	Ex	/aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives Proposal to Achie	Firm:		oly 1	Evaluator:		Juli Crawford	
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Actie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	3	15.00
20		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, selfis, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as 10 Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
effts lue)	Economic Developmen					, , , , , , , , , , , , , , , , , , , ,		
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	The second secon	(4 points) tention and Be	(3 points)	(2 points)	(1 point)	(0 points)		
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
ä	los.	(4 points) evation Plan (1	(3 points)	(2 points)	(1 point)	(0 points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	11.25
	Environmental,					(o points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	0	0.00
	Commun	(4 points) nity Stewardshi	(3 points)	(2 points)	(1 point)	(0 points)		VOCANIA (S)
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor (1 point)	Inadequate	3	7.50
	Finar	(4 points)	(3 points)	(2 points) Value)	(1 point)	(0 points)		
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Score	67.50
							i otal score	67.50



	Ev	valuation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Re	ply 3	Evaluator:		Juli Crawford	
EA's	Proposal to Achie	eve JEA's Goals	in this ITN (20	% Weighted Va	lue)			
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	4	20:00
Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining are stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Paor	Inadequate	4	15.00
<u>و تر</u>	Economic Developmen	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	tention and Be	Good	Adequate	Poor	Inadequate	4	10.00
Empl		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Inno	vation Plan (1			(a point)	(o points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25
	Environmental,	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Meignted Valu Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
nunity Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	ity Stewardshi	Good	Adequate	Poor	Inadequate	4	10.00
Comn		10	(2)	12		10		
	Finan	(4 points) cial Stability (1	(3 points) 0% Weighted	(2 points) Value)	(1 point)	(0 points)		
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Score	93.75

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	Ev	/aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ply 4	Evaluator:		Juli Crawford	
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	4	20.00
	Everylance and	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Esperience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, usotemer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate	4	15/00
alue)	Economic Developmen							
Economic Development and Beneffs to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Employee Re	(4 points) tention and Be	(3 points)	(2 points)	(1 point)	(0 points)		
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	3	7 50
	Inno	(4 points)	(3 points) 5% Weighted \	(2 points) /alue)	(1 point)	(0 points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25
	Environmental,	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Finan	(4 points)	(3 points) .0% Weighted	(2 points) Value)	(1 point)	(0 points)		
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Score	83.75

	F	/aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ply 5	Evaluator:		Juli Crawford	
	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	lue)			
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	4	20.00
Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining relability and minimizing time of disruptions; and 5. Focus on maintaining relability and minimizing time of disruptions; and 5. Focus on maintaining relability and minimizing time of disruptions; and 5. Focus on passible, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3	11 25
lits (an	Economic Developmer	(4 points) nt and Benefits	(3 points) to Jacksonville	(2 points) e (10% Weighte	(1 point) ed Value)	(0 points)		
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	2	5,00
-	Employee Pa	(4 points)	(3 points) nefits (10% W	(2 points)	(1 point)	(0 points)		
tention and Benefits (Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3. Of comparation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
- E	luc.	(4 points)	(3 points) 5% Weighted V	(2 points)	(1 point)	(0 points)		
ation Plan (15% Weighter	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of LFA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25
	Environmental,	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Commun	(4 points) ity Stewardshi	(3 points) p (10% Weight	(2 points)	(1 point)	(0 points)		
y St.	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Finan	(4 points) cial Stability (1	(3 points) 0% Weighted	(2 points) Value)	(1 point)	(0 points)		
Sta	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Score	77.50

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	Ev	aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ply 6	Evaluator:		Juli Crawford	
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional (4 points)	Good (3 points)	% Weighted Va Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	4	20.00
	Experience and	Participation of the Control of the	BEST STANDARD CONTROL	Str. on the street of the street	SECURIOR DESCRIPTION OF THE PROPERTY OF THE PR			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to IEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entitles. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.0 negevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as ID Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining relability and minimizing time of disruptions; and 5. Focus on maintaining relability and minimizing time of disruptions; and 5. Focus on maintaining relability and minimizing time of disruptions; and for the past 10 years. Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	to Jacksonville Good	2 (10% Weighte Adequate	Poor	Inadequate	4	10.00
Eco to J	NAME OF THE PROPERTY OF THE PARTY OF THE PAR	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	eighted Value) Adequate	Poor	Inadequate	3	7.50
ū	land the second	(4 points)	(3 points) 5% Weighted V	(2 points)	(1 point)	(0 points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-provide" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	11.25
	Environmental,					(o points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor	Inadequate	3	7.50
•	Commur		p (10% Weight		(1 point)	(0 points)		
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	7.50
	Finan		0% Weighted					
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	7.50
	Bennesen valente store i una uranna d'Arbeit Valente de Deservice se valent de Carlos de Carlos de Carlos de C	[- ponts]	(S points)	(* points)	(* hourt)		Total Score	82.50

	E	valuation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Re	ply 7	Evaluator:		Juli Crawford	
s y	Proposal to Achie	eve JEA's Goals	in this ITN (20	% Weighted Va	lue)			7-67-55
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	3	15.00
Pro G		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	ıe)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entitles. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3	11:25
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Value	Economic Developme	nt and Benefits	to Jacksonville	e (10% Weighte	d Value)			
onomic Development and Benefits acksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
Ecol to Ja		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
hted	Employee Re	tention and Be	nefits (10% W	eighted Value)				
tention and Benef Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1. Protection of certain employee retirement benefits; 2. Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3. Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	3	7:50
Em		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
ation Plan (15% Weighter	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3.Turure-proof "the utility business." Separately, Respondents only interested in providing Replies related to potential	exaction Plan (1:	5% Weighted V	/alue) Adequate	Poor	Inadequate	3	11.25
Innov	separacity, respondents only interested in providing Repries related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so							
Innov	new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	new business opportunities or innovation or disruption of JEA's business are strongly	(4 points)				(0 points)	3	7.50
intal, Social and e (10% Weighted Value)	new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	(4 points) Social and Gov Exceptional	Good (3 points)	Weighted Valu Adequate (2 points)	e)		3	7.50
Environmental, Social and Governance (10% Weighted Value)	new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	(4 points) Social and Gov Exceptional	Good (3 points)	Weighted Valu Adequate (2 points)	e) Poor	Inadequate	3	7.50
y Stewardship (10% Environmental, Social and Governance (10% Weighted ghted Value)	new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	(4 points) Social and Gov Exceptional (4 points) ity Stewardshi	Good (3 points) p (10% Weight	Adequate (2 points) ed Value) Adequate	Poor (1 point)	Inadequate (0 points)	3	7.50
Environmental, Social and Governance (10% Weighted Value)	new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	(4 points) Social and Gov Exceptional (4 points)	Good (3 points) p (10% Weight Good	Meighted Valu Adequate (2 points) ed Value) Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	
Stability (10% Community Stewardship (10% Governance (10% Weighted httd Value) Value	new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	(4 points) Social and Gov Exceptional (4 points) ity Stewardshi Exceptional	Good (3 points) p (10% Weight Good	Meighted Valu Adequate (2 points) ed Value) Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	
Community Stewardship (10% Environmental, Social and Governance (10% Weighted Weighted Value)	new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Finan Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated	(4 points) Social and Gov Exceptional (4 points) ity Stewardshi Exceptional	Good (3 points) p (10% Weight Good (3 points) 0% Weighted	Adequate (2 points) ed Value) Adequate (2 points) Adequate	Poor (1 point)	Inadequate (0 points) Inadequate (0 points)	3	7-50

	Ev	/aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		oly 8	Evaluator:	Scor	ed assuming partn	ership
8.8	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	lue)			
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	3	15.00
Pro 6	8 1 2 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entitles. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
ue) file	Economic Developme					(, , , , , , , , , , , , , , , , , , ,		
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Employee Re	(4 points) tention and Be	(3 points)	(2 points)	(1 point)	(0 points)		
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three [3] years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	3	750
ш	Inne	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. 5. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25
	Environmental,	(4 points) Social and Gov	(3 points) vernance (10%	(2 points) Weighted Valu	(1 point)	(0 points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	7 50
		(4 points) nity Stewardshi	(3 points)	(2 points)	(1 point)	(0 points)		
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Sings	(4 points) icial Stability (3	(3 points)	(2 points)	(1 point)	(0 points)		
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Score	75.00
							. otal score	75.00

	E	/aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Re	ply 9	Evaluator:		Juli Crawford	
% SA's	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	alue)			
Proposal to Achieve JEA' Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	4	20.00
Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	ue)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entitles. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; 4.Strong focus on maintaining relability and minimizing time of disruptions; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability and minimizing time of disruptions and 5.Focus on maintaining reliability and minimizing time of disruptions and 5.Focus on maintaining reliability and minimizing time of disruptions and 5.Focus on maintaining reliability and minimizing time of disruptions and 5.Focus on maintaining reliability and minimizing time of disruptions and 5.Focus on maintaining reliability and minimizing time of disruptions and 5.Focus on maintaining reliability and minimizing time of disruptions and 5.Focus on maintaining reliability and minimizing time of disruptions and 5.Focus on maintaining reliability and minimizing time of disruptions and 5.Focus on maintaining reliability and minimizing time of disruptions and 5.Focu	Exceptional	Good	Adequate	Poor	Inadequate	4	15.00
			7			Day - Maria Caraca		
Tres	Economic Developmen	(4 points)	(3 points)	(2 points) e (10% Weighte	(1 point)	(0 points)		
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	2	5.00
Contract Con		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
hted	Employee Re	tention and Be	nefits (10% W	eighted Value)				
tention and Benef Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	3	7 50
ш		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
ation Plan (15% Welg	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of EAn order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so	Exceptional	5% Weighted V	Adequate	Poor	Inadequate	2	7 50
	Contransportal	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
e (10	Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	7/50
,	Commun	(4 points)	(3 points) p (10% Weight	(? points) ed Value)	(1 point)	(0 points)		
y Stewa	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Finan	(4 points)	(3 points) 0% Weighted 1	(2 points) Value)	(1 point)	(0 points)		
Sta	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
							Total Score	77.50

	Ev	aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ly 10	Evaluator:		Juli Crawford	
% A's	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	lue)			
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	3	15.00
Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)		A DESCRIPTION OF THE PARTY OF T	
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; 4.Strong focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents should also include a history of their customer rates for the past 10 years. Respondents should are considered to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3	11 25
	New Control of the Co	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
effts alue)	Economic Developme	nt and Benefits	to Jacksonville	e (10% Weighte	ed Value)	24		
Economic Development and Beneffts to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7:50
	Employee Ba	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019		Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	7.50
	Inno	ovation Plan (1			(x point)	(o points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so		Good	Adequate	Poor (1 point)	Inadequate	2	7 50
	Environmental,	(4 points) Social and Gov	(3 points) vernance (10%	(2 points) Weighted Valu		(0 points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	0	0,00
	Commun	(4 points) nity Stewardsh	(3 points)	(2 points) ted Value)	(1 point)	(0 points)		
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	3	7,50
	Final	(4 points)	(3 points) L0% Weighted	(2 points) Value)	(1 point)	(0 points)	A CONTRACTOR OF	
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	7.50
		(· ponta)	1- bours	1- pontej	, point		Total Score	63.75

	E	valuation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Rep	oly 11	Evaluator:	sistem ve	Juli Crawford	
, A.'s	Proposal to Achie	eve JEA's Goals	in this ITN (20	% Weighted Va	ilue)			
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	3	19.00
Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	1e)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.tongevity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; 4.Strong focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents should also include a history of their customer rates for the past 10 years. Respondents should also include a history of their customer rates for the past 10 years. Respondents should also include a history of their customer rates commitment		Good	Adequate	Paor	Inadequate	4	15.00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
effts ilue)	Economic Developmen					(5,12me)		
Economic Development and Beneffts to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
ghter	Employee Re	tention and Be	nefits (10% W	eighted Value)				
tention and Benefits Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1. Protection of certain employee retirement benefits; 2. Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3. Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
E		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Inno	vation Plan (15						
ation Plan (15% Weighte	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	4	15.00
	Fourteements!	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
e (10	Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
y Stewighted	Commun Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	7.50
	Finance	cial Stability (1						
Sta	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	F-4-10	
							Total Score	85.00

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	Ev	/aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ily 13	Evaluator:	i et errer	Juli Crawford	
A's	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	ilue)			
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	4	20.00
Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Value	ie)			
Experience and Customer Commitment (13% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to IEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.Longevily of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability for customers, as illustrated through historical rates Where available, Respondents as tability for customers, as illustrated through instorical rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25
**		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
value)	Economic Developmen	nt and Benefits	to Jacksonville	e (10% Weight)	ea Value)			
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
ghted	Employee Re	tention and Be	nefits (10% W	eighted Value)				
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	exceptional	Good	Adequate	Poor	Inadequate	3	7.50
- W	Inno	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	4	15.00
	Environmental,	(4 points) Social and Gov	(3 points)	(2 points) Weighted Valu	(1 point)	(0 points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Commun	(4 points) nity Stewardsh	(3 points) p (10% Weight	(2 points) ted Value)	(1 point)	(0 points)		
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
×	Finar	cial Stability (vVeighted	value)				
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	7.50
		[- Polits]	(S points)	(~ points)	12 points	(o points)	Total Score	83.75
								53.75

			<u> 11</u>		1,000			
_	E	valuation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Re	ply 14	Evaluator:		Juli Crawford	
	Proposal to Achie	eve JEA's Goals	in this ITN (20	% Weighted V	alue)			
Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	3	15.00
,		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Con	mitment (15%	Weighted Val	ue)			
	A summary of experience managing related or similar operations of comparable size and scope to IEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, ustomer question management, and emergency repair reply times should be included. Replies demonstrating the following will be							
	treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as ID Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and	Exceptional	Good	Adequate	Poor	Inadequate	3	11.2
	S-Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment							
ì								
	Economic Developmen	(4 points) nt and Benefits	(3 points) to Jacksonville		(1 point) ed Value)	(0 points)		
to Jacksonville (10% Weignted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	2	5.00
	Employee Re	(4 points) tention and Be	(3 points) nefits (10% W	(2 points) eighted Value)	(1 point)	(0 points)		
	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with IEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100%	Exceptional	Good	Adequate	Poor			
	of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019				7001	Inadequate	2	5.00
	Retention Agreement approved by the Board of Directors on July 23, 2019	(4 points) vation Plan (1:	(3 points) 5% Weighted V	(2 points) /alue)	(1 point)	Inadequate (0 points)	2	5.00
	Retention Agreement approved by the Board of Directors on July 23, 2019						2	5.00 7/50
	Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	vation Plan (1: Exceptional (4 points)	6% Weighted v Good (3 points)	Adequate (2 points)	(1 point)	(0 points)	2	
Value)	Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly	Exceptional (4 points) Social and Gov	Good (3 points) ernance (10%	Adequate (2 points) Weighted Valu	(1 point) Poor (1 point) e)	(0 points) Inadequate (0 points)	2	
Value)	Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	exceptional Exceptional (4 points) Social and Gov	Good (3 points) ernance (10%	Adequate (2 points) Weighted Value Adequate (2 points)	(1 point) Poor (1 point) e)	(0 points)	2	7.50
Value)	Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional (4 points) Social and Gov Exceptional (4 points) ity Stewardshi	Good (3 points) ernance (10% Good (3 points) p (10% Weight Good	Adequate (2 points) Weighted Valu Adequate (2 points) ed Value)	(1 point) Poor (1 point) e)	(0 points) Inadequate (0 points) Inadequate	2	7.50
Value)	Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of J&A in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3.*Future-proof" the utility business. Seather of the providing Replies related to potential new business opportunities or innovation or disruption of J&A's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commun. Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points) Social and Gow Exceptional (4 points) ty Stewardshi	Good (3 points) ernance (10% Good (3 points) p (10% Weight Good	Adequate (2 points) Weighted Value Adequate (2 points) ed Value) Adequate	(1 point) Poor (1 point) e)	(0 points) Inadequate (0 points)	2	7.50
Value)	Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of J&A in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3.*Future-proof" the utility business. Seather of the providing Replies related to potential new business opportunities or innovation or disruption of J&A's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commun. Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points) Social and Gov Exceptional (4 points) ity Stewardshi Exceptional	Good (3 points) ernance (10% Good (3 points) p (10% Weight Good	Adequate (2 points) Weighted Value Adequate (2 points) ed Value) Adequate	(1 point) Poor (1 point) e)	(0 points) Inadequate (0 points) Inadequate	2	7.50

Evaluation Matrix								
	Solicitation 127-19 ITN for Strategic Alternatives Proposal to Achie	Firm:		ily 15	Evaluator:		Juli Crawford	
Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	3	15.00
ă ·		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entitles. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.Longovity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; 4.Strong focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining relability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25
1	Economic Developme	(4 points) nt and Benefits	(3 points)	(2 points) (10% Weighte	(1 point) d Value)	(0 points)		
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	2	\$.00
ū	Inn	(4 points) ovation Plan (1	(3 points) 5% Weighted V	(2 points)	(1 point)	(0 points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	3	11-25
	Environmental,	(4 points) Social and Gov	(3 points) vernance (10%	(2 points) Weighted Value	(1 point)	(0 points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	7,50
	Commun	(4 points) nity Stewardshi	(3 points)	(2 points)	(1 point)	(0 points)		
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Finar	(4 points)	(3 points)	(2 points) Value)	(1 point)	(0 points)		
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	3	7,50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Score	75.00
							Total Score	75.00

Evaluation Matrix								
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ply 1	Evaluator:		Shawn Eads	
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	ve JEA's Goals Exceptional	in this ITN (20 Good	% Weighted Va	Poor	Inadequate	3	15:00
0.0		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)		1235.0	
Experience and Customer Commitment (15K Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Paor	Inadequate	3	31.25
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
nefits /alue)	Economic Developmen			(10% Weighte				
elop (10	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7/50
ADDRESS OF THE PARTY OF THE PAR	Employee Re	(4 points)	(3 points)	(2 points) eighted Value)	(1 point)	(0 points)		
tention and Benefits (Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1. Protection of certain employee retirement benefits; 2. Admintenance of substantially comparable employee compensation and benefits for three (3) years; and 3. Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	3	7 50
w	Inno	(4 points) vation Plan (1	(3 points)	(2 points)	(1 point)	(0 points)		
ition Plan (15% Weig	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	3	11:25
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
red	Environmental,	Social and Gov	ernance (10%	Weighted Valu	e)			
e (10	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
ye.	Commun	(4 points) ity Stewardshi	(3 points) p (10% Weight	(? points) ed Value)	(1 point)	(0 points)		
y Stewa	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Finan	(4 points) cial Stability (1	(3 points) 0% Weighted 1	(2 points) Value)	(1 point)	(0 points)		
Sta	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Score	75.00
								73.00

	Ev	aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ly 3	Evaluator:		Shawn Eads	
	Proposal to Achie	ve JEA's Goals	in this ITN (205	6 Weighted Va	lue)			
Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	3	15.00
· ·		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entitles, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.tongevity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as JO Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining rates stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3	11.75
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
'alue]	Economic Developmen	rt and Benefits	to Jacksonville	110% Weighte	ea value)			
Economic Development and benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
		(4 points)	(3 points) enefits (10% W	(2 points)	(1 point)	(0 points)		
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
ū	Inne	(4 points)	(3 points) 5% Weighted \	(2 points)	(1 point)	(0 points)		
Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible	- Tan (2	J/O Weighted	Liucy			The State of the S	
Innovation Plan (15% Weighted Val	assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so		Good	Adequate (2 points)	Poor	Inadequate	1	3 75
	1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly	(4 points)	(3 points)	(2 points)	(1 point)	Inadequate	1	3.75
	1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	(4 points) Social and Go Exceptional	(3 points) vernance [10% Good	(2 points) Weighted Valu Adequate	(1 point)	(0 points)	3	3 75 7.50
Governance (10% Weighted Value)	2. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental,	(4 points) Social and Go Exceptional	(3 points) vernance (10% Good (3 points)	(2 points) Weighted Valu Adequate (2 points)	(1 point)	(0 points)	3	
Governance (10% Weighted Value)	2. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental,	(4 points) Social and Go Exceptional	(3 points) vernance [10% Good	(2 points) Weighted Valu Adequate (2 points)	(1 point)	(0 points)	3	
munity Stewardship (10% Meighted Weighted Value)	2. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental,	(4 points) Social and Go Exceptional (4 points) iity Stewardsh	(3 points) Good (3 points) ip (10% Weight) Good	(2 points) Weighted Valu Adequate (2 points) ted Value) Adequate	(1 point) Poor (1 point)	(0 points) Inadequate (0 points)	3	
Community Stewardship (10% Governance (10% Weighted Value) Value) Value)	2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Communications will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	(4 points) Social and Go Exceptional (4 points) ity Stewardsh Exceptional	(3 points) vernance (10% Good (3 points) ip (10% Weigh	(2 points) Weighted Value Adequate (2 points) ted Value) Adequate	(1 point) Poor (1 point)	(0 points)	3	7.50
munity Stewardship (10% Governance (10% Weighted Weighted Value)	2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Communications will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	(4 points) Social and Go Exceptional (4 points) ity Stewardsh Exceptional	(3 points) vernance (10% Good (3 points) ip (10% Weigh Good	(2 points) Weighted Value Adequate (2 points) ted Value) Adequate	(1 point) Poor (1 point)	(0 points) Inadequate (0 points)	3	7:50
Community Stewardship (10% Governance (10% Weighted Weighted Value) Value)	2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Communication of the c	(4 points) Social and Go Exceptional (4 points) nity Stewardsh Exceptional (4 points) cial Stability ((3 points) Good (3 points) ip (10% Weight Good (3 points) 4 your server of the s	(2 points) Weighted Valu Adequate (2 points) ted Value) Adequate (2 points) Value)	(1 point) Poor (1 point) Poor	(0 points) Inadequate (0 points) Inadequate (0 points)	3	7.50

Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value)		E	valuation	Matrix					
The control of the second control of the control of		Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Re	ply 4	Evaluator:	e e per su	Shawn Eads	
Temperature and Continent Continents (Discovery Continents) Figure 1	× ×	Proposal to Achi	eve JEA's Goals	in this ITN (20	% Weighted Va	alue)			
The production and Continues Committee (Continues Committee) (Continues Committee) (Continues Committee) (Continues Continues Committee) (Continues Continues Continue	posal to Achieve JE oals in this ITN (20' Weighted Value)		Exceptional	Good	Adequate	Poor	Inadequate	3	15,00
Experience and Customer Committee (Committee) (Committ	Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
The control of the sequence in the sequence of the sequence of the control of the sequence		Experience and		Kalindalisassa session	A DESCRIPTION OF THE PROPERTY	BESTER SERVICE STORY STORY STORY			
Repaired sail be treated favorably for their willingness to make commitments to form of Authorities will be treated favorably based on the Commitments to form of Authorities will be treated favorably based on the Commitments to form of Authorities will be treated favorably based on the Commitments to form of Authorities will be treated favorably based on the Commitments to form of Authorities will be treated favorably based on the Commitments to form of the commitments to form of the commitments to complexes consistent will fulfy again of: Implicit		and scope to JEA is required. The Respondent must provide information regarding it experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer	5	Good	Adequate	Poor	Inadequate	3	11 25
Repaired sail be treated favorably for their willingness to make commitments to form of Authorities will be treated favorably based on the Commitments to form of Authorities will be treated favorably based on the Commitments to form of Authorities will be treated favorably based on the Commitments to form of Authorities will be treated favorably based on the Commitments to form of Authorities will be treated favorably based on the Commitments to form of the commitments to form of the commitments to complexes consistent will fulfy again of: Implicit									
Repaired sail be treated favorably for their willingness to make commitments to form of Authorities will be treated favorably based on the Commitments to form of Authorities will be treated favorably based on the Commitments to form of Authorities will be treated favorably based on the Commitments to form of Authorities will be treated favorably based on the Commitments to form of Authorities will be treated favorably based on the Commitments to form of the commitments to form of the commitments to complexes consistent will fulfy again of: Implicit			(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Employee Retention and Senetits (10% Weighted Value) Community Stewardship (10% Weighted Value) Community	lue S	Economic Developme					(o points)		
Employee Retention and Senetits (10% Weighted Value) Community Stewardship (10% Weighted Value) Community	conomic Development and Ben o Jacksonville (10% Weighted V.	the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation					1,000	3	7.50
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of 14 in order to achieve the following: 1. Fostion the business for the future; 1. Fostion the business for the future; 1. Fostion the business for the future; 1. Fostion the business opportunities or investments had leverage the tangible and intangible assets of 14 in order to achieve the following: 1. Fostion the business for the future; 1. Fostion the business opportunities or investments; and 1. Fostion the business opportunities or investments are strongly encouraged to do so Environmental, Social and Governance (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 3 750 Respondents will be treated favorably for their willingness to make commitments, functuding, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable worldrore and menagement team Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 3 7,50 Respondents will be treated favorably for their willingness to make commitment to the contributions, an engoing community relationship plan and comprehensive storm responsiveness plans (4 points) (3 points) (2 points) (1 point) (0 points) Exceptional Good Adequate Poor Inadequate 3 7,50 Poor Inadequate 3 7,50 Poor Inadequate 4 7,50 Poor Inadequate 4 1,500 Poor Inadequate 4 1,500 Poor Inadequate 5 1,500 Poor Inadequate 5 1,500 Poor Inadequate 5 1,500 Poor Inadequate 6 1,500 Poor Inadequate 7,500 Poor Inadequate 7,500 Poor Inadequate 8 1,500 Poor Inadequate 9,500 Poor Inadequate 9,500 Poor	Name and Address of the Owner, where the Owner, which is the O					(1 point)	(0 points)		
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of 14 in order to achieve the following: 1. Fostion the business for the future; 1. Fostion the business for the future; 1. Fostion the business for the future; 1. Fostion the business opportunities or investments had leverage the tangible and intangible assets of 14 in order to achieve the following: 1. Fostion the business for the future; 1. Fostion the business opportunities or investments; and 1. Fostion the business opportunities or investments are strongly encouraged to do so Environmental, Social and Governance (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 3 750 Respondents will be treated favorably for their willingness to make commitments, functuding, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable worldrore and menagement team Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 3 7,50 Respondents will be treated favorably for their willingness to make commitment to the contributions, an engoing community relationship plan and comprehensive storm responsiveness plans (4 points) (3 points) (2 points) (1 point) (0 points) Exceptional Good Adequate Poor Inadequate 3 7,50 Poor Inadequate 3 7,50 Poor Inadequate 4 7,50 Poor Inadequate 4 1,500 Poor Inadequate 4 1,500 Poor Inadequate 5 1,500 Poor Inadequate 5 1,500 Poor Inadequate 5 1,500 Poor Inadequate 6 1,500 Poor Inadequate 7,500 Poor Inadequate 7,500 Poor Inadequate 8 1,500 Poor Inadequate 9,500 Poor Inadequate 9,500 Poor	sployee Retention and Benefits (10% Weigh Value)	commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that teverage the tangble and intangible and provide innovative services or investments that teverage the tangble and intangible and provide innovative services or investments that teverage the tangble and intangible and provide intervents of the future; 2. Doubtion the business for the future; 3. Future proof the utility business. 3. Future proof the utility business. 3. Future proof the utility business and a separate providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Community Stewardship (10% Weighted Value) Financial Stability (10% Weighted Valu	E					(1 point)	(0 points)		
Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable worldorce and menagement team Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate goals and the maintenance of an equitable worldorce and menagement team Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate goals and the maintenance of an equitable worldorce and menagement team Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate goals and the maintenance of an equitable worldorce and menagement team Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate goals and the maintenance of an equitable worldorce and menagement team Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate goals and the maintenance of an equitable worldorce and menagement team Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate goals and the maintenance of an equitable placed on willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Financial Stability (10% Weighted Value) Exceptional Good Adequate Poor Inadequate goals and the maintenance of an equitable plan and comprehensive storm responsiveness plans Financial Stability (10% Weighted Value) Community Stewardship (10% Weighted Value) Financial Stability (10% Weighted Value) Community Stewardship (10% Weighted Value) Community Steward		Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly	Exceptional			Poor	Inadequate	4	15.00
Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team (4 points) (3 points) (2 points) (1 point) (0 points) Community Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the maintenance of an equitable workforce and management team (4 points) (3 points) (2 points) (1 point) (0 points) Respondents will be treated favorably for their willingness to make commitments to the volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans (4 points) (3 points) (2 points) (1 point) (0 points) Financial Stability (10% Weighted Value) Respondents will be treated favorably based on long duration and/or permanent call stability (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 3 7,50 Poor Inadequate 3 7,50 Inadequate Poor Inadequate 3 7,50 Financial Stability (10% Weighted Value)				(3 noints)	(2 points)	(1 point)	(O pointe)		
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Apoints Good Adequate Poor Inadequate Adequate Poor Inadequate Adequate Poor Inadequate Poor Inadeq		Environmental,					(0 points)		
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, plan and comprehensive storm responsiveness plans (4 points) (3 points) (2 points) (1 point) (0 points) Financial Stability (10% Weighted Value) Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA (4 points) (3 points) (2 points) (1 point) (0 points)	Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and	Social and Gov	Good	Weighted Valu Adequate	Poor	Inadequate	3	7.50
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA (4 points) (3 points) (2 points) (1 point) (0 points)		Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Social and Gov Exceptional (4 points)	Good (3 points)	Weighted Value Adequate (2 points)	Poor	Inadequate	3	7.50
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA (4 points) (3 points) (2 points) (1 point) (0 points)		Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable worldorce and management team Communication of the communication of the communication of the communication of the city of Jacksonville and surrounding communities, including, but not limited to, touchurest activities, charitable contributions, an ongoing community relationship	Exceptional (4 points) ity Stewardshi Exceptional	Good (3 points) (10% Weight	Adequate (2 points) ed Value) Adequate	Poor (1 point)	Inadequate (0 points)		
		Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Communication of the communicat	Exceptional (4 points) ity Stewardshi Exceptional	Good (3 points) (3 points) (40% Weight Good	Adequate (2 points) ed Value) Adequate	Poor (1 point)	Inadequate (0 points)		
Total Score 78.75	Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Communication of the communication of their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Finan Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated	Exceptional (4 points) ity Stewardshi Exceptional (4 points) cial Stability (1	Good (3 points) b (10% Weight Good (3 points) Weighted Good	Adequate (2 points) ed Value) Adequate (2 points) Adequate Adequate Adequate	Poor (1 point) Poor (1 point)	Inadequate (0 points) Inadequate (0 points)	3	7.50

Evaluation Matrix Reply 5 Solicitation 127-19 ITN for Strategic Alternatives Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value) Respondents must indicate clearly and specifically how their Reply would allow JEA Exceptional Good Adequate Poor Inadequate to achieve the goals outlined in this ITN (4 points) (3 points) (2 points) (1 point) (0 points) **Experience and Customer Commitment (15% Weighted Value)** A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding it experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other comple business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.Longevity of utility generation, transmission, and distribution operations greater Exceptional Adequate Inadequate Poor 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources;

3. Corporate culture demonstrating a long-term commitment to operations;

4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical for the past 10 years. Respondents are encouraged to provide any incremental nformation they believe relevant to demonstrate their experience and customer (4 points) (3 points) (2 points) (1 point) (0 points) Economic Development and Benefits to Jacksonville (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on Exceptional Good Adequate Poor Inadequate ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville (4 points) (3 points) (2 points) (1 point) (0 points) Employee Retention and Benefits (10% Weighted Value) Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2. Maintenance of substantially comparable employee compensation and benefits for Inadequate Exceptional Good Adequate 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019 (3 points) (2 points) (1 point) (0 points) (4 points) Innovation Plan (15% Weighted Value) Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2 Create new revenue channels: and Exceptional Good Adequate Poor Inadequate Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly ncouraged to do so (3 points) (2 points) (1 point) (0 points) (4 points) Environmental, Social and Go ernance (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments, Exceptional Good Adequate Inadequate including, but not limited to, sustainability initiatives, renewable energy goals and Poor the maintenance of an equitable workforce and management team (4 points) (3 points) (2 points) (1 point) (0 points) Community Stewardship (10% Weighted Value) ndents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, Exceptional Good Adequate Poor Inadequate volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans (4 points) (3 points) (2 points) (1 point) (0 points) Financial Stability (10% Weighted Value) lespondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA Exceptional Good Adequate Poor (4 points) (3 points) (2 points) (1 point) (0 points) **Total Score** 75.00

	E	/aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ply 6	Evaluator:	especial contracts	Shawn Eads	
% P. S.	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	ilue)			
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	3	15.00
20		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Part of the Control o	EARLEST CONTRACTOR OF THE	Marco Barrell And Anna Carlo	Control of the Contro			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents should also include a history of their customer rates or the past 10 years. Respondents abould also include a history of their customer rates or the past 10 years. Respondents and customer output their experience and customer commitment.	Exceptional	Good	Adequate	Poor	Inadequate	3	11:25
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
le)	Economic Developmer					(o points)		
elopme (10% v	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and Job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
-		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
hted	Employee Re	tention and Be	nefits (10% W	eighted Value)				
tention and Benefits Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with IEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100%	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
8	of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019							
Employee	Retention Agreement approved by the Board of Directors on July 23, 2019	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
ation Plan (15% Weighted Value) Employee	Retention Agreement approved by the Board of Directors on July 23, 2019	vation Plan (15	% Weighted V Good	(alue) Adequate	Poor	Inadequate	3	11.25
Innovation Plan (15% Weighted Value)	Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	vation Plan (15 Exceptional (4 points)	% Weighted V Good (3 points)	Adequate (2 points)	Poor (1 point)		3	11/25
(10% Weighted Innovation Plan (15% Weighted Value) Employee	Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly	Exceptional (4 points) Social and Gov Exceptional	Good (3 points) ernance (10%	Adequate (2 points) Weighted Value Adequate	Poor (1 point) e)	Inadequate (0 points)	3	7.50
Governance (10% Weighted Innovation Plan (15% Weighted Value) Value) Governmence (10% Weighted Value)	Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional (4 points) Social and Gov Exceptional	Good (3 points) ernance (10% Good	Adequate (2 points) Weighted Value Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	
Standardhip (10% Genermance (10% Weighted Innovation Plan (15% Weighted Value) Employee Value	Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional (4 points) Social and Gov Exceptional	Good (3 points) ernance (10% Good	Adequate (2 points) Weighted Value Adequate (2 points)	Poor (1 point) e)	(0 points) Inadequate (0 points)	3	
munity Stewardship (10% Weighted Villes) Willes Wil	Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commun. Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points) Social and Gov Exceptional (4 points) ity Stewardshir Exceptional	Good (3 points) Good (3 points) Good (3 points) (10% Weight Good	Adequate (2 points) Weighted Value Adequate (2 points) ed Value) Adequate	Poor (1 point) Poor (1 point)	(0 points) Inadequate (0 points)	3	750
Stability (10% Community Stewardship (10% Governance (10% Weighted Value) Weighted Value) Weighted Value) Weighted Value) Or A cross of A cross	Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commun. Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points) Social and Gov Exceptional (4 points) ity Stewardship Exceptional (4 points) clai Stability (1	Good (3 points) Good (3 points) Good (3 points) (10% Weight Good (3 points) Weighted)	Adequate (2 points) Weighted Value Adequate (2 points) ed Value) Adequate (2 points) Adequate	Poor (1 point) Poor (1 point) Poor	Inadequate (0 points) Inadequate (0 points)	3	750
Community Stewardship (10%) Covernance (10% Weighted himovation Plan (15% Weighted Value) Weighted Value) Vollan) Vollan)	Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commun Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Finan Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated	Exceptional (4 points) Social and Gov Exceptional (4 points) ity Stewardshi Exceptional	Good (3 points) Good (3 points) Good (3 points) (10% Weight Good	Adequate (2 points) Weighted Value Adequate (2 points) ed Value) Adequate	Poor (1 point) Poor (1 point)	Inadequate (0 points) Inadequate (0 points)	3	7,50

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	Ev	/aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Rej	oly 7	Evaluator:		Shawn Eads	
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	ve JEA's Goals Exceptional	in this ITN (20)	% Weighted Va Adequate	lue) Poor	Inadequate	3	15.00
Prop Go		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Esperience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, selfis, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as 10 Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	1901 St. 10 St.	NAME OF TAXABLE PARTY.	Charles and Account and Control	MINESCONDENSION CONTRACTOR OF THE PERSON OF	(0 points)	3	11.25
fits [ne]	Economic Developme	(4 points) nt and Benefits	(3 points) to Jacksonville	(2 points) e (10% Weighte	(1 point) ed Value)	(0 points)		
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7 50
	Employee Re	(4 points)	(3 points) enefits (10% W	(2 points) eighted Value)	(1 point)	(0 points)		
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1. Protection of certain employee retirement benefits; Admintenance of substantially comparable employee compensation and benefits for three (3) years; and 3. Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	7 50
	Inno	(4 points) ovation Plan (1			(x point)	(o points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	4	15.00
_ 9	Environmental,					(o points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	7 50
(10%	Commu	nity Stewardsh			12 kome	(o polito)		
Community Stewardship (10 Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	
	Final	ncial Stability ((* bound	(o ponits)		
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (O points)	3	7 50
		(ponts)	, points)	, ponts	L- pointy		Total Score	78.75
-								

	Ev	aluation	Matrix				
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Re	eply 8	Evaluator		Shawn Ead
roposal to Achieve JEA's Goals in this ITN (20%	Respondents must indicate clearly and specifically how their Reply would allow IEA	ve JEA's Goals	Good	0% Weighted Vi	Poor	Inadequate	2
Propo		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	
	Experience and C	Customer Com	A CONTRACTOR OF PROPERTY	B. C. Strategier, S. C. Strate		BECONDENSED ON	
Experience and Customer Commitment [15% Weighted Value]	A summary of experience managing related or similar operations of comparable size and scope to IEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entitles. Specific Information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as 10 Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 3. Corporate culture demonstrating a long-term commitment to operations; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3
E (3	Economic Development	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	
nomic Development and Benefi acksonville (10% Weighted Valu	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3
d Econ		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	
Weighted	Employee Ret	ention and Be	nefits (10% W	eighted Value)			
Employee Retention and Benefits (10% W Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	2
•	Innov	ation Plan (15	5% Weighted \	/alue)			
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of I.E.A in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (O points)	4
9 9	Environmental, S					(e penins)	
Environmental, Social and Sovernance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management learn	Exceptional (4 points)	Good	Adequate	Poor (1 point)	Inadequate	3
(10%	Communit		(3 points) p (10% Weight	(2 points) ed Value)	(1 point)	(0 points)	
Community Stewardship (1 Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	3
	Financi	(4 points) al Stability (18	(3 points) 0% Weighted	(2 points) Value)	(1 point)	(0 points)	
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate	3
		7 - Pourtal	(c) politics	(« points)	14 point)	(0 points)	

Evaluation Matrix								
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		oly 9	Evaluator:		Shawn Eads	
	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	ve JEA's Goals Exceptional	in this ITN (20	% Weighted Va Adequate	lue) Poor	Inadequate	4	20,00
ď	(4)	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
nd Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; 4.Strong focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment		10032333230333333333333	Weighted Valu	Poor	Inadequate	3	11,25
snefits Value)	Economic Developmen	(4 points) nt and Benefits	(3 points) to Jacksonville	(2 points) e (10% Weights	(1 point) ed Value)	(0 points)		
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7,50
	Employee Re	(4 points)	(3 points) enefits (10% W	(2 points) eighted Value)	(1 point)	(0 points)		
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019		Good	Adequate	Poor	Inadequate	3	7.50
ᇤ	Inc.	(4 points) ovation Plan (1	(3 points)	(2 points)	(1 point)	(0 points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	4	15.00
	Environmental,	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Commun	(4 points) nity Stewardsh	(3 points)	(2 points)	(1 point)	(0 points)		
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	3	7/50
	Finar	(4 points)	(3 points) 10% Weighted	(2 points) Value)	(1 point)	(0 points)		
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Score	83.75
								55.75

