


On the concerns raised-

1. That I am sexist toward women
2. That I am prejudiced against old people
3. That I foster an environment of too much drinking, especially among underage staff

- 
5. I have fostered an environment with my staff in which they don't feel I can take criticism
 6. I have fostered a belief among my staff that they can not go above me if there is a problem
 7. I share too much about my personal life with my staff
 8. I am unclear about expectations for work product
 9. I bottleneck certain projects and create too many missed opportunities
 10. I am unfair to certain members of the staff
 11. I have not spent enough time training my staff
 12. I did not clearly communicate to a contractor their work contract was up
 13. I did not clearly communicate to a prospective employee he was no longer being considered for the position

1. That I am sexist toward women-

- a. I have hired a female deputy state director, a female office manager, have never not considered someone for employment or advancement because of their being female, my immediate boss is a female, my boss above her is a female, my communications director, who I just lost, who I on multiple occasions tried to find places for her to grow or be replaced, was a female(CC Jessica Fawson, Haley Pike). My previous employer, who I consider a mentor, whose mother I walked down the aisle at her wedding two weeks ago, was a woman. I was raised by a single mother. The concept that I am anti-woman goes against every action in my life.
- b. I make jokes. Yes. I will admit that I make jokes from time to time about women, but never are they serious, nor do my action speak that I truly think being a woman impairs anyone from carrying out their duties. They are jokes, and they will cease. I wouldn't have constantly worked and filled my staff with women if I truly thought there was a problem with women.

2. That I am prejudiced against old people

- a. To start, the entire basis of these comments came from my desire to use the homeschool community to take action with us. To my knowledge, the comment was that, "you can feed these kids chick-fil-a and they never get tired." My comment was that traditional Tea Party people aren't the same way, they can't be as active as a teenage homeschooler. To imply that necessarily means old people would be assuming all people in the tea party are over 40. We hired Zak Kubin,

a field director, from a tea party – he is in his early 20s. Overall, possibly insensitive. This is the exact same conversation I had with Corey Lewandowski when in Baton Rouge for onboarding – we have a declining tea party engagement and we need to engage new forms of activists. The comment was specifically, “these old people are not gonna get it done. These kids are workers.” Not in the sense that they can’t accomplish it, but that there are too few of them. That has been the basis of all of my comments, not that old people can’t, but that declining tea party engagement wont help us achieve the volume of activity necessary. On my very first phone call with Jen Stefano as my new regional director, I asked her if declining tea party engagement was just an Arkansas problem or if everyone was experiencing that, her comment was that it’s a problem everywhere. My comments have never been that old people can’t, its that we don’t have enough engagement of our traditional activists to hit the volume of activity necessary to have measured success of goals.

- b. There is concern from, and I am just postulating, that Andrew feels I question his ability to complete his job because he is ‘too old’. This isn’t fact, because on multiple occasions I have said, “I am pretty sure Teresa is older than him and she doesn’t complain about not getting to bed at 10:30.” My comments about his ability to complete his job aren’t about his age, it’s a question of whether or not he is culturally aligned with this job and has the motivation to do what it takes to advance good policy. I don’t have documentation about the Teresa comment stated above, but I have said that multiple times. It is our passion to do a good job that motivates us. This is why I traveled to Jonesboro recently and outright asked Andrew, “what is it that motivates you?” Knowing I was speaking in Batesville Tuesday, April 22nd at the Prosperity Alliance Kick-off meeting, I spent the entire day of and after going over what motivates him and how we can correctly align his incentives and RRE to meet that.

The screenshot shows a software interface for event management. The main window is titled 'EVENT INFORMATION' and has buttons for 'Update', 'Delete', and 'Cancel'. Below this is a 'HIDE CORE DETAILS' section with the following fields:

- EVENT NAME:** Batesville Prosperity Alliance Kick-Off
- DESCRIPTION:** Americans for Prosperity – Arkansas
- START DATE:** 04/22/2014
- END DATE:** 04/22/2014
- START TIME:** 06:30 PM (with an 'All Day' checkbox)
- END TIME:** 08:30 PM
- STATE:** Arkansas
- TYPE:** Hosted Event (checked), Attended Event, Spoken, Relationship Building Meeting
- ISSUE:** None, Cronyism, Energy, Field Plan (checked)
- ORG TYPE:** C4

On the right side, there is a 'HIDE EVENT NOTES' section with a table of notes:

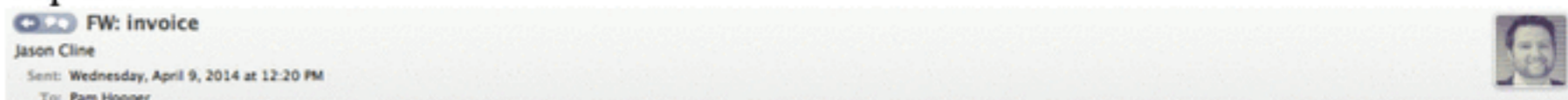
New	Title	Date-Time	Author	Type
	General Note	04/19/2014 07:51:00	Stricklin, Andrew	General Notes

