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**From:** McCarthy, John P. - VP & Chief Supply Chain Officer <McCaJP@jea.com>  
**Sent:** Friday, December 13, 2019 10:18 AM  
**To:** Hutt, Karen; Sherman, Sebastien; Leslie, Heidi  
**Cc:** Strategic Alternative  
**Subject:** Q&A Protocol

Emera Inc.

Your codename for the remainder of the process is going to be Hot Rod. We have summarized Q&A protocol below. We would ask that you use the same Q&A log provided earlier in this process and add new questions to your existing Q&A log going forward. To the extent your corporate name is mentioned in your Q&A log, we ask that you instead use the codename you have been provided.

### **Q&A Protocol**

#### **JEA Procurement Designated Representatives**

John McCarthy  
904-665-5544

Jenny McCollum  
904-665-4103

[StrategicAlternative@JEA.com](mailto:StrategicAlternative@JEA.com)

Questions should pertain only to the information provided in the VDR and information that is necessary to provide a thorough updated Revised Reply as requested by JEA. JEA reserves the right to refrain from providing responses to questions it deems outside of the scope of information needed to submit an updated Revised Reply.

1. Questions should be provided to the JEA Designated Procurement Representatives on an ongoing/rolling basis. JEA will provide responses as they become available.
2. The date for final submission of questions will be provided in an updated Revised Reply instructions letter, which is forthcoming.
3. The Q&A Coordinator will be responsible for compiling, organizing, and submitting all questions by category to ensure the same questions are not asked more than once.
4. Each Respondent has been provided with the Q&A Log template on which to submit all questions.
5. Please list every question individually, and avoid multiple questions within one question where possible.
6. If a response to a previously submitted question results in a follow-up question, please submit the follow-up as a new question.
7. Please prioritize every question individually as either "High", "Medium" or "Low" priority.
  - a. High: Questions that are integral to producing a complete updated Revised Reply; need a response immediately
  - b. Medium: Questions or requests that could possibly add to the thoroughness of an updated Revised Reply; need a response prior to submission of an updated Revised Reply

- c. Low: Questions that will affect completeness of an updated Revised Reply; generally helpful to have a response if readily available

Responses to questions will be provided directly by the Designated Procurement Representatives. The Designated Procurement Representatives will send out an updated log to the Respondents as additional questions are addressed.

Thank you,  
John