-Mid Cash Flow	\$1.6 Bn	\$2.8 Bn
Rate Base Multiple	\$4.1 Bn 1.5X Net PP&E	\$5.5 Bn 2.0X Net PP&E	\$2.7 Bn	\$4.1 Bn



# Valuation Methodologies and Metrics: Net Value

## ◆ Adjustments to Gross Value/Price Paid

Estimated Adjustments to Value	Lower Values	Higher Values
Gross Transaction Value	\$7.5 Bn	\$11.0 Bn
2019 Debt Retirement Cost	(\$3.9) Bn	(\$3.9) Bn
Interest Rate Hedge Termination	(\$0.1) Bn	(\$0.1) Bn
Vogle Contract NPV of Debt Portion	(\$1.2) Bn	(\$1.2) Bn
Available Cash and Investments	\$0.6 Bn	\$0.6 Bn
Net Proceeds after Assets & Liabilities	\$2.9 Bn	\$6.4 Bn

# Possible Privatization Structures

No change	Recapitalization	Financial	Independent Subsidiary	Integrated Strategic
	Large up-front \$ to COJ	Large up-front \$ to COJ	Large up-front \$ to COJ	Large up-front \$ to COJ
No sale: Management and operations continue under current structure, with regulation of JEA by the JEA Board (administration-appointed, council-approved)	Existing JEA team does a private placement capital raise to completely recapitalize the utility's balance sheet. All utility employees and operations remain unchanged. Community served by well-known brand with local HQ and operations. Regulation transfers to PSC and governance to newly-formed Board. Shortest timeline to contract.	JEA enterprise sold to a financial sponsor, such as a large private equity or pension fund. Ownership transfers to new entity who may or may not retain the JEA brand. Most of operations team and some or most of management team likely retained following employment guaranty period. Regulated by Florida PSC.	JEA enterprise sold to one or more out-of-state strategic acquirers. Ownership transfers to the new entity (or entities) who transitions the utility to its own brand. Most of operations team and likely some of management team retained following employment guaranty period, though "synergies" likely lead to some modest head count reduction. Regulated by Florida PSC.	JEA enterprise sold to one or more in-state strategic acquirers. Ownership transfers to the new entity who transitions the utility to its own brand. Some of operations team and likely little of management team retained following employment guaranty period. Synergies likely to lead to substantially lower head count over time. Regulated by Florida PSC.
	Example: Citizens	Example: CLECO	Example: TECO	Example: Liberty Utilities

# Challenges to Privatization

- Employees
  - Security
  - Pension
  - Health Insurance
- Customers
  - Rates
  - Reliability
- Regulatory Approvals
- Real Estate
- Vogtle – see page 33
- Pension – see page 34

# Challenges to Privatization: Vogtle

- In April 2008 JEA entered into a take-or-pay contract for nuclear capacity and energy from Plant Vogtle's units 3 & 4
- The project has experienced schedule delays, cost overruns, project mismanagement, and bankruptcies of key players
- The contract remains an obligation of JEA and its customers and contains restrictions around qualified tax use and assignment
- 20 year purchase power obligation, currently above market

# Challenges to Privatization: Pension

- Pension benefits that are accrued and vested are fully protected under Florida law
- JEA employees participate in the General Employee Pension Plan and do not participate in social security
- This construct cannot exist under any privatization outcome, so impact on employees will have to be carefully considered
- In addition, JEA employees represent more than half of the City's unfunded liability in the GEPP
- While sales tax revenue is dedicated to funding unfunded pension obligations, any funding requirements, liquidity issues, normal cost adjustments, or other resulting actuarial or funding impacts will need to be carefully considered



**Materials to assist the  
City Council Special Committee on the Potential Sale of  
JEA  
March 22, 2018**

**Contents:**

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Free Cash Flow Analysis

Storm Costs and FEMA Reimbursement

Philanthropic Expenditures

Employee Volunteer and Ambassador Activities

New Revenue Task Force (Strategic Planning Follow-up)



## **Free Cash Flow Analysis**



# JEA Revenues, Expenses and Income

- JEA is not-for-profit.
- Income is reported on an accrual basis of accounting and can be translated or reconciled to a cash basis of accounting
- Residual income per an accrual basis, or the equivalent net cash provided by operating activities, is used to fund capital projects, debt service, and city contribution

Operating income + Depreciation + Deferred costs and revenues, net + Changes in assets and liabilities = Net cash provided by operating activities



## Combined Statements of Revenues, Expenses, and Changes in Net Position

	September	
	2017	2016
<b>Operating revenues</b>		
Electric	\$ 1,382,206	\$ 1,321,713
Water and sewer	448,057	417,404
District energy system	8,185	8,337
Other	36,729	34,298
Total operating revenues	1,875,177	1,781,752
<b>Operating expenses</b>		
Operations and maintenance:		
Fuel	458,794	422,413
Purchased power	77,456	63,461
Maintenance and other operating expenses	392,142	380,219
Depreciation	386,699	382,432
State utility and franchise taxes	69,683	71,244
Recognition of deferred costs and revenues, net	(4,075)	(1,527)
Total operating expenses	1,380,699	1,318,242
Operating income	494,478	463,510

## Combined Statement of Cash Flows

	September	
	2017	2016
<b>Reconciliation of operating income to net cash provided by operating activities</b>		
Operating income	\$ 494,478	\$ 463,510
Adjustments:		
Depreciation and amortization	388,040	385,610
Recognition of deferred costs and revenues, net	(4,075)	(1,527)
Other nonoperating income, net	(804)	1,499
Changes in noncash assets and noncash liabilities:		
Accounts receivable	(14,185)	6,779
Accounts receivable, restricted	54	79
Inventories	(24,692)	11,773
Other assets	(27,647)	(2,289)
Accounts and accrued expenses payable	23,262	(62,324)
Current liabilities payable from restricted assets	4,409	(799)
Other noncurrent liabilities and deferred inflows	(62,940)	91,521
Net cash provided by operating activities	\$ 775,900	\$ 893,832

## JEA Free Cash Flow (FCF)

- FCF represents the cash remaining after paying for capital, debt service, and city contributions
- FCF is not “free”; it remains on JEA’s balance sheet for payment of debt service expenses, early debt retirement, or future capital expenses, if positive, and generally reflects capital fund withdrawals or new money borrowing needs, if negative

Electric System	\$ Millions
	FY 2017
Operating Income	\$340
Cash provided by operating activities	485
Cash used for capital expenditures and existing debt service	(398)
Cash used for city contribution	(92)
Cash provided by (used in) investing activities	104
<b>Free Cash Flow (FCF)</b>	<b>\$99</b>
Use of FCF: Early debt retirement	(66)
Use of FCF: Deposit for future expenses	(33)
Source of FCF: Borrowing needs	0
Source of FCF: Fund withdrawals	0
<b>Free Cash Flow, net</b>	<b>\$0</b>

Water System	\$ Millions
	FY 2017
Operating Income	\$153
Cash provided by operating activities	287
Cash used for capital expenditures and existing debt service	(253)
Cash used for city contribution	(23)
Cash provided by (used in) investing activities	(22)
<b>Free Cash Flow (FCF)</b>	<b>(\$11)</b>
Use of FCF: Early debt retirement	(6)
Use of FCF: Deposit for future expenses	0
Source of FCF: Borrowing needs	0
Source of FCF: Fund withdrawals	17
<b>Free Cash Flow, net</b>	<b>\$0</b>

\$ in millions

DRAFT

[illegible]

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[illegible]



## **Storm Costs and FEMA Reimbursement**





## Storm Costs Recovery- Municipal vs. IOU

- Municipal utilities, such as JEA, receive state and federal (FEMA) reimbursement funds for eligible storm-related damage costs. Eligible storm costs are considered after any claims are made on JEA property or other insurance policies. JEA has historically received approximately 87.5% reimbursement of eligible storm costs from state and federal agencies.
- Investor-owned utilities, such as FPL, are not eligible for state or federal reimbursement funds and must receive approval from the Florida Public Service Commission for any special assessment storm reimbursement costs which are in turn recovered from customers.
- Investor-owned utilities do not isolate the storm recovery costs to only the segment of affected customers; instead, the costs are spread over the entire customer base.
- For example, if an investor-owned utility with a large geographic service area experienced a storm that only affected South Florida, customers in North Florida will also pay for the damage recovery costs incurred in the southern part of the region.



## Storm Costs Recovery Impacts to Customers

- The state and federal reimbursement of eligible storm costs of up to 87.5% for municipal utilities translates to direct customer rate relief.
- IOUs Duke and FPL estimated Hurricane Irma's storm recovery charges could be as high as \$4.00-\$5.00/month over a period of three years; however, tax savings associated with recent federal tax legislation could be applied to offset some recovery costs from customers.

