



Prospectus 2015
Ohio Marijuana Legalization and Regulation

Presented for the
2015 General Election Ballot

Foreword

With a population of more than 11.5 million, Ohio is roughly the size of Colorado and Washington State combined, where legalized and regulated marijuana is in its infancy (after years of Medical Marijuana dispensing).

In Ohio, citizens have the right to participate directly in the law-making process, giving them the ability to develop and implement a smart, strategically planned campaign to change Ohio's Constitution. Investing in this campaign would allow entrepreneurs to help draft the winning Amendment language, and work with a professional campaign team that won the 2009 casino ballot initiative campaign, elected (then re-elected) President Obama, and engineered victorious campaigns for countless US Senators, Congressmen, Governors and Legislators throughout the country.

But winning at the ballot box is only part of the equation. As detailed in this prospectus, we define success through what we provide contributors *after* the successful ballot initiative. To that end, we will deploy a seasoned legal and governmental affairs team to assist government officials in drafting the critical Enabling Legislation and to guide the actual implementation of the Marijuana Legalization Act.

With potential gross revenues exceeding \$1 billion annually, funders of Ohio's Marijuana Legalization Act will have a say in how the State defines, regulates and taxes this new, and highly profitable, market. The knowledge and perspective funders gain from this process will give them multiple opportunities to realize substantial returns on their contribution in this ballot initiative, not to mention the satisfaction of helping to ensure that marijuana is legalized in a fair and responsible manner.

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EXECUTIVE SUMMARY

The Ohio Marijuana Regulation Constitutional Amendment campaign plan below will allow a Constitutional Amendment to be drafted to legalize and regulate marijuana by way of a ballot issue. Because Ohio allows citizen initiatives, working with you as a Principal Funder, our team will test Amendment language with polling, then draft a Constitutional Amendment that will be placed before Ohio voters via the petition process, and won via a robust campaign operation. Coalition partners from across the state will be asked to join the effort to provide organizational skills, capacity, financial resources, and lend the campaign additional credibility.

This effort has an incredible team of seasoned campaign and governmental affairs professionals to develop a strong foundation for a campaign that is strategically developed and scalable. This campaign will work to join together political, community, medical and faith leaders as well as newspaper Editorial Boards to support the effort and minimize/deflect public opposition while facilitating a first-class winning campaign. Success at the ballot in 2015 will ensure that marijuana legalization and regulation becomes a Constitutional right in Ohio, and cannot later be minimized by the political whims of the General Assembly.

Strategic planning begins with the basics: identifying Principal Funders who understand and appreciate the “return on investment” of legalized and regulated marijuana and who, in 2014, are prepared to spend \$250,000 on campaign set-up including robust ballot language drafting and testing, \$2.4 million to secure the signatures needed to place the issue on the ballot, \$1.85 million for the development of necessary campaign infrastructure, and another \$15.5 million in a campaign to identify and mobilize majority voter support as well as a post-campaign phase to properly prepare for Amendment’s enabling legislation and implementation. Our goal with this business opportunity is to uniquely position Principal Funders for a growth market in Ohio where annual sales are expected to exceed \$1 billion dollars.

This professional campaign will conduct qualitative and quantitative public opinion research (polling) to determine the most effective Amendment language. This information will better assist us to work with you and our legal team in drafting the Constitutional Amendment and prepare for the summary petition signature collection of 1,000 valid signatures. This is required to allow for Attorney General certification and Secretary of State review and consideration before the Ohio Ballot Board. Upon Ballot Board approval of the petition, the committee may begin to collect no fewer than 385,245 valid signatures from Ohio voters.

PLEASE NOTE: The signature requirements are derived from the gubernatorial turnout. Therefore, and signatures collected and filed before the November 2014 Gubernatorial Election, are subject to the 385,245 qualification (based upon the 2010 gubernatorial turnout). Ideally, we are filing signatures prior to the November 2014 Election so that we have clear target of signatures required to qualify early.

Clearly, the economy is going to take more time to turn around. This plays to our advantage, as the marijuana regulation amendment offers the state jobs and additional revenue. Constitutional Amendments in Ohio win when they are short and easy to understand. To best position the campaign for success, we need strong language in a Constitutional Amendment that is polling tested. Specific language to test includes:

- The strategic siting of 10 wholesale growth and cultivation facilities as well as providing the state the ability to issue 2 additional licenses each year during the initial 5 years (via lottery) if the demand warrants;
- Definitive language as to the tax rate the Amendment will provide (i.e. percentage paid to county or other governmental entity);
- Language that speaks to voter approval of retail dispensaries (i.e. local option by Precinct like alcohol sales);
- Language that speaks to the real property, income taxes (etc.) that would be paid with voter approval of the marijuana legalization and regulation issue (e.g. host county fund as well as overall state or other tax);
- Language about funding to schools;
- Funding for addiction services;
- Establishment and financing of the marijuana dispensary licensing board;
- Substantial licensing fees;
- Wholesale grow and cultivation facilities, as well as retail dispensaries, employees and owner, operators, Principal Funders must undergo and pass criminal background checks, and
- Any other high-valued message learned from polling and message testing.

Throughout the campaign, the Polling team will test a variety of messages (pro and con), breaking the answers into a variety of demographic groups for greater control of the message. The research elements include: Benchmark (a broad range of messages and concepts) and Brushfire (which is a limited look into the community), Internet Ad testing (testing commercials on-line), Focus Groups (to learn more about specific message points by demographic groups), and Nightly Tracking (to determine how the campaign's messages are resonating with demographic groups).

The key to winning is developing a Constitutional Amendment that will resonate with voters and will not negatively impact their quality of life.

While the petition is circulating, a robust public relations and community outreach program will need to be executed to identify areas of opportunity and market segmentation. This will culminate in a strong campaign that relies upon a detailed road map for planning and supervising all marketing activities, including creative elements like online digital media including social media outreach, print and electronic media, as well as grassroots campaign activities.

As this Amendment cements the right to purchase marijuana in Ohio, it will be a target for those who hold tight to the dated notion that marijuana be treated as harmful drug. We expect that certain individuals will mount a significant effort to repel any attempts to legalize and regulate marijuana. To combat any such efforts, our team includes politically astute Democratic and Republican operatives who can communicate and advocate with those at the highest level of government in Ohio. While we do not expect all elected and other leaders to join the effort, our goal will be (in part) to keep as many as possible from becoming vocal in their opposition. In doing so, we will build the necessary support to change a system that fails to best serve the majority of Ohioans.

Dovetailing into the elected official outreach above, our team will use its extensive experience in Ohio government to ensure smooth implementation of the law. We will do so to minimize oppositional, jurisdictional and other hurdles during the enabling legislation and bureaucratic process. To that end, our team of governmental affairs professionals will maintain contact and communications with various government officials to address concerns well in advance of passage. Our team will also work with government officials to draft the all-important enabling legislation. In doing so, we will ensure that the enabling legislation follows a trajectory of successful implementation.

Over the last several years, Ohio (like many other states) has experienced attempts to allow marijuana legalization. These efforts include numerous failed legislative and ballot attempts to legalize medical marijuana. While well intentioned, each effort was lacking – lack of strategic foresight, proper structure and/or adequate funding. However, with a properly structured and funded effort, marijuana legalization and regulation can secure a majority of voters' approval in 2015. In doing so, passage would bring an incredible growth industry to Ohio, provide needed jobs and revenue for Ohio, and usher in cost savings by ending costly court battles and incarceration of low-level marijuana possession.

This is a critical time in Ohio and this country. Clearly, marijuana legalization is coming. We seek to position the Principal Funders of this effort at the front end of a new market opportunity in the state that is known as "America's Test Market." Winning in the battleground state of Ohio will have an incredibly positive impact on the Midwest and nation. Being on the front line of a projected \$1+ billion annual sale potential is one thing. But being able to replicate this victory elsewhere places Principal Funders in a stronger position for ROI in other ventures. In short, if it works here, it will work anywhere, which follows the old saying, *"As Goes Ohio So Goes the Nation."*

1. CAMPAIGN OVERVIEW

We propose a Constitutional Amendment to legalize and regulate marijuana like alcohol sales in the State of Ohio for the 2015 General Election Ballot. Our team's unique experience in ballot issue and other political campaigns as well as issue advocacy and governmental affairs will ensure that we develop and test winning Amendment language, engage the public and opinion leaders early. Our goal is to pass this Amendment and properly position the effort and Principal Funders for the enabling legislation period.

Campaign Team and Staffing – The campaign team brings a cumulative of hundreds of years of practical political experience to winning the Marijuana Legalization and Regulation Amendment. Providing overall management is the firm that developed Ohio's 2009 casino campaign blueprint. This team also oversaw the collection of more than 4 million signatures to successfully place Ohio's largest and most complex ballot issues on the ballot including the 2009 winning casino campaign, and stopping the Collective Bargaining Repeal in 2011. In addition, this campaign includes a Legal team that has drafted more winning Constitutional Amendments than any firm in the country; a polling team that has extensive experience nationally and in Ohio, and is currently tracking Florida's marijuana ballot campaign; a Data and Analytics Team that led President Obama's data driven campaign to victory in 2008 and 2012; a Communications Team that works directly with the Ohio Democratic Party and Organized Labor on public relations and public affairs; a Direct Mail team that produces visually impactful and winning mail programs across the nation, professional media production and placement teams with decades of success in Ohio, and a team of governmental affairs experts solutions that will be engaged to ensure successful implementation after winning at the ballot.

Below is an overview of the campaign structure:

a) Ballot Issue Committee Creation – The team will create a ballot issue committee to serve as the legal entity that will receive contributions and make expenditures for the campaign. The Committee may allow an attorney to represent them at the initial filing (see "summary petition filing" below).

The ballot issue committee should be registered with the IRS as a 501c(4) social welfare organization. As such, it may receive unlimited contributions from individuals, non-profit corporations and organizations regardless of tax-exempt category, foundations, business entities (including for-profit corporations, limited liability companies, partnerships) and other federal and state political entities (PACs, candidate committees,

political parties). All contributions count as a lobbying expense against a 501c(3) organization's lobbying limit. Most other non-profit organizations do not have a lobbying limit. The ballot issue committee need have a legal team to provide legal insight and employ the generally accepted accounting principles and reporting of all funds received and expended.

Two accounts will be established for this effort: a 501c(4) operating account and a 501c(4) PAC account. The PAC must report the names of all donors to the PAC. However, a donor to the 501c(4) operating account is not publicly disclosed so long as:

1. The contribution to the operating account was not solicited for the PAC and not earmarked by the donor for the PAC; and
2. The majority of the operating account's expenditures are not for the direct costs of the petition effort (printing, distribution, circulation, etc.) and/or express advocacy urging a vote for the ballot issue.

The 501c(4) can transfer 49.9% of funds from its operating account to the PAC without disclosure of donors to the 501c(4) operating account so long as these two conditions are met.

b) Campaign Finance Compliance – Legal Counsel will create a Ballot Issue Committee that is registered with the IRS as a 501c(4) social welfare organization. The Legal Counsel will need to provide legal insight and work directly with the committee's Treasurer to employ the generally accepted accounting principles and reporting of all funds received and expended.

The Legal Team will also assist in compliance and implementation of the Amendment when passed.

c) Amendment Language Drafting and Testing – Concepts for a new Constitutional Amendment will be tested through public opinion research, which will be conducted by The Kitchens Group to determine public awareness and support.

Constitutional Amendments in Ohio win when they are easy to understand. Polling will dictate the actual phrasing of the Amendment.

