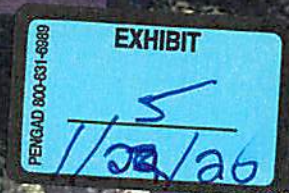


# CEO, Executive and Appointed Population Compensation Review

Prepared for JEA

March 19, 2019

Discussion Draft





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# Introduction

## *Summary*

- JEA engaged Willis Towers Watson (“WTW”) to conduct the following:
  - Competitive market pricing of JEA’s Chief Executive Officer (“CEO”)
  - Audit of the competitive benchmarks and market pricings for JEA’s executive population (the “VPs” and “Chiefs”)
  - Utilize JEA’s most recent competitive market analysis to update the competitive market comparisons for the Appointed population

# Introduction

## *Compensation Philosophy*

- JEA's current compensation philosophy for its executive (excluding CEO) and Appointed population is as follows:
  - Targets market 50<sup>th</sup> percentile for all components of compensation
    - Base salary
    - Target bonus
    - Target total cash compensation (Target TCC = base salary + target bonus)
    - long-term incentives (annual grant date accounting value)
    - Target total direct compensation (Target TDC = target TCC + long-term incentives)
  - Operational positions: primary market is utility/energy services industry
  - Functional positions: blend of utility/energy services and general industry data
  - 5% discount applied to all positions below the Director-level to reflect geographic differential of Jacksonville to National market



## Chief Executive Officer Review

# Chief Executive Officer Review

## *Methodology*

- To conduct the competitive market pricing for the CEO position, a peer group was developed reflecting:
  - Investor Owned Utilities (“IOUs”) and Public Power Utilities
  - Focus on electric and/or diversified utilities (electric and gas and/or water utilities)
  - Comparably-sized (revenues in a range of ½ to 2x JEA's revenues OR generation capacity in a range of ½ to 2x JEA's generation capacity)
  - Survey source: Willis Towers Watson's 2018 Energy Services Industry Executive Compensation Database



# Chief Executive Officer Review

## Market Pricing Details

Chief Executive Officer		Competitive Market Data <sup>(5)</sup>		
Pay Component	Data Perspective	25th %ile	50th %ile	75th %ile
Base (\$000s)	Combined Peer Group	\$605.0	\$800.0	\$980.0
	Investor Owned Utility Peers	\$730.0	\$835.0	\$995.0
	Public Power Peers	\$475.0	\$580.0	\$920.0
Target Bonus % <sup>(1)</sup>	Combined Peer Group	48%	100%	108%
	Investor Owned Utility Peers	100%	100%	110%
	Public Power Peers <sup>(3)</sup>	---	---	---
Target TCC (\$000s)	Combined Peer Group	\$760.0	\$1,275.0	\$1,790.0
	Investor Owned Utility Peers	\$1,380.0	\$1,725.0	\$2,065.0
	Public Power Peers	\$515.0	\$720.0	\$985.0
LTI % <sup>(2)</sup>	Combined Peer Group	107%	125%	166%
	Investor Owned Utility Peers	213%	249%	331%
	Public Power Peers	---	---	---
Target TDC (\$000s)	Combined Peer Group <sup>(4)</sup>	\$1,515.0	\$2,270.0	\$3,010.0
	Investor Owned Utility Peers	\$2,845.0	\$3,970.0	\$5,110.0
	Public Power Peers	\$515.0	\$720.0	\$985.0

"---"= Data not available.

(1) Target bonus percentages are represented as a percentage of base salary.

(2) Long-term incentive (LTI) percentages are represented as a percentage of base salary. LTI figures are based on ASC 718 (FAS 123R) "accounting values". No public powers report providing a target LTI opportunity, and the Combined Peer Group perspective reflects 1/2 of the reported market data because the data are comprised of responses from both public powers and investor owned utilities.

(3) Only 4 public power peers report a target bonus opportunity (sample size is too small).

(4) Target TDC for the Combined Peer Group perspective is built up by using Base Salary, Target TCC, and LTI % data.

(5) Market data greater than \$100,000 rounded to the nearest \$5,000.

# Executive Population Review





# Executive Population Review

## *Introduction*

- The following pages contain WTW's review of JEA's competitive benchmarking and market pricings for 13 executives (the "VPs" and "Chiefs")
- These positions have historically been priced by JEA, and WTW market priced 8 of the executive positions in 2017
- 13 executive positions are under the current review:
  - President and Chief Operating Officer
  - Chief Financial Officer
  - Chief Innovation and Transformation Officer
  - VP/GM Energy
  - VP/GM Water/Wastewater Systems
  - VP Energy and Water Planning
  - VP & Chief Compliance Officer
  - VP & Chief Human Resources Officer
  - Chief Public & Shareholder Affairs Officer
  - VP & Chief Customer Officer
  - VP & Chief Environmental Services Officer
  - VP & Chief Information Officer
  - VP & Chief Supply Chain Officer

# Executive Population Review

## *Methodology and Summary Findings*

- For the following review, WTW utilized the most current incumbent and market data provided by JEA
  - JEA provided market data for the 50<sup>th</sup> percentile only for all pay components
- To keep the methodology consistent with WTW's 2017 review and with JEA's compensation philosophy:
  - Blended Energy Services and General Industry surveys with 50/50 weights for the functional roles (e.g. Finance, Operations, etc.) across all pay components as appropriate
  - In the 2017 review, regression data were used when available vs. JEA's current review where tabular data with appropriate revenue cuts were used, when available
- The table below presents the average variances for JEA executives (excluding the CEO) as compared to market 50<sup>th</sup> percentile for each of the pay components:

Level	Average Base Salary Variance	Average Target TCC Variance	Average Target TDC Variance
Executive	-12%	-28%	-42%

- The following pages present the individual position findings of the review and a comparison of JEA's current analysis to WTW's analysis in 2017



# Executive Population Review

## Incumbent Data

Position Title	Survey Benchmark	Base Salary (\$000s)	Target Bonus %	Target TCC (\$000s)	Long-term Incentives %	Target TDC (\$000s)
President & Chief Operating Officer	Chief Operating Officer	\$400.0	10%	\$440.0	NA	\$440.0
Chief Financial Officer	CFO/Top Financial Officer	\$350.0	10%	\$385.0	NA	\$385.0
Chief Innovation & Transformation Officer	Top Strategic Planning Executive	NA	10%	NA	NA	NA
VP/GM Energy	Top Power Generation and Delivery Executive	\$295.0	10%	\$324.5	NA	\$324.5
VP/GM Water/Wastewater Systems	Top Executive (Water)	\$200.2	10%	\$220.3	NA	\$220.3
VP Energy & Water Planning	Top Engineering Executive	NA	10%	NA	NA	NA
VP & Chief Compliance Officer	Top Regulatory Affairs and Compliance Executive	\$222.0	10%	\$244.2	NA	\$244.2
VP & Chief Human Resources Officer	Top Human Resources Executive	\$239.0	10%	\$262.9	NA	\$262.9
Chief Public & Shareholder Affairs Officer	Top Government Relations Executive	\$232.1	10%	\$255.4	NA	\$255.4
VP & Chief Customer Officer	Top Customer Service/Operations Executive	\$222.9	10%	\$245.2	NA	\$245.2
VP & Chief Environmental Services Officer	Top Environmental Affairs and Compliance Executive	\$180.0	10%	\$198.0	NA	\$198.0
VP & Chief Information Officer	Chief Information Officer	\$267.7	10%	\$294.5	NA	\$294.5
VP & Chief Supply Chain Officer	Top Supply Chain Executive	\$180.0	10%	\$198.0	NA	\$198.0

NA=Data not available.

# Executive Population Review

## Year-over-year: Base Salary

JEA	Position Title	JEA 2019 Base Salary (\$000s)	2019 Competitive Market Base Salary (\$000s) <sup>(1)</sup>	2019 Variance: JEA vs. Market	2017 Competitive Market Base Salary (\$000s) <sup>(1)</sup>	2017 Variance: JEA vs. Market
			50th Percentile	50th Percentile	50th Percentile	50th Percentile
	President & Chief Operating Officer	\$400.0	\$460.0	-13%	NA	NA
	Chief Financial Officer	\$350.0	\$425.0	-18%	\$380.0	-7%
	Chief Innovation & Transformation Officer	NA	\$275.0	NA	NA	NA
	VP/GM Energy	\$295.0	\$295.0	0%	\$285.0	5%
	VP/GM Water/Wastewater Systems	\$200.2	\$240.0	-17%	\$220.0	-1%
	VP Energy & Water Planning	NA	\$240.0	NA	NA	NA
	VP & Chief Compliance Officer	\$222.0	\$220.0	0%	\$220.0	-5%
	VP & Chief Human Resources Officer	\$239.0	\$295.0	-19%	\$255.0	-12%
	Chief Public & Shareholder Affairs Officer	\$232.1	\$240.0	-3%	\$250.0	-11%
	VP & Chief Customer Officer	\$222.9	\$245.0	-10%	\$220.0	-9%
	VP & Chief Environmental Services Officer	\$180.0	\$210.0	-15%	NA	NA
	VP & Chief Information Officer	\$267.7	\$285.0	-7%	\$260.0	-2%
	VP & Chief Supply Chain Officer	\$180.0	\$260.0	-31%	NA	NA
Average Variances				-12%		-5%

NA=Data not available.

(1) Market data greater than \$100,000 rounded to the nearest \$5,000.



# Executive Population Review

## Year-over-year: Target Bonus %

JEA	Position Title	JEA 2019 Target Bonus %	2019 Competitive Market Target Bonus %	2019 Absolute Variance: JEA vs. Market	2017 Competitive Market Target Bonus %	2017 Absolute Variance: JEA vs. Market
			50th Percentile	50th Percentile	50th Percentile	50th Percentile
	President & Chief Operating Officer	10%	70%	-60%	NA	NA
	Chief Financial Officer	10%	65%	-55%	55%	-43%
	Chief Innovation & Transformation Officer	10%	41%	-31%	NA	NA
	VP/GM Energy	10%	30%	-20%	38%	-26%
	VP/GM Water/Wastewater Systems	10%	NA	NA	29%	-17%
	VP Energy & Water Planning	10%	35%	-25%	NA	NA
	VP & Chief Compliance Officer	10%	30%	-20%	32%	-20%
	VP & Chief Human Resources Officer	10%	46%	-36%	38%	-26%
	Chief Public & Shareholder Affairs Officer	10%	35%	-25%	36%	-24%
	VP & Chief Customer Officer	10%	43%	-33%	32%	-20%
	VP & Chief Environmental Services Officer	10%	36%	-26%	NA	NA
	VP & Chief Information Officer	10%	45%	-35%	39%	-27%
	VP & Chief Supply Chain Officer	10%	35%	-25%	NA	NA
Average Variances				-33%	-25%	

NA=Data not available.

# Executive Population Review

## Year-over-year: Target Total Cash Compensation (TCC)

JEA Position Title	JEA 2019 Target TCC (\$000s)	2019 Competitive Market Target TCC (\$000s) <sup>(1)</sup>	2019 Variance: JEA vs. Market	2017 Competitive Target TCC (\$000s) <sup>(1)</sup>	2017 Variance: JEA vs. Market
		50th Percentile	50th Percentile	50th Percentile	50th Percentile
President & Chief Operating Officer	\$440.0	\$760.0	-42%	NA	NA
Chief Financial Officer	\$385.0	\$670.0	-43%	\$580.0	-32%
Chief Innovation & Transformation Officer	NA	\$370.0	NA	NA	NA
VP/GM Energy	\$324.5	\$410.0	-21%	\$390.0	-14%
VP/GM Water/Wastewater Systems	\$220.3	\$240.0	-8%	\$285.0	-15%
VP Energy & Water Planning	NA	\$335.0	NA	NA	NA
VP & Chief Compliance Officer	\$244.2	\$280.0	-12%	\$285.0	-18%
VP & Chief Human Resources Officer	\$262.9	\$435.0	-40%	\$340.0	-26%
Chief Public & Shareholder Affairs Officer	\$255.4	\$330.0	-22%	\$335.0	-26%
VP & Chief Customer Officer	\$245.2	\$320.0	-23%	\$290.0	-23%
VP & Chief Environmental Services Officer	\$198.0	\$290.0	-32%	NA	NA
VP & Chief Information Officer	\$294.5	\$415.0	-29%	\$355.0	-20%
VP & Chief Supply Chain Officer	\$198.0	\$335.0	-41%	NA	NA
Average Variances			-28%		-22%

NA=Data not available.

(1) Market data greater than \$100,000 rounded to the nearest \$5,000.



# Executive Population Review

## Year-over-year: Long-term Incentives % (as % of base salary)

JEA Position Title	JEA 2019 Long-term Incentives %	2019 Competitive Market Long-term Incentives % <sup>(1)</sup>	2019 Absolute Variance: JEA vs. Market	2017 Competitive Market Long-term Incentives %	2017 Absolute Variance: JEA vs. Market
		50th Percentile	50th Percentile	50th Percentile	50th Percentile
President & Chief Operating Officer	NA -0	105%	NA	NA	NA
Chief Financial Officer	NA	75%	NA	113%	NA
Chief Innovation & Transformation Officer	NA	30%	NA	NA	NA
VP/GM Energy	NA	26%	NA	72%	NA
VP/GM Water/Wastewater Systems	NA	NA	NA	46%	NA
VP Energy & Water Planning	NA	26%	NA	NA	NA
VP & Chief Compliance Officer	NA	22%	NA	42%	NA
VP & Chief Human Resources Officer	NA	44%	NA	60%	NA
Chief Public & Shareholder Affairs Officer	NA	29%	NA	52%	NA
VP & Chief Customer Officer	NA	33%	NA	43%	NA
VP & Chief Environmental Services Officer	NA	23%	NA	NA	NA
VP & Chief Information Officer	NA	38%	NA	60%	NA
VP & Chief Supply Chain Officer	NA	28%	NA	NA	NA
		Average Variances		--	

NA=Data not available.

