

COMMUNICATIONS TARIFF APPLICATION

AUTHORITY NUMBER: T200002

DATE PSC RECEIVED: 01/30/2020

T2020 0002

OFFICIAL FILING DATE: 01/16/2020

PROCESSED BY: OPR MYA

COMPANY CODE: TY181

COMPANY NAME: JEA

A. SYNOPSIS

- 1. ANTICIPATED EFFECTIVE DATE: 04/15/2020
- 2. IF DIFFERENT, COMPANY REQUESTED EFFECTIVE DATE: _____
- 3. DESCRIPTION OF THE FILING:

Application for certificate to provide local telecommunications service by JEA.

B. ACTION TO BE TAKEN WITH THIS FILING

- 1. TO BECOME EFFECTIVE _____ (A1 or A2) SUBJECT: NEWAP
- 2. PLACE ON COMMISSION AGENDA FOR DATE: 03/03/2020
- 3. RECOMMENDATION DUE DATE: 02/20/2020
- 4. DOCKET NO: 20200025-TX DOCKET NO: _____
- 5. ORDER NO: PSC.2020-0106-CO-TX ORDER NO: _____

C. FINAL ACTION

- 1. EFFECTIVE DATE: 04/15/2020 PROTESTED? YES or NO (CIRCLE ONE)
- 2. REVISION REPLACEMENTS? REQUESTED: _____ RECEIVED: _____
- 3. REVISION DISCREPANCIES: _____
- 4. COMMENTS: _____
- 5. REVISED PAGES VERIFIED AGAINST E-TARIFF: _____
- 6. E-TARIFF UPDATED: _____

Case Assignment and Scheduling Record

Section 1 - Office of Commission Clerk

Docket No. 20200025-TX Date Docketed: 1/16/2020 Title: Application for certificate to provide local telecommunications service by JEA.

Company: JEA

Official Filing Date:

Expiration:

Last Day to Suspend:

Referred To:

("(") indicates OPR)

| | | | | | | | | | | |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|-----|
| AFD | AIT | APA | CAO | CLK | DET | ECO | ENG | GCL | (IDM) | TEL |
| | | | | | | | | X | X | |

Section 2 - OPR Completes and returns to CLK in 10 workdays.

Time Schedule

Program Module B1a

WARNING: THIS SCHEDULE IS AN INTERNAL PLANNING DOCUMENT. IT IS TENTATIVE AND SUBJECT TO REVISION. FOR UPDATES CONTACT THE RECORDS SECTION: (850) 413-6770

Staff Assignments

OPR Staff M Yglesias de Ayala, G Fogleman

Staff Counsel R Dziechciarz

Recommended assignments for hearing and/or deciding this case:

Full Commission Commission Panel

Hearing Examiner Staff

Date filed with CLK: 1/22/2020

Initials OPR GFOGLEMA

Initials Staff Counsel LTAN

| <input type="checkbox"/> Current CASR revision level | Due Date | Completion Date |
|--|------------|-----------------|
| 1. Staff Recommendation | 02/20/2020 | |
| 2. Commission Conference (Agenda) | 03/03/2020 | |
| 3. PAA Order | 03/23/2020 | |
| 4. Consummating Order if No Protest - Close Docket | 04/15/2020 | |

Section 3 - Chariman Completes

Assignments as follows

Hearing Officer(s)

| Commissioners | | | | | | Hrg Exam | Staff |
|---------------|----|----|----|----|----|----------|-------|
| ALL | CK | GH | BW | PM | FY | | |
| X | | | | | | | |

Prehearing Officer

| Commissioners | | | | | ADM |
|---------------|----|----|----|----|-----|
| CK | GH | BW | PM | FY | |
| | | | | | X |

Where panels are assigned the senior Commissioner is Panel Chairman: the identical panel decides the case. Where one Commissioner, a Hearing Examiner or a Staff Member is assigned the full Commission decides the case.

Approved: CK/TIBROWN
Date: 1/24/2020

Comments:



RADEY

ATTORNEYS & COUNSELORS at LAW

PHONE (850) 425-6654 FAX (850) 425-6694 WEB WWW.RADEYLAW.COM
MAIL POST OFFICE BOX 10967 | TALLAHASSEE, FL 32302 OFFICE 301 SOUTH BRONOUGH ST | STE 200 | TALLAHASSEE, FL 32301

e-Mail: tcrabb@radeylaw.com

January 16, 2020

Certificate No.
8945

VIA Hand Delivery

Florida Public Service Commission
Office of Commission Clerk
2540 Shumard Oak Blvd.
Tallahassee, Florida 32399-0850

CK# 21302
\$ 500.00
1/16/2020
KCR

DATE DEPOSIT

JAN 17 2020 3:10 .

RE: JEA Application For Original Authority To Provide
Telecommunications Service In The State of Florida

REDACTED

Dear Commission Clerk,

On behalf of JEA, please find enclosed JEA's Application For Original Authority To Provide Telecommunications Service In The State Of Florida (form PSC 1020), with supporting exhibits. The signed application is provided, along with a check for the \$500.00 application fee. If granted, JEA intends to utilize the authorization in support of the utilities services presently authorized by its charter (Article 21, Charter of the City of Jacksonville, Florida).

Thank you for your time and assistance in processing this application. If any additional information is necessary or would be helpful, please contact me at your convenience.

Sincerely,

Thomas A. Crabb
Attorney for JEA

COMMISSION

2020 JAN 16 PM 2:06

RECEIVED-FPSC

FLORIDA PUBLIC SERVICE COMMISSION

OFFICE OF INDUSTRY DEVELOPMENT AND MARKET ANALYSIS

APPLICATION FOR ORIGINAL AUTHORITY OR TRANSFER OF AUTHORITY TO PROVIDE TELECOMMUNICATIONS SERVICE IN THE STATE OF FLORIDA

INSTRUCTIONS

This form should be used as the application for an original certificate and transfer of an existing certificate (from a Florida certificated company to a non-certificated company). In the case of a transfer, the information shall be provided by the transferee. If you have other questions about completing the form, call (850) 413-6600.

Print or type all responses to each item requested in the application. If an item is not applicable, please explain. All questions must be answered. If unable to answer the question in the allotted space, please continue on a separate sheet.

Once completed, submit the original and one copy of this form along with a non-refundable fee of \$500.00 to:

**Florida Public Service Commission
Office of Commission Clerk
2540 Shumard Oak Blvd.
Tallahassee, Florida 32399-0850
(850) 413-6770**

APPLICATION

This is an application for (check one):

Original certificate (new company)

Approval of transfer of existing certificate: Example, a non-certificated company purchases an existing company and desires to retain the original certificate rather than apply for a new certificate.

Please provide the following:

1. Full name of company, including fictitious name(s), that must match identically with name(s) on file with the Florida Department of State, Division of Corporations registration:

JEA

2. The Florida Secretary of State corporate registration number:

None. JEA (formerly known as Jacksonville Electric Authority) is a governmental entity created by law.

3. F.E.I. Number: **59-2983007**

4. Structure of organization:

The company will be operating as a:
(Check all that apply):

- | | | | |
|--------------------------|---------------------------|-------------------------------------|------------------------------|
| <input type="checkbox"/> | Corporation | <input type="checkbox"/> | General Partnership |
| <input type="checkbox"/> | Foreign Corporation | <input type="checkbox"/> | Foreign Partnership |
| <input type="checkbox"/> | Limited Liability Company | <input type="checkbox"/> | Limited Partnership |
| <input type="checkbox"/> | Sole Proprietorship | <input checked="" type="checkbox"/> | Other, please specify below: |

JEA, a body politic and corporate, is a governmental entity created by law.

If a partnership, provide a copy of the partnership agreement. N/A.

If a foreign limited partnership, proof of compliance with the foreign limited partnership statute (Chapter 620.169, FS). The Florida registration number is: N/A.

5. Who will serve as point of contact to the Commission in regard to the following?

(a) This application:

Name: **Thomas A. Crabb and Susan F. Clark of the
Radey Law Firm**
Title: **Attorneys for JEA**
Street Address: **301 South Bronough Street, Suite 200**
Post Office Box: **10967**
City: **Tallahassee**
State: **FL**
Zip: **32301 (physical address); 32302 (P.O. Box)**
Telephone No.: **(850) 425-6654**
Fax No.: **(850) 425-6694**
E-Mail Address: **tcrabb@radeylaw.com; sclark@radeylaw.com**

(b) Ongoing operations of the company:

(This company liaison will be the point of contact for FPSC correspondence. This point of contact can be updated if a change is necessary but this must be completed at the time the application is filed).

Name: **Kymerly Traylor**
Title: **Director of Network & Telecommunications Services**
Street Address: **21 West Church Street**
Post Office Box: **N/A**
City: **Jacksonville**
State: **FL**
Zip: **32202**
Telephone No.: **(904) 665-8983**
Fax No.: **N/A**
E-Mail Address: **trayka@jea.com**
Company Homepage: **<https://www.jea.com/>**

(c) Optional secondary point of contact or liaison:

(This point of contact will not receive FPSC correspondence but will be on file with the FPSC).

Name: **Gary Vondrasek**
Title: **Manager, Telecom Sales & Services**
Street Address: **21 West Church Street**
Post Office Box: **N/A**
City: **Jacksonville**
State: **FL**
Zip: **32202**
Telephone No.: **(904) 665-7383**
Fax No.: **N/A**
E-Mail Address: **vondgr@jea.com**

6. Physical address for the applicant that will do business in Florida:

Street address: **21 West Church Street**
City: **Jacksonville**
State: **FL**
Zip: **32202**
Telephone No.: **(904) 665-6000**
Fax No.: **N/A**
E-Mail Address: **N/A**

7. List the state(s), and accompanying docket number(s), in which the applicant has:

- (a) operated as a telecommunications company. **None.**
- (b) applications pending to be certificated as a telecommunications company. **None.**
- (c) been certificated to operate as a telecommunications company. **None.**
- (d) been denied authority to operate as a telecommunications company and the circumstances involved. **None.**
- (e) had regulatory penalties imposed for violations of telecommunications statutes and the circumstances involved. **None.**
- (f) been involved in civil court proceedings with another telecommunications entity, and the circumstances involved. **None.**

8. The following questions pertain to the officers and directors. Have any been:

- (a) adjudged bankrupt, mentally incompetent (and not had his or her competency restored), or found guilty of any felony or of any crime, or whether such actions may result from pending proceedings? Yes No

If yes, provide explanation. **N/A.**

- (b) granted or denied a certificate in the State of Florida (this includes active and canceled certificates)? Granted Denied Neither

If granted provide explanation and list the certificate holder and certificate number. **N/A.**

If denied provide explanation. **N/A.**

- (c) an officer, director, and partner in any other Florida certificated telecommunications company? Yes No

If yes, give name of company and relationship. If no longer associated with company, give reason why not. N/A.

9. Florida Statute 364.335(1)(a) requires a company seeking a certificate of authority to demonstrate its managerial, technical, and financial ability to provide telecommunications service.

Note: *It is the applicant's burden to demonstrate that it possesses adequate managerial ability, technical ability, and financial ability. Additional supporting information may be supplied at the discretion of the applicant. For the purposes of this application, financial statements MUST contain the balance sheet, income statement, and statement of retained earnings.*

- (a) **Managerial ability:** An applicant must provide resumes of employees/officers of the company that would indicate sufficient managerial experiences of each. Please explain if a resume represents an individual that is not employed with the company and provide proof that the individual authorizes the use of the resume.