Additional expressed rights below will be tested to determine what if any strategic advantage will be gained by including one or more of the measures in the Amendment. Some of the concepts under consideration include, but are not limited to:

Medical Marijuana v Marijuana Legalization and Regulation– Test concepts – why do people like one more than the other? What emotional triggers exist for both? What strengths from medical marijuana can be borrowed for full legalization efforts?

Structures of the Amendment – We will review and test the language from other states and language recommended by the funders to determine what voters accept and are willing to support.

Taxation Rates – It will be imperative that we identify the best combination of taxation rates to win majority voter support. Testing will include determining not only the level of taxation, but also what social good the money fund such as: law enforcement, infrastructure, schools, homestead exemption for seniors, local governments, etc.

Local Control thru Local Option & Quotas – If marijuana legalization and regulation follows the path of alcohol sales and regulation, we will want learn the level of support that can be gained by affording local control of dispensary sites, and also how many may operate within an area. When dealing with alcohol permitting, that is known as providing local control through Local Option, and limiting the amount of permits through a quota system.

Any other high valued message learned from polling and message testing will be considered for inclusion in the Constitutional Amendment so long as it conforms to single-issue status of the Amendment.

d) Ballot Timing – By filing the petition with the requisite number of signatures no later than 125 days before the General Election, an Initiated Constitutional Amendment will be placed upon the next available General Election ballot. The 125th day before the 2015 General Election is Wednesday July 1, 2015. Placing an issue on the ballot of off-year election cycle will allow the campaign to mobilize the electorate which from this cycle comes from urban centers – which are Democratic leaning.

In Ohio, a ballot issue petition has no shelf life. That means a petition that has been certified by the Attorney General and approved by the Ohio Ballot may collect signatures for an undetermined amount of time. Valid signatures collected remain so unless the voter moves, is incarcerated or dies. To maximize time campaign to qualify for the ballot early, and provide the necessary time to conduct a thorough voter identification and advocacy campaign, while also providing regular polling for message testing to determine message penetration and any need for strategic message adjustment.

The timing of the ballot placement is critical. At no time in recent history have the voters been more willing to accept marijuana legalization and regulation. There exists an incredible opportunity to pass a marijuana legalization and regulation Amendment as the voters' see the positive financial impact from other states with legalization and believe that marijuana is no more harmful than alcohol. Politically, Ohio is a fairly moderate state given that it is a state in which Governor Kasich won with just over 49%, President Obama won the presidency in 2008 with 51.5%, and was re-elected with 50.67%. It is only because of redistricting that the Ohio legislature is controlled by a supermajority of Republicans and the GOP controls the state's congressional delegation (on a 3 to 1 basis).

The 2015 ballot affords marijuana legalization proponents a rational and realistic ability to bring a well-reasoned approach to legalization. Increasing the viability of the ballot issue is the fact that marriage equality and the Voters Bill of Rights could reach the November 2015 ballot and will bring metro, young and minority voters to the polls.

Based on 2011 election returns (the most similar ballot to 2015), we find that nearly 56% of voters are concentrated in eleven counties. Moreover, twenty-two counties (one quarter of all Ohio counties) account for approximately 72% of the overall voter turnout. These are Ohio's metropolitan and their contiguous counties, and have a history of leaning toward the Democratic Party candidates. While this effort must remain non-partisan, passage comes from early identification of supportive voters, advocacy to those who are persuadable voters.

e) Reporting Protocols – This campaign will be a metric driven, transparent effort with a high level of accountability between funders and campaign team. For each phase of the campaign, defined metrics and a detailed plan against which principle funders can measure progress of the effort. We find bi-monthly calls with secure online reporting works best in the start-up of the campaign. Additional calls can be scheduled as necessary, but this would allow the campaign to hold calls every other week in 2014 and transitioning to weekly calls in 2015. Ultimately, the campaign team will structure calls and reporting that best meet the Principal Funders' needs.

f) Legal Counsel – Ohio's premier election attorney Don McTigue has been retained to draft the Amendment and to be involved with legal and political as well as the public affairs team throughout the campaign. Markovits, Stock and DeMarco, LLC will provide compliance and additional insight into the legal, governmental affairs and political process.

g) Projected Costs – The cost of the campaign ultimately depends upon the polling and the language of the Amendment. For planning purposes, this program has a price point

of \$20 million. This begins with an initial contribution of \$250,000 to draft and test ballot language, \$2.4 million for guaranteed ballot placement and \$1.85 million to build the campaign infrastructure, followed by another \$15.5 million in a campaign to fully identify and mobilize majority voter support. A detailed financial overview with line item and monthly cash flow projections is provided below.

2. CAMPAIGN STRATEGY & POLICY DEVELOPMENT

a) Analysis of Ohio – Based on recent polling of Ohio voters, Ohioans are ready to pass Medical Marijuana. The February 24, 2014 Quinnipiac poll showed 87% of Ohio voters in support of medical marijuana and 11% opposed. Support for legalization dropped significantly (but was still in majority) with 51% supporting marijuana legalization, and 44% opposing. Therefore while medical marijuana seems to be the easiest lift as far as campaigns are concerned, marijuana legalization is more difficult but doable in an off year turnout election because with proper funding, the campaign can turnout low intensity (infrequent) but supportive voters.

Additional polling needs to be conducted to learn more about what Ohio voters will support. This includes Amendment language and message testing to better understand if marijuana legalization's support grows with economic impact and employment information. Knowing what voters believe and are willing to believe will assist in developing messages by region to best connect with voters here and elsewhere. The latter fact is important for other states as Ohio serves an important role as America's Test Market. This gives incredible value to testing a variety of messages and campaign tactics in Ohio before taking them elsewhere. As the saying goes, "*As Ohio goes, so goes the nation.*" Simply put, if it works in the Buckeye State, it works anywhere.

Compared to States with Legalization – As a state, Ohio has a population of 11.5+ million people, with 8.1 million residents aged 21 years or older. Interestingly, the two states with legalized marijuana (Washington and Colorado) have a combined population of 8.3 million (i.e. Colorado with 3.5 million and Washington State with 4.8 million) and only surpass Ohio's population of 21+ years of age by fewer than 200,000.

Ohio's Diversity – Ohio provides a diverse political landscape and the opportunity to test multiple strategies and messages at once, offering Principal Funders an incredible opportunity. With a single statewide initiative, Principal Funders have the ability to learn messaging impacts for legalization campaigns in other states:

(1) The Industrial North – This is where the rust belt finds its home in the Buckeye State. This wide swath of land goes from Toledo, then along the shores of Lake Erie then down the Pennsylvania border below Youngstown and the Mahoning Valley. Encompassing urban centers like Cleveland and Akron, inner-ring suburbs and exurbs like Lorain and Elyria, and small towns. This is the most economically, and culturally diverse region in the state blending upper and middle class communities with white-collar and blue collar, white ethnic communities, and a strong African-American population.

(2) Central Ohio – Central Ohio is the only part of the state that did not suffer population decline over the last decade. With Columbus as the hub of this region, the area has grown from its agricultural to the heartland of the nation's swing-voter. With the nation's 15th largest and Ohio's most populous city (Columbus), the region thrives as it is the center for State government, higher education such as Ohio State and many other colleges, as well as numerous national and international white-collar enterprises that are major employers in Central Ohio.

(3) The Southwest – Bordering Kentucky to the South and Indiana to the West, Southwest Ohio is considered the state's conservative heartland. Cincinnati is the centerpiece of the region with its Germanic and southern roots and adjacency to the exurban counties of Butler, Clermont, and Warren which are core of the Ohio Republican Party's base.

(4) Indiana-Lite – Moving along the Indiana border to Northwest Ohio and reaching into the western part of Ohio, this agricultural heartland of the state remains the least urban region of all. While farming is in a steep decline, this region embraces its agri-business. The region also remains socially conservative.

(5) The Southeast – Known as Ohio's Appalachian home front, the region continues to struggle with low income, and determination for jobs. With its strong and proud history of coal mining, this region of Ohio has more in common with its neighbor West Virginia than it does with the rest of Ohio.

b) Competitive Analysis – There are currently three competing efforts to secure medical marijuana legalization in Ohio: one is via the legislative route, the other two are through the ballot initiative process.

The Legislative Route – State Representative Robert F. Hagan (D-Youngstown) has introduced House Bill 153, which would allow doctors to authorize patients to grow twelve mature marijuana plants for the patient, or designate a care to grow for the patient. The patient would also be permitted up to 200 grams of usable marijuana. Since its assignment to the Ohio House Health and Aging Committee, HB153 has only received one hearing and is not expected to receive any additional hearings before the end of the 130th General Assembly in December 2014.

Similar Bills have been introduced over the last several years and have yet to make it out of any committee. To become law, Bills in the Ohio Legislature require majority support from both the House and Senate and the Governor’s signature. Passage of HB153 is remote at best.

Rep. Hagan also introduced a resolution, HJR 6 that would give Ohio voters the right to tax and regulate marijuana as well as make it legal for adults 21 years of age or older. Because Joint Resolutions such as HJR 6 require a super majority to pass, there is no chance HJR 6 will move forward to voters this year or any time in the near future.

Initiated Ballot Issue – Since 2011, two organizations formed to advance medical marijuana Amendments via the Initiative Ballot. One of the groups has folded and the other, Ohio Rights Group, has spent nearly one-year collecting signatures. Our team has spoken with the group and learned that they have approximately 50,000 signatures of which 20,000 may be valid. While they have incredibly dedicated activists, the Ohio Rights Group does not have the necessary infrastructure, strategic planning or funding to reach the ballot or run an effective and winning campaign.

c) Economic Impact Study – A comprehensive Economic Impact Study needs to be completed early in the process to lend credibility to the effort, define what the state and local communities should expect to be generated in overall sales, projected tax rates, and jobs created. This data will then allow the campaign to define the issue regionally, county-by-county and into local community levels.

d) Petition Overview – Because of Ohio’s geographic size and voter population of 8+ million, it is critical that proponents of a Constitutional ballot issue are aware that the success of a petition drive is determined not at the end, but rather the beginning of an

effort. The Strategy Network (TSN) has the more experience in Ohio petition drives than any other firm in the country to oversee the most complex ballot issue having managed the collection of more than 4 million signatures in the Buckeye State since 2006.

e) Messaging – Working with The Kitchens Group polling firm, the campaign team will develop messaging points to address specific issues and concerns of various strata of voters. Learning what voters believe and are willing to believe will allow the campaign to craft and deliver messages clearly and concisely to a wide array of voters along multiple demographic groups. The goal will be to address their concerns and build support, while decreasing opposition across the state.

f) Opinion Leaders – A significant component to our metric driven campaign is a well-organized and centrally maintained database of supporters that will allow us to call on them for action and mobilize quickly. This will include health care providers and patients, law enforcement, faith and business community leaders that can influence pre-determined targets or critical geographic areas.

g) Opposition Research – Know thine enemy. Our programming includes a strong research element that will allow us to learn about the opposition, what they have said (if anything) in the past, how it differs from statements being made during the campaign, and with whom they have influence. Our goal will be to understand who they are and why they are taking a contrary position. Where necessary, the research will help find ways to minimize the opposition's impact on the overall campaign and message if and when they arise.

