



**IMPROVING LIVES. BUILDING COMMUNITY.  
FOR MORE THAN 125 YEARS.**



# A Message from Leadership

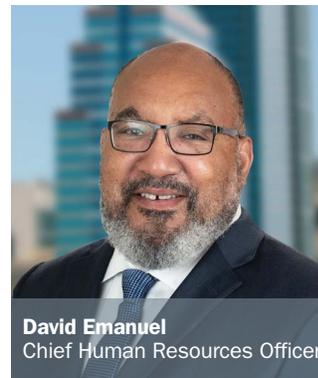
First established by the City of Jacksonville in 1895, JEA has grown from a city department to the eighth largest municipal utility in the country, providing energy, water and wastewater services to more than 485,000 customers. We are proud of our deep-rooted service to the Northeast Florida community and our ability to navigate an ever-changing industry over the past century.

Today, JEA is focused on a number of initiatives as we look for ways to better serve our customers and community. We are continuously working to reduce the number and duration of power and water outages our customers experience. We are improving services to make doing business with JEA easier and more convenient. We are diversifying our energy mix to include more sources of renewable energy and investing in infrastructure improvements. We are safeguarding our environment by lowering our carbon footprint and helping preserve the St. Johns River. We are helping to grow our local economy and support the businesses we serve. We are also giving back to the community through employee volunteerism, supporting those who are in financial need, and partnering with local agencies that help people maintain the quality of life everyone deserves.

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



## Leadership Team



# Strategic

## Areas of Focus

JEA team members are committed to three major strategic areas of focus and embracing the core values that define who we are and what we do.

### JEA Core Values

#### **SAFETY**

We put the physical and emotional well-being of people first, both at and away from the workplace.

#### **RESPECT**

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

#### **INTEGRITY**

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

### JEA Strategic Areas of Focus

#### **Develop an UNBEATABLE TEAM**

- Exceptional work culture
- Diversity, equity & inclusion
- Employee development
- Employee engagement
- Strong labor relations
- Work from Wherever approach
- Long-term workforce planning

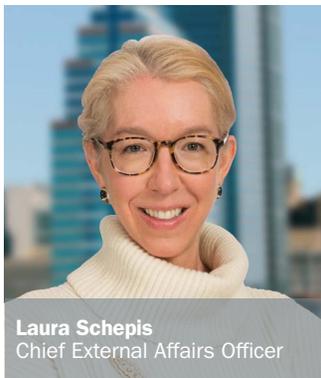
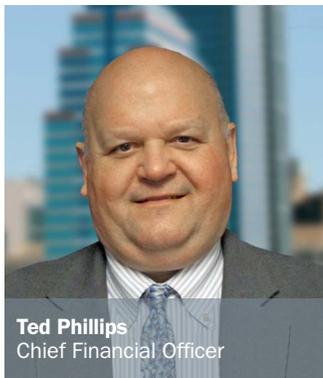
#### **Deliver BUSINESS EXCELLENCE**

- Affordable rates
- Sound financial decisions
- Integrated Resource Plan
- Resilient/reliable infrastructure
- Technology, tools & data
- New business opportunities
- Real estate portfolio

#### **Earn CUSTOMER LOYALTY**

- Ease of doing business
- Environmental stewardship
- Economic development
- Community engagement
- Stakeholder relationships
- JEA brand management

### Leadership Team continued



# Develop an **Unbeatable Team**

JEA's dedicated employees work day in and day out to provide reliable energy and water to more than 1.2 million people. Our team develops innovative products and customer and operational solutions in all facets of the organization. They do some of the most dangerous work while focused on safety—not only their own, but also their fellow workers. They dedicate themselves to their community in countless ways, providing immeasurable value.

Our workforce is comprised primarily of highly technical, highly trained individuals, which requires innovative recruitment initiatives and efforts. JEA is one of the best places to work in Jacksonville. As one of the largest community-owned utilities in the nation, we offer our employees well-paying, professionally rewarding career opportunities.



## **JEA's Culture of Diversity**

The cornerstone of JEA's culture is the value of courtesy and respect. This includes respect for each and every individual regardless of race, creed, color, religion, political affiliation, gender, pregnancy condition, age, national origin, citizenship, disability, marital status, genetic information, sexual orientation, gender identity, any other protected characteristics established by law, or any other cultural factor.

JEA operates on the principle that valuing all people and prohibiting any and all discrimination in the workplace is essential to the delivery and operation of its services to its customers and community. JEA goes beyond merely accepting equal opportunity as a legal requirement. We value and embrace anti-discrimination practices and diversity/inclusion as a way of life.