Please see attached Exhibit A for a discussion of JEA's managerial ability and the resumes of key managerial personnel.

- (b) **Technical ability:** An applicant must provide resumes of employees/officers of the company that would indicate sufficient technical experiences or indicate what company has been contracted to conduct technical maintenance. Please explain if a resume represents an individual that is not employed with the company and provide proof that the individual authorizes the use of the resume.

Please see attached Exhibit B for a discussion of JEA's technical ability and the resumes of key technical personnel.

- (c) **Financial ability:** An applicant must provide financial statements demonstrating financial ability by submitting a balance sheet, income statement, and retained earnings statement. An applicant that has audited financial statements for the most recent three years must provide those financial statements. If a full three years' historical data is not available, the application must include both historical financial data and pro forma data to supplement. An applicant of a newly established company must provide three years' pro forma data. If the applicant does not have audited financial statements, it must be so stated and signed by either the applicant's chief executive officer or chief financial officer affirming that the financial statements are true and correct.

Please see attached Exhibit C containing audited financial statements for 2018, 2017 and 2016. For brevity, only the summary statements have been provided. The complete annual report for each year, including the Report of Independent Auditors, Management's Discussion and Analysis, and Notes to Financial Statements are available on JEA's website at https://www.jea.com/About/Investor_Relations/Financial_Reports/Archive/

10. Where will you officially designate as your place of publicly publishing your schedule a/k/a tariffs or price lists)? (Tariffs or price lists MUST be publicly published to comply with Florida Statute 364.04).

Florida Public Service Commission

Website – Please provide Website address:

To any extent JEA has rates, tolls, rentals, and charges described by section 364.04, Florida Statutes, they will be publicly published at <https://www.jea.com/>.

Other – Please provide address: _____

THIS PAGE MUST BE COMPLETED AND SIGNED

REGULATORY ASSESSMENT FEE: I understand that all telecommunications companies must pay a regulatory assessment fee. A minimum annual assessment fee, as defined by the Commission, is required.

RECEIPT AND UNDERSTANDING OF RULES: I understand the Florida Public Service Commission's rules, orders, and laws relating to the provisioning of telecommunications company service in Florida.

APPLICANT ACKNOWLEDGEMENT: By my signature below, I, the undersigned owner or officer, attest to the accuracy of the information contained in this application and attached documents and that the applicant has the technical ability, managerial ability, and financial ability to provide telecommunications company service in the State of Florida. I have read the foregoing and declare that, to the best of my knowledge and belief, the information is true and correct. I have the authority to sign on behalf of my company and agree to comply, now and in the future, with all applicable Commission rules, orders and laws.

Further, I am aware that, pursuant to Chapter 837.06, Florida Statutes, "*Whoever knowingly makes a false statement in writing with the intent to mislead a public servant in the performance of his or her official duty shall be guilty of a misdemeanor of the second degree, punishable as provided in s. 775.082 and s. 775.083.*"

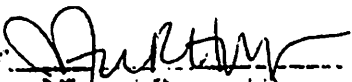
I understand that any false statements can result in being denied a certificate of authority in Florida.

COMPANY OWNER OR OFFICER

Print Name: Shawn Eads
Title: Vice President & Chief Information Officer
Telephone No.: (904) 665-8205
E-Mail Address: eadssw@jea.com

Signature:  Date: 12-31-2019

FORM APPROVED



Office of Public Counsel

CERTIFICATE TRANSFER

As current holder of Florida Public Service Commission Certificate Number N/A, I have reviewed this application and join in the petitioner's request for a transfer of the certificate.

COMPANY OWNER OR OFFICER

Print Name: _____
Title: _____
Street/Post Office Box: _____
City: _____
State: _____
Zip: _____
Telephone No.: _____
Fax No.: _____
E-Mail Address: _____

Signature: _____ Date: _____

Exhibit A

JEA Managerial Capabilities

Shawn Eads, Chief Information Officer

In his role as Chief Information Officer, Shawn Eads oversees JEA's enterprise-wide information systems and infrastructure, ensuring they meet current and upcoming organizational goals and positioning JEA as a digital innovator and utility of the future. He is highly skilled in developing operational strategies with a record of success in identifying new and emerging business opportunities.

Mr. Eads joined JEA in March 2019 from GE Appliances, where he served as Senior Director of IT Programs and Business Development. There he held responsibility for Oracle ERP, risk and compliance, predictive analytics, engineering systems, ITSM, application and database services, vendor management, product management and new product introduction.

Innovation and education are two of Mr. Eads's passions. While at GEA, he built a team responsible for cloud and user interfaces in home energy management and Wi-Fi-connected appliances. His team developed several industry firsts such as GENEVA, the first Amazon Alexa skill to control home appliances through voice. There he also established an Innovation Organization focused on unleashing creativity within his IT group and founded a weeklong IT learning conference-style event called E³ – Educate, Enable, and Excel – providing keynote speakers, business updates and technical trainings.

Mr. Eads earned a bachelor's degree in chemical engineering from Rose-Hulman Institute of Technology in Indiana and an MBA from Xavier University.

Kymerly Traylor, Director Network & Telecommunications

In her role as Director of Network & Telecommunications Services, Kymerly Traylor oversees JEA's enterprise-wide network systems and telecommunications infrastructure, ensuring JEA meets current and future organizational goals. This includes a large fiber, communications tower, telephony, and network and server portfolio. She is highly skilled in both project and operational management with the responsibility of developing operational strategies across all communications verticals.

Kymerly joined JEA in January 2001 as a Senior IT Project Manager and ascended through the ranks to become the Director of JEA's Network and Telecommunications Services team. Throughout her tenure at JEA, she has held the responsibility for managing multiple types of technology projects, meeting operational and project metrics, budget, vendor management, business case development, and new product integrations.

Kymerly's passion for technology can be traced back to owning her own business, where she spent significant time developing software and delivering projects. Today she works with a cross-functional team within JEA's innovation lab testing new technologies. She has worked in

technology for 25 years in the insurance, banking, and utility industries. Kymberly is both a certified Project Management Professional (PMP) and SCRUM Master (CSM).

Kymberly attended Virginia Commonwealth University for Fine Arts and is currently pursuing a Bachelor's degree in Network and Telecommunications from Florida State College at Jacksonville.

Gary Vondrasek, Manager Telecom Sales & Services

In his role as Manager of Telecom Sales & Services, Gary Vondrasek leads JEA's Pole Attachment, Wireless Collocation, and Dark Fiber enterprises that includes a 650-mile fiber optic network and numerous communication towers and other vertical infrastructure for collocation. Gary is highly skilled in both business development and operational management with the responsibility of developing and implementing strategies across all JEA's external communication ventures.

Gary joined JEA in August of 2000 as a Product Development Coordinator and ascended through the ranks to become the Manager of Telecom Sales & Services. Throughout his tenure at JEA, he has held the responsibility for managing multiple types of products and services, new product development, achieving operational and project metrics, budget and vendor management, business case development, and new product integrations.

Gary has over twenty-five years' experience in the energy, gas, and telecommunications sectors with 15 years specifically with Pole Attachment, Wireless Collocation, and Fiber operations.

Gary is a certified Six Sigma Greenbelt and is pursuing his Blackbelt certification.

Gary has been active with Utilities Technology Council (UTC, formerly Utilities Telecom Council) for over 10 years and is one of the original founding members of UtiliSite. Gary is presently Vice-Chair for UtiliSite.

Gary attended Valparaiso University and received a Bachelor's degree in Business Administration with a concentration in Business Economics.

SHAWN EADS

Versatile, dynamic, Senior Executive providing decisive leadership, management and guidance with a proven ability to dramatically increase productivity in intensely competitive environments. Strong organizer, motivator and team player with established record of success in identifying new and emerging business opportunities. Highly skilled in developing operational strategies and directing business development opportunities from original concept through implementation. Extremely successful in building relationships with upper-level decision makers, seizing control of critical problem areas, and delivering on customer commitments.

CORE COMPETENCIES

- Strategic & Tactical Planning
- Open Communication
- Fiscal & Program Management
- Digital Transformation
- Customer Satisfaction & Allegiance
- Operations Management
- Staff Development-Promotion
- Leadership Development
- Vendor Partnerships

PROFESSIONAL EXPERIENCE

Jacksonville Electric Authority (JEA), Jacksonville, FL
VP, Chief Information Officer

March 2019 – Present
March 2019 – Present

Leads JEA's enterprise information systems and infrastructure of over 160 resources, ensuring they meet current and upcoming organizational goals and positioning JEA as a digital innovator and utility of the future. Responsible for Innovation across entire business, driving a culture of constant improvement and creative thinking.

GE Appliances, a Haier Company, Louisville, KY
Senior Director, IT Programs and Business Development
Senior Director, Predictive Analytics, Technology and Product Management
Director, OSB Distribution Services
Director, IT Connected Appliances
Senior Principal Commercial Business Technology Leader
Director, Global IT Vendor Management
Director, Global IT Application Infrastructure Delivery
Senior Manager, IT Service Level Management

August 2006 – March 2019
August 2016 – March 2019
June 2014 – August 2016
January 2014 – June 2016
May 2011 – January 2014
April 2010 – May 2011
September 2008 – April 2010
July 2007 – September 2008
September 2006 – July 2007

Deliver strategic organization and program management leadership, strategic direction and process improvement. Direct responsibilities included Oracle ERP, Risk & Compliance, Business Development, Predictive Analytics, Capacity and Service Level Management, Application and Database Services, Vendor Management, Product Management and New Product Introduction.

Key Results:

- Leading a large organization (45 employees and 65 contractors) responsible for Enterprise Program Delivery, PMO, Software Governance, Risk & Compliance as well as Business Development with an annual budget of over \$15 million.
- Partnering with a large strategic consulting firm to analyze the GE Appliances IT Organization Design and Alignment. Looking at the optimal service delivery model and resource alignment to provide the largest value while also achieving an overall 35% reduction in IT cost per end user.
- Driving a multi-year implementation of Oracle ERP to replace over 100 custom legacy systems establishing a modern Order Ship Bill platform able to manage over \$7.5 billion in sales, 10 warehouses, 150 local delivery locations, 3 major call centers and a national sales force. Program includes Oracle EBS as well as integrations with Microsoft Dynamics, Oracle Service Cloud and custom in house applications for Local Delivery.

