Dr. Siegel,

Thank you so much for meeting with me on Thursday to discuss concerns your staff might have about Chick-fil-A. It was truly a pleasure to spend time with you. I was encouraged by your genuine approach to learn more about the brand, corporate giving, and my role as an owner/operator.

As we discussed, I am a franchisee of Chick-fil-A, which means my team members are not employees of Chick-fil-A. Rather, they are employees of my LLC. Unfortunately, this prohibits me from making a statement on behalf of Chick-fil-A. However, it does not prevent me from actively sharing your concerns and asking those hard questions we discussed. Since our meeting, I have had multiple conversations with the public affairs & PR teams at the corporate office. Your voice was indeed heard, but I encourage you to write a letter to Dan Cathy as you suggested during our meeting.

As a local business owner, it is important to me that you know what is in my heart ... and what I believe is in the heart of every other Chick-fil-A owner/operator. I'm deeply passionate about ensuring everyone who comes into my restaurant feels welcome ... regardless of where they come from, how they pray, what language they speak, or who they love. My team and I are compelled by the unshakeable desire to serve every guest with honor, dignity, and respect. There are no exceptions. Chick-fil-A does not have a policy of discrimination against any group of people.

Recent media coverage has focused primarily on two or three organizations that Chick-fil-A has funded in recent years. Sadly, it hasn't highlighted what I believe has made the most impact. For example, Chick-fil-A is awarding \$15.3 million in scholarships to team members in 2019. Our location alone will award 11 scholarships to team members on April 30. A few of them would not be able to attend college without this support.

Please take a moment to click on the link below to see the story of one of our team members, who recently received a life-changing scholarship. Knowing your background in medicine, I think you would relate very well to this story:

https://www.youtube.com/watch?v=-mXSPzMQxAY

In addition to scholarships, we are very active in our community by supporting a host of leadership and youth development programs within the Wallingford/Meriden Public School Systems as well as local universities.

It would be my pleasure to invite your staff - or anyone at Yale who has reservations about Chick-fil-A Wallingford - to a lunch/dinner meeting where can have a productive dialogue about their concerns. Of course, I would be delighted to provide food at no charge if you are willing to provide a meeting room. Above all, I hope that we can continue the relationship we started. Our team is extremely proud to work with Yale - and we are confident everyone at Yale will see into our hearts if we have the opportunity to serve them. Please don't hesitate to call me if you have any questions. I look forward to continued conversations with you!

Kind Regards,

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