3. ORGANIZATIONAL STRUCTURE

Winning the Marijuana Legalization and Regulation campaign requires understanding many facets of the process, beginning with the creation of the ballot issue committee and beginning the petition process. As previously stated, the language must be poll tested, clear, concise and to the point.

a) The Campaign Team – The campaign team assembled provides hundreds of years of practical political campaign experience. This team has vast experience in winning in Ohio and many on the team are nationally known and highly regarded for providing their winning services. Following best practices, this ensemble of professional political operatives understand how the ballot issue impacts Ohio, how to build support and most importantly, how to get majority support to the vote for the issue.

b) Campaign Finances – Heading this campaign finance team is Jeff Berding who served as a Cincinnati councilmember, and has a long history of working with entrepreneurs and political operations in Ohio. Jeff's skills in the campaign will be in working directly with the Principal Funders. For election and financial compliance, the team at Markovits, Stock and Demarco will ensure full accounting as well as address any and all required filings occur in a timely manner.

c) Legal Structure – The ballot issue committee will be registered with the IRS as a 501c(4) social welfare organization. As such, it may receive unlimited contributions from individuals, non-profit corporations and organizations regardless of tax-exempt category, foundations, business entities (including for-profit corporations, limited liability companies, partnerships) and other federal and state political entities (PACs, candidate committees, political parties).

Two accounts will be established for this effort: a 501c(4) operating account and a 501c(4) PAC account. The PAC must report the names of all donors to the PAC. However, a donor to the 501c(4) operating account is not publicly disclosed so long they following the requirements listed above in 1. Campaign Overview, Section (a) 1 and 2.

d) Public Opinion Research – Throughout the campaign, the committee will need to test a variety of messages (*pro and con*), stratifying the answers to allow the campaign to determine which messages resonate with various demographic groups including but not limiting to: gender, age, ethnicity, partisan affiliation, income, education levels and geography. The research elements include: Benchmark polling, which is the testing of a broad range of messages and concepts. Brushfire polling is a follow-up to the Benchmark poll and serves as a limited look into the community. Internet Ad testing allows the committee to test commercials and concepts on-line. Focus Groups provide the campaign the ability to learn more about specific message points by demographic groups. In the final stages of the campaign, Nightly Tracking will be used to determine how the campaign’s messages are resonating with demographic groups.

For this campaign, the Polling Team at The Kitchens Group will employ an Internet-based method for conducting the survey. Many major corporations, including AT&T, Wal-Mart, Career Builders, Microsoft, and Hewlett Packard, employ this methodology. Respondents will be gathered from voter panels managed by Survey Analytics. This technology has become the gold standard of market research, replacing telephone-based data collection.

More than 80% of Americans are on the Internet at least once per day. The change in the technology people use to communicate has been the driving force behind this new methodology. This methodology eliminates the problem of interviewing younger voters who no longer have landlines

In addition to finding a more representative sample, Internet-based research has several other advantages: **Unlike telephone surveys, the cost of Internet surveying is not directly related to the length of the survey.**

With all telephone surveys, costs increase as the survey becomes longer. This factor is not true for Internet-based surveys. Any survey can be “too long” and people terminate before finishing. However, for the Internet survey, the price does not change between having 20 questions and having 40 questions. This factor allows a client to gather more information for less money. **More complicated concepts can be examined using Internet surveys compared to telephone surveys.**

A person’s short-term memory can only recall about 7 seconds of information. If long questions are used on the telephone, it is unlikely the respondent will retain all the information he or she is given. However, since the Internet survey is visual, the respondent can re-read a question or paragraph or even go back to previous statements and read them again. This factor has been very important for The Kitchens Group’s use

of Internet surveys in legal cases where there may be some complicated facts. **Internet surveys can present visual materials such as advertising and logos.**

This form of analysis will allow the campaign to pre-screen television ads or logos and have the respondent answer questions about them. In the past, this research could only be conducted using methodologies such as focus groups or mall intercepts. Both of these methodologies lack quantitative validity. However, by having a representative sample evaluate visual materials, the client is provided with reliable quantitative data.

e) Opposition Research – Our Communications and Data team will monitor social media and mainstream media for storylines about the campaign, marijuana as a topic and track opinions expressed in both media. When and where opposition percolates, a research assistant will begin learning about the person, organization or group expressing opposition. This information will be housed securely in the cloud for access by the team.

f) Signature Gathering Process – A successful petition programs rely upon development and implementation of tested and proven systems that allow for the managing and directing of volunteers, and allied partners. While the volunteer components of the collection will broaden the reach, as well as lend credibility and capacity to the effort, for planning purposes, the Committee should only expect 10% of the needed signatures to come from volunteers/Coalition partners. These signatures should be considered buffer to the signatures that will be paid to be collected. To guarantee ballot placement, petition signatures will be collected by professional paid signature operations that have key personnel to administer numerous regional offices, oversee and direct the petition circulation, manage and monitor the Quality Control personnel to ensure a complete data entry of signers of the petition and validation of the signatures gathered.

The petition process is best defined in three phases:

Phase I: Petition Preparatory Processing

Phase II: Signature Collection & Initial Filing

Phase III: Supplemental Collection (if needed)

Phase I – Summary Petition Process: The committee is required to collect and file signatures from 1000 registered voters. This is called the Summary Petition Filing. This petition must include a Summary of the Amendment as well as the full text of the Amendment that will be filed with the Attorney General and the Secretary of State. The Attorney General will review the Summary of the petition to determine if, in the Attorney General’s opinion, the summary’s language is a fair and accurate representation of the Amendment. During the Attorney General review of the Summary Petition, the Secretary of State will dispatch the signatures to the appropriate Board of

Elections for verification and validation. In both instances, if the language is approved and the signature requirements are met, the Attorney General and Secretary of State shall forward the petition to the Ballot Board for their review and consideration.

Timing: This phase can begin after testing petition language in polling and thereafter when the Committee approves the final draft of the petition.

Ballot Board Review: The Ohio Ballot Board prescribes and certifies the ballot language for proposed Constitutional amendments, initiatives, and referenda and oversees efforts to inform voters of proposed ballot issues. The Secretary of State chairs the five-member board and the office of the Secretary of State provides professional, technical, and clerical support for the Board. The Board will determine if the petition should remain one single issue or be separated into more than one petition (issue). Ideally the Ballot Board will vote to keep the issue as one petition, however, should the Board determine that the issue need be divided into multiple issues, the petition committee is permitted to file a Mandamus or Writ of Prohibition with the Ohio Supreme Court for relief. The Court has in the past overruled the Ballot Board when it divided the Health Care Constitutional Amendment into multiple issues. Conversely, the committee can accept the Ballot Board's ruling and restart the Phase I process from the beginning. Doing so would require re-drafting of the Amendment, the petition summary, collecting 1000 valid signatures and resubmitting it to the Attorney General and Secretary of State.

Timing: The Ballot Board will within ten days of the Attorney General's certification. For planning purposes, the final approved petition can begin circulation approximately three weeks after the summary petition has been filed with the Attorney General (assuming the Attorney General certifies the language). Ballot Board delays are not uncommon, but they will have a cascading effect on the campaign's timeframe.

To better assist the committee in this process, the transcript of the past several years of Ballot Board meetings can be requested and reviewed to prepare for a Court challenge should it be necessary. Upon Ohio Ballot Board certification, the petition as well as a verified copy of the constitutional amendment, together with its summary and Attorney General's certification must then be filed with the Secretary of State by the Attorney General. The Committee may then print the petition and begin collecting signatures.

NOTE: Ballot petitions have no shelf life. A Constitutional Amendment can ONLY be placed on the November Ballot. Placement on any November Ballot necessitates that the requisite valid signatures be filed no later than 125 days prior to the election. For the November 2014 ballot that date is July 2nd, for the November 2015 Ballot, that filing deadline is July 1st.

Phase II – Signature Collection & Initial Filing: For any petition filed before the certification of the November 2014 ballot, the Petition Committee is required to obtain signatures from 385,245 registered voters from at least 44 of the 88 counties of the state. From each of these 44 counties, there must be signatures equal to at least five percent of the total vote cast for the office of governor (in that county) at the last gubernatorial election (2010). To reach the November 2015 General Election ballot, the petition must be filed with the Secretary of State no later than July 1, 2015.

Ohio's newest petition law requires that all part-petitions (petition booklets) be separated by county and labeled by the name of the county with a sequential number. Additionally, each part-petition must be scanned and the images of each part-petition must be filed with the Ohio Secretary of State, along with a manifest of all part-petitions, listing them by county, part-petition number, signatures by part-petition as well as totals. The manifest must provide a summary by county and an index of all part-petitions being provided at filing. This newest procedural requirements of sorting, labeling and manifesting is incredibly time consuming and requires a professional "Quality Control" team whose only job is to take possession of the petition once it comes out of the field, and follows strict guidelines for sorting, labeling, digital imaging, archiving and storage.

For planning purposes signature collection effort, a minimum of forty thousand petition booklets (part-petitions) will need to be printed. This quantity of petition booklets will require a minimum of two weeks for printing and binding.

NOTE: At filing, the Committee must also provide a digital version of the petition, which the Secretary of State will edit and return to the Committee if a Supplementary collection is required (see below).

Phase III – Supplemental Collection: The committee shall have the right to continue to collect signatures if the Ohio Secretary of State advises that the committee is deficient in the number of signatures necessary to qualify for the ballot. However, under the new petitioning laws prescribed by SB 47, Committees must now await an official notice of deficiencies from the Secretary of State before the Committee is permitted to continue its collection of signatures during the prescribed 10-days Supplementary collection period. Upon receiving this notice, the Secretary of State shall also provide the Committee the Supplementary petition that will have been edited by the Secretary's office, and will have to be printed. The 10-day window for collection shall then begin the day following the receipt of the Secretary's notice. Given that we have until July 1 of 2015 to file the petition, it is imperative that we not file until we have conclusively reached the overall level of valid signatures (with a solid validity buffer) and qualified in no fewer than 60 counties (to ensure we can fend off any challenges).

If after filing the Supplementary petition signatures, the SOS has certified that the committee has secured both the necessary number of valid signatures and county qualifications, the issue shall be certified and placed upon the ballot.

Projected Raw Signatures Needed – Based upon past collection efforts in Ohio, to ensure ballot placement on the 2015 ballot, 750,000 (raw) signatures will need to be collected, with particular attention being given to the 44 county qualification requirement.

g) Public Relations and Communications – From the earliest of stages, before the first signature is collected, the campaign effort requires a strong public relations component to provide daily outreach to the media, and to work with Editorial Boards across the state. It will be imperative that the media have access to the campaign operation and the campaign to the media to drive messages. The communications team should compile and disseminate clippings daily to coalition members, then develop and coordinate media opportunities with various coalition members. The communications team will also monitor opposition within the media and provide the campaign the ability to “bracket” oppositional messaging when and if it occurs.

h) Data and Analytics – Effective programs are grounded in data. President Obama’s election and re-election campaigns’ data operational experts who have formed a company named 270 Strategies will lead the Data Team. The Data Team will help calculate quantitative goals and establish accountability systems utilizing polling and modeling to create a data driven campaign.

Data Acquisition: The Data Team will oversee the data voter file data, and append additional consumer data as needed and provide a platform to track voter contact. This data will serve as the backbone for the campaign’s entire analytics and data program.

Modeling: The Data Team will build two models, one that predicts support and one that predicts turnout. These models will help inform strategic planning, resource allocation, and campaign goal setting throughout the petition and voter contact phases of the Ohio legalization ballot initiative.

