

# Exhibit 1

**STATE OF MINNESOTA  
CAMPAIGN FINANCE AND PUBLIC DISCLOSURE BOARD**

**Findings of Fact, Conclusions of Law, and Order  
In the Matter of the Complaint of Common Cause Minnesota Regarding the  
American Legislative Exchange Council**

**I. The complaint**

On May 15, 2012, the Campaign Finance and Public Disclosure Board received a complaint from Common Cause Minnesota (Complainant) alleging violations by the American Legislative Exchange Council (ALEC) and an individual named Amy Kjose of certain of Minnesota's statutes related to lobbying.

The complaint alleges that as the director of an ALEC task force in 2011, Ms. Kjose was required to register as a lobbyist in Minnesota, but failed to do so or to file the required reports. The complaint further alleges that in 2011 ALEC was a "principal" as defined in Minnesota Statutes section 10A.01, subdivision 33, either by virtue of employing Ms. Kjose as a lobbyist, or by virtue of spending more than \$50,000 in a year on activities to influence Minnesota legislative action. The complaint alleges that ALEC failed to provide the annual report of expenditures required of every principal.

The Board notes that the complaint includes a significant amount of legal citation and argument with regard to ALEC's nonprofit tax status and its lobbying reporting obligation under federal law. Additionally, although the complaint specifically notes certain issue alerts sent to Minnesota legislators and identifies expenses reported by three Minnesota legislators to attend ALEC events, most of the allegations of the complaint are of a more general nature applicable to ALEC's activities to influence legislation in the various 50 states rather than only to ALEC's Minnesota activities. Apparently the Minnesota complaint is a derivation of a complaint on the same subject that Common Cause filed with the Internal Revenue Service. The Board has not considered any of the federal questions raised by the complaint.

During the course of the investigation the Board obtained and considered ALEC documents beyond those submitted by Complainant. These documents include internal ALEC documents that were initially disclosed in connection with a news report in *The Guardian* newspaper as well as additional documents from ALEC's public website and documents from other sources that are deemed reliable.

**II. The response**

On May 22, 2012, Board staff notified ALEC of the complaint and offered ALEC an opportunity to provide a general response.

Because of other Board matters more closely related to the 2012 election, in which two constitutional amendment questions were on the ballot, the Board laid the matter over at its June and July meetings. At its August meeting the Board directed the Executive Director to use staff resources on matters related to the upcoming election and to defer further work on the ALEC matter until resources were available. ALEC was notified of this approach in a letter dated August 8, 2012, and expressed no objection.

On March 13, 2013, the Board notified ALEC by letter that staff resources were now available to undertake investigation of the Common Cause complaint. The letter asked ALEC to provide comprehensive information that would allow the Board to make a determination of the legal status of ALEC under Minnesota's lobbying statutes. On April 12, 2013, ALEC responded through its legal counsel, Mike Wittenwyler. Mr. Wittenwyler provided general information about ALEC and its structure and operations, but did not address the Board's specific requests for information.

Board staff compared the information provided in ALEC's April 12 letter to the Board's March 13 request and concluded that the letter was almost entirely nonresponsive. Staff sent this analysis to ALEC on July 11, 2013, and asked ALEC to respond to the Board's specific requests. In a letter dated July 26, 2013, Mr. Wittenwyler provided an additional response that consisted of an explanation of why ALEC was not required to respond to the Board's requests.

The matter was subsequently laid over at successive Board meetings as staff researched the issues raised by the complaint and ALEC's response and sought additional documentary evidence from the internet and other sources. At its November 2013 meeting the Board reviewed in detail the status of the investigation and the difficulties posed by the continued refusal of ALEC to provide anything but the most basic information about its operations. At that time, the Executive Director explained that staff planned to make a request for information from ALEC that would be more limited than previous requests and would not require ALEC to identify any of its members; an approach that would address one of ALEC's key objections.

On February 13, 2014, staff sent ALEC the narrower request for information. On March 10, 2014, ALEC responded and once again declined to provide any information beyond that which was included in its initial response.

In general, the substance of ALEC's response is that it is an educational organization that does not engage in lobbying as that term is defined by the Internal Revenue Code. ALEC also claims that it cannot be required to disclose either its members or its communications with its members under constitutional law principles.

ALEC also argues that it is not a principal under Minnesota law because it employs no lobbyists and because it has never spent more than \$50,000 in a year to influence Minnesota officials; which is the financial trigger that makes an association a principal even if it does not employ lobbyists.

### **III. Further background**

At its meeting of April 1, 2014, the Board reviewed ALEC's reasons for declining to provide information and its contention that it did not fall under Minnesota's lobbying disclosure laws. The Board also reviewed the options available to compel ALEC to provide additional information. After discussion, the Board directed the Executive Director to develop a detailed legal and factual analysis that would allow the Board to evaluate whether the matter could be decided based on information provided by Complainant and assembled by staff from public sources.

The Board discussed staff's detailed analysis at its meeting of July 8, 2014. Mr. Wittenwyler also appeared at the meeting to urge the Board to dismiss the complaint. At its meeting of August 13, the Board further discussed the status of the matter, voted to set the scope of the investigation to include the years 2011 through 2014, and again laid the matter over.

At its meeting of September 2, 2014, the Board directed the Executive Director to continue the investigation by taking sworn testimony from individuals named as the public sector state co-chairs and the private sector state chair of ALEC. Sworn testimony was taken in November 2014 from Senator Mary Kiffmeyer and Representative Pat Garafalo, the ALEC public sector co-chairs, and from John Gibbs, the ALEC private sector state chair.

The Board discussed this matter at its November 2014 and January 2015 meetings. The Board considered draft findings, conclusions, and order at its February 2015 meeting.

#### IV. Analysis

ALEC argues that neither it nor its employees engage in lobbying under the Internal Revenue Code definition. That definition is, of course, not relevant in Minnesota. The Board's analysis considers whether Amy Kjose is a lobbyist under Minnesota Statutes section 10A.01, subdivision 21, and whether ALEC is a principal under section 10A.01, subdivision 33.

##### **Is Amy Kjose a Minnesota lobbyist?**

The complaint alleges that Amy Kjose is a lobbyist because she is paid by ALEC for activities that constitute lobbying. In Minnesota, a lobbyist is defined as follows:

[A]n individual engaged for pay or other consideration of more than \$3,000 from all sources in any year for the purpose of attempting to influence legislative or administrative action, or the official action of a metropolitan governmental unit, by communicating or urging others to communicate with public or local officials, or

who spends more than \$250, not including the individual's own traveling expenses and membership dues, in any year for the purpose of attempting to influence legislative or administrative action, or the official action of a metropolitan governmental unit, by communicating or urging others to communicate with public or local officials.

Minn. Stat. § 10A.01, subd. 21.

The complaint alleges, and ALEC does not dispute, that Ms. Kjose was the director of ALEC's Civil Justice Task Force during the time relevant to this matter. The complaint further alleges that Ms. Kjose's responsibilities require drafting and lobbying on model legislation and that Ms. Kjose has spent more than \$250 in a calendar year on lobbying. The complaint also alleges that the cost of the email system used to send issue alerts and the cost of ALEC conferences should be included when determining if Ms. Kjose spent more than \$250 on lobbying.

However, the Board interprets the \$250 spending trigger to apply only to individuals spending their own money, not to persons authorized by an association to spend the association's money.<sup>1</sup> The complaint does not allege that Ms. Kjose spent any of her own money to communicate with officials and the materials reviewed for this investigation do not suggest that she did so. Thus, Ms. Kjose is a lobbyist only if she was paid more than \$3,000 in a calendar year to communicate with Minnesota legislators or to urge others to do so.

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<sup>1</sup> The position that the \$250 threshold applies to spending personal funds is of longstanding application. The interpretation is in part based on the statutory language in the same provision that excludes costs of the subject individual's own travel expenses. This principle was recently restated in the Matter of the Complaint Regarding the Coalition for Sensible Siting and others, where the Board said that "An individual who spends more than \$250 of **their personal funds** in a calendar year on lobbying" is required to register as a lobbyist. (Emphasis added.)

The Board notes that the complaint does not allege that Ms. Kjose communicated with others to urge them to communicate with Minnesota legislators to influence legislative action and the Board has found no evidence that she did so. Thus, if a determination is to be made that Ms. Kjose is a lobbyist, it must be based on actions taken by her that constitute communication with Minnesota legislators to influence legislative action.

The evidence submitted by the Complainant includes four issue alerts that Ms. Kjose sent to certain Minnesota legislators in 2011.<sup>2</sup> The complaint also alleges that as a task force director, Ms. Kjose drafted model legislation and lobbied to get it passed.

In its response to the complaint, ALEC indicates that the value of staff time to prepare and send each issue alert is approximately \$30. The issue alerts provided by Complainant and those provided by ALEC indicate that issue alerts were sent by various ALEC staff members. The response confirms that four of the alerts sent in 2011 were from Ms. Kjose. Even assuming that the full cost of staff time for drafting the alert is included in the compensation paid to the staff member, and assuming a reasonable amount of time to draft the alert and a reasonable salary for the staff member, Ms. Kjose would not become a lobbyist based on the drafting and sending of issue alerts alone.

In its purest sense, communicating with an official takes the form of a direct interaction. However, such direct communication is not required and actions beyond the actual exchange of words between the individual and the official are included in the communication. If a person is paid to write a letter to officials to influence official action, the time spent writing the letter is a part of the communication.<sup>3</sup> Similarly, the Board has concluded that the creation of a website urging others to communicate with officials for the purpose of influencing a specific Minnesota administrative action is a communication that is included in the amount spent that can make an individual a lobbyist.<sup>4</sup>

Complainant is apparently arguing that all of the time Ms. Kjose spends drafting and editing model bills, researching and writing supporting papers and talking points, and preparing other materials<sup>5</sup> that *might* be used later in support of a direct communication with a Minnesota legislator should be counted as time spent communicating with Minnesota officials. However, these activities, undertaken with no particular Minnesota purpose, are significantly broader in scope than the activities the Board has previously included when deciding if an individual is a lobbyist.

The problem with this approach is that although it can be assumed that all of the work of an ALEC task force director is undertaken in furtherance of ALEC's overall mission, ALEC's overall mission is not to influence legislative action in Minnesota. It is to influence public attitudes and legislative action in the nation as a whole. With the exception of the Minnesota issue alerts,

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<sup>2</sup> ALEC's response also shows that Ms. Kjose sent one issue alert to Minnesota legislators in 2009 and no alerts in 2010. Although these years are outside the scope of the investigation, they demonstrate that Ms. Kjose's direct communication with Minnesota legislators over the years has been limited.

<sup>3</sup> In the Matter of a Complaint Regarding the Minnesota Licensed Beverage Association and others. [http://www.cfboard.state.mn.us/bdinfo/investigation/06\\_03\\_2014\\_Findings\\_Griffith\\_Ball\\_MLBA.pdf](http://www.cfboard.state.mn.us/bdinfo/investigation/06_03_2014_Findings_Griffith_Ball_MLBA.pdf). Last visited January 27, 2015

<sup>4</sup> In the Matter of the Complaint Regarding Coalition for Sensible Siting, and others. [http://www.cfboard.state.mn.us/bdinfo/investigation/04\\_03\\_2012\\_CSS\\_GWT.pdf](http://www.cfboard.state.mn.us/bdinfo/investigation/04_03_2012_CSS_GWT.pdf). Last visited January 27, 2015.

<sup>5</sup> For the purpose of this analysis, the Board assumes that these activities actually took place. Because the Board concludes that they are not within the scope of activities that constitute communicating with a Minnesota official, it is not necessary to determine the exact scope of an ALEC task force director's duties.

virtually all of a task force director's work is done in the abstract, without any specific Minnesota connection.

While some part of a task force director's work may eventually support a communication with a Minnesota legislator (if a legislator happens to attend a task force meeting or otherwise interacts with the task force director), most of the work of a task force director will never be used to support any communication with a Minnesota legislator. The nexus between the task force director's work and some future hypothetical communication with a Minnesota legislator therefore is insufficient to justify its inclusion in the scope of activities that would make a task force director a lobbyist.<sup>6</sup>

For the reasons discussed above, the Board does not adopt such a broad scope of activities to be included when determining if an individual meets the threshold of compensation to become a lobbyist. As a result, the Board concludes that Amy Kjose does not meet the compensation threshold to be a lobbyist in Minnesota.<sup>7</sup>

### **The criteria for determining whether an association is a principal**

An association that pays a lobbyist more than \$500 in a calendar year or that spends more than \$50,000 in a year on specified activities is a principal. Minn. Stat. § 10A.01, subd. 33. The Board concluded above that ALEC task force directors are not lobbyists. As a result, ALEC is a principal only if it spends more than \$50,000 in a year on the statutorily specified activities

The types of activities that are included to determine if the \$50,000 threshold is met are specified in Minnesota Statutes section 10A.04, subdivision 6, as follows:

all expenditures for advertising, mailing, research, analysis, compilation and dissemination of information, and public relations campaigns related to legislative action, administrative action, or the official action of metropolitan governmental units in this state

and

all salaries and administrative expenses attributable to activities of the principal relating to efforts to influence legislative action, administrative action, or the official action of metropolitan governmental units in this state.

In addition to listing the types of activities that can make an association a principal, the statute includes another important requirement. The activities must be "related to legislative action . . . in this state" or "to influence legislative action . . . in this state." *Ibid.*

To clarify the statute and to ensure that its application does not extend to communications in which the state may not have a substantially significant disclosure interest, the Board interprets the phrases "related to legislative action" and "to influence legislative action" to mean "for the purpose of influencing legislative action." This narrowing construction ensures that

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<sup>6</sup> Because the relationship between bill drafting or similar activities and communication with Minnesota legislators is so tentative in the immediate matter, the Board need not determine here exactly how close the nexus must be before an individual's actions are a part of the individual's communication with officials.