## **Employing Military Veterans**

Jacksonville is the largest city in the state of Florida in terms of both population and land area. It is home to multiple military facilities, and nearby Naval Submarine Base Kings Bay gives Jacksonville the third largest military presence in the country. With such an abundant supply of veterans in the surrounding area and beyond, JEA is committed to actively hiring veterans of the U.S. Armed Forces.

As a government entity, JEA falls under the purview of Veterans' Preference in hiring and promotion. In accordance with the Florida Statute and Florida Administrative Code, veterans are shown preference at each step of the recruitment process, which includes an interview with the hiring committee. Veterans comprise 17 percent of JEA's workforce. We value and recognize the leadership, training, character and discipline that many of our veterans can bring to our company.

JEA depends upon an incredibly diverse workforce, requiring a broad range of talent. In addition to highly skilled field workers and engineers, we rely on accountants, customer service staff, technology experts and so many others to deliver excellence to our customers and community.



## Recruiting Talent for JEA's Future

### STEM

JEA provides free science resources for parents, teachers and children of all ages in our service territory. Our engineers, electricians, biologists, lab technicians, software developers and computer systems analysts participate in programs that educate STEM students about future careers with JEA and other local businesses.

### JEA's Co-op Program

Co-op education is a three-way partnership between a school or university, an employer and a student. Through the JEA Co-op Program, students earn a salary as they work with professionals in their fields of study and may receive the opportunity to become full-time JEA employees. Some co-op participants have found permanent employment with JEA. It's a great way to support the development of a future workforce.

### Duval County Public Schools Career Academies

JEA partners with Duval County Public Schools through career academies. This community partnership creates a disciplined environment, fostering academic success, mental and emotional health, and showcases future career opportunities for the youth of today.

Over the past decade, **321** youths were hired from the **JEA Co-op Program**, supporting the development of a future workforce.

## JEA's New Corporate Headquarters

JEA's new corporate headquarters is slated for completion in summer 2022. Embracing the ideology that the environment we work in contributes highly to the quality of work produced, the new facility will provide a space that offers cutting-edge technology, complimentary parking and promotes optimal business function.



The new campus will remain in Jacksonville's urban core at 225 Pearl Street North, corner of Adams and Pearl streets.

# Deliver Business Excellence

JEA is working hard to ensure that all aspects of our business are operating at the highest levels, from customer satisfaction and environmental stewardship to community responsibility and financial stability—positioning JEA for long-term success.

## JEA Energy Mix

JEA continues to diversify its electric generation portfolio with the addition of renewable energy resources. JEA's aim is to have up to 30 percent of energy provided to JEA's customers from carbon-neutral sources by 2030. The information below outlines the mix of fuels used to deliver reliable electricity to our customers.

	<b>Natural Gas</b>	<b>62.8%</b>
	<b>Petroleum Coke</b>	<b>12.2%</b>
	<b>Other (*)</b>	<b>12.1%</b>
	<b>Coal</b>	<b>11.6%</b>
	<b>Renewables (**)</b>	<b>1.3%</b>

Source: Rating Agency Presentation updated in 10/27/20; adjusted for the renewable breakout.

\* Other includes electricity from inter-regional interchange transactions that are not traceable to specific generation sources and other system purchases

\*\* Renewables include JEA Solar and methane gas, but does not include renewable generation whose environmental attributes have been sold as Renewable Energy Credits (RECs) to benefit JEA customers.

## A Focus on Renewable Energy

Here at JEA, we are diversifying our electric generation to include a variety of renewable energy resources, from solar and wind power to biomass and methane gas. We believe so strongly in the future of renewables that our new Energy Mix Policy aims to have up to 30 percent of JEA's power provided by carbon neutral sources by 2030.



## Solar Energy

JEA has been leading the way for clean energy in Jacksonville since the 1990s when we installed solar panel arrays on dozens of schools and businesses. JEA is currently embarking on a major expansion that will increase our current solar energy offerings by 350 percent. Through the creation of five local solar farms, JEA soon will provide up to 300 MW of solar power – making Jacksonville one of the leading solar cities in the nation.

## JEA Electrification Efforts

Since 2014, JEA has been pursuing a strategy that capitalizes on commercial and industrial electrification opportunities. We expect continued electrification efforts to deliver over \$87 million, in today's dollars, and will put favorable pressure on rates and improve the system load factor. Additionally, these efforts introduce new, advanced, clean and efficient technologies to grow customers' businesses. JEA's electrification strategy significantly reduces the environmental footprint of our customers and community.