	E	valuation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ply 10	Evaluator:		Shawn Eads	
s k's	Proposal to Achie	eve JEA's Goals	in this ITN (20	% Weighted Va	alue)			
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	1	5.00
Pro S		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Con	mitment (15%	Weighted Value	ue)		Marking La	
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding it experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entitles. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.tongevity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as 10 Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; and 4.Strong focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3	11/25
27		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Value	Economic Developme	nt and Benefits	to Jacksonville	e (10% Weighte	d Value)			
elopmi (10%)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7,50
COMPANIES -		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
ghte	Employee Re	tention and Be	nefits (10% W	eighted Value)				
value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1. Protection of certain employee retirement benefits; 2. Protection of certain employee retirement benefits; 2. Protection of substantially comparable employee compensation and benefits for three (3) years; and 3. Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	2	5:00
- E		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Inno	vation Plan (15	% Weighted V	'alue)				
ation Plan (15% Weighte at a second s	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: L.Position the business for the future; C.Create new revenue channels; and "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25
THE REAL PROPERTY.								
1		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
nted	Environmental,					(0 points)		
ui Valu	Environmental, Respondents will be treated favorably for their willingness to make commitments, Including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equilable workforce and management team	Social and Gov	Good	Weighted Value Adequate	Poor	Inadequate	3	7,50
	Respondents will be treated favorably for their willingness to make commitments, ncluding, but not limited to, sustainability initiatives, renewable energy goals and he maintenance of an equitable workforce and management team	Social and Gov Exceptional (4 points)	Good (3 points)	Weighted Value Adequate (2 points)	2)		3	7.50
	Respondents will be treated favorably for their willingness to make commitments, ncluding, but not limited to, sustainability initiatives, renewable energy goals and he maintenance of an equitable workforce and management team	Social and Gov	Good (3 points)	Weighted Value Adequate (2 points)	Poor	Inadequate	3	7.50
y Stewardship (10% ghted Value)	Respondents will be treated favorably for their willingness to make commitments, ncluding, but not limited to, sustainability initiatives, renewable energy goals and he maintenance of an equitable workforce and management team	Exceptional (4 points) Ity Stewardship Exceptional	Good (3 points) (10% Weight	Adequate (2 points) ed Value) Adequate	Poor (1 point)	(0 points)	3	7.40
	tespondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and he maintenance of an equitable workforce and management team Communities of the communities	Exceptional (4 points) ity Stewardship Exceptional	Good (3 points) (3 points) (6 Good (3 points) (7 Good (3 points)	Adequate (2 points) ed Value) Adequate	Poor (1 point)	Inadequate (0 points)		
Community Stewardship (10% Weighted Value)	tespondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and he maintenance of an equitable workforce and management team Communities of the communities	Exceptional (4 points) Ity Stewardship Exceptional	Good (3 points) (3 points) (6 Good (3 points) (7 Good (3 points)	Adequate (2 points) ed Value) Adequate	Poor (1 point)	(0 points)		
I Stability (10% Community Stewardship (10% Meighted Value)	tespondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and he maintenance of an equitable workforce and management team Communities of the communities	Exceptional (4 points) ity Stewardship Exceptional (4 points) cial Stability (1) Exceptional	Good (3 points) (10% Weight Good (3 points) (3 points) (3 points) Weighted V	Adequate (2 points) ed Value) Adequate (2 points) // Adequate Adequate	Poor (1 point) Poor (1 point)	Inadequate (0 points) Inadequate (0 points)		
Community Stewardship (10% Weighted Value)	tespondents will be treated favorably for their willingness to make commitments, netuding, but not limited to, sustainability initiatives, renewable energy goals and he maintenance of an equitable workforce and management team Communities and the state of a communities and the state of the City of Jacksonville and surrounding communities, including, but not limited to, obunteer activities, charitable contributions, an ongoing community relationship lan and comprehensive storm responsiveness plans Finan Espondents will be treated favorably based on long duration and/or permanent apital availability. Additional merit will be placed on willingness and demonstrated	Exceptional (4 points) ty Stewardship Exceptional (4 points) ial Stability (1	Good (3 points) (3 points) (10% Weight Good (3 points) % Weighted \	Adequate (2 points) ed Value) Adequate (2 points) Adequate	Poor (1 point)	Inadequate (0 points) Inadequate (0 points)	3	7.50

Part	Evaluation Matrix								
The proportion and attitude clarity and sporting show the first ships would also all a first ships would also also all a first ships would also also also also also also also also		20						Shawn Eads	
A common of experience managing related or solicit greatest color companies and control co	A's 6	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	lue)			
A common of experience managing related or solicit greatest color companies and control co	posal to Achieve JEJ coals in this ITN (20% Weighted Value)		Exceptional	Good	Adequate	Poor	Inadequate	4	20.00
Accomment of specimens managing related or with re-operations of compressed as a security of the complete of t	Pro G		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
The part of the pa		Experience and	Customer Com	mitment (15%	Weighted Valu	ie)			
Repondents will be treated faverably for their willingness to make commitments to City of Jacksonville. Repondents will be treated faverably for their willingness to make commitments to the City of Jacksonville. Repondents will be treated faverably for their willingness to make certain commitments to the City of Jacksonville. Repondents will be recalled on the basis of their willingness to make certain commitments to employee accounted with J.F.A. goals of: 1. Protection of certain employee recommend feetlyments and jak treated faverably because in the City of Jacksonville. Repondents will be collusted on the basis of their willingness to make certain commitments to employee accounted with J.F.A. goals of: 1. Protection of certain employee recommend benefits for carried base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Direction on Ay2, 2019 Repondents should provide initiatives under which they will be committed to provide information and provide in the Employee Protection and Retention Agreement approved by the Board of Direction on Ay2, 2019 Repondents should provide initiatives under which they will be committed to provide information and provide in the Employee Protection and Retention Agreement approved by the Board of Direction on Ay2, 2019 Repondents should provide initiatives under which they will be committed to provide information and provide in the Employee Protection and Retention Agreement approved by the Board of Direction on Ay2, 2019 Repondents should provide initiatives under which they will be committed to provide in the City of Jackson and Agreement approved by the Board of Direction on Ay2, 2019 Repondents should provide initiatives under which they will be committed to provide in the Employee Protection and Retention Agreement approved by the Board of Direction on Ay2, 2019 Repondents should provide initiatives under which they will be committed to the provide involves the City of Jackson and Committee and Committee and C	Experience and Customer Commitment (15% Weighted Value)	and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, ustomer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer	Exceptional	Good	Adequate	Poor	Inadequate	3	11,25
Repondents will be treated faverably for their willingness to make commitments to City of Jacksonville. Repondents will be treated faverably for their willingness to make commitments to the City of Jacksonville. Repondents will be treated faverably for their willingness to make certain commitments to the City of Jacksonville. Repondents will be recalled on the basis of their willingness to make certain commitments to employee accounted with J.F.A. goals of: 1. Protection of certain employee recommend feetlyments and jak treated faverably because in the City of Jacksonville. Repondents will be collusted on the basis of their willingness to make certain commitments to employee accounted with J.F.A. goals of: 1. Protection of certain employee recommend benefits for carried base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Direction on Ay2, 2019 Repondents should provide initiatives under which they will be committed to provide information and provide in the Employee Protection and Retention Agreement approved by the Board of Direction on Ay2, 2019 Repondents should provide initiatives under which they will be committed to provide information and provide in the Employee Protection and Retention Agreement approved by the Board of Direction on Ay2, 2019 Repondents should provide initiatives under which they will be committed to provide information and provide in the Employee Protection and Retention Agreement approved by the Board of Direction on Ay2, 2019 Repondents should provide initiatives under which they will be committed to provide in the City of Jackson and Agreement approved by the Board of Direction on Ay2, 2019 Repondents should provide initiatives under which they will be committed to provide in the Employee Protection and Retention Agreement approved by the Board of Direction on Ay2, 2019 Repondents should provide initiatives under which they will be committed to the provide involves the City of Jackson and Committee and Committee and C			(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
The proposed statistics will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Committee City of Jacksonville Committee Ci	fits ue)	Economic Developmen							
Employee Retention and Benefits (10% Weighted Value) Respondents will be evaluated on the basis of their willingness to make certain commitments to employee complex complex complex in which fix peach of: 1. Production of crafts memployee incomment with 16% peach of: 2. Production for crafts memployee incomments with 16% peach of: 3. Commitments to forming or feeding payments and life time employee of 100% of current base compensation, as provided in the firmployee Protection and Retention Angreement approved by the Board of Directors on July 23, 2019 Innovation Plan (15% Weighted Value) Innovation Plan (15% Weighted Value) Respondents should provide initiatives under which they will be committed to evolve innovative services on revenues chaineds, and services in revenues chaineds, and commitments that leverage the tangelide and intangible assists of IAA in order to achieve the following: 2. Production which is because for the fact that: 2. Create new revenue chaineds, and services on revenues chaineds, and separately, Repondents only interested in providing Regiles related to potential evolutions of the fact that: 2. Create new revenue chaineds, and separately interested in providing Regiles related to potential evolutions opportunities or innovation or disruption of IAA's business are strongly encouraged to do so so Convincemental, Social and Governance (10% Weighted Value) Convincemental or innovation or disruption of IAA's business are strongly encouraged to do so Convincemental or innovation or disruption of IAA's business are strongly and an advantage of the residence of an equitable workforce and management team Convincemental or innovation or disruption of IAA's business are strongly and the maintenance of an equitable workforce and management team (4 points) (2 points) (2 points) (1 points) (2 points) Proof Inadequate 3. Prior interest of succession or the convincements or the convincements of the convincements or the convincements or the convincements or the convincements or the convin	conomic Development and Benef s Jacksonville (10% Weighted Val	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation	Exceptional	Good	Adequate	Poor		4	10:00
Respondents will be evaluated on the basis of their willingness to make certain commitments to employee scenisteric with JEA's goals of: 1. Protection of certain employee retriement the sensitive; 2. Protection of certain employee retriements to all fill time employees of 100% of certain employee protection and benefits for the protection of certain employee protection and benefits for the protection of certain employee protection and fleetention Agreement approved by the Board of Directors on July 23, 2019 Confirmation to funding of retention payments to all fill time employees of 100% of certain seconpersation, as provided in the temployee rotection and fleetention Agreement approved by the Board of Directors on July 23, 2019 Confirmation to funding of retention payments to all fill time employees of 100% of certain seconpersation, as provided in the temployee rotection and fleetention Agreement approved by the Board of Directors on July 23, 2019 Confirmation to funding of temployees of 100% of the State of 100% of 100		Employee Re				(1 point)	(U points)		
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible and intan	imployee Retention and Benefits (10% Weight Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3. do from the definition payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and	Exceptional	Good	Adequate			3	7 50
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of I/A in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. Future report the utility business. Separately, Respondents only interested in providing Replies related to potential new business or innovation or disruption of I/A's business are strongly encouraged to do so Environmental, Social and Governance (10% Weighted Value) Exceptional Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate Adequate Poor Inadequate Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate Community Stewardship (10% Weighted Value)		1				(1 point)	(U points)		
Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Tommunity Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Tommunity Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans The City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA Respondents will be treated favorably based on long duration and/or permanent capital availability to continue growth investments in JE		Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly	Exceptional	Good	Adequate			4	15.00
Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Adequate		Environmental					(o points)		
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an engoing community relationship plan and comprehensive storm responsiveness plans 4 points 3 points (2 points) (1 point) (0 points)	Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and	Exceptional	Good	Adequate	Poor		3	7.50
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, but not limited to, plant and comprehensive storm responsiveness plans Adequate		Commu				(1 point)	(o points)		
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA (4 points) (3 points) (1 point) (0 points) (5 points) (1 point) (0 points)	Community Stewardship (109) Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship	Exceptional	Good	Adequate			3	7,50
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA (4 points) (3 points) (1 point) (0 points)		Cina				(1 point)	(u points)		
	Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated	Exceptional	Good	Adequate			3	7.50
Total Score 86.25			(4 points)	(3 points)	(2 points)	(1 point)			
						9 33. 5		Total Score	86.25

	E	valuation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Rep	oly 13	Evaluator:		Shawn Eads	
	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	ilue)			
Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	3	15 00
,		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Con	mitment (15%	Weighted Val	ue)	I	445 (415)	
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entitles. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
alue)	Economic Developmen							
(10% v	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	4	10:00
NO. OF THE PARTY NAMED IN	Employee Re	(4 points) tention and Be	(3 points)	(2 points)	(1 point)	(0 points)		
	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of:							
Value	Communicated to employees unstance with IZA'S goods of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	3	7 50
Value	1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	(4 points)	(3 points)	(2 points)	Poor (1 point)	Inadequate (0 points)	3	7.50
ation Plan (L2% weignted Value)	1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	(4 points) vation Plan (1) Exceptional	(3 points) 5% Weighted V Good	(2 points) (alue) Adequate	(1 point)	{0 points}	4	7.50
Innovation vian L.S. weighted value	1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3.Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	(4 points) vation Plan (1: Exceptional (4 points)	(3 points) % Weighted V Good (3 points)	(2 points) falue) Adequate (2 points)	(1 point)	(0 points)		
dalue)	1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3.*Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly	(4 points) vation Plan (1: Exceptional (4 points)	(3 points) % Weighted V Good (3 points)	(2 points) falue) Adequate (2 points)	(1 point)	{0 points}		
Innovation vian L.S. weighted value	1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3.Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	(4 points) vation Plan (1) Exceptional (4 points) Social and Gov Exceptional	(3 points) 5% Weighted V Good (3 points) ernance (10% Good	(2 points) Adequate (2 points) Weighted Valu Adequate	(1 point) Poor (1 point)	(0 points) Inadequate (0 points)	4	15 00
Concentration weighted innovation right (25% weighted Value)	1.Protection of certain employee retirement benefits; 2.Adintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3.*Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commun Commun	(4 points) vation Plan (1) Exceptional (4 points) Social and Gov	(3 points) 5% Weighted V Good (3 points) ernance (10% Good	(2 points) Adequate (2 points) Weighted Valu Adequate	(1 point) Poor (1 point) e)	(0 points) Inadequate (0 points)	4	15 00
(ghted Value) Ouversiance Luos weegings innovation Flan Luos weighted Value)	1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of 15th order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	(4 points) vation Plan (1) Exceptional (4 points) Social and Gov Exceptional	(3 points) 5% Weighted V Good (3 points) ernance (10% Good	(2 points) Adequate (2 points) Weighted Valu Adequate	(1 point) Poor (1 point) e)	(0 points) Inadequate (0 points)	4	15 00
Concentration weighted innovation right (25% weighted Value)	1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commun Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	(4 points) vation Plan (1: Exceptional (4 points) Social and Gov Exceptional (4 points) ity Stewardshi Exceptional	(3 points) 5% Weighted V Good (3 points) Good (3 points) p (10% Weight Good	(2 points) (alue) Adequate (2 points) Weighted Value Adequate (2 points) ed Value) Adequate	(1 point) Poor (1 point) e)	(0 points) Inadequate (0 points) Inadequate (0 points)	3	15:00
Weighted Value Constitution of Low weighted Innovation rink (Low weighted Value Value	1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commun Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	(4 points) vation Plan (1) Exceptional (4 points) Social and Gov Exceptional (4 points) ity Stewardshi	(3 points) 5% Weighted V Good (3 points) Good (3 points) p (10% Weight Good	(2 points) (alue) Adequate (2 points) Weighted Value Adequate (2 points) ed Value) Adequate	(1 point) Poor (1 point) Poor	(0 points) Inadequate (0 points) Inadequate	3	15:00
hted Value) Weighted Value Ouvermance Luxy weighted univolation rian Luxy weighted Value On St. Co. Co. Co. Co. Co. Co. Co. Co. Co. Co	1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commun Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	(4 points) vation Plan (1: Exceptional (4 points) Social and Gov Exceptional (4 points) ity Stewardshi Exceptional	(3 points) 5% Weighted V Good (3 points) Good (3 points) p (10% Weight Good	(2 points) (alue) Adequate (2 points) Weighted Value Adequate (2 points) ed Value) Adequate	(1 point) Poor (1 point) Poor	(0 points) Inadequate (0 points) Inadequate	3	15:00

Part	Evaluation Matrix								
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A generative among of experience managing related or a mile represents of companies in the control of companies in	A'S 6	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	lue)			
A generative among of experience managing related or a mile represents of companies in the control of companies in	posal to Achieve JE oals in this ITN (20' Weighted Value)		Exceptional	Good	Adequate	Poor	Inadequate	2	10,00
Answers of equations managing related or sinker operation, and extrapolate to addition to the control of the co	Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Section 1 To the part of the p		Experience and	Customer Com	mitment (15%	Weighted Valu	ie)			
Regundents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Regundents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Regundents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Regundents will be treated favorably for their willingness to make certain commitments to the City of Jacksonville. Regundents will be treated favorably for their willingness to make certain commitments to employees consistent will Jack spoint of Jacksonville. Regundents will be evaluated on the bash of their willingness to make certain commitments to employees consistent will Jack spoint of Jacksonville. Regundents will be evaluated on the bash of their willingness to make certain commitments to employees consistent will Jack spoint of Jacksonville. Respondents will be evaluated on the bash of their willingness to make certain commitments to employees consistent will Jack spoint of Jacksonville. Respondents will be evaluated on the bash of their willingness to make certain commitments to employees consistent will Jack spoint of Jacksonville. Respondents about growthe initiative under which they will be committed to a favorable base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Greature on Jack spoint of Jacksonville. Respondents about growthe initiative under which they will be committed to provide intendents services or inventional that leverage the trapible and intended provide intendents services or inventional that leverage the trapible and intended provide intended to Agreement approved by the Board of Greature on Jacksonville. Respondents about growthe initiative under which they will be committed to provide intended provide intendents and the committed of Jacksonville. Respondents about growth inventional that will be committed to the maintenance of an equilable workforce and management team. Respondents will be treat	Experience and Customer Commitment (15% Weighted Value)	and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as 1D Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer	Exceptional	Good	Adequate	Paor	Inadequate	3	11.25
Regundents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Regundents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Regundents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Regundents will be treated favorably for their willingness to make certain commitments to the City of Jacksonville. Regundents will be treated favorably for their willingness to make certain commitments to employees consistent will Jack spoint of Jacksonville. Regundents will be evaluated on the bash of their willingness to make certain commitments to employees consistent will Jack spoint of Jacksonville. Regundents will be evaluated on the bash of their willingness to make certain commitments to employees consistent will Jack spoint of Jacksonville. Respondents will be evaluated on the bash of their willingness to make certain commitments to employees consistent will Jack spoint of Jacksonville. Respondents will be evaluated on the bash of their willingness to make certain commitments to employees consistent will Jack spoint of Jacksonville. Respondents about growthe initiative under which they will be committed to a favorable base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Greature on Jack spoint of Jacksonville. Respondents about growthe initiative under which they will be committed to provide intendents services or inventional that leverage the trapible and intended provide intendents services or inventional that leverage the trapible and intended provide intended to Agreement approved by the Board of Greature on Jacksonville. Respondents about growthe initiative under which they will be committed to provide intended provide intendents and the committed of Jacksonville. Respondents about growth inventional that will be committed to the maintenance of an equilable workforce and management team. Respondents will be treat			(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Respondents will be evaluated on the basis of their willingness to make certain commitments to employee comparison to make profession of the commitments to employee comparison will be specified by the profession of certain employee comparison and benefits for the commitments to employee comparison will be specified by the commitments to employee comparison and benefits for the commitments to employee comparison and benefits for the comparison of certain employee comparison and benefits for force I) years and the commitments to employee comparison and benefits for force I) years and the commitments of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the found of Directors on July 23, 2013 Innovation Plant [35% Weighted Value) Innovation Plant [35% Weighted Value] Innovati	effts lue)	Economic Developmen							
Respondents will be evaluated on the basis of their willingness to make certain commitments to employee comparison to make profession of the commitments to employee comparison will be specified by the profession of certain employee comparison and benefits for the commitments to employee comparison will be specified by the commitments to employee comparison and benefits for the commitments to employee comparison and benefits for the comparison of certain employee comparison and benefits for force I) years and the commitments to employee comparison and benefits for force I) years and the commitments of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the found of Directors on July 23, 2013 Innovation Plant [35% Weighted Value) Innovation Plant [35% Weighted Value] Innovati	conomic Development and Bene Jacksonville (10% Weighted Va	the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation	,					3	7.50
Respondents will be evaluated on the basis of their willingness to make certain commitments to employee conjugate and property of the commitments of the property of the commitments of the property of the commitments of the design of the commitments of the commi	A COLUMN TO SHE SHEET	Employee Po				(1 point)	(0 points)		
Innovation Plan (15% Weighted Value)	mployee Retention and Benefits (10% Weight Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and	Exceptional	Good	Adequate		•	3	7.50
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to active the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. Inadequate provide initiative to feel the provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to active the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. Inadequate provide initiatives in more than the future; 2. Create new revenue channels; and 3. Inadequate provide initiatives in more than the future; 3. Inadequate provide initiatives in more than the future; 3. Inadequate provide initiatives in more than the future; 3. Inadequate provide initiatives in more than the future; 3. Inadequate provide initiatives in more than the future; 3. Inadequate provide initiatives in more than the future; 3. Inadequate provide initiatives in more than the future; 3. Inadequate provide initiatives in more than the future; 3. Inadequate provide initiatives in more than the future; 3. Inadequate provide initiatives in more than the future; 4. points; 4. points; 5. (4. points) (3. points) (2. points) (1. point) (0. points) 1. points; 5. points; 6. points; 7. poi	w .	Inno				(1 point)	(U points)		
Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Financial Stability (10% Weighted Value) Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA (4 points) (3 points) (2 points) (1 point) (0 points) Financial Stability (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 3 7,30 7,30 Adequate Poor Inadequate 3 7,30		Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly	Exceptional	Good	Adequate			3	11 25
Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Adequate		Environmental,					(o points)		
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding community relationship plan and comprehensive storm responsiveness plans Apoints Capoints	Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and	Exceptional	Good	Adequate	Poor		3	7 50
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, be city of Jacksonville and surrounding community relationship plan and comprehensive storm responsiveness plans Adequate						(1 point)	(0 points)		
Financial Stability (10% Weighted Value) Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA (4 points) (3 points) (1 point) (0 points)	Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship	Exceptional	Good	Adequate			3	7/50
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA (4 points) (2 points) (2 points) (3 points)		Finar				(± point)	(o points)		
	Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated	Exceptional	Good	Adequate			3	7.50
Total Score 70.00			(4 points)	(3 points)	(2 points)	(1 point)		Tetal C	
								iotal Score	70.00

