

	Howard	Cumber	Newbill	Flanagan	Green	Campion	Johnson	Combined Total
<b>Christopher Eugster</b>								
Organization Leadership/Scale	8.5	10	8	9	6	8	6	
Electric/Natural Gas/ Water/Telecom Industry	8.5	8	9	10	8	6.5	9	
Innovation/Revenue Growth/Products & Services	9	8	8	9	7	7.5	6	
Operational Excellence	9.5	10	7	9	6	9	8	
Financial Acumen	8	8	7	7	5	7	8	
Stakeholder Management	9	10	7	9	4	7.5	7	
Interpersonal Skills/Influence/Gravitas	9	10	7	8	5	5	6	
Total	61.5	64	53	61	41	50.5	50	381
<b>Pamela Hill</b>								
Organization Leadership/Scale	7.5	9	9	8	6	9.5	7	
Electric/Natural Gas/ Water/Telecom Industry	8	8	8.5	10	6	6	9	
Innovation/Revenue Growth/Products & Services	7.5	8	8.5	8	4	6	7	
Operational Excellence	8.5	9	8	9	5	8.5	8	
Financial Acumen	8	8	8	8	6	9.5	9.5	
Stakeholder Management	8	9	8	9	5	8	8	
Interpersonal Skills/Influence/Gravitas	8	9	8	7	6	6.5	8	
Total	55.5	60	58	59	38	54	56.5	381
<b>Aaron Zahn</b>								
Organization Leadership/Scale	8.5	8	9.5	9	8	9	9	
Electric/Natural Gas/ Water/Telecom Industry	8	8	9.5	7	5	8	6	
Innovation/Revenue Growth/Products & Services	8.5	10	9.5	9	8	8	9.5	
Operational Excellence	8.5	8	9.5	9	7	7	7	
Financial Acumen	8.5	10	9.5	10	8	8	9.5	
Stakeholder Management	9	10	9.5	9	9	8	9.5	
Interpersonal Skills/Influence/Gravitas	9.5	10	9.5	8	8	8	9	
Total	60.5	64	66.5	61	53	56	59.5	420.5

	Howard	Cumber	Newbill	Flanagan	Green	Campion	Johnson	Combined Total
Christopher Eugster								
Organization Leadership/Scale	8.5	10	8	9	6	8	6	3001
Electric/Natural Gas/ Water/Telecom Industry	8.5	8	9	10	8	6.5	9	
Innovation/Revenue Growth/ Products & Services	9	9	8	9	7	7.5	6	
Operational Excellence	9.5	10	7	9	6	9	8	
Financial Acumen	8	8	7	7	5	7	8	
Stakeholder Management	9	10	7	9	4	7.5	7	
Interpersonal Skills/Influence/ Gravitas	9	10	7	8	5	5	6	
Total	61.5	64	53	61	41	50.5	56	
Pamela Hill								
Organization Leadership/Scale	7.5	9	9	8	6	9.5	7	3001
Electric/Natural Gas/ Water/Telecom Industry	8	8	8.5	10	6	6	9	
Innovation/Revenue Growth/ Products & Services	7.5	8	8.5	9	4	6	7	
Operational Excellence	8.5	9	8	9	5	8.5	8	
Financial Acumen	8	8	8	8	6	9.5	9.5	
Stakeholder Management	8	9	8	9	5	8	8	
Interpersonal Skills/Influence/ Gravitas	8	9	8	7	6	6.5	8	
Total	55.5	60	58.0	59	38	54	56.5	
Aaron Zahn								
Organization Leadership/Scale	8.5	8	9.5	9	8	9	9	320.5
Electric/Natural Gas/ Water/Telecom Industry	8	8		7	5	8	6	
Innovation/Revenue Growth/ Products & Services	9.5	10		9	8	8	9.5	
Operational Excellence	8.5	8		9	7	7	7	
Financial Acumen	8.5	10		10	8	8	9.5	
Stakeholder Management	9	10		9	9	8	9	
Interpersonal Skills/Influence/ Gravitas	9.5	10		8	8	8	9	
Total	60.5	64	66.5	61	53	56	59.5	





## November 27, 2018 Board Meeting - CEO Candidate Scoring Guide

Worksheet for Board Member:

HOWARD

Please score each of the three finalist candidates on all of the attributes listed below on a 1-10 scale.