- Built an agile based custom development organization to deliver custom front end web and mobile solutions focused on enhancing our businesses' competitive advantage. Team based in Bangalore India, leverages AWS Platform and Services as the backbone of the advanced architecture and delivery.
- Transformed traditional Business Intelligence organization, into a Predictive Analytics organization able to deliver business value through techniques of modeling, machine learning and enhanced visualization. Empowered this 40-person team to bring forward their own innovative solutions that were then given to the business delivering value the business didn't know was possible.
- Established an Innovation Organization within IT focused on unleashing the creativity in our people and demystifying what it means to be a "maker" in one's everyday job. Built three Innovation Bays in India and the US as a space where creativity and innovation can thrive. Hired a fulltime employee to manage the innovation process globally and partner with outside firms to create a community of innovation and sharing.
- Lead the Connected Appliances IT organization to deliver a connected appliance strategy that included field technician tools to modernize local data collection, cloud-based services to connect appliances wirelessly for control and remote diagnostics, and development of end user smart phone applications to deliver consumer innovation. Delivered several industry leading capabilities like the first Amazon Echo skill to control home appliances.
- Introduced an annual IT week of learning called *E³ - Educate, Enable, Excel* where over 500 people across the globe participate, lead and grow together in a vendor conference type event, with keynote speakers, business updates and technical trainings.
- Developed a single consumer profile strategy focused on increasing the consumer experience and providing additional values to the business such as increased product registration and more self-service capabilities through the web.
- Implemented and operationalized Enterprise Architecture services across the business to establish common policies and practices focused on maximum technology reuse while constantly pushing for new technology introduction. Lead a weekly council with up to 200 participants.
- Directed vendor management organization of 5 direct reports, a lawyer and a sourcing leader to achieve annual reduction in contract spends by 20% resulting in over \$12 million in savings.

Accenture, Tell City, IN
EMC Corporation (outsourced)
Manager

August 2004 - August 2006
October 2003 - August 2004
October 2003 - August 2006

Provide senior-level consulting and program management leadership for a small start-up outsourcing unit. Direct responsibilities included business development, account management, practice development and delivery for the Information Technology Service Management within North America. Experience across several industries including automotive, financial services, insurance and manufacturing.

Key Results:

- Established a business requirement services catalog for infrastructure storage services in a financial services and human resources company, driving technology standards and operations cost optimization.
 - Implemented complete business process redesign and implementation for a large financial institution driving the reduction of bottom-line cost by \$32.3 million. Drove \$2.5 million in business development at this same client.
 - Managed development of detailed operational procedures that were introduced globally for an automotive client allowing them to standardize their implementation across facilities resulting in increased productivity and a reduction in their cost of quality.
-

General Electric Aviation, Evendale, OH
Senior Technology Lead for Supply Chain Systems
Application Architect

July 2001 - October 2003
June 2002 - October 2003
July 2001 - June 2002

Set and drove technology strategies within the Supply Chain Division as part of the Chief Technology Office. In addition, drove quality improvement through the adaptation and implementation of Six Sigma throughout the organization.

Key Results:

- Coordinated and managed over \$100 million in productivity savings through faster project implementations, by enforcing standard tools and data driven decisions.
- Vendor management responsibilities for procuring international and domestic contractors.
- Technical owner of the supply chain external e-business portal driving supplier automation and integration reducing costs of goods sold for both GE and various suppliers.

Accenture LLP, Cincinnati, OH & Northbrook, IL
Consultant

June 1997 - July 2001
June 1997 - July 2001

Project management, implementation, and operation responsibilities for various engagements across multiple industries.

Key Results:

- Managed the Systems Monitoring group in the Accenture Global Business Solution Center, responsible for implementing and maintaining application and operating system monitoring, event management, and event notification for internal and external clients.
- Responsible for the development of an enterprise solution for software distribution and output management, an automated system administration tool, a comprehensive source code repository/build process for the Operation Architecture team and an automated security reporting interface, for a large telecommunications organization.

EDUCATION AND CREDENTIALS

Master of Business Administration (MBA)

Xavier University - Cincinnati, OH

Bachelor of Science in Chemical Engineering (BSChE), Cum Laude

Rose-Hulman Institute of Technology - Terre Haute, IN

Awards - Herman A. Moench Distinguished Senior Commendation and John T Royse Outstanding Graduate

Professional Training and Certifications

Six Sigma Green Belt Certified

Six Sigma Black Belt - Trained

ITIL IT Service Management Fundamentals Certification

KYMBERLY TRAYLOR

DIRECTOR, NETWORK & TELECOMMUNICATIONS

PROFILE

In my role as Director of Network & Telecommunications Services, I oversee JEA's enterprise-wide network systems and telecommunications infrastructure, ensuring JEA meets current and future organizational goals. This includes a large fiber, communications tower, telephony, and network and server portfolio. Highly skilled in both project and operational management with the responsibility of developing operational strategies across all communications verticals.

I joined JEA in January 2002 as a Senior IT Project Manager and ascended through the ranks to become the Director of JEA's Network and Telecommunications Services Team. Throughout my tenure at JEA I have held the responsibility for managing multiple types of Technology projects, meeting operational and project metrics, budget, vendor management, business case development, and new product integrations.

My passion for technology can be traced back to owning my own business, where I spent significant time developing software and delivering projects. Today I work with a cross functional team within JEA's innovation lab testing new technologies. I have worked in Technology for 25 years in the Insurance, Banking, and Utility Industries. I am both a certified Project Management Professional (PMP) and SCRUM Master (CSM).

CONTACT

PHONE:
904-343-7862

EMAIL:
trayka@jea.com

HOBBIES

Racing Cars
Animal Rescue
Art

EDUCATION

Virginia Commonwealth University
09/87 – 5/88
Course Work: Fine Arts / General AA

Indian River State College
Fall 1989
Course Work: General AA

Florida State College Jacksonville
9/1989 – 5/2000, January 2019 – Current
Course Work: Networking, Telecommunications

WORK EXPERIENCE

JEA Director, Network & Telecommunications Services
October 2018–Present

Responsible for overseeing the technical infrastructure at JEA as it relates to LAN/WAN environments, communication systems, networks, servers, and IVR. Leads the development and implementation of an enterprise infrastructure strategy to ensure services are reliable, cost effective, and meet the standards of JEA. Oversees effective design, installation, operation, and ongoing maintenance of various systems to ensure ongoing reliability of JEA's technical infrastructure. Responsible for achieving desired productivity and service level agreements through assigned personnel and outside vendors and contractors.

- Develops and leads strategy for JEA's IT infrastructure including corporate LAN/WAN environments, communication systems, networks, servers, and IVR.
- Ensures the effective design, installation, operation, and maintenance of all relevant enterprise infrastructure.
- Provides leadership in identifying and implementing emerging technology tools in all areas of networking, communications, and servers.
- Lead strategy planning, tactical operation planning, and the development of contingency operation plans for supported systems and environments.
- Supports capital and O&M project work as required of JEA's network, communications, and servers.
- Coordinates with internal business units to identify opportunities for technology improvements or efficiencies.
- Collaborate with internal cross-functional teams and external technology partners to prioritize, estimate, and complete projects in support of the business.
- Stays abreast of and complies with local, state, and federal legal requirements by studying existing and new legislation; enforces adherence to requirements.
- Plans, organizes, trains, coaches, directs and evaluates the performance of assigned managers, supervisors, and staff, establishing performance requirements and personal development targets, monitoring performance and providing coaching for performance improvement and development

JEA Manager, Network & Telecommunications Services

March 2013–September 2018

This position provides leadership to develop and implement strategies and tactics to operate all aspects of JEA's corporate Telecommunications environments and all communication systems. Responsible to direct assigned personnel to achieve desired productivity and service levels within established guidelines and operating procedures. Responsible for the procurement and vendor management of services provided by outside vendors working with JEA to support the various communication areas. Also responsible to manage the operations and maintenance budget to ensure all services are sustainable.

The Manager, Network and Telecommunications has responsibility for setting the strategy, as well as, providing the operational direction for designing, installing, operating, and maintaining JEA's corporate communication systems. System responsibilities include:

- Corporate wide FAN (Field Area Network) / IoT / IIoT infrastructure
- Corporate AMR Network planning and maintenance with managed services vendor
- Corporate Fiber and Carrier based systems supporting both network communications and electric / water/ waste water systems
- Contact Center and VOIP Telephony Systems
- Communications Cell/Radio towers
- Wireless and Microwave Systems
- Radio frequency systems supporting Water and Electric SCADA
- Corporate wide communication devices (cell phones, pagers, mifis, RF and handheld radios)

- Develop and maintain a long term telecommunications strategy to address changing business requirements and failover scenarios
- Own the long term strategy and manage an incremental migration path toward the implementation of those long term goals.
- Responsible for providing leadership in recommendations and implementations of state-of-the-art technology tools in all areas of telecommunications.
- Stay abreast of telecommunication industry trends.
- Possess excellent organizational skills with an ability to prioritize and follow up on open issues and projects with a sense of urgency.
- Act as project manager for Operations & Maintenance projects.
- Perform analysis and make recommendations for business operations.
- Lead and assist staff responsible for deployment, maintenance and support of hardware and software.

JEA Senior IT Project Manager

January 2002–March 2013

Responsible for the information technology project management process for various technology projects including infrastructure, software and telecommunications. Responsibilities include the development and maintenance of procedures, methods and techniques that will ensure consistent project management through project controls, project risk identification, escalation and mitigation, project definition, and project design.

- Plan, organize, and manage internal and external resources to bring about the successful completion of specific project goals and objectives.
- Achieve all of the project goals and objectives while adhering to project constraints— management of the projects scope, quality assurance of project deliverables, the project schedule and budget all within the Systems Development Life Cycle (SDLC) framework.
- Communicating the project status to include scheduled tasks, issues, and risks to all key stakeholders.

- During the implementation of new infrastructure or software systems, responsible for getting appropriate customer and IT approvals, and exercise required level of change management to make certain there is a smooth transition to the new system and business process.
- Consistently meets project requirements for cost, schedule and customer satisfaction.
- Leads highly technical teams in information technology projects in accordance with PMO governance and guidelines.
- Provides assistance in working with Capital Budgets to ensure up-to-date cash flows are reflected in JEA financials.
- Generates, analyzes and distributes portfolio financials to applicable stakeholders.
- Knowledge of project-specific cost accounting practices, including but not limited to: project cash flows, budget/actuals/encumbrance accounting, project expenditure inquiries and reports, and burn rate / funds available tracking.
- Knowledge of and familiarity with JEA's Capital IT Portfolio, including work order and project hierarchy, identifiers, and budgets, encumbrances and actuals.
- Knowledge of JEA accounting practices including capital/O&M policy and encumbrance accounting.
- Knowledge of JEA procurement processes, including requisition to invoice, RFI/RFP, Bid and Award, and procurement code.

SKILLS

- Project Management
- Change Management
- Risk Management
- Vendor Management
- Tactical Planning and Execution
- Strategy Development and Execution

CERTIFICATIONS

- Project Management Professional (PMP)
- Certified Scrum Master (CSM)

Gary R. Vondrasek

A business leader of over 25 years with over 15 years of experience providing wireless and wireline sales and services including a skill set that includes strong leadership, business management, profit & loss responsibility, and high ethical standards. My qualifications also include over five years' experience leading startup businesses, developing and implementing business strategies, sales & service processes, and providing award winning customer service benefiting the organizations with improved efficiencies and profitability.

Professional Experience

JEA (Jacksonville Electric Authority), Jacksonville, FL

Manager of Telecom Sales & Services
Contract Administration Specialist/Program Manager
Product Development Coordinator

August 2000 – Present

January 2017 - Present
April 2005 – January 2017
August 2000 – April 2005

Direct responsibilities include the administration, operation, and growth of the Wireless Collocation, Dark Fiber, and Pole Attachment business lines generating \$10 million a year in annual revenues. Duties include business development, program management, customer relationship management, quality control & performance, cost control, staff management, identification and implementation of process improvements, and day-to-day operations. Managed a wide range of working relationships and collaborative efforts with duties to negotiate, monitor, evaluate, and improve partner and service provider relationships. Roles also included identification, development, and management of value add products and services to increase customer satisfaction, brand loyalty, and generate incremental revenue streams.

