

Summary of Framework Discussion Meeting

(Aaron Zahn, Jody Brooks, John McCarthy, Paul Steinbrecher, Kerri Stewart, Ted Hobson, Angie Hiers, Paul Cosgrave, Ryan Wannemacher, Mike Hightower – by phone)

Framework/Strategic Plan Document

- The Framework document will be edited & updated by Aaron.
 - MC/AZ collected all of the SLT comments and Aaron will incorporate their edits into a new document and resend
 - SLT agreed that some of the wording within the Framework document needs to be "softened" (which is what AZ is working on)
 - Strategic Plan Framework section is what the Scorecard is based on.
 - 2028 Strategic plan Considerations is a "wish list" by business unit
 - The Strategic Plan Framework is what we (JEA) are going to do.
 - The 2028 Strategic Plan Considerations are what we (JEA) plan to consider and address
 - The goal is to have the Framework document finalized by the July 30th Board Meeting
 - One of the questions AZ brought out was "Does the value of JEA matter"? Everyone stated, yes.
 - From there, the how do we "measure" value was developed.

 - Below is the "Why":
 - Value to the Customer
 - Financial Value
 - Community Impact Value
 - Economic Development Value
 - Environmental Value
- ** Ryan is going to put metrics to this and bring back to the group*
*** Everyone agreed these are the (4) measurements of value*
- The Goal of JEA (?) = Increase value of JEA now and in the future.

For example, our statement would be one of the following:

"The goal of JEA is to increase (maximize) value of JEA, now and in the future." We measure value by the following 4 things:

- Value to the Customer
- Financial Value
- Community Impact Value
 - Economic Development Value
- Environmental Value

- OR -

"We believe the goal of JEA is to increase value now and in the future." Value is measured in such ways:

1. Value to the Customer
2. Financial Value
3. Community Impact Value
 - Economic Development Value
4. Environmental Value

Thinking points:

- How do we redesign (JEA) so we can the entire company and all employees have a transparent view of:
 - the why = our goal (see above)
 - the how = our core values (safety, service, growth2, accountability, integrity and ideas)
 - the what = actions to pursue the why while living up to our commitment how.
- 7/18 - All SLT Meeting – Working group follow up.
 - How do we take core values throughout the company?
 - Spend more time on what do we do to drive the “Whys” (meaning increase value of JEA) above.
 - This will be focus of SLT and BOD over next year

Big Bucket items Aaron is focusing on:

- Our team (SLT)
- Shareholders/Board
- SMEs (Subject Matter Exploration) - This is a way to get the Board to discuss the “big stuff” so that when decisions need to be made, they feel knowledgeable on topics.
- Listening Tours - requested as SLT conduct their own Listening Tours, please have someone take minutes
- Innovation Summit as kick off to 2019/2020 year of innovation for JEA
- New Board members orientation will be restructured.
 - cover the big stuff within our business

Action Items:

- AZ will incorporate SLT recommended edits & redistribute a new Framework document
- Scorecard reflect (4) values from above + consolidated financial information – (Ryan Wannemacher)
- Melissa Dykes / Ted Hobson / Paul Steinbrecher / Ryan Wannamacher- review the Special Committee report for inaccuracies and omissions

SLT Homework for next meeting - (August 10th meeting):

- What are the top (4) core competencies of JEA – These are “the things JEA must be great and/or better at than everyone else in order to drive the 4 values measures of JEA”
 - Example of a core competency from AZ: “Being the trusted partner for every customer/trusted service provider”
- What do we need to be better at to drive the (4) “Whys” stated above
- What changes the slope of value growth for JEA?