

---

**From:** Kyle, Gina A. - Manager Media Relations <kylega@jea.com>  
**Sent:** Wednesday, July 24, 2019 5:40 PM  
**To:** Zahn, Aaron F. - Managing Director/CEO  
**Cc:** Stewart, Kerri - VP & Chief Customer Officer; 'Banks Willis'; Maddie Milne; Ham, Melissa L. - Manager Product Marketing; Michael Munz; Devin Pascoe  
**Subject:** FW: Op-ed for your review  
**Attachments:** April Green post-board meeting op-ed\_Draft\_7.24.19 UPDATED2.docx

Aaron,

Attached is the op-ed that was forwarded to April for review. Please let us know if you have edits as well. We'll be glad to take care of them before shipping the final document to Mike Clark.

Thanks,

**Gina Kyle, MBA**

Manager, Media Relations

Direct: (904) 665-7974

Mobile: (904) 305-0502

Media: (904) 665-5500

Media: media@jea.com



---

**From:** Kyle, Gina A. - Manager Media Relations  
**Sent:** Wednesday, July 24, 2019 4:52 PM  
**To:** 'April Green' <agreen@mebusinesssolutions.com>  
**Subject:** Op-ed for your review  
**Importance:** High

Good afternoon April,

Attached is the op-ed that we drafted for your review. Please let me know if there are edits you would like made. I need to get the document over to them first thing tomorrow morning to make sure it's included in Sunday's paper.

Thanks ,

Gina

**Gina Kyle, MBA**

Manager, Media Relations

Direct: (904) 665-7974

Mobile: (904) 305-0502

Media: (904) 665-5500

Media: [media@jea.com](mailto:media@jea.com)



**DRAFT: July 24, 2019**

**Post-board meeting Times-Union op-ed**

**Potential publication date: Sunday, July 28, 2019**

**Title: “We didn’t vote to sell JEA, we voted to make JEA better”**

**By: April Green, chairman, JEA board of directors**

First, it’s important to note that JEA’s board of directors did not vote to sell JEA. We voted for JEA to pursue a path forward that protects our employees, customers and community at large. Now that we know there is a path forward, the next step is to decide which path is best.

On July 23, 2019, JEA’s board of directors unanimously voted for JEA’s senior leadership team to begin the process of exploring unconstrained or “non-governmental” opportunities for growth. This vote comes after a months long scenario-based strategic planning process to determine how the municipally-owned utility can continue to meet the demands of and stay relevant to its customers. Critical, industry-wide challenges such as revenue loss driven by energy efficiency and distributed energy resources, new disruptive technologies and competitors have made business structure changes essential.

Beginning at the May board meeting, we’ve thoughtfully and transparently engaged and deliberated. We started with scenario 1, the status quo response, which is what could have happened to JEA’s business in the face of current challenges, and without a transformative response.

In June, and in more detail at the July 23 board meeting, JEA’s senior leadership presented scenario 2a, the traditional utility response, which could have simply served as a way to stabilize JEA’s profitability in order to pay down debt and maintain standard electric, water and wastewater services. Scenario 2a could have also included the potential for significant headcount reductions, negative impacts to service quality and rate increases.

Both presented on July 23, scenario 2b outlined the feasibility of removing government affiliated constraints associated with the Florida constitution, City of Jacksonville charter and other state regulations, and scenario 3, the non-traditional utility response, presented a proposal to remove the government affiliated constraints limiting JEA’s ability to grow, compete and stay relevant to our community today, tomorrow and in the future.

Keeping in mind our mandate as JEA’s board of directors to act in the best interests of the utility, its customers and employees, it was during this July 23 board meeting that it became apparent through the scenario-based strategic planning process, that the best way for JEA to grow and stay aligned with its four core values (financial value, customer value, community impact, and environmental value) was to explore the removal of its government-affiliated constraints. In the coming weeks, JEA will begin this open and competitive process.

Please understand that no alternative will be considered if it does not include guaranteed employee and customer protections, as presented in the scenario 3 presentation at the July 23 board meeting,

and including employee pension and job protections, customer monetary reimbursements, City contribution guarantees, and environmental protection.

As we move forward on this journey, it is our goal to ensure the community as a whole is better off as a result of this process. These are exciting and historic times for Northeast Florida, and we hope every citizen will be a part of it.