Key Results:

- Increased annual Wireless Collocation revenues by \$1 million a year.
- Increased annual Pole Attachment revenues by \$600,000 a year.
- Spearheaded and managed the expansion of the Dark Fiber program generating \$2 million a year in annual revenues.
- Developed and managed the Energy Services Program generating \$11 million in sales.
- Developed and managed the Power Quality and Reliability solutions program.
- Managed the Solar Incentive Program doubling program KWh and participation.

SCANA Energy (SCANA Corporation)

Region Manager
Service Supervisor

April 1998 – August 2000

March 1999 – July 2000
April 1998 – March 1999

Established and managed two customer service centers in the newly deregulated natural gas market of Georgia. Administrated all phases of customer sales and service within a 19 county territory in SE Georgia including P&L responsibility. Responsibilities included investigation and management of gas line extensions for residential and commercial customers. Developed and imbedded the organization in civic and community activities in addition implemented sales initiatives for customer acquisition through residential and commercial sales programs and other marketing activities.

Key Results:

- Achieved a 19% market share in the 19 county SE Georgia territory.
- Assisted with the 32% market share in the Augusta, Georgia Region.
- Obtained a close ratio over 50% for the residential sales programs.
- Created the largest residential sales participation within all the State Regions.

AmeriGas Propane

New Business Manager

Market Development Manager

District Manager

Management Trainee

January 1991 – April 1998

November 1996 – April 1998

September 1995 – November 1996

May 1992 – September 1995

October 1991 – May 1992

Investigated and developed new business operations with a 10 state territory. Prepared and developed financial models analyzing expansion opportunities in new markets. Identified and negotiated for facility properties as well as designed and coordinated the construction of new facilities. Hired and trained staff to achieve business goals and objectives. Managed facility performance until returned to Regional Operations. Maintained budgeted goals in the business proforma and exceeded all objectives with customer growth and profitability. Responsibilities included Profit & Loss responsibility.

Key Results:

- Exceeded start-up goals within 10 state territory.
- Opened new facility operations at 8% below budget.
- Generated over 600 accounts within 2 years of operation.
- Implemented sales programs targeting high value customers.
- Coordinated and facilitated acquisition of competitors operations.

Education and Credentials

Bachelor of Science in Business Administration – Concentration: Business Economics
Valparaiso University - Valparaiso, Indiana

Professional Training and Certifications

Six Sigma Green Belt – Certified

Six Sigma Black Belt - Trained

Exhibit B

JEA Technical Capabilities

Ralph Cary, Enterprise Architect

Ralph Cary oversees JEA's Fiber Optic Cable Plant of over 650 miles throughout JEA's Electric and Water Service Territory in Duval County and the adjacent counties for JEA's Operations Group, ensuring the cable plant meets current and future objectives for the JEA Business for capacity and connectivity. JEA connects over 200 different sites with single mode fiber to support Protective Relaying, SCADA, and Corporate offices. Ralph has over 28 years of telecom industry experience working with Sonet, Carrier Ethernet, DWDM systems, DACS systems, design and operation as well as a long-standing role in Telecom Standards and Planning.

Mr. Cary earned a bachelor's degree in Electrical Engineering from University of Florida in Gainesville. He has been engaged in the Utilities Technology Council (UTC) and is a contributor to the National UTC ADSS cable Study.

James K. Watson (Kenny), Senior Network Administrator

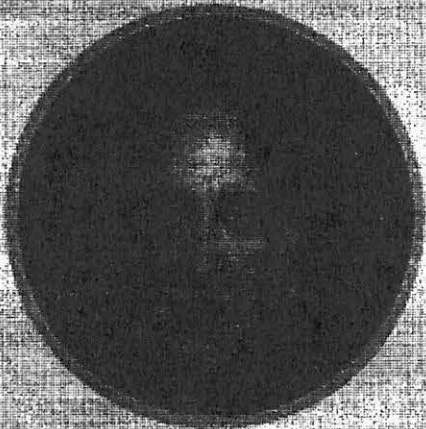
Kenny Watson has over 20 years' experience within the telecommunications and information technology sector. Kenny provides a diverse background in the telecommunication and networking arena including design, maintenance, and management of JEA's private dedicated 650-mile fiber/telecommunications network supporting JEA (the 8th largest Municipal Utility in the USA). Kenny possesses certificates for multiple technologies and systems.

Lou Fleming, Senior Network Administrator

Lou Fleming is a Senior Network Administrator who works as member of JEA Technology Services Transport/Fiber team. Lou has worked at JEA for more than 8 years providing both design and operational support for JEA transport and fiber networks, including migration from TDM/SONET to Optical Carrier Ethernet. Before coming to JEA, Lou worked with AT&T for over ten years in multiple capacities including: hardware technician, 2nd tier legacy product support, as well as design engineer for AT&T Solutions Managed Services.

Following his work with AT&T, Lou moved into a Sales Engineering role with Nortel Networks, initially providing network and data solutions, moving on to designing optical transport solutions for AT&T customers, as well as certifying Nortel Optical products in AT&T's test labs.

Lou worked with Nortel for ten years, ultimately becoming the Nortel/Ciena Optical Architect for customers in the SE region working to provide solutions for Fortune 500 customers, Utilities, and State and local governments, such as Walmart, Coca Cola, Entergy, Bank of America, Miami Dade County, The State of Louisiana.



RALPH W. CARY

Enterprise Architect

PROFILE

My focus is to produce High quality systems that have been implemented such that they can be operated and maintained with high reliability and low cost.

CONTACT

PHONE:
904-665-7147
WEBSITE:
www.jea.com

EMAIL:
rcary@jea.com

HOBBIES

Hiking
Cooking
Building Stuff
Keeping Sandy Happy

EDUCATION

University of Florida
1978 - 1982
BSEE, Electrical Engineering

WORK EXPERIENCE

JEA, Enterprise Architect, TS
February 2007 - Present
Oversees JEA's Fiber Optic Cable Plant of over 690 miles through JEA's Electric and Water Service Territory in Duval County and the adjacent counties for JEA's Operations Group, ensuring the cable plant meets current and future objectives for the JEA Business for capacity and connectivity.

JEA, Electrical Engineer, Sys. Ops & TS
October 1995 - February 2007
With a team of technicians and Contractor support for Fiber optic cable system, leading the O&M Team support of over 100 Sonet nodes and fiber optic cable within the JEA electric Service area

JEA, Electrical Engineer, Protective Relay Dept.
March 1991 - October 1995
Design Fiber Optic Routes and Telecom Networks for JEA's internal communications needs for Protective Relaying, SCADA, and Corporate communications. Also responsible for JEA's UHF 2-way radio system, 2 Ghz Analog Microwave system and Pager contracts.

Naval Aviation Depot at NAS Jax , Electrical Engineer
October 1982 - March 1991
Produced Electrical Facilities designs to support the maintenance of Navy Aircraft for 28VDC, 400 Hz and 60 Hz systems. Interface with Facilities Contractors for Capital construction of New Facilities.

PROFESSIONAL ORGANIZATIONS

Utilities Technology Council (UTC) 1982 - 1999, 2015-2019
Dark Fiber Committee, IP Transition Committee, Telecom Sub Committee
Contributor to the National UTC ADSS cable Study.

JAMES K. WATSON

Work Phone (904) 591-2252

CAREER SUMMARY:

Accumulated a broad range of experience from 20 years in the Information Technology and Telecommunication atmosphere. Adequately utilize diversified telecommunication and networking knowledge through rapid career growth within the Network Engineering occupation. Consistently prove to be a viable team player eager to further my career within progressive and challenging environments.

EMPLOYMENT:

Network Administrator Senior
JEA

December 01 – Present

- Design and Managed JEA network for Electrical Bulk Power, Waste Water, FCRS, NMR, GE Network, Safe Link, JEA Corp. network over Nortel SONET Infrastructure, Clena Carrier Ethernet, Eastern Research Dacs, RFL Multiplexer and Pulsar Multiplexer.
- Circuit design and circuit installation of SONET, Scade, RS232, DS-0, DS-1, DS-3, OC-3, OC-48, OC-192 circuits & Ethernet over SONET
- Built, tested & maintained RS-232, DS-0, DS-1, DS-3, OC-3 & OC-48 circuits for internal and external customers.
- Managed overall Engineering, Deployment, Testing and Project Management for Implementation of Cell Master Back Haul Integration network Infrastructure build out for the Network Meter Reading project, Safe Link private network, New substation communication, Dual Primary System Protective Relaying communication, BUCC Scada network, Fiber relocation, Fiber Restoration and New Fiber design
- Consistently provided network troubleshooting, capacity planning, network upgrades status monitoring & performance.
- Managed and Maintain 100 OC-48 3500 Nortel Nodes, 100 Carrier Ethernet Nodes, 150 RFL Multiplexer, 30 Pulsar Multiplexer, 3 Eastern Research Dacs and 10 DWDM 6500 Nortel Nodes
- Configure and Install remote Cisco 3750 switch to SONET over Ethernet

Network Engineer

Drake, Beam & Morin

September 99 – December 01

- Provide senior support to help desk while technically supporting over 400 Windows 2000 & 95 users & proficiently managing DNS/DHCP servers
- Administrator of NT.40 users login and passwords
- Ensure provision to the Virtual Private Network via Nortel Connectivity Switches & IPSEC protocol
- Administrator to UUNET dial-up users to ensure laptops are functional by assigning logon ids
- Upgrade computer software & install VPN client to dial-up users
- Assist in successful project management, configuring and monitoring networks for remote office sites with meticulous follow through
- Travel to remote Career Centers and setup and/or breakdown PC's.
- Attach remote PC's to the Global VPN.
- Provide 2nd level customer support for Windows 95
- Provide 2nd level customer support for Windows 98
- Provide 3rd level system support for Server NT 4.0 and Windows 2000
- Provide 2nd level customer support for Heat (an SQL based Help Desk Application)
- Provide 2nd level customer support for the Citrix ICA Client
- Provide 2nd level customer support for PAL IPLink
- Provide 2nd and 3rd level support for Dell Optiplex Desktops and latitude Laptops
- Diagnose and Troubleshoot TCP/IP and other related issues
- Diagnose and Troubleshoot internet connectivity issues on multiple platforms
- Research and Development of advanced network Methodologies and Technologies.

**Network System Engineer
Lucent Technologies**

December 98 – August 99

- Dedicated in providing the highest quality solutions using proven & emerging technologies such as voice & data convergence while successfully affording consulting & engineering to multi-vendor networks and solutions provider.
- Participated on the Path Star Project, which supports the convergence of voice and data by integrating the functionality of several network elements into a single system.