JEA	Eligible Storm Cost <sup>1</sup>	Reimbursement from FEMA <sup>2</sup>	Customer Impact <sup>3</sup>
Irma -2017	\$17.4M	(\$15.2M)	N/A – No increase
Matthew - 2016	\$14.6M	(\$12.8M)	N/A – No increase
FPL	Eligible Storm Cost <sup>1</sup>	Reimbursement from FEMA <sup>2</sup>	Customer Impact <sup>4</sup>
Irma - 2017	\$1.3B	0	Delayed <sup>5</sup>
Matthew -2016	\$293-\$318M	0	\$3.36/mo – 12 months
2004/2005 storms	\$1.7B	0	\$1/mo – <u>13 YEARS</u>

<sup>1</sup> Considered after insurance policy claims

<sup>2</sup> Includes FEMA and state reimbursement – assumed 87.5%

<sup>3</sup> JEA is not obligated to raise rates for unreimbursed storm costs, instead can use reserve funding

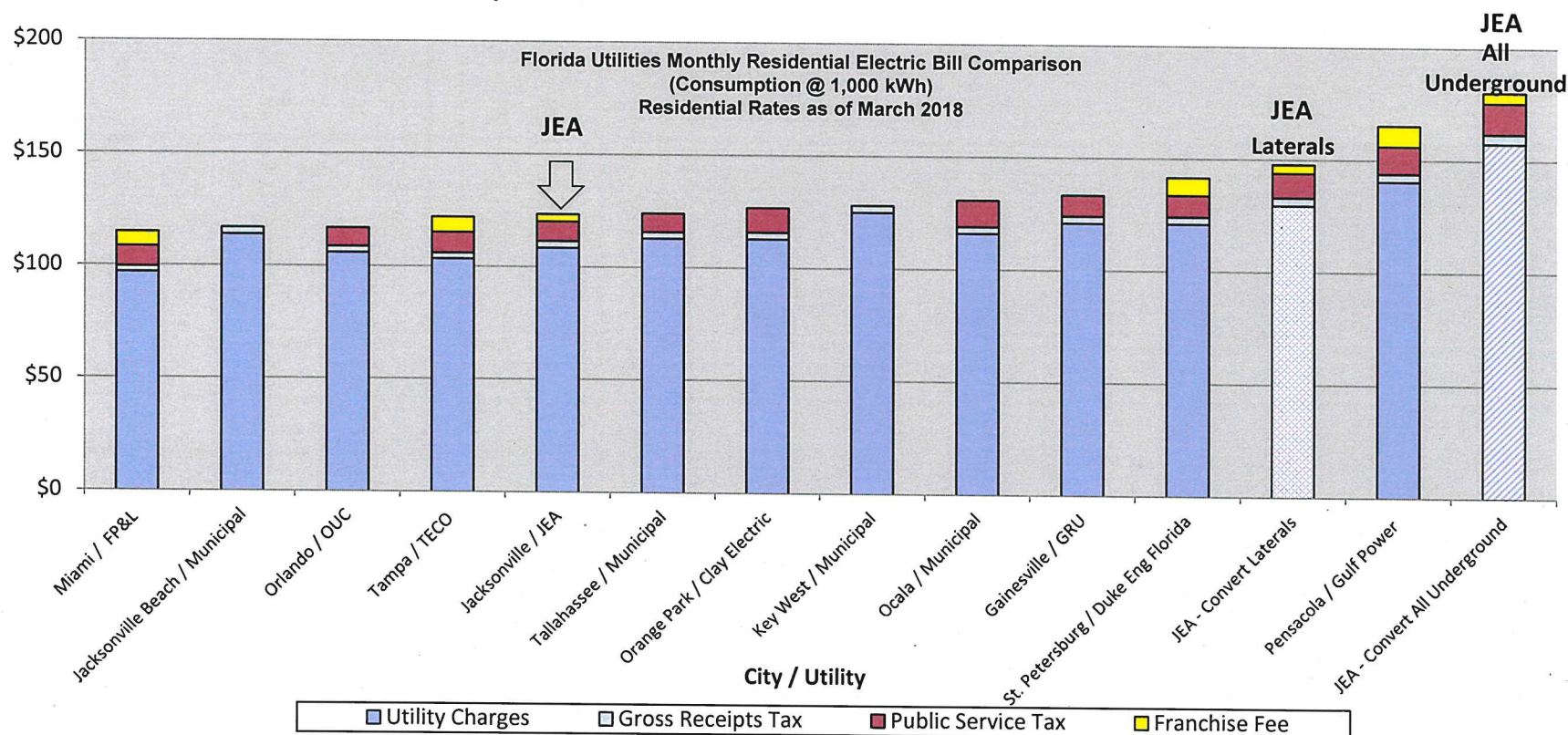
<sup>4</sup> Monthly Impact on typical residential customer using 1,000 kWh per month

<sup>5</sup> FPL will delay customer recovery impact after considering the benefits of the recent tax legislation



# Overhead to Underground Electric Line Conversion

- An estimate of the full cost to the community to convert all of JEA's 3,000 miles of overhead distribution lines to underground is **\$4.5 Billion<sup>1</sup>** with an estimated base rate impact of 70%<sup>2</sup>.
- An estimate of the full cost to the community to convert only the 2,000 miles of overhead laterals (neighborhoods) to underground is **\$1.9 Billion<sup>1</sup>** with an estimated base rate impact of 30%<sup>2</sup>.



<sup>1</sup> Estimated figures do not include costs associated with ATT/Comcast pole attachment services and customer costs of meter box equipment and secondary services  
<sup>2</sup> Assumes cost of undergrounding is financed by JEA at a 3.87% average interest rate over 30 years



## **Philanthropic Expenditures**

**JEA Sponsorships**

Organization	Activity	FY 14	FY 15	FY 16	FY 17	FY18 YTD	Description
American Water Works Association	AWWA Water Tower Competition Sponsorship		\$200	\$200	\$200	\$200	Competition for Middle & High school students who build water towers and are judged on a number of criteria
Associated Industries Florida	AIF Water Forum		\$3,000	\$3,000	\$5,000		Statewide water forum/education
Black Pages USA	Black Expo	\$7,500	\$3,500	\$3,560	\$3,577	\$3,500	Educational booth and workshop at community event
City of Jacksonville	Mayor's Environmental Luncheon	\$300	\$100	\$200			Table sponsorship
City of Jacksonville	Back to School Rally Sponsorship		\$250				Community event with JEA educational materials
City of Jacksonville	Mayor's Environmental Awards Table	\$300	\$200	\$200			Table sponsorship
City of Jacksonville	Neighborhood Summit					\$5,000	Educational booth & participation
City of Jacksonville	Veterans Parade			\$750	\$500	\$1,250	Community Event
COJ (SMG Jax)	Hoops for Troops NBA Basketball Event Jax	\$25,000					Community-focused economic development Sponsorship
COJ Environmental Quality Division	Jacksonville Environmental Symposium Sponsorship	\$175	\$350		\$175		Table sponsorship and booth at community event
COJ Recreation & Community	World of Nations Booth Sponsorship	\$3,000	\$3,000	\$3,220	\$3,000	\$3,000	Educational booth at community event
COJ Recreation & Community	Martin Luther King, Jr. Breakfast Table	\$2,600	\$600	\$800	\$800	\$800	Table sponsorship
Community Foundation of NE Florida	TRUIJAX	\$25,000					Regional Community Visioning and Identity Process
Community Hospice of Northeast Florida	Caregiver Expo Sponsorship		\$1,500	\$1,500	\$1,500	\$1,500	Educational booth at community event
Earth Day Jacksonville	Earth Day Sponsorship	\$3,000	\$3,000	\$3,000	\$2,000	\$2,000	Educational booth at community event
First Coast Business Alliance	2014 Minority Economic Development Week Table	\$500					Table sponsorship
First Coast Business Alliance	MedWeek Luncheon Table	\$500	\$500	\$250	\$500		Table sponsorship
Florida Energy Summit	Florida Department of Consumer and Agricultural Services			\$15,000			Energy summit held in Jacksonville
Florida Nursery, Growers, and Landscape Association	Florida Water Star Training Sponsorship	\$1,000					Community workshop with St. Johns River Water Management District and IFAS
Florida State College Foundation	Continuing education development at FSCJ	\$2,500					Continuing education sponsorship
Girl Scouts Gateway Council	Women of Distinction Table Sponsorship	\$1,000	\$1,000	\$1,500	\$750		Table sponsorship
Greenscape	Greenscape Table Sponsorship		\$250				Table sponsorship
IFMA Jax	Sponsorship of the 2014 IFMA Conference	\$800					Educational booth at community event
Jacksonville Business Journal	Downtown Development Breakfast	\$300					Table sponsorship
Jacksonville Business Journal	Veterans of Influence Awards	\$450					Table sponsorship