Г	Et	valuation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Rep	oly 15	Evaluator:		Shawn Eads	
8	Proposal to Achie	eve JEA's Goals	in this ITN (209	% Weighted Va	ue)			
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	2	10.00
Pra		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	e)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
nefits (alue)	Economic Developme	nt and Benefits			d Value)			
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and Job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
rion	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	tention and Be	Good	Adequate	Poor	Inadequate	2	\$.00
- Li	-	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
ition Plan (15% Weightee	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25
	Environmental	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Environmental, Social and Governance (10% Weighted Value)	Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
,	Commun	(4 points) ity Stewardshi	(3 points) p (10% Weights	(2 points)	(1 point)	(0 points)		
y St ghte	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate	3	7.50
	Finan	cial Stability (1			(1 point)	(0 points)		
Sta	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	7.50
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	Ev	aluation	Matrix					
THE RESERVE THE PERSON NAMED IN	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		oly 1	Evaluator:		Jon Kendrick	
* K	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	lue)			
	tespondents must indicate clearly and specifically how their Reply would allow JEA o achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	2	10.00
Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)			
Experience and Customer Commitment (15% Weighted Value) 1. 11. 12. 13. 15. 15. 15. 15. 15. 15. 15. 15. 15. 15	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing letertic generation, transmission, distribution, and water systems or other complex ususness entitles. pecific information regarding experience in other customer service areas, including ustomer billing, complaint management and resolution history, experience with nurchases of other utility systems, customer question management, and emergency epair reply times should be included. Replies demonstrating the following will be reated favorably: Longevity of utility generation, transmission, and distribution operations greater han 5 years; Longevity of utility generation, transmission, and distribution operations greater han 5 years; Locates and the standard of the standard	Exceptional	Good	Adequate	Poor	Inadequate	2	7 50
9		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
ine)	Economic Developmen							
elopme (10% w	Respondents will be treated favorably for their willlingness to make commitments to he City of Jacksonville. Additionally, Respondents will be treated favorably based on biblity to demonstrate how they may drive economic development and job creation n the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	2	5:00
	Employee Re	(4 points)	(3 points) nefits (10% W	(2 points)	(1 point)	(0 points)		
cention and Benefits (Value)	tespondents will be evaluated on the basis of their willingness to make certain ommitments to employees consistent with JEA's goals of: LProtection of certain employee retirement benefits; Almaintenance of substantially comparable employee compensation and benefits for hree (3) years; and Lonfirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and ketention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	2	5.00
ш	Inno	(4 points)	5% Weighted V	(2 points)	(1 point)	(0 points)		
ation Plan (15% Weighted 2)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible sseets of IFA in order to achieve the following: L.Position the business for the future; C.Create new revenue channels; and "Future-proof the utility business. separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IFA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	3	11 25
	Environmental,	(4 points)	(3 points)	(2 points) Weighted Valu	(1 point)	(0 points)		
reighted	Respondents will be treated favorably for their willingness to make commitments,		Good	Adequate	Poor	Inadequate		2.50
e (10	ncluding, but not limited to, sustainability initiatives, renewable energy goals and he maintenance of an equitable workforce and management team	Exceptional			(1 tr 1)		1	
Š	he maintenance of an equitable workforce and management team	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	1	
y Stewardship (10% ghted Value)	he maintenance of an equitable workforce and management team	(4 points) ity Stewardshi Exceptional	(3 points) p (10% Weight	(2 points) ed Value) Adequate	Poor	(0 points)	2	\$.00
3	the maintenance of an equitable workforce and management team Communication of the communica	(4 points) hity Stewardshi Exceptional (4 points)	(3 points) p (10% Weight	(2 points) ed Value) Adequate (2 points)		(0 points)	2	
Community Stewardship (10% Weighted Value)	the maintenance of an equitable workforce and management team Communication of the communica	(4 points) hity Stewardshi Exceptional (4 points)	(3 points) p (10% Weight Good (3 points)	(2 points) ed Value) Adequate (2 points)	Poor	(0 points)	2	
Stability (10% Community Stewardship (10% Neighted Value) Weighted Value) A c r r r	Communities the maintenance of an equitable workforce and management team Communities to the communities of the communities of the communities of the communities, including, but not limited to, rolunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Finar Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated	(4 points) ity Stewardshi Exceptional (4 points) icial Stability (3	(3 points) p (10% Weight Good (3 points) 10% Weighted Good	(2 points) Led Value) Adequate (2 points) Value) Adequate	Poor (1 point)	(0 points) Inadequate (0 points)	2	\$.00
Community Stewardship (10% Weighted Value)	Communities the maintenance of an equitable workforce and management team Communities to the communities of the communities of the communities of the communities, including, but not limited to, rolunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Finar Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated	(4 points) ity Stewardshi Exceptional (4 points) icial Stability (2	(3 points) p (10% Weight Good (3 points) 0% Weighted	(2 points) ed Value) Adequate (2 points) Value)	Poor (1 point)	(0 points) Inadequate (0 points)	2 3	\$.00

Evaluation Matrix									
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ply 3	Evaluator:		Jon Kendrick		
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	eve JEA's Goals Exceptional	in this ITN (20 Good	% Weighted Va	Poor	Inadequate	3	15 00	
ā	Experience and	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entitles. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, ustomer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment		Good	Adequate	Paor	Inadequate	4	15.00	
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	to Jacksonville	a {10% Weighte	Poor	Inadequate	4	10.00	
O STATE OF THE PARTY OF T		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
tention	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	tention and Be	Good	Adequate	Poor	Inadequate	4	16.00	
<u></u>	Total	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
ation Plan (15% Weighter	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	4	15 00	
	Environmental	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
Environmental, Social and Governance (10% Weighted Value)	Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	7:50	
×	Commun	(4 points) ity Stewardshi	(3 points) o (10% Weight	(2 points) ed Value)	(1 point)	(0 points)			
y Stewi	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00	
	Finan	(4 points) cial Stability (1	(3 points) 0% Weighted	(2 points) Value)	(1 point)	(0 points)			
Sta	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00	
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Score	92.50	
								32.30	

	Ev	aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Rep	oly 4	Evaluator:		Jon Kendrick	
SA's %	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	lue)			
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	4	20.00
Pro G		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)			
imitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entitles. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, usotomer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	4	15 00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
efits alue)	Economic Developmen							
Economic Development and Beneffts to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor .	Inadequate	4	10.00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
ghted	Employee Re	tention and Be	nefits (10% W	eighted Value)				
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1. Protection of certain employee retirement benefits; 2. Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3. Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
E		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so	Exceptional	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	4	15.00
	Environmental,					(o points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	4	10:00
	Commun	(4 points) nity Stewardsh	(3 points) ip (10% Weight	(2 points) ted Value)	(1 point)	(0 points)	7.00	
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	4	18,00
	Finar		10% Weighted		(a polit)	(o politic)		
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Carre	100.00
							Total Score	100.00

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Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business or promotine or disruption of JEA's business are strongly encouraged to do so Environmental, Social and Governance (10% Weighted Value) Environmental, Social and Governance (10% Weighted Value) Environmental, Social and Governance (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 3. **State-proof of the utility business in the state of a social providing Replies related to potential new business poportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Social and Governance (10% Weighted Value) Environmental, Social and Governance (10% Weighted Value) **Exceptional** Good Adequate Poor Inadequate 3. **Jate-points will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Financial Stability (10% Weighted Value)		Ev	/aluation	Matrix					
Experience and Contenting Content		Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Re	ply 5	Evaluator:		Jon Kendrick	
Experience and Continent Committee (Committee Committee		Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	lue)			
Experience and Continent Committee (Committee Committee	oals in this ITN (20% Weighted Value)		Exceptional	Good	Adequate	Poor	Inadequate	3	15.00
A parametry of agencians to managing related or sortior operation of comparish 200 per complete special content of the factor of the complete special content			(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
The property of the first equation of the property of the prop		Experience and	Customer Com	mitment (15%	Weighted Valu	re)			
Respondents will be recated favorably for their willingness to make commitments to fix of a set or will be recated favorably byte the recent favorably based on the City of Jacksonoville. Poor	Experience and Customer Commitment (15% Weighted Value)	and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer	Exceptional	Good	Adequate	Poor	Inadequate	3	uz
Employee Retention and Barneffis (10% Weighted Value) Employee Retention and Barneffis (10% Weighted Value) Employee Retention and Barneffis (10% Weighted Value) Respondents will be evaluated on the basis of their willingness to make certain commitments to employee constitute with IfA's goals of: J. Ministensor of substantially comparable employees compensation and benefits for provide industry of the standard of the stand			(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Employee Retention and Barneffis (10% Weighted Value) Employee Retention and Barneffis (10% Weighted Value) Employee Retention and Barneffis (10% Weighted Value) Respondents will be evaluated on the basis of their willingness to make certain commitments to employee constitute with IfA's goals of: J. Ministensor of substantially comparable employees compensation and benefits for provide industry of the standard of the stand	'alue)	Economic Developmen							
Employee Retention and Banefits (10% Weighted Value) Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with IFA's goals of: 1. Protection of craftal employee retinement bearfits for Exceptional 3. Administrance of substratify comparable employees compensation and benefits for Exceptional 3. Administrance of substratify comparable employees compensation and benefits for Exceptional 3. Administrance of substratify comparable employees compensation and benefits for Exceptional 4. Exceptional 5. Administrance of substratify comparable employees compensation and benefits for Exceptional 6. Adequate Poor Inadequate 1. points (1. points) (1. points) (1. points) (1. points) 1. points (1. points) (1. points) (1. points) (1. points) 1. points (1. points) (1. points) (1. points) (1. points) 1. points (1. points) (1. points) (1. points) 1. points (1. points) (1. points) (1. points) (1. points) 1. points (1. points) (1. points) (1. points) (1. points) 1. points (1. points) (1. points) (1. points) (1. points) 1. points (1. points) (1. points) (1. points) (1. points) (1. points) 1. points (1. points) (1. po	onomic Development and Ben Jacksonville (10% Weighted V	the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
Apoints Capoints	OTHER DESIGNATION					(1 point)	(0 points)		
Innovation Plan (15% Weighted Value) Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assacts of 15th order to achieve the following: 2. Create new revenue channels; and surface the following: 2. Create new revenue channels; and surface the following: 2. Create new revenue channels; and surface the following: 2. Create new revenue channels; and surface the following: 2. Create new revenue channels; and surface the following: 2. Create new revenue channels; and surface the following: 3. Exceptional Good Adequate Poor Inadequate encouraged to do so Environmental, Social and Governance (10% Weighted Value) Environmental, Social and Governance (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 3 2.530 Adequate Poor Inadequate 3 2.530 Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Financial Stability (10% Weighted Value) Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional ment will be placed on willingness and demonstrated ability to continue growth investments in IEA Financial Stability (10% Weighted Value)	Employee Retention and Benefits (10% Weighted Value)	commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1 Position the business for the future; 2 Cozelate new revenue channels; and 3 "Future-proof" the utility business. Singerardely, Respondents only interested in providing Replies related to potential new business popertunities or innovation or disruption of IEA's business are strongly encouraged to do so Environmental, Social and Governance (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the carried of a successful of their willingness to make commitments to the carried of a successful of their willingness to make commitments to the carried of a successful of their willingness to make commitments to the carried of a successful of their willingness to make commitments to the carried of a successful of their willingness to make commitments to the City of acksonville and aurounding communities, including, but not limited to, volunteer activities, charitable contributions, an onegoing community relationship plan and comprehensive storm responsiveness plans (4 points) (2 points) (2 points) (1 point) (0 points) Financial Stability (10% Weighted Value) Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in IEA	<u>.</u>					(1 point)	(0 points)		
Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 3 7,50 and Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 3 7,50 and Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 3 7,50 and Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 3 7,50 and Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 3 7,50 and Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 10,000 and Comprehensive storm responsiveness plans Financial Stability (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 10,000 and Comprehensive storm responsiveness plans Financial Stability (10% Weighted Value)		Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly	Exceptional	Good	Adequate			4	15.00
Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team (4 points) (3 points) (2 points) (1 point) (0 points) Community Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans (4 points) (3 points) (2 points) (1 point) (0 points) Financial Stability (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans (4 points) (3 points) (1 points) (1 points) (0 points) Financial Stability (10% Weighted Value) Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA		Environmental					(0 points)		
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans (4 points) (3 points) (2 points) (1 point) (0 points) Financial Stability (10% Weighted Value) Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in IEA		Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and	Exceptional	Good	Adequate	Poor	70. 251	3	7.50
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunters cativities, charizable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans [4 points] [3 points] [2 points] [1 point] [0 points] Financial Stability (10% Weighted Value) Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	,	Commun				(1 point)	(0 points)		
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA (4 points) (3 points) (1 point) (0 points) Exceptional Good Adequate Poor Inadequate 4 1000	Community stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, a	Exceptional	Good	Adequate			3	7.50
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA		fi				(1 point)	(0 points)		
	5	Finan	cial Stability (1	u% Weighted	value)				
(4 points) (3 points) (2 points) (1 point) (0 points)	Weighted Value)	capital availability. Additional merit will be placed on willingness and demonstrated	Exceptional	Good	Adequate	Poor	Inadequate	4	
Total Score 83.75									

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	Ev	/aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		oly 6	Evaluator:		Jon Kendrick	
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	ve JEA's Goals Exceptional	in this ITN (20)	% Weighted Va Adequate	Poor	Inadequate	4	20 00
4		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	e)			
Experience and Customer Commitment (155K Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to IEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; at S.Focus on maintaining reliability and minimizing time of disruptions; and S.Focus on maintaining reliability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 310 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	4	15.00
্য <u>ভ</u>	Economic Developme	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Economic Development and Beneffts to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
ALCOHOLOGIC	Employee Pe	(4 points) tention and Be	(3 points)	(2 points)	(1 point)	(0 points)	`	
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (O points)	4	10 00
	Inno	vation Plan (1			(1 point)	(o points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	4	15.00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Environmental, Social and Governance (10% Weighted Value)	Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
	Commun	(4 points) nity Stewardshi	(3 points)	(2 points)	(1 point)	(0 points)		
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
	F1	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total C	
							Total Score	100.00

	E	/aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Re	eply 7	Evaluator:		Jon Kendrick	
% _	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	ilue)			
Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	4	20.00
3		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Val	ue)			
Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, ustomer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: Longevity of utility generation, transmission, and distribution operations greater							
Experience and Customer Com	than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as ID Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	4	15.00
(an	Economic Developmer	(4 points) it and Benefits	(3 points)	(2 points) e (10% Weight	(1 point) ed Value)	(0 points)		
to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	4	10:00
2	Employee Re	(4 points) tention and Be	(3 points) nefits (10% W	(2 points) eighted Value)	(1 point)	(0 points)		
(artina	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	7.50
	Inno		5% Weighted \					
	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1. Position the business for the future; 2. Certaen new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	4	15.00
Value)	Environmental,	(4 points) Social and Gov	(3 points) rernance (10%	(2 points) Weighted Valu	(1 point) e)	(0 points)		
Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and managoment team	Exceptional	Good	Adequate	Poor	Inadequate	3	
	Commun	(4 points) ity Stewardshi	(3 points) p (10% Weight	(2 points) ted Value)	(1 point)	(0 points)		
	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonwille and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	4	
	Finan	(4 points) cial Stability (1	(3 points) .0% Weighted	(2 points) Value)	(1 point)	(0 points)		
Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	4	

	Ev	/aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		oly 8	Evaluator:		Jon Kendrick	
A's X	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	ilue)			
Proposal to Achleve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	3	15.00
Pro G		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as 1D Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; 4.Strong focus on maintaining relability and minimizing time of disruptions; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability and minimizing time of disruptions continued and formation they believe relevant to demonstrate their experience and customer commitment		Good	Adequate	Poor	Inadequate	4	15:00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
2 (g	Economic Developme					(- points)		
Economic Development and Beneffts to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville		Good	Adequate	Poor	Inadequate	3	7.50
Eco to Ji		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
ited	Employee Re	tention and Be	nefits (10% W	eighted Value)				
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	2	\$.00
Ţ.		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IAA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so	Exceptional (4 points)	Good	Adequate (2 points)	Poor	Inadequate	4	15.00
	Environmental,		(3 points)		(1 point)	(0 points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	7 50
	Commu	(4 points) nity Stewardsh	(3 points) p (10% Weigh	(2 points) ted Value)	(1 point)	(0 points)		
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate	4	10.00
	Final	ncial Stability (, 'z korini	- t- bould)		
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Coor-	03.50
							Total Score	82,50

Community Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Apoints Capoints Capoin		Ev	valuation	Matrix					
The particular material better depth application of the head of the control of the particular material production of the particular production of the particular material production of the particular production of the particular material production of the particular production of the parti							eren eren	Jon Kendrick	
Committee of the control of control of committee of control of committee of control of cont	JEA'S	Proposal to Achie	eve JEA's Goals	in this ITN (20	% Weighted Va	ilue)			
Committee of the control of control of committee of control of committee of control of cont	sposal to Achieve J soals in this ITN (2 Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	3	15.00
A symmatry of approximate managery in band or ordinal equations of compared to the property of the	Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
The property of utility generation, common specific in the mining section, and many the continuous process of the continuo		Experience and	Customer Com	mitment (15%	Weighted Valu	1e)			
Respondents with the treated favorably for their willingness to make commitments to the City of Instance. Committee the City	Experience and Customer Commitment (15% Weighted Value)	and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer		Good	Adequate	Poor	Inadequate	4	15.00
Respondents with the treated favorably for their willingness to make commitments to the City of Instance. Committee the City									
Employee Retention and Senerits (10% Weighted Value) Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with IAT's goals of: 1. Protection of certain employee reterment benefits for face provided in the frequency of the certain of certain employee reterment benefits for three (3) years, and of retention payments to all this employees of 100% and the certain of the certain payments and the state payments and the certain payments	2 2						(0 points)		
Employee Retention and Senerits (10% Weighted Value) Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with IAT's goals of: 1. Protection of certain employee reterment benefits for face provided in the frequency of the certain of certain employee reterment benefits for three (3) years, and of retention payments to all this employees of 100% and the certain of the certain payments and the state payments and the certain payments	Value	Economic Developmen	nt and Benefits	to Jacksonville	e (10% Weighte	d Value)			
Employee Retention and Senerits (10% Weighted Value) Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with IAT's goals of: 1. Protection of certain employee reterment benefits for face provided in the frequency of the certain of certain employee reterment benefits for three (3) years, and of retention payments to all this employees of 100% and the certain of the certain payments and the state payments and the certain payments	Economic Development and Be o Jacksonville (10% Weighted	the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation						3	7.50
Community Stewardship (Japoints)	-	Employee Re				(1 point)	(0 points)		
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of 15th order to achieve the following: 2. Create new revenue channels and 3. Future-proof the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of 16A's business are strongly encouraged to do so Environmental, Social and Governance (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable worldore and management to maintenance of an equitable worldore and management to maintenance of an equitable worldore and management to the City of Jacksonnille and surrounding community relationship plan and comprehensive storm responsiveness plans (4 points) (3 points) (2 points) (1 points) (9 points) Community Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonnille and surrounding community relationship plan and comprehensive storm responsiveness plans (4 points) (3 points) (2 points) (1 points) (9 points) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonnille and surrounding community relationship plan and comprehensive storm responsiveness plans (4 points) (3 points) (2 points) (1 points) (9 points) Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional ment will be placed on willingness and demonstrated ability to continue growth investments in 16A 1005	ee Retention	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and	Exceptional	Good	Adequate	11 Qr 21 S	e di e Territoria	4	10.00
Respondents should provide initiatives under which they will be committed to provide inmovative envices or investments that leverage the tangible and intangible and intangible and interested in the following: 1. Position the business for the fol	<u> </u>	lmo				(1 point)	(0 points)		
Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team (4 points) (3 points) (2 points) (1 point) (0 points) Community Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans (4 points) (3 points) (2 points) (1 point) (0 points) Exceptional Good Adequate Poor Inadequate 3 7,30 Financial Stability (10% Weighted Value) Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: LPosition the business for the future; C.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly	Exceptional	The state of the s		Poor	Inadequate	4	15.00
Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team (4 points) (3 points) (2 points) (1 point) (0 points) Community Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans (4 points) (3 points) (2 points) (1 point) (0 points) Financial Stability (10% Weighted Value) Financial Stability (10% Weighted Value) Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA		Environmental					(0 points)		
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Adequate	Name of	Respondents will be treated favorably for their willingness to make commitments, ncluding, but not limited to, sustainability initiatives, renewable energy goals and	Exceptional	Good	Adequate	Poor		3	7.50
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Adequate	•					(1 point)	(0 points)		
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA (4 points) (2 points) (1 point) (0 points) Exceptional Good Adequate Poor Inadequate 4 10.00	Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, oliunteer activities, charitable contributions, an ongoing community relationship	Exceptional	Good	Adequate			3	7,50
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA		Financial				(1 point)	(0 points)		
	×61	Financ	cial stability (1)	veignted \	ratuej	I			
A points 12 mainted 1 12 mainte	Financial Stability (10% Weighted Value)	apital availability. Additional merit will be placed on willingness and demonstrated						4	
(4 points) (3 points) (2 points) (1 point) (0 points) Total Score 87.50	i i		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		