(1) 2019 Competitive Market Long-term Incentives % are calculated by dividing the provided 2019 Competitive Market LTI \$ values with the provided 2019 Competitive Market Base Salary values. 2019 Competitive Market Long-term Incentives values reflect 1/2 for all reported market data to account for the fact that Energy Services Industry surveys are comprised of responses by Public Power Utilities and General Industry surveys are comprised of responses by not-for-profit organizations, which typically do not grant LTI.



# Executive Population Review

## Year-over-year: Target Total Direct Compensation (TDC)

JEA	Position Title	JEA 2019 Target TDC (\$000s)	2019 Competitive Market Target TDC (\$000s) <sup>(1)(2)</sup>	2019 Variance: JEA vs. Market	2017 Competitive Market Target TDC (\$000s) <sup>(1)</sup>	2017 Variance: JEA vs. Market
			50th Percentile	50th Percentile	50th Percentile	50th Percentile
	President & Chief Operating Officer	\$440.0	\$1,245.0	-65%	NA	NA
	Chief Financial Officer	\$385.0	\$990.0	-61%	\$1,115.0	-65%
	Chief Innovation & Transformation Officer	NA	\$455.0	NA	NA	NA
	VP/GM Energy	\$324.5	\$490.0	-34%	\$595.0	-44%
	VP/GM Water/Wastewater Systems	\$220.3	\$240.0	-8%	\$385.0	-37%
	VP Energy & Water Planning	NA	\$395.0	NA	NA	NA
	VP & Chief Compliance Officer	\$244.2	\$330.0	-25%	\$400.0	-41%
	VP & Chief Human Resources Officer	\$262.9	\$565.0	-53%	\$555.0	-55%
	Chief Public & Shareholder Affairs Officer	\$255.4	\$400.0	-36%	\$485.0	-49%
	VP & Chief Customer Officer	\$245.2	\$400.0	-39%	\$405.0	-45%
	VP & Chief Environmental Services Officer	\$198.0	\$340.0	-42%	NA	NA
	VP & Chief Information Officer	\$294.5	\$525.0	-44%	\$560.0	-49%
	VP & Chief Supply Chain Officer	\$198.0	\$410.0	-52%	NA	NA

NA=Data not available.

Average Variances

-42%

-48%

(1) Market data greater than \$100,000 rounded to the nearest \$5,000.

(2) 2019 Competitive Market Target TDC values are built up by using the provided 2019 Competitive Market Target TCC values and calculated 2019 Competitive Market LTI \$ values.



## Appointed Population Review

# Appointed Population Review

## *Introduction*

- The following pages contain WTW's review of JEA's competitive market data for its Appointed population (including the 13 executives in the Executive Population Review)
  - WTW reviewed the most current incumbent and market data provided by JEA
  - JEA provided market data for the 50<sup>th</sup> percentile only for all pay components
- WTW conducted a review of the Appointed population in 2017, which involved independently benchmarking/market pricing 80 positions, as well as conducting an audit for 271 positions included in an analysis completed by JEA
  - The findings from this year's review, as well as a comparison of JEA's current market analysis to WTW's review in 2017 are provided
- See Appendix D for a comprehensive exhibit that matches JEA's incumbent data to market data



## Appointed Population Review

### Year-over-year: Market 50<sup>th</sup> Percentile Variances By Job Level

- Year-over-year comparisons of the current review and 2017 review are impacted by:
  - JEA's addition of the -5% geographic differential for the individual contributor and manager job levels for the current review
  - Only Target TCC data was provided for the current review, whereas Actual TCC data was provided for the 2017 review
  - Aggregated variances for Target Bonus %, LTI %, and Target TDC were not reviewed in 2017

#### Current Review:

Level	Average Base Salary Variance	Average Target Bonus % Variance	Average Target TCC Variance	Average Long-term Incentive % Variance	Average Target TDC Variance
Executive	-12%	-33%	-28%	--	-42%
Director	-1%	-10%	-8%	--	-13%
Manager	-2%	-5%	-6%	--	-8%
Individual Contributor	-1%	-2%	-1%	--	-3%
Total	-2%	-7%	-6%	--	-9%

#### 2017 Review:

Level	Average Base Salary Variance	Average Target Bonus % Variance	Average Actual TCC Variance
Executive	-9%	NA	-30%
Director	-2%	NA	-10%
Manager	-5%	NA	-12%
Individual Contributor	-4%	NA	-6%
Total	-4%	NA	-10%

## Appointed Population Review

### Year-over-year: Base Salary Variances

#### Current Review:

Level	Number of Jobs	Number of Incumbents	Average Base Salary Variance
Executive	11	11	-12%
Director	29	31	-1%
Manager	89	121	-2%
Individual Contributor	61	115	-1%
Total	190	278	-2%

#### 2017 Review:

Level	Number of Jobs	Number of Incumbents	Average Base Salary Variance
Executive	8	8	-9%
Director	39	39	-2%
Manager	97	124	-5%
Individual Contributor	77	136	-4%
Total	221	307	-4%

## Appointed Population Review

### Year-over-year: Total Cash Compensation (TCC) Variances

#### Current Review:

Level	Number of Jobs	Number of Incumbents	Average Target TCC Variance
Executive	11	11	-28%
Director	29	31	-8%
Manager	89	121	-6%
Individual Contributor	61	115	-1%
Total	190	278	-6%

#### 2017 Review:

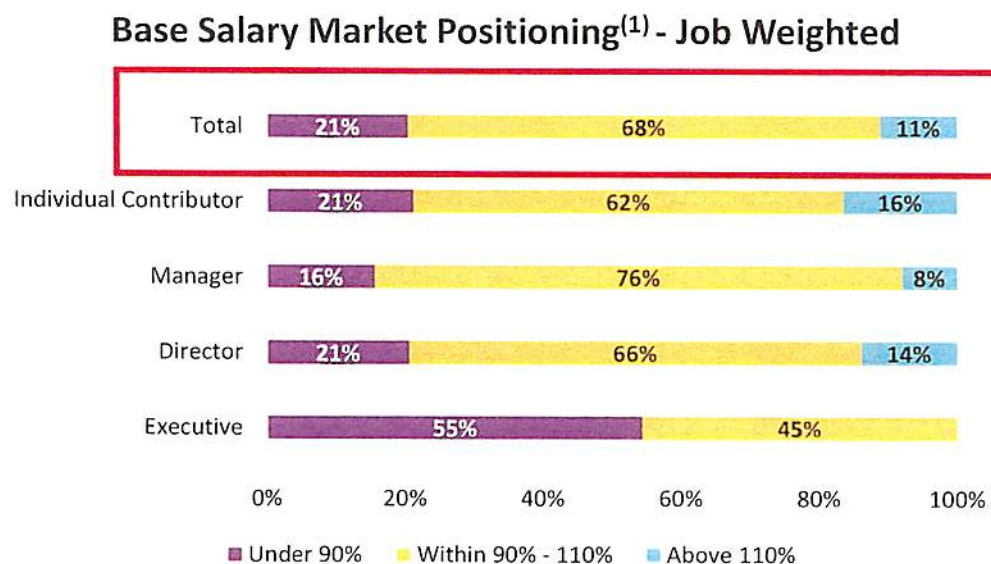
Level	Number of Jobs	Number of Incumbents	Average Actual TCC Variance
Executive	8	8	-30%
Director	36	36	-10%
Manager	88	115	-12%
Individual Contributor	75	134	-6%
Total	207	293	-10%



## Appointed Population Review

### Competitive Market Positioning: Base Salary

- Willis Towers Watson considers pay levels to be generally competitive if they fall within the following ranges of targeted compensation levels
  - +/- 10% for Base Salary
  - +/- 15% for Total Cash Compensation
  - +/- 20% for Total Direct Compensation
- The chart below shows the distribution of JEA base salaries relative to the provided market data by job level
  - The majority of non-executives and approximately half of executives are within the competitive range



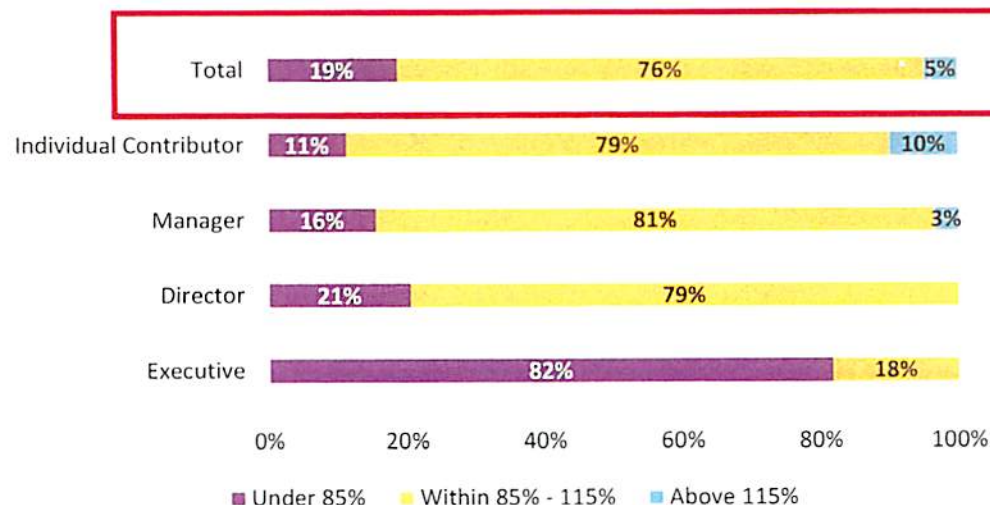
(1) Percentages may not add up to 100% due to rounding.

## Appointed Population Review

### Competitive Market Positioning: Target Total Cash Compensation (TCC)

- The chart below shows the distribution of JEA target total cash relative to the provided market data by job level
- The majority of non-executives are within the competitive range and the majority of executives are below the competitive range

Target TCC Market Positioning<sup>(1)</sup> - Job Weighted



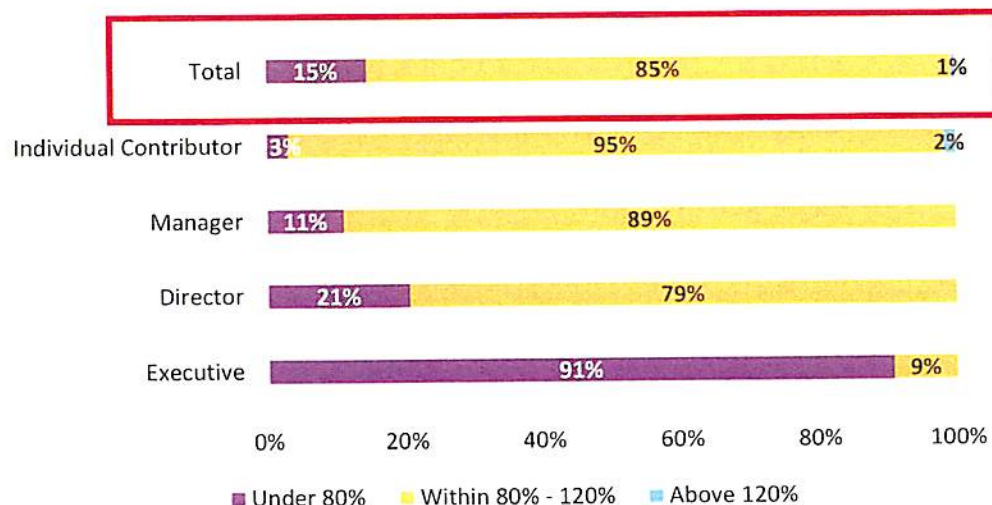
(1) Percentages may not add up to 100% due to rounding.

# Appointed Population Review

## Competitive Market Positioning: Target Total Direct Compensation (TDC)

- The chart below shows the distribution of JEA target total direct compensation relative to the provided market data by job level
- The majority of non-executives are within the competitive range and the majority of executives are below the competitive range

Target TDC Market Positioning<sup>(1)</sup> - Job Weighted



(1) Percentages may not add up to 100% due to rounding.