Data Communications Network Engineer

AT&T Broadband

June 96 - December 98

- Augmented with the engineering, design, installation, configuration and maintenance of a highly sophisticated data network with over 200 network nodes throughout the National Markets Region
- Consistently provided network troubleshooting, capacity planning, network upgrades status monitoring, performance/security analysis & weekly backups.
- Assisted in the successful installation of two Core Backbone Routers, 23 Distribution Router, 3 Core Backbone Switches, 29 Distribution Routers
- Successful in turning up over 9 channelized DS-3 Circuits and 50 T-1 circuits over SONET
- Assisted with the activation of five new Frame Relay circuits with the upgrade of three
- Enhanced performance of the network by introducing routing protocol technologies versus statically routed & devised VPN utilizing VLSM for OSS National Market Region.
- Implemented and managed TACACS Plus on a Windows NT 4 server for remote access for user's logon password and authentication.
- Administrated network management software MRTG on Windows NT 4 server for monitoring traffic on frame-relay circuits.

SONET Technician

AT&T Broadband

April 1993 – June 1996

- Assisted the Engineering Staff with circuit design, circuit installation and troubleshooting of PRI, BRI, DS-0, DS-1, DS-3 & OC-3, OC-3c, OC-12, OC-48 circuits
- Trained new employees on transport equipment and test equipment
- Successfully turned up over 5 communication facilities to include: 5 OC-48 Rings, 45 Host Digital Terminals, 10 Wide Bank 28 Muxs, 5 Network Elements (Fujitsu 2400)
- Built, tested & maintained over 400 DS-1, 200 DS-3 and 50 OC-3 circuits for internal and external customers
- Lead the project of upgrading the Titan 5500 3/1 DACS upgrade from 256 cross-connects expandable to a 1024 cross-connects

CERTIFICATION/ACHIEVEMENTS:

3Com Networking Introduction v1 Certification

Fujitsu Lightwave Multiplexer FLM 150/600 Turn-up & Maintenance Course C-654 Certification

Fujitsu Lightwave Multiplexer FLM 2400 UPSR Turn-up & Maintenance Course C-640 Certification

Fujitsu Lightwave Multiplexer FLM Engineering Course C-611 Certification

Lucent ATM Core Technologies Certification

Lucent DDM 2000 & Fiber Reach Lightwave Multiplexer Certification

Lucent MPLS & ATM Workshop Certification

Lucent Pathstar Training Certification

Lucent PSAX Certification

Lucent Slick 2000 Turn-up & Maintenance Course 1460 Certification

Proxim Wireless LAN Certification

Tellabs Titan 5500 Fundamentals and Asynchronous & SONET Interfaces Certification

TSANLG Analog and Digital Concepts Certification

TSCBAS Communication Basics Certification

ABILITIES:

Capable of using LAN/WAN, Transport & Optical Test Equipment:

- T-Berd 224/310 & FireBerd 500
- OTDR, Fiber Scan & Siemens
- Fluke LanMeter 683, Fluke 620, Fluke 87 III rms Multimeter

Esteemed in deploying state of the art networking equipment over several network mediums:

- Hybrid Fiber Coaxial/Broadband & Coaxial
- Category III & V
- Fiber Optic (Fiber Splicing)

Experience with Network Management Software:

- Net Xray, WS Watch, What's Up Gold
- Nortel Preside
- Multi Router Traffic Grapher (MRTG)
- Health Scan & LanMeter Utilities

Practical knowledge & experience with routing & networking protocols:

- EIGRP, OSPF, IGRP, Radius, TACACS Plus
- LAN (ATM, TCP/IP, UDP, IPEC, SNMP,)
- WAN (Frame Relay, VPN & HDLC)
- OSI Network Model and Internetworking Concepts

Proficient in provisioning transport equipment:

- Fujitsu FLM Series
- Lucent DDM 2000 & FiberReach
- Wide Bank M13 & SONET
- Host Digital Terminals & Newbridge Channel Bank
- Cable Span 2300
- Lucent DDM 2000
- Pulsar Technologies FOCUS
- IMUX 2000 RFL
- Eastern Research Dacs
- Lucent Slick 2000
- Tellabs DAC 5500 3/1&1/0
- NT-1 & Nortel Connectivity Switches
- Nortel 3500, 6500 & 6110

Skilled in configuring:

- Cisco 7500, 6509, 2600, 2500 series routers
- Cisco 5505, 5002, 2820, 3750, 1900 series switches & Cisco 720
- Ciena Carrier Ethernet 3930, 5142, 5160
- 3Com Terminal Servers
- Bay Networks Smart Hubs
- ADC Kentrox CSU/DSU, Cisco Integrated CSU/DSU, Motorola CSU/DSU

Qualified in complying with Bellcore wiring & dressing cable standards:

- IEEE 802.3
- EIA/TIA

REFERENCES AVAILABLE UPON REQUEST

Lou Fleming

flem1p@jea.com

Professional History

2011–Present: JEA

- **Senior Network Administrator:** Design and Manage JEAs fiber and Transport network

Responsibilities: Working with JEA projects, operations, and security to determine fiber design, circuit requirements, and site-specific requirements, implementation, and management of 500+ mile fiber network and 100+ site Transport network. Design and verify integrated solution with JEA's existing Cisco L2/L3 voice and data network. Technical Project Lead to transform SONET network to 10 Gbps Ethernet based transport to meet current and future data, video, voice, and SCADA application requirements. **Technical Focus:** Carrier Ethernet/Metro Ethernet, DWDM, Ethernet, SAN, SONET, Fiber Characterization, Network Management/SNMP, RPR/802.17, DS1/T1 for Substation Applications

1999-2011 NORTEL/CIENA (NJ, FL)

- **2005-2011: Network Architect (FL):** Provided optical solutions and designs based on Nortel/Ciena products for Fortune 500 customers, Utilities, and Municipalities in the Southeast US.

Responsibilities: Meeting with customers and partners to provide product/solution presentations and updates, providing Optical/Ethernet designs with hardware and services pricing; providing technical consulting and training; working with product management to provide customer feedback and requirements; providing integrated voice, data, and video solutions with partners using Nortel/Ciena suite of Enterprise and Transport products and services. **Technical Focus:** WDM, Optical/Metro Ethernet, SAN, Data Center connectivity, Network Management

- **2004-2005 Resident Engineer (FL):** Provided design, configuration, implementation, and documentation support to JEA for OM3500 and OME6500 network.

Responsibilities: Working with JEA project and operations to determine fiber design, circuit requirements, and site-specific requirements: (Substation, First Coast Radio, Water Treatment, and CC3 Data Center), implementation, and management of 100 node OM3500 network and OME6500 core. Designing and verifying integrated solution with JEA's existing Cisco Router Network. Developing and executing migration from existing Lucent SONET network to OM3500 based network. **Technical Focus:** SONET, Fiber Characterization, DWDM, Ethernet, SAN, GFP, DCC, SNMP, Optical Management, RPR, DS1/T1 for Substation Applications

- **2001-2004 Optical Sales Engineer (NJ):** Provided solution designs and Nortel Optical Product certification for AT&T UVN Service.

Responsibilities: Working in test lab environment to test and troubleshoot Nortel Optical Products as part of AT&T UVN Certification. Acted as a liaison between AT&T and Nortel Optical Product Line Management and Product Development in order to manage and facilitate customer requirements and feature requests in Nortel OM3500, OM5200, and OME6500 products. **Technical Focus:** SONET, DWDM, CWDM, Optical Ethernet, SAN, GFP, DCC, SNMP

- **1999 - 2001 Enterprise Sales Engineer (NJ):** Provided Design Solutions and assist with product certification of Nortel Routers, L2/L3 Switches, and VPN products to AT&T.

Responsibilities: Providing design and pricing based on customer requirements; presenting product overviews and solutions to customers; providing technical training and updates to partners and Fortune 500 customers. **Technical Focus:** IP, OSPF, BGP, VPN, and ETHERNET based solutions.

1988-1999 AT&T (NJ)

- **1995-1999 Network Design Engineer AT&T Solutions:** Design Router based networks for AT&T Managed Services Customers
- **1993-1995 AT&T Network Systems:** Tier 2 support for Bay Networks Routers for AT&T Customers
- **1988-1993 Senior Technician AT&T Network Systems:** Install, Administrate, and Maintain Unix based OS Systems and Windows based systems. PC support and repair

Education

- **Bucks County Community College, PA 1988 – 1991 AA in Business Admin**
- **Rider University, NJ 1994 - 1997 Computer Science**

Volunteer /Charity Involvement

- **President- Julington Creek Junior Development Football 2009-2013**
- **Board Member – BLD Baseball 2012**
- **Youth Athletic Coach – YMCA, Creeks Athletic Assoc., LPA Middle School 2006 – 2017**
- **Volunteer - Field of Dreams, Relay for Life, Harvest House Food Bank, Be the Match 2010 - Present**

References

- Available upon request

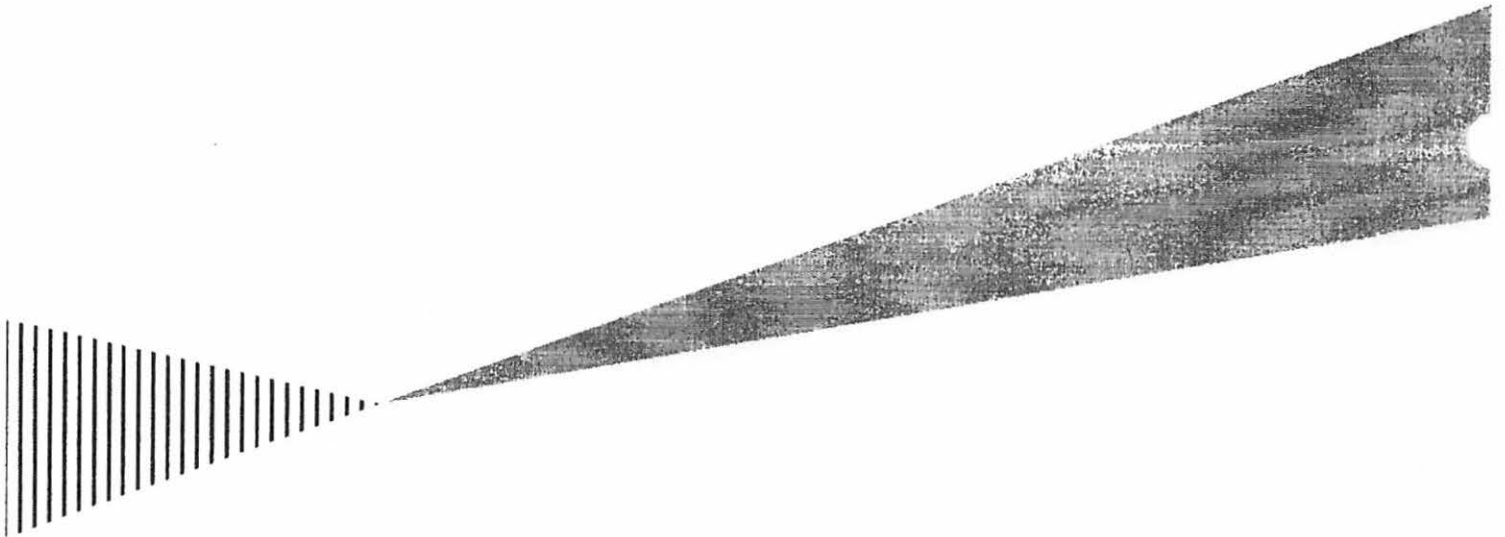
Exhibit C

FINANCIAL STATEMENTS, SUPPLEMENTARY INFORMATION,
AND BOND COMPLIANCE INFORMATION

JEA

Years Ended September 30, 2018 and 2017
With Report of Independent Auditors

Ernst & Young LLP



EY
Building a better
working world

JEA

Statements of Net Position
(In Thousands)