1 = Very Poor, 10 = Exceptional

Attribute	Description of "Exceptional" experience (10 out of 10)	Eugster, Cris	Hill, Pamela	Zahn, Aaron
Organization Leadership / Scale	<ul style="list-style-type: none"> <li>Demonstrated P&amp;L experience as a senior-level executive within a similarly-sized or larger utility or private business aligned with the utility industry.</li> <li>Proven ability to lead, implement and execute on key projects, as well as assemble teams to do same.</li> <li>History of identifying and developing operational and functional talent in the management ranks. Ability to attract talent in a competitive environment. Encourages continuous development of personnel.</li> </ul>	8.5	7.5	8.5
Electric / Natural Gas / Water / Telecom Industry	<ul style="list-style-type: none"> <li>Experience in at least one of the following areas: electric / power, water / wastewater, Dark Fiber Infrastructure, and Utility Class Chilled Water Plants.</li> <li>Understanding of market economics and progressive regulatory framework of the utility industry, demonstrating an understanding of "big picture" industry trends, national and regional competitive landscape, and macroeconomic factors.</li> </ul>	8.5	8.0	8
Innovation / Revenue Growth / Products & Services	<ul style="list-style-type: none"> <li>Experience setting and executing a transformative / disruptive long-term strategic vision including the commercialization of new services and products and technology transformations.</li> <li>Demonstrated ability to identify and take action on commercial initiatives in anticipation of market changes, underserved markets, or innovative offerings to fill an unmet need.</li> <li>Ability to continually evolve JEA's vision and strategy.</li> </ul>	9	7.5	8.5

Attribute	Description of "Exceptional" experience (10 out of 10)	Eugster, Cris	Hill, Pamela	Zahn, Aaron
Operational Excellence	<ul style="list-style-type: none"> <li>Operational management experience and/or a deep understanding of the broader utility industry.</li> <li>Practical knowledge of the operational realities of implementing corporate strategies and the proven ability to drive operational discipline, precision and accountability throughout the organization.</li> <li>Ability to evaluate and re-engineer operations, policies, and procedures to continuously improve the delivery capabilities of JEA, aiming for best-in-class status to enhance productivity, efficiency, and customer service.</li> </ul>	9.5	8.5	8.5
Financial Acumen	<ul style="list-style-type: none"> <li>Financial acumen, including an understanding of investment and development, capital and debt requirements, and forecasting and measurement of corporate performance against a structured operating budget.</li> <li>Understanding of risk management and risk mitigation strategies as it relates to executing the corporate strategy.</li> </ul>	8.0	8.0	8.5
Stakeholder Management	<ul style="list-style-type: none"> <li>Experience working with a complex group of stakeholders.</li> <li>Experience working with a board of directors from diverse backgrounds in a not for profit and/or municipal setting.</li> <li>Knowledge of contracting, bid management, and negotiations within the public sector.</li> <li>Experience working with regulatory agencies, public service commissions, and credit rating agencies.</li> <li>Experience and comfort managing internal and external relationships to create the right "ecosystem" and credibility with customers, stakeholders, government, water suppliers, regulatory agencies and the media.</li> </ul>	9	8.0	9
Interpersonal skills / Influence / Gravitas	<ul style="list-style-type: none"> <li>A talented communicator with the ability to establish positive working relations at all levels: staff, employees, customers, regulators and Board members.</li> <li>Passionate, energetic, confident, and able to motivate and inspire an organization to focus on what is important, commit to a course and achieve results.</li> <li>Promotes high energy and enthusiasm in others through a strong sense of meaning and purpose. Engages and energizes the organization, leading through influence.</li> </ul>	9	8.0	9.5





## November 27, 2018 Board Meeting - CEO Candidate Scoring Guide

Worksheet for Board Member: Cumber

Please score each of the three finalist candidates on all of the attributes listed below on a 1-10 scale.