## JEA Sponsorships

Organization	Activity	FY 14	FY 15	FY 16	FY 17	FY18 YTD	Description
Jacksonville Business Journal	Diversity Table Sponsorship	\$300					Table sponsorship
Jacksonville Community Council Inc. (JCCI)	Jacksonville 2025 Clean and Green City Sponsor		\$12,500				Partnered to sponsor study sustainability in Jacksonville
Jacksonville Science Festival	Science Festival Sponsorship		\$500	\$500	\$500	\$500	Educational booth at community event
Jacksonville Urban League	Annual Equal Opportunity Luncheon	\$1,500	\$1,500	\$750	\$1,500	\$2,000	Table sponsorship
JASMYN	2014 Coming Out Day Breakfast Table Sponsorship	\$500	\$500	\$525	\$500	\$500	Table sponsorship
Jax Area Legal Aide	Equal Justice Awards	\$1,000	\$1,000				Table sponsorship
JAX Chamber	Annual Meeting			\$500		\$400	Sponsorship
JAX Chamber	Military Appreciation			\$400	\$450	\$450	Table sponsorship
JAX Chamber	State of City Luncheon		\$320				Table sponsorship
JAX Chamber Foundation	Longest Table Event					\$1,000	Community relationships - longest table event
JAX USA Partnership	Quarterly Luncheons	\$1,350	\$450	\$300	\$250		Table sponsorship
JCCI	Jacksonville 2025 Clean and Green City Sponsor		\$12,500				Partnered to sponsor study sustainability in Jacksonville
Leadership Florida	Community/State Leadership and Collaboration Development	\$10,000	\$6,000	\$6,000		\$6,000	Support for Florida and community leadership development
Leadership Jacksonville	Community leadership development	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	Support for community leadership development with a focus on issues in the community
LISC - Local Initiatives Support Corporation	Community Development Awards Celebration					\$2,500	Annual Event
Morris-Local Newspaper	Eco Latino Event Sponsorship	\$500					Educational booth at community event
Museum of Science and History	Exhibit Sponsorship of new outdoor Water Conservation		\$10,000				Required for SJRWMD Consumptive Use Permit
Northeast Florida Community Action Agency	Support for low income energy efficiency education	\$2,500	\$2,500				Support for organization with focus on weatherization, energy conservation, customer education, customer bill assistance
Northeast Florida Regional Council	NE FL Innovate 2.0					\$25,000	Innovate 2.0 Initiative
One Jax	2014 Humanitarian Awards Dinner Sponsorship	\$2,500		\$3,000	\$3,000		Table sponsorship
PACE Center for Girls	Portraits of PACE Luncheon Sponsorship		\$500	\$500	\$500	\$500	Table sponsorship
Second Harvest Food Bank	Empty Bowls Table Sponsorship	\$600					Table sponsorship
St. Johns County Chamber of Commerce	State of the County lunch	\$325					St. Johns Chamber lunch sponsorship
The Arc Jacksonville	Running of the Bulls Sponsorship		\$500				Booth sponsorship
The Business Journals	Partners in Philanthropy - UW Luncheon Table Sponsorship		\$450				Table sponsorship

**JEA Sponsorships**

Organization	Activity	FY 14	FY 15	FY 16	FY 17	FY18 YTD	Description
The H.I.L.L. of NE Florida	Las Voces Table Sponsorship		\$250	\$250			Table sponsorship
United Negro College Fund	UNCF Annual Leaders' Luncheon Table	\$300	\$500	\$1,000	\$1,000	\$1,500	Table sponsorship
United Way	Sponsorship of Real Sense Financial Workshops at Downtown Payment Center		\$5,000				Program to assist low income customers with budgeting and financial literacy
United Way Of Northeast Florida	2014 United Way Annual Meeting and Campaign Celebration	\$320			\$225		Table sponsorship
United Way Of Northeast Florida	2014 Community Campaign Kick-Off Luncheon Table Sponsorship	\$400					Table sponsorship
Urban Land Institute	Energy Event: Future of NE FL	\$1,000					Event Sponsorship focusing on energy
Urban Land Institute	Infrastructure Event	\$1,000					Event Sponsorship focusing on energy
Greater Jacksonville USO	USO Military Appreciation			\$5,000	\$5,000		Military Appreciation Event
WJCT	TEACH Event Booth Sponsor	\$750	\$750	\$750	\$750	\$750	Educational booth at community event

**JEA Memberships**

Organization	Activity	FY 14	FY 15	FY 16	FY 17	FY 18 YTD	Description
Amelia Island/Fernandina Chamber of Commerce	Membership	\$1,020	\$1,020	\$1,020	\$2,020	\$2,020	Service area industry promotion & business development
Asian American Chamber of Jacksonville	Membership	\$2,500	\$2,500				Service area industry promotion & business development
Associated Industries of Florida	Membership & H2O Coalition	\$7,000	\$7,000	\$7,300	\$5,000	\$2,300	Florida industry promotion & business development
Clay County Chamber of Commerce	Membership	\$5,000	\$1,100	\$1,100	\$1,100	\$1,100	Service area industry promotion, business and economic development
Clay County Economic Development	Membership		\$4,000	\$4,000	\$4,000	\$4,000	Service area industry promotion, business and economic development
Consumer Energy Alliance	Membership	\$2,500	\$2,500	\$2,500	\$2,500		Consumer energy and issues education and awareness
First Coast Hispanic Chamber of Commerce	Membership		\$2,500	\$2,500	\$1,500	\$1,500	Service area industry promotion & business development
First Coast Manufacturers Association	Membership	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	Regional industry promotion & business development
Florida Chamber of Commerce	Membership	\$15,000	\$5,000	\$10,000	\$10,000		Florida industry promotion & business development
Florida House on Capitol Hill	Membership	\$5,000		\$5,000	\$5,000	\$2,500	Florida education and promotion
Indo-US Chamber of Commerce	Membership	\$2,500		\$2,500	\$2,500	\$2,500	Service area industry promotion & business development
Jacksonville Downtown Vision	Membership/voluntary assessment	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	Downtown Jacksonville promotion, safety & property protection
Jacksonville Black Chamber of Commerce	Membership				\$2,500	\$2,500	Service area industry promotion & business development
JAX Chamber	Membership & Board of Governors	\$31,750	\$31,500	\$31,750	\$31,500	\$30,000	Regional industry promotion & business development
JAX USA Partnership	Membership	\$160,000	\$160,000	\$160,000	\$160,000	\$100,000	Jacksonville & regional economic development support
Nassau County Economic Development Board	Membership	\$10,000		\$5,000	\$5,000	\$5,000	Service area industry promotion, business and economic development
St. Johns County Chamber of Commerce	Membership	\$2,000	\$5,000	\$5,333	\$5,333		Service area industry promotion, business and economic development





## **Employee Volunteer and Ambassador Activities**

## Employee Volunteer and Ambassador Activities

JEA's Employee Volunteer Program: Annually, JEA provides eight hours of paid time to each of its employees who elect to volunteer at a JEA sanctioned nonprofit organization and/or a nonprofit community event. JEA employees paint, build, hand out water, work a registration table, stock food shelves and read to kids to help these organizations accomplish their missions. JEA and its employees are committed to the community. This program supports JEA's heart of service—its employees' desire to "give back" to their community through an organization or cause close to their hearts. Through the volunteer program, all employees have the opportunity to support their community in ways that are meaningful to them.

Volunteer Activities	FY14	FY15	FY16	FY17	FY18 YTD
	670	753	985	913	232

JEA's Ambassador Program: JEA provides opportunities for its employees to engage in helpful and meaningful ways with our customers to educate customers about utility safety, utility conservation and customer solutions. Currently, we engage JEA employees with customers and potential customers through speaking engagement requests and participation at community events.

Ambassador Activities	FY14	FY15	FY16	FY17	FY18 YTD
	*	314	301	343	170

\* Data not tracked in FY14

## Employee Giving Campaigns

JEA's Employee Fundraising Program: Each year, JEA employees generously support many nonprofit organizations. Employees donate gifts of money and vacation days to the United Way and Community Health Charities campaigns. Also, employees have the opportunity, throughout the year, to buy food, school supplies and gifts for JEA hosted donation drives such as Back to School, Holiday Food and Toy Drives, Adopt-A-Family and the Undie Sunday Collection. JEA's commitment in organizing and hosting employee giving opportunities for its employees helps fulfill JEA's commitment of "Building Community" and provides a way for JEA employees collectively to have a greater impact on our community than what any one of us could have alone.

		FY14	FY15	FY16	FY17	FY18
United Way		\$351,000.06	\$340,869.16	\$330,471.80	\$317,022.72	
Community Health Charities		\$68,578.52	\$71,260.00	\$77,400.46	\$69,182.27	

	Unit	FY14	FY15	FY16	FY17	FY18
Toy Collection Drive	Toys	350	325	339	418	392
Food Collection Drive	Items	1350	1200	1363	1229	1376
Adopt a Family for the Holidays	Families	15	16	11	12	12
Clothing/Blanket/Coat Drive	Items	290	642	170	131	108
Back to School Drive	Items	1034	1157	1090	1180	



**New Revenue Task Force**  
(Strategic Planning Follow-up)



## JEA New Revenue Task Force – Potential Business Plan List 6/02/15

Title	Description	Status
<u>Timber Harvesting</u>	Manage 4000+ acres by cutting plantation pines; use ongoing BMP and reforestation. Timber harvesting in progress.	<u>Business Plan Implemented</u> . High Revenue expected FY15 – FY16.
<u>Transmission Operator (TOP)</u>	JEA has certified operators and complies with NERC. JEA can register/accept NERC Compliance Responsibility for another utility. Six potential customers within Florida.	<u>Business Plan Implemented</u> . High Potential Revenue. No utilities have contracted for this service.
<u>Dark Fiber Leasing</u>	JEA has offered this in the past; formalize process and expand to include wireless and telecommunication companies. Begin leasing available fiber within JEA's easement rights.	<u>Business Plan 100% Complete</u> . Marketing to target four new customers in FY15. Potential High Revenue.
<u>Solar "Garden"</u>	Photovoltaic (PV) utility sized solar generated electricity; offers customers a solar energy option. (implementation expected by December 2016)	<u>Business Plan 100% Complete</u> . Revenue TBD. Selecting Solar Offering Options through Market Research.
<u>Natural Gas Sales - Marketing</u>	JEA is the largest importer/user in NE FL. Become provider of natural gas to commercial and industrial customers through TEC's Natural Gas Choice program.	<u>Business Plan Implemented</u> . High Revenue expected to begin in FY16.
<u>Security Services: Physical, Consulting, Maintenance</u>	Provide consulting services to local clients that need physical security services and security equipment maintenance services.	<u>Business Plan 100% Complete</u> . Low Revenue. Benefit includes lowering JEA's contract unit pricing (cost reduction).
<u>Security Physical Compliance (CIP) Service</u>	JEA Security personnel to provide CIP-014 "Third Party Reviewer" service. Combined with Security Services Business Plan.	<u>Business Plan 100% Complete</u> . Target customers once CIP rule is implemented. Low Revenue.
<u>Transmission &amp; Distribution Services</u>	JEA to provide transmission and distribution (T&D) maintenance services (using JEAs skilled electric staffing) to Florida municipalities to enhance their delivery system to their customers (infrared, substations, inspections, breakers, etc.).	<u>Business Plan 100% Complete</u> . Target NE Florida Utilities. Business has potential to grow from low revenue to high revenue.
<u>Distributed Generation (DG) – Various Project Ideas</u>	Renewables, fuel cells, micro-turbines, "concession" utility services are being considered by DG Council.	Business Cases being developed by DG Council. Mitigates loss of electric sales.