Below the notes is a 'HIDE EVENT STAFF' section with a table of staff members:

	First Name	ΔLast Name	Email
	Joanne	Filiatreau	jfiliatreau@afp.org
	Andrew	Stricklin	astricklin@afp.org

- c. Pam Hooper raises concerns about this because Joanne Filiatreau, a former contractor of ours, is older and her base of activists are older. Never have I questioned her abilities because she is old, I questioned things because she wasn’t able to meet her expectations outlined in a

contract. On April 8th, I raised concerns about cost of contract and metrics to Joanne Filiatreau in an email, in which Pam Hooper was copied-


From: Jason Cline
Date: Tuesday, April 8, 2014 at 12:38 PM
To: Joanne
Subject: invoice

Can you break out for me what events these were on the recent invoice?

3 c3 events (i360 shows three phone banks)
5 c4 events (i360 showed 6 hosted phone banks and walks)

I also didn't see any activity in i360 from March 18th forward.

And on the compliance work, I show that you inputted 16 events and 6 volunteers, which would average \$45 per unit of input into i360. Which seems high, did you miss inputting things at all?

The reason I ask this is because this is what we are looking at since February on terms of metrics -

13 hosted phone banks that resulted in 2238 attempts and 179 survey takes at a cost of \$4,420. (13 events x \$300 per event plus average of \$40 for food at each event). This results in a cost of \$24.69 per completed survey.

1 hosted door walk that resulted in 1659 attempts and 512 survey takes at a cost of \$390 (which is off because I know you have hosted more walks than this but I don't seem them in i360).


We have to discuss this because we paid nearly \$4000 in Feb and we are on track to do \$3500 this month and you haven't even achieved the metrics we have outlined for Field Associates. Which we only pay \$800 a month max.

I say this because we are under intense scrutiny on our invoices right now. And I got an email from my boss asking why an invoice to get someone paid more than my field directors is getting this when they aren't performing at a field associate level.

We have had conversations about this already, and we did hire Zak as the new grassroots person to alleviate this, but these costs are way too high for what we are getting in return. I am getting a lot of pushback in this.

Call me when you have time.

I have also communicated at great length with her about a consistent inability to meet metrics. On March 9th, I gave her a full recap of all of her metrics, was encouraging and was trying to seek solutions for low turnout, I copied Phoebe Pierpoint, my deputy, and Hillary in HR-


From: Jason Cline
Date: Sunday, March 9, 2014 at 6:17 PM
To: Joanne Filiatreau
Cc: Phoebe Pierpoint
Bcc: Hillary Dejong
Attachments: AR Results by Field Coordinator Surveys 120958, 131028, 131089, 131109.pdf (171 KB); ATT00001.htm (1.7 KB) (Preview All)

Joanne,

I wanted you to have your February metrics. We had already talked on the phone so I just wanted to recap in an email.

-i360 showed 4 attended events this month, and 2 in January. Your metrics for the quarter are 20, if this trend continues, you won't be on track to meet quarter metrics.

-i360 showed 11 hosted events, and 6 in January. As of now, your goal was 15 for the quarter and you are ahead in that regard and have already exceeded the quarter goals.

-as you can see from the attached survey results, your phone banks only resulted in 127 completed surveys for the month of February. To meet your minimum metrics, you would have had to finish 500 surveys this month. As of now you will not be on track to meet metrics.

-as of now you didn't log any new members this month (that's ok, festival season is when we make this up)

-you added a total of 37 new volunteers this month and 42 in the month of January. You have exceeded the goal of 26 for the quarter and are excelling in this metric.

-you added 13 new champions in the month of February. This demonstrates a completion of your quarter goals. Keep pushing!

Overall, as we talked. You have a lot of events, but the ROI has been low. You have a great group of volunteers in the various counties, you just need to grow their numbers. I'm encouraged about your desire to change the meeting times to try and get better survey returns. I'm glad we are working on improving the areas we discussed need improving. I look forward to a great March.