| | September | |
|--|---------------------|---------------------|
| | 2018 | 2017* |
| Assets | | |
| Current assets: | | |
| Cash and cash equivalents | \$ 441,206 | \$ 489,559 |
| Investments | 85,310 | 25,122 |
| Accounts and interest receivable, net of allowance (\$1,830 for 2018 and \$2,101 for 2017) | 251,148 | 245,444 |
| Inventories: | | |
| Fuel | 36,871 | 72,772 |
| Materials and supplies | 59,204 | 69,721 |
| Total current assets | 873,739 | 802,618 |
| Noncurrent assets: | | |
| Restricted assets: | | |
| Cash and cash equivalents | 114,576 | 124,475 |
| Investments | 731,627 | 936,708 |
| Accounts and interest receivable | 62 | 984 |
| Total restricted assets | 846,265 | 1,062,167 |
| Costs to be recovered from future revenues | 808,096 | 541,021 |
| Investment in The Energy Authority | 6,811 | 6,283 |
| Other assets | 15,875 | 14,511 |
| Total noncurrent assets | 1,677,047 | 1,623,982 |
| Net capital assets | 5,360,259 | 5,813,799 |
| Total assets | 7,931,045 | 8,340,399 |
| Deferred outflows of resources | | |
| Unrealized pension contributions and losses | 171,367 | 173,578 |
| Unamortized deferred losses on refundings | 143,722 | 133,356 |
| Accumulated decrease in fair value of hedging derivatives | 86,356 | 125,269 |
| Unrealized asset retirement obligation | 29,173 | - |
| Unrealized OPEB contributions and losses | 4,078 | 5,240 |
| Total deferred outflows of resources | 434,696 | 437,443 |
| Total assets and deferred outflows of resources | \$ 8,365,741 | \$ 8,777,842 |

See accompanying notes to financial statements.

*Restated for implementation of GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*

JEA

Statements of Net Position (continued)
(In Thousands)

| | September | |
|---|---------------------|---------------------|
| | 2018 | 2017* |
| Liabilities | | |
| Current liabilities: | | |
| Accounts and accrued expenses payable | \$ 147,361 | \$ 131,892 |
| Customer deposits | 59,883 | 57,278 |
| Total current liabilities | 207,244 | 189,170 |
| Current liabilities payable from restricted assets: | | |
| Debt due within one year | 185,790 | 229,095 |
| Renewal and replacement reserve | 54,370 | 82,577 |
| Interest payable | 73,737 | 82,221 |
| Construction contracts and accounts payable | 53,369 | 54,961 |
| Total current liabilities payable from restricted assets | 367,266 | 448,854 |
| Noncurrent liabilities: | | |
| Net pension liability | 544,203 | 554,337 |
| Asset retirement obligation | 22,526 | - |
| Net OPEB liability | 18,835 | 39,508 |
| Other liabilities | 49,227 | 50,022 |
| Total other noncurrent liabilities | 634,791 | 643,867 |
| Long-term debt | | |
| Debt payable, less current portion | 3,813,660 | 4,172,160 |
| Unamortized premium, net | 152,891 | 112,475 |
| Fair value of debt management strategy instruments | 86,356 | 125,269 |
| Total long-term debt | 4,052,927 | 4,409,904 |
| Total liabilities | 5,262,228 | 5,691,795 |
| Deferred inflows of resources | | |
| Revenues to be used for future costs | 286,832 | 444,606 |
| Unrealized pension gains | 50,124 | 11,960 |
| Unrealized OPEB gains | 8,712 | 659 |
| Accumulated increase in fair value of hedging derivatives | 2,536 | - |
| Total deferred inflows of resources | 348,204 | 457,225 |
| Net position | | |
| Net investment in capital assets | 1,856,725 | 1,622,160 |
| Restricted for: | | |
| Debt service | 187,374 | 234,288 |
| Other purposes | 354,663 | 379,186 |
| Unrestricted | 356,547 | 393,208 |
| Total net position | 2,755,309 | 2,628,822 |
| Total liabilities, deferred inflows of resources, and net position | \$ 8,365,741 | \$ 8,777,842 |

See accompanying notes to financial statements.

*Restated for implementation of GASB Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions

JEA

Statements of Revenues, Expenses, and Changes in Net Position
(In Thousands)

| | September | |
|---|---------------------|---------------------|
| | 2018 | 2017* |
| Operating revenues | | |
| Electric | \$ 1,267,202 | \$ 1,382,206 |
| Water and sewer | 423,480 | 448,057 |
| District energy system | 8,348 | 8,185 |
| Other | 90,952 | 36,729 |
| Total operating revenues | <u>1,789,982</u> | <u>1,875,177</u> |
| Operating expenses | | |
| Operations and maintenance: | | |
| Fuel | 421,052 | 458,794 |
| Purchased power | 109,194 | 77,456 |
| Maintenance and other operating expenses | 429,989 | 392,142 |
| Depreciation | 360,609 | 386,699 |
| State utility and franchise taxes | 71,307 | 69,683 |
| Recognition of deferred costs and revenues, net | 6,856 | (4,075) |
| Total operating expenses | <u>1,399,007</u> | <u>1,380,699</u> |
| Operating income | <u>390,975</u> | <u>494,478</u> |
| Nonoperating revenues (expenses) | | |
| Interest on debt | (166,508) | (182,992) |
| Investment income | 11,826 | 10,576 |
| Allowance for funds used during construction | 11,764 | 11,774 |
| Other nonoperating income, net | 9,857 | 5,918 |
| Earnings from The Energy Authority | 4,074 | 6,335 |
| Other interest, net | (1,825) | (451) |
| Total nonoperating expenses, net | <u>(130,812)</u> | <u>(148,840)</u> |
| Income before contributions | <u>260,163</u> | <u>345,638</u> |
| Contributions (to) from | | |
| General Fund, City of Jacksonville, Florida | (116,620) | (115,823) |
| Developers and other | 82,157 | 66,875 |
| Reduction of plant cost through contributions | (54,114) | (42,069) |
| Total contributions, net | <u>(88,577)</u> | <u>(91,017)</u> |
| Special Items | (45,099) | - |
| Change in net position | 126,487 | 254,621 |
| Net position, beginning of year | 2,628,822 | 2,376,925 |
| Effect of adoption of GASB Statement No. 75 | - | (2,724) |
| Net position, beginning of year, as restated | <u>2,628,822</u> | <u>2,374,201</u> |
| Net position, end of year | <u>\$ 2,755,309</u> | <u>\$ 2,628,822</u> |

See accompanying notes to financial statements.

*Restated for implementation of GASB Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions

JEA

Statements of Cash Flows
(In Thousands)

| | September | |
|--|-------------------|-------------------|
| | 2018 | 2017 |
| Operating activities | | |
| Receipts from customers | \$ 1,740,598 | \$ 1,758,515 |
| Payments to suppliers | (780,982) | (738,231) |
| Payments to employees | (287,588) | (249,193) |
| Other operating activities | 93,902 | 4,541 |
| Net cash provided by operating activities | 775,969 | 775,632 |
| Noncapital and related financing activities | | |
| Contribution to General Fund, City of Jacksonville, Florida | (116,569) | (115,694) |
| Net cash used in noncapital and related financing activities | (116,569) | (115,694) |
| Capital and related financing activities | | |
| Defeasance of debt | (993,690) | (159,345) |
| Proceeds from issuance of debt | 824,000 | 80,405 |
| Acquisition and construction of capital assets | (384,577) | (308,133) |
| Repayment of debt principal | (228,095) | (181,525) |
| Interest paid on debt | (182,849) | (193,483) |
| Capital contributions | 28,043 | 24,605 |
| Other capital financing activities | 63,197 | 2,528 |
| Net cash used in capital and related financing activities | (877,971) | (724,748) |
| Investing activities | | |
| Purchase of investments | (1,037,866) | (1,803,447) |
| Proceeds from sale and maturity of investments | 1,179,471 | 1,661,596 |
| Investment income | 16,301 | 17,593 |
| Distributions from The Energy Authority | 3,513 | 6,182 |
| Net cash provided by investing activities | 160,319 | 81,924 |
| Net change in cash and cash equivalents | (68,252) | 17,114 |
| Cash and cash equivalents at beginning of year | 614,034 | 596,920 |
| Cash and cash equivalents at end of year | \$ 555,782 | \$ 614,034 |
| Reconciliation of operating income to net cash provided by operating activities | | |
| Operating income | \$ 390,975 | \$ 494,478 |
| Adjustments: | | |
| Depreciation and amortization | 381,889 | 388,040 |
| Recognition of deferred costs and revenues, net | 6,856 | (4,075) |
| Other nonoperating income, net | 1,073 | (1,072) |
| Changes in noncash assets and noncash liabilities: | | |
| Accounts receivable | 26,486 | (14,185) |
| Accounts receivable, restricted | 16 | 32 |
| Inventories | 48,419 | (24,692) |
| Other assets | 8,421 | (27,625) |
| Accounts and accrued expenses payable | 979 | 23,282 |
| Current liabilities payable from restricted assets | (49,998) | 4,409 |
| Other noncurrent liabilities and deferred inflows | (15,147) | (62,940) |
| Net cash provided by operating activities | \$ 775,969 | \$ 775,632 |
| Noncash activity | | |
| Contribution of capital assets from developers | \$ 54,114 | \$ 42,069 |
| Unrealized losses on fair value of investments, net | \$ (3,388) | \$ (7,710) |

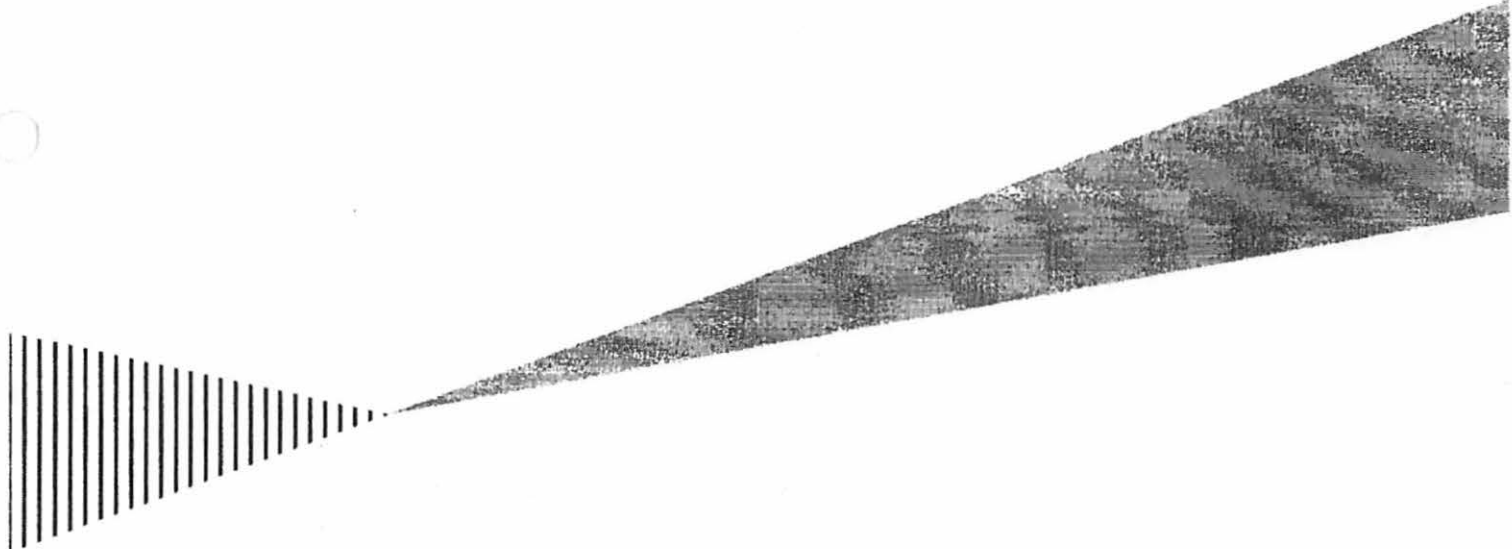
See accompanying notes to financial statements.