Process: (1) Submit New Idea; (2) Research Idea; (3) Risk & Revenue Rating; (4) Business Case (Scope); (5) Business Plan/Detailed Study; (5) Implementation by assigned project manager.

Low Revenue is typically less than \$100,000 per year; however, a Low Risk ranking may allow project to be considered on a case by case basis.



## Strategy Development and Execution

### Strategy Inbox Status – FY15 Q4 YE 09/30/2015

**First Suggestion: September 12, 2013. Most Recent/Last Suggestion: September 29, 2015**

- ❖ Q4 New Suggestions: 5
- ❖ Total Suggestions: 77
- ❖ Duplicate Suggestions: 3 (Repair yards/sod; EV chargers; internet service)
- ❖ Total Unique Suggestions: 74

#### Status:

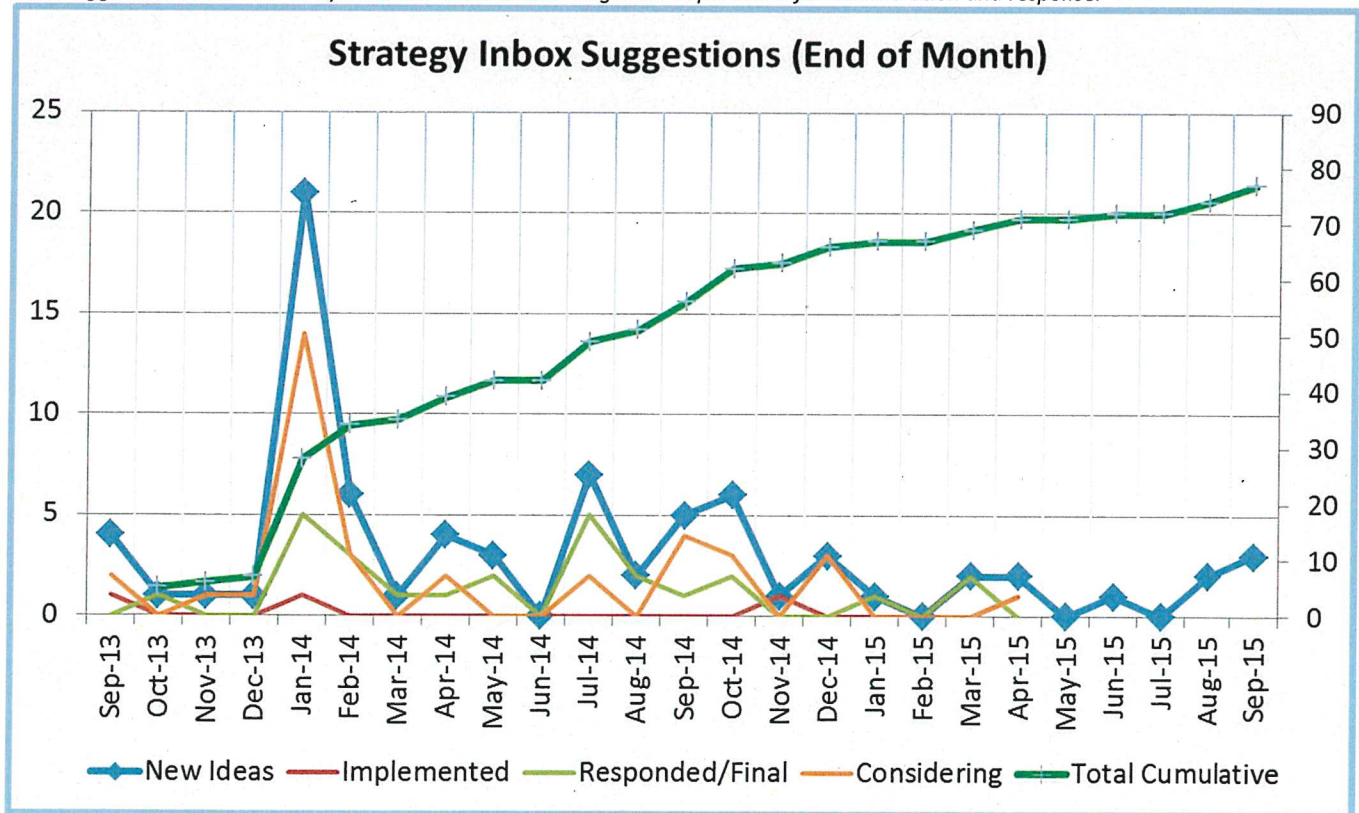
Under Consideration: 37  
 Implemented: 7  
 Complete (response was final answer): 25  
 Hold: 5

#### Department:

1. Compliance: 1
2. Customer Relations: 26
3. Finance: 11
4. Generation: 8
5. Human Resources: 20
6. Public Affairs: 1
7. Technology: 6
8. Water/Waste Water 1

**New Revenue Task Force List: 11**

*Each suggestion was sent to a representative within the designated department for consideration and response.*



#### Notes:

List is available here: [link to SharePoint](#) New Revenue Library (Finance – Strategy Development & Execution - Library). Each employee is thanked for the suggestion, the assigned team/department will decide about implementation and provide feedback to employee (Strategy Team does not currently receive status feedback).

File Revised weekly – Go to the New Revenue Library for up to date file.

73	8/3/2015	Robins, Branden	Does JEA keep the building thermostats at the recommended temperatures as they advise their customers to save energy costs?	Shared Services	8/20/2015	RF	N/A	A customer was curious to know the temperature at which JEA maintained our buildings. I stated that I personally set my home thermostat to 78° during the summer, I have never seen a thermostat in any JEA facility set that high. After a brief pause customer asked, "Isn't that hypocritical?"
74	8/24/2015	Simpson, Robert	For JEA Corporate Office, purchase the Regency Square Mall.	Shared Services	8/25/2015	RF	Facilities	Turn the Dillard's building into the Customer Care Center. Belk could be anything from the board rooms to the 16th floor. All the stores between could have a wall installed with a door facing in, then each and every dept. in the JEA (Downtown, CC building and maybe in the future commonwealth) could be in each designated store location. Tremendous parking area, bus terminal out front.
75	9/9/2015	Cruise, Eleni	JEA providing surge protectors to JEA customers.	Customer	9/9/2015	RF	Customer Programs	Brian Pippin responded along with the past action of the NRTF as to why JEA did not offer surge protectors.
76	9/9/2015	Selders, Steve	Suggest that JEA works with Tesla to become the Tesla Powerwall authorized distributor; as a service provider, (installation, maintenance, sales etc.).	Electric	9/10/2015	RF	Electric Planning	
77	9/29/2015	Whittaker II, Denver	Some JEA customers who win an I-Pad or an I-Watch cannot afford the service plan. Suggest how to determine how the winner, no matter what the economical background, can benefit from online billpay.	Customer	10/6/2015		Customer Programs	From Brian Pippin, Manager Customer Solutions – "I understand the more broader comment that we should be looking for prizes that don't rely on the presence of another service to be of value. We can certainly keep this in mind when thinking about the AutoPay and MyBudget programs for FY16. The Customer Program team searches for a prize that is relatable and appropriate for the program JEA is highlighting which can be difficult when you stray away from an obvious VISA gift card. We are always open to ideas so if the employee is interested in offering some prize suggestions, we are all ears!