<sup>7</sup> The Board recognizes that Complainant has provided evidence that three Minnesota legislators attended ALEC events in 2010 and that this investigation has disclosed other instances of Minnesota legislators attending ALEC events. However, neither the information provided by Complainant nor the evidence disclosed by this investigation suggests that any single task force director had sufficient contact with Minnesota legislators to support a conclusion that the task force director was paid more than \$3,000 in a calendar year for that Minnesota communication.

communication that is merely *about* legislation or legislative action, but does not try to influence official action will not make an association a principal.

Equally important is the limiting clause "in this state," which the Board interprets as modifying the legislative action under examination. In other words, the association's activities need not occur "in this state," but those activities must be for the purpose of influencing Minnesota legislative action.

### **Is ALEC a principal?**

ALEC's mission is to work "to advance limited government, free markets, and federalism at the state level. . . ." In advancing that mission, ALEC task forces have "considered, written and approved hundreds of model bills on a wide range of issues;" bills that ALEC considers to be "model legislation that will frame the debate today and far into the future."<sup>8</sup>

Beyond drafting legislation, "ALEC staff provides research, policy analysis, scholarly articles, reference materials, and expert testimony on a wide spectrum of issues."<sup>9</sup> ALEC's website and its publications make it clear that ALEC's mission is national rather than uniquely targeted to any particular state. As a result, ALEC bears many similarities to any number of associations operating as so-called "think tanks" whose overall mission is to change public opinion and to support those who want to advance the principles espoused by the association. Likewise, ALEC bears similarities to other associations that create and urge the adoption of model legislation.

If a distinction is to be made between ALEC and other national "think tanks" or model-law-writing organizations, that distinction must be based on the association's purpose with respect to influencing Minnesota legislative action, not on the question of *who* develops the policies advanced by the association.

Clearly, ALEC spends more than \$50,000 per calendar year to advance its mission. The types of activities that ALEC undertakes to advance this mission include the same activities that can make an association a principal. However, to decide that ALEC is a principal, it is also necessary to conclude that ALEC's activities are for the purpose of influencing legislative action *in this state*.

ALEC itself acknowledges that part of its goal is "to ensure that each of its legislative members is fully armed with the information, research, and ideas they need to be an ally of the free-market system."<sup>10</sup> Ultimately, the only way for legislators to be such an ally is by passing legislation that advances ALEC's principles. In fact, ALEC's bylaws *require* it to work to influence legislative action. One of ALEC's stated purposes is "to disseminate model legislation and promote the introduction of companion bills in Congress and state legislatures."<sup>11</sup>

Although the evidence supports a conclusion that ALEC's primary purpose is the passage of state legislation in the various states and that all of its wide-ranging activities are in support of this primary purpose, such a conclusion is not sufficient to further conclude that ALEC's activities are for the purpose of influencing legislative action *in this state* as the definition of principal requires.

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<sup>8</sup> The quotes in this paragraph are from the ALEC website at <http://www.alec.org/about-alec/history/> and <http://www.alec.org/about-alec/history/> last visited January 27, 2015.

<sup>9</sup> ALEC Private Sector Membership brochure, Exhibit 2 to the complaint.

<sup>10</sup> *ibid.*

<sup>11</sup> ALEC Bylaws, Exhibit 3 to the complaint.

The Board concludes that an activity directed at all 50 states in the abstract does not constitute an activity conducted for the purpose of influencing legislation *in this state* even though it may in some instances have that effect. Before an association's activity will be included in the activities that may make the association a principal, there must be some specific connection to Minnesota. With ALEC, that nexus is insufficient.

The Board reaches this conclusion based on its construction of Chapter 10A and the requirement that it give meaning to all of the words of each statute. In this case, the phrase "in this state" will be meaningless if all the activities of every national advocacy association are included when deciding if that association is a principal. Under such an approach, national associations whose activities never actually influence specific Minnesota legislative action might still be found to be principals in Minnesota.

The Board recognizes that over the years a small number of Minnesota legislators have attended ALEC conferences. As noted, it is possible that the communication by individual ALEC employees with Minnesota legislators at such conferences would be included when deciding if an ALEC employee is a lobbyist. However, the fact that ALEC offers conferences which Minnesota legislators may attend does not result in the cost of each conference being an expenditure "to influence legislation in this state."

Based on the same analysis, the Board concludes that the creation by an association of a public website and of content published on that website does not make the association a principal when the site has no specific Minnesota nexus. To conclude otherwise would result in principal status being determined based on who visits the site, rather than on a determination of whether the site and its content were produced for the purpose of influencing legislative action in Minnesota.

For these reasons, the Board concludes that ALEC has not reached the \$50,000 threshold necessary to be a principal in Minnesota.

**Based on the investigation and the record in this matter, the Board makes the following:**

#### **Findings of Fact**

1. ALEC is an association organized as a nonprofit corporation.
2. ALEC's primary purpose is to promote its "free market" principles throughout the United States. It does this in various ways, including by producing model state legislation that, if adopted, would incorporate its principles into state law.
3. ALEC's activities are conducted on a national platform. Although ALEC attempts to be active in every state, its programs and activities have no specific Minnesota connection.
4. Much of ALEC's efforts are directed toward advancing its principles through changing public perceptions and through advocacy of legislative action in the various states.
5. ALEC spends more than \$50,000 in each calendar year on communications in the form of publications, model legislation, conferences, and other activities to advance its principles.

6. ALEC's efforts have no particular nexus with Minnesota. Rather, they are directed at all of the states generally.
7. In at least some cases, Minnesota legislators have attended ALEC conferences and introduced legislation that is based on ALEC model legislation.
8. Amy Kjose had minimal communication with Minnesota legislators in 2009 and 2011 in the form of issue alerts she sent by email.
9. It is possible that Amy Kjose may have had additional minimal communications with Minnesota legislators at one or more ALEC events.
10. Amy Kjose did not spend any of her own money to influence Minnesota legislative action.
11. The total compensation paid to Amy Kjose in any calendar year for communications with Minnesota legislators did not exceed \$3,000.

### **Conclusions of Law**

1. To become a lobbyist based on spending \$250 or more under Minnesota Statutes section 10A.01, subdivision 21(a)(2), only the spending of the individual's own money is considered.
2. Amy Kjose is not a lobbyist under section 10A.02, subdivision 21(a)(2) because she did not spend any of her own money for communications to influence legislative action in Minnesota.
3. Amy Kjose is not a lobbyist under section 10A.01, subdivision 21(a)(1) because she was not paid more than \$3,000 in a calendar year for communications to influence legislative action in Minnesota.
4. Because Amy Kjose is not a lobbyist, ALEC is not a principal based on spending more than \$500 in a calendar year to compensate a lobbyist.
5. Although ALEC spends more than \$50,000 per year to advance its principles through activities that include promotion of model legislation in the various states, ALEC does not specifically target Minnesota in such a way that its general spending constitutes spending for activities conducted for the purpose of influencing legislation in this state.
6. ALEC is not a principal based on its spending to advance its principles or to influence legislation in the fifty states generally.

### **Order**

The investigation of this matter is concluded and the complaint is dismissed.

/s/ George A. Beck  
George A. Beck, Chair

February 3, 2015  
Date

**Documents incorporated into these Findings by reference:**

Complaint of Common Cause Minnesota Regarding the American Legislative Exchange

Council Exhibits to the complaint

May 22, 2012, letter advising ALEC of the complaint

March 13, 2013, letter requesting information from ALEC

Response from ALEC, April 12, 2013

July 11, 2013, letter requesting information from ALEC

Response from ALEC, July 26, 2013

Letter to ALEC February 13, 2014

Response from ALEC March 10, 2014

## Referenced statutes

### 10A.01 Definitions

. . .

Subd. 21. **Lobbyist.** (a) "Lobbyist" means an individual:

(1) engaged for pay or other consideration of more than \$3,000 from all sources in any year for the purpose of attempting to influence legislative or administrative action, or the official action of a metropolitan governmental unit, by communicating or urging others to communicate with public or local officials;

. . .

Subd. 33. **Principal.** "Principal" means an individual or association that:

(1) spends more than \$500 in the aggregate in any calendar year to engage a lobbyist, compensate a lobbyist, or authorize the expenditure of money by a lobbyist; or

(2) is not included in clause (1) and spends a total of at least \$50,000 in any calendar year on efforts to influence legislative action, administrative action, or the official action of metropolitan governmental units, as described in section 10A.04, subdivision 6.

### 10A.04 Lobbyist reports.

Subd. 6. **Principal reports.** (a) A principal must report to the board as required in this subdivision by March 15 for the preceding calendar year.

(b) Except as provided in paragraph (d), the principal must report the total amount, rounded to the nearest \$20,000, spent by the principal during the preceding calendar year to influence legislative action, administrative action, and the official action of metropolitan governmental units.

(c) Except as provided in paragraph (d), the principal must report under this subdivision a total amount that includes:

(1) all direct payments by the principal to lobbyists in this state;

(2) all expenditures for advertising, mailing, research, analysis, compilation and dissemination of information, and public relations campaigns related to legislative action, administrative action, or the official action of metropolitan governmental units in this state; and

(3) all salaries and administrative expenses attributable to activities of the principal relating to efforts to influence legislative action, administrative action, or the official action of metropolitan governmental units in this state.

(d) A principal that must report spending to influence administrative action in cases of rate setting, power plant and powerline siting, and granting of certificates of need under section 216B.243 must report those amounts as provided in this subdivision, except that they must be reported separately and not included in the totals required under paragraphs (b) and (c).

# Exhibit 2

**From:** [Hunter Hamberlin](#)  
**To:** [Ben Leman](#)  
**Subject:** ALEC Membership Renewal 2020  
**Date:** Thursday, September 24, 2020 9:13:06 AM

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Hi Representative Leman,

My name is Hunter Hamberlin and I am the ALEC Legislative Outreach Coordinator for Texas. Your annual [ALEC Membership](#) will be ending at the end of 2020 and will be up for renewal. We do not want you to miss out on the valuable ALEC resources that you have been taking advantage of since 2019.

The demand of everyday life from your family, to your career, to your other obligations, can wear you thin. As you've come to expect throughout your membership, the entire ALEC team is at your beckon call to provide decisionmakers with the necessary tools to create free-market policy solutions that your constituents deserve.

Beyond industry-leading policy resources, your ALEC Membership comes with access to technology resources such as ALEC CARE and CONNECT.

**ALEC CARE**, the exclusive CRM tool for members, allows you to keep track of constituent research and engagement to better serve your community. CARE allows you to customize constituent profiles, set up push text messages, and visualize data trends to improve legislative interactions. This program, developed by VoterGravity, typically costs legislators thousands of dollars. CARE is just one of the many great member benefits you get with your ALEC membership.

**ALEC CONNECT**, an online collaboration space for the 21<sup>st</sup> century, puts the ALEC national network of state leaders and partners at your fingertips. On ALEC CONNECT, you can join discussion pages to collaborate with partners, register for upcoming meetings, view the ALEC events calendar and much more.

With the winter meeting around the corner, [renew today](#) as legislators around the country come together to set their 2021 agendas.

Renew your membership by replying to this email or complete the online form at: [www.alec.org/join](http://www.alec.org/join)

As always, please let me know if you have any questions at 770-363-6076 or [hhamberlin@alec.org](mailto:hhamberlin@alec.org).

Thank you,

Hunter C. Hamberlin

# Exhibit 3

## Norm Moore

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**From:** Will Davies <wdavies@alec.org>  
**Sent:** Thursday, January 7, 2021 1:10 PM  
**To:** Sine Kerr; Russell Smoldon; T.J. Shope  
**Cc:** Emily Rice  
**Subject:** ALEC State Chair Call Follow Up  
**Attachments:** Arizona ALEC Membership Document.docx

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hello Everyone,

I wanted to pass along the document Bill and I referenced during the call we had on Tuesday. The document has folks whose memberships are current, those whose memberships expired at the end of 2020 and those whose memberships expired at the end of 2019 or later. It also contains the amount of money in the travel reimbursement fund.

Below are some top-line things we covered during the call. Also, there will be a FAQ sheet in the State Chair Box we are sending out next week with everything you need to know.

### State Chair Monthly Touch Points

- **Week 1-Action Item Sent the First Wednesday of Every Month** – This updates you on the ALEC agenda for the month and a recruitment letter that is tailored for you to send to your delegation.
- **Week 2-The State Chairs Call Agenda and Calendar Invite and the State Intelligence Digest:** The agenda is what you should expect and look forward to the following week and the State Intelligence Digest is a comprehensive document put together by the membership team that highlights the political news and events happening in all 50 States.
- **Week 3-The State Chairs Call on the 3<sup>rd</sup> Friday of every month at Noon EST:** This 30-40 minute call serves as a check-in call. State Chairs hear about what is taking place at ALEC, they hear from an outside speaker such as pollster Scott Rasmussen or an ALEC policy expert who talks about a hot button policy issue taking place in the states.
- **Week 4-State Intelligence Digest is sent out**

### New Member Information

- Membership Costs: \$100 a year
- New this year...the ability to join two task forces.
- Within a week of joining they get a call from their membership representative.
- They receive a new member packet that has a welcome letter confirming their membership and task force, relevant information related to their Task Force choice, ALEC Member benefits such as CARE, CONNECT and other valuable information.
- 4-week email series
  - Welcome to ALEC
  - Taskforce Information
  - Policy Resources
  - Breakdown of ALEC Member Benefits (CARE and CONNECT)
    - CARE-Constituent Analytic Research Exchange is a CRM that allows legislators to communicate effectively with their constituents. This software would cost \$3,000 if bought by a member, but is a member benefit.