	Ev	aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ly 10	Evaluator:		Jon Kendrick	
s,	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	lue)			
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	2	10.00
Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)			
Experience and Customer Commitment [15% Weighted Value]	A summary of experience managing related or similar operations of comparable size and scope to IEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as ID Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; and 5. Focus on maintaining relaibility and minimizing time of disruptions; and 5. Focus on maintaining relaibility and minimizing time of disruptions; and 5. Focus on maintaining relaibility and minimizing time of disruptions; and 5. Focus on maintaining relaibility and minimizing time of disruptions; and 5. Focus on maintaining relaibility and minimizing time of disruptions in the substitute of the past 10 years. Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	4	15.00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
fits ue)	Economic Developmen							
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	2	\$.00
	Employee Be	(4 points) tention and Be	(3 points)	(2 points)	(1 point)	(0 points)		
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019		Good	Adequate	Poor	Inadequate	2	5.00
E.		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-provide "the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so		Good	Adequate	Poor	Inadequate	2	7.50
	Environmental,	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	1	2 .50
	Committee	(4 points) nity Stewardsh	(3 points)	(2 points)	(1 point)	(0 points)		
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor (1 point)	Inadequate	2	5 00
	Eines	(4 points) ncial Stability (:	(3 points) 10% Weighted	(2 points) Value)	(1 point)	(0 points)		
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	T-4-10	
							Total Score	60.00

The property of a property of		Ev	/aluation	Matrix					
The control of the co							BARTER AND	Jon Kendrick	
The province and Customer Committee (11) N. Vicigitate Value The province and Customer Committee (11) N. Vicigitate Value The province and customer Committee (11) N. Vicigitate Value The province of the first requirement and province of comparable is a committee of comparable to committee (11) N. Vicigitate Value The province of the first requirement of comparable is a committee of the committee of	posal to Achieve JEA's oals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA					Inadequate	4	20.00
Againstant of operations manages excitation of ministry approaches as the property of the control of the contro	Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
The second of th		Experience and	Customer Com	mitment (15%	Weighted Val	ie)			
Respondents will be treated favorably for their willingness to make commitments to other for yel Instruments, additionally, Respondents will be treated favorably based on long for details recommend to the City of Jacksanoville. Poor Insudequate Poor I	Experience and Customer Commitment (15% Weighted Value)	and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer information they believe relevant to demonstrate their experience and customer	Exceptional	Good	Adequate	Poor	Inadequate	4	1500
Respondents will be treated favorably for their willingness to make commitments to other for yel Instruments, additionally, Respondents will be treated favorably based on long for details recommend to the City of Jacksanoville. Poor Insudequate Poor I			(A points)	(3 points)	(2 points)	(1 point)	(O points)		
Employee Retention and Buretis (10% Weighted Value) Position	effts nlue)	Economic Developmen					(ο ροιίτε)	A STATE OF THE STA	
Employee Retention and Buretis (10% Weighted Value) Position	conomic Development and Beni o Jacksonville (10% Weighted Va	the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation						4	10:00
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of 15th order to achieve the following: 2. Create new revenue channels; and 3. Future proof the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so Environmental, Social and Governance (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 10.00 Adequate Poor Inadequate 4 10.00 Adequate Poor Inadequate Good Adequate Poor Inadequate Adequate Poor Inadequate 4 10.00 Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Financial stability (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 10.00 Adequate Poor Inadequate 4 10.00 Adequate Poor Inadequate A 10.00	AMERICAN PROPERTY.	Employee Re				(1 point)	(0 points)		
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of 15th order to achieve the following: 2. Create new revenue channels; and 3. Future proof the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so Environmental, Social and Governance (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 10.00 Adequate Poor Inadequate 4 10.00 Adequate Poor Inadequate Good Adequate Poor Inadequate Adequate Poor Inadequate 4 10.00 Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Financial stability (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 10.00 Adequate Poor Inadequate 4 10.00 Adequate Poor Inadequate A 10.00	mployee Retention and Benefits (10% Weigh Value)	commitments to employees consistent with JEA's goals of: 1. Protection of certain employee retirement benefits; 2. Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3. Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and					agent and a	4	10.00
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible and provide innovative services or investments that leverage the tangible and intangible and provide innovative services or investments that leverage the tangible and intangible and provide innovative services or investments that leverage the tangible and intangible and provide innovative services or investments that leverage the tangible and intangible and provide innovative services or investments that leverage the tangible and intangible	ш	Inno				(1 point)	(0 points)		
Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 3 10.00 Adequate Poor Inadequate 4 10.00 Inadequate Poor		Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3.Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly	Exceptional	Good	Adequate		1.6	4	15 00
Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding community, including, but not limited to, bu		Environmental.					(0 points)		
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Sexeptional Good Adequate Poor Inadequate A 10.00	Environmental, Social and Sovernance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and	Exceptional	Good	Adequate	Poor		3	7.50
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, plan and comprehensive storm responsiveness plans (4 points) (3 points) (2 points) (1 point) (0 points) Financial Stability (10% Weighted Value) Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA (4 points) (3 points) (2 points) (1 point) (0 points)	×	Communi				(1 point)	(u points)		
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA (4 points) (3 points) (2 points) (1 point) (0 points)		the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship						4	10/00
(4 points) (3 points) (2 points) (1 point) (0 points)		Financ				(1 point)	(o points)		
	Financial Stability (10% Weighted Value)	capital availability. Additional merit will be placed on willingness and demonstrated						4	10:00
Total Score 97.50			(4 points)	(3 points)	(z points)	(1 point)		Total Score	07.50

Evaluation Matrix									
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		oly 13	Evaluator:		Jon Kendrick		
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	ve JEA's Goals Exceptional	in this ITN (20)	% Weighted Va	Poor	Inadequate	4	20 00	
ď		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
Experience and Customer Commitment [15% Weighted Value]	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, selfis, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, ustomer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3.Corporate culture demonstrating along-term commitment to operations; 4.Strong focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	4	15 00	
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
Economic Development and Beneffts to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00	
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	eighted Value) Adequate	Poor	Inadequate	4	10.00	
- E	Inno	(4 points) evation Plan (1	(3 points)	(2 points)	(1 point)	(0 points)			
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good (3 points)	Adequate (2 points)	Poor (1 point)	inadequate (0 points)	4	15:00	
	Environmental,					(o points)			
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate	3	7.50	
¥	Commun	nity Stewardshi							
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	4	10.00	
	Finar	(4 points)			(a point)	(o points)			
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (O points)	4	10.00	
				- Paniwi	Panty		Total Score	97.50	

Evaluation Matrix									
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Rep	oly 14	Evaluator:		Jon Kendrick		
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	in this ITN (20 Good	Weighted Va	Poor	Inadequate	3	15,00	
Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; 4.Strong focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	4	15:00	
		2							
its (e)	Economic Developmer	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50	
THE RESERVE TO SERVE THE PERSON NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TWO IS NAMED	Employee Re	(4 points)	(3 points)	(2 points) eighted Value)	(1 point)	(0 points)			
tention and Be Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00	
T.	Inc	(4 points) vation Plan (1	(3 points)	(2 points)	(1 point)	(0 points)			
ation Plan (15% Weighter	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25	
_ 9	Environmental,	(4 points) Social and Gov	(3 points) ernance (10%	(2 points) Weighted Valu	(1 point)	(0 points)	Maria de		
e (10 Valu	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	4	10,00	
10%	Commun	ity Stewardshi							
y Stewighted \	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonwille and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	7,50	
*	Finan	cial Stability (1			(2 point)	(e points)			
Sta	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate (2 points)	Poor (1 noint)	Inadequate	3	7.50	
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Score	83.75	

	Evaluation Matrix								
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ly 15	Evaluator:		Jon Kendrick		
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	3	15,00	
	Experience and	(4 points) Customer Com	(3 points) mitment (15%	(2 points) Weighted Valu	(1 point)	(0 points)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to IEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.Longevity of utility generation, transmission, and distribution operations greater than S years; 2.Successful customer relations demonstrated through customer outreach, surveys such as 1D Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; 3.Corporate culture demonstrating a long-term commitment to operations; and 5.Focus on maintaining relability and minimizing time of disruptions; and 5.Focus on maintaining relability and minimizing time of disruptions; and 5.Focus on maintaining relability and minimizing time of disruptions; and 5.Focus on maintaining relability and minimizing time of disruptions; and 5.Focus on maintaining rependents should also include a history of their customer rates for the past 10 years. Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate	4	15 00	
nefits /alue)	Economic Developme	nt and Benefits	to Jacksonville	(10% Weighte	d Value)				
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00	
COLUMN TO SERVICE AND ADDRESS OF THE PERSON NAMED IN COLUMN TO SERVICE AND ADDRESS OF	Employee Re	(4 points)	(3 points) enefits (10% We	(2 points)	(1 point)	(0 points)			
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with IEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	22	Good	Adequate	Poor (1 point)	Inadequate (0 points)	2	\$.00	
a a	Inn	(4 points) ovation Plan (1	(3 points) 5% Weighted V	(2 points) alue)	(1 point)	(U points)			
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	4	15,00	
	Environmental	(4 points)	(3 points) vernance (10%	(2 points) Weighted Value	(1 point)	(0 points)			
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00	
		(4 points)	(3 points) ip (10% Weight	(2 points)	(1 point)	(0 points)			
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	7,50	
	Final		10% Weighted		(x pourt)	(a polito)			
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in IEA	Exceptional	Good	Adequate	Poor	Inadequate	4	10,00	
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Score	87.50	
							. 2.0. 50016	57,50	

	Ex	valuation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Re	ply 1	Evaluator:		Joe Orfano	
s se	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	lue)			
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	2	10,00
4	New Control of the Co	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	4	15/00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
effts ilue)	Economic Developmen					(o bourts)		
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	1	2.50
	Employee Re	(4 points)	(3 points)	(2 points) eighted Value)	(1 point)	(0 points)		
tention an	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	1	2/50
ш	Inno	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
ation Plan (15% Weighte	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	1	3.75
	Environmental,	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	1	2,50
Ü		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
(10%	Commun	ity Stewardshi	p (10% Weight	ed Value)				
y Stewighted \	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	1	2,50
	Finan	cial Stability (1			(1 point)	(o points)		
Sta	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	2	5,00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total C	
							Total Score	43.75

t ,

	Ev	/aluation	Matrix					
	Solicitation 127-19 iTN for Strategic Alternatives	Firm:	Rep	oly 3	Evaluator:		Joe Orfano	
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	ve JEA's Goals Exceptional	in this ITN (20:	% Weighted Va	lue) Poor	Inadequate	4	20.00
Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as 10 Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment		Good	Meighted Valu	Poor	Inadequate	4	15:00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Economic Development and Beneffts to Jacksonville (10% Weighted Value)	Economic Development Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
	Employee Re	(4 points)	(3 points)	(2 points) eighted Value)	(1 point)	(0 points)		
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019		Good	Adequate	Poor	Inadequate	4	10:00
ā	long	(4 points)	(3 points) 5% Weighted \	(2 points) /alue)	(1 point)	(0 points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	1	3.75
	Environmental,	(4 points) Social and Gov	(3 points) vernance (10%	(2 points) Weighted Valu	(1 point)	(0 points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
•	Commu	(4 points) nity Stewardsh	(3 points) ip (10% Weight	(2 points) ted Value)	(1 point)	(0 points)		
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	4	10.00
	Final	ncial Stability ((a point)	(o politis)		
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	4	10:00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Score	88.75

	E	valuation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ply 4	Evaluator:		Joe Orfano	
8.43	Proposal to Achie	eve JEA's Goals	in this ITN (20	% Weighted Va	ilue)		125 86 226	
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	4	20.00
P.		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and		PERSONAL PROPERTY.	ECONOMICS NO DE LA COMPANSION DE LA COMP	DESCRIPTION OF THE PROPERTY.			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to IEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entitles. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 1. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 1. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 1. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions of the focus of th	Exceptional	Good	Adequate	Poor	Inadequate	3	U 25
n Ti	Constant Device	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
nefit /alue	Economic Developmen	it and Benefits	to Jacksonville	e (10% Weighte	a value)			
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
FC to J		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
8	Employee Re	tention and Be			(2 point)	(o points)		
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
ш	CONTROL OF THE CONTRO	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
ation Plan (15% Weighter	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	vation Plan (1:	Good	Adequate	Poor	Inadequate	4	15.00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
enta (10	Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
10%	Commun	ity Stewardshi	p (10% Weight	ed Value)	,			
y Stewa	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate	3	7.50
	Cinan	cial Stability (1			(1 point)	(0 points)		
×	Finan	cial Stability (1	on weighted	vaiuej	Т			
Sta	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	e garage	36 y					Total Score	88.75
Call II Call	THE WAY ATTEMPT AND THE PARTY OF THE PARTY O	200						

	Evaluation Matrix								
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ply 5	Evaluator:		Joe Orfano		
	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	in this ITN (20)	% Weighted Va	Poor	Inadequate	4	20.00	
	Experience and	(4 points)	(3 points)	(2 points) Weighted Valu	(1 point)	(0 points)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex pusiness entitles. Specific information regarding experience in other customer service areas, including sustomer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: LLongewity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; 4.Strong focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25	
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
efits alue)	Economic Developmen								
elopme (10% W	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	2	5.00	
	Employee Re	(4 points) tention and Be	(3 points) enefits (10% W	(2 points) eighted Value)	(1 point)	(0 points)			
tention and Benefits (Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with IEA's goals of: 1. Protection of certain employee retirement benefits; 2. Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3. Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (O points)	4	10.00	
	Inno	vation Plan (1			(2 point)	(o points)			
ted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IFA in order to achieve the following: LP osition the business for the future;								
ation Plan (15% Weigh	2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new Dusiness opportunities or innovation or disruption of JEA's business are strongly encouraged to do so		Good	Adequate (2 points)	Poor (1 point)	Inadequate	4	15 00	
Innov	2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly	(4 points)	(3 points)	(2 points)	(1 point)	Inadequate (0 points)	4	15,00	
intal, social and Innov (10% Weighted Innov / Jalue)	2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	(4 points) Social and Gov Exceptional	(3 points) vernance (10% Good	(2 points) Weighted Valu Adequate	(1 point)	(0 points)	3	15:00 7:50	
Environmental, social and Governance (10% Weighted Innov Value)	2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Environmen	(4 points) Social and Gov	(3 points) vernance (10% Good (3 points)	(2 points) Weighted Valu Adequate (2 points)	(1 point)	(0 points)			
y Stewardship (10% Governance (10% Weighted Innov-	2. Create new revenue channels; and 3. "Future proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commun Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	(4 points) Social and Gov Exceptional (4 points) ity Stewardshi Exceptional	(3 points) remance (10% Good (3 points) p (10% Weight	(2 points) Weighted Value Adequate (2 points) ted Value) Adequate	(1 point)	(0 points)			
Community Stewardship (10% Cowmannity Stewardship (10% Governance (10% Weighted Innov Weighted Value)	2. Create new revenue channels; and 3. "Future proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commun Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	(4 points) Social and Gov Exceptional (4 points) ity Stewardshi	(3 points) remance (10% Good (3 points) p (10% Weight	(2 points) Weighted Value Adequate (2 points) ted Value) Adequate	(1 point) Poor (1 point)	(0 points) Inadequate (0 points)	3	7,50	
Stability (10% Community Stewardship (10% Governance (10%) Weighted Innov	2. Create new revenue channels; and 3. "Future proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commun Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	(4 points) Social and Gov Exceptional (4 points) ity Stewardshi Exceptional	(3 points) remance (10% Good (3 points) p (10% Weight	(2 points) Weighted Value Adequate (2 points) ted Value) Adequate	(1 point) Poor (1 point)	(0 points) Inadequate (0 points)	3	7,50	

A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater Fixentional Good Adequate Poor Instinute Poor Instin		E	valuation	Matrix					
Properties of the process of the pro							es 1923 per 1821	Joe Orfano	
Committee Development and Secretary	X X	Proposal to Achie	eve JEA's Goals	in this ITN (20	% Weighted Va	ilue)		Total State	
Committee Development and Secretary	posal to Achieve JE oals in this ITN (20' Weighted Value)		Exceptional	Good	Adequate	Poor	Inadequate	4	20.00
Separation and Continued C	or o		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
The second of the property of the general control control of the property of t		Experience and	The second contract of	2010/02/2015 00:00:00:00:00:00:00:00:00:00:00:00:00:	A CARROLL AND PROPERTY				
Apoints Disording Disord	Experience and Customer Commitment (15% Weighted Value)	and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions commented in formation they believe relevant to demonstrate their experience and customer for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer		Good	Adequate	Poor	Inadequate	4	15.00
Respondents should provide initiatives under which they will be committed to the city of inchanged restinction to should provide initiatives under which they will be committed to the city of inchanged restinction to should provide initiatives under which they will be committed to the city of inchanged restinction to should provide initiatives under which they will be committed to the sources of the surface o		commitment	1 1	,					
Respondents should provide initiatives under which they will be committed to the city of inchanged restinction to should provide initiatives under which they will be committed to the city of inchanged restinction to should provide initiatives under which they will be committed to the city of inchanged restinction to should provide initiatives under which they will be committed to the sources of the surface o									
Respondents should provide initiatives under which they will be committed to the city of inchanged restinction to should provide initiatives under which they will be committed to the city of inchanged restinction to should provide initiatives under which they will be committed to the city of inchanged restinction to should provide initiatives under which they will be committed to the sources of the surface o			(A major)	19	(2	[4 1-2]	(0 - 1 - 1		
Employee Recention and Senettis (10% Weighted Value) Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent will 1/k goals of 1. Protection of craftal employees reference benefits (10% Weighted Value) Poor	E E	Francis Developmen					(U points)		
Employee Recention and Senettis (10% Weighted Value) Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent will 1/k goals of 1. Protection of craftal employees reference benefits (10% Weighted Value) Poor	Valu	Economic Developmen	and denents	- Jucksonville	170% Aveignte	a value)			
Respondents will be evaluated on the basis of their willingness to make certain commitments to employees condition with 16% goals of their willingness to make certain commitments to employees condition with 16% goals of their willingness to make certain commitments to employees condition with 16% goals of their willingness to make certain commitments to employees condition with 16% goals of their willingness to make certain commitments to employees condition with 16% goals of their willingness to make certain commitments to employees condition with 16% goals of the committee of committees to transport of the committee of the co	Economic Development and B to Jacksonville (10% Weighted	the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation						3	7.50
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of 16 in order to achieve the following: 2.Create new revenue channels; and 3.Future-proof* the utility business. Separately, Respondents only interested in providing Regiles related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Social and Governance (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 1600 Adequate Poor Inadequate 4 2000 Financial Stability (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 1600 Adequate Poor Inadequate 4 1600 Adequate Poor Inadequate 4 1600 Adequate Poor Inadequate 6 2 points) (1 point) (2 points) (2 points) (2 points) (3 points) (4 points) (2 points) (4 points) (3 points) (2 points) (4 points) (4 points) (4 points) (2 points) (4 points) (4 points) (4 points) (2 points) (4 points) (4 points) (4 points) (4 points) (2 points) (4 points) (4 points) (4 points) (4 points) (2 points) (4 points	P G	Employee Re				(1 point)	(o points)		
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of 16 in order to achieve the following: 2.Create new revenue channels; and 3.Future-proof* the utility business. Separately, Respondents only interested in providing Regiles related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Social and Governance (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 1600 Adequate Poor Inadequate 4 2000 Financial Stability (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 1600 Adequate Poor Inadequate 4 1600 Adequate Poor Inadequate 4 1600 Adequate Poor Inadequate 6 2 points) (1 point) (2 points) (2 points) (2 points) (3 points) (4 points) (2 points) (4 points) (3 points) (2 points) (4 points) (4 points) (4 points) (2 points) (4 points) (4 points) (4 points) (2 points) (4 points) (4 points) (4 points) (4 points) (2 points) (4 points) (4 points) (4 points) (4 points) (2 points) (4 points	Employee Retention and Benefits (10% Weig Value)	commitments to employees consistent with JEA's goals of: 1. Protection of certain employee retirement benefits; 2. Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3. Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and			9			4	10.60
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that teverage the tangible and intangible assets of EA file nicret to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Social and Governance (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 18:00 Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 19:00 Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 10:00 Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 10:00 Financial Stability (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 10:00 Financial Stability (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 10:00 Financial Stability (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 10:00 Financial Stability (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 10:00 Financial Stability (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 10:00 Financial Stability (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 10:00 Financial Stability (10% Weighted Value)		lano				(1 point)	(0 points)		
Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equilable workforce and management team A		Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: LPosition the business for the future; C.Create new revnue channels; and 3. "Future-proof" the utility business. Geparately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly	Exceptional	Good	Adequate			4	15.00
The part of the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Application	-	Environmental,					(- Paulia)	NATIONAL SERVICE	
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Community Stewardship (10% Weighted Value)	Governance (10% Weighter Value)	Respondents will be treated favorably for their willingness to make commitments, ncluding, but not limited to, sustainability initiatives, renewable energy goals and	Exceptional	Good	Adequate	Poor		4	10.00
Respondents will be treated favorably for their willingness to make commitments to the City of Jackson/lie and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an onegoing community relationship plan and comprehensive storm responsiveness plans 4 points 3 points (2 points (1 point) (0 points (1 point) (1 point) (2 points (2 points (2 points (3 po						(1 point)	(U points)		
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA (4 points) (3 points) (1 points) (1 points) (0 points)	Community Stewardship (10: Weighted Value)	tespondents will be treated favorably for their willingness to make commitments to he City of Jacksonville and surrounding communities, including, but not limited to, ofunteer activities, charitable contributions, an ongoing community relationship	Exceptional	Good	Adequate			3	7,50
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA [Exceptional Good Adequate Poor Inadequate		Finan				(* point)	(o points)		
	Weighted Value)	tespondents will be treated favorably based on long duration and/or permanent apital availability. Additional merit will be placed on willingness and demonstrated	Exceptional	Good	Adequate			4	10.00
Total Score of the	-		TA WATER AND	10	AND RESIDENCE OF THE PARTY OF T				
15tal 5tole 95.00	E E		(4 points)	(3 points)	(2 points)	(1 point)			Section Control

