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**From:** Dykes, Melissa H. - President/COO <dykemh@jea.com>  
**Sent:** Monday, December 10, 2018 5:05 PM  
**To:** Zahn, Aaron F. - Interim Managing Director/CEO  
**Cc:** Anton Derkach; Wannemacher, Ryan F. - Chief Financial Officer; Anjan Asthana; Scott Perl; Aaron Bielenberg; Bartley, La'Trece M. - Executive Assistant; Sandoval, Donna J.  
**Subject:** Re: Following up on our discussion last week

Anton - This sounds good, thank you. Confirming the 12/17 deliverable includes the organizational health assessment work. If possible, I'd like to accelerate that portion since I'd like to get a baseline before we start making programmatic changes that might influence the results.

I look forward to continuing our discussion.

On Dec 10, 2018, at 4:55 PM, Zahn, Aaron F. - Interim Managing Director/CEO <[zahnaf@jea.com](mailto:zahnaf@jea.com)> wrote:

Team –

This works for me. Might suggest some iterative steps & conversations between Steps 4,5 and 6. Melissa and Ryan to provide feedback.

La'Trece

Would you mind scheduling 1 internal review meeting for MD, RW and AZ between 12/17 and 12/21? 1 hour. Thank you!

All -

Thank you again for the time last week. Look forward to working together to create a truly executable strategic plan to drive results!

**Aaron Zahn**

Managing Director & Chief Executive Officer

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**From:** Anton Derkach <[anton\\_derkach@mckinsey.com](mailto:anton_derkach@mckinsey.com)>  
**Sent:** Monday, December 10, 2018 4:23 PM  
**To:** Dykes, Melissa H. - President/COO <[dykemh@jea.com](mailto:dykemh@jea.com)>; Wannemacher, Ryan F. - Chief Financial Officer <[wannrf@jea.com](mailto:wannrf@jea.com)>; Zahn, Aaron F. - Interim Managing Director/CEO <[zahnaf@jea.com](mailto:zahnaf@jea.com)>  
**Cc:** Anjan Asthana <[anjan\\_asthana@mckinsey.com](mailto:anjan_asthana@mckinsey.com)>; Scott Perl <[scott\\_perl@mckinsey.com](mailto:scott_perl@mckinsey.com)>; Aaron Bielenberg <[Aaron\\_Bielenberg@mckinsey.com](mailto:Aaron_Bielenberg@mckinsey.com)>  
**Subject:** Following up on our discussion last week

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Aaron, Melissa and Ryan,

Thank you for a great kick-off meeting on Thursday. We are very excited to be working together on the future of JEA. Per our discussion, we would like to follow up with a quick list of immediate next steps and see whether you have any feedback for us as we are getting going on this effort.

**On next steps we suggest a few dates and milestones:**

- 1) Week of December 10<sup>h</sup> - gather requested benchmarking data from JEA.
- 2) Monday December 17<sup>th</sup> - McKinsey to send a detailed workplan following the approach discussed, including suggestions on JEA resourcing and descriptions of roles and capabilities we are looking for.
- 3) Tuesday December 18<sup>th</sup> or Wednesday December 19<sup>th</sup> - call to walk through the workplan and get your feedback.
- 4) Week of December 17<sup>th</sup> - schedule 1 or 2 working sessions with Ryan and team (in person or by phone) to go over the financial model baseline and assumptions, and share our initial view from outside in modeling on demand – Ryan to provide availability
- 5) Friday December 21<sup>st</sup> – finalized work plan; detailed view on what January will look like.
- 6) January 7<sup>th</sup> – Planned start date with McKinsey team in Jacksonville
- 7) January 22<sup>nd</sup> - Board meeting presentation of the workplan and approach.

Please let us know your thoughts,  
We are looking forward to working with you  
Best regards  
Anton

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