- CONNECT-Half search engine, half online forum. CONNECT is designed to help members find the policy documents they need while also allowing dialogue between legislators from all parts of the country.

I know things are in limbo in Arizona on whether the session will be in person or virtual. Once those details get hammered out, I will be happy to schedule an issue briefing on whatever y'all would like.

All the best,

Will

**Will Davies**

Manager, Member Engagement  
American Legislative Exchange Council  
o: 571-482-5033

[wdavies@alec.org](mailto:wdavies@alec.org)



**Upcoming Meetings:**

2021 Annual Meeting, July 28 – 30, Salt Lake City UT  
2021 States and Nation Policy Summit, December 1 – 3, San Diego CA

*The American Legislative Exchange Council is a 501(c)3 nonprofit organization and is the largest nonpartisan, voluntary membership organization of state legislators in the United States dedicated to the principles of limited government, free markets and federalism. The Council is governed by state legislators who comprise the National Board of Legislators and is advised by the Private Enterprise Advisory Council, a group of private, foundation and think tank members.*

**STATEMENT OF CONFIDENTIALITY**

*The information contained in this electronic message and any attachments to this message are intended for the exclusive use of the addressee(s) and may contain confidential and/or privileged information. This message or any part thereof must not be disclosed, copied, distributed or retained by any person without specific and direct authorization from the addressee(s). If you are not the intended recipient, please notify Will Davies, ALEC, immediately at (571) 482-5033 and at [wdavies@alec.org](mailto:wdavies@alec.org) and destroy all copies of this message and any attachments.*

# Exhibit 4



Analytics and  
Research  
Exchange

ALEC CARE is a constituent management system that helps members better understand and communicate with constituents.

By signing in, you agree this system will not be used for any campaign related purpose.

 agillham@alec.org

 .....

Login 

Search...



Dashboard

Walklists

Phone Bank

Email

SMS

Touchtone Surveys

Voter Data

Contact Data

Strikelists

Reports

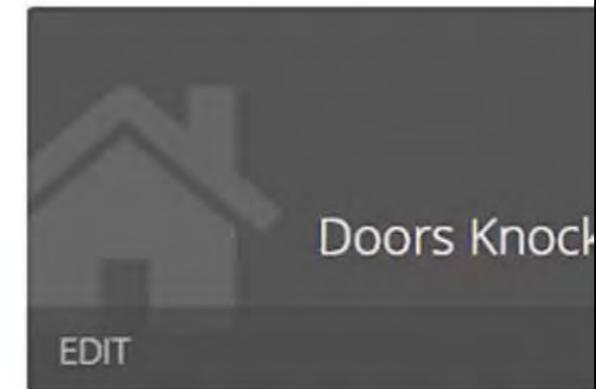
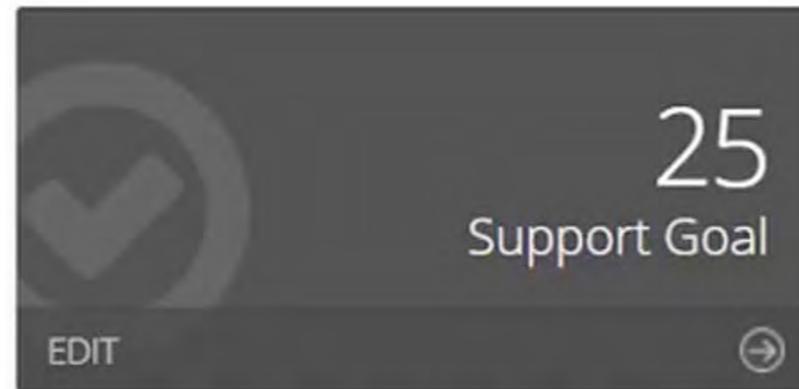
Survey

Manage

# Dashboard statistics and more

Home > Dashboard

## GOAL TRACKING



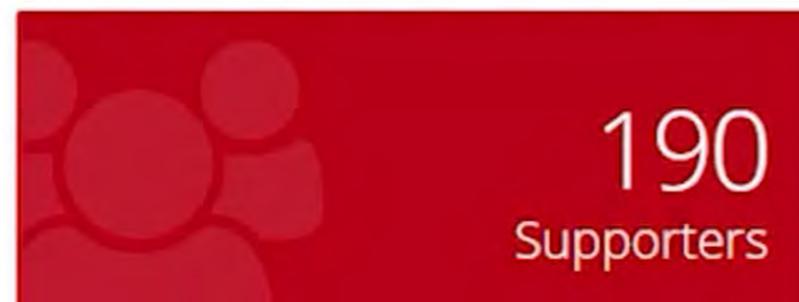
Identified Supporters



Completed Surveys



Door Knocks



25  
Support Goal

EDIT

50  
Surveys Goal

EDIT

100  
Doors Knocked Goal

EDIT

Phones Called

EDIT



Identified Supporters



Completed Surveys



Door Knocks



Phones Called

190  
Supporters

SUPPORTS HB 101 2018

24  
Total Surveys Completed

N/A  
Facebook Likes

FACEBOOK SETTINGS

13,7  
Twitter Fol

TWITTER PAGE OF ALEC\_STATES

### CALLIST STATS



### PHONE BANK STATS



# CAROL ANN PINKSTON

#OH0013516694

Age: 64

Gender: Female

Party Affiliation: Inferred Republican

Registration Date: Aug 18, 2009

Turnout Score: 15

Home Phone:



Cell Phone:



Home Email Address:



Work Email Address:



Other Email Address:



Twitter:



Aristotle ID: 3917994655

County Butler

State Senate District

State House District

Precinct HAM3W

Municipality HAMILT

Ward HAMILT  
5

# What is ALEC CARE?



**Timothy Barr**  
Georgia State Representative

0:28 / 1:04

# Exhibit 5

# Voter Profile

voter information and history

[Home](#) > [Voter Profile](#)



[Overview](#)

[Election Details](#)

[Household](#)

[Notes](#)

[Tags](#)

[Demographics](#)

Political Ideology - Conservative

Interested in Tax Issues

Children Present

Income \$75,000 - \$99,999

Donor

Education - High School

Religion - Protestant

Tea Party Supporter

- Overview
- Election Details
- Household
- Notes
- Tags
- Demographics



## Henry Perez

#0703976020

Gender: **Male**  
Party Affiliation: **Inferred Republican**  
Registration Date: **Nov 07, 2006**  
Turnout Score: **30**

Home Phone:   
Cell Phone:   
Home Email Address:   
Work Email Address:   
Other Email Address:   
Twitter: 

Aristotle ID: **5504114583**  
RNC ID: **{72C74417-FCB3-4AE2-9588-D86F4138D5A9}**

# Voter Profile

voter information and history

[Home](#) > [Voter Profile](#)

[Overview](#)

[Election Details](#)

[Household](#)

[Notes](#)

[Tags](#)

[Demographics](#)



## Vote History

2020 General



2020 Primary



2020 Presidential Primary



2019 Spring



2018 Primary



2018 Spring



2018 General



2017 Spring



2017 General



2017 Primary



2016 Primary



2016 General



2016 Presidential Primary



2015 Primary



2015 General



# Voter Profile

voter information and history

[Home](#) > [Voter Profile](#)

[Overview](#)

[Election Details](#)

[Household](#)

[Notes](#)

[Tags](#)

[Demographics](#)



Second Amendment Supporter

Environmentalism

Persuadable Voter

Political Ideology - Conservative

Interested in Tax Issues

Children Present

Income \$100,000 - \$149,999

Education - Graduate School

Religion - Catholic

# Voter Data Search

[Home](#) > [Voter Data](#) > [Search](#)

## Search Voter

Address

Abbreviated Address

Submit

Name

Address

Twitter

Email Address

RNC ID

Aristotle ID

Middle Name

Last Name

g address search try abbreviating address (i.e. 10 S Main St).

Showing 0 to 0 of 0 entries

## SurveyMonkey

Link SurveyMonkey Account

## RNC Integration

Access Token

Save

## Eventbrite Integration

Link EventBrite Account

## Anedot Integration

Username



API Key

Save

## GOAL TRACKING

**N/A**  
Support Goal

EDIT 

**N/A**  
Surveys Goal

EDIT 

**N/A**  
Doors Knocked Goal

EDIT 

**N/A**  
Phones Called Goal

EDIT 

N/A%

Identified Supporters

(Add a goal in the dashboard settings to track your progress)

N/A%

Completed Surveys

(Add a goal in the dashboard settings to track your progress)

N/A%

Door Knocks

(Add a goal in the dashboard settings to track your progress)

N/A%

Phones Called

(Add a goal in the dashboard settings to track your progress)

**N/A**  
Supporters

TAG: SELECT IN DASHBOARD SETTINGS 

**0**  
Total Surveys Completed

**N/A**  
Facebook Likes

FACEBOOK SETTINGS 

**N/A**  
Twitter Followers

TWITTER SETTINGS 

## WALKLIST STATS

N/A%

Walklist Survey  
Completion  
Rate

N/A%

Walklist  
Supporter  
Identification

Doors Knocked  
By Day

Walklist  
Surveys  
Completed By

## PHONE BANK STATS

N/A%

Phone Survey  
Completion  
Rate

N/A%

Phone  
Supporter  
Identification

Phones Called  
By Day

Phone Surveys  
Completed By  
Day

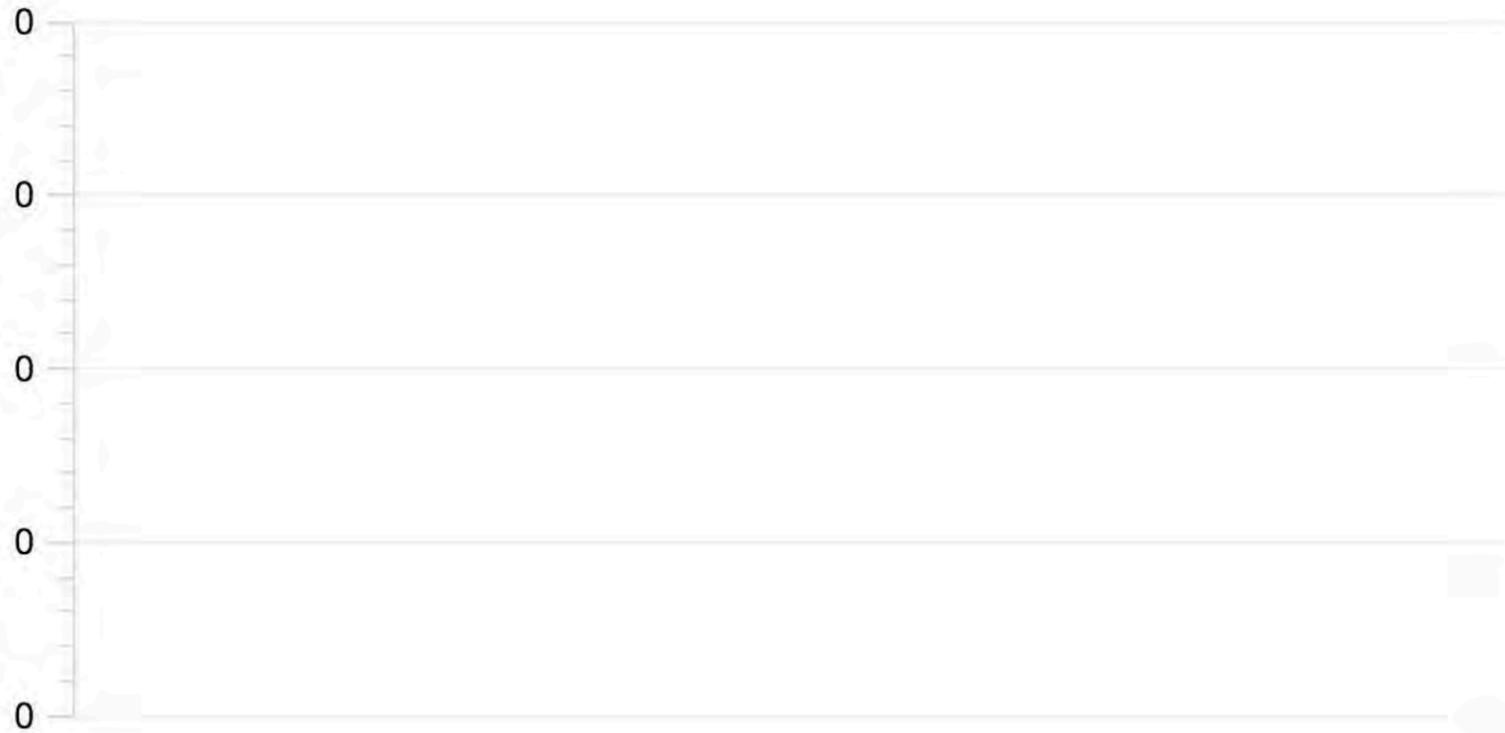
 **WALKLIST ACTIVITY**

User	Reached	Surveyed
------	---------	----------

 **PHONE ACTIVITY**

User	Reached	Surveyed
------	---------	----------

 **GOAL TRACKING**



 **COUNTDOWN CLOCK** (Time zone: America/New\_York)

0 DAYS 0 HRS 00 MIN 00 SEC

 **SURVEY SNAPSHOT**

Select a survey and question under Manage Dashboard Settings

 Dashboard

 Walklists 

 Phone Bank 

 **Email** 

 Campaigns

 Content Blocks

 Lists

 Settings

 SMS 

# Voter Profile

voter information and history

[Home](#) > [Voter Profile](#)