	Evaluation Matrix							
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		oly 7	Evaluator:		Joe Orfano	
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	ve JEA's Goals Exceptional	in this ITN (20)	% Weighted Va Adequate	Poor	Inadequate	4	20:00
Ē.	Experience and	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	weighted valu	ie)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; and 5-Focus on maintaining reliability and minimizing time of disruptions; and 5-Focus on maintaining reliability and minimizing time of disruptions; and 5-Focus on maintaining reliability and minimizing time of disruptions; and 5-Focus on maintaining results of the past 10 years. Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	4	15.00
fits lue)	Economic Developmen					(o points)		
Economic Development and Beneffts to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7/50
DERMINE AND	Employee Pe	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
ū	Inne	(4 points) ovation Plan (1	(3 points) 5% Weighted \	(2 points) /alue)	(1 point)	(0 points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	4	15.00
	Environmental,	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	4	10:00
	Communication	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Final	(4 points)	(3 points) 10% Weighted	(2 points) Value)	(1 point)	(0 points)		
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Score	02.50
							TOTAL SCORE	92.50

Evaluation Matrix									
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Re	ply 8	Evaluator:		Joe Orfano		
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	eve JEA's Goals Exceptional	in this ITN (20	% Weighted Va	Poor	Inadequate	1	\$.00	
Prop Gc		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
	Experience and	Customer Com	mitment (15%	Weighted Value	ie)				
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be								
Customer Commitmen	treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations;	Exceptional	Good	Adequate	Poor	Inadequate	4	15.00	
Experience and	4.Strong focus on maintaining reliability and minimizing time of disruptions; and S.Focus on maintaining rate stability for customers, as illustrated through historical rates where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment.	F	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	The second of th					
neffts Value)	Economic Developmen	(4 points)	(3 points) to Jacksonville	(2 points) e (10% Weights	(1 point) ed Value)	(0 points)			
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and Job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	2	\$ 00	
	Employee Re	(4 points) tention and Be	(3 points) nefits (10% W	(2 points)	(1 point)	(0 points)			
tention and Benefits Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	1	2 50	
	Inno	(4 points) vation Plan (15	(3 points) 5% Weighted V	(2 points) 'alue)	(1 point)	(0 points)			
ation Plan (15% Weighte	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3.Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	4	15.00	
- B	Environmental,	(4 points) Social and Gov	(3 points) ernance (10%	(2 points) Weighted Value	(1 point)	(0 points)			
e (10	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50	
š	Commun	(4 points) ity Stewardship	(3 points) o (10% Weight	(2 points) ed Value)	(1 point)	(0 points)			
y Stewi	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	2	\$ 00	
	Financ	(4 points) cial Stability (1	(3 points) 0% Weighted \	(2 points) /alue)	(1 point)	(0 points)			
Sta	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	4	10 00	
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Score	65.00	
							otal score	65.00	

Evaluation Matrix									
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		oly 9	Evaluator:		Joe Orfano		
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	in this ITN (20)	% Weighted Va	lue) Poor	Inadequate	3	15,00	
Pro Bro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)				
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, selfis, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated flavorably: Longevity of utility generation, transmission, and distribution operations greater than 5 years; Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3	11 25	
	employees the second of the se	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
ine)	Economic Developmen								
Economic Development and Beneffts to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	2	\$,00	
Account to the same		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
hted	Employee Re	tention and Be	enefits (10% W	eighted Value)					
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1. Protection of certain employee retirement benefits; 2. Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3. Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	exceptional	Good	Adequate	Poor	Inadequate	4	10.00	
ш		(4 points) ovation Plan (1	(3 points)	(2 points)	(1 point)	(0 points)			
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate (2 points)	Poor	inadequate (0 points)	4	15 00	
	Environmental,	(4 points)	(3 points)		(1 point)	(o points)			
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	4	10.09	
	Commu	nity Stewardsh			(x point)	(o points)			
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans		Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	7.50	
	Final	ncial Stability ((2 ponit)	(points)			
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00	
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Comm		
							Total Score	83.75	

Evaluation Matrix									
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Rep	ply 10	Evaluator:		Joe Orfano		
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Weighted Va	Poor	Inadequate	2	10 00	
ě.		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.tongevity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; 4.Strong focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents should also include a history of their customer rates for the past 10 years. Respondents should also include a history of their customer rates for the past 10 years. Respondents should also include a history of their customer rates for the past 10 years. Respondents should also include a history of their customer rates for the past 10 years. Respondents should also include a history of their customer rates for the past 10 years. Respondents should also include a history of their customer rates for the past 10 years. Respondents should also include a history of their customer rates for the past 10 years. Respondents should also include a history of their customer rates for the past 10 years. Respondents should also include a history of their cus	Exceptional	Good	Adequate	Poor	Inadequate	4	15:00	
NE		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
Economic Development and Beneffss to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	1	2 50	
	Employee Re	(4 points)	(3 points)	(2 points) eighted Value)	(1 point)	(0 points)			
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	1	2.50	
-Si	Inc	(4 points)	(3 points) 5% Weighted V	(2 points)	(1 point)	(0 points)			
ation Plan (15% Weig	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	1	3.75	
- 7	Environmental,	(4 points) Social and Gov	(3 points) ernance (10%	(2 points) Weighted Valu	(1 point) e)	(0 points)			
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	1	2.50	
ž	Commun	(4 points) ity Stewardshi	(3 points) p (10% Weight	(2 points) ed Value)	(1 point)	(0 points)			
y Stewighted)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	1	2.50	
,	Finan		0% Weighted		(1 point)	(o points)			
Sta	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	2	5.00	
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	otal Score	43.75	

Evaluation Matrix									
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ly 11	Evaluator:		Joe Orfano		
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	ve JEA's Goals Exceptional	in this ITN (20)	% Weighted Va	lue) Poor	Inadequate	3	15.00	
£ "		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)				
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as ID Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining relability and minimizing time of disruptions; and 5. Focus on maintaining relability and minimizing time of disruptions; and 5. Focus on maintaining relability and minimizing time of disruptions; and 5. Focus on maintaining relability and minimizing time of disruptions; and 5. Focus on maintaining relability and minimizing time of disruptions; and 5. Focus on maintaining results of the past 10 years. Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional (4 points)	Good	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	4	15,00	
Re de	Economic Developmen					(U points)			
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Paor	Inadequate	4	10:00	
ACCESSOR (0.00)	Employee Re	(4 points) tention and Be	(3 points)	(2 points) eighted Value)	(1 point)	(0 points)			
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00	
ш	Inno	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	4	15.00	
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
Environmental, Social and Governance (10% Weighted Value)	Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50	
	Commun	(4 points) nity Stewardshi	(3 points) p (10% Weight	(2 points)	(1 point)	(0 points)			
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00	
	Finar	(4 points)	(3 points)	(2 points) Value)	(1 point)	(0 points)			
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00	
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Sc-	02.55	
				-			Total Score	92.50	

	_		0.4-4-1					
	Solicitation 127-19 ITN for Strategic Alternatives	/aluation		oly 13	Frebreken		Joe Orfano	
-	2				Evaluator:		Joe Orrano	
10 To	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	ilue)			
Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	4	20.00
3		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Entertain the Control of the Control	Charles and Charle		ATTACK TO	
cypericine and costonies commitment (25% weighted value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated flavorably: Longevity of utility generation, transmission, and distribution operations greater than 5 years; Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions are reliability and minimized through historical rates	Exceptional	Good	Adequate	Poor	Inadequate	A	15 00
	commitment	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Value	Economic Developmen	t and Benefits	to Jacksonville	(10% Weighte	ed Value)			
(10% V	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7:50
	Employee Re	(4 points) tention and Be	(3 points) nefits (10% W	(2 points) eighted Value)	(1 point)	(0 points)		
Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1. Protection of certain employee retirement benefits; 2. Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3. Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	4	10:00
	Inno	(4 points) vation Plan (1	(3 points) 5% Weighted V	(2 points) (alue)	(1 point)	(0 points)		
ation Plan (15% Weignter	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (O points)	4	15.00
	Environmental,					(o points)		
Valu	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Commun	(4 points) ity Stewardshi	(3 points) p (10% Weight	(2 points) ed Value)	(1 point)	(0 points)		
ghted V	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Finan	(4 points) cial Stability (1	(3 points) .0% Weighted	(2 points) Value)	(1 point)	(0 points)		
Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent							

Separations and Cestamore Commitment (15% Weighted Value) A normal of Park Respondence and Cestamore Commitment (15% Weighted Value) A normal of Park Respondence and Cestamore Commitment (15% Weighted Value) A normal of Park Respondence and Cestamore Commitment (15% Weighted Value) A normal of Park Respondence and Cestamore Commitment (15% Weighted Value) A normal of Park Respondence and Cestamore Commitment (15% Weighted Value) A normal of Park Respondence and Cestamore Commitment (15% Weighted Value) Cestamore Commitment (15%		Evaluation Matrix							
The proposed control of the control								Joe Orfano	
A currency of agentine on shaping retailed or centre operation of compression or	oposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA					Inadequate	2	10.0
A nomeword or operation can example greated or small representation and provide information require to add course to AAA regulate. The frequencies must provide information require to add course to AAA regulate. The frequencies counter course are all the counter of the counter	ā "		Mark Contact Contact Contact		CONTRACTOR CONTRACTOR	SECURIOR SEC	(0 points)		
Despote the content patients of an experimental process and an experimental process an	alue)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing	eustomer com	(25)	Tergined van				
Committee Comm	ience and Customer Comi	business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of a constant of the control of	Exceptional	Good	Adequate	Poor	Inadequate	3	11.2
Repondents will be treated fovorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated fovorably based on the City of Jacksonville. Additionally, Respondents will be treated fovorably based on the City of Jacksonville. Community City of Jacksonville Poor Inadequate Poor	3.0						(0 points)		
Employee Retention and Benefits (10% Weighted Value) Employee Retention and Benefits (10% Weighted Value)	Value	Economic Developmen	nt and Benefits	to Jacksonville	e (10% Weight	ea value)			
Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with If-XF gast of: 1. Protection of certain employee retriement benefits for three [2] years; and of certain employee comparable employee comparable employee comparable employees of 100% and of three pully-gast and of the semployees of 100% and of three pully-gast and of the semployees of 100% and of three pully-gast and of the semployees of 100% and of three pully-gast and of 100% and of	conomic Development and Be o Jacksonville (10% Weighted)	the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation						3	7.5
Respondents will be evaluated on the basis of their willingness to make certain commitments to employee consistent with IfA's goals of: 1. Protection of certain employee complexes compensation and benefits for 2. Administration of surface and substantially comparable employees compensation and benefits for 2. Administration to funding or retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019 Respondents should provide initiatives under which they will be committed to provide incovative services or investments that leverage the tanglels and intangible assets of IRA in order to achieve the following: 2. Create never reversue channels and a stream of the committed on provide incovative services or investments that leverage the tanglels and intangible assets of IRA in order to achieve the following: 2. Create never reversue channels and a stream of the following: 2. Create never reversue channels and a stream of the following: 2. Create never reversue channels and a stream of the following: 3. Follower-proof the utility business. 5. Separately, Respondents will be treated favorably for their willingness to make commitments, Social and Governance (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability institutives, reversued enemy goals and the maintenance of an equitable workforce and management team Respondents will be treated favorably for their willingness to make commitments to the City of Jacksowniles and surrounding communities, including, but not limited to, volutiones activities, and surrounding communities, including, but not limited to, volutiones activities, and surrounding communities, including, but not limited to, volutiones activities, and surrounding communities, including, but not limited to, volutiones activities, and surrounding communities, includi	NAME OF TAXABLE PARTY.	Employee Re				(1 point)	(o points)		
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of 15 Ain order to active the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Social and Governance (10% Weighted Value) Reapondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, vouch plant and comprehensive storm responsiveness plans Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, vouch plant and comprehensive storm responsiveness plans Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, vouch plant and comprehensive storm responsiveness plans Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated allify to continue growth investments in JEA Jackspace of the future of the future of the controllers, and an angoing community relationship plant and comprehensive storm responsiveness plans Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional mer		commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Social and Governance (10% Weighted Value) Environmental, Social and Governance (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 3 2 7 Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans (4 points) (3 points) (2 points) (1 point) (0 points) Exceptional Good Adequate Poor Inadequate 3 7 Respondents will be treated favorably based on long duration and/or permanent capital availability, Additional merit will be placed on willingness and demonstrated applied to the continue growth investments in JEA Respondents will be treated favorably based on long duration and/or permanent capital availability, Continue growth investments in JEA	Employe	meneration was equirent approved by the bodil of otherwission ruly k.s., 2015	(4 noints)	/3 noints)	(2 noints)	(1 point)	(O points)		
Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team (4 points) (3 points) (2 points) (1 point) (0 points) Community Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Financial Stability (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Financial Stability (10% Weighted Value) Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in IEA	Employe					(1 point)	(0 points)		
The state of the City of Jacksonville and surrounding communities, including, but not limited to volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Community Stewardship (10% Weighted Value)	Employ Figure (15% Weighted Value)	Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3.*Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly	evation Plan (1	5% Weighted \	/alue) Adequate	Poor	Inadequate	2	7.50
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding community: including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Sexeptional Good Adequate Poor Inadequate Poor Inadeq	Innovation Plan (15% Weighted Value) Employ	Inno Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate	2	7.5
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Adequate	onmental, Social and Innovation Plan (15% Weighted Value) Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willlingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and	Exceptional (4 points) Social and Gor Exceptional	Good (3 points) vernance (10%	Adequate (2 points) Weighted Valu Adequate	Poor (1 point) (e)	Inadequate (0 points)		
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA Financial Stability (10% Weighted Value) Fixceptional Good Adequate Poor Inadequate 4 Adequate Poor Inadequate 4	Environmental, Social and Governmental, Social and Government (ISX Weighted Value) Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional (4 points) Social and Gor Exceptional	Good (3 points) Good (3 points)	Adequate (2 points) Weighted Valu Adequate	Poor (1 point) (e)	Inadequate (0 points)		
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Environmental, Social and Governance (LOX Weighted Value) (Employ Value) (LOX Weighted Value) (Employ Value) (E	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IFA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commun. Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, underease the city of Jacksonville and surrounding communities, including, but not limited to, undurest activities, charitable contributions, an ongoing community relationship	Exceptional (4 points) Social and Go Exceptional (4 points) ity Stewardsh	Good (3 points) vernance (10% Good (3 points) ip (10% Weigh	Adequate (2 points) Weighted Value Adequate (2 points) ted Value)	Poor (1 point) Poor (1 point)	Inadequate (0 points) Inadequate (0 points)	3	7.5
(4 points) (3 points) (2 points) (1 point) (0 points)	Environmental, Social and Governance (LOX Weighted Value) (Employ Value) (LOX Weighted Value) (Employ Value) (E	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3.*Future-proof the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commune Commune Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points) Social and Go Exceptional (4 points) ity Stewardsh Exceptional	Good (3 points) Good (3 points) ip (10% Weight	Adequate (2 points) Weighted Value Adequate (2 points) ted Value) Adequate	Poor (1 point) Poor (1 point)	Inadequate (0 points) Inadequate (0 points)	3	7.5
Total Score 68	Community Stewardship (100% Governortial, Social and Governortial, Social and Governortial, Social and Governortial (100% Weighted Value) Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Community Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Finan Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated	Exceptional (4 points) Social and Go Exceptional (4 points) ity Stewardsh Exceptional	Good (3 points) Good (3 points) Good (3 points) ip (10% Weight Good	Adequate (2 points) Weighted Value Adequate (2 points) ted Value) Adequate (2 points) ted Value)	Poor (1 point) Poor (1 point)	Inadequate (O points) Inadequate (O points)	3	7.5