- **Support:** *identify voters who are most likely to support the marijuana legalization and regulation amendment in Ohio. The support model will also identify non-supporters who the campaign should not contact to ensure that the campaign uses its time and resources efficiently.*
- **Turnout:** *identify voters who are likely to turnout in the 2015 election. Combining a turnout model with a support model will be enable the campaign to identify supporters who need to be contacted in order to effect the outcome of the election.*

In order to build models that predict support and turnout a representative survey will be conducted of 1,500 – 1,800 voters matched to the Ohio voter file to poll them on their support of Marijuana legalization. In our experience we expect a 3-5% survey complete rate on ID calls. Based on this complete rate an estimated total of 30,000 calls will need to be done to achieve the 1,500-1,800 survey completes. We will conduct Live or Interactive Voice Response (IVR) IDs to collect data that will be used to create and test both the support and turnout models. The decision on whether to do Live or IVR polling will be dependent the campaign's budget. Live calls can be more costly, but provide the highest quality of response data while enabling the survey to reach younger voters who are more inclined to use cell phones. IVR calls will be cheaper, but the data resulting from these IDs may be of a lower quality and will not reach cell phone users.

Path to Victory & Targeting Assessment: Using the results of the support and turnout models, the Data Team will help create a path to victory for the campaign by analyzing the Ohio 2015 electorate and determining which demographic and geographic indicators should be targeted during the voter contact program. The snapshot will look across the state and identify which voter constituencies we need to turnout, register, and persuade in order to get to 50+1 percent of the electorate in November 2015. The snapshot will help determine the campaign win number (the number of votes needed to get to 51%), serve as the basis for campaign goals, and utilize the modeling results to prioritize key parts of the state where the campaign should focus its efforts.

Campaign Data Management & Strategic Goal Planning: Successful campaigns depend on a sophisticated data program to make data-driven strategic decisions, design accountability systems to track progress, and develop metrics-based goals that align with a campaign's focus. 270 Strategies has experience setting up data programs that will complement all parts of the campaign (field, digital, and communications). Data program setup will focus on:

- Assisting in hiring process for data staff
- Developing the on-boarding for data staff
- Guidance on creating a data program that compliments the organization's state, county, and program specific needs
- Assistance developing training materials to help implement a data program

Goal Development: Throughout the petition process your organization will need to develop metrics to evaluate the strength of your petition program and the progress made towards the goal of placing the Legalization Amendment on the 2015 ballot. Working with your senior leadership team, The Data Team will use modeled data to develop and assign goals at the state, county, and neighborhood level to allow for accountability throughout the campaign. Once the petition goal is met and the Legalization Amendment is on the 2015 ballot, goals will have to be set at the state, county, and neighborhood level to register, identify, and turnout supporters. These

goals will work to support the paid and volunteer programs that the campaign will use to target voters in key areas of the state.

Tracking Progress: 270 Strategies has worked with clients to produce regular and efficient reporting processes that help organizations create accountability and measure the impact programs have over time. These reporting systems are key to the day-to-day management of a campaign, but are also useful in having continuous and up-to-date reporting around fundraising and the need for resources. To lay the foundation for insightful reporting, the Data Team will work to:

- Provide guidance on tracking systems to ensure all necessary metrics are being tracked and updated to enable regular and accurate reporting, and
- Work with data staff to create accountability and reporting systems for all levels of the campaign (state, county, neighborhood, and program specific).

i) Online Advocacy – Working directly with the Data and Analytics team, the field team will work to engage voters, identify supporters and move them into action. From our online web-dialer, to social media, our team will develop opportunities to get people involved in the campaign from the early days of the petition effort through Election Day. Online advocacy is an important layer in the communications package.

An easy-to-navigate website will be developed to provide facts and dispel misconceptions. The site would provide the committee/campaign an electronic warehouse of data, endorsement packets, speakers bureau requests allow for social networking and outreach to prospective voters, especially younger voters. To energize and mobilize younger voters, a complete array of online tools can be provided to allow coalition members to engage their neighbors in a door-to-door canvass, and to take action with friends, family members and other coalition members (logging their activities and managing the metrics of the effort) as well as to allow supporters to donate to the campaign.

The Social Networking aspect of the Committee's site should also consider allowing voters to connect to their friends online using Facebook, Twitter, Flickr and other popular social network sites. Systems are available to allow coalition members the ability to map their precincts, to show voter names and addresses and giving coalition members the ability to connect with them (and report the contact). Such systems allow the voter to report their findings and append the responses to the voter file. This will assist in voter identification and subsequent mobilization during Early Voting and Election Day voting.

Additionally, the website could provide visitors the ability to communicate with local newspapers in their county/region. This will include talking points and the ability to send Letters to the Editor online and via US mail.

Coalition members should be encouraged to work with the campaign to leverage online ads for the various websites that will be viewable based upon the viewers Internet Service Provider/Locale. The online presence will also allow supporters to make online donations to the campaign.

As the signatures are collected and being prepared to file, the Committee will have ample time to coordinate its micro-targeting and voter ID efforts, develop its ground and air game. These processes will not be inexpensive, but winning will leave a lasting legacy, while failing to place the issue on the ballot or losing at the ballot will leave an almost certain legacy of greater erosion of rights that no voter should allow.

j) Grassroots Organizing – Successful Grassroots Organizing is by design, not chance. We develop a plan to build the campaign infrastructure at the beginning of the effort that will leverage the information from the petition effort. From the beginning of the process, the grassroots campaign infrastructure will be in place to create a manifest of petition signers, and cross check them against the voter file, then utilize that data to educate and mobilize voters. This will be of critical importance as we harness the lower voter turnout in 2015 will work to the campaign’s advantage.

Polling and data analytics will be used to determine who will vote and what tactics we will need to implement to turnout our supporters. To assist with this, we will prepare to retain some or all of the field directors from the petition effort (as well as their offices) for the duration of the campaign. Regional Field Directors have extensive experience working with volunteers and coalitions. Their hands-on work will help the campaign maintain message discipline, keeping volunteers and coalition members on message and harness their interest and drive into effective tactics that will help the campaign win.

Their mission will be to build local support and be prepared to minimize the impact of opposing voices. This will include community, elected, faith leaders, health care professionals and patients as well as law enforcement officials. The deeper into the community we are able to reach and connect, the stronger the campaign and the ability to win becomes.

k) Building Local Support – Before, during and after the signatures are collected, the campaign will need to build support amongst the community and elected officials throughout the state. This should include working with the leaders of the religious, non-profit and labor communities to develop coalitions to assist in winning a campaign. To

be successful, we recommend teaming with national and Ohio-based leaders who have a desire to legalize marijuana. Ideally, this team would include those who have geographic base of support and/or are able to lend credibility and funding to the effort to broaden the discussion geographically and amongst various demographic group interests. This is important not only to assist in the collection of signatures, but also to develop a winning ballot issue.

This would include providing community and elected leaders educational, advocacy and general background documents and endorsement forms that they could sign and return to the campaign. Ideally the local Community Organizers would become the local voice of the campaign with the campaign disseminating talking points and news updates to them on a routine basis to ensure they remain engaged.

l) Working with Natural Constituencies – Natural constituencies exist and should be encouraged to join as Steering Committee or Coalition members. These include, but are not limited to: Patients and patient advocacy groups, health care community including health and human service coalitions, prosecutors, law enforcement, labor organizations, immigration reform advocates, women’s rights advocates, environmental, faith based groups, equal rights and various progressive organizations.

What the existing Medical Marijuana ballot committee lacks beyond funding and strategic planning is credibility from national organizations such as Marijuana Policy Project, NORML, or major health care organizations like the American Academy of Family Physicians, the American Nurses Association, the American Academy of HIV Medicine (2003), and others. Our goal in reaching out to them is to urge them to support the latest Ohio plan.

Our Regional Organizers will work with medical professionals, patients and caregivers to speak with the public and members of the media. The goal will be to have them tell their stories in a way that connects emotionally on the need for patients to have access to properly regulated marijuana.

Working with Law Enforcement and Prosecutors to determine the level of support they have for legalization. Where support exists, the campaign will ask them to join the steering committee. Where there is opposition, the campaign will ask them to remain neutral and let voters decide the issue.

m) Television/Radio – Cable and Network TV advertisements will define the issue; speak to specific issues found in the polling. The goal will be to build support and neutralize opposition media market by media market. The Polling and Analytics teams will work directly with the Media Production and Placement teams to ensure that the proper

messages are addressed and presented to voters in all of Ohio's media markets. Extensive message testing will allow the campaign to "drill-down" into various demographic groups' level of support, and advertisements will be targeted to reach the appropriate voter based upon identified viewing and listening audience demographic.

n) Vote-By-Mail – Early Vote ballot applications will be sent (and tracked) to previously identified supportive voters whose voting history is infrequent. A Vote-By-Mail Application Chase program will ensure the application is filled-out and returned to the Board of Elections. When the Ballot is mailed to the voter, a Ballot Chase program will track the ballot to ensure it is voted and returned to the Board of Elections. Ballot Chase programming will include phone, email and door-to-door canvasses whenever and wherever possible.

o) Direct Mail – With Direct Mail, we can fine tune and target our message to specific voters. This narrowcast advertising will allow the campaign to drive winning messages to our key supporters and voters who need persuasion. Our Direct Mail teams will work very closely with the Polling, Data and Analytics teams to find the right message, graphics and messenger for the mail pieces. When the mailer hits the mailbox, the goal will be to have the piece read and have a positive impact on the voter.

p) Phone Program – Utilizing the web-dialer will allow coalition volunteers to call voters from the comfort of their home, coalition member offices, or the campaign HQ. The web-dialer is an auto dialer system that allows the team to coordinate a highly effective and metric driven phone communication program. From voter identification, persuasion, coordinating volunteers activities and turnout programs.

Our team will also utilize interactive voice response calls known as IVRs to identify support, neutrality and opposition, as well as drive a message of advocacy or call to action. Additionally, automated calls (robo-calls) will be launched to do the same. These are very helpful in developing support and can event be utilized in crowd building for events that the campaign will plan.

Live calls will be used where IVRS and robo-calls could not reach the voters. In these calls, a live operator will contact the voter to query them on their level of support for the issue. The Data and Analytics team will gather all this data and provide the blueprints for the best messaging and grassroots campaign model region-by-region and county-by-county.

q) Governmental Affairs – Elected officials in the legislature should also be engaged to enhance the dialogue as to how the enabling legislation for marijuana legalization will

improve Ohio. The legislative leaders can then assist with community outreach amongst their fellow elected officials and the media. Additionally, the campaign team includes governmental affairs experts that will focus their attention on ensuring that the implementation phase of the effort is smooth and as uneventful as possible.

4. MANAGEMENT TEAM

The team of professionals assembled for this process is eminently qualified to execute on the business model. Their collective experience will allow for a robust winning campaign to be developed and implemented in 2014 to achieve the winning results in 2015. The team will continue its forward progress with a strong enabling legislation program immediately after the election and into 2016.

IAN JAMES, STEPHEN LETOURNEAU AND JEFF BERDING – THE STRATEGY NETWORK >> *FUNDER RELATIONS, CONSULTANT MANAGEMENT, PETITIONS AND GRASSROOTS*

The team at The Strategy Network, LLC (TSN) drafted the winning 2009 Casino Campaign Business Plan, and sited two of the casino locations that were tied to Ohio's four casino licenses. Because of the attention to detail, the Plan led to Ohio's inclusion into land based casino operations, and the creation of one of Ohio's largest industries and employment generators being created. TSN's team has overseen the collection of well over 4 million signatures to placed a variety of issues on the ballot has grown to become the most respected progressive firm in the Midwest.

TSN's Ian James will serve as lead consultant and will manage the consulting team. TSN will also provide its Petition expertise and winning Grassroots Advocacy. Jeff Berding will serve as Funder Relations Director and will maintain regular communications and reporting with funders.