1 = Very Poor, 10 = Exceptional

Attribute	Description of "Exceptional" experience (10 out of 10)	Eugster, Cris	Hill, Pamela	Zahn, Aaron
Organization Leadership / Scale	<ul style="list-style-type: none"> <li>Demonstrated P&amp;L experience as a senior-level executive within a similarly-sized or larger utility or private business aligned with the utility industry.</li> <li>Proven ability to lead, implement and execute on key projects, as well as assemble teams to do same.</li> <li>History of identifying and developing operational and functional talent in the management ranks. Ability to attract talent in a competitive environment. Encourages continuous development of personnel.</li> </ul>	10	9	8
Electric / Natural Gas / Water / Telecom Industry	<ul style="list-style-type: none"> <li>Experience in at least one of the following areas: electric / power, water / wastewater, Dark Fiber Infrastructure, and Utility Class Chilled Water Plants.</li> <li>Understanding of market economics and progressive regulatory framework of the utility industry, demonstrating an understanding of "big picture" industry trends, national and regional competitive landscape, and macroeconomic factors.</li> </ul>	8	8	8
Innovation / Revenue Growth / Products & Services	<ul style="list-style-type: none"> <li>Experience setting and executing a transformative / disruptive long-term strategic vision including the commercialization of new services and products and technology transformations.</li> <li>Demonstrated ability to identify and take action on commercial initiatives in anticipation of market changes, underserved markets, or innovative offerings to fill an unmet need.</li> <li>Ability to continually evolve JEA's vision and strategy.</li> </ul>	8	8	10

Attribute	Description of "Exceptional" experience (10 out of 10)	Eugster, Cris	Hill, Pamela	Zahn, Aaron
Operational Excellence	<ul style="list-style-type: none"> <li>Operational management experience and/or a deep understanding of the broader utility industry.</li> <li>Practical knowledge of the operational realities of implementing corporate strategies and the proven ability to drive operational discipline, precision and accountability throughout the organization.</li> <li>Ability to evaluate and re-engineer operations, policies, and procedures to continuously improve the delivery capabilities of JEA, aiming for best-in-class status to enhance productivity, efficiency, and customer service.</li> </ul>	10	9	8
Financial Acumen	<ul style="list-style-type: none"> <li>Financial acumen, including an understanding of investment and development, capital and debt requirements, and forecasting and measurement of corporate performance against a structured operating budget.</li> <li>Understanding of risk management and risk mitigation strategies as it relates to executing the corporate strategy.</li> </ul>	8	8	10
Stakeholder Management	<ul style="list-style-type: none"> <li>Experience working with a complex group of stakeholders.</li> <li>Experience working with a board of directors from diverse backgrounds in a not for profit and/or municipal setting.</li> <li>Knowledge of contracting, bid management, and negotiations within the public sector.</li> <li>Experience working with regulatory agencies, public service commissions, and credit rating agencies.</li> <li>Experience and comfort managing internal and external relationships to create the right "ecosystem" and credibility with customers, stakeholders, government, water suppliers, regulatory agencies and the media.</li> </ul>	10	9	10
Interpersonal skills / Influence / Gravitas	<ul style="list-style-type: none"> <li>A talented communicator with the ability to establish positive working relations at all levels: staff, employees, customers, regulators and Board members.</li> <li>Passionate, energetic, confident, and able to motivate and inspire an organization to focus on what is important, commit to a course and achieve results.</li> <li>Promotes high energy and enthusiasm in others through a strong sense of meaning and purpose. Engages and energizes the organization, leading through influence.</li> </ul>	10	9	10

64

60

64





## November 27, 2018 Board Meeting - CEO Candidate Scoring Guide

Worksheet for Board Member: Fred Newbill

Please score each of the three finalist candidates on all of the attributes listed below on a 1-10 scale.

