
From: Banks Willis <bwillis@daltonagency.com>
Sent: Monday, June 17, 2019 6:32 PM
To: Zahn, Aaron F. - Managing Director/CEO; Maddie Milne; Michael Munz; Stewart, Kerri - VP & Chief Customer Officer; Goldberg, David M. - Director Customer & Community Engagement; Kyle, Gina A. - Manager Media Relations
Subject: Aaron: For tomorrow morning

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Aaron –

Please see attached suggested talking points for your employee meetings starting tomorrow morning. Michael, Maddie and I worked with Kerri and David to update the first draft, the team asked that I send you this updated draft directly.

Let us know of questions.

Thanks.
Banks

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The power of different.

DRAFT: June 17, 2019

- Everyone is claiming that I'm putting a for sale sign in front of JEA. **I am not.** But what I am doing is strategically planning for JEA's future – a future that's currently uncertain. I understand that everyone is worried about how this uncertainty is going to impact them. Uncertainty fuels “what-if” conversations, and fear of the unknown.
- I think it's important to make something clear. This uncertainty has been present for years. We are now choosing to have public conversations at board meetings, sharing everything we can with employees in meetings like today.
- So, the reason it feels scary now is because we are finally talking about it, facing it head on and acknowledging that we don't have all the answers yet. The hard part about fully knowing the reality is also seeing the sausage being made. This is the truth, whether everyone wants to accept it or not.
- So, let me talk for a few more minutes about our strategic planning process. As I've outlined in meetings before and in my recent Currents letter, we will soon introduce scenarios 2 and 3 over the next couple of board meetings:
 - Scenario 2 puts forth the idea that we are unable to achieve charter and regulatory change for us to create other lines of business to grow revenues sufficiently. This is what traditional utilities must deal with, which is why we are calling our response to this scenario a traditional response.
 - Scenario 3 is one which paints the picture of major charter and regulatory changes which allow us to have the freedom required to create revenue streams, new lines of business and run our organization like a typical fortune 500 company, which is non-traditional for the municipal utility industry. Therefore, we call Scenario 3 a non-traditional response.
- In closing, whether we are dealing with Plant Vogtle, declining revenue, rates, technology disruption, Amazon, Google, or other companies coming into our space– I'm

putting this all out there for you to see, understand and be a part of the process of figuring out how the JEA of the future can become the JEA of the future. What this looks like is going to be determined by the decisions we are making today, based on the information that I'm sharing with you, more than any other JEA CEO has ever shared.

- I stand here today to ask for your patience and support throughout this process – and – to embrace, the best you can, this time of uncertainty. Because each of us have a choice. We can avoid and ignore reality and allow fear to rule our daily lives, or we can come together as a team and embrace uncertainty together by looking at the positive things we hope to gain in the process.