[Overview](#)

[Election Details](#)

[Household](#)

[Notes](#)

[Tags](#)

[Demographics](#)



Evangelical

Military Supporter

Persuadable Voter

Political Ideology - Conservative

Interested in Tax Issues

Veteran

Children Present

Income \$100,000 - \$149,999

Donor

Education - High School

Religion - Protestant

# Voter Profile

voter information and history

[Home](#) > [Voter Profile](#)

[Overview](#)

[Election Details](#)

[Household](#)

[Notes](#)

[Tags](#)

[Demographics](#)



Environmentalist

Political Ideology - Conservative

Interested in Tax Issues

Children Present

Income \$200,000 - \$249,999

Donor

Education - High School

Religion - Jewish

Tea Party Donor

Overview

Election Details

Household

Notes

Tags

Demographics



## Julie E Isaacson

#0012588232

Gender:

Female

Party Affiliation:

Inferred Republican

Registration Date:

Sep 14, 2010

Turnout Score:

31

Home Phone:

(262) 895-1065

Cell Phone:

Home Email Address:

Work Email Address:

Other Email Address:

Twitter:

Aristotle ID:

5503707903

RNC ID:

{0CB8C70C-584F-465D-99C1-60CA80A495F2}



# Exhibit 6

# ALEC Constituent Analytics and Research Exchange (CARE)

*ALEC-CARE helps members maintain real relationships with real people. It is a cooperative platform for legislators to gain insight into their communities and help them better identify, understand and communicate with constituents.*



ALEC-CARE is a game-changing tool for legislators. It is a win-win for everyone involved. Any legislator can partner with a data utility to better understand what issues matter most to their supporters, but ALEC-CARE provides an exclusive, unified system for all members to gather and store information for targeted, insightful and immediate reporting on constituent attitudes and policy positions.

The ALEC-CARE database is comprehensive and dynamic and offers unique information about a legislator's constituents. Insights are continually refined with new data and are organically driven by legislators as they interact and engage with their constituents.

In 2016, ALEC will identify beta sites across the country to test and fine tune the offering. And, in 2017, ALEC-CARE will be offered to all ALEC member legislators as a member benefit.



- Constituent Relationship Management
- Community Feedback
- Customized Surveys



- Events
- Website Integration
- Intelligence Dashboards



“ALEC CARE is an impressive tool. It is what free market legislators have needed for a long time. I'm glad ALEC has stepped up to offer this resource.”  
—Representative Phil King, TX

“ALEC-CARE would be a nice tool for the North Carolina Caucus and would dramatically expand collaboration in my delegation.”  
—Representative Jason Saine, NC

# Exhibit 7



Home



My Network



Jobs



Messaging



Notifications <sup>13</sup>



Me



**William Hogsett**

Digital Marketing Strategy Leader for Mid Market Companies and Small Business.

More

Message



**William Hogsett** · 3rd

Digital Marketing Strategy Leader for Mid Market Companies and Small Business.

Dallas-Fort Worth Metroplex · [Contact info](#)

500+ connections

Message

More

Seota Digital Marketing

Central Michigan University

## Highlights

### Reach out to William for...

Probono consulting and volunteering, Joining a nonprofit board.

Message

## About

As an executive with extensive Fortune 500 consulting experience, I am excited to leverage my skills in business and technology to have a positive impact on the lives of mid-market and small business owners everywhere. [... see more](#)

## Activity

2,552 followers



**We're hiring - U.S.-based only.**

William shared this

2 Reactions



**Our Frisco, TX office was recognized for excellence. Locally in Dallas/Fort Worth and Nationally. #shopify #wordpress...**

William shared this

7 Reactions · 2 Comments

[See all activity](#)

## Experience



**CEO**

Seota Digital Marketing

May 2016 – Present · 5 yrs 3 mos

Frisco, TX

Seota Digital Marketing is part of my portfolio of small



**William Hogsett**  
Digital Marketing Strategy Leader for Mid Market Companies and Small Business.

More

Message

Seota is located in Frisco, TX [...see more](#)



**Customer Experience Officer**

Review Fire, LLC  
Oct 2016 – Present · 4 yrs 10 mos  
Dallas/Fort Worth Area



**CEO**

Reliance Anesthesia  
Jul 2015 – Jan 2016 · 7 mos  
Frisco, TX

Reliance Anesthesia is part of a growing family of Anesthesia companies who are partnering together in order to compete with the national hedge-fund backed anesthesia companies. Reliance, through its partners, has been providing cus ...see more



**Interim CEO**

Case Management Innovations  
Apr 2015 – Jun 2015 · 3 mos  
Dallas/Fort Worth Area

Working with the leadership team to expand the business model and implement technical solutions that will create long term competitive advantages and satisfied clients. A three month project aimed at improving systems, p ...see more



**CEO**

Seota Digital Marketing  
Dec 2009 – Jan 2014 · 4 yrs 2 mos  
Frisco, TX

SEOTA was sold to key employees in October of 2013



**CEO (Sold 12/21/2012)**

Political Gravity  
Feb 2011 – Jan 2013 · 2 yrs  
Washington D.C. Metro Area

Political Gravity (Now VoterGravity.com) is the premier voter engagement tool box. A web portal, phone banking, mobile contact solution and deep analytics tied to 170 Million individual voter records with voter history, voter districts, consumer data and social media accounts. Gravity allows politicians, political causes and social causes to micro-target and communicate with the right voters at the right time. Gravity clients include(d) Ted Cruz, American Majority Action, FreedomWorks, Republican Governors Association, Scott Walker Defense Fund and a multitude of Federal, State and local political candidates. In the 2012 Election Gravity users were making a voter contact every 2.5 seconds.

[see less](#)

**Partner**



**William Hogsett**  
Digital Marketing Strategy Leader for Mid Market Companies and Small Business.

More [Message](#)

Small Businesses. Fountainhead was responsible for building the #1 Men's Ring store on the Internet. Fountainhead was closed in July, 2009. [...see more](#)

**CEO (Sold 2/1/2004)**

Anthem Solutions Inc.  
Nov 2001 – Feb 2004 · 2 yrs 4 mos

Founded during the Internet bust of 2001, Anthem Solutions, Inc. became the fastest growing consulting company in Texas in 2002. Anthem had major contracts with The PGA of America, Golf 20/20, The USGA, TTI, Mouser Electronics, [...see more](#)

**Principal**

Hencie Consulting  
Oct 2000 – Oct 2001 · 1 yr 1 mo  
Dallas, TX

Merged TecVision, Inc. with Hencie. Hencie had an incredible talent pool but the leadership was adrift. Hencie went public in a dubious reverse merger with AltMark and the combined company got de-listed from NASDAQ. A lot of good f [...see more](#)

**CEO (Sold 10/01/2000)**

TecVison, Inc.  
May 1996 – Oct 2000 · 4 yrs 6 mos  
Dallas, TX

TecVision, Inc. did incredible ground breaking work at Revlon and The PGA of America. They also did work for Fleet Mortgage Group. Mr. Hogsett took control of TecVision in 1996 and exp [...see more](#)

Show fewer experiences ^

**Education**



**Central Michigan University**  
B.S., PSY / BIZ  
1984 – 1989  
Activities and Societies: DA - SP

**Volunteer experience**



**Chairman Cadillac Invitational**  
National Kidney Foundation  
Jan 2002 – Nov 2003 · 1 yr 11 mos  
Health

As volunteer chairman Mr.Hogsett built a team that revived a franchise of the worlds largest charity golf tournament.

**Skills & endorsements**

# Exhibit 8



Home



My Network



Jobs



Messaging



Notifications 13



Me



**Ned Ryun**

Founder and CEO at Voter Gravity, Inc., Founder of American Majority, Organizer, Entrepreneur, Amateur Hi...

More

Message

Connect



**Ned Ryun** · 2nd

Founder and CEO at Voter Gravity, Inc., Founder of American Majority, Organizer, Entrepreneur, Amateur Historian

Purcellville, Virginia, United States ·

[Contact info](#)

500+ connections

Connect

Message

More



Voter Gravity



The University of Kansas

## About

A map-based political database software, Voter Gravity is that force multiplier helping grassroots, local, state, and federal candidates succeed. Voter Gravity's integrated data platform and mobile app save campaigns time, money, and manpower ... see more

## Activity

12,644 followers

Posts Ned created, shared, or commented on in the last 90 days are displayed here.

[See all activity](#)

## Experience



### Founder and CEO

Voter Gravity  
Nov 2012 – Present · 8 yrs 9 mos  
Purcellville, VA

Voter Gravity is a database technology that allows for precise micro-targeted voter contact using smartphone technology.



### American Majority

13 yrs 7 mos

#### Founder and CEO

Jan 2008 – Present · 13 yrs 7 mos  
Purcellville, VA

#### Founder

Jan 2008 – Present · 13 yrs 7 mos

American Majority is a non-partisan organization that identifies and trains candidates running for state and local office.



**Ned Ryun**  
Founder and CEO at Voter Gravity, Inc., Founder of American Majority, Organizer, Entrepreneur, Amateur Hi...

More

Message

Connect

### Education



#### The University of Kansas

BGS, English and History  
1996 – 2000

Activities and Societies: Track and field team, graduated with honors in History, graduated highest distinction (summa cum laude)

### Skills & endorsements

#### Politics · 99+



Endorsed by Charlie Kirk and 31 others who are highly skilled at this



Endorsed by 3 of Ned's colleagues at Voter Gravity

#### Political Campaigns · 99+



Endorsed by Charlie Kirk and 11 others who are highly skilled at this



Endorsed by 2 of Ned's colleagues at Voter Gravity

#### Grassroots Organizing · 99+



Endorsed by Charlie Kirk and 5 others who are highly skilled at this



Endorsed by 3 of Ned's colleagues at Voter Gravity

Show more

### Accomplishments

3

#### Publications

Catching Up on Campaign Tech • The (Real) Great Divide • Of Plans and People



1

#### Organization

The American Spectator



# Exhibit 9



## We turn data into votes

Innovative political leaders always look for better ways to make an impact with limited resources. Good news: Data and technology can now be integrated into our decision making, get-out-the-vote operations, and messaging efforts, making it part of our political DNA. We believe that technology will completely change politics over the next few elections and the time to integrate is now.



By 2016, 60% of the US population will have a smartphone

## Targeted, insightful and immediate information for your campaign

Voter Gravity is a map and mobile-based voter contact platform with an integrated suite of tools. We place powerful data and user-friendly technology into the hands of political campaigns and groups of every size. Voter Gravity is the first integrated database platform on the center-right. Our tools are battle-tested and ready to enable candidates and activists to get the right message to the right people as efficiently as possible this year and beyond.





# Voter Canvassing for Republican Operatives

## In the Trenches: What Republican Operatives Need to Know About Voter Canvassing



When it comes to actually turning out voters, one of the most effective campaign methods is also the oldest: door-to-door canvassing. For decades, political scientists have analyzed and debated the effectiveness of various campaign tactics, and the utility of canvassing remains one of the few undisputed conclusions reached by major scholars of the subject.

This Voter Gravity report brings you the latest research in door-to-door effectiveness!

What you'll learn:



### Recent Posts

[Political Independents and Why They Matter to You](#)

[How Social Media Impacts Elections](#)

[Does Direct Mail Still Matter for Your Campaign?](#)

[The Stats: Why The Ground Game is Key to Winning](#)

[Download Studies to Discover Impact of Social Media, Direct Mail, Voter Canvassing, and More](#)





“Thank you Voter Gravity team for your help this election cycle. I was able to use the program for a state senate race and a large county commissioner race. We were able to unseat a Democrat state senator who had been sitting in that seat since 2002. It was one the biggest upsets in the state of Indiana. Amazing what you can do with good data for large, or small, size campaigns. We couldn't have done it without your help!”



Brandon G.

Indiana, 2014



## Support

For user support and helpful instructions, please follow the button below. If you don't find what you're looking for, please feel free to contact us for further assistance.

## Newsletter

Receive exclusive news, updates and information from Voter Gravity.



# Demo

## Ready to win?

Voter Gravity empowers campaigns to unleash their voter contact efforts, making your strategy bigger, faster, and more targeted than ever before.

**Let's start a conversation today. Fill out the form below to get started.**

Full Name \*

Organization

Email \*

Phone

Are you interested in speaking with someone about your direct mail or printing needs? \*

Are you a member of the American Legislative Exchange Council?

What else?

Please share any other thoughts or background information we should know before contacting you.

additional questions / comments

Submit

# Exhibit 10

## CPAC “Pre-Game”: Operatives in Training

Wednesday, February 25, 2015

### Candidate, Campaign Manager & Campaign Operative Track

Chesapeake A-C

1:30 p.m.

#### The Shape of a Modern Campaign: 2015

— Matt Robbins, American Majority

2:15 p.m.

#### Current Get-Out-the-Vote (GOTV) and Database Technology

— Ned Ryun, American Majority

3:00 p.m.

#### Campaign Fundraising for the Financially Illiterate

— Corey Hubbard, Liberty Development

3:45 p.m.

#### The Power of Properly Applied Opposition Research

— Tim Miller, America Rising PAC

4:15 p.m.

#### Online Organizing for Candidates, Managers and Activists

— Matt Batzel, American Majority

5:00 p.m.