1 = Very Poor, 10 = Exceptional

Attribute	Description of "Exceptional" experience (10 out of 10)	Eugster, Cris	Hill, Pamela	Zahn, Aaron
Organization Leadership / Scale	<ul style="list-style-type: none"> <li>Demonstrated P&amp;L experience as a senior-level executive within a similarly-sized or larger utility or private business aligned with the utility industry.</li> <li>Proven ability to lead, implement and execute on key projects, as well as assemble teams to do same.</li> <li>History of identifying and developing operational and functional talent in the management ranks. Ability to attract talent in a competitive environment. Encourages continuous development of personnel.</li> </ul>	8 8 8	9 9 9	9.5 9.5 9.5
Electric / Natural Gas / Water / Telecom Industry	<ul style="list-style-type: none"> <li>Experience in at least one of the following areas: electric / power, water / wastewater, Dark Fiber Infrastructure, and Utility Class Chilled Water Plants.</li> <li>Understanding of market economics and progressive regulatory framework of the utility industry, demonstrating an understanding of "big picture" industry trends, national and regional competitive landscape, and macroeconomic factors.</li> </ul>	9 9	8.5 9	9.5 9.5
Innovation / Revenue Growth / Products & Services	<ul style="list-style-type: none"> <li>Experience setting and executing a transformative / disruptive long-term strategic vision including the commercialization of new services and products and technology transformations.</li> <li>Demonstrated ability to identify and take action on commercial initiatives in anticipation of market changes, underserved markets, or innovative offerings to fill an unmet need.</li> <li>Ability to continually evolve JEA's vision and strategy.</li> </ul>	8 8 8	8.5 8.5 8.5	9.5 9.5 9.5

# HEIDRICK & STRUGGLES

Attribute	Description of "Exceptional" experience (10 out of 10)	Eugster, Cris	Hill, Pamela	Zahn, Aaron
Operational Excellence	<ul style="list-style-type: none"> <li>Operational management experience and/or a deep understanding of the broader utility industry.</li> <li>Practical knowledge of the operational realities of implementing corporate strategies and the proven ability to drive operational discipline, precision and accountability throughout the organization.</li> <li>Ability to evaluate and re-engineer operations, policies, and procedures to continuously improve the delivery capabilities of JEA, aiming for best-in-class status to enhance productivity, efficiency, and customer service.</li> </ul>	7 7 7	8 8 8	9.5 9.5 9.5
Financial Acumen	<ul style="list-style-type: none"> <li>Financial acumen, including an understanding of investment and development, capital and debt requirements, and forecasting and measurement of corporate performance against a structured operating budget.</li> <li>Understanding of risk management and risk mitigation strategies as it relates to executing the corporate strategy.</li> </ul>	7 7	8 8	9.5 9.5
Stakeholder Management	<ul style="list-style-type: none"> <li>Experience working with a complex group of stakeholders.</li> <li>Experience working with a board of directors from diverse backgrounds in a not for profit and/or municipal setting.</li> <li>Knowledge of contracting, bid management, and negotiations within the public sector.</li> <li>Experience working with regulatory agencies, public service commissions, and credit rating agencies.</li> <li>Experience and comfort managing internal and external relationships to create the right "ecosystem" and credibility with customers, stakeholders, government, water suppliers, regulatory agencies and the media.</li> </ul>	7 7 7 7 7	8 8 8 8 8	9.5 9.5 9.5 9.5 9.5
Interpersonal skills / Influence / Gravitas	<ul style="list-style-type: none"> <li>A talented communicator with the ability to establish positive working relations at all levels: staff, employees, customers, regulators and Board members.</li> <li>Passionate, energetic, confident, and able to motivate and inspire an organization to focus on what is important, commit to a course and achieve results.</li> <li>Promotes high energy and enthusiasm in others through a strong sense of meaning and purpose. Engages and energizes the organization, leading through influence.</li> </ul>	7 7 7	8 8 8	9.5 9.5 9.5





## November 27, 2018 Board Meeting - CEO Candidate Scoring Guide

Worksheet for Board Member: Kelly Flanagan

Please score each of the three finalist candidates on all of the attributes listed below on a 1-10 scale.