DON MCTIGUE AND MARK MCGINNIS – MCTIGUE, MCGINNIS AND COLOMBO >> *ELECTION LAW*

McTigue, McGinnis and Colombo LLC is Ohio's premier Election Law firm. This key part of the Legal Team will draft the Amendment, and work through the Ballot Board. The Election Law Team will make certain that the Amendment makes its way into a petition and will have the best possible ballot language for voters to vote upon.

CHRIS STOCK AND PAUL DEMARCO – MARKOVITS, STOCK AND DEMARCO >> *COMPLIANCE AND GOVERNMENTAL AFFAIRS OVERSIGHT*

The firm will serve as the compliance officers and provide oversight of the finances and reporting to ensure strict accounting principles are met and the financial disclosures are properly compiled and filed with state and federal officials. Additionally, the firm will serve as the lead on Governmental Affairs.

NEIL S. CLARK – GRANT STREET CONSULTING
>> GOVERNMENTAL AFFAIRS

Before launching Grant Street Consultants, Neil Clark served as Chief Operating Officer of the Ohio Senate Republican Caucus where he managed the planning, development and implementation of the taxing and spending priorities of Ohio's \$32 billion biennial budget. In this position he functioned as both senior advisor to the majority leadership and as senior financial analyst for the Caucus. His expertise in public policy and political trends has been covered by every major Ohio newspaper and leading national publications such as Newsweek, The New York Times, and Time Magazine. Neil was named for nine consecutive years as one of Columbus Smart Business's Power 100 – 25 MOST POWERFUL PEOPLE.

DR. JAMES KITCHENS – THE KITCHENS GROUP
>> POLLING

Since it's founding in 1983, The Kitchens Group has conducted public opinion research throughout the country and internationally for a variety of purposes. The Kitchens Group conducts various forms of public opinion research, including market research, political polling, targeted audience survey research, in-depth interviews, Internet surveys, and focus groups. The firm has worked for a variety of commercial companies, including Fortune 500 companies, public policy groups, and non-profit organizations. The Kitchens Group is one of the oldest and most experienced public opinion research firms in the country.

With a strong academic background and a proven expertise in attitude research, The Kitchens Group is able to identify those messages most effective in influencing the public's behavior. The Kitchens Group developed methods of measuring the effects of the religious belief systems, subconscious gender and racial biases, and the psychological cross-pressures between economic and environmental concerns of the public.

The Kitchens Group has worked since the firm's founding on behalf of progressive causes. This work has included human rights campaigns, union campaigns on behalf of paid sick days, anti-death penalty campaigns, and issues of climate change and environmental protection. Clients also include Jos. A. Bank, Walt Disney World, Lowes Home Improvement Stores, The Nature Conservancy, The International Association of Conservation Biologists, the American Psychologists Association, Verizon, Humana, Penn National Gaming and Entertainment, and The Blues Music Foundation.

DENNIS WILLARD – PRECISION NEW MEDIA
>> PUBLIC RELATIONS/COMMUNICATIONS

Founded by Dennis Willard in 2010 by Dennis Willard, Precision New Media's (PNM) mission is to help clients achieve their goals through a comprehensive approach to marketing - sound communications strategy aligned with a strong brand and paired with effective implementation to have a lasting impact on your audience. This approach has brought great value to its clients.

PNM chooses to work for organizations and on projects with progressive missions - we want to do good work and for a good reason. Each person on the team cares deeply about the well being of our community, state, and nation-- and the people in it. There is no better way to inspire a strong work ethic in a group of people than genuine passion for what you do.

Having built a solid team of professionals with two things in common: strong talent and a total commitment to the quality of our work, PNM digs into a project we become true partners with its clients and they don't stop until the client's goals have been met.

MITCH STEWART AND JEREMY BIRD – 270 STRATEGIES
>> DATA AND ANALYTICS

Data, Analytics and Targeting – the National Field Director and Battleground State Directors for Obama 2012 will lead the campaign effort to implement effective programs are grounded in data. 270 Strategies will work with the campaign to calculate quantitative goals and establish accountability systems.

The Obama organization was clearly metrics driven. Numbers drove the choices the campaign made on every level – from who was being called on the phone to the effectiveness of our organization building to which email was sent. This campaign will live by the same principles by determining key metrics, produce reports on those metrics and then look at those reports regularly.

ROBERT KISH – THIRD WAVE COMMUNICATIONS
>> MEDIA PRODUCTION

Third Wave Communications, LLC is a full-service media and communications firm located footsteps away from the vibrant Arena District in Columbus, Ohio. A results oriented organization known for its creativity and quality of work throughout the nation. They have helped clients formulate and communicate their message, while also providing political advice to some of America's top elected officials.

ROBERT CLEGG – MIDWEST COMMUNICATIONS
>> MEDIA PLACEMENT

Midwest Communications and Media has over 30 years experience in media buying. MCM has bought in over 112 Designated Market Areas (DMA's) throughout the United States as well as in 36 states.

Media buying services include placement for television, both broadcast and cable, radio, Internet as well as print materials in newspapers and magazines. Also MCM has purchased outdoor advertising on billboards, buses and transportation shelters.

Midwest's expertise and extreme knowledge of Ohio Demographics and media markets has made it one of the most sought after political, governmental and non-profit media buying firms in Ohio. MCM's remarkable winning record draws political candidates from all over Ohio back to MCM each campaign season.

DUANE BAUGHMAN AND NICK HOLDER – THE BAUGHMAN COMPANY
>> DIRECT MAIL

Known as America's most persuasive direct mail firm, the Baugman Company has offices in San Francisco and Washington DC. The Baughman Company was responsible for the winning direct mail for the 2009 casino campaign, helped win 20 states for Hillary Clinton's historic presidential campaign, elected and re-elected New York City Mayor Mike Bloomberg, and went 11 for 12 with congressional incumbents against a tidal wave of 63 Democratic losses and a Republican landslide.

Baugman is a hands-on firm and they're incredibly detail oriented. This and the fact that when working with Baughman, we know that the campaign will work directly with a veteran campaign manager and direct mail strategist who's been in the trenches for over 20 years.

5. ENABLING LEGISLATION AND IMPLEMENTATION

The Amendment will have a trigger that will require the Ohio General Assembly to pass enabling legislation and have the Marijuana Legalization and Regulation Act's regulatory body in operation within 180-days of passage of the Amendment. Because the Governmental Affairs team will have been working prior to the election to identify key obstacles and opportunities, they will be eminently prepared to provide leadership during the enabling legislation process. This will help streamline the process to allow operations to begin more smoothly, and to give Principal Funders a clear pathway to obtaining answers to questions that may arise during implementation. The Enabling Legislation and Implementation Team consists of the following:

a) Legal Counsel – Markovits, Stock and DeMarco will continue to provide oversight and direction of the governmental affairs component after the campaign concludes. The firm will lead the Enabling Legislation and Implementation process, establish reporting requirements, and will hold regular legislative update conference calls and meetings with Funders. All members of the Enabling Legislation and Implementation Team will report to the Legal Team.

b) Governmental Affairs – Working directly with Legal Counsel, the Governmental Affairs team at Grant Street Consulting will provide valuable insight into the legislative process of during the enabling legislation. The Governmental Affairs team will prepare for Committee hearings, testimony, and provide facts and figures to facilitate the enabling legislation process. Once the enabling legislation is passed, the Governmental Affairs Team will work as closely with the governmental officials on implementation as allows by law. This will afford Funders an opportunity to have a structure to make inquiries and receive responses to questions regarding operations without unnecessary and costly delays.

b) Public Relations – The Public Relations Team will provide the public face to the effort. Working directly with the Press Corps and Editorial Boards, the Public Relations Team will provide messaging for public consumption and in doing so, will help maintain message discipline through this critical phase of the operation.

b) Grassroots Advocacy – Working with predefined and new Coalition Members that will benefit from the Marijuana Legalization and Regulation Act, the Grassroots Team will provide opportunities for the Coalition Members to be a continued presence of the process. This will be especially important to tap into those entities that will receive tax revenues to have them speak about their continued support for the Act.

6. FINANCIAL AND TIMELINE PLANNING

a) Financial Overview

The better crafted the language, the less of a chance the opposition will be able to poke holes in the Amendment. Beyond well-crafted Amendment language, the “Yes” side must be prepared to outwork the “No” side.

Establishing operational preparedness of the campaign is critical. The early costs for preparing the campaign for success include \$250,000 for legal, polling and operational preparedness. When the Amendment language is finalized, paid signature gathering will cost another \$2.4 million to guarantee ballot placement, and another \$1.85 million to fully structure the campaign in 2014. This would allow the campaign to engage the public with a strong communications/education program, robust grassroots effort that would identify supportive voters, as well as those that require persuasion, and work directly with elected and community leaders to best position the campaign for the November 2015 ballot.

Cost of Services – Successful adjustments to the Ohio Constitution can be expensive but they can also provide a lasting legacy. To be victorious in this effort, the campaign must be well funded, well disciplined and strategically sound. With this in mind, we have provided a preliminary budget of \$20 million for the entire campaign, the cost of which would be shared by the coalition partners.

b) Detailed Costs by Line Item

Legal, Financial Reporting

Scope of Work: McTigue, McGinnis and Colombo will draft the Amendment, work through the Ballot Board and works to ensure that the Amendment obtains ballot language that confirms with polling.

Markovits, Stock and DeMarco will provide the oversight of the finances and reporting to ensure strict accounting principles are met and the financial disclosures are properly compiled and filed with state and federal officials. Having received multiple designations as “Super Lawyers” by Law & Politics magazine, this boutique firm will assist with the compliance segment of the operation and will assist the campaign from start through implementation of regulations. Markovits, Stock and DeMarco will be active throughout the campaign, including handling all campaign finance compliance, accounting and bookkeeping issues, as well as spearheading the Enabling Legislation drafting and Amendment implementation efforts.

Projected Cost: \$702,000

Timeframe: August 2014 through November 2016

Polling

Scope of Work: The Kitchens Group will develop and conduct public opinion research to assist effort in determining Amendment language through the use of Benchmark Polling and possibly Focus Groups in August 2014. Additional polling will be conducted monthly throughout the campaign (i.e. Attitude polling, micro polling on demographics, Focus Groups, Nightly Tracking).

Projected Cost: \$278,000

Timeframe: August 2014 through October 2015

Petition Signature Gathering

Scope of Work: The Strategy Network (TSN) will hire, train and manage the hundreds of Ohioans who will secure the signatures needed to place the issue on the ballot. All names gathered will be placed in a database as they are collected to allow for ongoing communications with those who sign the petition, and work to get them to participate in Early Voting in 2015. Additionally, will provide training and assistance to the volunteer/coalition members' signature collection effort.

Projected Cost: \$2,400,000

Timeframe: August 2014 through October 2014

Operations

Scope of Work: The Strategy Network (TSN) will develop and oversee day-to-day campaign operations, manage all consultants and staff. The firm's founder, Ian James will provide the hands-on management of the process.

The Operations Team will oversee the Quality Control aspect of the campaign, provide the research arm, as well as develop and launch the easy-to-navigate website. The site will also provide online tools for grassroots campaign activities as well as allowing supporters to donate to the campaign. Additionally, the website will provide visitors the ability to communicate with local newspapers in their county/region. This will include talking points and the ability to send Letters to the Editor online and via US mail. The website will virtually "house" all electronic warehouse of data, connect people to social networking and outreach to prospective voters, provide endorsement packets, digital forms to capture speakers' bureau requests, etc. The Operations team will be active throughout the campaign, including handling all day-to-day operations, as well as assisting in the Enabling Legislation and Amendment implementation efforts.