## Appendix

# Appendix A

## CEO Market Pricing Peer Group

Organization	Ticker	Revenues (\$MMs)	Generation Capacity (MW)	Characteristics			
				Type	Generation	Transmission	Distribution
ALLETE	ALE	\$1,419	1,961	Diversified	X	X	X
Alliant Energy	LNT	\$3,382	4,746	Diversified	X	X	X
Avista	AVA	\$1,446	1,780	Diversified	X	X	X
Black Hills	BKH	\$1,680	941	Diversified	X	X	X
City of Austin Utilities	Public Power	\$1,362	3,549	Diversified	X	X	X
CPS Energy	Public Power	\$2,667	8,115	Diversified	X	X	X
El Paso Electric	EE	\$917	2,082	Electric	X	X	X
Great River Energy	Public Power	\$1,270	3,350	Electric	X	X	X
Hawaiian Electric Industries	HE	\$2,556	2,224	Electric	X	X	X
Lower Colorado River Authority	Public Power	\$991	3,670	Diversified	X	X	
Nebraska Public Power District	Public Power	\$1,102	3,651	Electric	X	X	X
New York Power Authority	Public Power	\$2,573	6,351	Electric	X	X	X
NorthWestern Energy	NWE	\$1,306	1,294	Diversified	X	X	X
OGE Energy	OGE	\$2,261	6,304	Diversified	X	X	X
Oglethorpe Power	Public Power	\$1,434	7,843	Electric	X	X	X
Omaha Public Power	Public Power	\$1,104	2,646	Electric	X	X	X
Pinnacle West Capital	PNW	\$3,565	6,236	Electric	X	X	X
PNM Resources	PNM	\$1,445	2,580	Electric	X	X	X
Portland General Electric	POR	\$2,009	3,857	Electric	X	X	X
Salt River Project	Public Power	\$3,085	7,689	Diversified	X	X	X
Santee Cooper	Public Power	\$1,757	5,104	Diversified	X	X	X
Tri-State Generation & Transmission	Public Power	\$1,389	2,808	Electric	X	X	
Vectren	VVC	\$2,657	1,248	Diversified	X	X	X

n=23

JEA	Public Power	\$1,790	3,330	Diversified	X	X	X
Percentile Rank		60%	45%				

25th Percentile	\$1,334	2,153
Median (50th Percentile)	\$1,446	3,549
75th Percentile	\$2,564	5,670

Number of Public Powers	11
Number of Investor Owned Utilities	12

## Appendix B

### Executive Population Individual Summary Exhibits

- For the following individual summary exhibits:
  - Market data greater than \$100,000 rounded to the nearest \$5,000
  - Market LTI (\$) values reflect 1/2 for all reported market data because Energy Services Industry surveys are comprised of responses by Public Powers and General Industry surveys are comprised of responses by not-for-profit organizations (companies not granting LTI are not counted in the market statistics)
  - Market Target TDC values have been built up using the provided Target TCC values and calculated LTI (\$) values

President & Chief Operating Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$400.0	10%	\$440.0	NA	\$440.0
Market Data	\$460.0	70%	\$760.0	\$480.0	\$1,245.0
Variance	-13%	-60%	-42%	NA	-65%

Chief Financial Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$350.0	10%	\$385.0	NA	\$385.0
Market Data	\$425.0	65%	\$670.0	\$320.0	\$990.0
Variance	-18%	-55%	-43%	NA	-61%

Chief Innovation & Transformation Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	NA	10%	NA	NA	NA
Market Data	\$275.0	41%	\$370.0	\$80.0	\$455.0
Variance	NA	-31%	NA	NA	NA

VP/GM Energy	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$295.0	10%	\$324.5	NA	\$324.5
Market Data	\$295.0	30%	\$410.0	\$75.0	\$490.0
Variance	0%	-20%	-21%	NA	-34%



## Appendix B

### Executive Population Individual Summary Exhibits (continued)

VP/GM Water/Wastewater Systems	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$200.2	10%	\$220.3	NA	\$220.3
Market Data	\$240.0	NA	\$240.0	NA	\$240.0
Variance	-17%	NA	-8%	NA	-8%

VP Energy & Water Planning	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	NA	10%	NA	NA	NA
Market Data	\$240.0	35%	\$335.0	\$60.0	\$395.0
Variance	NA	-25%	NA	NA	NA

VP & Chief Compliance Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$222.0	10%	\$244.2	NA	\$244.2
Market Data	\$220.0	30%	\$280.0	\$50.0	\$330.0
Variance	0%	-20%	-12%	NA	-25%

VP & Chief Human Resources Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$239.0	10%	\$262.9	NA	\$262.9
Market Data	\$295.0	46%	\$435.0	\$130.0	\$565.0
Variance	-19%	-36%	-40%	NA	-53%

Chief Public & Shareholder Affairs Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$232.1	10%	\$255.4	NA	\$255.4
Market Data	\$240.0	35%	\$330.0	\$70.0	\$400.0
Variance	-3%	-25%	-22%	NA	-36%

## Appendix B

### Executive Population Individual Summary Exhibits (continued)

VP & Chief Customer Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$222.9	10%	\$245.2	NA	\$245.2
Market Data	\$245.0	43%	\$320.0	\$80.0	\$400.0
Variance	-10%	-33%	-23%	NA	-39%

VP & Chief Environmental Services Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$180.0	10%	\$198.0	NA	\$198.0
Market Data	\$210.0	36%	\$290.0	\$50.0	\$340.0
Variance	-15%	-26%	-32%	NA	-42%

VP & Chief Information Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$267.7	10%	\$294.5	NA	\$294.5
Market Data	\$285.0	45%	\$415.0	\$110.0	\$525.0
Variance	-7%	-35%	-29%	NA	-44%

VP & Chief Supply Chain Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$180.0	10%	\$198.0	NA	\$198.0
Market Data	\$260.0	35%	\$335.0	\$70.0	\$410.0
Variance	-31%	-25%	-41%	NA	-52%



## Appendix C

### Executive Population Benchmarks

JEA	General Industry		Energy Services Industry	
	Position Title	Survey	Survey Benchmark	Survey
President & Chief Operating Officer	2018 WTW General Industry	Chief Operating Officer	2018 WTW Energy Services	Chief Operating Officer
			2018 LPPC	Chief Operating Officer
			2018 CompData	Chief Operating Officer
Chief Financial Officer	2018 WTW General Industry	CFO/Top Financial Officer	2018 WTW Energy Services	CFO/Top Financial Officer
			2018 IEHRA	Top Financial - Corporate
			2018 LPPC	Top Financial Executive (CFO)
			2018 CompData	Chief Financial Officer
Chief Innovation & Transformation Officer	2018 WTW General Industry	Top Strategic Planning Executive	2018 WTW Energy Services	Top Strategic Planning Executive
			2018 IEHRA	Top Strategic Planning
			2018 LPPC	Strategic Planning Executive
VP/GM Energy	NA		2018 WTW Energy Services	Top Power Generation and Delivery Executive
			2018 IEHRA	Top Power Plan Operations - Corporate
			2018 LPPC	Top Power Generation Executive (Non-Nuclear)
VP/GM Water Wastewater Systems	NA		2018 AWWA	Top Executive (Water)



## Appendix C

### Executive Population Benchmarks (continued)

JEA	General Industry		Energy Services Industry	
	Position Title	Survey Survey Benchmark	Survey Survey Benchmark	
VP & Chief Energy & Water Planning	2018 WTW General Industry	Top Engineering Executive	2018 WTW Energy Services	Top Engineering Executive
	2018 WTW General Industry	Top Facilities Construction Project Management Executive	2018 IEHRA	Top Engineering - Corporate
			2018 CompData	Top Construction Executive
VP & Chief Compliance Officer	2018 WTW General Industry	Top Regulatory Affairs and Compliance Executive	2018 WTW Energy Services	Top Regulatory Affairs and Compliance Executive
			2018 IEHRA	Top Compliance - NERC - Corporate
VP & Chief Human Resources Officer	2018 WTW General Industry	Top Human Resources Executive	2018 WTW Energy Services	Top Human Resources Executive
			2018 IEHRA	Top Human Resources - Corporate
			2018 LPPC	Human Resources Executive
Chief Public & Shareholder Affairs Officer	2018 WTW General Industry	Top Government Relations Executive	2018 WTW Energy Services	Top Government Relations Executive
			2018 IEHRA	Top Government/Regulatory Affairs
			2018 LPPC	Government Relations Executive
VP & Chief Customer Officer	2018 WTW General Industry	Top Customer Service/Operations Executive	2018 WTW Energy Services	Top Customer Service/Operations Executive
			2018 LPPC	Customer Service Executive

## Appendix C

### Executive Population Benchmarks (continued)

JEA				
General Industry			Energy Services Industry	
Position Title	Survey	Survey Benchmark	Survey	Survey Benchmark
VP & Chief Environmental Services Officer	2018 WTW General Industry	Top Environmental Affairs and Compliance Executive	2018 WTW Energy Services	Top Environmental Affairs and Compliance Executive
			2018 IEHRA	Top Environmental/Health/Safety - Corporate
			2018 LPPC	Environmental Affairs Executive
			2018 CompData	Top Environmental Executive
VP & Chief Information Officer	2018 WTW General Industry	Chief Information Officer	2018 WTW Energy Services	Chief Information Officer
			2018 LPPC	Chief Information Officer
			2018 CompData	Chief Information Officer
VP & Chief Supply Chain Officer	2018 WTW General Industry	Top Supply Chain Executive	2018 WTW Energy Services	Top Supply Chain Executive
			2018 LPPC	Top Support Services Executive



# Appendix D

## Appointed Population Market Data

JEA	Position Title	Number of Incumbents	JEA Average Base Salary	Competitive Market Base Salary		JEA Average Target Bonus %	Competitive Market Target Bonus %		JEA Average Target TCC	Competitive Market Target TCC	
				50th Percentile <sup>(1)</sup>	Variance		50th Percentile	Absolute Variance		50th Percentile <sup>(1)</sup>	Variance
Executives											
President & Chief Operating Officer	1	\$400,005	\$460,000	-13%	10%	70%	-60%	\$440,006	\$760,000	-42%	
Chief Financial Officer	1	\$350,000	\$425,000	-18%	10%	65%	-55%	\$385,000	\$670,000	-43%	
Chief Innovation & Transformation Officer	1	--	\$275,000	--	10%	41%	-31%	--	\$370,000	--	
VP/GM Energy	1	\$295,000	\$295,000	0%	10%	30%	-20%	\$324,500	\$410,000	-21%	
VP/GM Water/Wastewater Systems	1	\$200,242	\$240,000	-17%	10%	--	--	\$220,266	\$240,000	-8%	
VP Energy & Water Planning	1	--	\$240,000	--	10%	35%	-25%	--	\$335,000	--	
VP & Chief Compliance Officer	1	\$221,978	\$220,000	0%	10%	30%	-20%	\$244,176	\$280,000	-12%	
VP & Chief Human Resources Officer	1	\$239,013	\$295,000	-19%	10%	46%	-36%	\$262,914	\$435,000	-40%	
Chief Public & Shareholder Affairs Officer	1	\$232,149	\$240,000	-3%	10%	35%	-25%	\$255,364	\$330,000	-22%	
VP & Chief Customer Officer	1	\$222,914	\$245,000	-10%	10%	43%	-33%	\$245,205	\$320,000	-23%	
VP & Chief Environmental Services Officer	1	\$180,003	\$210,000	-15%	10%	36%	-26%	\$198,003	\$290,000	-32%	
VP & Chief Information Officer	1	\$267,696	\$285,000	-7%	10%	45%	-35%	\$294,466	\$415,000	-29%	
VP & Chief Supply Chain Officer	1	\$180,003	\$260,000	-31%	10%	35%	-25%	\$198,003	\$335,000	-41%	
Directors											
Dir Electric Production	1	\$170,019	\$160,000	8%	8%	20%	-12%	\$183,039	\$195,000	-5%	
Dir Electric Production CTs	1	\$150,259	\$160,000	-6%	9%	20%	-11%	\$163,279	\$195,000	-15%	
Dir Electric System Construction & Maintenance	1	\$139,006	\$155,000	-11%	9%	20%	-11%	\$152,026	\$180,000	-15%	
Dir Electric Systems Asset Management	1	\$116,917	--	--	9%	--	--	\$127,937	--	--	
Dir Electric Systems Operations	1	\$172,328	\$165,000	4%	8%	25%	-17%	\$185,348	\$205,000	-9%	
Dir Electric T&D Projects	1	\$136,926	\$170,000	-18%	10%	25%	-15%	\$149,946	\$205,000	-27%	
Dir Electric Transmission & Substation Maintenance	1	\$150,259	\$155,000	-3%	9%	25%	-16%	\$163,279	\$190,000	-15%	
Dir Joint Owned Electric Assets	1	\$153,150	--	--	7%	--	--	\$164,170	--	--	
Dir Audit Services	1	\$150,384	\$155,000	-2%	7%	20%	-12%	\$161,404	\$175,000	-7%	
Dir Network & Telecommunication Services	1	\$132,974	--	--	8%	--	--	\$143,994	--	--	
Dir Information Security	1	\$137,758	\$145,000	-4%	8%	14%	-6%	\$148,778	\$160,000	-6%	
Dir W/WW Asset Mgmt & Performance	1	\$141,045	--	--	8%	--	--	\$152,065	--	--	
Dir W/WW Reuse Delivery & Collection	1	\$131,581	--	--	8%	--	--	\$142,601	--	--	
Dir W/WW & Reuse Treatment	1	\$142,043	--	--	8%	--	--	\$153,063	--	--	
Dir W/WW Project Engineering & Construction	1	\$137,010	--	--	8%	--	--	\$148,030	--	--	
Dir Organizational Effectiveness & Payroll	1	\$136,594	--	--	8%	--	--	\$147,614	--	--	
Dir Learning & Development	1	\$130,000	--	--	8%	--	--	\$141,020	--	--	
Dir Labor Relations	1	\$128,003	\$135,000	-4%	9%	15%	-6%	\$139,023	\$150,000	-6%	
Dir Employee Services	1	\$156,936	\$165,000	-4%	8%	19%	-10%	\$169,956	\$190,000	-10%	
Dir Security	1	\$110,323	\$130,000	-16%	10%	15%	-5%	\$121,343	\$145,000	-16%	
Dir Electric Compliance	1	\$161,346	\$145,000	10%	8%	16%	-7%	\$174,366	\$165,000	6%	
Dir CIP Compliance	1	\$161,346	\$150,000	6%	8%	16%	-8%	\$174,366	\$170,000	1%	
Dir Procurement Services	1	\$118,019	\$130,000	-10%	9%	20%	-10%	\$129,039	\$155,000	-17%	
Dir Emergency Preparedness & Business Continuity	1	\$136,261	\$130,000	6%	8%	14%	-5%	\$147,281	\$145,000	3%	
Dir Operations Support Services	1	\$143,437	--	--	8%	--	--	\$154,457	--	--	
Dir Electric T&D Planning	1	\$140,067	\$160,000	-13%	8%	25%	-17%	\$151,087	\$200,000	-25%	
Dir W/WW Planning & Development	1	\$174,616	--	--	7%	--	--	\$187,636	--	--	
Dir ERP Systems	1	\$143,770	--	--	9%	--	--	\$156,790	--	--	
Dir IT Infrastructure & Compliance Assurance	1	\$146,016	--	--	9%	--	--	\$159,036	--	--	
Dir CRM Systems	1	\$142,043	--	--	9%	--	--	\$155,063	--	--	
Dir Eng Systems & PMO	1	\$142,542	--	--	9%	--	--	\$155,562	--	--	
Dir Air & Laboratory Permitting & Compliance	1	\$160,430	\$150,000	6%	8%	18%	-10%	\$173,450	\$175,000	-1%	
Dir Response & Environmental Programs	1	\$141,086	\$125,000	11%	8%	14%	-6%	\$152,106	\$145,000	4%	
Dir Customer & Community Engagement	1	\$122,429	\$145,000	-14%	9%	19%	-10%	\$133,449	\$170,000	-20%	
Dir Media Relations	1	\$113,318	--	--	7%	--	--	\$121,318	--	--	
Dir Customer Experience Strategy & Support	1	\$144,518	--	--	8%	--	--	\$155,538	--	--	
Dir Business Dvpt & Community Project Mgmt	1	\$137,904	--	--	8%	--	--	\$148,924	--	--	
Dir Customer Revenue	1	\$151,715	\$150,000	0%	9%	25%	-16%	\$164,735	\$190,000	-13%	
Dir Customer Field & Meter Services	1	\$127,317	\$135,000	-6%	9%	18%	-9%	\$138,337	\$160,000	-14%	
Dir Customer & Utility Analytics	1	\$137,800	\$125,000	8%	8%	13%	-5%	\$148,820	\$145,000	1%	
Dir Customer Experience Centers	1	\$121,576	\$125,000	-4%	9%	20%	-11%	\$132,596	\$150,000	-12%	
Dir Customer Solutions & Market Development	1	\$140,046	\$125,000	10%	8%	13%	-5%	\$151,066	\$145,000	3%	
Dir Government Affairs	2	\$152,142	\$135,000	12%	8%	15%	-7%	\$164,162	\$150,000	8%	
Dir Risk Mgmt Services	1	\$138,736	\$145,000	-4%	8%	20%	-12%	\$149,756	\$170,000	-12%	
Controller	2	\$157,082	\$140,000	12%	7%	18%	-10%	\$168,102	\$160,000	4%	



