

Transition management process

DRAFT: December 17, 2019

Objective

- Proactively alleviate potential areas of stress, set Melissa Dykes and JEA up for success and keep the SLT, employees and the Board focused on the business and on value creation.

Strategy

- Develop strawman transition plan to reflect priority areas and messages, include clearly defined stakeholders, sequence of meetings, decisions and communications to make the transition as smooth and transparent as reasonably possible in an environment defined by uncertainty and anxiety.
- Reprioritize how Melissa D. spends her time by focusing on building relationships that have the greatest impact for JEA.
- Purposefully engage with key stakeholders, Board, City Council individually and collectively so they begin to know Melissa D. in a different capacity.

Key take-away

- JEA's strategic intent will remain largely unaltered, but style and expectations will change.
 - Define strategic intent, in context of past year.

Tactics

- **First 72**
 - Confirm key roles and responsibilities – SLT (Melissa D.), communications (Kerri).
 - Pivot: communications/customer relations as business partner and strategic advisor.
 - Establish internal ways of working.
 - Inclusion and transparency, operating principles for collaboration, defining expectations, regular meetings and information sharing.
 - Commitment to answering all tough questions and sharing all information.
 - Develop key messages, tough Q&A (for use at press conference, and ongoing with key stakeholders).
 - Melissa D. is not Aaron.
 - MD: I am focused on moving this organization FORWARD and not reliving the past.
 - That said, I have my own leadership style. I have X years of experience at JEA. I have a long background in utilities and finance. And, I am confident that my credentials can stand on their own.
 - One of the first things I am focused on is how to implement the Board's decisions from this meeting and move forward. I will be keeping the public updated as we do that.
 - I plan to focus our team and work with the City Council and Mayor's office to work in every Council District to hold town hall meetings in order to hear their concerns and work to restore public confidence in JEA
 - Apology or acknowledgement of missteps?
 - This isn't strictly a "perception" issue or matter of opinion, clearly and honestly outline what was done wrong and lessons learned.
 - MD: I am focused on moving this organization forward. One of the key things I think we must do is increase transparency and I am asking my entire leadership team to work on that goal. We also will

be implementing the Board's actions here today and taking input from City Council and other stakeholders for how to improve.

- I am going to focus the next 30 days on listening and learning as much as I can during this transition.
- What if the Times-Union had not investigated, would the process have continued as it was?
 - MD - It is hard to answer a hypothetical. My focus is on moving this organization forward, increasing transparency wherever possible and implementing the Board's decisions from this meeting today.
- Was Melissa D. aware of Aaron's foibles?
 - MD - I don't think anyone is perfect. That said, I do have my own leadership style. I have X years of experience in utilities and finance.
 - But, I am focused on looking forward and listening over the next 30 days to ensure we implement as many improvements as possible.
- Why did she stand by and let the process continue?
 - MD - I was updated on the Performance Plan concept along the way; but I was not involved in it comprehensively because many of the discussions were in the legal realm.
 - I am listening to many of the suggestions being made and I will continue to learn from the input of our council and others on how we can implement safeguards to ensure something like this never happens again.
- Did she ask questions? Did Aaron lie to her, or did she
 - See above
- How will she prove that she's "not Aaron"?
 - (Let's ask SLT and others to recommend transparency measures. MD is committed to increasing transparency wherever possible.)
- Is she aware that her reputation has also been tainted by the situation?
 - MD - I am focused on moving our organization forward, increasing transparency measures wherever possible and implementing the Board's decisions today. I will be listening over the next 30 days to get input on other improvements.
- Why was the Board so caught off guard? What are they going to do differently?
- What happens next?
 - (yes - see above) Confirm that Mayor's letter is guide, will develop (iterative) plan (with timelines, owners, consultants involved) for execution, can't do it alone (expectations of Board and City Council), will continue updates.
- Does the ITN continue? (yes - we are continuing to implement the Board's decisions)
- Review City Charter, understand all aspects
 - Extent - and limits - of JEA's authority and accountability.
- Aaron - is there anything else we need to know?
- Post Board meeting communications.
 - Potentially follow May board meeting status quo communications plan.
 - Press conference.
 - April opening statement.
 - Melissa D. opening statement.
 - Establish process for ongoing engagement with media
 - Schedule post press conference 1:1 meetings before holidays.
 - Melissa D. email communication and all employee town hall (include unions)

- Meet with leadership team, VPs and Directors.
 - Establish process for ongoing engagement with employees.
- Melissa D. meetings with union representatives.
 - Establish process for ongoing engagement, consistent messages and requests.
- Melissa D. and April in-person address to City Council.
 - Establish process for ongoing engagement, consistent messages and requests, above and beyond Workshops and Sherry meetings.
- Develop (iterative) plan for Mayor’s letter: timeline, next steps, key players (internal and external)
 - Clearly establish rules for the road, transparency, players (consultants).
 - Establish accountability: expectations for SLT, what’s needed from key stakeholders – City Council and the Board.
- Build list of all key stakeholders for 1:1 meetings, schedule for next two weeks/month (no deck, personalized messages leveraging larger key messages).
 - If can’t meet in person, send note or schedule a call with key contact (s)
 - Media (include Times-Union ed board)
 - Civic Council
 - Chambers
 - Rotaries
 - Key customers
 - ITN bidders
 - Ratings agencies
 - St. Johns/Nassau County
 - Consultants
- Scenario planning, Aaron’s exit process
 - With cause?
 - Without cause?
 - Clearly define and explain “consultant” role
- Potential content
 - Develop a separate lessons learned one-pager (from key messages and tough Q&A)
 - Develop a Melissa D. vision document, outline “how we’ll get there”.

- Quick hits
 - Update Melissa D. bio
 - Update JEA website
 - Update Melissa D. social channels
 - Get Melissa D.'s current schedule of events and/or speaking opportunities
 - Update Just the Facts / What's Next Jax
 - Add a "resources" tab for all publicly available information.
 - Retire Just the Facts Twitter handle (perception issue)
- **First two weeks**
 - Ongoing scheduling and execution of key stakeholder meetings, per list
 - Build town hall plan (launch in Jan.).
 - Community as a whole.
 - By City Council member district.
 - Rethink City Council Workshop agendas.
- **January and ongoing**
 - Establish new process for board meeting agenda development and information package distribution.