FINANCIAL STATEMENTS, SUPPLEMENTARY INFORMATION,
AND BOND COMPLIANCE INFORMATION

JEA

Years Ended September 30, 2017 and 2016
With Report of Independent Certified Public Accountants

Ernst & Young LLP



Building a better
working world

JEA
Statements of Net Position
(In Thousands)

| | September | |
|--|---------------------|---------------------|
| | 2017 | 2016 |
| Assets | | |
| Current assets: | | |
| Cash and cash equivalents | \$ 489,559 | \$ 418,514 |
| Investments | 25,122 | 143,077 |
| Accounts and interest receivable, net of allowance (\$2,101 for 2017 and \$3,641 for 2016) | 245,444 | 237,293 |
| Inventories: | | |
| Fuel | 72,243 | 49,852 |
| Materials and supplies | 70,250 | 67,951 |
| Total current assets | 902,618 | 916,687 |
| Noncurrent assets: | | |
| Restricted assets: | | |
| Cash and cash equivalents | 124,475 | 178,406 |
| Investments | 936,708 | 884,612 |
| Accounts and interest receivable | 1,729 | 1,545 |
| Total restricted assets | 1,062,912 | 1,064,563 |
| Costs to be recovered from future revenues | 506,094 | 463,610 |
| Investment in The Energy Authority | 6,283 | 6,166 |
| Other assets | 16,490 | 17,931 |
| Total noncurrent assets | 1,591,779 | 1,552,270 |
| Capital assets: | | |
| Land and easements | 194,554 | 190,660 |
| Plant in service | 11,039,255 | 10,792,942 |
| Less accumulated depreciation | (5,733,893) | (5,427,480) |
| Plant in service, net | 5,499,916 | 5,556,122 |
| Construction work in progress | 313,883 | 318,803 |
| Net capital assets | 5,813,799 | 5,874,925 |
| Total assets | 8,308,196 | 8,343,882 |
| Deferred outflows of resources | | |
| Unrealized pension contributions and losses | 173,578 | 137,010 |
| Unamortized deferred losses on refundings | 133,356 | 141,780 |
| Accumulated decrease in fair value of hedging derivatives | 125,269 | 182,928 |
| Total deferred outflows of resources | 432,203 | 461,718 |
| Total assets and deferred outflows of resources | \$ 8,740,399 | \$ 8,805,600 |

See accompanying notes to financial statements.

JEA

Statements of Net Position (continued)
(In Thousands)

| | September | |
|---|---------------------|---------------------|
| | 2017 | 2016 |
| Liabilities | | |
| Current liabilities: | | |
| Accounts and accrued expenses payable | \$ 131,892 | \$ 113,225 |
| Customer deposits | 57,278 | 55,123 |
| Total current liabilities | 189,170 | 168,348 |
| Current liabilities payable from restricted assets: | | |
| Debt due within one year | 229,095 | 181,525 |
| Renewal and replacement reserve | 82,577 | 80,809 |
| Interest payable | 82,221 | 86,978 |
| Construction contracts and accounts payable | 54,961 | 39,730 |
| Total current liabilities payable from restricted assets | 448,854 | 389,042 |
| Noncurrent liabilities: | | |
| Net pension liability | 554,337 | 493,346 |
| Other liabilities | 50,022 | 46,333 |
| Total other noncurrent liabilities | 604,359 | 539,679 |
| Long-term debt: | | |
| Bonds and commercial paper payable, less current portion | 4,172,160 | 4,470,195 |
| Unamortized premium, net | 112,475 | 138,673 |
| Fair value of debt management strategy instruments | 125,269 | 181,793 |
| Total long-term debt | 4,409,904 | 4,790,661 |
| Total liabilities | 5,652,287 | 5,887,730 |
| Deferred inflows of resources | | |
| Revenues to be used for future costs | 444,606 | 528,262 |
| Unrealized pension gains | 11,960 | 12,683 |
| Total deferred inflows of resources | 456,566 | 540,945 |
| Net position | | |
| Net investment in capital assets | 1,622,160 | 1,420,504 |
| Restricted | 614,199 | 611,607 |
| Unrestricted | 395,187 | 344,814 |
| Total net position | 2,631,546 | 2,376,925 |
| Total liabilities, deferred inflows of resources, and net position | \$ 8,740,399 | \$ 8,805,600 |

See accompanying notes to financial statements.

JEA

Statements of Revenues, Expenses, and Changes in Net Position
(In Thousands)

| | September | |
|---|---------------------|---------------------|
| | 2017 | 2016 |
| Operating revenues | | |
| Electric | \$ 1,382,206 | \$ 1,321,713 |
| Water and sewer | 448,057 | 417,404 |
| District energy system | 8,185 | 8,337 |
| Other | 36,729 | 34,298 |
| Total operating revenues | 1,875,177 | 1,781,752 |
| Operating expenses | | |
| Operations and maintenance: | | |
| Fuel | 458,794 | 422,413 |
| Purchased power | 77,456 | 63,461 |
| Maintenance and other operating expenses | 392,142 | 380,219 |
| Depreciation | 386,699 | 382,432 |
| State utility and franchise taxes | 69,683 | 71,244 |
| Recognition of deferred costs and revenues, net | (4,075) | (1,527) |
| Total operating expenses | 1,380,699 | 1,318,242 |
| Operating income | 494,478 | 463,510 |
| Nonoperating expenses, net | | |
| Interest on debt | (182,992) | (184,457) |
| Investment income | 10,576 | 14,225 |
| Allowance for funds used during construction | 11,774 | 9,407 |
| Other nonoperating income, net | 5,918 | 8,765 |
| Earnings from The Energy Authority | 6,335 | 6,136 |
| Other interest, net | (451) | (403) |
| Total nonoperating expenses, net | (148,840) | (146,327) |
| Income before contributions | 345,638 | 317,183 |
| Contributions (to) from | | |
| General Fund, City of Jacksonville, Florida | (115,823) | (129,187) |
| Developers and other | 66,875 | 53,652 |
| Reduction of plant cost through contributions | (42,069) | (31,632) |
| Total contributions, net | (91,017) | (107,167) |
| Change in net position | 254,621 | 210,016 |
| Net position, beginning of year | 2,376,925 | 2,186,909 |
| Net position, end of year | \$ 2,631,546 | \$ 2,376,925 |

See accompanying notes to financial statements.

JEA

Statements of Cash Flows
(In Thousands)

| | September | |
|--|-------------------|-------------------|
| | 2017 | 2016 |
| Operating activities | | |
| Receipts from customers | \$ 1,758,264 | \$ 1,838,667 |
| Payments to suppliers | (735,004) | (744,358) |
| Payments to employees | (252,420) | (240,248) |
| Other operating activities | 5,060 | 39,771 |
| Net cash provided by operating activities | 775,900 | 893,832 |
| Noncapital and related financing activities | | |
| Contribution to General Fund, City of Jacksonville, Florida | (115,694) | (128,979) |
| Payment from the City of Jacksonville, Florida | - | 38 |
| Net cash used in noncapital and related financing activities | (115,694) | (128,941) |
| Capital and related financing activities | | |
| Acquisition and construction of capital assets | (307,918) | (298,045) |
| Interest paid on debt | (183,406) | (197,668) |
| Repayment of debt principal | (181,525) | (187,500) |
| Defeasance of debt | (159,345) | - |
| Proceeds from issuance of debt, net | 90,405 | 3,000 |
| Developer and other contributions | 24,805 | 22,020 |
| Other capital financing activities | 1,968 | 8,381 |
| Net cash used in capital and related financing activities | (725,016) | (649,812) |
| Investing activities | | |
| Purchase of investments | (1,803,447) | (2,304,666) |
| Proceeds from sale and maturity of investments | 1,861,596 | 2,128,966 |
| Investment income | 17,593 | 14,005 |
| Distributions from The Energy Authority | 6,182 | 7,462 |
| Net cash provided by (used in) investing activities | 61,824 | (154,233) |
| Net change in cash and cash equivalents | 17,114 | (39,154) |
| Cash and cash equivalents at beginning of year | 596,920 | 636,074 |
| Cash and cash equivalents at end of year | \$ 614,034 | \$ 596,920 |
| Reconciliation of operating income to net cash provided by operating activities | | |
| Operating income | \$ 494,478 | \$ 463,510 |
| Adjustments: | | |
| Depreciation and amortization | 388,040 | 385,610 |
| Recognition of deferred costs and revenues, net | (4,075) | (1,527) |
| Other nonoperating income, net | (804) | 1,499 |
| Changes in noncash assets and noncash liabilities: | | |
| Accounts receivable | (14,185) | 6,779 |
| Accounts receivable, restricted | 54 | 79 |
| Inventories | (24,692) | 11,773 |
| Other assets | (27,647) | (2,289) |
| Accounts and accrued expenses payable | 23,262 | (62,324) |
| Current liabilities payable from restricted assets | 4,409 | (799) |
| Other noncurrent liabilities and deferred inflows | (62,940) | 91,521 |
| Net cash provided by operating activities | \$ 775,900 | \$ 893,832 |
| Noncash activity | | |
| Contribution of capital assets from developers | \$ 42,069 | \$ 31,632 |
| Unrealized gains (losses) on fair value of investments, net | \$ (7,710) | \$ 624 |