## Appendix D

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## Appointed Population Market Data

JEA		JEA Average Base Salary	Competitive Market Base Salary		JEA Average Target Bonus %	Competitive Market Target Bonus %		JEA Average Target TCC	Competitive Market Target TCC	
Position Title	Number of Incumbents		50th Percentile <sup>(1)</sup>	Variance		50th Percentile	Absolute Variance		50th Percentile <sup>(1)</sup>	Variance
Dir Financial Planning & Analysis	1	\$140,005	--	--	9%	--	--	\$153,025	--	--
Treasurer	1	\$170,477	\$145,000	18%	8%	18%	-10%	\$183,497	\$170,000	7%
Dir Corporate Strategy	1	\$137,654	\$160,000	-15%	8%	20%	-12%	\$148,674	\$195,000	-23%
<b>Managers</b>										
Associate Mgr Electric Systems Construction & Maintenance	1	\$80,018	\$100,000	-21%	8%	11%	-3%	\$86,818	\$115,000	-23%
Associate Mgr, Electric Services & Dvpt Proj	1	\$102,315	\$100,000	0%	7%	10%	-3%	\$109,115	\$115,000	-3%
Mgr Bulk Power Operations	3	\$127,996	\$130,000	-1%	9%	13%	-4%	\$139,016	\$150,000	-7%
Mgr Byproduct Services	1	\$92,581	--	--	9%	--	--	\$100,581	--	--
Mgr Combustion Turbines Ops & Maint	3	\$103,404	\$120,000	-13%	8%	15%	-7%	\$111,404	\$135,000	-18%
Mgr Distribution Projects	1	\$100,110	--	--	8%	--	--	\$108,110	--	--
Mgr Electric Contract Administration	1	\$111,197	--	--	7%	--	--	\$119,197	--	--
Mgr Electric Customer Service Response	1	\$103,626	\$120,000	-13%	8%	15%	-7%	\$111,626	\$135,000	-17%
Mgr Electric Distribution Preventative Maintenance	1	\$116,834	--	--	7%	--	--	\$124,834	--	--
Mgr Electric Distribution Service Operations	2	\$111,238	--	--	7%	--	--	\$119,238	--	--
Mgr Electric Production Maintenance	6	\$98,540	\$110,000	-9%	8%	12%	-4%	\$106,540	\$125,000	-15%
Mgr Electric Services & Dvpt Proj	1	\$109,658	\$115,000	-6%	7%	13%	-5%	\$117,658	\$135,000	-13%
Mgr Electric Systems Construction & Maintenance	2	\$119,257	--	--	7%	--	--	\$127,257	--	--
Mgr Electric Systems Construction & Maintenance Analytics	1	\$94,266	--	--	8%	--	--	\$102,266	--	--
Mgr Electric T&D Standards	1	\$115,482	\$115,000	2%	7%	15%	-8%	\$123,482	\$130,000	-4%
Mgr Electrical Group	1	\$100,402	\$110,000	-8%	8%	12%	-4%	\$108,402	\$125,000	-13%
Mgr Fuels Mgmt Services	1	\$130,208	\$140,000	-6%	8%	20%	-12%	\$141,228	\$160,000	-11%
Mgr GIS Systems	2	\$92,248	--	--	7%	--	--	\$99,048	--	--
Mgr Maintenance Planning	1	\$122,075	\$125,000	-4%	7%	18%	-11%	\$130,075	\$150,000	-12%
Mgr Material Handling E & I	1	\$95,618	--	--	8%	--	--	\$103,618	--	--
Mgr NGS Material Handling Operations	3	\$95,618	\$100,000	-6%	8%	12%	-3%	\$103,618	\$115,000	-10%
Mgr NGS Operations	1	\$106,226	\$120,000	-12%	8%	14%	-6%	\$114,226	\$140,000	-19%
Mgr Northside Generating Station	1	\$109,970	\$120,000	-10%	7%	14%	-7%	\$117,970	\$140,000	-17%
Mgr Predictive Maintenance	1	\$101,130	--	--	8%	--	--	\$109,130	--	--
Mgr Process Chemistry	1	\$109,970	--	--	7%	--	--	\$117,970	--	--
Mgr Process Controls	1	\$110,219	--	--	7%	--	--	\$118,219	--	--
Mgr Project Mgmt	1	\$121,763	\$110,000	9%	7%	15%	-8%	\$129,763	\$130,000	2%
Mgr Substation Maintenance	1	\$129,230	\$120,000	7%	6%	13%	-7%	\$137,230	\$140,000	-3%
Mgr System Protection & Control Projects	1	\$130,042	\$130,000	1%	6%	13%	-7%	\$138,042	\$150,000	-7%
Mgr System Protection & Controls	1	\$145,579	\$115,000	27%	8%	15%	-7%	\$156,599	\$130,000	19%
Mgr Construction	1	\$114,067	--	--	7%	--	--	\$122,067	--	--
Mgr W/WW Project Management	3	\$124,807	--	--	6%	--	--	\$132,807	--	--
Mgr Project Support & Controls	1	\$105,768	\$110,000	-5%	8%	15%	-7%	\$113,768	\$125,000	-9%
Mgr W/WW Reuse Delivery & Coll Maint Planning & Eng	1	\$121,202	--	--	7%	--	--	\$129,202	--	--
Mgr Sewer Operation & Maintenance	1	\$96,096	--	--	8%	--	--	\$104,096	--	--
Mgr Water & Reuse Operation & Maintenance	1	\$98,218	--	--	8%	--	--	\$106,218	--	--
Mgr W/WW System Operations & Customer Response	1	\$91,000	--	--	9%	--	--	\$99,000	--	--
Mgr O&M Construction & Maintenance	1	\$95,389	--	--	8%	--	--	\$103,389	--	--
Mgr Water & Sewer Preventative Maintenance	1	\$111,488	--	--	7%	--	--	\$119,488	--	--
Mgr W/WW System Assets, Performance & Innovation	1	\$116,189	--	--	7%	--	--	\$124,189	--	--
Mgr Business Operations	1	\$82,326	--	--	8%	--	--	\$89,126	--	--
Mgr Wastewater Treatment and Reuse - South Grid	1	\$118,019	--	--	7%	--	--	\$126,019	--	--
Mgr Wastewater Treatment and Reuse - West Grid	1	\$119,226	--	--	7%	--	--	\$127,226	--	--
Mgr W/WW Control Systems & Operations	1	\$103,355	--	--	8%	--	--	\$111,355	--	--
Mgr W/WW Treatment and Reuse - Nassau	1	\$117,021	--	--	7%	--	--	\$125,021	--	--
Mgr Wastewater Treatment and Reuse - Buckman	1	\$106,018	--	--	8%	--	--	\$114,018	--	--
Mgr Wastewater Treatment and Reuse - St Johns	1	\$106,725	--	--	7%	--	--	\$114,725	--	--
Mgr Wastewater Treatment and Reuse - North Grid	1	\$106,018	--	--	8%	--	--	\$114,018	--	--
Mgr Water Treatment	1	\$116,168	--	--	7%	--	--	\$124,168	--	--
Mgr W/WW Reuse Treatment Maint Planning & Eng	1	\$131,997	--	--	6%	--	--	\$139,997	--	--
Mgr District Energy Operations	1	\$95,618	\$115,000	-19%	8%	12%	-4%	\$103,618	\$135,000	-24%
Mgr Wastewater Treatment and Reuse - East Grid	1	\$119,912	--	--	7%	--	--	\$127,912	--	--
Mgr Payroll Services	1	\$91,000	\$94,000	-3%	7%	10%	-3%	\$97,800	\$100,000	-4%
Manager Organizational Effectiveness	1	\$111,010	\$110,000	-1%	7%	14%	-6%	\$119,010	\$125,000	-3%
Mgr Emerging Workforce Strategies	1	\$78,728	\$82,000	-4%	6%	9%	-2%	\$83,528	\$88,000	-5%
Mgr Talent Acquisition Services	1	\$88,504	\$88,000	1%	8%	10%	-2%	\$95,304	\$92,000	3%