#### The Making of a Political Pundit: A Newsroom Insider’s View on Getting on TV

— Matt Siegelheim and Peter Zorich, Best Guest Media

5:30 p.m.

#### Adjourn followed by Activist VIP Reception

### Activist Track

Chesapeake D-F

1:30 p.m.

#### Social Media: Focused Online Organizing for Activists

— Aubrey Blankenship, American Majority and Julie Germany,  
Generation Opportunity

2:15 p.m.

## **Using Viral Video to Tell Your Story and Generate Earned Media**

— Caleb Bonham, the Leadership Institute's Campus Reform  
3:00 p.m.

### **Actions speak louder than words: Preserving Free Speech on Campus**

— David Hacker, Alliance Defending Freedom  
3:30 p.m.

### **Bringing the Battle of Ideas to Your Campus**

— John Elliott, Intercollegiate Studies Institute  
3:45 p.m.

### **Actions speak louder than words: How to Use Student Government to Change Your Campus**

— Mike Armstrong, Leadership Institute  
4:15 p.m.

## **From Campus to Camera: How These Millennial Spokes People Got Their Start**

— Ron Meyer, Young America's Foundation, Caleb Bonham, the Leadership Institute's Campus Reform, and Charlie Kirk, Turning Point USA

5:30 p.m.

### **Adjourn (followed by Activist VIP Reception)**

**Thursday, February 26, 2015 | Chesapeake D-E**

### **10:00 a.m. Yes, We Won in 2014 But Still Fail on the Ground and Online**

— Ned Ryun, American Majority

### **Hacking Facebook and Twitter**

— Aubrey Blankenship, American Majority

### **11:00 a.m. Activists & Candidates: Flip Sides of the Campaign Coin 7 Grassroots Cheats You've Never Heard of**

— Matt Robbins, American Majority

Running for Office with Victory Guaranteed

— Cecilia Houser, Ebensburg Borough Council

12:00 p.m. Closed for lunch.

1:00 p.m. Talking the Right Way to the Right Crowd  
Stop the Messaging Crisis!

— Bill Meierling, American Legislative Exchange Council

**The 80% Solution: Creating Winning Coalitions**

— Paulo Sibaja, Leadership Institute

2:00 p.m. Where the Rubber Meets the Road  
Community Organizing for Conservatives

— Ed King, Young Americans for Liberty

**Winning in the Bluest of States: A Vermont and Wisconsin Case Study**

— Tayt Brooks and Matt Batzel, American Majority

3:00 p.m. The New Frontiers of Data

**Information Never Sleeps: Tracking Politics in 2015**

— Austin James, Øptimus

**We're Watching You: How to Video Track 24/7**

— Tim Miller, America Rising PAC

**Friday, February 27, 2015 | Chesapeake D-E**

10:00 a.m. Targeting and Activating People

**Their Vote Doesn't Matter: Getting Out OUR Vote**

— Matt Robbins, American Majority

**Tweet to Win: A Case Study**

— Matt Batzel, American Majority

11:00 a.m. Digital Action

**Back to the Future: Catching Up on Political Technology**

— Ned Ryun, American Majority

**Reaching the Forgotten Voter: 18-26 Year-Olds**

— Corie Whalen Stephens, Generation Opportunity

12:00 p.m. Closed for lunch.

1:00 p.m. Lies Told to You by Liberals

**The Real Face of the Ultra-Left**

— Chris Doss, Leadership Institute

**Countering the "War on Women" Lie**

— Carly Fiorina, Unlocking Potential PAC

2:00 p.m. Getting Real: Proven Tactics

**Being The Margin of Victory: How to craft a message, target voters,  
and build a movement**

— Chris Crawford and Laurie Lee, Susan B. Anthony List

**So You're a Libertarian: Who Cares?**

— Jeff Frazee, Young Americans for Liberty

**3:00 p.m. Taking Conservatism to School**

**How to Bring Conservative Speakers to Campus**

— Patrick Coyle, Young America's Foundation

**Organizations Presenting**

America Rising PAC

American Legislative Exchange Council

American Majority

Best Guest Media

Campus Reform

Generation Opportunity

Intercollegiate Studies Institute

Leadership Institute

Øptimus

Susan B. Anthony List

Turning Point USA

Voter Gravity

Young Americans for Liberty

Young America's Foundation

# Exhibit 11

# WE TURN DATA INTO VOTES—WE ENGINEER VICTORY



Voter Gravity is a map and mobile-based voter contact platform with an integrated suite of tools. We place powerful data and user-friendly technology into the hands of political campaigns and groups of every size.

Voter Gravity is an approved mobile app vendor of the Republican National Committee and fully integrated with the RNC's database. Clients access voter data, connect with voters through mobile canvassing, conduct surveys and phone banks, and analyze results via a user-friendly dashboard.

## Voter Gravity Features



**Voter Data:** Access a statewide voter database with vote histories and rooftop geocodes. Pinpoint any voter in seconds with maps from Esri and its ArcGIS (Geographic Information System) maps and data.



**Customer Relationship Management System (CRM):** Better understand and manage donors, voters, and volunteers with editable individual profiles. Quickly create walk-lists and call-lists based on targeted criteria.



**Customized Dynamic Surveys:** Build and run an unlimited amount of surveys simultaneously for door knocking, phone banks or events. Smoothly switch surveys on a mobile device while speaking with voters at their doorsteps.



**Mobile Canvassing:** Gather voter data with any mobile device. Pull up walk-lists and run surveys that upon completion upload to the Voter Gravity database in real-time.



**Phone System:** Run a live phone bank with the Voter Gravity phone system or run an automated touch-tone survey "flash poll" on candidates and issues of any targeted voter universe you choose. Predictive dialing can also be set up through the Voter Gravity system to re-target voters.



**Web-based Integration Tools:** Integrate with hundreds of web apps including Facebook, MailChimp, AneDot, Survey Monkey, and Eventbrite in an automated process.



**Campaign Intelligence Dashboard:** Track and manage your campaign with the Intelligence Dashboard that gives you a real-time visualization of your most important data-points.



**Website Setup:** Clients can receive a fully-built and integrated website that is desktop, tablet, and mobile friendly, secure, stable, integrated, and SEO charged.



**24/7 Support:** Rely on a dedicated support team. In addition to a self-help center, our team of full-time software engineers is on call 24/7.





## Targeted, Insightful and Immediate Information

With all of its features, Voter Gravity produces targeted, insightful and immediate information about voters, donors, and activists that mean the most to a campaign. Easily access all of the voter data you need and turn that data into votes.

## Pricing

### NUMBER OF VOTERS IN ACCOUNT

Up to 50,000  
 50,000 - 150,000  
 150,000 - 300,000  
 300,000 - 1,500,000

### MONTHLY FEE

\$99 - All small races  
 \$240 - Larger state house and smaller counties  
 \$558 - State senate, medium counties  
 \$999 - Large county, Congressional, up to small statewide

### LARGER STATEWIDE PRICING

1,500,000 to 3,000,000  
 3,000,000 to 5,000,000  
 5,000,000 to 8,000,000  
 8,000,000 to 10,000,000  
 Over 10,000,000

### MONTHLY FEE

\$1,500  
 \$2,000  
 \$2,500  
 \$3,000  
 \$5,000

We challenge you to take voter contact to the next level. Contact our team at [sales@votergravity.com](mailto:sales@votergravity.com) or register for a demo at [votergravity.com/demo](http://votergravity.com/demo).

# Exhibit 12

# Gravity CRM and ALEC CARE

## A Constituent Management Solution for ALEC Members

### Gravity CRM

ALEC members can utilize constituent outreach tools and data provided by ALEC CARE to:

- **Improve Legislative Office Interactions:** as constituents call, write or visit your office, document their thoughts and build a shared history with them over time.
- **Track District Events:** whether a large town hall or a small meeting, make each moment an opportunity to build a shared future.
- **Solicit Feedback from Constituents:** proactively request and track feedback from the district with surveys in person, over the phone and online.

Tools included in your ALEC CARE system:

1. Editable Constituent Profiles: better understand and manage constituents with editable profiles for each district resident.
2. Customized Surveys: complete an unlimited amount of surveys for constituent outreach face-to-face, over the phone or online.
3. Mobile Access: gather data with any mobile device that updates the database in real time.
4. Integrated Phone System: live phone calls or automated touch-tone surveys provide additional ways to learn about constituents.
5. Text Messaging: add constituents to mobile contact lists to provide updates or request feedback.
6. Integration with Top Web Tools: automate online efforts with MailChimp, Eventbrite and SurveyMonkey.
7. Intelligence Dashboard: real-time visualization of the most important data.
8. Training and Support: to take care of every ALEC member from day one.

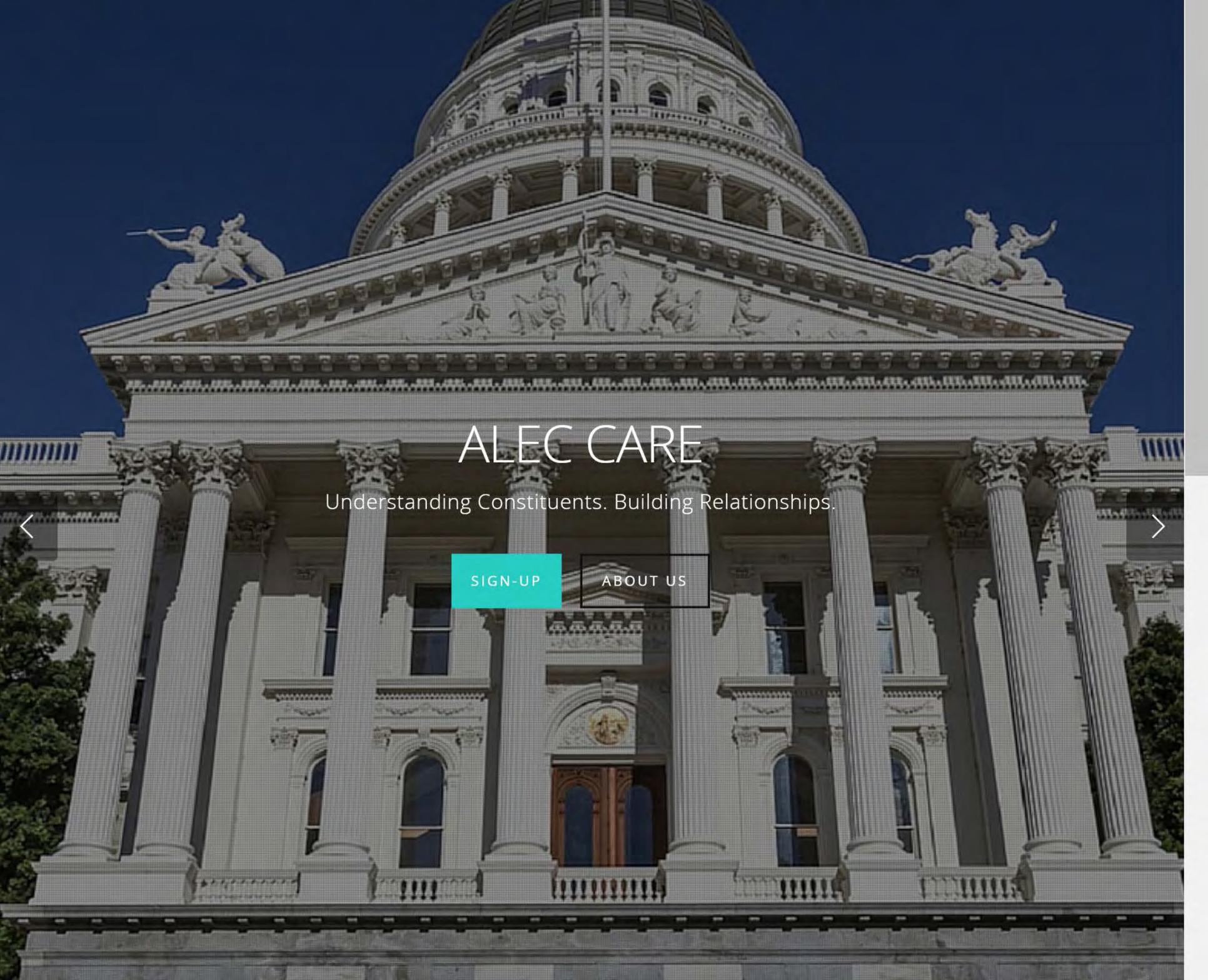
### ALEC CARE

Offered as an ALEC membership benefit, ALEC CARE is a web-based constituent management system that helps members gain insight into their communities to better understand and communicate with constituents.

ALEC CARE is a game-changing tool for legislators. It is a win-win for everyone involved. Any legislator can partner with a data utility to better understand what issues matter most to their supporters, but ALEC CARE provides an exclusive, unified system for all members to gather and store information for targeted, insightful and immediate reporting on constituent attitudes and policy positions.

The ALEC CARE database is comprehensive and dynamic and offers unique information about a legislator's constituents. Insights are continually refined with new data and are organically driven by legislators as they interact and engage with their constituents.