## New Revenue Task Force - New Revenue Business List

<p><b>Process Stage :</b> (1) Submit/New Idea; (2) Risk Rating; (3) Business Case/Scope; (4) Business Plan/Study; (5) Implementation.</p> <p><b>Process Steps (Dates):</b> Added to NRTF List; Business case Submitted; NRTF Acts on Business Case; Business Plan Draft Review; Business Plan Acted on by NRTF.</p> <p>*Low Revenue is typically less than \$100,000 per year; however, a Low Risk ranking may allow project to be considered on a case by case basis.</p>												
Column A Not Printed												
Indicator Status	No.	New Revenue Business Title	NRTF Team Sponsor	SME Leader/ Business Owner	(1) Process Steps: Added to List	(2) Risk/Revenue Ranking	Priority by Risk/Revenue	Process Stage	(3) Business Case Submitted/ Due Date	Business Plan Link	Comments	Revenue Potential x \$1,000
BP - C	12	Timber Harvesting <b>(COMPLETED)</b>	Dykes	Burch	1/14/2014	High Revenue/Low Risk	1	5	2/3/2014	Final	Manage land and timber harvests. Update: August 2015 - Harvest timber on Peterson. Funds received exceed \$3,700,000+.	\$5,000
Transf.	3	DG: Distributed Generation - CTs/Micro-Turbines/Fuel Cells	Steve McInall (DG Council - Brost)		11/20/2013	High Revenue/Low Risk	1	N/A	2/3/2014	DG	Distributed Generation (DG) Council in progress. Retain customers who may choose to switch to their own generation units.	\$0
BP - C	24	Natural Gas Sales (Commercial) - Distributed Generation <b>(COMPLETED)</b>	McInall, Steven	Myers, Jim	6/3/2014	High Revenue/Low Risk	1	5	6/3/2014	<a href="#">Business Plan Link</a>	JEA purchases gas for generation units. Can sell to local commercial customers; compete as pool marketer. DG Council/Electric Resource Planning/Fuels created/completed Business Plan 09/2014. Manager hired 2015; contacting and signing new customers.	\$1,000
BP - C	6	Distribution (T&D) Management (combined with #13) <b>(COMPLETED)</b>	Pinkstaff/Ricky Erixton	Tim Pugh/Mathews	11/20/2013	High Revenue/Low Risk	1	4	2/3/2014	<a href="#">A. (In Progress)</a>	Relay, meter, breaker testing; pole inspections. Engineering (Substation SCADA design, relay design). Final Comments requested 09/01/2015.	\$100
Duplicate	13	Transmission Maint. Management (combined with #6)	Pinkstaff	Refer to #6	11/20/2013	High Revenue/Low Risk	1	4	2/3/2014	<a href="#">A. (In Progress) Link File</a>	Pole inspections, Line maintenance (hot) and Insulator cleaning (hot). Duplicate #6.	\$0
BP - C	17	Security Consulting Service AND Third Party Reviewer (CIP) <b>(COMPLETED)</b>	Ted Hobson	Patrick Maginnis	2/3/2014	High Revenue/Low Risk	1	5	8/8/2014	<a href="#">Completed Final</a>	Become third party reviewer of NERC CIP Standard 14 for other utilities. Met 07/23/14. Reviewed at NRTF Mtg August. Proceeding with Business Plan - Combined with Security Services #2. Completed May 2015.	\$100
BP - C	14	Transmission Operator (TOP) <b>(COMPLETED)</b>	Pinkstaff	Garry Baker, John Babik, Dan Mishra	11/20/2013	High Revenue/Low Risk	2	5	2/3/2014	<a href="#">TOP Business Plan Final</a>	Register/Provide Compliance Responsibility for TOP. OGC review 03/13/14. KUA meeting 03/14/14. Plan finalized 05/06/2014. Met with GRU August & December 2014. GRU decided to self-TOP. No new clients signed as of Sept. 2015.	\$200
BP - C	5	DG: Distributed Generation - Shared Solar (Gardens) <b>(COMPLETED)</b>	Richard Vento (McInall - DG Council)/ Jay Worley	Payson Tilden	11/20/2013	High Revenue/High Risk	2	5	2/3/2014	<a href="#">A. (In Progress)</a>	JEA owned solar community gardens (solar shared). Customer solution program (Vento). Determine Customers wants; whether can sell existing JEA Solar generation. Draft Business Plan circulated December 2014. Decision about rates restructuring. Solar offerings proceeding (McInall).	
BP - C	8	Fiber (Dark) Leasing <b>(COMPLETED)</b>	Steve Selders	Hamid Zahir, Gary Vondrasek, Cindy Edgar, Kym Traylor	11/20/2013	High Revenue/Low Risk	2	5	<a href="#">5/6/2014 BC Link</a>	<a href="#">Completed Final</a>	Gary Vondrasek is SME, has 2002 Business Plan; Reviewed <b>06/03/14</b> : agreement to develop a Business Plan. Dark Fiber Leases/New Fiber Strategy: draft Business Plan circulated December 2014. Finalized 2015.	\$1,000
BP - W	15	Wetlands Mitigation (Not Implemented)	Nancy Kilgo	Paul Steinbrecher	1/14/2014	High Revenue/Low Risk	2	4	<a href="#">5/6/2014 BC Link</a>	<a href="#">A. (In Progress) BP File Link</a>	Sell credits for land set aside preservation land that will offset destruction of wetlands. Met with Steinbrecher, Andrew Sears 03/13/14. Business Case completed; developing Business Plan per NRTF <b>05/06/2014</b> . Funds for demarcation of wetlands before harvesting timber; meeting with legal and outside advisor late August 2014 thru December 2014. <i>Legal opinion is that JEA may not create a bank due law into effect January 2012. Can self-mitigate. No new revenue expected. Completed.</i>	\$0
Transf.	4	DG: Distributed Generation - Solar Photovoltaic	Richard Vento (DG Council)		11/20/2013	High Revenue/High Risk	2	3	2/3/2014	DG	Customer cited solar photovoltaic (roof top installations).	\$0
Transf.	7	Electric Vehicle Charging Station	TBD	(On Hold - No Action)	11/20/2013	Low Revenue/Low Risk	4	N/A	No	<a href="#">Customer Solutions/King</a>	No action needed by NRTF. (Peter King).	\$0
Hold	11	Streetlight Service	N/A	J. Coarsey/ Kris Rosenhauer/ Gabor Acs	11/20/2013	Low Revenue/Low Risk	3	3	<a href="#">5/6/2014 BC Link</a>		Create business case to install private lights and repairs. Met with Coarsey/Rosenhauer 03/13/14. NRTF Rejected/Revising May 2014. Mtg with Audit on 06/04/2014. Continue discussing potential revenue/details (08/07/14). No work in FY15 Q1.	\$0
BP - W	2	Security Consulting Service (combined with # 17)	Ted Hobson	Patrick Maginnis	11/20/2013	Low Revenue/Low Risk	N/A	4	<a href="#">BC Link 02/12/2015</a>		Provide physical security services: guards, technicians to maintain equipment - similar to SJRPP SLA. Approach Gainesville, JaxPort, etc. Discussed 07/23/14. NRTF recommend developing Business Case (08/08/2014) - Moved to next step; combined with #17; one business plan.	\$50
	10	Pole Attachments	N/A	Gary Vondrasek	11/20/2013	Low Revenue/Low Risk	3	2	On Hold		Expand beyond phone/cable; lease for small/mini-wireless co-location capacity applications, mainly in high density populated areas. Met with G. Vondrasek 03/12/14. Inventory Audit in Progress (revenue recovery) August 2014. Resume after Dark Fiber is completed.	
	18	Data Center Space Leasing	Steve Selders	Cindy Edgar, Stephen Datz	2/3/2014	Low Revenue/Low Risk	3	2	On Hold		Met with Cindy Edgar 03/13/14. JEA does not have a Tier IV Data Center ready to lease.	\$0

