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**From:** Goldberg, David M. - Director Customer & Community Engagement  
<golddm@jea.com>  
**Sent:** Monday, March 25, 2019 10:09 AM  
**To:** Banks Willis  
**Subject:** Re: K, G, D for your review: Messages

I agree. I'm not suggesting the transformation directly has to do with rates. Just suggesting it's a meaningful talking point to show how hard we're working to keep rates down for our customers and transforming to create additional revenue sources for future success. Make sense?

On Mar 24, 2019, at 11:27 PM, Banks Willis <[bwillis@daltonagency.com](mailto:bwillis@daltonagency.com)> wrote:


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I like this conversation, I've actually been thinking about it since you emailed earlier! Thanks for emailing me separately.

My thoughts:

I'm not sure if unchanged rates are the reason for JEA transformation, or if they're one of the positive outcomes of a JEA transformation. I believe this is the case though because I don't think that JEA has a choice as to whether or not it evolves and transforms the way it does business – transform or die. Or in this case, transform or privatize. If raising rates was in fact the strategy, I'm not sure that JEA could raise its rates high enough to cover the negative impact that not transforming would have on its ability to operate as a public entity (and serve its customers). Selling would eventually be the only option.

If you look at it from this perspective, the hard work that Aaron and the SLT are doing to transform JEA into the utility of the future can actually be seen as the strategy that saves JEA from privatization (and unchanged rates could be one of the other amazing outcomes). So, in this scenario, if Aaron's secret plan was to sell, he'd probably take the easy way out, raise rates, and leave the thankless transformation work to the new private owner.

Remember, I am only three weeks into my JEA focus – don't judge! 

**BANKS WILLIS** // Vice President Corporate Reputation  
w 904.398.5222 c 202.577.5847

<image001.png>

<image002.png>  
140 West Monroe // Jacksonville, FL 32202

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**From:** "Goldberg, David M. - Director Customer & Community Engagement" <[golddm@jea.com](mailto:golddm@jea.com)>  
**Date:** Sunday, March 24, 2019 at 10:48 PM  
**To:** Banks Willis <[bwillis@daltonagency.com](mailto:bwillis@daltonagency.com)>  
**Subject:** Re: K, G, D for your review: Messages

The customer rate point I made is really critical. If you think about it, we can raise rates as much as we'd like and be whole every year for as long as we need. But that's not the case. We are looking out for our customers. Haven't raised rates in at least 6 years and we're not planning on doing so soon. This is the actual reason we are having to make strategy changes (In good part) if you think about it.

David Goldberg  
Director Customer and Community Engagement

On Mar 24, 2019, at 8:32 PM, Banks Willis <[bwillis@daltonagency.com](mailto:bwillis@daltonagency.com)> wrote:

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Thanks David! Very helpful!

By definition the Tough Q&A are those 5-10 key issues, but you make a good point - maybe we should be a little more explicit and break them out separately. I've added several more questions/answers since this draft (on topics like solar for instance), however if one of y'all have a minute before tomorrow morning's 10:30am SLT prep, it'd be so helpful to have your list of those 5-10 key issues and how you typically respond. Otherwise, hopefully we're hitting them, and we'll have a little time to discuss further tomorrow, during and post the 10:30am prep!

Banks Willis  
202-577-5847

On Mar 24, 2019, at 3:05 PM, Goldberg, David M. - Director Customer & Community Engagement <[golddm@jea.com](mailto:golddm@jea.com)> wrote:

I had a chance to review this and it's a great foundation for a working document. Two thoughts for consideration:

First, all we are doing (in terms of transformation and additional revenue streams, expense control, etc.) is really about the notion that we don't want to raise customers' rates. It's the one thing we don't ever really talk about but should. We don't have to do any of this, technically speaking, if we were good with just raising rates. But we've kept that off the table as an option. This is a very meaningful message.

Second, I think we should include response talking points for the top five-10 issues that reporters consistently ding is on. I'm figuring this is part of the plan but just want to make sure we remember to include it.

David Goldberg  
Director Customer and Community Engagement

On Mar 22, 2019, at 1:04 AM, Banks Willis <[bwillis@daltonagency.com](mailto:bwillis@daltonagency.com)> wrote:

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Kerri, Gerri and David –

I am sorry for the late night delivery. Please see attached DRAFT key messages, in preparation for Tuesday's media/editorial briefings. We leveraged the Board presentation, other key messages sent by Gerri, the Rating deck, in-person/phone conversations over the past two weeks, etc.

I've included questions and thoughts in red, highlighted in yellow throughout. We're available all day tomorrow (and through the weekend) to discuss, edit, etc.

Gerri – let me know if you'd also like for us to pull together reporter backgrounders? I would traditionally, but not sure since these are local reporters if we'd be over-doing it.

Thanks so much!

Banks

**BANKS WILLIS** // Vice President Corporate Reputation  
w 904.398.5222 c 202.577.5847

<image001.png>

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