1 = Very Poor, 10 = Exceptional

Attribute	Description of "Exceptional" experience (10 out of 10)	Eugster, Cris	Hill, Pamela	Zahn, Aaron
Organization Leadership / Scale	<ul style="list-style-type: none"> <li>Demonstrated P&amp;L experience as a senior-level executive within a similarly-sized or larger utility or private business aligned with the utility industry.</li> <li>Proven ability to lead, implement and execute on key projects, as well as assemble teams to do same.</li> <li>History of identifying and developing operational and functional talent in the management ranks. Ability to attract talent in a competitive environment. Encourages continuous development of personnel.</li> </ul>	9	8	9
Electric / Natural Gas / Water / Telecom Industry	<ul style="list-style-type: none"> <li>Experience in at least one of the following areas: electric / power, water / wastewater, Dark Fiber Infrastructure, and Utility Class Chilled Water Plants.</li> <li>Understanding of market economics and progressive regulatory framework of the utility industry, demonstrating an understanding of "big picture" industry trends, national and regional competitive landscape, and macroeconomic factors.</li> </ul>	10	10	7 (seven)
Innovation / Revenue Growth / Products & Services	<ul style="list-style-type: none"> <li>Experience setting and executing a transformative / disruptive long-term strategic vision including the commercialization of new services and products and technology transformations.</li> <li>Demonstrated ability to identify and take action on commercial initiatives in anticipation of market changes, underserved markets, or innovative offerings to fill an unmet need.</li> <li>Ability to continually evolve JEA's vision and strategy.</li> </ul>	9	8	9

K. FLANAGAN

HEIDRICK & STRUGGLES

Attribute	Description of "Exceptional" experience (10 out of 10)	Eugster, Cris	Hill, Pamela	Zahn, Aaron
Operational Excellence	<ul style="list-style-type: none"> <li>Operational management experience and/or a deep understanding of the broader utility industry.</li> <li>Practical knowledge of the operational realities of implementing corporate strategies and the proven ability to drive operational discipline, precision and accountability throughout the organization.</li> <li>Ability to evaluate and re-engineer operations, policies, and procedures to continuously improve the delivery capabilities of JEA, aiming for best-in-class status to enhance productivity, efficiency, and customer service.</li> </ul>	9	9	9
Financial Acumen	<ul style="list-style-type: none"> <li>Financial acumen, including an understanding of investment and development, capital and debt requirements, and forecasting and measurement of corporate performance against a structured operating budget.</li> <li>Understanding of risk management and risk mitigation strategies as it relates to executing the corporate strategy.</li> </ul>	7	8	10
Stakeholder Management	<ul style="list-style-type: none"> <li>Experience working with a complex group of stakeholders.</li> <li>Experience working with a board of directors from diverse backgrounds in a not for profit and/or municipal setting.</li> <li>Knowledge of contracting, bid management, and negotiations within the public sector.</li> <li>Experience working with regulatory agencies, public service commissions, and credit rating agencies.</li> <li>Experience and comfort managing internal and external relationships to create the right "ecosystem" and credibility with customers, stakeholders, government, water suppliers, regulatory agencies and the media.</li> </ul>	9	9	9
Interpersonal skills / Influence / Gravitas	<ul style="list-style-type: none"> <li>A talented communicator with the ability to establish positive working relations at all levels: staff, employees, customers, regulators and Board members.</li> <li>Passionate, energetic, confident, and able to motivate and inspire an organization to focus on what is important, commit to a course and achieve results.</li> <li>Promotes high energy and enthusiasm in others through a strong sense of meaning and purpose. Engages and energizes the organization, leading through influence.</li> </ul>	8	7	8





## November 27, 2018 Board Meeting - CEO Candidate Scoring Guide

Worksheet for Board Member: A. GREEN

Please score each of the three finalist candidates on all of the attributes listed below on a 1-10 scale.