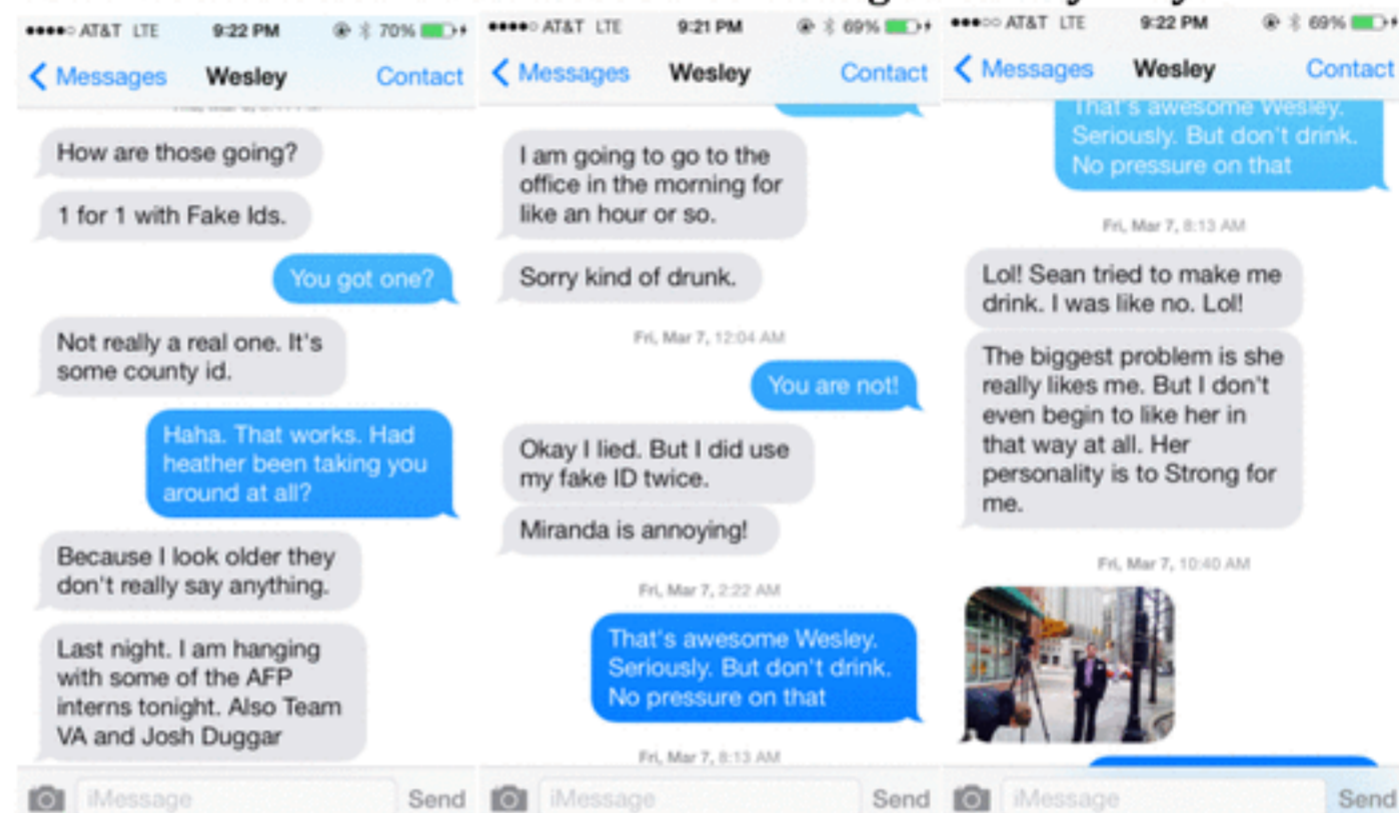
And don't forget. You've had great turnout at events. The SOTU watch party, the grassroots leaders conference. All great things. We just need to really work on these areas we have identified.

All for liberty Joanne. Glad you are part of the team.

--
Jason Cline
(501) 765-5665

Again, these are not attacks on her because of her age, this was a well documented attempt at driving a high performance team. Phoebe was the most critical of Joanne of all, and the decision to no longer work with her came as a result of a phone call I had with Joanne in which she said she didn't trust or respect Phoebe because she is "too young, too inexperienced, and thinks she is better than everyone." I didn't want that sort of feeling on the team. That is when I pursued an exit plan with her, it was not simple, Joanne and I have a close personal relationship, and it was difficult to close that out.