## Appendix D

## Appointed Population Market Data

JEA		JEA Average Base Salary	Competitive Market Base Salary		JEA Average Target Bonus %	Competitive Market Target Bonus %		JEA Average Target TCC	Competitive Market Target TCC	
			50th Percentile <sup>(1)</sup>	Variance		50th Percentile	Absolute Variance		50th Percentile <sup>(1)</sup>	Variance
Mgr Benefits Services	1	\$98,488	\$110,000	-9%	8%	14%	-5%	\$108,488	\$120,000	-12%
Mgr Technical Utility Training Services	1	\$121,867	\$110,000	11%	7%	12%	-5%	\$129,867	\$125,000	6%
Mgr Learning & Development	1	\$130,270	--	--	5%	--	--	\$137,070	--	--
Mgr Organizational Development	1	\$81,536	\$84,000	-3%	6%	9%	-3%	\$86,336	\$90,000	-4%
Associate Mgr Safety & Health Services	1	\$82,846	\$85,000	-3%	6%	8%	-2%	\$87,646	\$92,000	-5%
Mgr Physical Security	1	\$88,026	\$105,000	-14%	8%	12%	-4%	\$94,826	\$115,000	-17%
Mgr Identity & Access Management	1	\$100,006	--	--	8%	--	--	\$108,006	--	--
Mgr Corporate Records Compliance	1	\$80,829	\$76,000	7%	6%	9%	-3%	\$85,629	\$81,000	6%
Mgr Security Operations	1	\$88,109	--	--	8%	--	--	\$94,909	--	--
Mgr Enterprise Risk Mgmt	1	\$120,973	\$115,000	7%	7%	13%	-6%	\$128,973	\$125,000	2%
Mgr Jax Small Emerging Business Programs	1	\$82,160	\$82,000	1%	6%	9%	-3%	\$86,960	\$85,000	2%
Procurement Category Manager	5	\$103,264	\$115,000	-9%	8%	12%	-4%	\$111,264	\$130,000	-13%
Mgr Procurement Contract Administration	1	\$99,466	\$96,000	3%	7%	11%	-4%	\$106,266	\$105,000	2%
Mgr Central Distribution Warehouse	1	\$84,510	\$105,000	-18%	6%	15%	-9%	\$89,310	\$120,000	-25%
Mgr Utility Locate Services	2	\$97,479	\$95,000	2%	7%	9%	-2%	\$104,279	\$105,000	0%
Mgr Investment Recovery Operations	1	\$86,362	\$80,000	8%	6%	9%	-3%	\$91,162	\$85,000	7%
Mgr Facilities Operations	1	\$115,586	\$100,000	16%	7%	12%	-5%	\$123,586	\$105,000	16%
Mgr Procurement Inventory Control	1	\$97,490	\$80,000	22%	7%	9%	-2%	\$104,290	\$85,000	22%
Mgr Fleet Services & Business Operations	1	\$91,915	--	--	7%	--	--	\$98,715	--	--
Mgr Electric T&D Planning	2	\$129,282	--	--	6%	--	--	\$137,282	--	--
Mgr Electric Generation Planning	1	\$127,192	--	--	6%	--	--	\$135,192	--	--
Mgr System Analysis	1	\$122,408	--	--	7%	--	--	\$130,408	--	--
Mgr WWW System Planning	1	\$123,594	--	--	9%	--	--	\$134,614	--	--
Manager Development	1	\$110,053	--	--	7%	--	--	\$118,053	--	--
Mgr Technical Services	2	\$113,183	--	--	7%	--	--	\$121,183	--	--
Mgr IT Compliance	1	\$104,291	--	--	8%	--	--	\$112,291	--	--
Mgr Technology Project Mgmt	4	\$120,058	\$120,000	1%	7%	14%	-7%	\$128,058	\$135,000	-4%
Mgr CRM Systems	3	\$108,541	--	--	7%	--	--	\$116,541	--	--
Mgr ERP Systems	3	\$101,636	--	--	8%	--	--	\$109,636	--	--
Mgr Sampling & Support Services	1	\$100,443	\$105,000	-4%	7%	12%	-5%	\$107,243	\$120,000	-9%
Mgr Quality Assurance & Environmental Compliance Systems	1	\$97,011	\$105,000	-8%	8%	12%	-3%	\$105,011	\$115,000	-9%
Mgr Laboratory Section Analytical	1	\$84,074	\$94,000	-11%	8%	13%	-5%	\$90,874	\$100,000	-11%
Mgr Fuels Laboratory	1	\$84,698	--	--	8%	--	--	\$91,498	--	--
Mgr Laboratory Section Biology	1	\$80,018	--	--	8%	--	--	\$86,818	--	--
Mgr Environmental Incident Response	1	\$95,098	--	--	7%	--	--	\$101,898	--	--
Mgr Business Support Center	1	\$85,259	\$81,000	5%	6%	10%	-4%	\$90,059	\$86,000	4%
Mgr Community Involvement & Project Impact	1	\$103,168	\$96,000	8%	8%	12%	-4%	\$111,168	\$105,000	7%
Mgr Business Client Relationships Key Accounts	1	\$102,398	\$110,000	-7%	8%	16%	-8%	\$110,398	\$120,000	-8%
Mgr Media Relations	1	\$80,018	\$100,000	-21%	8%	13%	-4%	\$86,818	\$110,000	-19%
Mgr Customer Contacts	8	\$77,298	\$76,000	2%	6%	10%	-4%	\$82,098	\$83,000	-1%
Mgr Digital Communications	1	\$97,510	\$105,000	-6%	8%	13%	-5%	\$105,510	\$120,000	-11%
Mgr Customer and Corporate Communications	1	\$98,010	--	--	8%	--	--	\$106,010	--	--
Mgr Community Engagement	1	\$99,466	\$96,000	4%	8%	12%	-4%	\$107,466	\$105,000	3%
Mgr Internal Communications	1	\$86,362	\$82,000	6%	6%	9%	-3%	\$91,162	\$88,000	3%
Mgr Multimedia Production	1	\$84,074	\$89,000	-6%	8%	9%	-1%	\$90,874	\$96,000	-6%
Mgr Product Marketing	1	\$96,928	\$105,000	-7%	8%	13%	-5%	\$104,928	\$115,000	-7%
Mgr Customer Experience Training & Quality Coaching	1	\$83,762	\$84,000	0%	8%	8%	0%	\$90,562	\$88,000	3%
Mgr Customer Experience Strategy Support & Implementation	1	\$116,210	--	--	7%	--	--	\$124,210	--	--
Mgr Customer Experience Policy & Accuracy	1	\$84,074	--	--	8%	--	--	\$90,874	--	--
Mgr Corporate Research	1	\$109,013	\$120,000	-9%	7%	16%	-9%	\$117,013	\$140,000	-15%
Mgr Utility Analytics	1	\$110,850	\$110,000	11%	7%	12%	-5%	\$127,850	\$120,000	8%
Mgr Customer Solutions	4	\$93,564	\$93,000	0%	7%	10%	-3%	\$100,364	\$100,000	-2%
Mgr Strategic Customer Solutions	1	\$102,045	--	--	8%	--	--	\$110,045	--	--
Mgr Customer Center & Revenue Assurance Operations	1	\$88,296	--	--	8%	--	--	\$96,096	--	--
Mgr Receivables & Collection Services	1	\$82,992	\$82,000	1%	8%	10%	-2%	\$89,792	\$89,000	1%
Mgr Billing Support Services	1	\$94,224	\$86,000	9%	7%	10%	-3%	\$101,024	\$94,000	7%
Mgr Customer Assistance Programs	1	\$79,019	\$78,000	4%	6%	10%	-4%	\$83,819	\$83,000	1%
Mgr Electric Meter Services	1	\$114,712	\$115,000	0%	7%	15%	-8%	\$122,712	\$130,000	-7%
Mgr Meter Data Collection & Analysis	1	\$112,923	--	--	7%	--	--	\$120,923	--	--
Mgr Conservation & Efficiency Field Services	1	\$95,618	\$105,000	-7%	8%	13%	-5%	\$103,618	\$115,000	-9%



## Appendix D

## Appointed Population Market Data

DRAFT

JEA		JEA Average Base Salary	Competitive Market Base Salary		JEA Average Target Bonus %	Competitive Market Target Bonus %		JEA Average Target TCC	Competitive Market Target TCC	
Position Title	Number of Incumbents		50th Percentile <sup>(1)</sup>	Variance		50th Percentile	Absolute Variance		50th Percentile <sup>(1)</sup>	Variance
Mgr Water Meter Services	1	\$98,592	\$120,000	-18%	8%	15%	-7%	\$106,592	\$140,000	-24%
Mgr Field Services	1	\$95,618	\$115,000	-16%	8%	15%	-7%	\$103,618	\$130,000	-21%
Mgr Ethics Investigations & Audit	1	\$110,677	\$115,000	-3%	7%	14%	-7%	\$118,677	\$135,000	-12%
Mgr Internal Audit	1	\$109,158	\$115,000	-5%	7%	13%	-6%	\$117,158	\$125,000	-6%
Mgr Electric Production Reliability Engineering	1	\$123,594	--	--	6%	--	--	\$131,594	--	--
Associate Manager Facilities Operations	2	\$91,894	--	--	5%	--	--	\$96,894	--	--
Associate Mgr., Facilities Capital Projects	1	\$104,686	\$98,000	7%	6%	12%	-6%	\$111,486	\$105,000	8%
Associate Manager Facilities Asset Support Services	1	\$75,005	--	--	6%	--	--	\$79,805	--	--
Associate Mgr., Utility Locate Services	2	\$73,954	--	--	7%	--	--	\$78,754	--	--
Associate Mgr., Warehouse Operations	3	\$66,005	\$86,000	-23%	7%	10%	-3%	\$70,805	\$92,000	-23%
Mgr Operations & Help Desk Support	1	\$110,427	\$110,000	3%	7%	12%	-5%	\$118,427	\$120,000	0%
Mgr Information Security	2	\$117,135	\$115,000	4%	7%	13%	-6%	\$125,135	\$125,000	0%
Mgr IT Infrastructure & Collaboration Platforms	1	\$110,781	--	--	7%	--	--	\$118,781	--	--
Mgr T&D Preventative Maintenance	1	\$125,195	\$125,000	-2%	6%	18%	-12%	\$133,195	\$150,000	-10%
Mgr Transmission & Substation Projects	1	\$124,904	\$120,000	3%	6%	13%	-7%	\$132,904	\$140,000	-6%
Mgr UG Network & Commercial Maintenance	1	\$116,189	\$120,000	-4%	7%	13%	-6%	\$124,189	\$140,000	-12%
Sr Mgr Electric Production Maintenance	1	\$129,730	\$140,000	-9%	8%	18%	-10%	\$140,750	\$165,000	-15%
Sr Mgr Electric Production Operations	1	\$130,333	\$150,000	-13%	8%	20%	-12%	\$141,353	\$175,000	-19%
Sr Mgr Electric Systems Construction & Maintenance	1	\$125,070	\$125,000	-1%	9%	15%	-6%	\$136,090	\$150,000	-8%
Sr Mgr NGS Bulk Material Handling	1	\$129,730	\$135,000	-5%	8%	15%	-6%	\$140,750	\$160,000	-12%
Mgr Safety & Health Services	1	\$101,005	\$105,000	-1%	7%	8%	-1%	\$107,805	\$110,000	-3%
Mgr Real Estate Services	1	\$111,550	\$105,000	5%	7%	14%	-7%	\$119,550	\$120,000	-1%
Mgr Enterprise Architecture	1	\$132,101	--	--	8%	--	--	\$143,121	--	--
Mgr Telecom Sales & Services	1	\$88,462	--	--	8%	--	--	\$95,262	--	--
Mgr Technology Innovation Initiatives	1	\$125,278	--	--	6%	--	--	\$133,278	--	--
Mgr Pollution Prevention Programs	1	\$105,019	--	--	8%	--	--	\$113,019	--	--
Mgr Environmental Permitting & Compliance	1	\$105,269	--	--	8%	--	--	\$113,269	--	--
Mgr Water Policy, Permitting & Compliance	1	\$126,651	--	--	6%	--	--	\$134,651	--	--
Mgr Financial Planning & Rates	1	\$104,811	\$115,000	-8%	8%	14%	-7%	\$112,811	\$130,000	-13%
Mgr Operating Budgets	1	\$100,381	\$110,000	-10%	8%	14%	-6%	\$108,381	\$125,000	-12%
Mgr Capital Budget Planning	1	\$97,094	\$115,000	-16%	8%	14%	-6%	\$105,094	\$130,000	-20%
Mgr Cash & Investments	1	\$125,736	\$115,000	10%	6%	14%	-7%	\$133,736	\$130,000	4%
Mgr Accounts Payable	1	\$95,867	\$81,000	19%	5%	11%	-6%	\$100,667	\$88,000	14%
Mgr Performance Improvement	1	\$108,493	\$105,000	5%	7%	13%	-5%	\$116,493	\$115,000	1%
Mgr Tax Administration	1	\$110,365	\$120,000	-6%	7%	15%	-7%	\$118,365	\$140,000	-14%
Mgr Project Accounting	1	\$98,072	\$110,000	-10%	8%	12%	-4%	\$106,072	\$120,000	-11%
Mgr Financial Accounting & Reporting	1	\$107,016	\$115,000	-7%	7%	14%	-6%	\$115,016	\$135,000	-13%
Mgr Executive Administration	1	\$87,506	\$77,000	14%	5%	10%	-4%	\$92,306	\$81,000	14%
<b>Individual Contributor</b>										
Appointed Process Assignment (NE)	3	\$84,108	--	--	6%	--	--	\$88,908	--	--
Consulting Engineer	4	\$118,981	\$125,000	-3%	7%	11%	-5%	\$126,981	\$125,000	3%
Electric Standards Specialist	1	\$96,970	\$110,000	-12%	8%	9%	-1%	\$104,970	\$120,000	-12%
Electric System Operations Specialist	1	\$94,245	\$120,000	-23%	8%	15%	-7%	\$102,245	\$140,000	-27%
Fuels Specialist	1	\$95,618	\$115,000	-18%	8%	13%	-4%	\$103,618	\$125,000	-19%
Generation O&M Specialist	3	\$94,619	\$115,000	-18%	8%	13%	-5%	\$102,619	\$130,000	-20%
Manager Natural Gas Commercial Services	1	\$95,389	--	--	8%	--	--	\$103,389	--	--
Capital Project Controls Specialist	1	\$93,662	--	--	7%	--	--	\$100,462	--	--
Maintenance Specialist	1	\$77,626	--	--	6%	--	--	\$82,426	--	--
Financial Analyst WWW Operations	1	\$73,445	\$63,000	17%	7%	8%	-1%	\$78,245	\$65,000	20%
Contract Specialist	1	\$71,594	\$82,000	-13%	7%	9%	-2%	\$76,394	\$88,000	-13%
Water Wastewater Reliability Specialist	1	\$82,264	--	--	6%	--	--	\$87,064	--	--
Water Sewer System Planning Specialist	2	\$104,707	--	--	8%	--	--	\$112,707	--	--
WWW Program Manager	1	\$99,965	--	--	7%	--	--	\$106,765	--	--
Labor Relations Specialist	4	\$87,677	\$86,000	2%	8%	8%	0%	\$94,477	\$92,000	3%
Compensation Specialist	1	\$79,581	\$85,000	-7%	6%	10%	-4%	\$84,381	\$90,000	-6%
Learning & Development Technology Specialist	1	\$79,206	\$78,000	1%	6%	10%	-3%	\$84,006	\$83,000	2%
Compliance Analyst Senior	2	\$87,287	\$91,000	-4%	8%	9%	-1%	\$94,087	\$97,000	-3%
Compliance Specialist	1	\$104,520	\$125,000	-16%	8%	15%	-7%	\$112,520	\$135,000	-17%
CIP Compliance Program Manager	1	\$125,112	\$125,000	-2%	6%	15%	-9%	\$133,112	\$135,000	-2%
Audit Services Analyst	1	\$87,568	\$79,000	11%	5%	9%	-3%	\$92,368	\$85,000	9%