	E	valuation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		oly 15	Evaluator:		Joe Orfano	
5 xe	Proposal to Achie	eve JEA's Goals	in this ITN (20	% Weighted Val	lue)			
Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	3	15.00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	e)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to IEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entitles. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.tongevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	4	15:00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
liue)	Economic Developme							
(10%)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
-		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
hte	Employee Re	tention and Be	nefits (10% We	eighted Value)				
st le la	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with IEA's goals of: 1. Protection of certain employee retirement benefits; 2. Maintenance of substantially comparable employee compensation and benefits for		-	nger en e				
Retention 2	three (3) years, and 3. Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention largeement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	2	5.00
c sention	three (3) years; and 3. Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	(4 points)	(3 points)	(2 points)	Poor (1 point)	Inadequate	2	5.00
Rich Plan (15% Weighted Value) Employee Retention 15 St. Weighted Value) 8 St. P. St.	three (3) years; and 3. Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	(4 points) vation Plan (1: Exceptional	(3 points) % Weighted V Good	(2 points) alue) Adequate	(1 point)	(0 points)	2	5.00 15.00
Innovation Plan (15% Weighted Value) Employee Retention Employee Retention S G S S P S S P S P S P S P S P S P S P	three (3) years; and 3. Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide nonovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: L'Position the business for the future; Create new revenue channels; and 3. "Guture-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new pusiness opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	(4 points) vation Plan (1: Exceptional (4 points)	(3 points) % Weighted V Good (3 points)	(2 points) alue) Adequate (2 points)	(1 point) Poor (1 point)	(0 points)	12000	
e (10% Weighted Imnovation Plan (15% Weighted Value) Employee Retention Value) A S S S S S S S S S S S S S S S S S S	Attnee (3) years; and 3. Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide movative services or investments that leverage the tangible and intangible assets of EA in order to achieve the following: LPosition the business for the future; Cercate new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new susiness opportunities or innovation or disruption of JEA's business are strongly	(4 points) Exceptional (4 points) Social and Gov Exceptional	(3 points) % Weighted V Good (3 points) ernance (10%)	(2 points) Adequate (2 points) Weighted Value Adequate	(1 point) Poor (1 point)	(0 points) Inadequate (0 points)	12000	
Governance (10% Weighted Innovation Plan (15% Weighted Value) Employee Retention Value)	three (3) years; and Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Payment approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide anovative services or investments that leverage the tangible and intangible assets of EA in order to achieve the following: A create new revenue channels; and Services or the future; Coreate new revenue channels; and Services or the future; Coreate new revenue channels; and Services or the future; Coreate new revenue channels; and Services or the future; Coreate new revenue channels; and Services or the future; Coreate new revenue channels; and Services or the surface of the surface o	(4 points) vation Plan (1: Exceptional (4 points) Social and Gov Exceptional	(3 points) % Weighted V Good (3 points) ernance (10% V	(2 points) alue) Adequate (2 points) Weighted Value Adequate	Poor (1 point)	(0 points) Inadequate (0 points)	4	15 00
A Valewarania (USA Weighted Innovation Plan (USA Weighted Value) (Employee Retention Plan (USA Weighted Value) (Value)	three (3) years; and Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Payment approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide anovative services or investments that leverage the tangible and intangible assets of EA in order to achieve the following: A create new revenue channels; and Services or the future; Coreate new revenue channels; and Services or the future; Coreate new revenue channels; and Services or the future; Coreate new revenue channels; and Services or the future; Coreate new revenue channels; and Services or the future; Coreate new revenue channels; and Services or the surface of the surface o	(4 points) Exceptional (4 points) Social and Gov Exceptional (4 points) ity Stewardshi	(3 points) % Weighted V Good (3 points) Good (3 points) (10% Weighted Good	(2 points) Adequate (2 points) Weighted Value Adequate (2 points) ed Value)	(1 point) Poor (1 point) Poor	(0 points) Inadequate (0 points) Inadequate	4	15 00
minutry Stewardship (UVS) Governance (LDS) Weighted Innovation Plan (LDS) Weighted Value) Value) Weighted Value Value) A 1 1 2 0 0 5 5 7 1 11 11 2 5 5 0 0	three (3) years; and Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide anovative services or investments that leverage the tangible and intangible assets of EA in order to achieve the following: 1. Position the burses for the fritter; 2. Create new revenue channels; and "Furrer; Content on the Content of the United States of Separately, Respondents only interested in providing Replies related to potential new positions of providing the United States of Separately, Respondents only interested in providing Replies related to potential new positions of providing Replies related to potential new positions of Separately, Respondents only interested in providing Replies related to potential new positions of Separately, Respondents of the utility business. Separately, Respondents of the utility business. Separately, Respondents of the utility business. Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Communities of the Communities of the Communities of the City of Jacksonville and surrounding communities, including, but not limited to, olunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	(4 points) vation Plan (1: Exceptional (4 points) Social and Gov Exceptional (4 points) ity Stewardshi Exceptional	(3 points) % Weighted V Good (3 points) ernance (10% V Good (3 points) b (10% Weight Good	(2 points) Adequate (2 points) Weighted Value Adequate (2 points) ed Value) Adequate	Poor (1 point) Poor (1 point)	(0 points) Inadequate (0 points)	4	15 00
Community Stewardship (U.S., Governance (10% Weighted himovation Plan (15% Weighted Value) Employee Retention Value) Weighted Value) Value Plan (15% Weighted Value) Value Plan (15% Weighted Value) Value Plan (15% Weighted Value) Plan (15% Weighte	three (3) years; and Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide anovative services or investments that leverage the tangible and intangible assets of EA in order to achieve the following: 1. Position the burses for the fritter; 2. Create new revenue channels; and "Furrer; Content on the Content of the United States of Separately, Respondents only interested in providing Replies related to potential new positions of providing the United States of Separately, Respondents only interested in providing Replies related to potential new positions of providing Replies related to potential new positions of Separately, Respondents only interested in providing Replies related to potential new positions of Separately, Respondents of the utility business. Separately, Respondents of the utility business. Separately, Respondents of the utility business. Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Communities of the Communities of the Communities of the City of Jacksonville and surrounding communities, including, but not limited to, olunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	(4 points) Exceptional (4 points) Social and Gov Exceptional (4 points) ity Stewardshi	(3 points) % Weighted V Good (3 points) ernance (10% V Good (3 points) b (10% Weight Good	(2 points) Adequate (2 points) Weighted Value Adequate (2 points) ed Value) Adequate	(1 point) Poor (1 point) Poor	(0 points) Inadequate (0 points) Inadequate	4	15 00
Assumptive, Community Stewardship (UN). Governance (LDN Weighted Immovation Plan (15% Weighted Value) Plan (15% Weighted V	three (3) years; and Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019 Inno Respondents should provide initiatives under which they will be committed to provide anovative services or investments that leverage the tangible and intangible assets of EA in order to achieve the following: 1. Position the burses for the fritter; 2. Create new revenue channels; and "Furrer; Content on the Content of the United States of Separately, Respondents only interested in providing Replies related to potential new positions of providing the United States of Separately, Respondents only interested in providing Replies related to potential new positions of providing Replies related to potential new positions of Separately, Respondents only interested in providing Replies related to potential new positions of Separately, Respondents of the utility business. Separately, Respondents of the utility business. Separately, Respondents of the utility business. Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Communities of the Communities of the Communities of the City of Jacksonville and surrounding communities, including, but not limited to, olunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	(4 points) vation Plan (1: Exceptional (4 points) Social and Gov Exceptional (4 points) ity Stewardshi Exceptional	(3 points) % Weighted V Good (3 points) ernance (10% V Good (3 points) b (10% Weight Good	(2 points) Adequate (2 points) Weighted Value Adequate (2 points) ed Value) Adequate	(1 point) Poor (1 point) Poor	(0 points) Inadequate (0 points) Inadequate	4	15 00

Evaluation Matrix									
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		oly 1	Evaluator:		Jordan Pope		
e A's	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	lue)				
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	1	5.00	
Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)				
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to IEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.tongevity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as ID Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; 4.Strong focus on maintaining relability and minimizing time of disruptions; and 5.Focus on maintaining relability and minimizing time of disruptions; and 5.Focus on maintaining relability and minimizing time of disruptions; and 5.Focus on maintaining relability and minimizing time of disruptions; and information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	0	0.60	
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
fits ue)	Economic Developmen								
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	1	2.50	
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
hted	Employee Re	tention and Be	nefits (10% W	eighted Value)					
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	1	2.50	
<u></u>		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	exaction Plan (1	Good	Adequate	Poor	Inadequate	1	3.75	
<u>C </u>		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
Environmental, Social and Governance (10% Weighted Value)	Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Social and Gov	Good	Adequate	Poor	Inadequate	1	2.50	
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		1990 (95.75)	
10%	Commun	nity Stewardsh	p (10% Weigh	red Value)					
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	1	.2.50	
	Final	(4 points)	(3 points) 10% Weighted	(2 points) Value)	(1 point)	(0 points)			
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	1	2,50	
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)			
							Total Score	21.25	

	Er	valuation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		eply 3	Evaluator:		Jordan Pope	
oposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	% Weighted Va	Poor	Inadequate	3	15:00
£ _		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Con	mitment (15%	Weighted Valu	ie)			
Experience and Gustomer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to IFA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.longevity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as 10 Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; 4.Strong focus on maintaining relability and minimizing time of disruptions; and 5.Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	4.00	15.00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
nefits /alue)	Economic Developmen							
Economic Development and Ber to Jacksonville (10% Weighted V	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
hted	Employee Re	(4 points)	(3 points) nefits (10% W	(2 points) eighted Value)	(1 point)	(0 points)		
Employee Retention and Benefits (10% Weig) Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (O points)	4	10.00
T.	Inno	vation Plan (1						
Innovation Plan (15% Weighted Valu	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-provide the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	2	7.50
- 9	Environmental,	(4 points) Social and Gov	(3 points) ernance (10%	(2 points) Weighted Valu	(1 point) e)	(0 points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	4	10.60
10%	Commun	ity Stewardshi			,_po()	, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		
Community Stewardship (1) Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	4	
×	Finan	cial Stability (1					the second	
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50

	Evaluation Matrix									
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ply 4	Evaluator:		Jordan Pope			
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	eve JEA's Goals Exceptional	in this ITN (20 Good	% Weighted Va	lue) Poor	Inadequate	3	15.00		
F 0		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)				
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)					
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to IEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25		
9 77	Economic Developme	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)				
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00		
	Employee Re	(4 points)	(3 points) enefits (10% W	(2 points) eighted Value)	(1 point)	(0 points)				
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	4	10 00		
ш	Inno	(4 points) ovation Plan (1	(3 points) 5% Weighted \	(2 points) /alue)	(1 point)	(0 points)				
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	3	11 25		
	Environmental,					(o points)				
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate	3	7.50		
*	Commu	nity Stewardsh			, , , , , , , , ,					
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, on ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate	4	10.00		
	Final	cial Stability ((1 point)	(o points)				
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (0 points)	4	10.00		
					- Family		Total Score	85.00		
-										

_	E	/aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Re	ply 5	Evaluator:		Jordan Pope	
	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	ilue)			
Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	3	15.00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Con	mitment (15%	Weighted Value	ue)			
	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complain management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as JD Powor or other comparable sources;	Exceptional	Good	Adequate	Poor	lnadequate	3	11 25
	3.Corporate culture demonstrating a long-term commitment to operations; at 4.Strong focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment							
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Value	Economic Developmen	nt and Benefits	to Jacksonville	e (10% Weighte	ed Value)			
	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and Job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Employee Re	(4 points) tention and Be	(3 points) nefits (10% W	(2 points) eighted Value)	(1 point)	(0 points)		V-15-0
value	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	3	7/50
	Inno	(4 points) vation Plan (1	(3 points) 5% Weighted V	(2 points) /alue)	(1 point)	(0 points)		
	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	3	11,25
	Environmental,	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Se l	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Commun	(4 points) ity Stewardshi	(3 points) p (10% Weight	(2 points) red Value)	(1 point)	(0 points)		
	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	2	5.00
	Finan	(4 points) cial Stability (1	(3 points) 0% Weighted	(2 points) Value)	(1 point)	(0 points)		
	Respondents will be treated favorably based on long duration and/or permanent							

Cognition of the control of the control of c		Ev	/aluation	Matrix						
The second comments which the fact that she and the fact that you described your field provide all the first state of the fact that the fact t		-						Jordan Pope		
Cognition of the control of the control of c	Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA	Exceptional	Good	Adequate	Poor		3	15.00	
A community of appetition managing ratiod or sinist operations of communities are valued to the control of the		Experience and	MARKET STREET,	None of the second second	CONTRACTOR STATE OF THE PARTY O	Secretary and the second	(0 points)			
Respondents will be treated favorably for their willingness to make commitments to favorable for the properties will be treated favorably for their willingness to make commitments to favorable for the properties will be treated favorably for their willingness to make commitments to favorable from they may drive economic development and pile created favorably based on both or they of facksonomic flow they may drive economic development and pile created favorably based on both or they of facksonomic flow they may drive economic development and pile created favorably based on the favorable for the properties of their willingness to make certain commitments to employee consistent will life a good or favorable for favorable for favorable favorable for favorable favorable for favorable favorable for favorable for favorable favorable favorable favorable for favorable favorable favorable for favorable favorable favorable for favorable favorable favorable for favorable favorable favorable favorable for favorable favorable favorable for favorable favorable favorable for favorable favorable favorable for favorable favorable for favorable favorable favorable for favorable favorable favorable for favorable favorable favorable for favorable	Experience and Customer Commitment (155% Weighted Value)	and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer	Exceptional	Good	Adequate	Poor	Inadequate	3	11.2:	
Respondents will be treated favorably for their willingness to make commitments to favorable for the properties will be treated favorably for their willingness to make commitments to favorable for the properties will be treated favorably for their willingness to make commitments to favorable from they may drive economic development and pile created favorably based on both or they of facksonomic flow they may drive economic development and pile created favorably based on both or they of facksonomic flow they may drive economic development and pile created favorably based on the favorable for the properties of their willingness to make certain commitments to employee consistent will life a good or favorable for favorable for favorable favorable for favorable favorable for favorable favorable for favorable for favorable favorable favorable favorable for favorable favorable favorable for favorable favorable favorable for favorable favorable favorable for favorable favorable favorable favorable for favorable favorable favorable for favorable favorable favorable for favorable favorable favorable for favorable favorable for favorable favorable favorable for favorable favorable favorable for favorable favorable favorable for favorable			5557-654-544	(2-11)	(2-1-1-1	(1 1-1)	(0!-t-)			
Respondents will be treated favorably for their willingness to make commitments to the City of Inscisconville. Additionally, Respondents will be treated favorably based on the City of Inscisconville. Additionally, Respondents will be treated favorably for their willingness to make commitments to the City of Inscisconville. Additionally, Respondents will be treated favorably for their willingness to make commitments to the City of Inscisconville. Additionally, Respondents will be treated favorably for their willingness to make commitments to the City of Inscisconville. Additionally, Respondents will be treated favorably for their willingness to make commitments to the City of Inscisconville. Additionally, Respondents will be treated favorably for their willingness to make commitments to the City of Inscisconville. Additionally, Respondents will be treated favorably for their willingness to make commitments to the City of Inscisconville. Additionally, Respondents will be treated favorably for their willingness to make commitments to the City of Inscisconville. Additionally, Respondents will be treated favorably for their willingness to make commitments to the City of Inscisconville. Additionally, Respondents will be treated favorably for their willingness to make commitments to the City of Inscisconville. Additionally, Respondents will be treated favorably for their willingness to make commitments to the City of Inscisconville will be treated favorably for their willingness to make commitments to the City of Inscisconville will be treated favorably for their willingness to make commitments to the City of Inscisconville will be treated favorably for their willingness to make commitments to the treated favorably for their willingness to make commitments to the the maintenance of an equilable workforce and management team. Respondents will be treated favorably based on long divations and/or permanent (City of Inscisconville and arrounding communities, including, but not limited to, sustainability initiatives, remem	lifes ue)	Economic Developme					(u points)			
Employee Retention and Benefits (10% Weighted Value) Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with 16% goals of La Jivotection of certain employer efferement benefits for three (2) years (2) Advantenance of substantially comparable employees consistent with 16% goals of La Jivotection of certain employees consistent with 16% goals of La Jivotection of certain employees complexes compensation and benefits for three (2) years (2) Advantenance of substantially comparable employees complexed for three (3) years (2) Advantenance of substantially comparable employees of 100% of carriers base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019 Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of 16% no order to achieve the following: Secreptional Good Adequate Poor Inadequate Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sostantiability initiatives, remeable emergy goals and the maintenance of an equilable workforce and management team Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sostantiability initiatives, remeable emergy goals and the maintenance of an equilable workforce and management team Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding community relationship plan and comprehensive some reponsiveness plans Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding community relationship plan and comprehensive some reponsiveness plans Respondents will be treated favorably for their willingness and demonstrated to the City of Jacksonville and surrounding community relation	Economic Development and Benel to Jacksonville (10% Weighted Valu	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation	Exceptional	Good	Adequate	Poor		4	10.0	
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of 16 in order to achieve the following: 2.Create new revenue channels; and 3. **Inture-proof* the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so **Environmental, Social and Governance (10% Weighted Value)** **Environmental, Social and Governance (10% Weighted Value)** **Environmental, Social and Governance (10% Weighted Value)** **Exceptional Good Adequate Poor Inadequate 3 ** **Exceptional Good Adequate Poor Inadequate 3 ** **Exceptional Good Adequate Poor Inadequate 3 ** **Exceptional Good Adequate Poor Inadequate 4 ** **Exceptional Good Adequate Poor Inadequate 4 ** **Community Stewardship (10% Weighted Value)** **Community Stewardship (10% Weighted Value)** **Community Stewardship (10% Weighted Value)** **Exceptional Good Adequate Poor Inadequate 4 ** **Community Stewardship (10% Weighted Value)** **Exceptional Good Adequate Poor Inadequate 4 ** **Community Stewardship (10% Weighted Value)** **Exceptional Good Adequate Poor Inadequate 4 ** **Community Stewardship (10% Weighted Value)** **Exceptional Good Adequate Poor Inadequate 4 ** **Exceptional Good Adequate Poor Inadequate 4 ** **Community Stewardship (10% Weighted Value)** **Financial Stability (10% Weighted Value)** **Financial Stability (10% Weighted Value)** **Financial Stability (10% Weighted Value)** **Community Stewardship (10% Weighted Value)** **Community Stewardship (10% Weighted Value)** **Financial Stability (10% Weighted Value)** **Community Stewardship										
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of 16 in order to achieve the following: 2.Create new revenue channels; and 3. **Inture-proof* the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so **Exceptional** **Exceptional** **Adequate** **Poor** Inadequate** **Poor**	Employee Retention and Benefits (10% Weig) Value)	commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three [3] years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and	exceptional					4	10.0	
Respondents should provide initiatives under which they will be committed to norodic innovative services or investments that leverage the tangible and intangible assets of IEAIn order to achieve the following: 1. Position the business for the future: 2. Create new revenue channels; and 3. "Future report the utility business. Separately, Respondents only interested in providing Replies related to potential new business of proof the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so Environmental, Social and Governance (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 3 Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 4 Respondents will be treated favorably for their willingness to make commitments to be City of Jacksonville and surrounding communities, including, but not limited to, value and comprehensive storm responsiveness plans Financial Stability (10% Weighted Value) Financial Stability (10% Weighted Value) Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional ment will be placed on willingness and demonstrated ability to continue growth investments in IEA Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional ment will be placed on willingness and demonstrated ability to continue growth investments in IEA Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional ment will be placed on willingness and demonstrated ability to continue growth investments in IEA		Inno								
Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Financial Stability (10% Weighted Value) Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA (4 points) (3 points) (1 points) (1 points) (0 points) Exceptional Good Adequate Poor Inadequate Financial Stability (10% Weighted Value) Financial Stability (10% Weighted Value) Exceptional Good Adequate Poor Inadequate Poor Inadequate Adequate Poor Inadequate Poor Inadequ		provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly						3	11.2	
The state of the City of Jackson/lile and surrounding communities, including, but not limited to, plan and comprehensive storm responsiveness plans Adequate Poor Inadequate Poor	n P	Environmental,								
The separate of the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Community Stewardship (10% Weighted Value)	Environmental, Social and Governance (10% Weighted Value)	including, but not limited to, sustainability initiatives, renewable energy goals and						3	7.50	
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, you have a committee activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans (4 points) (3 points) (2 points) (1 point) (0 points)	×	Сотти				(1 point)	(U points)			
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA (4 points) (3 points) (2 points) (1 point) (0 points)	Community Stewardship (10 Weighted Value)	the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship						4	10.00	
(4 points) (3 points) (2 points) (1 point) (0 points)	Ţ	Final				1				
	Financial Stability (109 Weighted Value)	capital availability. Additional merit will be placed on willingness and demonstrated	·					3	7.50	
Total Score 82.5			[4 points]	(3 points)	(2 points)	(1 point)	(U points)	Total Score	82.5	

	E	valuation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Re	ply 7	Evaluator:		Jordan Pope	
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Proposal to Achie Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	in this ITN (20	% Weighted Va	Poor	Inadequate	2	10.00
Propos Goals W		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Value	ue)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of	Exceptional	Good	Adequate	Poor	Inadequate	3	11:25
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
nefits (alue)	Economic Developmen					(o ponits)	CONTRACTOR OF STREET	
elo) :	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
CONTRACTOR OF THE PERSON NAMED IN	Emplayee Re	(4 points)	(3 points)	(2 points) eighted Value)	(1 point)	(0 points)		
tention and Benel Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
<u>=</u>		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
ation Plan (15% Weighte	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	vation Plan (1:	% Weighted V Good	Adequate	Poor	Inadequate	2	7.50
	Environmental,	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
enta e (10 Valu	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	3	2.50
*	Commun	(4 points) ity Stewardshi	(3 points) p (10% Weight	(2 points) ed Value)	(1 point)	(0 points)		
y Stewi	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Finan	(4 points) cial Stability (1	(3 points) 0% Weighted	(2 points) Value)	(1 point)	(0 points)		
Sta	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	Total Score	66.25
							. 3.07 30016	00.23

	Ev	aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		oly 8	Evaluator:		Jordan Pope	
IEA's O% I	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	lue)			
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	2	10.00
Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)			
Experience and Customer Commitment (15K Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to IEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JO Power or other comparable sources; 3. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	2	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
effts ulue)	Economic Developmen							
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	2	5.00
	Employee Pe	(4 points)	(3 points)	(2 points) eighted Value)	(1 point)	(0 points)		
Employee Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Роог	Inadequate	2	5.00
ū	Inns	(4 points) ovation Plan (1	(3 points) 5% Weighted \	(2 points) /alue)	(1 point)	(0 points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25
	Environmental,	(4 points)	(3 points)	(2 points) Weighted Valu	(1 point)	(0 points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	2	\$ 00
	Cammui	(4 points) nity Stewardsh	(3 points) p (10% Weight	(2 points) ted Value)	(1 point)	(0 points)		
Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	Cina	(4 points)	(3 points)	(2 points) Value)	(1 point)	(0 points)		
Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	2	5.00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
							Total Score	56.25