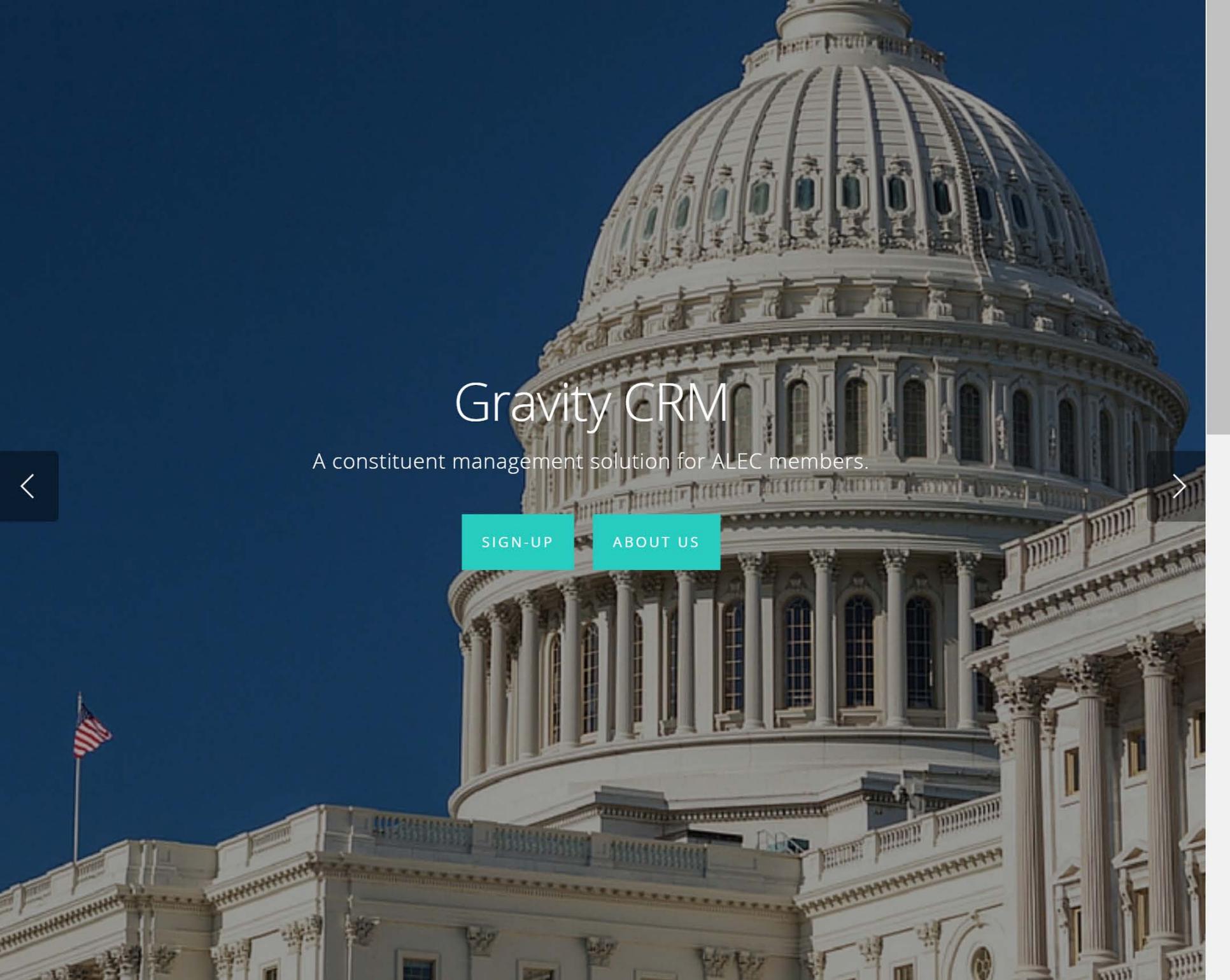
# ALEC CARE

Understanding Constituents. Building Relationships.



SIGN-UP

ABOUT US



# Gravity CRM

A constituent management solution for ALEC members.

[SIGN-UP](#)

[ABOUT US](#)

The goal of every elected official is to **represent the people** of their district.

Our goal is to **make every interaction with your constituents a relationship building opportunity**. That starts with a system that can store every interaction and give you and your staff 24/7 access to that information.

50

States

7000+

State Legislators

300+

Million Constituents

1

Constituent Management  
Solution

### Improve Legislative Office Interactions

As constituents call, write or visit your office, document their thoughts and build a shared history with them over time.

### Track District Events

Whether a large town hall or a small meeting, make each moment an opportunity to build a shared future.

### Solicit Feedback from Constituents

Proactively request and track feedback from the district with surveys in person, over the phone and online.

## Gravity CRM and ALEC CARE

*A Constituent Management Solution for ALEC Members*

SIGN UP

ABOUT US

# Gravity CRM and ALEC CARE

A Constituent Management Solution for ALEC Members

## Sign up below.

First and Last Name

Official Legislative Email

State

District

Important Notes for Us

Submit

## Gravity CRM and ALEC CARE

Offered as an ALEC membership benefit, ALEC CARE, powered by Gravity CRM, is a web-based constituent management system that helps members gain insight into their communities to better understand and communicate with constituents.

**Address:** 2900 Crystal Drive, 6th Floor,  
Arlington, VA, 22202 **Phone:** 202.798.3165



# Exhibit 13

# ALEC CARE TRAINING

## Description

### ALEC Legislators:

You probably have an email list, but what are you doing with it?

### Did you know ALEC offers a CRM solution as a benefit of your membership?

ALEC will host demonstrations of this game-changing program during the Spring Task Force Summit.

At the training, you'll learn:

- 1. how to turn contact information into engaging relationships with your constituents
- 2. how to be a better lawmaker by using data

### Some ALEC members consider this one of the most valuable benefits of membership.

You already have the data. Do more with it. Come see how ALEC CARE can benefit you.

**Plan to attend a demonstration Thursday afternoon, throughout the day Friday or Saturday morning.**

If you prefer to sign up today at [www.gravitycrm.org](http://www.gravitycrm.org), contact **Ashley Varner** set up a personal demonstration.

## Details

- **Date:** May 4, 2017
- **Time:** 1:00 PM–5:00 PM
- **Type:** Training

## Speaker



**Ashley Varner**  
Senior Director, Strategic Communications (ALEC)

# Exhibit 14

**From:** [Wes Fisher](#)  
**To:** [Wes Fisher](#)  
**Cc:** [Jeff Lambert](#)  
**Subject:** March ALEC State Chair Call Minutes  
**Date:** Monday, April 02, 2018 2:07:55 PM  
**Attachments:** [State Chair Task Force Appointment Form.docx](#)  
[draft RESOLUTION ALEC 45th.docx](#)

---

Dear State Chairs,

Thanks to all who joined us last month for the March State Chairs Call, we had great attendance and I am excited about the progress we are making in legislative membership outreach. Apologies for the delay in sending this email as I was sick at the end of last week.

**A reminder that we will have an in person state chair breakfast meeting at the Spring Task Force Summit (STFS) at 7am in the Imperial Ballroom at the Amway Grand Plaza.** We will be distributing updated state chair manuals and membership reports detailing new members in each state.

**Also please note we will not have an April state chair call as we are meeting in person at STFS.**

Attached is sample resolution language honoring ALEC's 45<sup>th</sup> Anniversary as well as the task force appointment roster. Please use this form to appoint or reassign task force assignments. Please reach out to me if you need an updated roster with task force assignments.

Minutes:

- Welcome and Introduction, Lisa B. Nelson, Chief Executive Officer and Senator Lou Terhar ([LNelson@alec.org](mailto:LNelson@alec.org) 571-482-5024) and ([louterhar@gmail.com](mailto:louterhar@gmail.com) or 513-477-6425)
  - To date, we have been in 21 states with an additional 12 more by June.
  - Special recognition goes to Senator Josh Harkins and Mike Birdsong in Mississippi who brought in 42 new members at their membership lunch on February 27<sup>th</sup>.
  - **We have 152 new members for the year. At this point in 2016 we had 41.** We are in uncharted territory for an election year!
  - Please continue to work on your goals and let Wes know if you need to adjust your goal.
- ALEC Action Update, Ashley Varner, ALEC Action Executive Director
  - ALEC Action is sending issue alerts in the states on ALEC policy.
  - [All state lawmakers are invited to join the letter urging Congress not to allow aggressive taxation across state lines. Please help us grow your state's participation before we send to Members of Congress.](#)
  - You can reach Ashley at [avarner@alec.org](mailto:avarner@alec.org) or 571-482-5035
- ALEC CARE Update and Staff Contact Introduction, Ashley Varner and Aaron Gillham
  - Aaron Gillham is the newest staff member leading the charge on ALEC CARE. He will be working in every state.
  - You can reach him at [agillham@alec.org](mailto:agillham@alec.org) or 202.557.8495 to set up ALEC CARE Training in your state.
- Spring Task Force Summit and 45<sup>th</sup> Anniversary update, Jeff Lambert, VP, Membership
  - [Please encourage your members to register for the Spring Task Force Summit.](#)
  - There will be a late night cigar reception Thursday night and a Michigan Welcome Reception Friday Night. [The full agenda is here.](#)
  - [The 45<sup>th</sup> Anniversary Gala is Wednesday September 28<sup>th</sup>.](#) Table sponsorships are available for \$10,000. We are encouraging State Chair to fundraising for a state table

at the event.

- **Also a reminder that STFS reimbursements come from ALEC for three members per task force per state and cover 2 night in the hotel and \$350 for travel.**
- You can reach Jeff at [jlambert@alec.org](mailto:jlambert@alec.org) and 703-283-5904
- Membership Program Update, Wes Fisher, Membership Manager
  - Attached is sample language honoring ALEC's 45<sup>th</sup> Anniversary.
  - Please continue to encourage members to attend and join ALEC.
  - ALEC CARE continues to be a great resource for member recruitment.
  - **Please contact me at [wfisher@alec.org](mailto:wfisher@alec.org) and 540-905-2386 with any questions.**
- Q & A, Adjourn

Best,

Wes

## **Wes Fisher**

*Manager, Membership and Development*

### **American Legislative Exchange Council**

Office: (571) 482-5051

Cell: (540) 905-2386

Email: [wfisher@alec.org](mailto:wfisher@alec.org)

#### Upcoming Meetings:

2018 Spring Task Force Summit – April 27, 2018 – Grand Rapids, Michigan

2018 Annual Meeting – August 8-10, 2018 – New Orleans, Louisiana

45<sup>th</sup> Anniversary Gala – September 26, 2018 – Washington, D.C.

2018 States & Nation Policy Summit – November 28-30, 2018 – Washington, D.C.

# Exhibit 15



Join now

Sign in



## Aaron Gillham

Manager, Legislative Membership & Engagement at American Legislative Exchange Council  
Cincinnati, Ohio · 156 connections



American Legislative Exchange Council



University of Cincinnati

Join to Connect

## About

Experienced Sales Lead with a demonstrated history of working in the retail industry and political outlets. Skilled in networking, administration, sales, political strategy, Microsoft Office, Google Docs, Salesforce, and English. Self-motivated, strong sales professional with a Bachelor's degree from the University of Cincinnati.

## Activity



**Gallery Open House with timed entry to ensure your safety. You may pick a time slot starting at noon until 7pm. Dm me to redeeve preferred time slot.**

Liked by Aaron Gillham

**Amazon has led the charge in providing products instantly. Same or**



Liked by Aaron Gillham



Frayt Technologies inc. is changing. With a fast-moving world of innovation and technology, Frayt is speeding up. Our brand is changing to adapt to...

Liked by Aaron Gillham

[Join now to see all activity](#)

## Experience



### American Legislative Exchange Council

2 years 11 months

#### Manager, Legislative Membership & Engagement

Jan 2019 - Present · 2 years 1 month

Incorporated as part of the broader membership efforts at ALEC, now responsible for all aspects of engagement with state legislators across the 50 states. This includes planning state specific travel, coordinating with our policy team for state events, partnering with state chairs for recruitment, and handling all inquiries from our members. Learning Salesforce and utilizing it daily has been essential to this position as well.

#### C.A.R.E. Associate

Mar 2018 - Dec 2018 · 10 months

Arlington, Virginia

Spearheading the full implementation of the Constituent Analytics and Research Exchange platform as a member benefit within ALEC, through marketing strategies, trainings, and conference presentations.

Starting in 2019, responsibilities in membership engagement have been expanded to include state event planning, travel, and ongoing follow-up for legislators.



### Client Relations Specialist

Voter Gravity

Oct 2013 - Feb 2018 · 4 years 5 months

based workbook creation with smartphone executed canvassing. Integrated phonebanking allows organizations additional opportunities for collecting information. Analytical summaries and goal tracking are displayed clearly. We take voter contact to the next level, making your efforts efficient and meaningful. We turn data into votes.

As a Client Relations Specialist, I am primarily responsible in...

Show more 



## Sales Lead

EXPRESS

Oct 2012 - Feb 2018 · 5 years 5 months

Cincinnati

SALES LEAD: PART-TIME MANAGEMENT (August 2015 - February 2018)

Promotion received to become part of the management team at our newest location in the Greater Cincinnati market, Liberty Center. Honored and excited to be selected to help open this new store and to continue working for this high-energy brand.

STYLIST (April 2013 - August 2015)

Promoted to position of Stylist in 2013 as a model employee, providing excellent customer service to exceed other retail operations....

Show more 



## Office Assistant

Nemcek Family Dentistry

Nov 2010 - Apr 2012 · 1 year 6 months

Brookfield, WI

I served as the Office Assistant, directly under the Office Administrator.

Daily tasks were quite varied, from interacting with patients in person as well as over the telephone, setting up appointments, answering dental inquiries, quelling concerns with regard to billing, and making calls to insurance companies. While in the front office I was making and taking phone calls as well as preparing patient charts for the upcoming day, elsewhere I was set to task turning over operatory rooms...