## Mutual Aid Relief Efforts

JEA is committed to providing assistance to fellow utility organizations in need, helping other communities regain power and water services as quickly as possible. During the 2020 hurricane season alone, JEA traveled to assist three utilities in their restoration efforts after major storms impacted communities along the Eastern Seaboard and Gulf Coast.

The mutual aid efforts of JEA's electric and water teams show their dedication to stepping up in the face of very difficult circumstances to help our neighbors in need.



## Protecting Our Water Supply

JEA plans 20-plus years ahead for water supply management, infrastructure renewal and replacement, and growth. As Northeast Florida continues to attract new businesses and residents, JEA will continue to promote conservation and implement reuse projects as part of the way to safeguard critical water resources well into the future. While JEA has already implemented robust conservation initiatives and an expansive reclaimed water system for irrigation purposes, one promising approach is purified water. JEA has committed resources to evaluate purified water as a potential alternative source of water for Northeast Florida.

## Protecting the St. Johns River

JEA's work to improve the river began in 1997, when we first took over responsibility for the City of Jacksonville's water and sewer services. From that time, to the signing of the River Accord, JEA has invested more than \$2 billion in improvements to our local water and wastewater systems. Some actions taken by JEA to care for the river include improvements to pump stations and regional

wastewater treatment plants, reclaimed water for irrigation, and more. As a result of these efforts, JEA has been successful in reducing the nitrogen discharge levels by more than 76 percent.

## Operational Efficiency

JEA's financial focus over the past decade has included reducing the debt balances in both the electric and water/wastewater systems, while maintaining stable rates for 10 consecutive years in the electric system, and eight consecutive years in the water and wastewater system.

JEA has invested nearly \$1 billion of capital in both the electric and the water/wastewater systems assets from current revenues without issuing new debt. JEA's balance sheet has strengthened over the past decade, providing a financial foundation that supports our \$2.5 billion five-year capital plan through the first half of this decade. This also provides the flexibility to meet increased debt requirements of Power Purchase Agreements, prepare for electric generation needs during the last few years of the decade that will consider additional renewable power and energy storage, and be capable of supporting new environmental and customer initiatives.

JEA has issued no new debt in over 10 years and reduced the total debt from its peak of \$6.4 billion in FY2010 to less than \$3.2 billion presently.

## A Cleaner St. Johns River



# JEA's 11

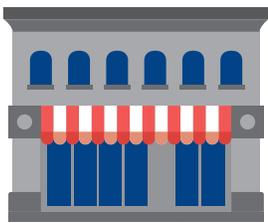
wastewater treatment plants have substantially reduced the nitrogen levels in treated wastewater discharged to the St. Johns River.

# Earn Customer Loyalty

Our customers are at the heart of all we do at JEA. With this in mind, we empower our customers to make informed decisions that help them save money and time by providing programs, services and education while giving back to our community in a variety of meaningful ways.

## Customer Satisfaction is Our Top Priority

JEA is working hard to ensure our customers know how valued they are, with a constant focus on developing products, programs and services to help them save money and time while learning to conserve and help our environment. JEA's technology and customer experience teams work hard each day to create positive digital and in-person experiences to ensure customers receive the best service, especially during the most meaningful touch points along the customer journey.



JEA partnered with  
**92**  
Jacksonville  
Small and Emerging  
Businesses in 2020.

## Supporting Local Businesses

### The JSEB Program

The Jacksonville Small and Emerging Businesses (JSEB) program is administered by the City of Jacksonville's Equal Business Opportunity (EBO) office. JSEB currently has 293 certified small businesses listed in its database. City Ordinance 2004-602-E requires that city agencies allocate 18 to 20 percent of available spend with JSEB certified firms.

### Top 10 Commercial Customers

JEA has approximately 25,000 commercial customers, which represent around 5 percent of JEA's customer base and account for nearly half of JEA's revenue.