Projected Cost: \$1,420,000

Timeframe: August 2014 through October 2016

Field and Coalition Building

Scope of Work: The Strategy Network (TSN) will develop and implement the Field and Coalition building plan with the Data and Analytics Team to ensure that the campaign reaches the appropriate targeted audience. As a part of this process, TSN will hire a State Field Organizer and Coalition Organizer will work directly with Regional Field Directors and Coalition partners to harness and focus their energies into identification and advocacy. The Field and Coalition Team will develop events, and identify opportunities to reach out to community, elected, faith and opinion leaders across the state following a model and reporting regime as described above. In the lead-up to the election, the Field and Coalition Team will engage in augmenting the Vote-By-Mail program through door-to-door canvasses, heightened visibility, and engagement of Coalition Partners to mobilize targeted voters.

Projected Cost: \$1,760,000

Timeframe: August 2014 through November 2015

Public Relations and Communications

Scope of Work: The Public Relations will work directly with the Polling, Data and Analytics to develop and implement the public relations campaign strategy. As such, they will provide the day-to-day messaging for the campaign, and draft messages for Coalition members and campaign team.

Projected Cost: \$350,000

Timeframe: August 2014 thru November 2016

Data and Analytics

Scope of Work: 270 Strategies working with the pollster, we will take messages from the polling for modeling voter to test messages, and build a persuasion voter database. The Data and Analytics team will essentially “drill-down” into various levels of voters throughout Ohio to help identify who supports and who needs more persuasion (and what messages and tactics will need to be developed, delivered and how they will best be delivered).

Projected Cost: \$1,500,000

Timeframe: August 2014 to October 2015

Vote-By-Mail Program

Scope of Work: Develop and implement Vote-By-Mail chase program.

Projected Cost: \$1,500,000

Timeframe: August 2015 through October 2015

Direct Mail Program

Scope of Work: Develop and implement comprehensive Direct Mail program and chase phone program to educate and persuade voters.

Projected Cost: \$2,500,000

Timeframe: August 2015 through October 2015

TV/Radio Advertising

Scope of Work: Third Wave Communications will produce television and radio advertisements which will be placed by Midwest Communications for airing across Ohio's 11 media markets. Based upon polling data, the ads will be developed to address the issues that best resonate with voters media market by media market. Third Wave will develop Internet video testimonials and ads throughout the campaign that will be posted online to drive traffic to the site, educate and announce Call to Action events.

Projected Cost: \$7,150,000

Timeframe: June 2015 to November 3, 2015

Governmental Affairs

Scope of Work: Coordinating outreach and communications with elected and bureaucratic officials early in the campaign to identify supporters, and neutralize opposition and uncertainty. The Governmental Affairs Team begins at the beginning and works to ensure that the Amendment is best positioned for smooth implementation upon passage. The Governmental Affairs Team also provides a first line of defense on identifying where attacks may come from elected and bureaucratic officials and works directly with Data and Analytics as well as the Field and Coalition Teams to neutralize the impact of negative attacks. The Governmental Affairs Team will be active throughout the campaign, including coordinating outreach and communications with elected officials, and coordinating with Markovits, Stock and DeMarco on all opposition research, drafting the Enabling Legislation, and participating in the Amendment implementation efforts.

Projected Cost: \$440,000

Timeframe: July 2014 through November 2016

c) Detailed Activities by Month

Phase 1: Develop the Amendment Language and Campaign Systems

June 2014 to July 2014

From the beginning we will clearly define the leadership roles and decision-making processes based on organizational resources, a critical component to avoid future challenges-and more importantly-helps create a cohesive and winning leadership team.

In Phase 1 of this process, the team will develop Amendment Language working directly with funders. Public Opinion Polling will help determine the best language for the Amendment.

As proper Amendment Language is identified, the Economic Impact study will be conducted to provide specific economic benefits to the state and communities with dispensaries and cultivation facilities. The Public Relations team will work closely with the economist to develop talking points and prepare for the initiative rollout.

In the earliest stages of planning, a Coalition Organizer will be hired to assess resources and capacity of potential stakeholders and organizational partners to assist the campaign in building a Coalition Leadership Team consisting of organizational partners and stakeholders. This will assist the campaign in minimizing the impact of turf battles that may arise from outside the campaign. By identifying those who view their past or current work in securing marijuana legalization, and giving them a role in the campaign, we will seek to minimize disruptions and build a stronger campaign operation.

The Coalition Organizer role will be to do the following:

- Reach-out to state and national partners to join the coalition
- Assess additional fundraising potential (national and state-wide)
- Work with the Leadership Team to begin educating and mobilizing activists and our “base” supporters
- Assist legal team in political and administrative ballot initiative drafting needs
- Act as one of the Committee’s spokespeople-when appropriate

The level of involvement and roles within the Coalition Leadership Team will depend upon the resources prospective members bring to table. Funding of the ballot initiative is always the most valuable resource, and therefore final decision-making of how financial resources are spent will remain in the hands of the funders.

The campaign website will be developed during this phase to launch in Phase 2.

Phase 2: Qualify the Amendment for the Ballot: Petitioning, Planning and Targeting

July 2014 through November 2014

Phase 2's primary mission is ballot qualification. As the paid signature gathering effort takes place, the Coalition Organizer will seek to mobilize organizational partners, volunteers and activists to assist in the collection of signatures. Valid signatures obtained through volunteer and organizational efforts will serve as a buffer to the required number of signatures to reach the ballot. The petition team will provide training, guidance, and management while implementing tracking programs to support the Coalition Organizer's effort to obtain volunteer signatures.

Working with the Data and Analytics Team, targeted signature-gathering events such as signature drive-thrus will be scheduled to increase participation and find volunteers.

As the petition team qualifies the issue for the ballot, Coalition Organizers will also continue building the Coalition in coordination with the Data and Analytics Team for greater targeting.

- This early work will help build support of the campaign plan from natural and political allies
- Where legally permitted, we will reach out other campaigns to coordinate activities
- To demonstrate a grassroots appeal for the campaign, we will develop and implement a low dollar fundraising campaign
- Follow a critical path with benchmarks for metric management

Campaign website will launch to allow the campaign to have its online presence. The website will allow voters, organizations and the media to learn more about the Amendment, campaign, processes and sign-up for information about the campaign. The website will have the ability to launch email, and will be the interactive source for our web-dialer phone system.

**Phase 3: Grassroots Advocates' Training
November 2014 through July 2015**

As the Amendment is qualified for the ballot, at the direction of the State Field Director, the petition operation will transition into a field organizing team. The State Field Director will implement an advocacy program in which local activists and leaders in key communities are trained in best practices in direct voter contact and mobilization.

The polling, Public Relations and Data Analytics team will work directly with Coalition Organizers to equip them with the proper messaging to ensure that volunteers and advocates will remain effective and persuasive messengers in the field. Ongoing regular training of staff and volunteers are essential to the success of this program. Elements of the program includes, but is not limited to:

- A "Precinct Campaign Kit" for activists and organizations
- Online training programs with hotline phone call
- Regional onsite training when and where necessary
- Rapid Response Team Operation
- Regular training and briefings of coalition members, community leaders, as well as activists on key messages and campaign programs
- Provide direction, guidance and support to Coalition Partners to help them run effective grassroots advocacy programs with voter file management, volunteer door-to-door, data entry, reporting, web-dialer phone banking, and other voter contact program logistics

Phase 4: Direct Voter Contact, Organizing, Reporting and Get Out The Vote August 2015 to Election Day!

In coordination with funders, Coalition Members and stakeholders, the team will prepare a voter contact plan in which targeted voters will receive persuasive and mobilizing messages via email, volunteer phone banks, volunteer canvass operations.

Working closely with the Data and Analytics as well as the Polling operation, the campaign will ensure that organizations and activists have numerous opportunities to engage targeted voters with the proper message.

Grassroots Program Management and Components

From start to finish, our goal will be to contact and communicate with targeted voters for persuasion and mobilization. The day to day, the program will be managed on the ground by an experienced TSN State Field Director and Regional Field Organizers will operate in Columbus, Cincinnati, Cleveland, Toledo (and other locales as resources and polling/data suggest are necessary).

Components include, but are not limited to:

i. Field Staff – We would recommend retaining the 3 to 6 Regional Field Organizers from the petition drive.

ii. Grassroots Mobilization – To harness and focus the enthusiasm and energy of committed activist, Regional Field Organizers will work with the Leadership Committee to recruit and mobilize a statewide network of volunteers who will staff volunteers phone banks, engage in door-to-door canvasses, staff events, and assist with other campaign functions.

iii. Identify and Build a Base of Support – Data entering all signers of the petition, and distributing educational information during the petition drive will allow the campaign to build a broader base of support. This will help build a growing statewide supporter community, as well as provide the ability for stakeholders to mobilize citizens and truly enhance the quality of the message and messengers that are communicating with targeted decision makers or voters.

The Data and Analytics team will maintain a database of supporters that will allow us to communicate with them on various levels for mobilization. Regional Organizers will develop and maintain communication with various key constituents and supporters throughout the state. These include:

- a. Patient care and health care community
- b. Chronic pain sufferers and their families
- c. Non-Profit and Advocacy Groups
- d. Regional opinion leaders (blog and twitter voices)
- e. Identified supporters and key volunteers
- f. Potential Funders

iv. Online Advocacy to Mobilization – The Regional Field team will work with the Data and Analytics team to enhance all efforts of the online effort. This will be especially true in developing events to get voters involved in the group and building our volunteer ranks.

v. Event Organizing and Visibility – During this phase, the campaign will seek to increase participation and find additional volunteers. When done properly, events allow the campaign to augment the database of supporters, and increase online participation. Additional event organizing will lend itself to creative opportunities such as at farmer’s markets, country fairs, stakeholder’s events, festivals, football games, faith community events, etc. We will utilize events to heighten voter awareness, and build support.

vi. Volunteer Mobilization and Messengers – One-on-one conversations with other community members and targeted decision makers are often the most impactful forms of communications and persuasion in a campaign. Our team’s program will allow volunteers to be part of several different programs based on the overall campaign plan. These programs include house parties, coffee house events, informational gatherings both online and through social networking, as well as offline by assisting with community events, participating in neighborhood canvasses of their precinct, using the web-dialer system for a phone as well as many other opportunities.

vii. Door-to-Door Efforts – Volunteer door-to-door efforts will be augmented with a professional paid canvass operation during Early Voting in ballot application and ballot chases as well as persuasion canvasses and Election Day turnout.

viii. Phone Bank – TSN will utilize recent but well tested technologies to allow for centralized and decentralized volunteer phone programs. Through the use of a web-dialer platform the organizing team will be able to coordinate a professional phone bank program that will help support all of the core functions of the campaign including voter persuasion and ID, volunteer coordination, and mobilization.