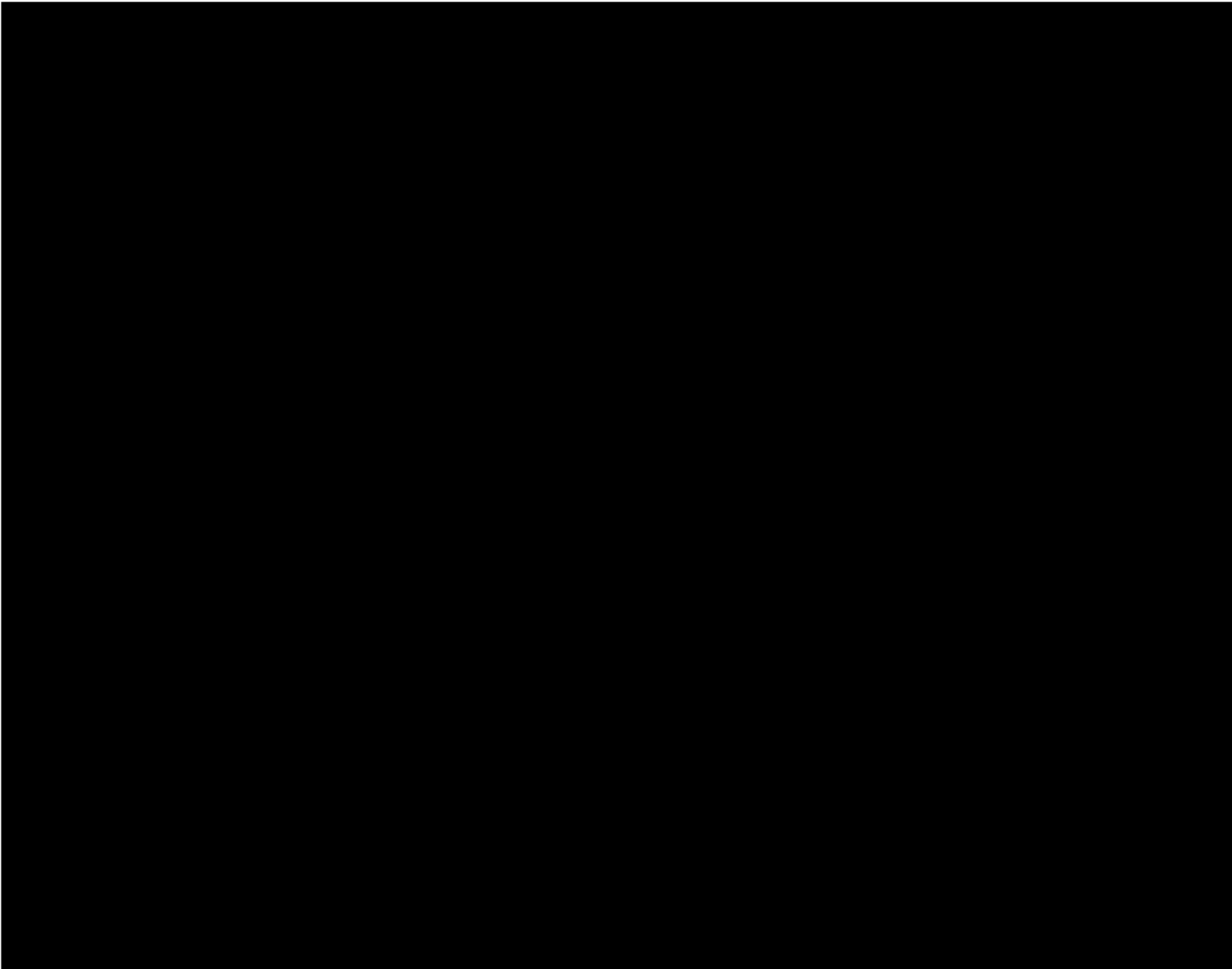
3. That I foster an environment of too much drinking, especially among underage staff.
- a. First off, Wesley Vanderhoff is the only member of the staff who is underage. How has he done at actively removing himself from any situation in which drinking was involved?
 - i. He got himself a fake ID and went to bars in DC on a work trip that was a reward for his high performance. This was the week he was at CPAC, so it would have been the first week of March. I have, on multiple occasions told him not to drink, even when other staffers have encouraged him to do so. None of this conversation has been altered or changed in any way.



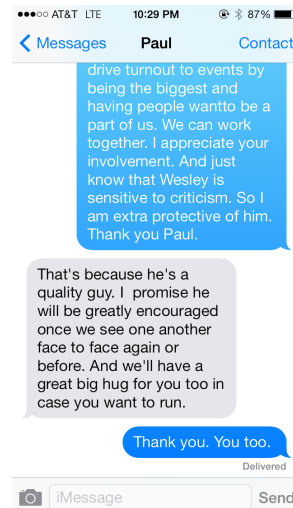
There have also been multiple occasions in which Wesley wanted to be around everyone when people were drinking. At the all staff meeting in January, he wanted to party with all the state directors, Corey and Derrick were also there. He hung out, had a fun time while the rest of us were drinking. Never a complaint, never a problem, because there has never been pressure on him to drink, we actively counseled him against it.

- b. The national office has "Beer 30" on Fridays. This is politics, people drink. I have never once pushed Wesley to drink, as the text message conversation even shows above, when I am in Arkansas and he is in DC I am actively counseling him away from drinking.
- c. The root of all of this, is that Wesley comes from an extremely traditional family, and I did not, and for a long time Wesley and I would talk about girls and relationships, and we were friends, and we got too comfortable. And Wesley responded this way, I take full responsibility with being too open with Wesley about my personal life.