#### JEA'S TOP 10 COMMERCIAL CUSTOMERS

US NAVY PUBLIC WORKS CTR
CMC STEEL US LLC
DUVAL CO SCHOOL DISTRICT
WESTROCK CP LLC
SOUTHERN BAPTIST HOSPITAL OF FLORIDA INC
PUBLIX SUPER MARKETS INC
JOHNSON AND JOHNSON VISION CARE INC
MAYO CLINIC JACKSONVILLE
ANHEUSER BUSCH CO INC
WALMART STORES EAST LP



We focus on the things that matter most to our customers:

- Power Quality and Reliability
- Price and Value
- Billing and Payment Options
- Corporate Citizenship
- Communications and Customer Care

# RESTORATION 1.2.3



## PHASE 1: PUBLIC SAFETY

Hospitals, Shelters, First Responders

## PHASE 2: INDIVIDUAL CUSTOMERS

Neighborhoods and Businesses

## PHASE 3: FINAL REPAIRS

Remaining Outages

### Community Outreach Efforts

At JEA, community and service go hand in hand. Our employees volunteer their time for organizations throughout Northeast Florida. Even when COVID-19 prohibited JEA team members from volunteering in person, we have continued to "touch" the community through a variety of virtual programs. JEA Ambassador and Volunteer participants continue to make a positive impact on the community through video presentations, and other volunteer efforts that yield high impact. Through programs such as Duval County Public School systems reading and mentor programs and JEA's branded Power Pals and Aqua Pals safety education series, JEA Ambassadors continue to give back to our local communities.



Each year  
JEA employees  
volunteer around  
**7,000**  
hours for the  
communities we serve.

### JEA's Neighbor to Neighbor Fund

Over the past decade, JEA's Neighbor to Neighbor Fund has allowed customers and employees to provide more than \$1.8 million in temporary assistance to customers unable to pay their utility bill during a financial crisis. Every year, the Neighbor to Neighbor Fund helps an average of 550 elderly, disabled, and those less fortunate keep the lights on and water running.

Total 10  
year donations  
**\$1,815,992**

**550**  
families assisted annually



### Employee Giving

JEA employees are committed to improving the communities in which we live and work. Each year, annual giving campaigns support such organizations as the United Way of Northeast Florida and Community Health Charities, with more than \$350,000 raised by JEA employees.



Annually  
more than  
**\$350,000**  
is contributed to the  
community through  
employee giving.

The spirit of generosity also continues through JEA employees hosting annual giving drives to benefit those in need within our community:

- Toy Drive benefitting The Salvation Army
- Adopt a Family Program benefitting Family Support Services and Department of Children and Families
- Holiday Food Drive benefitting Clara White Mission

### COVID-19 Impact on Community

Throughout the COVID-19 pandemic, JEA implemented various programs to help its customers who were most impacted. JEA worked with the City of Jacksonville COVID-19 Utility Relief Program to help customers having trouble paying their utility bills with funds to help them make ends meet. In addition, JEA held community vaccination events and continues to ensure protocols are in place to promote a safe environment for customers and employees. As the pandemic continues to drive business decisions for our organization, JEA relies on its COVID Response Team, which serves to provide transparent and ongoing communication as well as policy decisions.

## JEA at a Glance

### Electric System

- 485,000 customers
- 900 square miles of electric service area
- 7,161 miles of distribution
- 744 circuit miles of transmission

### Electric Generation

- Northside Generating Station (NGS)
- Plant Scherer Unit 4 (Scherer)
- Brandy Branch (BB)
- Kennedy Station (KS)
- Greenland Energy Center (GEC)

### Generation Technologies

- 2 circulating fluidized bed units (NGS)
- 1 oil/gas-fired turbine-generator unit (NGS)
- 4 diesel-fired combustion turbines (NGS)
- 1 pulverized coal unit (Scherer)
- 1 combined cycle unit (BB)
- 7 gas/diesel-fired combustion turbines (3 at BB, 2 at KS, 2 at GEC)
- 8 solar photovoltaic sites

### Electric Power Supply Mix

- Natural Gas 63%
- Purchases 13%
- Coal 12%
- Petroleum coke 12%

### Water System

- 363,597 customers
- 100% groundwater supply
- 38 active WTPs
  - 20 major, 18 minor
- 2 re-pump facilities
- 134 active wells
- 1 major grid (with 2 river-crossing interconnections), 4 minor grids
- 4-county service area
- 4,874 mile delivery system

### Sewer System

- 285,104 customers
- 11 treatment facilities
  - 7 regional, 4 non-regional
- 1,508 pump stations
- 4-county service area
- 4,179 mile collection system

### Reuse System

- 17,031 customers
- 10 reclaimed water production facilities
- 2 storage and re-pump facilities
- 3 production and storage facilities
- 439 miles of pipe

### District Energy System

- 4 chilled water plants
- Total capacity: 20,700 tons

## Awards & Recognition

Our customers are at the heart of what we do. Our employees are how we make it happen. Below are some awards and recognition—evidence of JEA's commitment to impacting our community and the utility industry in a positive way.



