
From: Zahn, Aaron F. - Interim Managing Director/CEO <zahnaf@jea.com>
Sent: Thursday, November 29, 2018 5:05 AM
To: Charleroy, Melissa M. - Executive Assistant
Subject: Fwd: phone reference notes

Sent from my iPhone
Melissa Charleroy

Begin forwarded message:

From: Public Records Request Mailbox <publicrecords@jea.com>
Date: November 28, 2018 at 4:10:25 PM EST
To: "Boyce, Gerri M. - Director Media Relations" <boycgm@jea.com>
Cc: "Goldberg, David M. - Director Customer & Community Engagement" <golddm@jea.com>, "Hightower, Mike R. - Chief Public & Stakeholder Affairs Officer" <highmr@jea.com>, "Brooks, Jody L. - VP & Chief Legal Officer" <broojl@jea.com>, "Zahn, Aaron F. - Interim Managing Director/CEO" <zahnaf@jea.com>, "Dykes, Melissa H. - President/COO" <dykemh@jea.com>, "Hobson, Ted E. - VP & Chief Compliance Officer" <HobsTE@jea.com>
Subject: phone reference notes

Attached are the notes taken by Kay at Heidrick and mentioned by Board Member Cumber at yesterday's meeting.

Jasen Hutchinson

Manager, Corporate Records Compliance

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Aaron Zahn

- Aaron left and the company was in a stage at which the board wanted to make a change. The details are protected by NDA. Aaron wasn't fired....but it was mutually understood it was time for him to leave. CEO and CFO (Aaron's father Fred) left within 30 days so the company needed to be rebuilt. It was time for a new direction for the company.
- If you want to specifically discuss Aaron Zahn, former CEO of BCR, I won't be of any use to you. The company and its directors and officers have a Separation Agreement which absolutely limits our ability to discuss his performance in BCR - and this is our only point of reference on him.
- I'm not in a position that I can provide this information.
- Aaron is one of the smarter people I have met.
- His time managing BCR, even though it was small, was relevant to his readiness. Aaron was fresh out of financial services and Yale...even though tiny, the BCR business is not too different from JEA, given the diverse workforce. It was like a crash course in managing people over those five years. Those experiences make him ready to manage a team. His experience at BCR is relevant experience and he can learn from it.
- The JEA board has had a front row seat in watching him managing the team there for these months.
- Aaron is so smart. There is no challenge he can't think through or tackle. He knows how to get the right people on board to get the job done.
- He can be high on the IQ spectrum, but really challenged on EQ. He has room to grow in his career.
- Unbridled smarts can work well in financial services, but I have a question as to whether it is right for the utility. They must question "did he learn from his time at BCR and can he really adapt to the fact that the team in a utility simply doesn't have the same horsepower and capacity?"
- He's a hard charging guy from Yale, a competitive swimmer. He's used to being able to kick ass and take names. JEA is a lot different environment.
- I like Aaron...I know him well. Wish him the best. It would be a huge change from his past for him to step in to this role.
- Aaron does know what he's good at and what he is not good at. At BCR, he had to do it all.
- At JEA, if he has a strong COO, and a strong HR leader, he will have the potential to be more successful than he otherwise would. He can be more successful if he is surrounded with a team that can fill in his gaps.
- He is a brilliant guy with a lot of horsepower.
- When he was a CEO, the whole management team turned over. He learned his lessons there.
- He has a really demanding style; I question whether he can temper that.
- I think he has the potential to be a good CEO if he can delegate to people that fill his gaps.
- He is good in front of a camera...good looking....he is set up for politics. My sense is he is a good guy, likable, very smart guy; he is a good salesman, but he doesn't understand the technology.
- He is REALLY good at Florida politics; he invests the time in those relationships and that was good; he is impressive in that regard.
- I am sort of a fan of Aaron.
- I think Aaron has a unique ability to understand highly complex situations and develop strategic solutions that create, creative win-win outcomes for the parties.
- Aaron does a good job understanding the marketplace he is working in, then creating unique approach to solve market problems that create value.

- I would say Aaron interacts effectively and transparently with the Board of Directors. If anything, perhaps Aaron over communicates.
- He has weaknesses. I understand that the board promoted the CFO to President when they brought Aaron in as Interim CEO, if that person can work with Aaron then that's a potential answer. Without that...it won't work.
- There are some folks in biosolids, water/wastewater who will have an opinion on his style and approach that is less than positive.
- As the board has watched the situation and the way Aaron has navigated this, then they already know. He's smart. If the board is comfortable with the way he did it....junior board member to interim CEO to permanent CEO candidate, then so be it. He finds a way to get what he wants. Aaron is shrewd and the kind of guy you want on your team. He plays within the rules, but he knows the rules so well, then you might not see it coming. He is very good at boardroom back dealings.
- No reputational issue with him. He did get lawyers involved to get municipalities to do work with BCR, but it wasn't illegal. He would be known as a litigious guy in water wastewater industry. He was quick to the draw on getting lawyers involved. Aaron is a shrewd operator. He's the kind of guy that you want on your team and don't want to oppose him or you will have met your match.
- I think his greatest area for improvement would be developing the interpersonal skills required to drive day-to-day operations. However, I believe that he possesses self-awareness around this development area, as I believe that this is one of the main reasons that I was recruited to BCR as the COO.

Cris Eugster

- Cris, as a new CEO, would immediately be able to apply his strong strategic, industry, and analytical skills. He has a wide range of experience with environmental issues. He can also drive the merits of blending in new distributed generation & other technology, with proven utility-scale power production.
- Cris relishes leading. He is trusted to manage about two-thirds of CPS, or about 2,000 people. He has helped them get notably better over the last three years!
- Cris has developed good relationships with Board members, both individually & as a collective body. They respect his professional opinion. He has been successful at this because he has been able to explain very complex subjects, from both strategic and detailed levels. As needed, he can be conversational or present formally. This flexibility has been very valuable to CPS.
- Areas of development / potential concerns in Cris' professional approach are the normal ones that just come with the decision to take on such a comprehensive role for the first time. Cris will be successful as long as:
 - o The Board is clear with its expectations and about his true authorities,
 - o The supporting management team is transparent, forthcoming, hardworking, and remain devoted to the company.

Pam Hill

- In the Bahamas, Pam was put into a role that is almost impossible to find success in.
- She was prepared for CEO of a utility company; the problem was that the Bahamas was like a third world country with a government board that expected unreasonable results while tying her hands behind her back. She did a really good job in a terrible situation.
- Because JEA is so very politically charged, she is an even better candidate now because of her experience in Bahamas. She is stronger because of the pain in the Bahamas. She would also be much more successful in JEA given they have a much stronger team. She had no strong team in Bahamas.
- Nothing bad to say about Pam; she is very intelligent, very smart, and a really good person.
- The parent company wanted to get out of the Bahamas. Most of what was published in the media was not true. She didn't deserve the character assassination that she was subjected to. She handled things gracefully, professionally, with her head held high.
- She has continued to help on storm restoration efforts and has done a great job leading a community through that.