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**From:** Peninger, Kurt W. - Director Corporate Strategy <penikw@jea.com>  
**Sent:** Wednesday, December 6, 2017 11:23 AM  
**To:** Dykes, Melissa H. - Chief Financial Officer  
**Subject:** RE: 3 things  
**Attachments:** SLT Assignments of Director Initiatives Rev1.xlsx

Melissa,

Here is what I am suggesting for the SLT mentor list. There are a few changes from the one Paul and Mike put together, but I think it aligns well with what we are trying to accomplish.

For the EAM initiative, the two main goals have been completed. Using Deloitte and Xtensible, we have identified \$40-120M in possible cost savings and the target data architecture.

The EAM team has kicked off numerous projects.

- Asset Creation - Change our current process to creating assets as they are delivered to the warehouse/site. Change our current process to gather and input asset data prior to installation
- Common Asset Model/Common Semantic Model (Golden Record) – Create a set of common information required for each asset type/class
- Migration to new Data architecture
- Create Common Metrics – Create a common set of metrics used to monitor asset health and maintenance
- Asset Bar Coding
- Asset Disposal
- Asset Work Management (Scheduler)
- Condition Based Maintenance (Asset Monitoring Systems)
- Corporate EAM Policy and Procedures
- EAM Analytics
- EAM Mobile Applications
- Investment Recovery Costs Captured in EAM CMMS and Power Plan
- Corporate Dashboards – Create automated dashboards for each business unit (Based on monthly board report)
- Technology governance process – Create a process to enable prioritization of projects

For FY18, success will be measured in dollars/productivity and progress/completion on projects. Some projects will take more than a year to complete and will be measured based on schedule milestones.

The biggest barrier for FY18 is making sure that the 15 initiatives are focused on dollars and completion. If they lose focus and return to “keep the lights on” we will not reach our cost savings goals.

Longer-term EAM barriers are Communication, Organization and time.

- Communication – For a majority of JEA, EAM is looked at as “maintenance” of assets not as a philosophy/process of how we buy, use, maintain, dispose, and analyze our assets. If EAM is successful, change will affect almost everyone at JEA.
- Organization – Right now, EAM is segmented by business unit, with different expectations and objectives. If there is not a way to make sure EAM is integrated and focused across JEA, it will fail.
- Time – Implementing EAM will take time. Having a longer-term planning horizon (5-10 years) will help focus energy on each of the steps that move us closer to our end goal. Many of the changes will be done through migration of current state to future state. It will not be cost effective to implement everything all at once. If there is no long-term goals, individual steps become less important because they do move us to some end

result, they just get us to next year. This longer term planning needs to be communicated at the director level at a minimum.

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**From:** Dykes, Melissa H. - Chief Financial Officer  
**Sent:** Wednesday, December 06, 2017 8:50 AM  
**To:** Peninger, Kurt W. - Director Corporate Strategy <penikw@jea.com>  
**Subject:** 3 things

Welcome back. I hope you enjoyed a great vacation.

Please update on where you are with the SLT mentor list reconciliation.

Please send a brief update on what we've accomplished for EAM this FY, what else is on tap for that initiative, how we are measuring success this FY, and any obstacles/barrier to success. Needed by end of day Friday.

For future trips please designate one person as the point of contact for your area who can be available for any questions or issues that arise while you're away.

Thank you!

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