

Chairman.

Board members.

Thank you for the opportunity to work with you over the past eight (8) months. It has been a true honor and a pleasure collaborating on the transition of JEA from a government centric mindset to a value & profitability driven enterprise.

Together we have worked to build a consensus of the Mayor, the City Council, our community stakeholders, union leaders, our management team and most importantly our employees. As a unified front, we have pivoted JEA toward a pervasive commitment to driving value and profitability. This commitment is embodied by the Board's "Strategic Framework" which provides clarity of measure for JEA's progress both internally and externally. If JEA's Board and leadership remain commitment to driving: customer value, financial value, environmental value and community impact value I feel confident our community will always be better served.

By October 16, 2018, six (6) short months after this Board and our management team committed to a transition, we have pivoted the company and accomplished some unique firsts for JEA:

1. We established the first "Strategic Framework," a measuring stick of progress, in JEA's history;
- 2.

Privatization to focus

October 17, 2018, marks the 125th anniversary of Jacksonville's first electric light plant. It is serendipitous JEA spent the year dedicated to discussing the changing landscape in which our organization exists. In addition, JEA and its stakeholders have contemplated the enterprise's fundamental purpose and its role in Northeast Florida as a community asset. As part of both the landscape and purpose conversations, we, collectively, have acknowledged the challenges and opportunities JEA faces.

Heroes

Journey – beginning was fraught with internal and external uncertainty and volunteered to step into the fire ---- and bonded with SLT --- compare then to now --- metrics and culture and alignment