	Et	valuation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ply 9	Evaluator:		Jordan Pope	
% %	Proposal to Achie	eve JEA's Goals	in this ITN (20	% Weighted Va	lue)			
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	3	15.00
Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Microscoccacy disease control	MUNICIPATED SUBSTITUTE SUCCESSION SU			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	2	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
alue)	Economic Developmer	nt and Benefits	to Jacksonville	e (10% Weighte	d Value)			
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	2	5 ,00
Contract Con		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
ghted	Employee Re	tention and Be	nefits (10% W	eighted Value)				
tention and	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
ation Plan (15% Weighter	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1. Position the business for the future; 2. Future-proof "the utility business." 3. Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	vation Plan (15	Good	Adequate	Poor	Inadequate	2	7/50
	Environmental,	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional (4 points)	Good	Adequate (2 points)	Poor	Inadequate	3	7/50
	Commun	(4 points) ity Stewardship	(3 points)		(1 point)	(0 points)		
y Stewi	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional	Good	Adequate	Poor	Inadequate	1	2.50
	Cione	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
*	Financ	crar stability (1	weighted \	raiuej		I		
Sta	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	2	5,00
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)	F-A-I C	
							Total Score	57.50

Part		Ev	aluation	Matrix					
The particular and the particula								Jordan Pope	
A summary of experience managing related or direct operations of temporals of the register of temporals of temporals of the register of temporals o	e A's	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	lue)			
A Journal of equinicar changing challer of in fail a position of simple and its equinicar changing challer of in fail a position of simple and its equinicar changing challer of in fail and position of simple and its equinicar changing challer of in fail and its equinicar changing challer of in fail and its equinicary changing	oposal to Achieve JE Soals in this ITN (20) Weighted Value)		Exceptional	Good	Adequate	Poor	Inadequate	1	5.00
A community of approximate consisting operations of admits operation of company to the community of admits of admits of community of admits of community of admits	ď		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
The second control of the second control provided from the provided control or registred to expensive and co		Experience and	Customer Com	mitment (15%	Weighted Valu	ie)			
Respondents will be readed four-sizely for their willingness to make commitments to the City of sectionness. Additionally, Respondents will be readed four-sizely for their willingness to make commitments to the City of sectionness. Additionally, Respondents will be readed four-sizely for their willingness to make certain commitments to the City of sectionness. Additionally, Respondents will be readed four-sizely for their willingness to make certain commitments to employee consistent will LEV spain of: Inspect	Experience and Customer Commitment (15% Weighted Value)	and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.tongevity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer	Exceptional	Good	Adequate	Poor	Inadequate	o	0.00
Respondents will be readed four-sizely for their willingness to make commitments to the City of sectionness. Additionally, Respondents will be readed four-sizely for their willingness to make commitments to the City of sectionness. Additionally, Respondents will be readed four-sizely for their willingness to make certain commitments to the City of sectionness. Additionally, Respondents will be readed four-sizely for their willingness to make certain commitments to employee consistent will LEV spain of: Inspect									
The proposed of the control of the c	n a	Separation Day Law					(O points)		
Respondents will be evaluated on the basis of their willingness to make certain commitments to employee compared to make commitments to employee compared to make certain commitments to employee compared to make commitments to employee compared to make commitments to employee compared to make commitments to employee compared to the commitments of commitments to employee compared to the commitments of the commit	conomic Development and Benefi Jacksonville (10% Weighted Valu	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation	Exceptional	Good	Adequate	Poor		1	2.50
Respondents will be evaluated on the basis of their willingness to make certain commitments to employee consistent with IAFA goals of: 1. Protection of certain employee consumers to all full time employees of 100% of certain the computation employee retrietment benefits for three by years and of certain the computation and provide in the impleyees of 100% of certain these composants on a goal of the femployee Protection and Returnation No funding of retention payments to all full time employees of 100% of certain these composants on a goal of the femployee Protection and Returnation Agreement approved by the Board of Directors on July 23, 2019	NORTH STREET					(1 point)	(0 points)		
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible sastes of EAR in order to active the following: 1. Jostiton the business for the future; 2. Create were revenue channels; and 3. Future proof the utility business. Separately, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, wolunteer activities, charitable confributions, an ongoing community relationship lan and comprehensive storm responsiveness plans Respondents will be treated favorably for their willingness to make commitments to the maintenance of an equitable workforce and management team Respondents will be treated favorably for their willingness to make commitments including, but not limited to, volunteer activities, charitable confributions, an ongoing community relationship lan and comprehensive storm responsiveness plans Respondents will be treated favorably for their willingness to make commitments to the maintenance of an equitable workforce and management team Respondents will be treated favorably for their willingness to make commitments to the maintenance of an equitable workforce and management team Community Stewardship (10% Weighted Value)	mployee Retention and Benefits (10% Weighte Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3. We will be a substantially comparable employee compensation of the com	Exceptional	Good	Adequate			2	5,00
Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1. Design to business for the future; 2. Create new revenue channels, and 3. Follow provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1. Design to business for the future; 2. Create new revenue channels, and 3. Follow provide intinatives, including seplies related to potential new business on port funding information of iteration of IEA's business are strongly encouraged to do so Environmental, Social and Governance (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Respondents will be treated favorably based on long duration and/or permanent capital availability, Additional merit will be placed on willingness and demonstrated ability to continue growth investments in IEA (4 points) (3 points) (2 points) (1 point) (0 points) Financial Stability (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 1 2.250	ш					(1 point)	(0 points)		
Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Financial Stability (10% Weighted Value) Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA Respondents will be treated favorably based on long duration and/or permanent capital availability t		Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly	Exceptional	Good	Adequate		2	1	3.75
Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Stewardship (10% Weighted Value)		Faulronmontal					(0 points)		
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA Community Stewardship (10% Weighted Value) Exceptional Good Adequate Poor Inadequate 1 Exceptional Good Inadequate Inadequate 1 Exceptional Good Adequate Poor Inadequate 1 Exceptional Good Inadequate Inadequa	Environmental, Social and Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and	Exceptional	Good	Adequate	Poor		0	0.00
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, but not limited to, point and comprehensive storm responsiveness plans Exceptional Good Adequate Poor Inadequate 1 2/50		Commun				(± point)	(v points)		
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA Exceptional Good Adequate Poor Inadequate 1 2,50	Community Stewardship (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship	Exceptional	Good	Adequate			1	2,50
Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA (4 points) (3 points) (1 point) (0 points)		Finan				(1 point)	(o points)		
	Financial Stability (10% Weighted Value)	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated	Exceptional	Good	Adequate			1	2,50
Total Score 21.25			(4 points)	(3 points)	(2 points)	(1 point)			
								Total Score	21.25

	E	valuation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Rep	oly 11	Evaluator:	S 488-5-03-	Jordan Pope	
A's	Proposal to Achie	eve JEA's Goals	in this ITN (20	% Weighted Va	ilue)			
Proposal to Achieve JEA's Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	2	10.00
Pro		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Con	mitment (15%	Weighted Value	NAMES AND ADDRESS OF THE PARTY.	Beer and the second		
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complain tmanagement and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1.longevity of utility generation, transmission, and distribution operations greater than 5 years; 2.Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3.Corporate culture demonstrating a long-term commitment to operations; and 4.Strong focus on maintaining reliability and minimizing time of disruptions; and 5.Focus on maintaining reliability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3	11.25
		4						
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
efits ulue)	Economic Developme						0.150000	
Economic Development and Benefits to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
NAME OF TAXABLE PARTY.	Employee Re	(4 points)	(3 points)	(2 points) eighted Value)	(1 point)	(0 points)		
tention and	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
	lan.	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
ation Plan (15% Weig	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional	Good	Adequate	Poor	Inadequate	3	11/25
	Environmental,	(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
e (10 Valu	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional	Good	Adequate	Poor	Inadequate	4	10,00
	Commun	(4 points) ity Stewardshi	(3 points)	(2 points)	(1 point)	(0 points)		
y Stewighted V	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate	3	7,50
	Finan	(4 points) cial Stability (1			(1 point)	(0 points)		
Sta	Respondents will be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in JEA	Exceptional	Good	Adequate	Poor	Inadequate	3	7.50
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
							Total Score	75.00

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	EV	aluation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:	Rep	ily 13	Evaluator:		Jordan Pope	
2	Proposal to Achie	ve JEA's Goals	in this ITN (20	% Weighted Va	lue)			
Proposal to Achieve JEA' Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	3	15:00
Prop G		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	mitment (15%	Weighted Valu	ie)			
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to IEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: Longevity of utility generation, transmission, and distribution operations greater than 5 years; Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; Succepsful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; Sucporate culture demonstrating a long-term commitment to operations; at 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment	Exceptional	Good	Adequate	Poor	Inadequate	3	11 25
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
alue)	Economic Developmen	it and Benefits	to Jacksonvill	e (10% Weighte	ed Value)	I		
Economic Development and Ben to Jacksonville (10% Weighted V	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate (O points)	2	5.00
	Employee Re	(4 points)		eighted Value)	(1 point)	(o points)		
se Retention and Benefits (10% Weighted Value)	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	4	10.00
ploye								
Employe		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	exation Plan (1	5% Weighted	Value) Adequate	Poor	Inadequate	4	15.00
(15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)		4	15.00
d Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly	Exceptional (4 points)	Good (3 points)	Adequate (2 points)	Poor (1 point)	Inadequate	4	15.00
d Innovation Plan (15% Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	Exceptional (4 points) Social and Gor	Good (3 points) vernance (10%	Adequate (2 points) Weighted Value Adequate	Poor (1 point) 10) Poor	(O points)	4	15 00
Environmental, Social and Governance (10% Weighted Innovation Plan (15% Weighted Value) Value	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional (4 points) Social and Gov Exceptional	Good (3 points) Good (3 points)	Adequate (2 points) Weighted Value Adequate	Poor (1 point)	Inadequate (0 points)	4	
mnunity Stewardship (10% Governance 10% Weighted Weighted Value) Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional (4 points) Social and Gor Exceptional (4 points) inty Stewardsh	Good (3 points) vernance (10% Good (3 points) ip (10% Weigh	Adequate (2 points) Weighted Value Adequate (2 points) Adequate Adequate	Poor (1 point) Poor Poor	(O points)	4	
Environmental, Social and Innovation Plan (15% Weighted Value) (phed Value) (phed Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commun. Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points) Social and Gor Exceptional (4 points) nity Stewardsh Exceptional	Good (3 points) Good (3 points) Good (3 points) ip (10% Weigh	Adequate (2 points) Weighted Value Adequate (2 points) ted Value) Adequate	Poor (1 point) Poor (1 point)	(O points)	4	10:00
mnunity Stewardship (10%) Environmental, Social and Environmental, Social and Governance (10% Weighted Value) Weighted Value) Weighted Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commun. Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points) Social and Gor Exceptional (4 points) inty Stewardsh	Good (3 points) Good (3 points) Good (3 points) ip (10% Weigh	Adequate (2 points) Weighted Value Adequate (2 points) ted Value) Adequate	Poor (1 point) Poor Poor	(O points)	4	10/00

	E	valuation	Matrix					
	Solicitation 127-19 ITN for Strategic Alternatives	Firm:		ply 14	Evaluator:		Jordan Pope	
×	Proposal to Achie	eve JEA's Goals	in this ITN (20	% Weighted Va	ilue)			
Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to achieve the goals outlined in this ITN	Exceptional	Good	Adequate	Poor	Inadequate	2	10.00
ь		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Experience and	Customer Com	KARONES INCOMES NAMED IN COLUMN	A MARINE A CONTROL OF THE PARTY			1/41/19/5/10	
Experience and Customer Commitment (15% Weighted Value)	A summary of experience managing related or similar operations of comparable size and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: 1. Longevity of utility generation, transmission, and distribution operations greater than 5 years; 2. Successful customer relations demonstrated through customer outreach, surveys such as JD Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining rate stability for customers, as illustrated through historical rates Where available, Respondents should also include a history of their customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer commitment		Good	Adequate	Poor	Inadequate	2	7.50
		(4 points)	(3 points)	(2 polete)	(1 n=2=1)	(0 nc'-t-)		
(e)	Economic Developmer			(2 points) e (10% Weights	(1 point)	(0 points)		
to Jacksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in the City of Jacksonville	Exceptional	Good	Adequate	Poor	Inadequate	2	5.00
0.000		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
	Employee Re	tention and Be	nefits (10% W	eighted Value)				
	Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with JEA's goals of: 1.Protection of certain employee retirement benefits; 2.Maintenance of substantially comparable employee compensation and benefits for three (3) years; and 3.Confirmation to funding of retention payments to all full-time employees of 100% of current base compensation, as provided in the Employee Protection and Retention Agreement approved by the Board of Directors on July 23, 2019	Exceptional	Good	Adequate	Poor	Inadequate	3	7 SO
		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)		
andia weet her hone	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	vation Plan (1:	5% Weighted V	/alue) Adequate	Poor	Inadequate	2	7.50
	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so	exceptional (4 points)	6% Weighted V Good (3 points)	Adequate (2 points)	Poor (1 point)		2	730
falue)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of JEA in order to achieve the following: 1.Position the business for the future; 2.Create new revenue channels; and 3."Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly	Exceptional (4 points) Social and Gov Exceptional	Good (3 points) ernance (10%	Adequate (2 points) Weighted Valu Adequate	Poor (1 point)	Inadequate	2	750
	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional (4 points) Social and Gov Exceptional	Good (3 points) Good (3 points)	Adequate (2 points) Weighted Valu Adequate (2 points)	Poor (1 point)	Inadequate (O points)	2	
	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional (4 points) Social and Gov Exceptional	Good (3 points) Good (3 points)	Adequate (2 points) Weighted Valu Adequate (2 points)	Poor (1 point) e)	Inadequate (0 points)	2	
Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of JEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team	Exceptional (4 points) Social and Gov Exceptional (4 points) ity Stewardshir	Good (3 points) ernance (10% Good (3 points) p (10% Weight	Adequate (2 points) Weighted Valu Adequate (2 points) ed Value)	Poor (1 point) Poor Poor	Inadequate (0 points) Inadequate (0 points)	2	
Value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commun Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points) Social and Gov Exceptional (4 points) ity Stewardshir Exceptional	Good (3 points) Good (3 points) Good (3 points) p (10% Weight	Adequate (2 points) Weighted Value Adequate (2 points) ded Value) Adequate	Poor (1 point) e) Poor (1 point)	(0 points) Inadequate (0 points)		5.00
hted Value) Weighted Value) Concriment Livy weighted value)	Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IEA in order to achieve the following: 1. Position the business for the future; 2. Create new revenue channels; and 3. "Future-proof" the utility business. Separately, Respondents only interested in providing Replies related to potential new business opportunities or innovation or disruption of IEA's business are strongly encouraged to do so Environmental, Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Commun Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans	Exceptional (4 points) Social and Gov Exceptional (4 points) ity Stewardshir	Good (3 points) Good (3 points) Good (3 points) p (10% Weight	Adequate (2 points) Weighted Value Adequate (2 points) ded Value) Adequate	Poor (1 point) Poor Poor	Inadequate (0 points) Inadequate (0 points)		5.00
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Respondence must indicate clarity, and spontfloats how their Reply would also allow to the gas A southwarf in the 197 Capatine and Country Co								Jordan Pope			
Expension and Continuence Continuence (15th Weighted Yolun) A summary of apparison amaging related a relative operation of comparable did and an activation of comparable did and activation of comparable did activation of compar	Goals in this ITN (20% Weighted Value)	Respondents must indicate clearly and specifically how their Reply would allow JEA to					Inadequate	2	10.00		
A same of dispersions managing radius or similar sportions of comparable del control of the cont			College Colleg		PERSONAL PROPERTY.	Line and Address of the State o	(0 points)				
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Repondents will be treated favorably for their willingness to make commitments to the Cry of Jacksonville. (10% Weighted Value) Repondents will be treated favorably for their willingness to make commitment to that Cry of Jacksonville. Additional many drive economic development and job creation in Exceptional Good Adrequate Poor Inadequate Secretary of the Cry of Jacksonville. (10% Meighted Value) Repondents will be cealurated on the basis of their willingness to make contain commitments to employees exceptional Advances. (4 points) (1 points)	Experience and Customer Commitment (15% Weighted Value)	and scope to JEA is required. The Respondent must provide information regarding its experience, knowledge, skills, and abilities for owning, operating, and managing electric generation, transmission, distribution, and water systems or other complex business entities. Specific information regarding experience in other customer service areas, including customer billing, complaint management and resolution history, experience with purchases of other utility systems, customer question management, and emergency repair reply times should be included. Replies demonstrating the following will be treated favorably: Longevity of utility generation, transmission, and distribution operations greater than 5 years; Longevity of utility generation, transmission, and distribution operations greater than 5 years; Successful customer relations demonstrated through customer outreach, surveys such as ID Power or other comparable sources; 3. Corporate culture demonstrating a long-term commitment to operations; 4. Strong focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and 5. Focus on maintaining reliability and minimizing time of disruptions; and information they believe relevant to demonstrate their experience and customer rates for the past 10 years. Respondents are encouraged to provide any incremental information they believe relevant to demonstrate their experience and customer						2	7.50		
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Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with IEA's goals of: 1. Protection of charge free inclined per retained powers breeffits; 2. Protection of charge free inclined per retained powers breeffits; 3. Confirmation to funding of retaining synaments on all will time employees of 100% of 150% of 150	omic Development and Benefits :ksonville (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville. Additionally, Respondents will be treated favorably based on ability to demonstrate how they may drive economic development and job creation in					Inadequate	3	7.50		
Respondents will be evaluated on the basis of their willingness to make certain commitments to employees consistent with EAY goals of: 1. Troctation of certain employee retirement beautifis: 3. Confirmation to funding of retembor payments on all full-time employees of 100% of current base compensation, a provided in the Employee Protection and Retention Agreement approved by the Board of Directors on Aly 23, 2019 1. Troctation of certain employees compensation and benefits for course the second in the Employee Protection and Retention Agreement approved by the Board of Directors on Aly 23, 2019 1. Troctation of the funding of retention payments to all full-time employees of 100% of current base compensation, a provided in the Employee Protection and Retention Agreement approved by the Board of Directors on Aly 23, 2019 1. Troctation of the Confirmation of the Employee Protection and Retention Agreement approved by the Board of Directors on Aly 23, 2019 1. Troctation of the Confirmation	Econ to Jan		(4 points)	(3 points)	(2 points)	(1 point)	(0 points)				
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Respondents should provide initiatives under which they will be committed to provide innovative services or investments that leverage the tangible and intangible assets of IRA in order to achieve the following: 1. Position the business for the forure; 2. Create new revenue channels; and 2. Truture-provide initiatives under which they will be undershaped and a surrounding regiles related to potential new business opportunities or innovation or disruption of IRA's business are strongly encouraged to do so Environmental, Social and Governance (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the maintenance of an equitable workforce and management team Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Community Stewardship (10% Weighted Value) Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not inimited to, would be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities; including, but not inimited to, would be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities; including, but not inimited to, would be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities; including, but not inimited to, would be treated favorably based on long duration and/or permanent capital availability. Additional merit will be placed on willingness and demonstrated ability to continue growth investments in IEA (4 points) (2 points) (2 points) (1 point) (0 points)	w .	Inno				(1 point)	(U points)				
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Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteer activities, charitable contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Adequate	Governance (10% Weighted Value)	Respondents will be treated favorably for their willingness to make commitments, including, but not limited to, sustainability initiatives, renewable energy goals and the	Exceptional	Good	Adequate	Poor		3	7,50		
Respondents will be treated favorably for their willingness to make commitments to the City of Jacksonville and surrounding communities, including, but not limited to, volunteers extinities, charitalise contributions, an ongoing community relationship plan and comprehensive storm responsiveness plans Exceptional Good Adequate Poor Inadequate 3 7,50	×	Commu				(1 point)	(0 points)				
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(4 points) (3 points) (2 points) (1 point) (0 points)		Finar					, , , , , , , ,				
	Financial Stability (10% Weighted Value)	capital availability. Additional merit will be placed on willingness and demonstrated						3	7.50		
Total Score 60.00			1. points	1- positiaj	1- bountal	1- ponti		Total Score	60.00		