1 = Very Poor, 10 = Exceptional

Attribute	Description of "Exceptional" experience (10 out of 10)	Eugster, Cris	Hill, Pamela	Zahn, Aaron
Organization Leadership / Scale	<ul style="list-style-type: none"> <li>Demonstrated P&amp;L experience as a senior-level executive within a similarly-sized or larger utility or private business aligned with the utility industry.</li> <li>Proven ability to lead, implement and execute on key projects, as well as assemble teams to do same.</li> <li>History of identifying and developing operational and functional talent in the management ranks. Ability to attract talent in a competitive environment. Encourages continuous development of personnel.</li> </ul>	6	6	8
Electric / Natural Gas / Water / Telecom Industry	<ul style="list-style-type: none"> <li>Experience in at least one of the following areas: electric / power, water / wastewater, Dark Fiber Infrastructure, and Utility Class Chilled Water Plants.</li> <li>Understanding of market economics and progressive regulatory framework of the utility industry, demonstrating an understanding of "big picture" industry trends, national and regional competitive landscape, and macroeconomic factors.</li> </ul>	8	6	5
Innovation / Revenue Growth / Products & Services	<ul style="list-style-type: none"> <li>Experience setting and executing a transformative / disruptive long-term strategic vision including the commercialization of new services and products and technology transformations.</li> <li>Demonstrated ability to identify and take action on commercial initiatives in anticipation of market changes, underserved markets, or innovative offerings to fill an unmet need.</li> <li>Ability to continually evolve JEA's vision and strategy.</li> </ul>	7	4	8

Attribute	Description of "Exceptional" experience (10 out of 10)	Eugster, Cris	Hill, Pamela	Zahn, Aaron
Operational Excellence	<ul style="list-style-type: none"> <li>Operational management experience and/or a deep understanding of the broader utility industry.</li> <li>Practical knowledge of the operational realities of implementing corporate strategies and the proven ability to drive operational discipline, precision and accountability throughout the organization.</li> <li>Ability to evaluate and re-engineer operations, policies, and procedures to continuously improve the delivery capabilities of JEA, aiming for best-in-class status to enhance productivity, efficiency, and customer service.</li> </ul>	6	5	7
Financial Acumen	<ul style="list-style-type: none"> <li>Financial acumen, including an understanding of investment and development, capital and debt requirements, and forecasting and measurement of corporate performance against a structured operating budget.</li> <li>Understanding of risk management and risk mitigation strategies as it relates to executing the corporate strategy.</li> </ul>	5	6	8
Stakeholder Management	<ul style="list-style-type: none"> <li>Experience working with a complex group of stakeholders.</li> <li>Experience working with a board of directors from diverse backgrounds in a not for profit and/or municipal setting.</li> <li>Knowledge of contracting, bid management, and negotiations within the public sector.</li> <li>Experience working with regulatory agencies, public service commissions, and credit rating agencies.</li> <li>Experience and comfort managing internal and external relationships to create the right "ecosystem" and credibility with customers, stakeholders, government, water suppliers, regulatory agencies and the media.</li> </ul>	4	5	9
Interpersonal skills / Influence / Gravitas	<ul style="list-style-type: none"> <li>A talented communicator with the ability to establish positive working relations at all levels: staff, employees, customers, regulators and Board members.</li> <li>Passionate, energetic, confident, and able to motivate and inspire an organization to focus on what is important, commit to a course and achieve results.</li> <li>Promotes high energy and enthusiasm in others through a strong sense of meaning and purpose. Engages and energizes the organization, leading through influence.</li> </ul>	5	6	8





## November 27, 2018 Board Meeting - CEO Candidate Scoring Guide

Worksheet for Board Member: CAMPION

Please score each of the three finalist candidates on all of the attributes listed below on a 1-10 scale.