## New Revenue Task Force - New Revenue Business List

Indicator Status	No.	New Revenue Business Title	NRTF Team Sponsor	SME Leader/ Business Owner	(1) Process Steps: Added to List	(2) Risk/Revenue Ranking	Priority by Risk/Revenue	Process Stage	(3) Business Case Submitted/ Due Date	Business Plan Link	Comments	Revenue Potential x \$1,000
Hold	21	Backflow Preventer	Monica Whiting	Nechvatal, David; Crane, Chris; McKee, Dave (Pollution Prevention)	5/6/2014	TBD	4	2	On Hold		Backflow preventers are required in clean water, reuse water and sewer water lines. Determine program to enforce regulation and provide testing services. On Hold until JEA revises policy based on new State rules (August 2014).	\$0
Closed	22	Maintain Sewage Lift Stations (School Board)	Deryle Calhoun	Charles Crosby	5/6/2014	Low Revenue/Risk TBD	3	2	TBD		JEA maintains 1300+ lift stations. Identify ones within local agencies (School Board) and develop quote to provide services. Research shows local competition. Research if JEA can provide value-added services.	\$0
Closed	23	RV/Motorhome Waste Disposal	Deryle Calhoun	Casey Nettles	5/6/2014	Low Revenue/Low Risk	4	2	No		JEA service area has seven (7) RV dumping statins which charge \$3.00 - \$5.00. Three Jacksonville area Walmart's do not allow overnight parking; do not locate near them. Determine fee for fresh water filling.	\$0
Closed	27	Bottle JEA Water/Water Bottle Refilling Stations.	Melissa Dykes		8/12/2014	TBD	4	N/A	No		Sell JEA bottled water or install water bottle refilling fountains. Determine revenue.	
BP - W	25	Market and manage other Agencies wireless leases (cell towers, structures).	Melissa Dykes	Gary Vondrasek	6/18/2014	Low Revenue/Low Risk	3	3	8/8/2014	Completed Final	Leverage knowledge and relationships with the Wireless Carriers; market/manage the COJ properties developing wireless infrastructure (macro and small cell technologies). Business model which entities have approached JEA with management services. Develop Business Case to determine revenue (08/08/14). Business Plan completed Sept. 2015.	\$25
	29	Provide water/sewer line repairs to customers (private land).	Brian Roche		9/9/2014	TBD	No	1	TBD		When crews are replacing/repairing JEA water/sewer lines, many times the customer will need to be contacted as there is damage or old lines that should be replaced on their private pipes. JEA has the material and expertise to make the repairs if they can contact the customer, provide a pricing sheet and do it in conjunction with JEA's planned repairs. Saves the customer from calling a separate contractor; job is completed sooner/faster. I have not contacted Scott Anaheim about his thoughts.	
Closed	30	Create, Print, Install Street Banners (attached to street lights).	Monica Whiting		9/3/2014	TBD	TBD	1	TBD		Print, Install, Remove Street Banners. Only one known local provider.	
	31	Load Side High Voltage Work on primary metered services: Large Commercial Customers own high voltage cables and transformers.	Mike Brost		9/9/2014	TBD	3	1	On Hold		Concern with competition with local electric contractors; JEA could contract with customers and provide repairs/maintenance with contractor. NRTF 02/12/15 - Research further about initial troubleshooting service. JEA approaching clients to change to higher level service (primary to secondary).	
	32	Develop and Sell smartphone application for JEA's SharePoint solution for safety program and Passport.	Angie Hiers		9/24/2014	TBD	TBD	1	TBD		Submitted by Greg Wood on 10/09/2014. Check back with Black Belt by June 2015.	
Transf.	1	Cell Towers: Expand Leasing	Nancy Kilgo/Angie Hiers	Gary Vondrasek, Cindy Edgar	11/20/2013	High Revenue/High Risk	No	1	2/3/2014	Not Responsibility of NRTF	Expand leases to include small applications. (Per Nancy, Team met; met with Gary on 03/12/14). Current Revenues approx. \$ 1.7m. Kim Traylor.	\$0
Closed	9	Internet Service Provider (also 03/13/15)	Steve Selders	(On Hold - No Action)	11/20/2013	High Revenue/High Risk	No	2	No		Need accounting of JEA Fiber before idea discussed. Received duplicate suggestion: broadband/internet over power lines. Steve Selders checking - 04/15/15: JEA is not interested in being a FCC regulated cable provider.	\$0
Transf.	16	JEA.com Advertising	Monica Whiting	Jane Upton	3/5/2014	Low Revenue/Low Risk	No	2	On Hold		Response from Jane 03/07/2014. Process to remove from consideration; on hold.	\$0
Transf.	19	Website for Vendors	Monica Whiting	Richard Vento/ John McCarthy	5/6/2014	Low Revenue/Low Risk	No	1	Not for NRTF	Transferred to Customer Care	A preferred list of contractors that JEA Customers may contact. Research topic. Kick-Off Mtg 05/28/2014. Revenue not major driver. Transferred to Customer Care Chief responsibility (Vento/King).	\$0
No-Closed	20	Water-Meter-Testing Service	Monica Whiting	Victor Monfort	5/6/2014	Low Revenue/Low Risk	No	1	TBD	To Be Removed	Research topic. Met with V. Monfort. No longer viable/removed from his CTA.	\$0
No-Closed	26	Sell Value-Added-Service-Products (Insurance, Maintenance, Repairs, etc.)	Melissa Dykes		6/18/2014	Low Revenue/High Risk	No	1	No	Defer	Refer to Customer Satisfaction Initiative—Service Line/Value Added-Business Case 07/02/2013 (Douce)	\$0
No-Closed	28	Contractor-Safety-Services	Angie Hiers	Greene	7/31/2014	Low Revenue	3	1	No		Sell services that pre-qualify contractors, provide drug testing services and sell membership to access safe contractors list. NRTF mtg 02/12/15 - no to drug testing services. Other services explored, all low revenue. 04/07/15 NRTF Mtg declined further work.	
No-Closed	23	Fueling Stations—Gas Cards: for JEA Vehicles/Trucks (Orlandi)	Melissa Dykes	Hamid Zahir	2/27/2014	Low Revenue	No	1	No		Strategy inbox	
Closed	34	Utility Verification: vertical assessment of underground utilities. (Orlandi)	Melissa Dykes	Hamid Zahir	2/27/2014	Low Revenue	3	1	On Hold		Strategy Inbox. Discussed at 02/12/15 NRTF - Liability concerns. On Hold.	



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No-Closed	35	Metal-removal from Wastewater sludge- (Crane)	Brian Roche	Calhoun	4/26/2015	No	3	1	No		No-	
New	36	Building Operations and Maintenance Services	Melissa Dykes	Hamid Zahir	4/9/2015	Low Revenue	TBD	1	No		Shared Services group has been seeking clients (agencies) in which to manage their building operations (maintenance of elevators, fire protection, housekeeping, office design, etc.). Goal is to keep all JEA employed. <i>Idea descriptive sheet ready for NRTF 06/02/15.</i>	
New	37	Parking Garage Revenue for Special downtown Events	Ted Hobson	Patrick Maginnis	4/15/2015	Low Revenue	TBD	1	No		Utilize the Plaza III parking garage during weekend events for new revenue source. <i>Idea descriptive sheet ready for NRTF 06/02/15.</i>	
New	38	CIP VS Consulting - Compliance	Ted Hobson	Dan Mishra	6/22/2015	Low Revenue	TBD	1	TBD		Created cost/revenue worksheet. Letter sent to Homestead detailing scope and cost to hire JEA's CIP Compliance Staff.	
New	39	Provide the Airport (JIA) with GIS Services	Bea Fore	Steve Selders	6/9/2015	Low Revenue	TBD	1	TBD		Met on 06/09/15 to explain process of creating a cost/revenue estimate.	
New	40	Eliminate Voice Mail (Strategy Inbox)	Cindy Edgar	Kym Traylor	6/18/2015	Low Revenue	TBD	1	No			
New	41	Perform Electrical Contractor Services behind meter (electrical home repairs - residential and commercial). Submitted by Goldman, Alan.	Melissa Dykes		10/27/2015	TBD	TBD	1			10/22/15 Idea from FPLEnergy Services - News release about electrical contracting.	
											Total	\$7,475

4	Low Revenue*/High Risk:	Do Not Pursue; Last.
3	Low Revenue/Low Risk:	Review Third.
2	High Revenue/High Risk:	Review Second.
1st	High Revenue/Low Risk:	Review First.

Status: C = Consideration; I = Implemented

Idea #	Date Rec'd	From	Subject	Dept.	Replied	Status	Team	Description	Responsible	Action/ Comments
1	9/12/2013	Royce, Gary	Negotiate with Comcast/ATT to install/pull fiber/cable	Technology	Verified	Hold	N/A	JEA to install cable company's new fiber/cable on new and upgrade projects.		
2	9/13/2013	Royce, Gary	JEA should consider developing a Solar Team	Generation	Verified	I	DG	JEA should study the benefits/cost ratio of providing solar systems to its customers and the long term consequences. Set up a team of installers. Finance the installation at a competitive rate and gain a small markup in materials.	Brost/Vento	
3	9/27/2013	Herrera, Anthony	Customers are usually upset due to the fact that their power is out.	Customer Relationship	10/1/2013	C	CE	Outage customers: target demographic group, if able to make these people happy by giving them a good experience. I suggest we have a "voucher" or "gift card" that is accessible to those of us on the front line. Limit it to those few that are actually deserving of such a token of our appreciation due to something we could have done a better job at.	Whiting	Forwarded to Customer Experience Team. Monica asked Bruce to add to Black Belt 2014 List.
4	9/30/2013	Carbone, Marisa	Repurpose old pay phones.	Customer Relationship	10/1/2013	C	CE	Smart phones need recharging: Repurpose payphones into EV chargers.		Resent to King/Vento 08/27/2014.
5	10/4/2013	Royce, Gary	JEA Solar facility: designed to heat water or a heat transfer oil and used to turn a conventional steam turbine?	Generation	10/15/2013	RF	N/A	Question for information.		
6	11/19/2013	Erixton, Ricky	Transmission Maintenance Services	Generation	11/19/2013	C	NRTF	Sell transmissions services (pole inspections, relay/breaker testing, etc.) to other local utilities.	Brost	Added to New Revenue Task Force Team. Approved to develop Business Plan (March 2014).
7	12/6/2013	Whittaker II, Denver	2013 Lineman's rodeo champions on the sides of the lineman's truck	Customer Relationship	Refer to #29	I	CE	2013 Lineman's rodeo champions on the sides of the lineman's truck	Upton	
8	1/6/2014	Selders, Steve	Lease Data Center Space	Technology	NRTF List	C	NRTF	T2 and CC3.		Currently on the NRTF Team List for consideration.
9	1/14/2014	Christiansen, Gary	News You Can Use - daily	Customer Relationship	Need to Verify	I	CE	Send out news daily, rather than more often; for more important news do "news flashes".	Whiting	Whiting responded to Cavey on the 16th. Response to employee?
10	1/14/2014	Vera, Guillermo	Two-way communications for employee suggestions.	Finance/Technology				Employees recognize customer problems and have solutions; how to get ideas to TS for development.		
11	1/14/2014	Wiggins, Stephen	Annual Employee Compensation Statement	Human Resources				Employer pension contribution should be stated differently, not like it is a raise and include that it varies.		
12	1/14/2014	Vera, Guillermo	Use Six Sigma methodology for all processes.	Human Resources				Create a Quality Assurance Team. Use DMAGIC and have a software expert.		
13	1/14/2014	Vera, Guillermo	Need to know the skills of employees.	Human Resources				Create a matrix that identifies the skills of employees with experience that may be outside their current job scope: web development, GIS, etc. Better placement on projects.		
14	1/14/2014	Benavides, Maria	Internet Service Provider - ISP	Technology		D	NRTF	Duplicate. Refer to # 69.		Currently on the NRTF Team List for consideration.
15	1/14/2014	McGuire, Debby	Need a phone number to give customers when JEA employee can not answer question.	Customer Relationship			CE	Found original response. Gave to Monica W. 04/02/15. Will research with her team.		
16	1/15/2014	Whittaker II, Denver	How's My Driving Program	Finance	1/15/2014			JEA currently has general phone number on JEA vehicles; difficult to call in and report; not tracked within JEA.		Who will respond?
17	1/15/2014	Petty, Eric	Carpooling, only one person has access to garage; 2) Why do JEA employees pay for parking?	Compliance	6/25/2014	RF	Security	If employees car pool, supposedly, only the paying employee has access to the garage, doesn't promote conservation. 2) Paying for downtown parking means downtown employees make less than those working at other sites.		
18	1/16/2014	Davis, Charles	Safety bonus: 12 hours of safety leave were awarded to individuals having no reportable injuries in a calendar year.	Human Resources		C	HR	Bonus may motivate people to be more careful and reduce accidents and injuries. Bonuses for company-wide safety performance goals is good, but possibly too vague.	Hiers/Dugan	
19	1/16/2014	Remsen, Ruth	Study on time spent on "paperwork" tasks.	Human Resources				Determine how much time front-line employees spend on non-direct customer tasks. (Suggests a Black Belt study).		
20	1/16/2014	Nealy, Stephanie	Employees evaluate managers	Human Resources		C	HR	Is there a tool/mechanism in place for employees to rate their boss (similar to a 360 feedback).		
21	1/17/2014	Vera, Guillermo	EV Chargers	Customer Relationship	8/27/2014	D	CE	Verified response. Duplicate of # 65. Peter King responded. EV policy to be issued soon.		
22	1/17/2014	Vera, Guillermo	Orgwalker Improvements - Include Job Skills; Have a volunteer calendar for JEA employees to sign up.	Technology				1). Being able to search on skills, allow someone to find additional people for brainstorming sessions. 2). Easy way for JEA employees to know of volunteer opportunities.		
23	1/21/2014	Perkins, Karen	Service Milestone recognition.	Human Resources	1/27/2014	C	HR		Hiers	In progress per Cavey.