Show more 



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Sign in

Sep 2009 - Jun 2010 · 10 months

Costa Rica

Taught middle school and high school social studies, including World History, World Geography, American History, and Sociology. Was also responsible for school-wide collaboration of events with fellow teachers and administration.

## Education

### University of Cincinnati

Bachelor's degree · History

2005 - 2009

### Cincinnati Christian High School

High School Diploma · Valedictorian

2001 - 2005

## View Aaron's full profile

See who you know in common

Get introduced

Contact Aaron directly

Join to view full profile

## People also viewed



### Andrew Piletz

Brand Executive | Marketing Strategy | P&L Owner | Positive Leader | Healthcare | CPG | Senior Living

Columbus, OH

# Exhibit 16

45<sup>th</sup>  
ALEC  
Annual  
Meeting



NEW ORLEANS, LOUISIANA

2018

AUGUST 8 – 10

AGENDA



Welcome to the ALEC Annual Meeting

ALEC MEETING APP – DOWNLOAD TODAY



Scan QR Code



Search



Download



Verify



Set-Up



**ALEC** American  
Legislative  
Exchange  
Council

LIMITED GOVERNMENT • FREE MARKETS • FEDERALISM



## WEDNESDAY, AUGUST 8 | AGENDA

Time	Program	Room	Floor
<b>7:30 AM - 5:00 PM</b>	<b>Registration and Media Check-In</b>	<b>Registration Counters</b>	<b>1</b>
7:30 AM - 5:00 PM	Kids' Congress Registration	Camp	3
8:00 AM - 5:00 PM	Exhibit Hall	Grand Salon	1
8:00 AM - 5:00 PM	Consumer Technology Association Hospitality Suite	Grand Salon	1
8:00 AM - 8:40 AM	E-Commerce and Taxation Joint Working Group	Churchill D	2
8:00 AM - 9:00 AM	Subcommittee: Labor and Business Regulation	Churchill A1	2
8:00 AM - 11:00 AM	Subcommittee: Federalism and International Relations	Churchill B2	2
8:00 AM - 12:00 PM	Subcommittee: Energy, Environment and Agriculture	Churchill B1	2
8:30 AM - 10:30 AM	State Chairs Breakfast Meeting	Grand Salon	1
8:45 AM - 9:35 AM	ALEC/ACCE Subcommittee: Government Transparency and Accountability	Churchill D	2
9:00 AM - 9:30 AM	Subcommittee: Transportation and Infrastructure	Churchill A1	2
9:00 AM - 9:50 AM	Subcommittee: Consumer Protection, Critical Infrastructure and Security Technologies	Churchill C	2
9:00 AM - 12:00 PM	CARE Training (Rolling 30-Minute Sessions)	Chequers	2
9:30 AM - 10:00 AM	Subcommittee: Financial Services	Churchill A1	2
9:40 AM - 10:40 AM	Fiscal Policy Reform Working Group	Churchill D	2
9:50 AM - 10:50 AM	Subcommittee: K-12	Churchill A2	2
10:00 AM - 10:45 AM	ACCE Attendee Orientation and Introductions	Marlborough B	2
10:00 AM - 10:50 AM	Subcommittee: Broadband, Innovation and Information Technology	Churchill C	2
10:00 AM - 11:00 AM	Administrative Law Working Group	Churchill A1	2
10:30 AM - 12:00 PM	Rural Caucus Meeting	Marlborough A	2
10:45 AM - 11:45 AM	New State Chairs Training	Grand Salon	1
10:45 AM - 11:45 AM	First Time Attendee and New Member Orientation	Prince of Wales	2
10:50 AM - 11:25 AM	Pension Reform Working Group	Churchill D	2
11:00 AM - 11:35 AM	Subcommittee: Home School	Churchill A2	2
11:00 AM - 11:45 AM	ACCE Streamlining Constituent Communications	Marlborough B	2
11:40 AM - 12:00 PM	Education and Tax Joint Working Group	Churchill D	2
<b>12:05 PM - 2:00 PM</b>	<b>Opening Luncheon</b>	<b>Grand Ballroom</b>	<b>1</b>
2:15 PM - 3:00 PM	Task Force Chairs Meeting	Marlborough A	2
2:15 PM - 3:30 PM	ACCE Land Use and Private Property Rights	Marlborough B	2
2:15 PM - 3:30 PM	Workshops:		
	Coming Together on School Safety: The Need to Set Standards for Securing our Schools	Grand Ballroom D	1
	Reviving Energy Infrastructure	Grand Salon D	1
2:30 PM - 5:00 PM	CARE Training (Rolling 30-Minute Sessions)	Chequers	2
3:45 PM - 5:00 PM	Task Force Meeting:  Homeland Security	Grand Ballroom D	1
3:45 PM - 5:00 PM	ALEC/ACCE Workshop: Freedom of Association in the Age of Intimidation	Grand Salon D	1
3:45 PM - 5:00 PM	ALEC Training: The Modern Day, Digital Book of Life! Use It or Lose...(it)!	Grand Salon	1
4:00 PM - 4:30 PM	Alumni Society Reception	Spirits	1
5:00 PM - 6:00 PM	Chairman's Reception Honoring Representative Jason Saine (NC) and Representative Alan Clemmons (SC) <b>(Members Only)</b>	River	Riverside Complex
5:15 PM - 7:30 PM	Buses Shuttling to/from Welcome Reception	Bus Driveway	1
<b>5:30 PM - 7:00 PM</b>	<b>Louisiana Welcome Reception</b>	<b>Off-Site: The National World War II Museum</b>	

TRACKS:  INNOVATION AND TECHNOLOGY  RESTORING THE BALANCE OF GOVERNMENT  STATE FISCAL REFORM  FREE SPEECH  TRAINING

## WEDNESDAY, AUGUST 8 | WORKSHOPS AND TRAININGS

### 9:00 AM – 12:00 PM & 2:30 PM – 5:00 PM (CHEQUERS) CONSTITUENT ANALYTICS AND RESEARCH EXCHANGE (CARE)

#### CARE TRAINING (ROLLING 30-MINUTE SESSIONS)



As one of the benefits of your ALEC membership, ALEC CARE is an internet-based, one-stop shop for Constituent Relationship Management (CRM) for lawmakers. This valuable suite contains outreach communication and constituent data retention tools to help legislators expand their constituent engagement. Versatile email and touch-tone phone surveys, text and SMS push messaging and customizable constituent profiles help public officials gain real-time insight into the attitudes and policy priorities of their constituents. Check out the agenda for a brief demonstration and to get your account started this week. **Don't have time to get trained while in New Orleans? Go to [GravityCRM.org](http://GravityCRM.org) to sign up for a briefing.**

### 2:15 PM – 3:30 PM (GRAND BALLROOM D) COMING TOGETHER ON SCHOOL SAFETY: THE NEED TO SET STANDARDS FOR SECURING OUR SCHOOLS

#### TRACK: INNOVATION AND TECHNOLOGY



Featuring presentations by the Police Foundation on state school security standards, who has them and what do they say; the National Fire Prevention Association on new standards for an Active Shooter/Hostile Event Response (ASHER) Program; and the Partner Alliance for Safer Schools (PASS) on their updated free guidelines for creating best practice, school security plans, based on assessed needs, local preferences and cost.

### 2:15 PM – 3:30 PM (GRAND SALON D) REVIVING ENERGY INFRASTRUCTURE

#### TRACK: RESTORING THE BALANCE OF GOVERNMENT



The Shale Revolution has brought Americans an abundance of oil and natural gas, but some parts of the country are still not reaping the benefits of energy abundance. Areas like the Northeast still experience extremely high energy prices, especially during winter. While international demand for our fossil fuels continues to rise, export terminals for coal, natural gas, and petroleum struggle to gain approval meaning Americans miss out on the economic benefits of free trade. Lack of energy infrastructure holds regions of the country back from affordable and reliable energy while other regions miss out on the jobs and other economic benefits energy development brings. This workshop will look at the benefits of energy infrastructure, state and federal roadblocks to building energy infrastructure and what reforms are needed to revive America's energy infrastructure.

### 3:45 PM – 5:00 PM (GRAND SALON D) FREEDOM OF ASSOCIATION IN THE AGE OF INTIMIDATION

#### TRACK: FREE SPEECH



Rights to speak and associate are at risk across the country. As protesters are being encouraged to harass and intimidate people just because of where they work; and as reports come in of physical assaults on private citizens who are simply expressing their own speech, legislation is popping up in state legislatures and before city and county governments that would further empower intimidators and arm government officials with the tools to quash speech. Join in the discussion and learn about efforts through ballot initiatives, state legislation and local ordinances that will give the government access to your private speech and donation decisions—and potentially expose you and your constituents to intimidation, harassment and even violence.

### 3:45 PM - 5:00 PM (GRAND SALON) THE MODERN DAY, DIGITAL BOOK OF LIFE! USE IT OR LOSE...(IT)!

#### ALEC TRAINING



Gabriel Joseph will be discussing the volumes of new media and mobile-focused data online that has been collected and that can be used for effective and conversion-based communications between elected leaders and their constituents. There is a "Book of Life" that records everything you and your constituents do, where you go, what you want, questions you have and products you buy. It has just been outsourced to Facebook and other Social Media companies. This will be a discussion on how you can access, sort and use this valuable and current data to communicate with the right person; at the right time in the right way!



## THURSDAY, AUGUST 9 | AGENDA

Time	Program	Room	Floor
7:00 AM - 7:50 AM	Capitol Commission Devotional Meeting	Durham	3
<b>7:30 AM - 5:00 PM</b>	<b>Registration and Media Check-In</b>	<b>Registration Counters</b>	<b>1</b>
7:30 AM - 5:00 PM	Kids' Congress Registration	Camp	3
8:00 AM - 5:00 PM	Exhibit Hall	Grand Salon	1
8:00 AM - 5:00 PM	Consumer Technology Association Hospitality Suite	Grand Salon	1
<b>8:00 AM - 9:15 AM</b>	<b>Breakfast</b>	<b>Grand Ballroom</b>	<b>1</b>
9:30 AM - 10:45 AM	Workshops:		
	Flexibility, Fuels and the Future	Grand Ballroom D	1
	<b>ALEC/ACCE EdChoice in a Challenging Environment</b>	Grand Salon D	1
9:30 AM - 12:00 PM	CARE Training (Rolling 30-Minute Sessions)	Chequers	2
11:00 AM - 12:15 PM	Workshops:		
	Energy Dominance: Exploring the Trump Energy Agenda	Grand Ballroom D	1
	<b>ALEC/ACCE Regulation through Local Government Litigation: How Plaintiffs' Lawyers Are Sidestepping Legislative Authority on Opioids, Climate Change, Data Privacy and More</b>	Grand Salon D	1
<b>12:30 PM - 2:00 PM</b>	<b>Lunch</b>	<b>Grand Ballroom</b>	<b>1</b>
2:30 PM - 3:15 PM	ACCE Serving Effectively in the Minority	Marlborough B	2
2:30 PM - 3:30 PM	Capitol Commission Informational Meeting	Eglinton Winton	2
2:30 PM - 5:00 PM	<b>CARE Training (Rolling 30-Minute Sessions)</b>	Chequers	2
2:30 PM - 5:30 PM	Task Force Meetings:		
	Criminal Justice	Churchill B1	2
	Energy, Environment and Agriculture	Churchill D	2
	Health and Human Services	Churchill C	2
	Tax and Fiscal Policy	Grand Ballroom D	1
3:30 PM - 4:15 PM	ACCE Millennials Serving in Local Government	Marlborough B	2
4:30 PM - 5:15 PM	ACCE Task Force Meeting	Marlborough B	2
5:30 PM - 6:30 PM	Task Force Receptions:		
	Criminal Justice	Churchill A1	2
	Energy, Environment and Agriculture	Churchill B2	2
	Health and Human Services	Churchill A2	2
	Tax and Fiscal Policy	Grand Salon D	1
6:00 PM - 7:00 PM	46th Annual Meeting: Texas Preview Reception	Grand Ballroom	1
<b>7:00 PM - 11:00 PM</b>	<b>State Night: Contact your State Chair for more Information</b>	<b>Off-Site</b>	



## THURSDAY, AUGUST 9 | WORKSHOPS AND TRAININGS

### 9:00 AM – 12:00 PM & 2:30 PM – 5:00 PM (CHEQUERS) CONSTITUENT ANALYTICS AND RESEARCH EXCHANGE (CARE)

#### CARE TRAINING (ROLLING 30-MINUTE SESSIONS)



As one of the benefits of your ALEC membership, ALEC CARE is an internet-based, one-stop shop for Constituent Relationship Management (CRM) for lawmakers. This valuable suite contains outreach communication and constituent data retention tools to help legislators expand their constituent engagement. Versatile email and touch-tone phone surveys, text and SMS push messaging and customizable constituent profiles help public officials gain real-time insight into the attitudes and policy priorities of their constituents. Check out the agenda for a brief demonstration and to get your account started this week. **Don't have time to get trained while in New Orleans? Go to [GravityCRM.org](http://GravityCRM.org) to sign up for a briefing.**

### 9:30 AM – 10:45 AM (GRAND BALLROOM D) FLEXIBILITY, FUELS AND THE FUTURE

#### TRACK: RESTORING THE BALANCE OF GOVERNMENT



Businesses and families benefit when energy prices stay affordable and predictable. As electric power generation and delivery evolve, state leaders should be empowered to assess energy innovations and policy arguments in order to protect consumers for the long run. Join a lively discussion featuring experts from around the country, who will share insights on electric power market trends, the future of natural gas policy and approaches that can help states maintain a balanced, reliable and affordable energy mix.