# Appendix D

## Appointed Population Market Data

JEA	Position Title	Number of Incumbents	JEA Average Base Salary	Competitive Market Base Salary		JEA Average Target Bonus %	Competitive Market Target Bonus %		JEA Average Target TCC	Competitive Market Target TCC	
				50th Percentile <sup>(1)</sup>	Variance		50th Percentile	Absolute Variance		50th Percentile <sup>(1)</sup>	Variance
	Information Technology Auditor	1	\$80,870	\$89,000	-9%	6%	10%	-4%	\$85,670	\$96,000	-11%
	Emergency Planning & Business Continuity Coordinator	1	\$86,528	\$90,000	-3%	6%	10%	-4%	\$91,328	\$96,000	-5%
	Real Estate Coordinator	2	\$86,445	\$81,000	7%	8%	9%	-1%	\$93,245	\$87,000	8%
	Integration Service Specialist	1	\$92,290	\$89,000	4%	7%	10%	-2%	\$99,090	\$95,000	4%
	Appointed Process Assignment	1	\$101,400	--	--	7%	--	--	\$108,200	--	--
	Financial Analysis Specialist - Customer Revenue	1	\$80,018	\$100,000	-20%	8%	11%	-3%	\$86,818	\$110,000	-20%
	Black Belt	2	\$88,098	\$91,000	-3%	8%	10%	-2%	\$94,898	\$100,000	-5%
	Performance Management Coordinator	1	\$70,013	--	--	7%	--	--	\$74,813	--	--
	HRIS Analyst	1	\$75,005	\$86,000	-13%	6%	9%	-3%	\$79,805	\$90,000	-12%
	Workforce Analyst	1	\$64,792	\$69,000	-6%	7%	8%	0%	\$69,592	\$74,000	-5%
	Payroll Analyst	1	\$63,066	\$66,000	-5%	8%	8%	-1%	\$67,866	\$69,000	-2%
	Payroll Specialist	1	\$78,915	\$78,000	1%	6%	10%	-4%	\$83,715	\$83,000	1%
	Talent Acquisition Senior Specialist	1	\$74,277	\$82,000	-9%	6%	9%	-2%	\$79,077	\$88,000	-10%
	Talent Acquisition Specialist	2	\$62,899	\$64,000	-2%	8%	7%	1%	\$67,699	\$67,000	2%
	Compensation Analyst	1	\$66,227	\$67,000	-1%	7%	7%	0%	\$71,027	\$70,000	2%
	Technical Development Spec	8	\$102,918	--	--	7%	--	--	\$109,718	--	--
	Leadership Development Solutions Specialist	5	\$77,326	\$79,000	-2%	6%	9%	-3%	\$82,126	\$82,000	1%
	Security & Investigative Support Specialist	1	\$63,502	--	--	8%	--	--	\$68,302	--	--
	Public Records Compliance Specialist	1	\$62,005	\$69,000	-10%	8%	8%	0%	\$66,805	\$71,000	-6%
	Records Compliance Coordinator	1	\$60,965	\$57,000	7%	8%	8%	0%	\$65,765	\$61,000	7%
	Senior Auditor	4	\$85,982	\$76,000	12%	8%	9%	-1%	\$92,782	\$81,000	14%
	Senior Ethics Auditor	2	\$93,371	\$86,000	8%	7%	9%	-1%	\$100,171	\$91,000	10%
	Procurement Vendor Specialist	1	\$64,605	\$67,000	-3%	7%	9%	-2%	\$69,405	\$70,000	-1%
	Fleet Specialist	1	\$81,058	\$74,000	9%	6%	10%	-4%	\$85,858	\$80,000	7%
	Supply Chain Specialist	1	\$82,826	--	--	6%	--	--	\$87,626	--	--
	Facilities and Space Planning Specialist	1	\$73,549	\$83,000	-12%	7%	8%	-1%	\$78,349	\$87,000	-9%
	Electric T&D Analytics Specialist	1	\$107,640	--	--	7%	--	--	\$115,640	--	--
	Water Wastewater Specialist	1	\$82,202	--	--	6%	--	--	\$87,002	--	--
	Account Executive Customer Accounts	8	\$81,432	\$80,000	2%	6%	10%	-4%	\$86,232	\$88,000	-2%
	Community Involvement and Project Outreach Coordinator	2	\$63,981	--	--	8%	--	--	\$68,781	--	--
	Community Engagement Coordinator	2	\$78,634	\$82,000	-4%	6%	9%	-3%	\$83,434	\$85,000	-2%
	Communications Coordinator	1	\$74,318	\$74,000	0%	6%	9%	-2%	\$79,118	\$79,000	0%
	Digital Communications Specialist	2	\$78,842	\$81,000	-2%	6%	8%	-2%	\$83,642	\$86,000	-2%
	Digital Media Communications Associate	2	\$51,501	--	--	9%	--	--	\$56,301	--	--
	Customer Experience Accuracy & Internal Controls Analyst	1	\$63,066	--	--	8%	--	--	\$67,866	--	--
	Customer Experience Quality Assurance Analyst	4	\$62,301	\$53,000	18%	8%	7%	0%	\$67,101	\$56,000	20%
	Customer Experience Training Specialist	4	\$74,407	\$66,000	13%	7%	8%	-2%	\$79,207	\$67,000	18%
	Associate Program Manager	3	\$74,311	\$63,000	18%	6%	5%	1%	\$79,111	\$69,000	15%
	Financial Analysis Specialist	2	\$86,330	\$100,000	-13%	8%	11%	-3%	\$93,130	\$110,000	-14%
	Financial Analyst Senior Financial Planning & Rates	2	\$78,322	\$85,000	-8%	6%	9%	-2%	\$83,122	\$87,000	-5%
	Financial Analyst Senior Operating Budget	2	\$76,461	\$82,000	-7%	6%	9%	-3%	\$81,261	\$86,000	-6%
	Financial Associate	2	\$50,502	--	--	10%	--	--	\$55,302	--	--
	Financial Analyst Senior Capital Budget Planning	1	\$78,811	\$82,000	-4%	6%	9%	-3%	\$83,611	\$86,000	-3%
	Cash Management Analyst	2	\$88,296	\$75,000	17%	5%	9%	-4%	\$93,096	\$81,000	15%
	Portfolio Specialist	1	\$110,302	\$94,000	17%	7%	10%	-3%	\$118,302	\$100,000	16%
	Black Belt Candidate	2	\$76,731	\$72,000	6%	6%	10%	-4%	\$81,531	\$80,000	1%
	Master Black Belt	4	\$98,098	\$110,000	-12%	8%	10%	-2%	\$106,098	\$125,000	-15%
	Financial Reporting Analyst Sr	2	\$81,515	\$77,000	6%	6%	10%	-4%	\$86,315	\$82,000	6%
	Financial Reporting Specialist	1	\$83,886	\$100,000	-16%	8%	11%	-3%	\$90,686	\$110,000	-16%
	Financial Analyst Senior Accounting	2	\$71,781	\$77,000	-7%	7%	10%	-3%	\$76,581	\$82,000	-6%
	Protection & Controls Specialist	1	\$114,546	--	--	7%	--	--	\$122,546	--	--
	Human Resources Business Partner	3	\$106,434	\$98,000	8%	6%	12%	-5%	\$113,234	\$105,000	6%
	Ethics Officer	1	\$132,018	\$110,000	22%	8%	12%	-4%	\$143,038	\$120,000	20%
	Special Project-EAM	2	\$117,572	--	--	7%	--	--	\$125,572	--	--
	Government Relations Specialist	2	\$105,841	\$96,000	22%	6%	9%	-3%	\$112,641	\$93,000	21%
	Government Relations Coordinator	1	\$75,504	\$71,000	6%	6%	8%	-2%	\$80,304	\$75,000	7%

# Appendix D

DRAFT

## Appointed Population Market Data

JEA	Position Title	Number of Incumbents	JEA Average Base Salary	Competitive Market Base Salary		JEA Average Target Bonus %	Competitive Market Target Bonus %		JEA Average Target TCC	Competitive Market Target TCC	
				50th Percentile <sup>(1)</sup>	Variance		50th Percentile	Absolute Variance		50th Percentile <sup>(1)</sup>	Variance
	Risk Mgmt Specialist	1	\$73,736	\$88,000	-14%	7%	11%	-4%	\$78,536	\$93,000	-16%
	Bond Compliance Specialist	2	\$100,870	\$100,000	1%	8%	11%	-3%	\$108,870	\$105,000	1%
	Bond Administration Specialist	1	\$96,200	\$100,000	-3%	8%	11%	-2%	\$104,200	\$105,000	-3%
	Executive Assistant	4	\$55,042	\$61,000	-10%	9%	6%	3%	\$59,842	\$64,000	-6%

### Notes

"-"=Data not available

(1) Market data between \$50,000 and \$100,000 rounded to the nearest \$1,000 and greater than \$100,000 rounded to the nearest \$5,000.

## Appendix D

### Appointed Population Market Data

Appointed Population Market Data								
JEA	Position Title	Number of Incumbents	JEA Average Long term Incentives %	Competitive Market Long-term Incentives %		JEA Average Target TDC	Competitive Market Target TDC	
				50th Percentile <sup>(1)</sup>	Absolute Variance		50th Percentile <sup>(2)(3)</sup>	Variance
Executives								
	President & Chief Operating Officer	1	--	105%	--	\$440,006	\$1,245,000	-65%
	Chief Financial Officer	1	--	75%	--	\$385,000	\$990,000	-61%
	Chief Innovation & Transformation Officer	1	--	30%	--	--	\$455,000	--
	VP/GM Energy	1	--	26%	--	\$324,500	\$490,000	-34%
	VP/GM Water/Wastewater Systems	1	--	--	--	\$220,266	\$240,000	-8%
	VP Energy & Water Planning	1	--	26%	--	--	\$395,000	--
	VP & Chief Compliance Officer	1	--	22%	--	\$244,176	\$330,000	-25%
	VP & Chief Human Resources Officer	1	--	44%	--	\$262,914	\$565,000	-53%
	Chief Public & Shareholder Affairs Officer	1	--	29%	--	\$255,364	\$400,000	-36%
	VP & Chief Customer Officer	1	--	33%	--	\$245,205	\$400,000	-39%
	VP & Chief Environmental Services Officer	1	--	23%	--	\$198,003	\$340,000	-42%
	VP & Chief Information Officer	1	--	38%	--	\$294,466	\$525,000	-44%
	VP & Chief Supply Chain Officer	1	--	28%	--	\$198,003	\$410,000	-52%
Directors								
	Dir Electric Production	1	--	8%	--	\$183,039	\$205,000	-11%
	Dir Electric Production CTs	1	--	8%	--	\$163,279	\$205,000	-20%
	Dir Electric System Construction & Maintenance	1	--	5%	--	\$152,026	\$185,000	-18%
	Dir Electric Systems Asset Management	1	--	--	--	\$127,937	--	--
	Dir Electric Systems Operations	1	--	7%	--	\$185,348	\$215,000	-14%
	Dir Electric T&D Projects	1	--	10%	--	\$149,946	\$220,000	-32%
	Dir Electric Transmission & Substation Maintenance	1	--	--	--	\$163,279	\$190,000	-15%
	Dir Joint Owned Electric Assets	1	--	--	--	\$164,170	--	--
	Dir Audit Services	1	--	8%	--	\$161,404	\$185,000	-13%
	Dir Network & Telecommunication Services	1	--	--	--	\$143,994	--	--
	Dir Information Security	1	--	6%	--	\$148,778	\$170,000	-11%
	Dir W/WW Asset Mgmt & Performance	1	--	--	--	\$152,065	--	--
	Dir W/WW Reuse Delivery & Collection	1	--	--	--	\$142,601	--	--
	Dir W/WW & Reuse Treatment	1	--	--	--	\$153,063	--	--
	Dir W/WW Project Engineering & Construction	1	--	--	--	\$148,030	--	--
	Dir Organizational Effectiveness & Payroll	1	--	--	--	\$147,614	--	--
	Dir Learning & Development	1	--	--	--	\$141,020	--	--
	Dir Labor Relations	1	--	--	--	\$139,023	\$150,000	-6%
	Dir Employee Services	1	--	11%	--	\$169,956	\$205,000	-17%
	Dir Security	1	--	8%	--	\$121,343	\$155,000	-22%
	Dir Electric Compliance	1	--	--	--	\$174,366	\$165,000	6%
	Dir CIP Compliance	1	--	--	--	\$174,366	\$170,000	1%
	Dir Procurement Services	1	--	10%	--	\$129,039	\$170,000	-23%
	Dir Emergency Preparedness & Business Continuity	1	--	9%	--	\$147,281	\$155,000	-5%
	Dir Operations Support Services	1	--	--	--	\$154,457	--	--
	Dir Electric T&D Planning	1	--	8%	--	\$151,087	\$210,000	-29%
	Dir W/WW Planning & Development	1	--	--	--	\$187,636	--	--
	Dir ERP Systems	1	--	--	--	\$156,790	--	--
	Dir IT Infrastructure & Compliance Assurance	1	--	--	--	\$159,036	--	--