Because we utilize a web-based platform we can coordinate centralized calling programs with our partner groups and also invite the participation of volunteers across the state (and even across the country). The platform allows for secure data management, real time tracking, quality control through live monitoring, and coordinated messaging.

ix. Tele or Web Based Town Halls – To expand the reach of the campaign and better educate voters as well as activate volunteers across the state we utilize a telephone town hall or web based meetings. This is incredibly helpful in persuading and educating voters. Promotion of such Tele Town Halls or Web Based Town Halls will begin with staff and partners, auto (robo) and live calls to a targeted universe of voters to discuss one or multiple issues high profile leaders and messengers in the campaign. A moderator will manage the call to allow participants to ask questions, one participant at a time.

x. Overall Coalition and Organizer Developers

The State Field Director and Regional Field Organizers will implement a program to recruit, train and mobilize volunteers in key groups throughout the state with a focus on media markets. Deliverables include, but are not limited to:

- Meeting with appropriate community and opinion leaders, such as patient care, health care professionals, patient rights groups, business leaders, elected leaders such as mayors, city council members, etc.
- Participating in forums, tabling opportunities, town halls, etc.
- Develop a volunteer voter advocacy program
- Mobilize and manage volunteer voter contact operations with other organizations to minimize overlap
- Provide heightened visibility at events and voting locations
- Various other grassroots tactics as deemed necessary

**Summary of Statewide Grassroots and Coalition Goals
 (Ranges based on resources and polling)**

Campaign Procedures	Campaign Goals
Outreach attempts to Elected Officials/Organizations/Opinion Leaders	300 – 600
Meetings with Elected Officials/Organizations/ Opinion Leaders	80 – 280
Community Meeting/ Town Halls and Forums including Online Presentations	35 – 65
Endorsements	40 – 80
Events Covered where Campaign is not the primary focus / doesn't but provides visibility and advocacy opportunities	100 – 250
Number of groups carrying our literature	20 – 30
Number of emails out to members' lists	35 – 85
Volunteer Hours	800 – 2000

xi. Team Reporting – The State Field Organizer and Coalition Organizer have extensive oversight and assessment responsibilities. To ensure that the program remains on target, the Grassroots Team will utilize The Strategy Network’s (TSN) On-Track system that was developed to ensure metric management. By placing the goals and requirements into On-Track, and assigning roles to the coalition partners, organizations and volunteers, the campaign will be able to ensure that it remains on target to meet program goals and, should problems arise be able to quickly to address them and get back on track.

Our voter contact system is metric driven and has three key points of measurement.

- **Organizer Reporting:** With TSN’s On-Track system, we will be able to monitor and track organizers’ field work.
- **Leadership Team Reporting:** Utilizing a weekly reporting structure, the Leadership Team will be able to track their goals, while also holding each other accountable.
- **Quality Assurance:** Organizers and others in the Campaign Team can monitor the fieldwork and continually confirm with voters that they have been contacted, and learn of the voters’ experience with the field operation. This allows the campaign ensure the program is being followed and to make adjustments when and where necessary.

d) Monthly Cash Flow

	Legal, Finance and Compliance	Polling	Petition Signature Gathering	Operations	Field and Coalition Building	Public Relations	Data Analytics	Vote By Mail	Direct Mail	TV/Radio	Govt Affairs	Line Item Totals
14-Aug	72,000	78000		50,000	70,000	25,000	150,000				20,000	465,000
14-Sep	77,000	63,000	1,000,000	125,000	100,000	25,000	150,000				25,000	1,565,000
14-Oct	31,000		1,000,000	125,000	100,000	25,000	140,000				20,000	1,441,000
14-Nov	31,000	12,000	400,000	80,000	70,000	20,000	90,000				20,000	723,000
14-Dec	31,000			80,000	70,000	20,000	85,000				20,000	306,000
15-Jan	20,000	12,000		60,000	60,000	15,000	80,000				15,000	262,000
15-Feb	20,000			60,000	60,000	15,000	80,000				15,000	250,000
15-Mar	20,000	12,000		60,000	75,000	15,000	75,000				15,000	272,000
15-Apr	20,000	12,000		60,000	100,000	15,000	75,000				15,000	297,000
15-May	20,000			60,000	125,000	15,000	75,000				15,000	310,000
15-Jun	20,000	12,000		60,000	130,000	15,000	100,000				15,000	352,000
15-Jul	20,000			70,000	150,000	15,000	100,000			150,000	15,000	520,000
15-Aug	20,000	12,000		70,000	170,000	15,000	100,000	500,000	1,000,000	1,500,000	15,000	3,402,000
15-Sep	20,000	20,000		90,000	180,000	15,000	100,000	1,000,000	1,500,000	2,000,000	15,000	4,940,000
15-Oct	20,000	45,000		100,000	300,000	15,000	100,000			3,500,000	15,000	4,095,000
15-Nov	20,000			50,000		15,000					15,000	100,000
15-Dec	20,000			20,000		15,000					15,000	70,000
16-Jan	20,000			20,000		5,000					15,000	60,000
16-Feb	20,000			20,000		5,000					15,000	60,000
16-Mar	20,000			20,000		5,000					15,000	60,000
16-Apr	20,000			20,000		5,000					15,000	60,000
16-May	20,000			20,000		5,000					15,000	60,000
16-Jun	20,000			20,000		5,000					15,000	60,000
16-Jul	20,000			20,000		5,000					15,000	60,000
16-Aug	20,000			20,000		5,000					15,000	60,000
16-Sep	20,000			20,000		5,000					15,000	60,000
16-Oct	20,000			20,000		5,000					10,000	55,000
16-Nov	20,000					5,000					10,000	35,000

e) Bookkeeping and Accounting – Markovits, Stock and DeMarco will oversee all aspects of financial compliance. Following general accepted accounting principles; the Markovits, Stock and DeMarco will prepare monthly statements and will follow the critical path timeline of funding requirements, and will prepare all state and federal financial disclosures in a timely manner.

7. BIOGRAPHIES OF ALL PRINCIPALS

Funder Relations, Campaign Team Management, Petition and Grassroots

Ian James serves as the Chief Executive Officer of The Strategy Network where he calls upon his 30+ years of grassroots organizing and petition management covering a range of issues. His management experience with Organized Labor, corporate and small businesses has led to success in various measures including: issue advocacy, campaign management, worker rights, gaming initiatives, health care and environmental matters, rezoning and telecommunications.

Over the years, Ian has developed grassroots programs for ballot issues and public affairs measures. In 2008, he oversaw the production and delivery of over three million pieces of highly targeted direct mail pieces and five million phone calls in Ohio. In 2009 he developed the winning strategic plan for the casino campaign that secured 53% of the vote eighteen years after the first casino campaign was waged in Ohio. In addition, Ian has overseen and directed the collection of three million and a half signatures in Ohio since 2006 to place a variety of issues on the ballot. These issues include gaming, minimum wage increase, sick days and payday lending reform.

Prior to creating The Strategy Network, Ian served in numerous governmental offices, senior campaign staff and lobbying positions in addition to serving as a corporate executive for Merv Griffin's Players International in Illinois, Louisiana, Missouri and Nevada, where he served as Director of Community and Government Relations. His knowledge of industrial, corporate and public relations, as well as strategic guidance through partisan and non-partisan campaign efforts led *The Ohio Magazine* to acknowledge him as one of Ohio's "brightest political strategists."

Stephen Letourneau is the Chief Operating Officer and President of The Strategy Network. Stephen brings more than a dozen years of extensive human resources experience in the public and private sector. His skills of developing systems for recruiting, training staff and conflict resolution ensures that the process moves smoothly from start to finish. In 2008, Stephen oversaw the hiring, and training of over 1,000 Ohioans for petition and quality control operations. In 2009, Stephen increased the staffing to 1,500 and was responsible for creating the systems needed to oversee, direct, and manage the day-to-day operations.

Stephen is responsible for hiring and training all staff. His extensive human resource experience in the private sector serves him well having to work with a diverse staff. Because Stephen believes in hands-on management of the process, he is constantly on the road to meet face-to-face with office administrators and staff. He so frequently visits the offices that many members of the staff know him as "Mr. Stephen."

Jeff Berding has a strong background in finance, government and politics. In Ohio, he worked for US Senator John Glenn and Ohio House Speaker Vern Riffe, and in DC worked as a legislative analyst for a law firm. In the early '90s, Jeff returned home to Cincinnati to manage local political outreach for clients such as GE and Proctor & Gamble and serve as campaign manager of Cincinnati Congressman David Mann.

In an effort to bring two new professional sports facilities and keep the Reds and Bengals in Cincinnati, Jeff was hired by local business leaders to serve as campaign manager and spokesman

for Citizens for a Major League Future. He supervised the effort to raise and spend over \$1 million to win voter approval for a sales tax increase that resulted in the construction of Paul Brown Stadium and Great American Ballpark.

Following this successful campaign, Jeff was hired into the Bengals front office, As Director of Sales and Public Affairs with the Cincinnati Bengals, where he manages special events and helps direct the club's political and community relations efforts and serves as spokesperson for non-football issues.

While maintaining his position at the Bengals, Jeff also was elected three times by the voters of Cincinnati to serve on City Council from 2005-2011. His focus was improving the city's economic climate, business growth, and government reform and balancing the city's budget. The results of his efforts can now be seen in the City's revived downtown, especially the development on the Riverfront Banks and the Washington Park/Over the Rhine area.

Legal – Election Law

Don McTigue has concentrated in the field of election and campaign finance law for nearly three decades. A Federal Judge has referred to McTigue as the “Gold Standard” in election law. He is former Chief Elections Counsel to the Ohio Secretary of State and former Counsel to the Ohio Elections Commission. He has been in private law practice since 1991, representing and advising candidates, political action committees, ballot issue groups, and governmental bodies across Ohio. He assists clients with compliance with federal and state campaign finance and election laws, local and statewide ballot initiatives and referenda, voting rights, and all other matters involving elections. He has represented clients in numerous election-related cases before the Ohio Supreme Court and the Ohio Elections Commission. He is also an Adjunct Professor at Capital University Law School, where he has taught Election Law. McTigue's legal resume also includes non-election work as an Assistant Ohio Attorney General, legal counsel in the State Auditor's Office, and civil rights attorney with a non-profit public interest law firm.

McTigue attended Case Western Reserve University Law School and is licensed to practice before all state and Federal courts in Ohio as well as before the United States Supreme Court.

Mark McGinnis concentrates in the field of election and campaign finance law, with a specific focus in taxation of political entities as well as legislation and the legislative process. He has been named a Rising Star in Political Law by *Super Lawyers Magazine* in 2010, 2011 and 2012.

Mark has previously been employed by the Ohio Senate, clerked at the Ohio 10th District Court of Appeals, and extern for the Chief Justice of the Ohio Supreme Court. He represents and advises candidates, lobbyists, political action committees, and ballot issue committees. He also represents charities and other nonprofit organizations regarding state and federal laws involving lobbying and political activities. He also assists clients with compliance with campaign finance and election laws, local and statewide ballot initiatives and referenda, legislative drafting and all other matters involving legislation and elections.

McGinnis holds a B.S. from The Ohio State University and completed his law degree Certificate in Governmental Affairs, and LL.M. in Taxation from Capital University Law School. He is licensed to practice before all state and Federal courts in Ohio as well as the United States Tax Court, the

United States Court of Appeals for the Armed Forces, and the Supreme Court of the United States.

Legal – Finance, Compliance and Governmental Affairs Oversight

Chris Stock is a founding member of Markovits, Stock & DeMarco. Chris’s legal practice focuses on complex commercial litigation, including securities and antitrust class actions as well as appellate advocacy. Serving as a judicial law clerk for Ohio Supreme Court Justice Terrence O’Donnell gave Chris invaluable insight into how courts synthesize and deconstruct legal arguments. Since then, Chris has briefed and argued numerous cases before the United States Court of Appeals for the Sixth Circuit, the Ohio Supreme Court, and Ohio appellate courts, including obtaining a rare summary reversal from the United States Supreme Court.

Chris also served as both Deputy First Assistant Attorney General and Deputy State Solicitor for Ohio Attorney General Jim Petro. In these positions, Chris was principal counsel to the Attorney General on a wide variety of legal and policy-oriented issues, including numerous constitutional and regulatory matters arising from state agencies, boards, and commissions. Prior to his service in state government, Chris was an attorney at a 500-lawyer nationally recognized law firm.

