

CURRENTS

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A Message from Aaron Zahn, Interim CEO

A new dawn has emerged for JEA. I recognize the emotional and mental toll created by the privatization discussion and public discord over the past several months. It has not been fair to you, your families nor this community as a whole. You take exceptional pride and dedication in the work you do for JEA and the million people who depend upon you. Because of your hard work, JEA is one of the best managed electric, water and wastewater utilities in the country. Thank you for the professionalism you all have shown over the past months. Financially and operationally, our organization is strong.

As your new CEO, I intend to learn from you. I am committed to listening to you. I acknowledge trust must be built and I intend to earn yours. You will learn I am an optimist and someone who is forward-thinking. Every day presents an opportunity to start anew. Even mistakes present an opportunity to learn and grow.

My first action as CEO was to stand before the City Council and the Mayor to ask them: 1) to change the public discourse from one of decision-making to one of simply having a discussion; 2) to use the learnings from these discussions to set clear community expectations of JEA; and, 3) to provide JEA the time to conduct thorough analysis and produce a plan for our company to navigate the opportunities and risks in our changing market. With these commitments in hand it is time for us to get back to our core business of serving our customers with the excellence they have come to expect.

My second action will be to lead JEA in re-establishing unity, trust and open communications with employees and all of its stakeholders. *Say what we're going to do, do what we say, confirm we did exactly what we said we were going to do.*

To that end, I am grateful Melissa Dykes has agreed to take on an expanded role in order to help lead this team forward. Melissa has expressed a great deal of excitement in the path forward. It is with her permission I convey to you that she is committed to JEA and to working together as partners to accomplish the

vision I have set forth. Organizational changes reflecting this new role will be announced in the coming days. The new organizational format will emphasize our company's intentional focus on the three priorities listed below.

My third action during transition will focus on setting a vision and strategically leading our company on a path to make JEA a "utility for the future of Jacksonville." In addition, I plan to act as intermediary to our shareholders, stakeholders and community at large to garner their support and input. Melissa and the SLT will focus on safely and reliably running the operations of this complex and vast organization while working collaboratively to update our strategic plan.

Safety and our customers must continue to be our top priorities.

Safety stems from your focus while at work, a stable JEA and the elimination of distractions we have collectively endured. JEA will maintain a 'customer first' mentality by undertaking the following three things over the coming months:

1. **Focus on Core Business** – Execute our current strategic plan with excellence so our *Unbeatable Team* can continue to be successful in Earning our *Customers' Loyalty* by *Delivering Business Excellence*.

2. **Listen and Align our Purpose with Shareholder Trustees** - Establish consensus with JEA's Board of Directors, City Council and the Mayor around a "framework" upon which to measure a strategic plan for the future of JEA.

3. **Align the Strategic Plan to become the Utility of the Future** - Initiate a process to update JEA's strategic plan and set a vision for JEA as the "utility for the future of Jacksonville." We will ensure our updated strategic plan is built with input from our Shareholders and is aligned to the "framework" they provide. Most important we will design JEA to provide customers essential services how, when and where they want them.



As Interim CEO, I commit to you that I will do everything in my power to navigate the path forward and set us on a strategic course to ensure JEA remains the most valuable asset to the City of Jacksonville. Please join me, Melissa and our SLT as we look forward to achieving greatness through innovation.

Sincerely,

Aaron F. Zahn