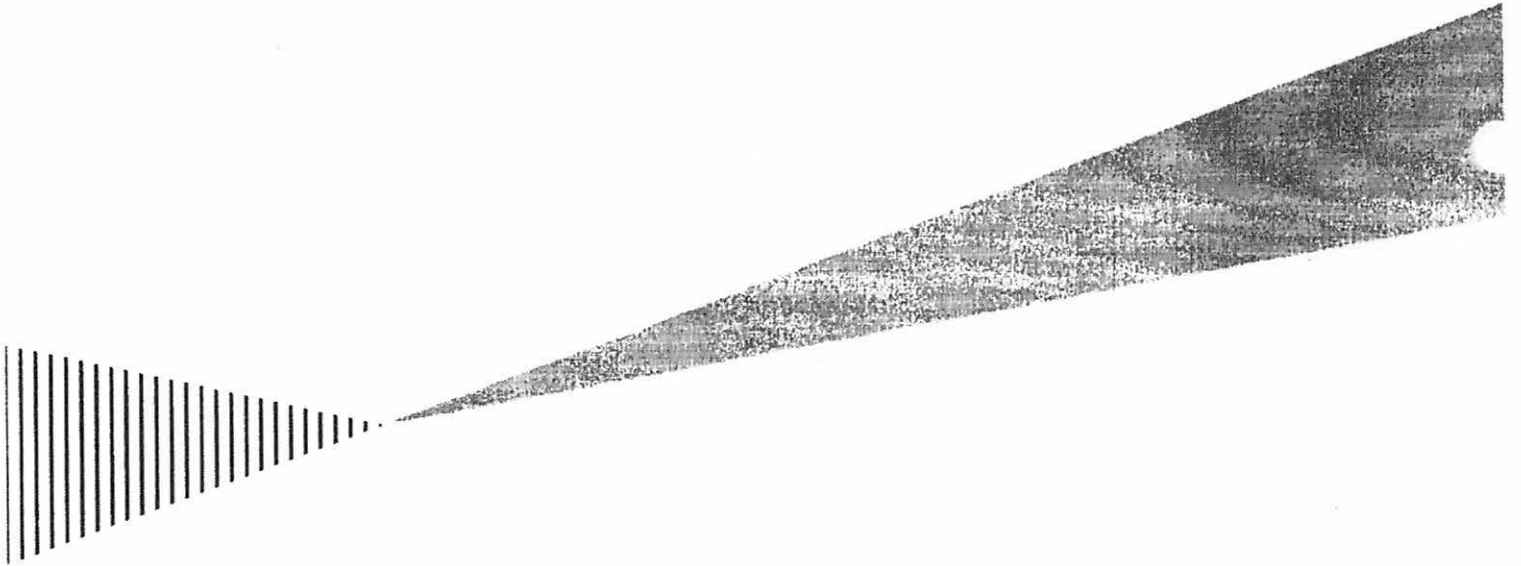
See accompanying notes to financial statements.

FINANCIAL STATEMENTS, SUPPLEMENTARY INFORMATION,
AND BOND COMPLIANCE INFORMATION

JEA

Years Ended September 30, 2016 and 2015
With Report of Independent Certified Public Accountants

Ernst & Young LLP



JEA

Statements of Net Position
(In Thousands)

| | September 30 | |
|---|---------------------|---------------------|
| | 2016 | 2015 |
| Assets | | |
| Current assets: | | |
| Cash and cash equivalents | \$ 418,517 | \$ 419,595 |
| Investments | 143,077 | 78,794 |
| Accounts and interest receivable, net of allowance (\$3,641 for 2016 and \$4,342 for 2015) | 235,847 | 241,390 |
| Inventories: | | |
| Fuel | 49,852 | 64,683 |
| Materials and supplies | 67,951 | 64,892 |
| Total current assets | 915,244 | 869,354 |
| Noncurrent assets: | | |
| Restricted assets: | | |
| Cash and cash equivalents | 178,406 | 216,479 |
| Investments | 884,612 | 772,571 |
| Accounts and interest receivable | 3,341 | 6,185 |
| Total restricted assets | 1,066,359 | 995,235 |
| Costs to be recovered from future revenues | 483,610 | 459,359 |
| Investment in The Energy Authority | 6,166 | 7,491 |
| Other assets | 17,581 | 17,966 |
| Total noncurrent assets | 1,553,716 | 1,480,051 |
| Capital assets: | | |
| Land and easements | 190,660 | 164,023 |
| Plant in service | 10,792,942 | 10,601,856 |
| Less accumulated depreciation | (5,427,480) | (5,079,243) |
| Plant in service, net | 5,556,122 | 5,686,636 |
| Construction work in progress | 318,803 | 272,716 |
| Net capital assets | 5,874,925 | 5,959,352 |
| Total assets | 8,343,885 | 8,308,757 |
| Deferred outflows of resources | | |
| Unamortized deferred losses on refundings | 141,780 | 154,449 |
| Accumulated decrease in fair value of hedging derivatives | 182,928 | 152,503 |
| Unrealized pension contributions and losses | 137,010 | 83,970 |
| Total deferred outflows of resources | 461,718 | 390,922 |
| Total assets and deferred outflows of resources | \$ 8,805,603 | \$ 8,699,679 |

JEA

Statements of Net Position (continued)
(In Thousands)

| | September 30 | |
|---|---------------------|---------------------|
| | 2016 | 2015 |
| Liabilities | | |
| Current liabilities: | | |
| Accounts and accrued expenses payable | \$ 113,225 | \$ 171,652 |
| Customer deposits | 55,125 | 55,798 |
| Total current liabilities | 168,350 | 227,450 |
| Current liabilities payable from restricted assets: | | |
| Debt due within one year | 181,525 | 187,500 |
| Renewal and replacement reserve | 80,809 | 84,472 |
| Interest payable | 86,978 | 89,394 |
| Construction contracts and accounts payable | 39,730 | 36,645 |
| Total current liabilities payable from restricted assets | 389,042 | 398,011 |
| Noncurrent liabilities: | | |
| Net pension liability | 493,346 | 408,629 |
| Other liabilities | 46,331 | 48,389 |
| Total other noncurrent liabilities | 539,677 | 457,018 |
| Long-term debt: | | |
| Bonds payable and commercial paper payable, less current portion | 4,470,195 | 4,648,720 |
| Unamortized premium, net | 138,673 | 170,630 |
| Fair value of debt management strategy instruments | 181,793 | 148,749 |
| Total long-term debt | 4,790,661 | 4,968,099 |
| Total liabilities | 5,887,730 | 6,050,578 |
| Deferred inflows of resources | | |
| Revenues to be used for future costs | 528,262 | 452,397 |
| Unrealized pension gains | 12,683 | 29,795 |
| Total deferred inflows of resources | 540,945 | 482,192 |
| Net position | | |
| Net investment in capital assets | 1,440,910 | 1,305,339 |
| Restricted | 592,987 | 530,011 |
| Unrestricted | 343,031 | 331,559 |
| Total net position | 2,376,928 | 2,166,909 |
| Total liabilities, deferred inflows of resources, and net position | \$ 8,805,603 | \$ 8,699,679 |

JEA

Statements of Revenues, Expenses, and Changes in Net Position
(In Thousands)

| | September 30 | |
|---|---------------------|---------------------|
| | 2016 | 2015 |
| Operating revenues | | |
| Electric | \$ 1,321,713 | \$ 1,324,883 |
| Water and sewer | 417,404 | 379,789 |
| District energy system | 8,731 | 8,778 |
| Other | 34,288 | 35,930 |
| Total operating revenues | 1,782,146 | 1,749,380 |
| Operating expenses | | |
| Operations: | | |
| Fuel | 422,413 | 469,982 |
| Purchased power | 63,461 | 47,257 |
| Other | 276,088 | 267,475 |
| Maintenance | 104,522 | 106,691 |
| Depreciation | 382,432 | 366,486 |
| State utility and franchise taxes | 71,244 | 72,510 |
| Recognition of deferred costs and revenues, net | (1,527) | (11,168) |
| Total operating expenses | 1,318,633 | 1,319,233 |
| Operating income | 463,513 | 430,147 |
| Nonoperating expenses, net | | |
| Interest on debt | (184,457) | (198,199) |
| Investment income | 14,225 | 12,904 |
| Other nonoperating income, net | 8,765 | 11,833 |
| Allowance for funds used during construction | 9,407 | 5,723 |
| Loss on sale of asset | - | (199) |
| Earnings from The Energy Authority | 6,136 | 1,461 |
| Other interest, net | (403) | (68) |
| Total nonoperating expenses, net | (146,327) | (166,545) |
| Income before contributions and special item | 317,186 | 263,602 |
| Contributions (to) from | | |
| General Fund, City of Jacksonville, Florida | (129,187) | (111,688) |
| Developers and other | 53,652 | 52,709 |
| Reduction of plant cost through contributions | (31,632) | (33,105) |
| Total contributions | (107,167) | (92,084) |
| Special item | - | 151,490 |
| Change in net position | 210,019 | 323,008 |
| Net position, beginning of year | 2,166,909 | 1,843,901 |
| Net position, end of year | \$ 2,376,928 | \$ 2,166,909 |

JEA

Statements of Cash Flows
(In Thousands)

| | September 30 | |
|--|-------------------|-------------------|
| | 2016 | 2015 |
| Operating activities | | |
| Receipts from customers | \$ 1,840,713 | \$ 1,807,475 |
| Payments to suppliers | (748,429) | (734,988) |
| Payments to employees | (238,790) | (232,052) |
| Other receipts | 38,341 | 38,984 |
| Net cash provided by operating activities | 893,835 | 879,419 |
| Noncapital and related financing activities | | |
| Contribution to General Fund, City of Jacksonville, Florida | (128,979) | (111,491) |
| Build America Bonds subsidies | 7,252 | 7,256 |
| Payment from the City of Jacksonville, Florida | 38 | - |
| Net cash used in noncapital and related financing activities | (121,689) | (104,235) |
| Capital and related financing activities | | |
| Defeasance of debt | - | (378,782) |
| Acquisition and construction of capital assets | (298,045) | (204,708) |
| Repayment of debt principal | (187,500) | (257,869) |
| Interest paid on debt | (197,668) | (212,410) |
| Developer and other contributions | 22,020 | 19,604 |
| Proceeds from issuance of debt, net | 3,000 | 198,805 |
| Proceeds from disposal of assets | 1,148 | 427 |
| Other financing activities | (17) | 12,855 |
| Net cash used in capital and related financing activities | (657,084) | (822,078) |
| Investing activities | | |
| Purchase of investments | (2,304,666) | (1,811,962) |
| Proceeds from sale and maturity of investments | 2,128,966 | 1,890,938 |
| Investment income | 14,005 | 12,329 |
| Distributions from The Energy Authority | 7,482 | 2,041 |
| Net cash provided by (used in) investing activities | (154,233) | 93,346 |
| Net change in cash and cash equivalents | (39,151) | 46,452 |
| Cash and cash equivalents at beginning of year | 636,074 | 589,622 |
| Cash and cash equivalents at end of year | \$ 596,923 | \$ 636,074 |
| Reconciliation of operating income to net cash provided by operating activities | | |
| Operating income | \$ 463,513 | \$ 430,147 |
| Adjustments: | | |
| Depreciation and amortization | 385,810 | 367,959 |
| Recognition of deferred costs and revenues, net | (1,527) | (11,168) |
| Gain on sale of noncore assets | 1,499 | 4,586 |
| Changes in noncash assets and noncash liabilities: | | |
| Accounts receivable | 4,818 | (11,845) |
| Accounts receivable, restricted | 2,543 | (1,600) |
| Inventories | 11,773 | 7,314 |
| Other assets | (2,792) | 372 |
| Accounts and accrued expenses payable | (62,532) | (15,857) |
| Current liabilities payable from restricted assets | (799) | (1,171) |
| Other noncurrent liabilities and deferred inflows | 91,729 | 110,682 |
| Net cash provided by operating activities | \$ 893,835 | \$ 879,419 |
| Noncash activity | | |
| Contribution of capital assets from developers | \$ 31,632 | \$ 33,105 |
| Unrealized gains on fair value of investments | \$ 624 | \$ 354 |