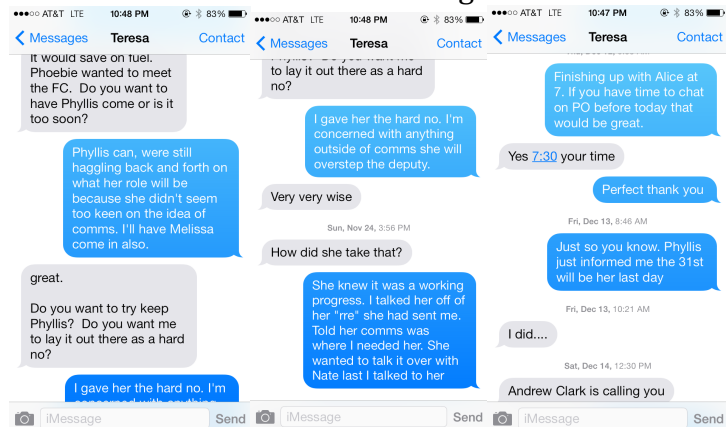
- 
5. I have fostered an environment with my staff in which they don't feel I can take criticism
 - a. There is probably some truth to this, I am an ambitious and ego driven person. My feelings can get hurt if I feel I am wrong, I definitely can improve on this.
 - b. The problem with which this derives is if it is getting in the way of our staff's ability to properly operate. The only time recently in which I can guess about when someone disagreed with me on a strategy or tactic was during the FEE event and the Paragould Prosperity Alliance Meeting the same night. I thought I should have been at the FEE event because you generally don't bring in a national chairman of an organization and not have the leader of the organization there. Phoebe expressed concerns about being to conduct her own Prosperity Alliance Meeting and Wesley considered it to be ok and functional to have her at his FEE event instead of me. All was well in the end.
 - i. There was also concern from an activist that we 'dropped the ball' on this event. And it was my fault ultimately because I was holding too close to decision rights. First, turnout was great, multiple legislators were in attendance (which I called and

invited), and the event was a success. The activist was nervous his event with a big speaker wouldn't go well a few days in advance, here is a text from him telling me he was going to hug me when he sees me after he and I had a call about it-



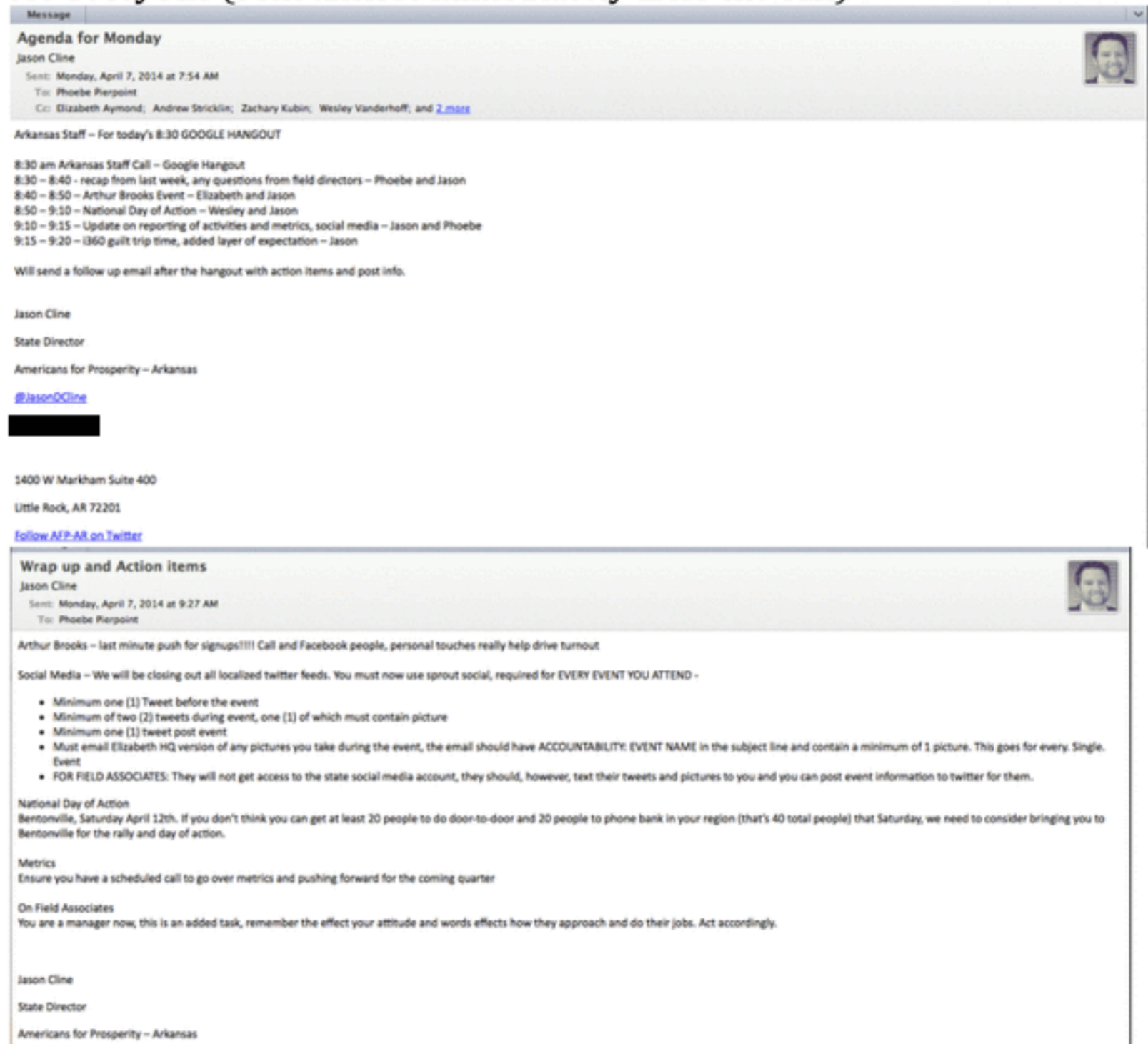
6. I have fostered a belief among my staff that they can not go above me if there is a problem
 - i. There was concern that this stemmed from a conversation I had with Phoebe about her not being able to go around me if things were bothering her. My statement was not that she couldn't come to me if things were bad, but that if there was something I could improve on come to be and we can work it through rather than going above me. Not only that, the idea that I fired Phyllis (a contractor with an end date of Dec 31 which we decided not to re-sign) because she came to Teresa with a list of concerns that were laid out to me in January in Phoenix.
 1. First, I decided long before the meeting in January that the new direction I was taking the staff didn't fit with Phyllis as the deputy director, which is the only position she wanted. Phoebe's hire date for Arkansas was December 15, 2013, so how would I have fired Phyllis for something I wasn't made aware of nearly 4 weeks?
 2. Secondly, I tried to find a place for Phyllis to fit, she wasn't fired (or contract terminated) because she talked to my superiors (a situation which I will lay out below, which happened before all of this)-She left because she couldn't be made Deputy Director, per Sarah Bowman

