



Jackie Schlegel

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## Operations

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**Matt Langston** <mlangston@engageright.com>

Fri, Oct 8, 2021 at 2:49 PM

To: Regan DeMarines  
Jones

Rachel Davis

Heather

Cc: Jacqueline Wronko

Juliana Peceli

I hear that you guys are frustrated so let's get some things cleared up. Yes, you are being micromanaged & sorting a lot of things out. I do not need to go into specifics, but speed is not where we need to be right all welcome to talk to me directly or follow up collectively, but let's get a few things ironed out in this. Pref responses, and take the weekend to think on this. After Monday's team call, we can circle back and I'm happy to discuss.

Jackie has the ability to return and engage whenever she is willing and wants to. Until then, we have to operate without her. I am hearing a lot about how things haven't been done a certain way or that it isn't what we are used to. That may be true, but the organization is growing and expanding. There will always be growing pains, but outside of that there has been a significant hurdle in with Jackie's absence.

Nobody has to like it right now, but its the direction we have to go for now.

- If you can't get a hold of me then try a different way of communicating. Right now my inbox has 47 unread emails. If you can't reach me by email then call. If you can't reach me by cell then text. If you can't reach me by those means then talk to Jay. That's the reality of where you'll have to work for the time being because I do not have the ability to devote 100 percent of my time to the organization.

- You are all professionals and very capable of handling things. However, there have been a lot of mistakes made in the last few weeks and those have got to get cleaned up. We are scaling back to the fundamentals and it means we are not going to be able to do everything that we want or had planned on doing and some things have to be postponed.

- Lastly, if you bring up that there is a problem, it is my expectation that you bring a reasonable solution to that problem. If there is a lack of clarity on an issue then ask before you just rush to complete something. Like it or not, we are trying to change the face of the organization and how it operates. You have to earn the respect of people that we are advocating for, and rushing creates mistakes which only creates broader problems.

Let me clarify a few things:

1. I have the spreadsheet of TFVC confirmed events - of the three in October & one in November - I want to know the status of those and what we are being asked to do, and which events need to be canceled and/or have a commitment from Jackie to speak. This can be a really quick and direct process to clean up the calendar so we do not miss anything or have confusion on what needs to be done.
2. Postpone the Welcome to Texas picnic event. We cannot afford to do it right now. Period.
3. This end of the year event needs a lot of attention and direction if it is going to be a fundraiser. That needs to be a top priority and this falls squarely on everyone's shoulders with Regan leading it.
4. Close the loop before hitting send or just moving forward with tasks. I know it is uncomfortable to have to operate differently, but I promise you that taking one extra step of asking "is this what you want" is going to help streamline and clarify things. I will work to allocate more time to you guys, but you must also be willing to adjust as well. Everyone rightly identified problems on the call today so let's work towards solutions.

I like working with you guys and I appreciate the effort that you put into the organization. I don't, however, want to sit here and nitpick at everything, but we've got to scale down on frenzy tasks and start to hone in on items that can be done well. You each need to be very self reflective on your role and responsibilities in the organization. You get to choose how you operate every single day as a professional, and there are plenty of opportunities to step up and show leadership in your own role.

—Matt