Idea #	Date Rec'd	From	Subject	Dept.	Replied	Status	Team	Description	Responsible	Action/ Comments
24	1/21/2014	Perkins, Karen	Recognize Employee's Accomplishments/Completed Projects with "credits" like at the end of a movie.	Human Resources	Retired 09/2014	RF				
25	1/21/2014	Perkins, Karen	Create a generic email inbox for customer issues that employees want to share with someone; difficult to tell who to send the issue to.	Customer Relationship	Retired 09/2014	I	CE	Found original response. Gave to Monica W. 03/25/15. New GRID webpage being launched in April 2015.		
26	1/21/2014	Perez, Virginia	Install hemisphere mirrors at busy office hallway intersections; Orgwalker: improve by searching by job title; recycling metals, be better recyclers.	Finance	1/27/2014					Forwarded by Cavey to appropriate senior leadership. Any further response forth-coming?
27	1/24/2014	Perkins, Karen	DG - River Turbine	Generation	5/14/2014	RF	N/A	Review Annually for favorable economics or for unique river placement opportunity.	Brost, Mike	Suggestion on hold, due to "experimental phase". DG Council to review annually. M. Dykes answered 05/19/14.
28	1/31/2014	Maxwell, Elizabeth	Daycare Facility at Downtown/Tower.	Human Resources	2/4/2014	C	HR	Consider as NRTF? (12/32/2014)	Hiers	Considered? Follow-up reply sent to employee?
29	2/3/2014	Whittaker II, Denver	Rodeo Championship Stickers	Customer Relationship	2/4/2014	RF	CE	Celebrate accomplishments. (duplicate of #7)	Whiting/Upton	
30	2/3/2014	Whittaker II, Denver	Implement the Emergency Response Team (ERT)	Generation		C		Implement the Emergency Response Team (ERT) at all Power Production Facilities.	Brost, Mike	
31	2/6/2014	Carbone, Marisa	Attended an esource webinar: presenter was going on about how PECO was using customer data – garnered through Advanced Metering Infrastructure and automated systems – to identify electricity theft and increase revenue protection.	Customer Relationship	2/6/2014	RF	CE		Cavey	
32	2/19/2014	Moon Jr., Gerald	Re-light the blue-neon sign on the top of the tower. The sign will allow customers (new & old) to realize that JEA is a leader in our community	Customer Relationship	2/19/2014	C	Facilities		Whiting	Sent to Communications and Facilities team. Any further response to employee?
33	2/20/2014	Batey, Ruby	Employee's should also get credit for suggestions or ideas that are implemented that goes toward performance.	Human Resources	8/27/2014	C	HR			
34	2/26/2014	Orlandi, Peter	Joint trenching, Fuel stations, Utility verification	Generation	2/27/2014	C	NRTF	No to Joint Trenching.	Zahir	Fuel Stations - the NRTF team will consider this.
35	3/18/2014	Wetzel, Jerry	Aqua Jax has been trying to negotiate with the City to lease the space on the river the old shipyards.	Finance	3/18/2014	RF	R&R	Why not see if they are willing to lease our land on the Southbank (old power plant land) as a revenue source for JEA?	Hobson/Dykes	Sent to "Co-Champions"; any further response to/for employee?
36	4/3/2014	Cabral, Maria	Funky Fridays	Human Resources	4/4/2014	RF		Dress up for fun, different dress up themes. Let's have some fun, start your Friday with a good laugh! Laughing is good, relaxes your muscles from a stressful week.	Hiers	Email forwarded to the Rewards & Recognition Task Force; sending out a survey to all employees to gain their ideas/input. Your suggestion will be included with the results from that survey for consideration.
37	4/7/2014	Garcia, III, Marco	Generating extra revenue for JEA: would it be possible to create a system that sends you a text message of your DAILY electrical, water and sewer usage	Customer Relationship	4/10/2014	I	CE	CE - Not for revenue. (12/32/14)	Whiting	
38	4/8/2014	Yales, Ronald	Responsive to repairing yard/front of home damage; time to restore.	Customer Relationship	5/2/2014	C	CE	Customer stated no one returned call after being told work will be done. JEA team member should not only return the call, but visit the site in person, as a company, are failing in this important opportunity to gain customer loyalty (face to face interaction.) with the customer.	Whiting/Brost	Action items: Customer Experience Council, Customer Communications and Contract Language for Repairers.
39	4/10/2014	Weber, William	JEA Restoration Team who would handle job clean-up/restoration activities.	Customer Relationship	5/2/2014	D	N/A	Duplicate # 40. Refer to Yales dated 04/08/2014.	Whiting/Brost	
40	5/1/2014	Perkins, Karen	JEA group employee photos.	Human Resources	5/29/2014	RF	HR	Pride of JEA: Department photos. Also, informal "crowds" of employees for logos.	Hiers/Whiting	
41	5/12/2014	Weber, William	Tagline: JEA – Providing Energy and Utility Solutions for Today and Tomorrow	Generation	5/16/2014	RF	CE	Solutions: Induction technology (magnets) to generate electrons vs. turning turbines, get off the grid, maintain DG systems, aggressive alternative source water treatment.	Brost	MB sent to DG Council 05/16/2014. Answered about tag line (Whiting). Alternative water treatment - answer?