at CSS because he husband is a legislator-

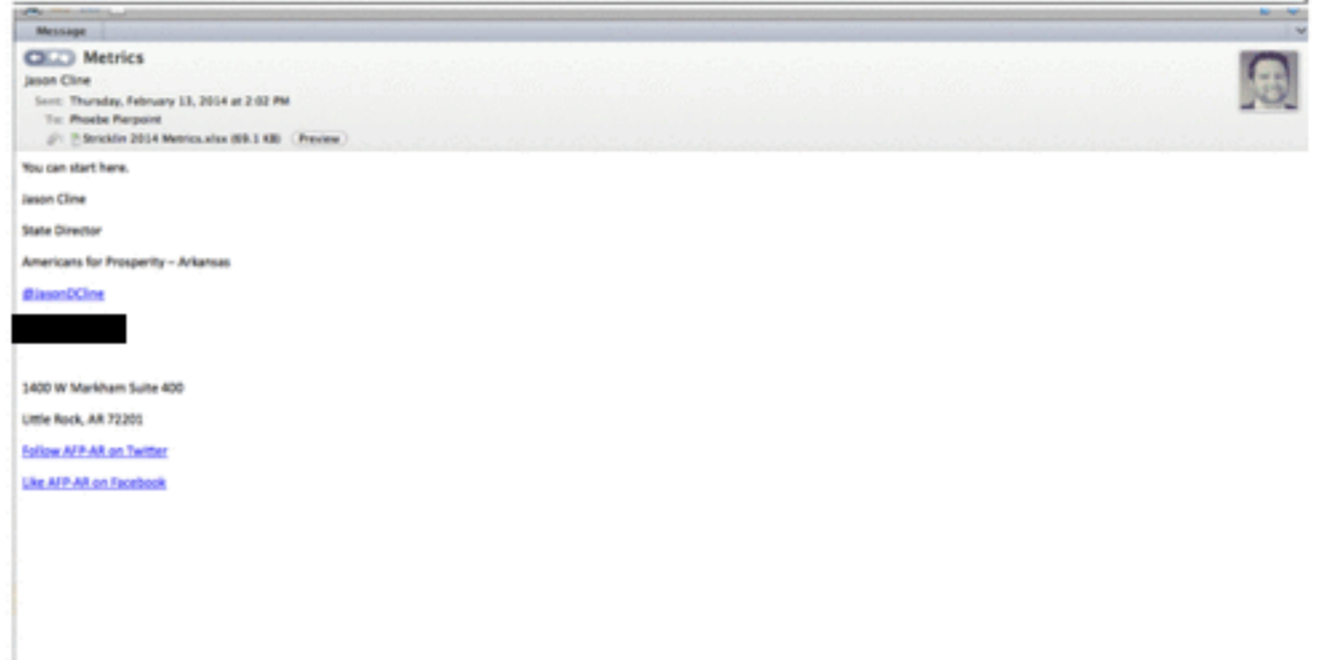
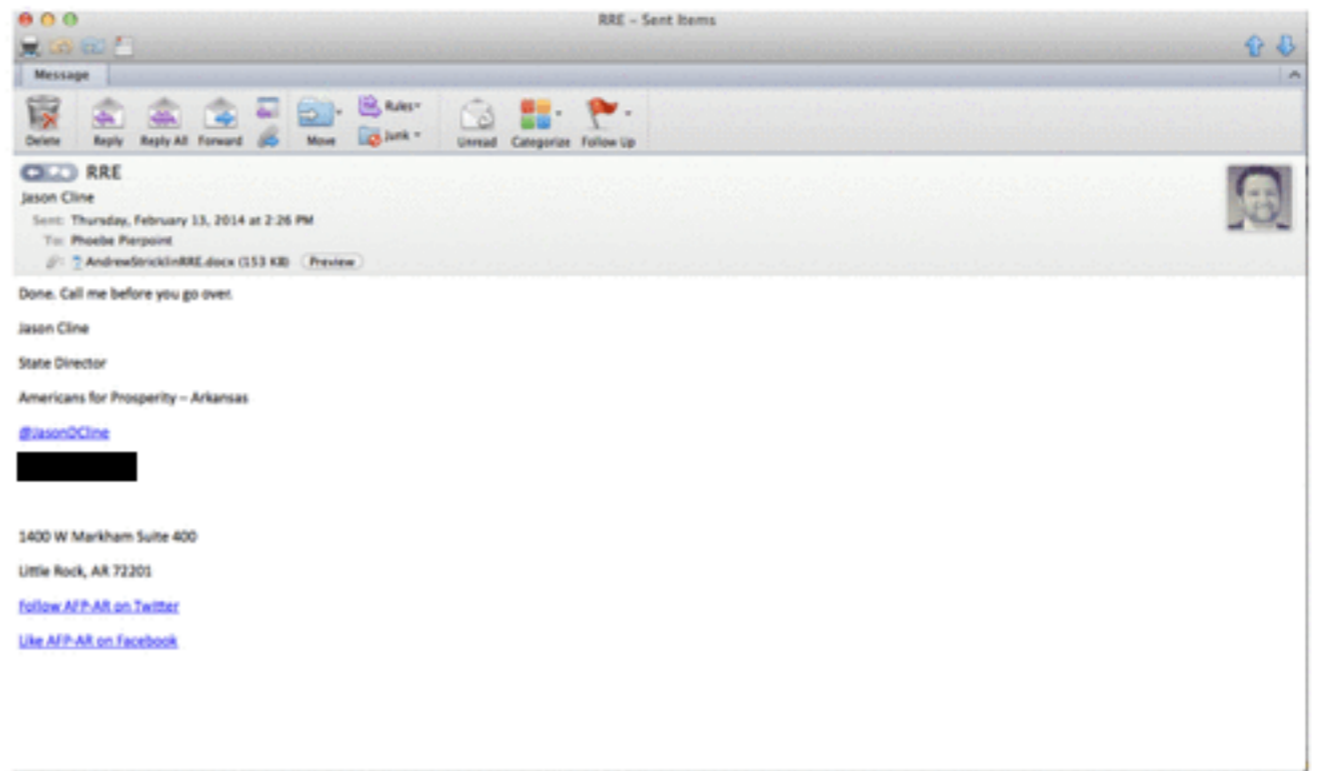


3. The aforementioned incident, in my opinion, is a fair criticism and a situation of mixed communications. When in Virginia doing GOTV (Nov 1-5, 2013), Phyllis and some other members of my staff, including myself, were there to help. During one of the days Phyllis was waiting on door surveys to get published in the walk books, Teresa text her on an unrelated note, Phyllis made a comment about not having anything to do with volunteers. Teresa then text Dave asking if there was anything she could do to help get volunteers things to do. As we all know, the technology is improving, but scrubbing and reapplying walk books wasn't perfect and could take a few minutes, especially considering it kicks everyone off the system so you want to try and time it so that no one is kicked off mid walk. At that point Dave came to me a little bummed that Phyllis didn't go to a field staffer, or Annie (the VA deputy), or myself (her boss), or him (the VA SD), but instead mentioned it to the VP and he felt like one of my staffers got him in trouble. I legitimately didn't like that and felt that she stepped out of line, especially when it makes me look, and feel like, a jerk in front of another state director. I am open about that day, I didn't like dodging the chain of command, on accident or otherwise. I tell that story not in the sense that no one can talk to Teresa, she is my boss she can talk to anyone she wants, but if this were a naval ship and the deck hands came to the captain every time the broom handle breaks we have bigger problems than just a broken broom handle. Its about chain of command, not control, and its about a smooth running operation. I can understand how that is misconstrued, but that is the honest truth of the situation.

