
From: Goldberg, David M. - Director Customer & Community Engagement
<golddm@jea.com>
Sent: Saturday, June 8, 2019 11:08 AM
To: Michael Munz
Cc: Banks Willis; Stewart, Kerri - VP & Chief Customer Officer
Subject: Re: Employee Letter from Aaron

Thanks, Michael. I agree with your feedback, however I would caution cutting for the sake of cutting. I think the length shows the importance of the communication, but if you can accomplish more with less, great by me.

As far as considering how we look, in terms of a “response” to articles like what Nate wrote, I did read his article while finishing up this draft and I thought about whether it would look that way. I made a couple of tweaks as a result. Then I thought- what would be so terrible, to throw a bone to someone like Nate, and actually come out and include wording like “as long as I’m CEO” to actually say what Nate believes Aaron should have said. Again, there’s risk there but I’m trying to determine in my mind what his response to that would be. Maybe this communication could be taken by him as a more serious and straightforward approach and defining privatization in other ways beyond an iou buyout, and would explain why Aaron was hesitant to discuss privatization. I can go either way on this, but that was my thinking there.

In terms of the reader perspective and sound bites, that is what I focus on when I’m writing. So to me, the buzz would be that we would consider some sort of privatization down the road, but not iou buyout. There is risk in making this the next topic of conversation of course, however, if this is truly the path we must pursue at some point, putting it out there now may lead to more perceived transparency and trust and also explain why we are talking about these dire scenarios and show that it’s not to say we’re going to actually go into a death spiral, but that we could if not able to go down scenario 3.

I am sure you and Banks will come up with a great revision. Just wanted to let you know some of my thinking behind some of my choices for what I included.

I’ll be focused on the status quo 2 board presentation this weekend but if you all want to review the next draft or discuss, I’ll be available.

On Jun 7, 2019, at 4:55 PM, Michael Munz <mmunz@daltonagency.com> wrote:

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Obviously this won’t go out until first of next week so we have the weekend to think about it.

Couple of initial thoughts. It does need to be edited length wise. While there is a LOT of good info I here I think a good edit can solve that.

Second, we all need to read Nate Monroe's column which is on-line. And while I am not proposing we alter our plan or words- we all need to be aware of what he is saying so as not to look as if Aaron is reacting or responding to Nate. Once you read him you will see what I mean.

I like the letter a lot and I like a lot of what it is saying to me. However, I am also putting myself in the reader's head so as we edit let's think of words and phrases we would hear in the elevator and speak more like they do so they really hear and digest what is said here.

Great first draft!!!!

Thank you!
Sent from my iPhone
Michael Munz
1-904-881-6105

On Jun 7, 2019, at 4:38 PM, Goldberg, David M. - Director Customer & Community Engagement <golddm@jea.com> wrote:

I'm open to however you all think we should get this out. I will be flying in a few minutes, landing around 7:30 so I'll be out of pocket for a bit, FYI. And Kerri- I agree with what you said about transparency. I was going to write a sentence about it but then I second guessed it because I feel when we mention the word "transparency" I question whether it has the opposite desired effect, as it could feel self serving. Open to whatever changes you all think should be made. Thanks!

David Goldberg
Director Customer and Community Engagement

On Jun 7, 2019, at 3:30 PM, Banks Willis <bwillis@daltonagency.com> wrote:

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Looks great! I took Aaron and Joy off of this response so as not to potentially confuse.

In the interest of time (if y'all do want to send this out today), you might be able to leverage some of Aaron's LinkedIn blog for any additional transparency language. Not sure if you already mined though!

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: "Stewart, Kerri - VP & Chief Customer Officer" <stewk@jea.com>
Date: Friday, June 7, 2019 at 4:23 PM
To: "Goldberg, David M. - Director Customer & Community Engagement" <golddm@jea.com>, Michael Munz <mmunz@daltonagency.com>
Cc: Banks Willis <bwillis@daltonagency.com>, "Zahn, Aaron F. - Managing Director/CEO" <zahnaf@jea.com>, "Gutos, Joy W. - Manager, Internal Communications" <GutoJW@jea.com>
Subject: Re: Employee Letter from Aaron

David,

This is a fantastic draft! I agree with your assessment on length. It is long; but has to be for the purpose. The only thing missing is a tie to why we are being so transparent: What makes this journey different than the past....We know it is not comfortable to talk about these things...But JEA has been criticized in the past for not being transparent...So we're bringing everyone along this journey with us...

Just my 2 cents. Really strong letter, David. k

Sent from my T-Mobile 4G LTE Device

----- Original message -----

From: "Goldberg, David M. - Director Customer & Community Engagement" <golddm@jea.com>
Date: 6/7/19 3:57 PM (GMT-05:00)
To: "Stewart, Kerri - VP & Chief Customer Officer" <stewk@jea.com>, mmunz@daltonagency.com
Cc: bwillis@daltonagency.com, "Zahn, Aaron F. - Managing Director/CEO" <zahnaf@jea.com>, "Gutos, Joy W. - Manager, Internal Communications" <GutoJW@jea.com>
Subject: Employee Letter from Aaron

Please review the attached letter. I put a lot of thought into the approach and feel we need to put it all out there to the extent we can. It's long but it's intended to be so due to the importance of this particular communication. I understand there is some risk involved in doing so, but the question that keeps coming back to me is - does the benefit of doing this type of communication outweigh the negatives - and I believe it does. Please let me know your thoughts. Also, depending on changes you all make, please let me know about timing of sending out to staff. Monday may be best although I thought it would be nice to get this out before the weekend especially after seeing a couple of articles written today.

I certainly welcome your critical feedback. Thanks.

David Goldberg
Director Customer and Community Engagement

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<Aaron_LinkedIn Post_5.23.19 FINAL.docx>

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