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May 18, 2018

VIA HAND DELIVERY

Honorable Anna Lopez Brosche
117 W. Duval Street Suite 425
Jacksonville, Florida 32202

Dear President Brosche:

I am writing in response to your letter of May 10, 2018, regarding the selection of Aaron Zahn as interim CEO of JEA.

As you will recall, former CEO Paul McElroy unexpectedly resigned during a JEA Board Meeting on April 6, 2018. At that same meeting, the Board appointed Melissa Dykes as interim CEO to serve until the Board's next scheduled meeting on April 17, 2018. At 6:30 p.m. on April 13, 2018, I received an email from then Director Zahn, announcing his resignation from the Board, effective immediately, and his intention to seek the interim CEO position. Prior to that time, neither Mr. Zahn nor anyone acting on his behalf made me aware of his intentions.

Over the course of the three days following delivery of his resignation, Mr. Zahn was individually interviewed, in person or by telephone, by each member of the JEA Board. In addition, four of the five members of the Board individually spoke with Melissa Dykes. There was no formal application for Mr. Zahn or Ms. Dykes to complete and submit in connection with seeking the position of interim CEO. Nor does JEA have a documented CEO selection process. Historically, the CEO has been promoted from within JEA. Therefore, there was no need for development of a formal CEO selection process.

JEA does have standard operating procedures regarding employee screening. Mr. Zahn has submitted to those standard operating procedures, which include a background check. Mr. Zahn passed the background check. The HR department at JEA did not undertake a reference check of Mr. Zahn, but I personally spoke with several individuals regarding Mr. Zahn, including a board member and investor of his former company and a professional engineer who worked on projects with Mr. Zahn. I do not know what independent reference checks were undertaken by other members of the Board.

As you are no doubt aware, the JEA Board voted at its meeting on Tuesday, May 15, 2018 to retain the nationally-recognized executive search firm of Heidrick & Struggles to assist JEA in

the search for a permanent CEO. As I indicated at the meeting, I intend to lead the Board in a comprehensive search for a permanent CEO, engage in a thorough vetting process and ultimately hire the best candidate for the permanent position of CEO. I anticipate that process will include public interviews by the Board of the finalists for the permanent CEO position. We will proceed with due haste in that process, but we will not be hasty. In the meantime, I am confident that JEA is in good hands under the leadership of Mr. Zahn, as interim CEO, and Ms. Dykes, as President and COO.

I understand that Mr. Zahn met individually with you and each of the other 18 members of City Council in one-on-one sessions prior to his being approved by City Council as a member of the Board of Directors of JEA. I further understand that he again met individually with you and the other 18 members of City Council following his appointment as interim CEO. Mr. Zahn indicates to me that at no time during those meetings did any member of City Council raise any questions regarding his experience or qualifications to serve as either as member of the Board of Directors or as interim CEO. Therefore, I am somewhat puzzled by your questions regarding the Board's selection of Mr. Zahn as interim CEO. Those questions imply that Mr. Zahn is not qualified for the interim CEO position. I would have thought if you or other members of City Council had such concerns, those concerns would have been raised in one of the 38 meetings Mr. Zahn had with members of City Council.

I respect the role City Council serves as a legislative body in our consolidated city government and your desire to respond to questions posted by constituents. I will extend you the courtesy of assuming your inquiries are motivated solely by a desire to see that JEA has experienced leadership dedicated to safely and efficiently serving its customers. I can assure you that the Board of JEA shares that goal. Therefore, I would ask that you respect our role as an independent authority in leading the utility to achieve that goal, free from political influence.

Sincerely,



G. Alan Howard

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c: Honorable John R. Crescimbeni
Chairman, Special Committee on Future of JEA