**CHARTWELL**  
BEST PRACTICES IN OUTAGE  
COMMUNICATIONS  
*Silver Award*



**E SOURCE FORUM**  
THE FATBERG INVASION  
*TOP HONORS*  
SAFETY AND EMERGENCY  
*AD DIVISION*



**FIRST COAST WORKSITE  
WELLNESS COUNCIL**  
HEALTHIEST COMPANIES  
*Platinum Level*



**INTERNATIONAL LINEMAN  
MUSEUM & HALL OF FAME**  
*Inductee*



**AMERICAN PUBLIC POWER  
ASSOCIATION (APPA)**  
SAFETY AWARD OF EXCELLENCE  
*First Place*



**PUBLIC RELATIONS SOCIETY  
OF AMERICA**  
THE FATBERG INVASION  
RADIANCE AWARD,  
*Best Social Media Program*  
BEST OF SUNSHINE AWARD,  
*Top Overall Campaign*



**FLORIDA MUNICIPAL  
ELECTRIC ASSOCIATION**  
BUILDING STRONG  
COMMUNITIES AWARD  
and  
SAFETY PERFORMANCE AWARD



**FLORIDA WATER  
ENVIRONMENT ASSOCIATION**  
*David W. York Water Reuse Project  
of the Year Award*  
*Earl B. Phelps Award*  
*Excellence in Benchmarking  
Safety Award*



**FORBES**  
AMERICA'S BEST  
EMPLOYERS LIST



**RELIABLE PUBLIC  
POWER PROVIDER**  
RP3 DIAMOND  
DESIGNATION

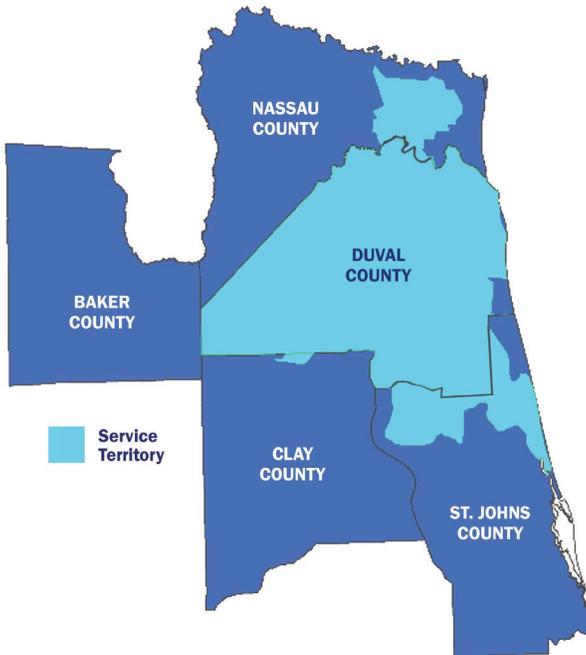
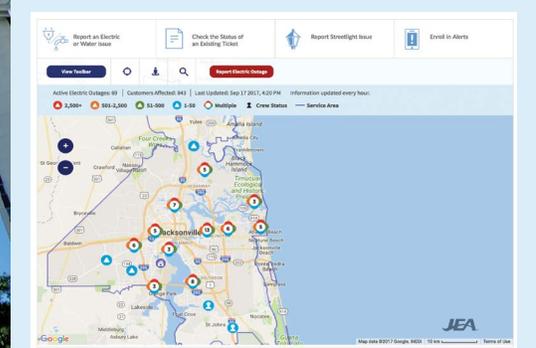


**THE SALVATION ARMY**  
CORPORATE VOLUNTEER  
OF THE YEAR AWARD



**TREE LINE USA**  
TREE LINE USA DESIGNATION  
AWARD  
*8-time Recipient*

For tools, savings tips, services and customer options for both our residential and business customers, and more information about all we do to impact our community, visit [jea.com](http://jea.com).



## Our Service Territory

With over 4,800 miles of pipes, JEA's water/wastewater system is one of the largest and most complex in the country. That's why we continually inspect, maintain and upgrade our existing infrastructure to meet an ever-increasing need for reliability.

JEA owns more than 744 miles of electric transmission lines and 7,100 miles of distribution lines and provides electricity to more than 485,000 customers in Jacksonville and surrounding communities in Northeastern Florida.



**Building Community**

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