1 = Very Poor, 10 = Exceptional

50.5 / 70      54 / 70      56 / 70

Attribute	Description of "Exceptional" experience (10 out of 10)	Eugster, Cris	Hill, Pamela	Zahn, Aaron
Organization Leadership / Scale	<ul style="list-style-type: none"> <li>Demonstrated P&amp;L experience as a senior-level executive within a similarly-sized or larger utility or private business aligned with the utility industry.</li> <li>Proven ability to lead, implement and execute on key projects, as well as assemble teams to do same.</li> <li>History of identifying and developing operational and functional talent in the management ranks. Ability to attract talent in a competitive environment. Encourages continuous development of personnel.</li> </ul>	8	9.5	9
Electric / Natural Gas / Water / Telecom Industry	<ul style="list-style-type: none"> <li>Experience in at least one of the following areas: electric / power, water / wastewater, Dark Fiber Infrastructure, and Utility Class Chilled Water Plants.</li> <li>Understanding of market economics and progressive regulatory framework of the utility industry, demonstrating an understanding of "big picture" industry trends, national and regional competitive landscape, and macroeconomic factors.</li> </ul>	6.5	6	8
Innovation / Revenue Growth / Products & Services	<ul style="list-style-type: none"> <li>Experience setting and executing a transformative / disruptive long-term strategic vision including the commercialization of new services and products and technology transformations.</li> <li>Demonstrated ability to identify and take action on commercial initiatives in anticipation of market changes, underserved markets, or innovative offerings to fill an unmet need.</li> <li>Ability to continually evolve JEA's vision and strategy.</li> </ul>	7.5	6	8

Attribute	Description of "Exceptional" experience (10 out of 10)	Eugster, Cris	Hill, Pamela	Zahn, Aaron
Operational Excellence	<ul style="list-style-type: none"> <li>Operational management experience and/or a deep understanding of the broader utility industry.</li> <li>Practical knowledge of the operational realities of implementing corporate strategies and the proven ability to drive operational discipline, precision and accountability throughout the organization.</li> <li>Ability to evaluate and re-engineer operations, policies, and procedures to continuously improve the delivery capabilities of JEA, aiming for best-in-class status to enhance productivity, efficiency, and customer service.</li> </ul>	9	8.5	<del>7</del> 7.
Financial Acumen	<ul style="list-style-type: none"> <li>Financial acumen, including an understanding of investment and development, capital and debt requirements, and forecasting and measurement of corporate performance against a structured operating budget.</li> <li>Understanding of risk management and risk mitigation strategies as it relates to executing the corporate strategy.</li> </ul>	7.	9.5	8
Stakeholder Management	<ul style="list-style-type: none"> <li>Experience working with a complex group of stakeholders.</li> <li>Experience working with a board of directors from diverse backgrounds in a not for profit and/or municipal setting.</li> <li>Knowledge of contracting, bid management, and negotiations within the public sector.</li> <li>Experience working with regulatory agencies, public service commissions, and credit rating agencies.</li> <li>Experience and comfort managing internal and external relationships to create the right "ecosystem" and credibility with customers, stakeholders, government, water suppliers, regulatory agencies and the media.</li> </ul>	7.5	9	8
Interpersonal skills / Influence / Gravitas	<ul style="list-style-type: none"> <li>A talented communicator with the ability to establish positive working relations at all levels: staff, employees, customers, regulators and Board members.</li> <li>Passionate, energetic, confident, and able to motivate and inspire an organization to focus on what is important, commit to a course and achieve results.</li> <li>Promotes high energy and enthusiasm in others through a strong sense of meaning and purpose. Engages and energizes the organization, leading through influence.</li> </ul>	5	6.5	8



## November 27, 2018 Board Meeting - CEO Candidate Scoring Guide

Worksheet for Board Member: Candice Lee-Johnson

Please score each of the three finalist candidates on all of the attributes listed below on a 1-10 scale.

