

**JEA + Dalton Agency onboarding**

March 8, 2019

11:30am – 3:00pm

*Mission: Evolve JEA's brand and reputation from a transactional power producer (rates, bills, outages) to a collaborative energy manager (adaptive, innovative, value-focused)*

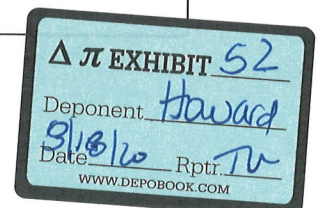
**Location, in-person (lunch will be provided)**

JEA headquarters, Conference Room T16 West

\*Note: Full list of attendees at bottom of document

**Agenda**

1. Introductions
  - Meeting objectives, overview, output expectation
  - Round robin
2. State of the industry
  - Snapshot of power and utilities industry (nationally)
  - New competitors: Threats and opportunities
  - Regulatory landscape (community, state, national): Threats
3. JEA 101
  - Organizational structure and strategic business plan
    - Today: Strategic Framework (four key value), Rating Agency presentation
    - Future (strategy and sequence): Status-Quo presentation, 100 by 50
  - Corporate and business (system) lines, priorities, campaigns, proof points/pilots
    - Energy System
    - Water / Waste Water System
    - Other technology (blockchain, energy management software)
  - Other strengths, challenges, opportunities?
4. Integrated communications: Today and tomorrow
  - External audience segments – current and desired
    - Earned (pro-active community, state, national media relations; podcasts; executive visibility; speaking engagements; content - bylines, op-eds, blogs, etc.)
    - Owned (i.e website strategy; social media strategy and content; etc.)
    - Paid (i.e sponsorships; “community investments”, community and customer education; traditional advertising; social; events; speaking engagements, etc.)
    - Stakeholder relations (i.e. JEA board; community, state, national trade associations and issue advocacy organizations (w/membership fees); “community investment” relationships; coalitions, etc.)
    - Public affairs (city, state, federal legislative and regulatory priorities; City Hall; city, state, federal legislative delegations; city, state, federal regulatory agencies and authorities; rating agencies, etc.)
    - Employee communications
5. Crisis communications



<ul style="list-style-type: none"><li>○ Established crisis and issues management processes, playbook</li><li>○ Potential crises on the horizon</li></ul>
6. Wrap-up, key take-aways, next steps and timeline <ul style="list-style-type: none"><li>○ Ways of working, roles and responsibilities</li><li>○ Cross-functional and organization collaboration and sharing</li></ul>

**Questions and items for discussion (list not exhaustive and may be organically covered during above conversation)**

- What's the strategy for the Status Quo announcement and its timing?
- Potential existing assets or plans?
  - i.e. calendar of events (JEA sponsored and hosted); paid advertising, social, content plans; organic social content plans; social media strategy or ways of working; media lists; brand and business line narratives/key messages; etc.?
- Potential other external communications/PR/paid consulting partners, new RFPs, campaigns (Capital Assets, Water RFP)?
- Potential existing measurement metrics for benchmarking: Corporate reputation, by campaign, by channel?
- Are any of JEA's supplier partners willing to partner on proactive communications (thought leadership, community partnership)?

**Attendees**

JEA

Aaron Zahn, Managing Director/Chief Executive Officer  
Melissa Dykes, President/Chief Operating Officer  
Mike Hightower, Chief Public and Shareholder Affairs Officer  
Julio Romero Aguero, Chief Innovation and Transformation Officer  
Kerri Stewart, VP/Chief Customer Officer  
Gerri Boyce, Director Media Relations  
David Goldberg, Director Customer and Community Engagement  
Jordan Pope, Director Government Relations  
Joy Gutos, Manager Internal Communications  
Jay Magee, Manager Digital Communications  
Melissa Ham, Manager Product Marketing – Jags, Arena  
Michael Hadden, Manager Customer and Corporate Communications  
Gina Kyle, Manager Media Relations

Dalton Agency

Michael Munz, President PR/Social Communications Group  
Banks Willis, Vice President Corporate Reputation  
Maddie Milne, Account Supervisor