

December 5, 2016

John Hoy
President
Utilities Inc. of Florida
200 Weathersfield Avenue
Altamonte Springs, FL 32714

Dear John:

Per your request, we are very happy to provide you with a scope of work description for the communications project we have been discussing. During our telephone conversations with you and your team, we discussed Utilities Inc.'s needs for professional communications services related to a public education effort to inform your customers and stakeholders regarding the issues that will arise as a result of Utilities Inc.'s proposed rate adjustment before the Florida Public Service Commission.

As we have discussed, our firm has extensive experience working in matters such as this, and we understand the nature of the boundaries we must respect as to public education versus advocacy. We also have extensive experience in strategic communications, brand identity and reputation management and will be ready develop those components as appropriate.

OBJECTIVES

Based on our conversations, we understand your goals to be:

1. To work with your team to develop appropriate public education messages and a plan to deliver those messages to the right audiences in the right sequence to create awareness and understanding of what Utilities Inc. is proposing.
2. To develop public understanding of the reasons why the infrastructure improvements and more uniform approach to billing that Utilities Inc. is seeking will result in desirable benefits to the consumers.
3. To provide stakeholders and community leaders with an understanding of the issues and with necessary communications tools so they are able to respond to their constituencies accurately and timely.
4. To correct and mitigate inaccurate or misleading information in the community.

5. At the appropriate time, to leverage favorable public opinion and a favorable PSC ruling into the long-term strategic communications program.

SCOPE OF WORK

The following is a basic scope of work that our team would implement on your behalf.

☐ PUBLIC EDUCATION

- Work with your communications and government relations team to develop a thorough understanding of the proposal, costs and benefits.
- Identify the key audiences and the messages and communications channels that are most effective in reaching them.
- Utilize research to develop compelling, understandable messaging that falls within the definition of public education.
- Develop a communications plan that includes specific strategies, tactics, messages, stakeholders' matrix, and timetable for specific steps. We would work closely with you and your government relations team in developing this to ensure it meets your needs and expectations.
- Develop needed materials such as fact sheets, white papers, news releases, guest editorial columns, etc.

☐ COMMUNICATIONS SUPPORT & MEDIA RELATIONS

- Develop communications content such as talking points, Q&A, media templates, etc.
- Create a prioritized targeted media list that includes print, online/blogs, trade media and broadcast outlets.
- Reach out to the identified journalists and news organizations in our plan, and provide them with background materials and pursue interview opportunities.
- Create a planning calendar for communications activities.
- Provide basic media/spokesperson coaching and assistance to the appropriate member(s) of your team to help ensure delivery of key messages. (Note: If you have a need for formal media/spokesperson training for members of your team we will develop a separate proposal for that, scaled to your specific needs/objectives.)

□ **STRATEGIC COMMUNICATIONS**

- Provide high-level counsel communications strategy.
- Counsel Utilities Inc. on development of a strategic and marketing communications as appropriate.

TEAM

Below are the bios of team members who would work with Utilities Inc. Other Tucker/Hall team members would be used for specialties as needed.



Keith Rupp is a Vice President with Tucker/Hall with extensive experience in public affairs and crisis communications. He will lead the account on a day-to-day basis. Rupp's work has often been in helping organizations address difficult public opinion challenges that pose significant bottom-line risks. His clients have included international and domestic businesses, as well as public sector organizations.

With the firm earlier in his career, Rupp returned to Tucker/Hall in 2013 following a two-and-a-half-year assignment to lead BP's external relations team in Florida following the Deepwater Horizon oil spill. He also served three different members of Congress as a senior aide, including chief of staff, for 12 years on Capitol Hill.



Bill Carlson is president of Tucker/Hall. He will provide additional guidance and insight to the project as necessary. In addition to his responsibilities in firm management, Carlson helps clients in the areas of marketing, brand management, community relations and public affairs.

Carlson joined Tucker/Hall in 1994. He has advised numerous government agencies and non-profits including cities and government entities in the United States, Asia and Latin America. He has also been a consultant to European and Latin American conglomerates, fast growing technology companies and Fortune 500 corporations.

Carlson is very active in the community and has served in a number of leadership positions at the Hillsborough Education Foundation, Leadership Tampa Bay, the Tampa Chamber, the Florida Chamber and Rotary International. He is also a graduate of Leadership Florida Class XXIII, serves on the board of the Florida Humanities Council and has served as international president of PROI, the world's largest network of PR firms.



Richard Mullins is an Account Supervisor at Tucker/Hall. Mullins provides strategic communications, media relations, and crisis communications advice to a range of companies, including property developers, land-use law firms, regional broadcasters, restaurant companies, national vehicle dealer companies and non-profit organizations.

Prior to joining the firm, Richard had a 16-year career as a financial/business reporter and columnist at the Democrat and Chronicle, a Gannett news organization in Rochester, NY, and more recently, in Tampa at The Tampa Tribune and its online affiliate TBO.com.

IN CONCLUSION

All that is required for us to begin working is a signed, standard agreement – which we have provided under separate cover.

We appreciate the opportunity to discuss your needs with you, and we are confident we can contribute to your success!

Sincerely,

A handwritten signature in blue ink that reads "Keith Lee Rupp". The signature is stylized and cursive.

Keith Lee Rupp
Vice President