

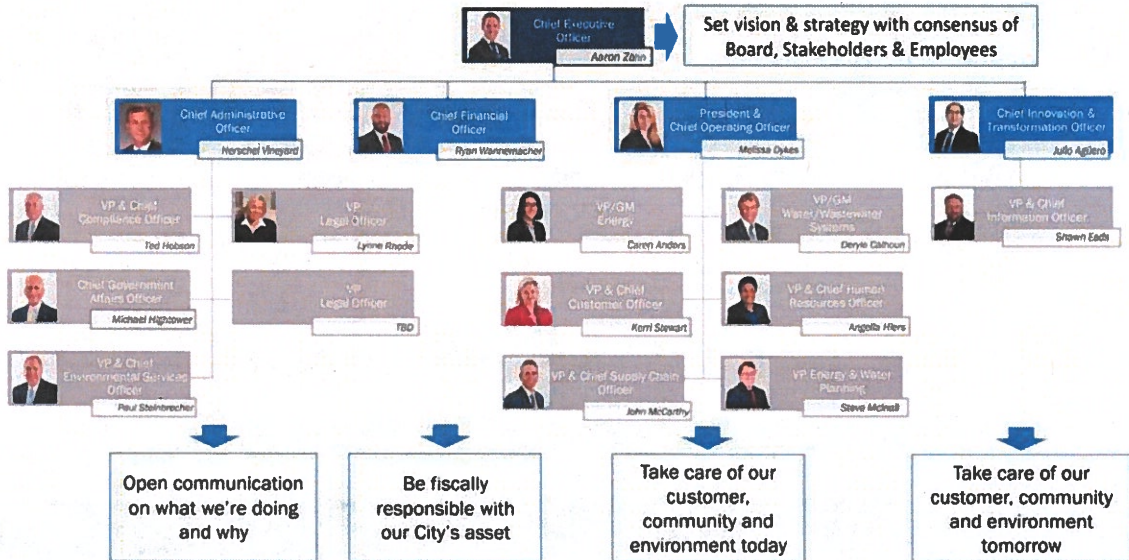
From: [Dykes, Melissa H. - President/COO](#)
 To: [Stewart, Kerr - VP & Chief Customer Officer](#)
 Cc: [Goldberg, David M. - Director Customer & Community Engagement](#)
 Subject: KW - would you please edit based on your recollection of the meeting? Thanks.
 Date: Wednesday, March 27, 2019 2:34:23 PM

Managers,

Each month Aaron and I meet with Union Leaders to keep them apprised of developments in the business and hear the concerns they have from their members. The purpose is to develop relationships with individual union leaders while encouraging them to flex their leadership and communication capabilities with their membership. This note summarizes what we discussed with union leaders at yesterday's meeting.

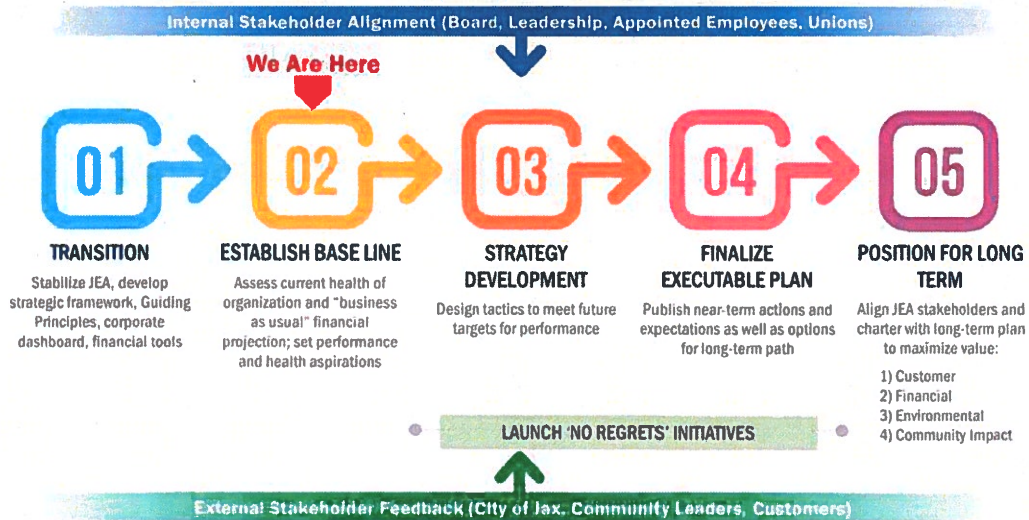
- We've heard the feedback "loud and clear" that employees want more communication from us, and therefore asked representatives from our communications team to join the meeting. With their expertise we can better design communications to reach more employees more effectively in a more timely manner.
- Herschel Vinyard will be joining our team on Monday, completing our SLT organizational structure. Herschel is a former secretary of the DEP and an expert in state-wide water issues. Our leadership team is now divided into four functions: Taking Care of the Customer, Community, and Environment Today (Melissa Dykes, President/COO), Taking Care of the Customer, Community, and Environment Tomorrow (Julio Romero Agüero, Chief Innovation & Transformation Officer), Open Communication on What We're Doing and Why (Herschel Vinyard, Chief Administrative Officer), and Be Fiscally Responsible with Our City's Asset (Ryan Wannemacher, Chief Financial Officer). The chart below was included in the Board presentation "Year in Review" at this week's Board meeting.

Step 3: "Organize for success" (Leadership Designed to Accelerate Innovation)



- We also recapped a Board discussion: Where are we going? The slide below was discussed with the Board and illustrates where we are early in the process and what comes next. We have established a baseline in our cultural health and are now working to establish a baseline for the business. Once we have both baselines, we will focus on where the business is headed in the next step and identify which cultural practices are critical to the success of that path. Eventually culture and business strategy merge, where we develop tactics for execution of business strategy (the "what") and the cultural elements we can drive through those tactics (the "how").

Step 4: “Agree on path forward” (Transparent, Inclusive and Thoughtful Process)



- Total compensation strategy update: Market analysis is coming over the next couple months. Long-term compensation is tricky: we are creating a new and unique instrument which takes some time. Please be patient.
- Seeing senior leaders out in the field remains important to union members, particularly in informal settings. Communications are requested to be accessible and user-friendly. More focus on successes, and raise awareness of JEA’s news channel on YouTube.
- Ask: If you have ideas about tactics please send them to Julio.