1 = Very Poor, 10 = Exceptional

Attribute	Description of "Exceptional" experience (10 out of 10)	Eugster, Cris	Hill, Pamela	Zahn, Aaron
Organization Leadership / Scale	<ul style="list-style-type: none"> <li>Demonstrated P&amp;L experience as a senior-level executive within a similarly-sized or larger utility or private business aligned with the utility industry.</li> <li>Proven ability to lead, implement and execute on key projects, as well as assemble teams to do same.</li> <li>History of identifying and developing operational and functional talent in the management ranks. Ability to attract talent in a competitive environment. Encourages continuous development of personnel.</li> </ul>	6.0	7.0	9.0
Electric / Natural Gas / Water / Telecom Industry	<ul style="list-style-type: none"> <li>Experience in at least one of the following areas: electric / power, water / wastewater, Dark Fiber Infrastructure, and Utility Class Chilled Water Plants.</li> <li>Understanding of market economics and progressive regulatory framework of the utility industry, demonstrating an understanding of "big picture" industry trends, national and regional competitive landscape, and macroeconomic factors.</li> </ul>	9.0	9.0	6.0
Innovation / Revenue Growth / Products & Services	<ul style="list-style-type: none"> <li>Experience setting and executing a transformative / disruptive long-term strategic vision including the commercialization of new services and products and technology transformations.</li> <li>Demonstrated ability to identify and take action on commercial initiatives in anticipation of market changes, underserved markets, or innovative offerings to fill an unmet need.</li> <li>Ability to continually evolve JEA's vision and strategy.</li> </ul>	6.0	7.0	9.5



# HEIDRICK & STRUGGLES

Attribute	Description of "Exceptional" experience (10 out of 10)	Eugster, Cris	Hill, Pamela	Zahn, Aaron
Operational Excellence	<ul style="list-style-type: none"> <li>Operational management experience and/or a deep understanding of the broader utility industry.</li> <li>Practical knowledge of the operational realities of implementing corporate strategies and the proven ability to drive operational discipline, precision and accountability throughout the organization.</li> <li>Ability to evaluate and re-engineer operations, policies, and procedures to continuously improve the delivery capabilities of JEA, aiming for best-in-class status to enhance productivity, efficiency, and customer service.</li> </ul>	8.0	8.0	7.0
Financial Acumen	<ul style="list-style-type: none"> <li>Financial acumen, including an understanding of investment and development, capital and debt requirements, and forecasting and measurement of corporate performance against a structured operating budget.</li> <li>Understanding of risk management and risk mitigation strategies as it relates to executing the corporate strategy.</li> </ul>	8.0	9.5	9.5
Stakeholder Management	<ul style="list-style-type: none"> <li>Experience working with a complex group of stakeholders.</li> <li>Experience working with a board of directors from diverse backgrounds in a not for profit and/or municipal setting.</li> <li>Knowledge of contracting, bid management, and negotiations within the public sector.</li> <li>Experience working with regulatory agencies, public service commissions, and credit rating agencies.</li> <li>Experience and comfort managing internal and external relationships to create the right "ecosystem" and credibility with customers, stakeholders, government, water suppliers, regulatory agencies and the media.</li> </ul>	7.0	8.0	9.5
Interpersonal skills / Influence / Gravitas	<ul style="list-style-type: none"> <li>A talented communicator with the ability to establish positive working relations at all levels: staff, employees, customers, regulators and Board members.</li> <li>Passionate, energetic, confident, and able to motivate and inspire an organization to focus on what is important, commit to a course and achieve results.</li> <li>Promotes high energy and enthusiasm in others through a strong sense of meaning and purpose. Engages and energizes the organization, leading through influence.</li> </ul>	6.0	8.0	9.0