# Appendix D

## Appointed Population Market Data

JEA	Position Title	Number of Incumbents	JEA Average Long term Incentives %	Competitive Market Long-term Incentives %		JEA Average Target TDC	Competitive Market Target TDC	
				50th Percentile <sup>(1)</sup>	Absolute Variance		50th Percentile <sup>(2)(3)</sup>	Variance
	Dir CRM Systems	1	--	--	--	\$155,063	--	--
	Dir Eng Systems & PMO	1	--	--	--	\$155,562	--	--
	Dir Air & Laboratory Permitting & Compliance	1	--	9%	--	\$173,450	\$190,000	-8%
	Dir Response & Environmental Programs	1	--	7%	--	\$152,106	\$155,000	-2%
	Dir Customer & Community Engagement	1	--	9%	--	\$133,449	\$180,000	-26%
	Dir Media Relations	1	--	--	--	\$121,318	--	--
	Dir Customer Experience Strategy & Support	1	--	--	--	\$155,538	--	--
	Dir Business Dvpt & Community Project Mgmt	1	--	--	--	\$148,924	--	--
	Dir Customer Revenue	1	--	9%	--	\$164,735	\$205,000	-19%
	Dir Customer Field & Meter Services	1	--	7%	--	\$138,337	\$170,000	-18%
	Dir Customer & Utility Analytics	1	--	7%	--	\$148,820	\$155,000	-5%
	Dir Customer Experience Centers	1	--	9%	--	\$132,596	\$160,000	-18%
	Dir Customer Solutions & Market Development	1	--	--	--	\$151,066	\$145,000	3%
	Dir Government Affairs	2	--	7%	--	\$164,162	\$160,000	2%
	Dir Risk Mgmt Services	1	--	9%	--	\$149,756	\$185,000	-18%
	Controller	2	--	10%	--	\$168,102	\$175,000	-4%
	Dir Financial Planning & Analysis	1	--	--	--	\$153,025	--	--
	Treasurer	1	--	10%	--	\$183,497	\$185,000	-2%
	Dir Corporate Strategy	1	--	13%	--	\$148,674	\$215,000	-30%
<b>Managers<sup>(4)</sup></b>								
	Associate Mgr Electric Systems Construction & Maintenance	1	--	--	--	\$86,818	\$115,000	-23%
	Associate Mgr, Electric Services & Dvpt Proj	1	--	--	--	\$109,115	\$115,000	-3%
	Mgr Bulk Power Operations	3	--	--	--	\$139,016	\$150,000	-7%
	Mgr Byproduct Services	1	--	--	--	\$100,581	--	--
	Mgr Combustion Turbines Ops & Maint	3	--	--	--	\$111,404	\$135,000	-18%
	Mgr Distribution Projects	1	--	--	--	\$108,110	--	--
	Mgr Electric Contract Administration	1	--	--	--	\$119,197	--	--
	Mgr Electric Customer Service Response	1	--	--	--	\$111,626	\$135,000	-17%
	Mgr Electric Distribution Preventative Maintenance	1	--	--	--	\$124,834	--	--
	Mgr Electric Distribution Service Operations	2	--	--	--	\$119,238	--	--
	Mgr Electric Production Maintenance	6	--	--	--	\$106,540	\$125,000	-15%
	Mgr Electric Services & Dvpt Proj	1	--	--	--	\$117,658	\$135,000	-13%
	Mgr Electric Systems Construction & Maintenance	2	--	--	--	\$127,257	--	--
	Mgr Electric Systems Construction & Maintenance Analytics	1	--	--	--	\$102,266	--	--
	Mgr Electric T&D Standards	1	--	--	--	\$123,482	\$130,000	-4%
	Mgr Electrical Group	1	--	--	--	\$108,402	\$125,000	-13%
	Mgr Fuels Mgmt Services	1	--	6%	--	\$141,228	\$165,000	-16%
	Mgr GIS Systems	2	--	--	--	\$99,048	--	--
	Mgr Maintenance Planning	1	--	--	--	\$130,075	\$150,000	-12%
	Mgr Material Handling E & I	1	--	--	--	\$103,618	--	--
	Mgr NGS Material Handling Operations	3	--	6%	--	\$103,618	\$120,000	-14%
	Mgr NGS Operations	1	--	--	--	\$114,226	\$140,000	-19%
	Mgr Northside Generating Station	1	--	--	--	\$117,970	\$140,000	-17%
	Mgr Predictive Maintenance	1	--	--	--	\$109,130	--	--

# Appendix D

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## Appointed Population Market Data

JEA	Position Title	Number of Incumbents	JEA Average Long-term Incentives %	Competitive Market Long-term Incentives %		JEA Average Target TDC	Competitive Market Target TDC	
				50th Percentile <sup>(1)</sup>	Absolute Variance		50th Percentile <sup>(2)(3)</sup>	Variance
Mgr Process Chemistry	1	--	--	--	--	\$117,970	--	--
Mgr Process Controls	1	--	--	--	--	\$118,219	--	--
Mgr Project Mgmt	1	--	--	--	--	\$129,763	\$130,000	2%
Mgr Substation Maintenance	1	--	--	8%	--	\$137,230	\$150,000	-9%
Mgr System Protection & Control Projects	1	--	--	8%	--	\$138,042	\$160,000	-13%
Mgr System Protection & Controls	1	--	--	--	--	\$156,599	\$130,000	19%
Mgr Construction	1	--	--	--	--	\$122,067	--	--
Mgr W/WW Project Management	3	--	--	--	--	\$132,807	--	--
Mgr Project Support & Controls	1	--	--	--	--	\$113,768	\$125,000	-9%
Mgr W/WW Reuse Delivery & Coll Maint Planning & Eng	1	--	--	--	--	\$129,202	--	--
Mgr Sewer Operation & Maintenance	1	--	--	--	--	\$104,096	--	--
Mgr Water & Reuse Operation & Maintenance	1	--	--	--	--	\$106,218	--	--
Mgr W/WW System Operations & Customer Response	1	--	--	--	--	\$99,000	--	--
Mgr O&M Construction & Maintenance	1	--	--	--	--	\$103,389	--	--
Mgr Water & Sewer Preventative Maintenance	1	--	--	--	--	\$119,488	--	--
Mgr W/WW System Assets, Performance & Innovation	1	--	--	--	--	\$124,189	--	--
Mgr Business Operations	1	--	--	--	--	\$89,126	--	--
Mgr Wastewater Treatment and Reuse - South Grid	1	--	--	--	--	\$126,019	--	--
Mgr Wastewater Treatment and Reuse - West Grid	1	--	--	--	--	\$127,226	--	--
Mgr W/WW Control Systems & Operations	1	--	--	--	--	\$111,355	--	--
Mgr W/WW Treatment and Reuse - Nassau	1	--	--	--	--	\$125,021	--	--
Mgr Wastewater Treatment and Reuse - Buckman	1	--	--	--	--	\$114,018	--	--
Mgr Wastewater Treatment and Reuse - St Johns	1	--	--	--	--	\$114,725	--	--
Mgr Wastewater Treatment and Reuse - North Grid	1	--	--	--	--	\$114,018	--	--
Mgr Water Treatment	1	--	--	--	--	\$124,168	--	--
Mgr W/WW Reuse Treatment Maint Planning & Eng	1	--	--	--	--	\$139,997	--	--
Mgr District Energy Operations	1	--	--	--	--	\$103,618	\$135,000	-24%
Mgr Wastewater Treatment and Reuse - East Grid	1	--	--	--	--	\$127,912	--	--
Mgr Payroll Services	1	--	--	--	--	\$97,800	\$100,000	-4%
Manager Organizational Effectiveness	1	--	--	3%	--	\$119,010	\$125,000	-6%
Mgr Emerging Workforce Strategies	1	--	--	5%	--	\$83,528	\$92,000	-9%
Mgr Talent Acquisition Services	1	--	--	--	--	\$95,304	\$92,000	3%
Mgr Benefits Services	1	--	--	7%	--	\$106,488	\$130,000	-17%
Mgr Technical Utility Training Services	1	--	--	5%	--	\$129,867	\$130,000	1%
Mgr Learning & Development	1	--	--	--	--	\$137,070	--	--
Mgr Organizational Development	1	--	--	--	--	\$86,336	\$90,000	-4%
Associate Mgr Safety & Health Services	1	--	--	--	--	\$87,646	\$92,000	-5%
Mgr Physical Security	1	--	--	6%	--	\$94,826	\$120,000	-21%
Mgr Identity & Access Management	1	--	--	--	--	\$108,006	--	--
Mgr Corporate Records Compliance	1	--	--	--	--	\$85,629	\$81,000	6%
Mgr Security Operations	1	--	--	--	--	\$94,909	--	--
Mgr Enterprise Risk Mgmt	1	--	--	7%	--	\$128,973	\$135,000	-4%
Mgr Jax Small Emerging Business Programs	1	--	--	--	--	\$86,960	\$85,000	2%
Procurement Category Manager	5	--	--	6%	--	\$111,264	\$135,000	-18%



## Appendix D

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## Appointed Population Market Data

JEA	Position Title	Number of Incumbents	JEA Average Long term Incentives %	Competitive Market Long-term Incentives %		JEA Average Target TDC	Competitive Market Target TDC	
				50th Percentile <sup>(1)</sup>	Absolute Variance		50th Percentile <sup>(2)(3)</sup>	Variance
Mgr Procurement Contract Administration	1	--	--	--	--	\$106,266	\$105,000	2%
Mgr Central Distribution Warehouse	1	--	--	--	--	\$89,310	\$120,000	-25%
Mgr Utility Locate Services	2	--	--	--	--	\$104,279	\$105,000	0%
Mgr Investment Recovery Operations	1	--	4%	--	--	\$91,162	\$88,000	3%
Mgr Facilities Operations	1	--	7%	--	--	\$123,586	\$115,000	10%
Mgr Procurement Inventory Control	1	--	4%	--	--	\$104,290	\$88,000	18%
Mgr Fleet Services & Business Operations	1	--	--	--	--	\$98,715	--	--
Mgr Electric T&D Planning	2	--	--	--	--	\$137,282	--	--
Mgr Electric Generation Planning	1	--	--	--	--	\$135,192	--	--
Mgr System Analysis	1	--	--	--	--	\$130,408	--	--
Mgr W/WW System Planning	1	--	--	--	--	\$134,614	--	--
Manager Development	1	--	--	--	--	\$118,053	--	--
Mgr Technical Services	2	--	--	--	--	\$121,183	--	--
Mgr IT Compliance	1	--	--	--	--	\$112,291	--	--
Mgr Technology Project Mgmt	4	--	6%	--	--	\$128,058	\$140,000	-8%
Mgr CRM Systems	3	--	--	--	--	\$116,541	--	--
Mgr ERP Systems	3	--	--	--	--	\$109,636	--	--
Mgr Sampling & Support Services	1	--	--	--	--	\$107,243	\$120,000	-9%
Mgr Quality Assurance & Environmental Compliance Systems	1	--	--	--	--	\$105,011	\$115,000	-9%
Mgr Laboratory Section Analytical	1	--	--	--	--	\$90,874	\$100,000	-11%
Mgr Fuels Laboratory	1	--	--	--	--	\$91,498	--	--
Mgr Laboratory Section Biology	1	--	--	--	--	\$86,818	--	--
Mgr Environmental Incident Response	1	--	--	--	--	\$101,898	--	--
Mgr Business Support Center	1	--	--	--	--	\$90,059	\$86,000	4%
Mgr Community Involvement & Project Impact	1	--	8%	--	--	\$111,168	\$110,000	0%
Mgr Business Client Relationships Key Accounts	1	--	7%	--	--	\$110,398	\$125,000	-13%
Mgr Media Relations	1	--	7%	--	--	\$86,818	\$115,000	-24%
Mgr Customer Contacts	8	--	--	--	--	\$82,098	\$83,000	-1%
Mgr Digital Communications	1	--	7%	--	--	\$105,510	\$125,000	-15%
Mgr Customer and Corporate Communications	1	--	--	--	--	\$106,010	--	--
Mgr Community Engagement	1	--	8%	--	--	\$107,466	\$110,000	-3%
Mgr Internal Communications	1	--	--	--	--	\$91,162	\$88,000	3%
Mgr Multimedia Production	1	--	5%	--	--	\$90,874	\$100,000	-9%
Mgr Product Marketing	1	--	7%	--	--	\$104,928	\$120,000	-13%
Mgr Customer Experience Training & Quality Coaching	1	--	--	--	--	\$90,562	\$88,000	3%
Mgr Customer Experience Strategy Support & Implementation	1	--	--	--	--	\$124,210	--	--
Mgr Customer Experience Policy & Accuracy	1	--	--	--	--	\$90,874	--	--
Mgr Corporate Research	1	--	6%	--	--	\$117,013	\$145,000	-20%
Mgr Utility Analytics	1	--	11%	--	--	\$127,850	\$130,000	-2%
Mgr Customer Solutions	4	--	--	--	--	\$100,364	\$100,000	-2%
Mgr Strategic Customer Solutions	1	--	--	--	--	\$110,045	--	--
Mgr Customer Center & Revenue Assurance Operations	1	--	--	--	--	\$95,096	--	--
Mgr Receivables & Collection Services	1	--	--	--	--	\$89,792	\$89,000	1%
Mgr Billing Support Services	1	--	--	--	--	\$101,024	\$94,000	7%