### 9:30 AM – 10:45 AM (GRAND SALON D) EDCHOICE IN A CHALLENGING ENVIRONMENT

#### TRACK: RESTORING THE BALANCE OF GOVERNMENT



School choice can be an awkward water cooler topic in these divided political times. How can you deflect the mistruths and correct the myths? Join Romy Drucker, Co-founder and CEO of The 74, as she asks EdChoice CEO Robert Enlow the kind of difficult questions policymakers and advocates get every day about education reform.

### 11:00 AM – 12:15 PM (GRAND BALLROOM D) ENERGY DOMINANCE: EXPLORING THE TRUMP ENERGY AGENDA

#### TRACK: RESTORING THE BALANCE OF GOVERNMENT



The election of Donald J. Trump to the White House caused an about-face in federal energy policy. The Trump administration's pursuit of American Energy Dominance has led to new offshore leasing, the opening of federal onshore lands to greater energy development and the reduction of red tape. Americans can now better harness the economic benefits of the Shale Revolution brought about by hydraulic fracturing and other technological advancements. This workshop covers the constructive energy reforms of the American Energy Dominance agenda and what remains to be done.

### 11:00 AM – 12:15 PM (GRAND SALON D) REGULATION THROUGH LOCAL GOVERNMENT LITIGATION: HOW PLAINTIFFS' LAWYERS ARE SIDESTEPPING LEGISLATIVE AUTHORITY ON OPIOIDS, CLIMATE CHANGE, DATA PRIVACY AND MORE

#### TRACK: RESTORING THE BALANCE OF GOVERNMENT



Hear from state and local officials, legal practitioners and policy experts about the newest litigation trend. Enterprising plaintiffs' attorneys are working to encourage city and county governments to allow them to sue on behalf of the locality, attempting to legislate from the bench while collecting sizable contingency fees. Many states have instituted reasonable legislative oversight when private lawyers represent the state in litigation; however, those protections aren't often institutionalized in county and city governments. This ill-suited tactic, resting on shaky legal authority, is being used in an attempt to address broad public policy issues—including opioids, fossil fuel regulation, labor laws, privacy rights and more—through litigation rather than through the legislative or executive process. Join us to hear from a state legislator, a local official, a former state attorney general and a practitioner to get a better understanding of the problem of localities suing and what options might exist to combat these campaigns.



## FRIDAY, AUGUST 10 | AGENDA

Time	Program	Room	Floor
7:00 AM - 7:40 AM	Capitol Commission Devotional Meeting	Durham	3
<b>7:30 AM - 3:00 PM</b>	<b>Registration and Media Check-In</b>	<b>Registration Counters</b>	<b>1</b>
7:30 AM - 3:00 PM	Kids' Congress Registration	Camp	3
8:00 AM - 3:00 PM	Exhibit Hall	Grand Salon	1
8:00 AM - 3:00 PM	Consumer Technology Association Hospitality Suite	Grand Salon	1
<b>7:45 AM - 9:00 AM</b>	<b>Breakfast</b>	<b>Grand Ballroom</b>	<b>1</b>
9:15 AM - 10:30 AM	Workshops:		
	ACCE Local Housing Issues	Marlborough B	2
	Start-Up CEO: Making the Choices to Develop a Novel Medicine	Grand Salon D	1
	<b>ALEC/ACCE Straight Talk About an Article V Convention of States: Who Supports, Who Opposes and Why?</b>	Grand Ballroom D	1
9:15 AM - 12:00 PM	CARE Training (Rolling 30-Minute Sessions)	Chequers	2
10:45 AM - 12:00 PM	Workshops:		
	<b>ACCE Local Right-to-Work</b>	Prince of Wales	2
	Electronics Recycling Policy: What is Working and What is Not	Grand Ballroom D	1
	ACCE Strengthening Communities with Private Capital	Marlborough B	2
<b>12:15 PM - 2:00 PM</b>	<b>Lunch</b>	<b>Grand Ballroom</b>	<b>1</b>
2:30 PM - 3:30 PM	Capitol Commission Informational Meeting	Eglinton Winton	2
2:30 PM - 5:30 PM	Task Force Meetings:		
	Civil Justice	Churchill A	2
	Communications and Technology	Churchill D	2
	<b>Commerce, Insurance and Economic Development</b>	Churchill B1	2
	<b>Education and Workforce Development</b>	Churchill C	2
	<b>Federalism and International Relations</b>	Churchill B2	2
<b>7:00 PM - 11:00 PM</b>	<b>State Night: Contact your State Chair for more Information</b>	<b>Off-Site</b>	

### ALEC Track System and Certificate of Completion

The **ALEC Track System** focuses learning on the ALEC Centers of Excellence: the Center for Innovation and Technology, the Center for State Fiscal Reform, Center to Protect Free Speech and the Center to Restore the Balance of Government. Workshops and trainings are labeled according to track.

The **Certificate of Completion** is awarded to members who have successfully completed 15 credit hours, 2.5 credits in each of the ALEC tracks, in addition to the Member Orientation. To obtain credit hours, participants may attend courses offered at any ALEC meeting, academy or approved webinar. Certificates will demonstrate proficiency in innovation, efficiency and accountability in government.



## FRIDAY, AUGUST 10 | WORKSHOPS AND TRAININGS

### 9:15 AM – 12:00 PM (CHEQUERS) CONSTITUENT ANALYTICS AND RESEARCH EXCHANGE (CARE) CARE TRAINING (ROLLING 30-MINUTE SESSIONS)



As one of the benefits of your ALEC membership, ALEC CARE is an internet-based, one-stop shop for Constituent Relationship Management (CRM) for lawmakers. This valuable suite contains outreach communication and constituent data retention tools to help legislators expand their constituent engagement. Versatile email and touch-tone phone surveys, text and SMS push messaging and customizable constituent profiles help public officials gain real-time insight into the attitudes and policy priorities of their constituents. Check out the agenda for a brief demonstration and to get your account started this week. **Don't have time to get trained while in New Orleans? Go to [GravityCRM.org](http://GravityCRM.org) to sign up for a briefing.**

### 9:15 AM – 10:30 AM (GRAND SALON D) START-UP CEO: MAKING THE CHOICES TO DEVELOP A NOVEL MEDICINE TRACK: INNOVATION AND TECHNOLOGY



This interactive exercise will give you a first-person perspective on being CEO of a startup biopharmaceutical company, including making decisions for research and development and pricing a new innovative medicine for the market. Participants will have the opportunity to learn about the various complex factors, key considerations and trade-offs involved when making these important decisions. Throughout the exercise you will have to vote on key decisions for your company with the opportunity to discuss these decisions with fellow participants for a deeper understanding of the complexity of the biopharmaceutical business and bringing innovative medicines to patients.

### 9:15 AM – 10:30 AM (GRAND BALLROOM D) STRAIGHT TALK ABOUT AN ARTICLE V CONVENTION OF STATES: WHO SUPPORTS, WHO OPPOSES AND WHY? TRACK: RESTORING THE BALANCE OF GOVERNMENT



One would think that most state legislators—and all conservative state legislators—would be actively supporting the states' use of Article V to restrain federal power and restore the role of state governments as the primary policy-makers in our Republic. So why have 34 states not quickly joined forces to use their most powerful check on Washington, D.C.? Join our panel discussion with Senator Tom Coburn, David Horowitz, Mark Meckler and moderated by Rita Dunaway to gain insight on the source and tactics of the opposition—and how you can overcome them.

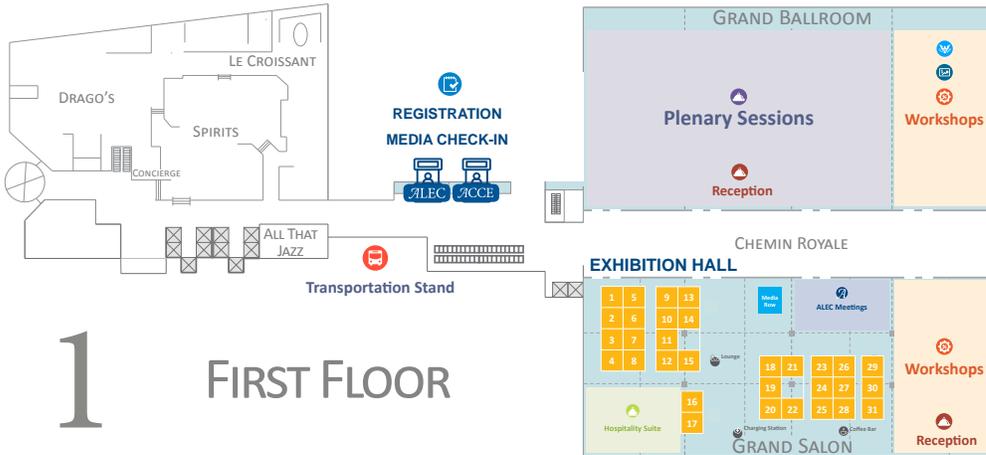
### 10:45 AM – 12:00 PM (GRAND BALLROOM D) ELECTRONICS RECYCLING POLICY: WHAT IS WORKING AND WHAT IS NOT TRACK: INNOVATION AND TECHNOLOGY



During the past 15 years more than two dozen states have enacted various mandates relating to the recycling of used consumer electronics. With a decade of experience and data from these systems, the time is right to ask some hard questions about what have they accomplished environmentally, who has benefited, who has not and if it has it been worth it. Join three of the nation's top experts on the issue to explore these questions and the policy choices going forward.



ALEC | ANNUAL MEETING FLOOR PLAN



**FIRST FLOOR**

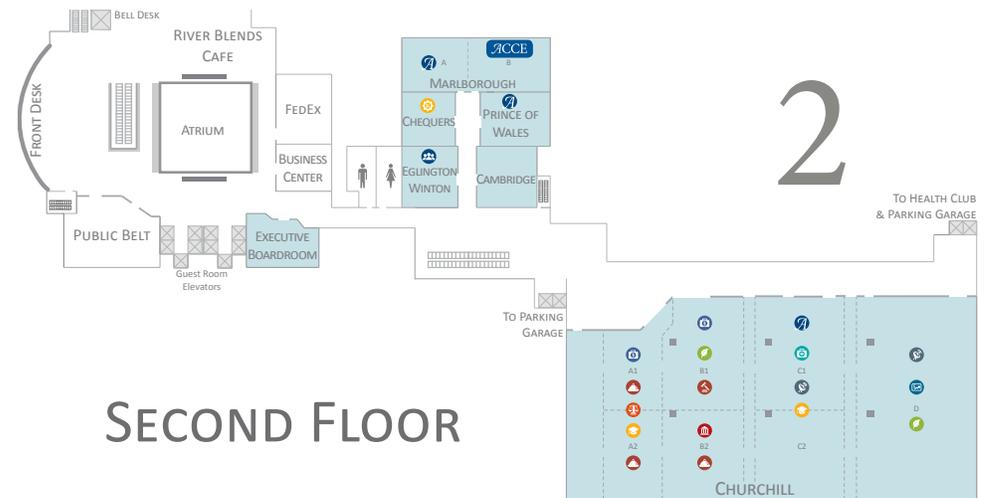
- Registration/Media Check-In – Lobby
- Transportation Stand – Meeting Space Entrance
- Exhibition Hall – Grand Salon
- Hospitality Suite – Grand Salon
- Plenary Sessions – Grand Ballroom
- Receptions – Grand Ballroom/Grand Salon
- Workshops – Grand Ballroom/Grand Salon
- Homeland Security – Grand Ballroom
- Tax and Fiscal Policy – Grand Ballroom
- ALEC Meetings – Grand Salon

**SECOND FLOOR**

- ACCCE American City County Exchange – Marlborough B
- ALEC Meetings – Marlborough A
- ALEC Meetings – Prince of Wales
- CARE Training – Chequers
- Meetings – Eglington Winton

**SECOND FLOOR – CHURCHILL**

- Education and Workforce Development – A2, C
- Energy, Environment and Agriculture – B1, D
- Civil Justice – A1
- Criminal Justice – B1
- Commerce, Insurance and Economic Development – A1, B1
- Communications and Technology – C, D
- Federalism and International Relations – B2
- Health and Human Services – C
- Tax and Fiscal Policy – D
- Receptions – A1, A2, B2
- ALEC Meetings – C



SECOND FLOOR

ALEC | UPCOMING EVENTS

ALEC.ORG/45

ALEC 45<sup>th</sup> Anniversary Gala

September 26, 2018

TRUMP INTERNATIONAL HOTEL WASHINGTON, DC

45 YEARS ANNIVERSARY 2018

States & Nation Policy Summit

ALEC | AMERICAN LEGISLATIVE EXCHANGE COUNCIL

2018

NOV. 28 – 30

ALEC STATES & NATION POLICY SUMMIT WASHINGTON, DC

# Exhibit 17

## 2016 CARE Meeting Notes

Constituent analytic... “when you get into a campaign, you can take it one step further.” (Nelson)

Bill M. “fundamental game changer”

“federal senate campaign doing statewide polling only needs 600 to 700 respondents... imagine if we could do that for all ALEC members in every state, and imagine if you were at the vanguard of that. ALEC serve as the backbone... Each member provided with a tool, in this case Gravity CRM, from Voter Gravity...”  
...Having fundraisers...and using Gravity to integrate...

6 tools integrated into a back end

Analyze with ALEC staff assistance

In return, provide insightful analysis of policy...

Individual and small group meetings with Voter Gravity team, as a member benefit

Hope to routinize as a major ALEC function.

Part of a long-term transition of ALEC; not only a model policy creating org, but “trusted convenor”