He has received multiple designations as an Ohio Super Lawyers “Rising Star,” most recently for 2012. This distinction is awarded to less than 2.5 percent of Ohio attorneys under the age of 40.

Paul M. De Marco is a founding member of Markovits, Stock & DeMarco, LLC. He is an Appellate Law Specialist certified by the Ohio State Bar Association and has handled more than 100 appellate matters, including cases before the Supreme Court of the United States, six federal circuits, and five state supreme courts.

Paul has a long history of legal practice at the intersection of law, policy and politics, and has provided countless hours of legal insight to clients involved in highly-charged political, regulatory and campaign-related legal matters.

Governmental Affairs

Neil S. Clark served as Chief Operating Officer of the Ohio Senate Republican Caucus where he managed the planning, development and implementation of the taxing and spending priorities of Ohio’s \$32 billion biennial budget. In this position he functioned as both senior advisor to the majority leadership and as senior financial analyst for the Caucus.

During his three decades in the political arena, he has structured and directed scores of successful campaigns for candidates and statewide ballot issues. For his political campaign work, he has been honored with two “Telly” awards and a “Silver Anvil” from the Public Relations Society of America. He served as an adjunct professor of Public Administration at Ohio University and as a program analyst for the Ohio Legislative Budget Office.

Neil has appeared as a guest or been interviewed by the Ohio affiliates for ABC, NBC and CBS. He politically analyzed elections results during prime time viewing for the 2006 and 2008 General Elections. For several years Neil has been a regular guest on The Ohio News Network, Ohio Public

TV, OSU Public Radio and the BBC. He has been interviewed on public policy and political trends by every major Ohio newspaper and leading national publications such as Newsweek, The New York Times, and Time Magazine. Neil was named for nine consecutive years as one of Columbus Smart Business's Power 100 – 25 MOST POWERFUL PEOPLE.

Polling

Jim Kitchens, founder of The Kitchens Group, is a communications and persuasion expert with a Ph.D. from the University of Florida in communications. Founded in 1983, The Kitchens Group has become a leading public opinion research firms. In addition to providing standard data for its clients, The Kitchens Group has the expertise to provide advanced computer modeling for clients when it is necessary for solving complex communication problems.

Having interviewed more than five million Americans on topics ranging from environmental concerns, to the likelihood of purchasing NFL season tickets, to the factors in a person's decision to purchase a suit, The Kitchens Group brings a broad range of experience to help win campaigns and elections.

Dr. Kitchens continues being recognized as a scholar in the field of communication, with more than 20 academic publications, including the creation of the Development Resistance Index used to gauge public opinion concerning land use issues. Dr. Kitchens is a frequent guest professor at colleges and universities, including the University of Florida, the University of Kansas, the University of Central Florida, and the University of Alabama – Birmingham.

Elizabeth L. Kitchens has worked as a professional consultant since 1980. Ms. Kitchens is a specialist in focus groups research and polling. She has designed and facilitated focus groups for legal issues, marketing strategies, political campaigns, referenda issues, and public relations campaigns.

Ms. Kitchens has also served as a pollster and strategist for a variety of campaigns including legislative, judicial, mayoral, and statewide races. She also has extensive experience working with environmental initiatives throughout the country. Additionally, she has provided consultation for coordinated campaigns for the Florida Democratic Party, the Academy of Florida Trial Lawyers, and the Louisiana Trial Lawyers Association.

Ms. Kitchens was one of the first women to be a partner in a nationally recognized polling and focus group firm. She an Advisory Board member of Ruth's List Florida and the Boys and Girls Club of Central Florida. She was a recipient of the Orlando Business Journal and Orlando Regional Health Care 2004 Women Who Mean Business award. She is a specialist in Baby Boomer women issues and is a frequent contributor to Boomer Café, one of the leading baby boomer sites on the web.

Public Relations and Communications

Dennis Willard formed Precision New Media after covering politics, policy and government as a statehouse reporter in Columbus for 23 years, the last 15 as bureau chief for the Akron Beacon Journal. In 2010, he decided to come over to the “light side.” As a reporter, Dennis wrote about working and middle class families, children, women, minorities and others who needed a voice in the media. This passion helped him win state and national reporting awards on issues ranging from “The American Dream: Hanging By A Thread,” to the vast inequities in Ohio’s school funding system.

Dennis brings that same passion to Precision New Media. Initially, he worked primarily on messaging, earned and paid media, and crisis communications, but the company took a new direction in 2011 after becoming part of the We Are Ohio campaign that successfully fought back against Senate Bill 5, the attack on collective bargaining rights.

During the campaign, Dennis began working with his communications team to develop a unique brand that reinforced a simple message: Senate Bill 5 was unsafe, unfair and hurt us all. To ultimately win by a 62-38 percent margin, Dennis and his communications team knew the brand had to be universal, non-partisan, and represent a grassroots, citizen-driven effort to veto SB 5.

As Communications Director for We Are Ohio, Dennis led a team that held more than 520 press conferences over six months in every corner of the state featuring the faces and voices of real middle class Ohioans.

Data and Analytics

Mitch Stewart is a founding partner at 270 Strategies and a longtime political activist who has led several organizations in the past decade that have made their mark on American history. As the Battleground States Director for the Obama for America campaign, he oversaw a state strategy and program that garnered victories in nine of the ten battleground states in the 2012 presidential general election. In this role, he helped build what The Guardian called “a historic ground operation that will provide the model for political campaigns in America and around the world for years to come.”

Mitch first heard then-Senator Obama speak in Minnesota in 2006 and was inspired to help build a winning campaign. Since January 2007, Mitch has held a number of key positions critical to the President’s success – including serving as the Iowa State Caucus Director for the first Obama presidential campaign. The Iowa Caucus victory marked a turning point in the 2007-2008 primary election, which established Senator Obama as a serious challenger to then-front-runner Hillary Rodham Clinton. Later, as the Virginia State Director during the 2008 general election, Mitch led the team that delivered Virginia for the Democratic candidate for the first time since 1964 – breaking a red streak spanning 44 years.

Prior to joining the 2012 campaign, Mitch served as the National Director of Organizing for America, the grassroots organization born out of the 2008 election and dedicated to supporting the President’s policy initiatives. During his tenure at Organizing for America, Mitch led a team

that drove grassroots momentum for high-profile legislative victories including the passage of the Affordable Care Act, Wall Street Reform, and the repeal of “Don’t Ask, Don’t Tell.”

Jeremy Bird is a founding partner at 270 Strategies and a longtime grassroots organizer with broad experience across domestic and international politics, labor, and policy. He helped launch 270 Strategies after serving most recently as the National Field Director for the 2012 re-election campaign of President Barack Obama, where he had primary responsibility for building a nationwide army of staff and volunteer organizers. Dubbed the campaign’s “Field General” by Rolling Stone magazine, Jeremy was listed among “The Obama Campaign’s Real Heroes” and has been cited as “a former Harvard divinity student who took to political organizing as though it were his higher calling.” He is credited with helping establish a ground game and turnout machine that in 2012 “reproduced – through brute force, dedication and will – a turnout in the swing states that in some cases bested the campaign’s remarkable performance of four years ago.”

Jeremy has played a number of key leadership roles in support of President Obama since 2007 – including serving as the South Carolina Field Director in the 2007-08 primary campaign and as the Ohio General Election Director in 2008. As the National Deputy Director of Organizing for America – the grassroots organization born out of the 2008 campaign – he was also central to some of the Obama Administration’s most historic policy achievements between 2009-2011, including the Affordable Care Act and Wall Street Reform. Across these roles, Jeremy helped create and implement the Obama campaign’s neighborhood team organizing model – an approach which transformed organizing in presidential politics by merging people-focused, community organizing with empowering and inclusive digital technology and cutting-edge data analytics. The Wall Street Journal described Jeremy’s theory of organizing as “one part data and one part emotional connection. He keeps close track of which states are making their targets each day, but also preaches the value of relationships—between the campaign and its volunteers, and between volunteers and voters.” His contributions to this groundbreaking organizing model led Rolling Stone magazine to recognize him on its 2012 “Hot List,” calling him “the Obama campaign’s secret weapon” with “a massive army of staff and grassroots volunteers for which Romney has no answer.”

Prior to organizing with the President, Jeremy worked for several issue campaigns and candidates at the federal and local level – including the presidential campaigns of then-Senator John Kerry and former Governor Howard Dean. He also has experience advocating for educational equality and worked as an organizer for the United Food and Commercial Workers.

Media Production

Bob Kish is the founder of Third Wave Communications and is a seasoned political operative with over 25 years of experience working on campaigns at the local, state, and federal level in management and finance positions.

In the late nineties Bob helped launch one of America's premier Republican media consulting firms. Over a fifteen-year period, he produced winning ads for candidates for President, U.S. Senator, Governor, statewide office & 25 members of Congress. He's handled every aspect of message development, media planning, production, branding & marketing.

His efforts have led to the successful election of Senator Rand Paul, Senator John Boozman, Congressman Jo Bonner, Congressman Joe Heck, Congressman Pat Tiberi, Congressman Doug Lamborn, Congressman Steve Chabot, Mobile Mayor Sandy Stimpson, U.S. Senator Rand Paul, Congressman Tim Huelskamp, Congressman Alan Nunnelee, Mississippi Chief Justice William Waller Jr., and many others. Bob's work has received numerous awards for creative excellence.

Media Placement and Governmental Affairs

Robert Clegg joined Midwest Communications and Media in 1997 as Senior Vice President. For fourteen years Clegg served the Ohio Senate, the Ohio House of Representatives, and the Secretary of State. His positions included Director of Operations, Assistant Secretary of State and Senior Legislative Assistant. Clegg's knowledge of Ohio's demographics is unparalleled. The Ohio Republican Party sought his services in 1991, 2001 and 2011 for counsel and recommendations relating to the State of Ohio's Reapportionment and Redistricting Plans. Expertise in statistical analysis and polling has enabled Clegg to penetrate markets with the most economical and effective media placements.

Direct Mail

Duane Baughman founded The Baughman Company in 1995 and quickly rocketed to the top of his industry. In 2006, Baughman was one of only 6 national Democratic mail strategists hired by the DCCC to develop and execute the mail campaign ultimately responsible for winning back the Democratic majority in the House of Representatives. In 2008, Baughman managed the development of over 30 million micro-targeted pieces of mail and a multi-million dollar budget resulting in 20 statewide primary victories for Hillary Clinton's campaign. In 2010, Baughman oversaw mail programs that re-elected 11 of 12 incumbents. That same year saw the Sundance premiere and nationwide release of Baughman's critically acclaimed feature length documentary film "BHUTTO," which captured the life and assassination of Pakistan's Benazir Bhutto, the world's first woman elected to lead a Muslim nation.

Nick Holder joined The Baughman Company after serving as Chief of Staff for Congressman Jerry McNerney (CA), where he oversaw the political efforts of one of the most vulnerable incumbents in the country. In 2010, under Nick's leadership, McNerney was one of only a handful of Democrats in Republican leaning seats to return to Congress. And in 2012, and despite facing the largest outside spending disparity in the country for an incumbent, Nick orchestrated a double-digit win for McNerney against one of the best-funded candidates in recent years. Nick has also served as the top staffer to the Vice Chairman of the Democratic Congressional Campaign Committee's Frontline program and previously served as Press Secretary for Congressman Tim Bishop. Having overseen multi-million dollar direct mail campaigns utilizing cutting edge targeting and voter contact strategies, Nick heads up The Baughman Company's campaign and political operations.



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