## Appendix D

## Appointed Population Market Data

JEA	Position Title	Number of Incumbents	JEA Average Long term Incentives %	Competitive Market Long-term Incentives %		JEA Average Target TDC	Competitive Market Target TDC	
				50th Percentile <sup>(1)</sup>	Absolute Variance		50th Percentile <sup>(2)(3)</sup>	Variance
	Mgr Customer Assistance Programs	1	--	--	--	\$83,819	\$83,000	1%
	Mgr Electric Meter Services	1	--	--	--	\$122,712	\$130,000	-7%
	Mgr Meter Data Collection & Analysis	1	--	--	--	\$120,923	--	--
	Mgr Conservation & Efficiency Field Services	1	--	--	--	\$103,618	\$115,000	-9%
	Mgr Water Meter Services	1	--	--	--	\$106,592	\$140,000	-24%
	Mgr Field Services	1	--	--	--	\$103,618	\$130,000	-21%
	Mgr Ethics Investigations & Audit	1	--	5%	--	\$118,677	\$140,000	-15%
	Mgr Internal Audit	1	--	6%	--	\$117,158	\$130,000	-12%
	Mgr Electric Production Reliability Engineering	1	--	--	--	\$131,594	--	--
	Associate Manager Facilities Operations	2	--	--	--	\$96,694	--	--
	Associate Mgr, Facilities Capital Projects	1	--	--	--	\$111,486	\$105,000	8%
	Associate Manager Facilities Asset Support Services	1	--	--	--	\$79,805	--	--
	Associate Mgr, Utility Locate Services	2	--	--	--	\$78,754	--	--
	Associate Mgr, Warehouse Operations	3	--	--	--	\$70,805	\$92,000	-23%
	Mgr Operations & Help Desk Support	1	--	7%	--	\$118,427	\$125,000	-6%
	Mgr Information Security	2	--	--	--	\$125,135	\$125,000	0%
	Mgr IT Infrastructure & Collaboration Platforms	1	--	--	--	\$118,781	--	--
	Mgr T&D Preventative Maintenance	1	--	--	--	\$133,195	\$150,000	-10%
	Mgr Transmission & Substation Projects	1	--	8%	--	\$132,904	\$150,000	-12%
	Mgr UG Network & Commercial Maintenance	1	--	8%	--	\$124,189	\$150,000	-17%
	Sr Mgr Electric Production Maintenance	1	--	8%	--	\$140,750	\$175,000	-20%
	Sr Mgr Electric Production Operations	1	--	6%	--	\$141,353	\$185,000	-23%
	Sr Mgr Electric Systems Construction & Maintenance	1	--	6%	--	\$136,090	\$155,000	-12%
	Sr Mgr NGS Bulk Material Handling	1	--	9%	--	\$140,750	\$170,000	-18%
	Mgr Safety & Health Services	1	--	--	--	\$107,805	\$110,000	-3%
	Mgr Real Estate Services	1	--	7%	--	\$119,550	\$130,000	-6%
	Mgr Enterprise Architecture	1	--	--	--	\$143,121	--	--
	Mgr Telecom Sales & Services	1	--	--	--	\$95,262	--	--
	Mgr Technology Innovation Initiatives	1	--	--	--	\$133,278	--	--
	Mgr Pollution Prevention Programs	1	--	--	--	\$113,019	--	--
	Mgr Environmental Permitting & Compliance	1	--	--	--	\$113,269	--	--
	Mgr Water Policy, Permitting & Compliance	1	--	--	--	\$134,651	--	--
	Mgr Financial Planning & Rates	1	--	6%	--	\$112,811	\$135,000	-17%
	Mgr Operating Budgets	1	--	6%	--	\$108,381	\$130,000	-16%
	Mgr Capital Budget Planning	1	--	6%	--	\$105,094	\$140,000	-24%
	Mgr Cash & Investments	1	--	6%	--	\$133,736	\$135,000	-1%
	Mgr Accounts Payable	1	--	--	--	\$100,667	\$88,000	14%
	Mgr Performance Improvement	1	--	6%	--	\$116,493	\$120,000	-4%
	Mgr Tax Administration	1	--	6%	--	\$118,365	\$145,000	-18%
	Mgr Project Accounting	1	--	6%	--	\$106,072	\$125,000	-15%
	Mgr Financial Accounting & Reporting	1	--	6%	--	\$115,016	\$140,000	-18%
	Mgr Executive Administration	1	--	--	--	\$92,306	\$81,000	14%
<b>Individual Contributor<sup>(4)</sup></b>								
	Appointed Process Assignment (NE)	3	--	--	--	\$88,908	--	--

# Appendix D

## Appointed Population Market Data

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JEA	Position Title	Number of Incumbents	JEA Average Long term Incentives %	Competitive Market Long-term Incentives %		JEA Average Target TDC	Competitive Market Target TDC	
				50th Percentile <sup>(1)</sup>	Absolute Variance		50th Percentile <sup>(2)(3)</sup>	Variance
	Consulting Engineer	4	--	7%	--	\$126,981	\$130,000	-3%
	Electric Standards Specialist	1	--	--	--	\$104,970	\$120,000	-12%
	Electric System Operations Specialist	1	--	--	--	\$102,245	\$140,000	-27%
	Fuels Specialist	1	--	--	--	\$103,618	\$125,000	-19%
	Generation O&M Specialist	3	--	--	--	\$102,619	\$130,000	-20%
	Manager Natural Gas Commercial Services	1	--	--	--	\$103,389	--	--
	Capital Project Controls Specialist	1	--	--	--	\$100,462	--	--
	Maintenance Specialist	1	--	--	--	\$82,426	--	--
	Financial Analyst W/WW Operations	1	--	--	--	\$78,245	\$65,000	20%
	Contract Specialist	1	--	7%	--	\$76,394	\$94,000	-18%
	Water Wastewater Reliability Specialist	1	--	--	--	\$87,064	--	--
	Water Sewer System Planning Specialist	2	--	--	--	\$112,707	--	--
	W/WW Program Manager	1	--	--	--	\$106,765	--	--
	Labor Relations Specialist	4	--	--	--	\$94,477	\$92,000	3%
	Compensation Specialist	1	--	4%	--	\$84,381	\$93,000	-9%
	Learning & Development Technology Specialist	1	--	--	--	\$84,006	\$83,000	2%
	Compliance Analyst Senior	2	--	--	--	\$94,087	\$97,000	-3%
	Compliance Specialist	1	--	--	--	\$112,520	\$135,000	-17%
	CIP Compliance Program Manager	1	--	--	--	\$133,112	\$135,000	-2%
	Audit Services Analyst	1	--	5%	--	\$92,368	\$89,000	4%
	Information Technology Auditor	1	--	4%	--	\$85,670	\$99,000	-14%
	Emergency Planning & Business Continuity Coordinator	1	--	--	--	\$91,328	\$96,000	-5%
	Real Estate Coordinator	2	--	--	--	\$93,245	\$87,000	8%
	Integration Service Specialist	1	--	4%	--	\$99,090	\$99,000	1%
	Appointed Process Assignment	1	--	--	--	\$108,200	--	--
	Financial Analysis Specialist - Customer Revenue	1	--	5%	--	\$86,818	\$115,000	-23%
	Black Belt	2	--	--	--	\$94,898	\$100,000	-5%
	Performance Management Coordinator	1	--	--	--	\$74,813	--	--
	HRIS Analyst	1	--	5%	--	\$79,805	\$95,000	-16%
	Workforce Analyst	1	--	5%	--	\$69,592	\$77,000	-9%
	Payroll Analyst	1	--	--	--	\$67,866	\$69,000	-2%
	Payroll Specialist	1	--	--	--	\$83,715	\$83,000	1%
	Talent Acquisition Senior Specialist	1	--	5%	--	\$79,077	\$92,000	-14%
	Talent Acquisition Specialist	2	--	9%	--	\$67,699	\$72,000	-7%
	Compensation Analyst	1	--	--	--	\$71,027	\$70,000	2%
	Technical Development Spec	8	--	--	--	\$109,718	--	--
	Leadership Development Solutions Specialist	5	--	6%	--	\$82,126	\$86,000	-5%
	Security & Investigative Support Specialist	1	--	--	--	\$68,302	--	--
	Public Records Compliance Specialist	1	--	--	--	\$66,805	\$71,000	-6%
	Records Compliance Coordinator	1	--	--	--	\$65,765	\$61,000	7%
	Senior Auditor	4	--	5%	--	\$92,782	\$85,000	10%
	Senior Ethics Auditor	2	--	5%	--	\$100,171	\$95,000	5%
	Procurement Vendor Specialist	1	--	--	--	\$69,405	\$70,000	-1%
	Fleet Specialist	1	--	--	--	\$85,858	\$80,000	7%

# Appendix D

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## Appointed Population Market Data

JEA	Position Title	Number of Incumbents	JEA Average Long term Incentives %	Competitive Market Long-term Incentives %		JEA Average Target TDC	Competitive Market Target TDC	
				50th Percentile <sup>(1)</sup>	Absolute Variance		50th Percentile <sup>(2)(3)</sup>	Variance
	Supply Chain Specialist	1	--	--	--	\$87,626	--	--
	Facilities and Space Planning Specialist	1	--	3%	--	\$78,349	\$89,000	-12%
	Electric T&D Analytics Specialist	1	--	--	--	\$115,640	--	--
	Water Wastewater Specialist	1	--	--	--	\$87,002	--	--
	Account Executive Customer Accounts	8	--	--	--	\$86,232	\$88,000	-2%
	Community Involvement and Project Outreach Coordinator	2	--	--	--	\$68,781	--	--
	Community Engagement Coordinator	2	--	--	--	\$83,434	\$85,000	-2%
	Communications Coordinator	1	--	--	--	\$79,118	\$79,000	0%
	Digital Communications Specialist	2	--	10%	--	\$83,642	\$94,000	-11%
	Digital Media Communications Associate	2	--	--	--	\$56,301	--	--
	Customer Experience Accuracy & Internal Controls Analyst	1	--	--	--	\$67,866	--	--
	Customer Experience Quality Assurance Analyst	4	--	--	--	\$67,101	\$56,000	20%
	Customer Experience Training Specialist	4	--	7%	--	\$79,207	\$72,000	10%
	Associate Program Manager	3	--	--	--	\$79,111	\$69,000	15%
	Financial Analysis Specialist	2	--	5%	--	\$93,130	\$115,000	-17%
	Financial Analyst Senior Financial Planning & Rates	2	--	4%	--	\$83,122	\$91,000	-8%
	Financial Analyst Senior Operating Budget	2	--	--	--	\$81,261	\$86,000	-6%
	Financial Associate	2	--	--	--	\$55,302	--	--
	Financial Analyst Senior Capital Budget Planning	1	--	--	--	\$83,611	\$86,000	-3%
	Cash Management Analyst	2	--	4%	--	\$93,096	\$83,000	12%
	Portfolio Specialist	1	--	4%	--	\$118,302	\$105,000	12%
	Black Belt Candidate	2	--	--	--	\$81,531	\$80,000	1%
	Master Black Belt	4	--	--	--	\$106,098	\$125,000	-15%
	Financial Reporting Analyst Sr	2	--	4%	--	\$86,315	\$85,000	2%
	Financial Reporting Specialist	1	--	5%	--	\$90,686	\$115,000	-20%
	Financial Analyst Senior Accounting	2	--	4%	--	\$76,581	\$85,000	-10%
	Protection & Controls Specialist	1	--	--	--	\$122,546	--	--
	Human Resources Business Partner	3	--	5%	--	\$113,234	\$110,000	1%
	Ethics Officer	1	--	--	--	\$143,038	\$120,000	20%
	Special Project-EAM	2	--	--	--	\$125,572	--	--
	Government Relations Specialist	2	--	--	--	\$112,641	\$93,000	21%
	Government Relations Coordinator	1	--	--	--	\$80,304	\$75,000	7%



## Appendix D

### Appointed Population Market Data

DRAFT

JEA	Position Title	Number of Incumbents	JEA Average Long term Incentives %	Competitive Market Long-term Incentives %		JEA Average Target TDC	Competitive Market Target TDC	
				50th Percentile <sup>(1)</sup>	Absolute Variance		50th Percentile <sup>(2)(3)</sup>	Variance
	Risk Mgmt Specialist	1	--	--	--	\$78,536	\$93,000	-16%
	Bond Compliance Specialist	2	--	4%	--	\$108,870	\$110,000	-2%
	Bond Administration Specialist	1	--	4%	--	\$104,200	\$110,000	-6%
	Executive Assistant	4	--	5%	--	\$59,842	\$67,000	-11%

#### Notes

"--"=Data not available

(1) Competitive Market Long-term Incentives % reflect 1/2 for all reported market data to account for the fact that Energy Services Industry surveys are comprised of responses by Public Power Utilities and General Industry surveys are comprised of responses by not-for-profit organizations, which typically do not grant LTI.

(2) Competitive Market Target TDC values are calculated by building up from Competitive Market Base Salary, Competitive Market Target TCC, and Competitive Market Long-term Incentives % values.

(3) Market data between \$50,000 and \$100,000 rounded to the nearest \$1,000 and greater than \$100,000 rounded to the nearest \$5,000.

(4) Although Competitive Market Long-term Incentives % data are available for some of the Managers and Individual Contributors, maximum eligibility percentages are approximately 30-40% and 20-30% respectively (for the positions with data available).