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42	5/12/2014	Weber, William	Reduce CO2: Stack emissions or some meaningful portion thereof and direct it into a series of greenhouses/grow houses	Public Affairs	5/16/2014	Hold	Environ	Use heat in greenhouses to grow food.		Environmental to Respond.
43	7/8/2014	Wiles, Dale	Free services, rates based on quantity, add tax to bills for mandates administrative taxes, winter specials.	Customer Relationship	8/27/2014	RF	CE	Brief response sent.		
44	7/11/2014	Russell, Brad	Telecommuting. Work from home or other close by JEA office.	Human Resources	8/27/2014	RF	HR	Beat an unbeatable team and go green. Work at home, car pool, ride a bike.		
45	7/17/2014	Whittaker II, Denver	New Slogans	Customer Relationship	7/22/2014	RF	CE	Advertising expenses.	Whiting	
46	7/18/2014	Carbone, Marisa	Door Hanger available on line.	Customer Relationship	7/25/2014	C	CE	Customers can print door hanger to place on neighbors who water lawns incorrectly.	Whiting	
47	7/18/2014	Canelon, Martha	Customer wait time on phone.	Customer Relationship	7/25/2014	C	CE	Add professional voice recording of JEA services.	Whiting	
48	7/24/2014	Baber, David	Provide broadband services.	Technology	7/25/2014	Hold	NRTF	Run fiber network for smart grid; connect meters too. Idea already included in NRTF List.		
49	7/31/2014	Wood, Greg	Safety Services: Contractor prequalification; drug testing service, contractor safety "JEA certified" list.	Human Resources	10/7/2014	C	NRTF	Several services to consider. Safety/Training Group still researching. Will investigate drug testing at Medical Facility for non-JEA contractors.	Hiers	
50	8/21/2014	Krings, Joseph	Rent equipment, outage insurance product and random drawings with \$\$ credits.	Customer Relationship	8/27/2014	RF	N/A	Responded that insurance/warranty products not being considered/low revenue and customer dissatisfiers/reputation.	Whiting	
51	8/22/2014	Whittaker II, Denver	And Edward McDonough. Slogan: Our people are our most important tools.	Human Resources	8/27/2014	RF		Use slogan on JEA polos.	Hiers	
52	9/3/2014	Carbone, Marisa	Street Banner Sign Business.	Finance	9/10/2014	C	NRTF	Print and Install Street Light Decorative Banners.		
53	9/9/2014	Kelly, Justin	Provide Load-side High Voltage Services AND Service Renewal Payments to Crews (in field).	Customer Relationship	9/10/2014	C	NRTF	Provide high voltage maintenance services to private companies. Commercial customers have their own high voltage cabling and transformers.		
54	9/10/2014	Krings, Joseph	Create true partnership with Oracle Contract.	Finance/ Technology	9/10/2014			Create Oracle incentives, no-cost resources, partnership, training and consulting.	IT	
55	9/25/2014	Whittaker II, Denver	Accident Free Area Competition	Human Resources	10/7/2014	RF	N/A	Develop a competition between cost centers to remain accident free for the entire year. Winner(s) prizes could be determined by a committee	Greene	Greene spoke to Denver; suggested consider doing something at the plant level; don't anticipate adding other programs focused solely on RIR measures company wide, but could be fun and worthwhile at the site level.
56	10/10/2014	Orlandi, Peter	Offer insurance that would cover damage repair from the water meter to the house (private piping).	Customer Relationship	10/15/2014	RF	N/A	Forwarded by Hiscox Jr., Walter: Responded that insurance/warranty products not being considered/low revenue and customer dissatisfiers/reputation.	Whiting	Providing insurance products is on the New Revenue "deferred" list.
57	10/14/2014	Perez, Virginia I. - Account Executive	JEA to broker to the public buying their own investment in "cleaner" energy. Sell shares in future generation.	Customer Relationship/ Finance		Hold	{Rates?}	Since JEA has an option to buy ownership in a yet-to-be-constructed Duke nuclear power plant in South Carolina; so offer to the public/pre-sell and use that profit directly back into JEA in the form of a future discounted rate. <b>Sent message to Dykes/Hobson for information - 10/29/14. Sent email to Tull/Vento/McInall 11/12/14. Met with Virginia on 11/18/14 for clarification.</b>		
58	9/24/2014	Goldman, Alan J	Sell or license/lease the SharePoint Safety Passport application for Smartphones.	Human Resources	9/24/2014	C	Follow Up FY15 Q3	Hiers responded on 09/24/2014/Forwarded to Greg Wood. If JEA can do this, include in the application during development for JEA (for use outside JEA). <b>Black Belt developing for internal JEA; check back in FY15 Q3 to see if could be a SmartPhone app.</b>		
59	10/21/2014	Whittaker II, Denver	Recognize employees for their safety ideas that were not selected for the PASS reward, with a letter.	Human Resources	10/28/2014	C	Safety	Those not awarded a PASS award could be recognized with a letter (from Mr. McElroy) acknowledging their accomplishment and encouraging the nominees to further promote safety in the workplace.	Dugan/ Greene	
60	10/21/2014	Krings, Joseph	Regrouping the CTA's so that independent areas work together.	Finance	10/28/2014	C	Strategy	Regrouping the CTA's so that independent siloed projects and those focused only on their own CTAs' outcome and not on the success of related CTA's, work together. Forwarded to V. Cavey.		
61	10/29/2014	Crane, Chris	Sell ice. Purchase a Twice the Ice vending machines.	Finance	11/12/2014	Hold	NRTF	Sent email to Vento; also to Dykes/Hobson for more information - 11/06/14. Put on Hold/Low Revenue/Long Payback/Compete with local (12/30/2014).		

Idea #	Date Rec'd	From	Subject	Dept.	Replied	Status	Team	Description	Responsible	Action/ Comments
62	10/31/2014	Weber, William	JEA CEO personal appearances at retirement celebrations.	Human Resources	11/12/2014	C	Build Team	Sent email to Hiers - 11/06/14. Sent to Roche/Hiers - 11/12/14.	Hiers/ Roche	
63	11/21/2014	Whittaker II, Denver	Create a FY15 JEA Safety Emergency phone numbers wallet card.	Human Resources	12/11/2014	I	Safety	There is not a new PASSPORT FY15 booklet, still need emergency phone numbers.	Hiers	
64	12/2/2014	McInall, Steven	Contest for neighborhood Holiday Lights (Christmas).	Customer Relationship	12/2/2014	C	Community Engagement	Consider for CY2015 Holidays.	Whiting	
65	12/8/2014	Whittaker II, Denver	Install EV charging stations at JEA facilities.	Customer Relationship	12/11/2014	C	Customer Experience	Duplicate of # 21. Peter King responded. EV policy to be issued soon.	Vento	
66	12/29/2014	Crowder, Rosemary	Contest to see what facility can reduce their power bill: the most over a period of time by turning out lights, etc. and either giving them some sort of recognition or awarding them in some way.	Finance	12/31/2014	C	Energy Conservation	Install the motion detected lights (like they have at Westside Service Center) to automatically shut off when no one is in the room: "shut off the lights" etc., as a way to save money, and every little bit counts.	Zahir	Shared Services: Considering departmental challenge for energy conservation (12/31/2014).
67	1/21/2015	Crane, Chris	Valuable Metals in Sewer Sludge	Water/Waste	1/29/2015	RF	NRTF	Presented a scope summary at 02/12/15 NRTF. Cost-effective technology is a stumbling block/challenge, monitor future announcements on this topic.		
68	3/10/2015	Goldman, Alan J	Add outside advertisements on jea.com website.	Customer Relationship	3/11/2015	RF	Customer Experience	Not right time for JEA to begin a web advertising program: not something top quartile utilities do and it goes against best practices for web design for utilities and JD Power; revenue potential is low in part due to the low number of hits (or impressions) on the jea.com website (and there is a cost to run and maintain an advertising program); customers did not like advertising that looked like a utility was endorsing a vendor or service; There is potential for negative impact on customer satisfaction.		
69	3/13/2015	Garcia, III, Marco	Add internet service to JEA Service territory over Power Lines.	Technology	3/18/2015	RF	NRTF	Will research; duplicate of #1 and #14. Email to Steve Selders/Will Check with Paul C. (03/19/15). Response is that JEA is not interested in providing this service; mostly due to the regulations/FCC.		
70	4/15/2015	McInall, Steven	Charge money for parking spaces in parking garage during City events (Sat/Sun).	Finance	4/23/2015	C	NRTF	Team with Security, Shared Services and Customer.		
71	4/21/2015	Armstrong, Caitlin	Use surplus TV screens to communicate JEA's customer programs to the call center representatives, at their work stations/location, replacing paper signs.	Customer Relationship	4/21/2015	I	Customer Experience	There are two (2) 40" flat screen TVs for sale via Surplus Materials. Brand Management designs and has signs printed for each program drive (MyBudget/AutoPay/eBill) to hang in view of the Call Center Reps. It would be more efficient and save materials/resources to hang these TVs and program them with the ads instead of printing and hanging new signs each time. They could even show a loop of talking points or monthly campaigns Brand is currently featuring. Implementing: Display of content related to solution promotions is in scope - Jamie Brown.		04/22/15 - Close to deploying LED monitors (TVs) in the Residential and Commercial Contact Center. Monitors to display real-time performance information, also purchasing software that will allow display other types of files/content. Display of content related to solution promotions is in scope. We probably won't display actual television commercials, but we can include promotion reminders and status updates as part of rotating content. Thanks, Jamie Brown
72	6/10/2015	Carbone, Marisa	JP Morgan is saving \$8 million a year by getting rid of VOICE MAIL. Does JEA pay for voicemail? Could it be eliminated?	Technology	6/16/2015	RF	N/A	Initial reply was that we would investigate. Meeting with TS scheduled 7/1/15.		
73	8/3/2015	Robins, Branden	Does JEA keep the building thermostats at the recommended temperatures as they advise their customers to save energy costs?	Shared Services	8/20/2015	RF	N/A	A customer was curious to know the temperature at which JEA maintained our buildings. I stated that I personally set my home thermostat to 78° during the summer, I have never seen a thermostat in any JEA facility set that high. After a brief pause customer asked, "Isn't that hypocritical?"		*Response time delayed due to vacation - RTW 08/18/15.
74	8/24/2015	Simpson, Robert	For JEA Corporate Office, purchase the Regency Square Mall.	Shared Services	8/25/2015	RF	Facilities	Turn the Dillard's building into the Customer Care Center. Belk could be anything from the board rooms to the 16th floor. All the stores between could have a wall installed with a door facing in, then each and every dept. in the JEA (Downtown, CC building and maybe in the future commonwealth) could be in each designated store location. Tremendous parking area, bus terminal out front.		
75	9/9/2015	Cruise, Eleni	JEA providing surge protectors to JEA customers.	Customer	9/9/2015	RF	Customer Programs	Brian Pippin responded along with the past action of the NRTF as to why JEA did not offer surge protectors.		



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76	9/9/2015	Selders, Steve	Suggest that JEA works with Tesla to become the Tesla Powerwall authorized distributor; as a service provider, (installation, maintenance, sales etc.).	Electric	9/10/2015	RF	Electric Planning			
77	9/29/2015	Whittaker II, Denver	Some JEA customers who win an I-Pad or an I-Watch cannot afford the service plan. Suggest how to determine how the winner, no matter what the economical background, can benefit from online billpay.	Customer	10/6/2015		Customer Programs	From Brian Pippen, Manager Customer Solutions – "I understand the more broader comment that we should be looking for prizes that don't rely on the presence of another service to be of value. We can certainly keep this in mind when thinking about the AutoPay and MyBudget programs for FY16. The Customer Program team searches for a prize that is relatable and appropriate for the program JEA is highlighting which can be difficult when you stray away from an obvious VISA gift card. We are always open to ideas so if the employee is interested in offering some prize suggestions, we are all ears!		
78										
79										

## Notes:

I = Implemented

H = Hold

C = Considering

D = Duplicate

RF - Responded/Final

## Teams:

DG

CE

R&amp;R

NRTF

distributed Generation

ustomer Experience

wards &amp; Recognition

w Revenue Task Force