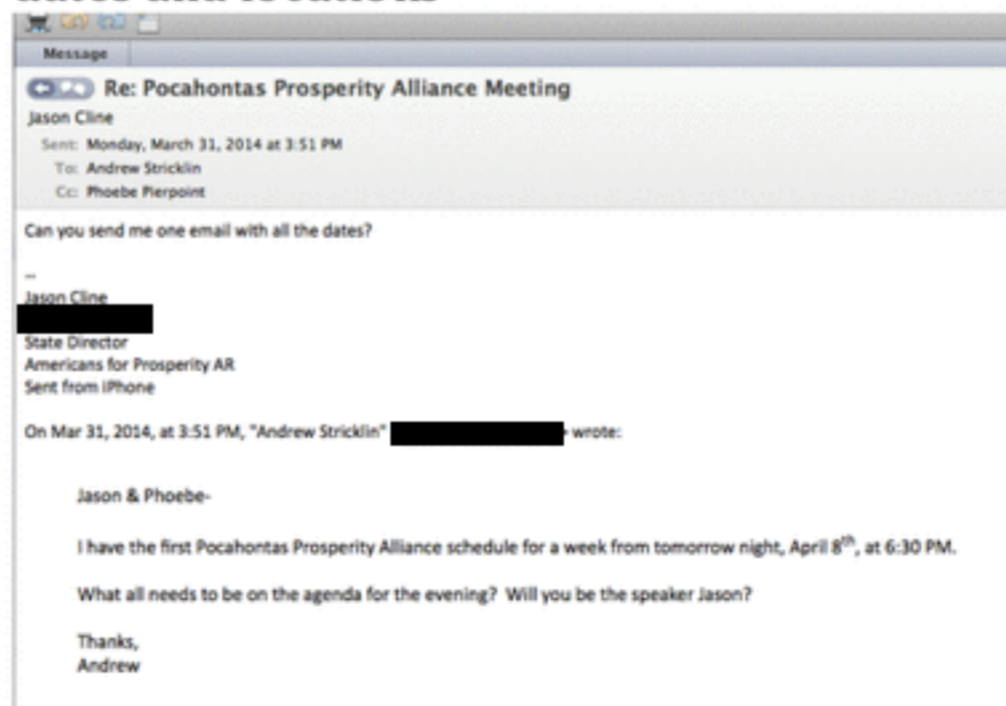
7. I share too much about my personal life with my staff
 - a. Fair criticism, I took them to be more closely in friendships than I should have and it hurts my professionalism and credibility with them.
8. I am unclear about expectations for work product
 - a. On this point I feel like it is a completely unfair criticism, I over communicate metrics and follow up well with progress.
 - i. This is an example of an agenda for weekly calls and G-Chats we do as a staff, as well as a follow up email with action items for everyone (sent almost immediately after the call)

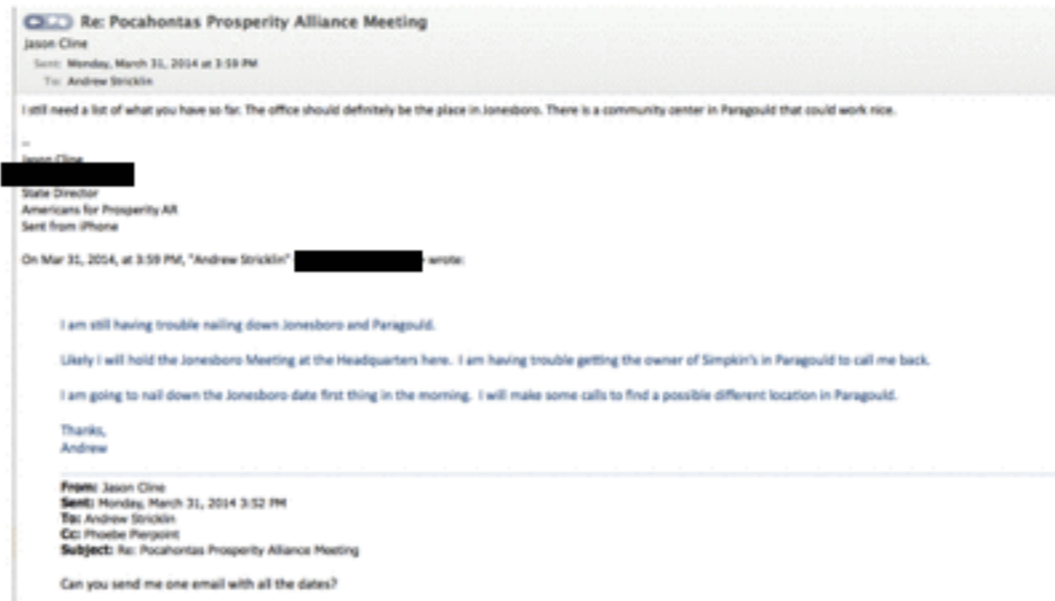


- ii. This is an example, staffer by staffer, of how I have helped to drive performance
 1. Andrew Stricklin
 - a. First, I had an RRE and metrics ready to go for him before he even started, and he started during the launch of our first ad as well as the beginning of legislative session, I tasked Phoebe with this because she has been the one managing the ground game, especially when I am in legislative session

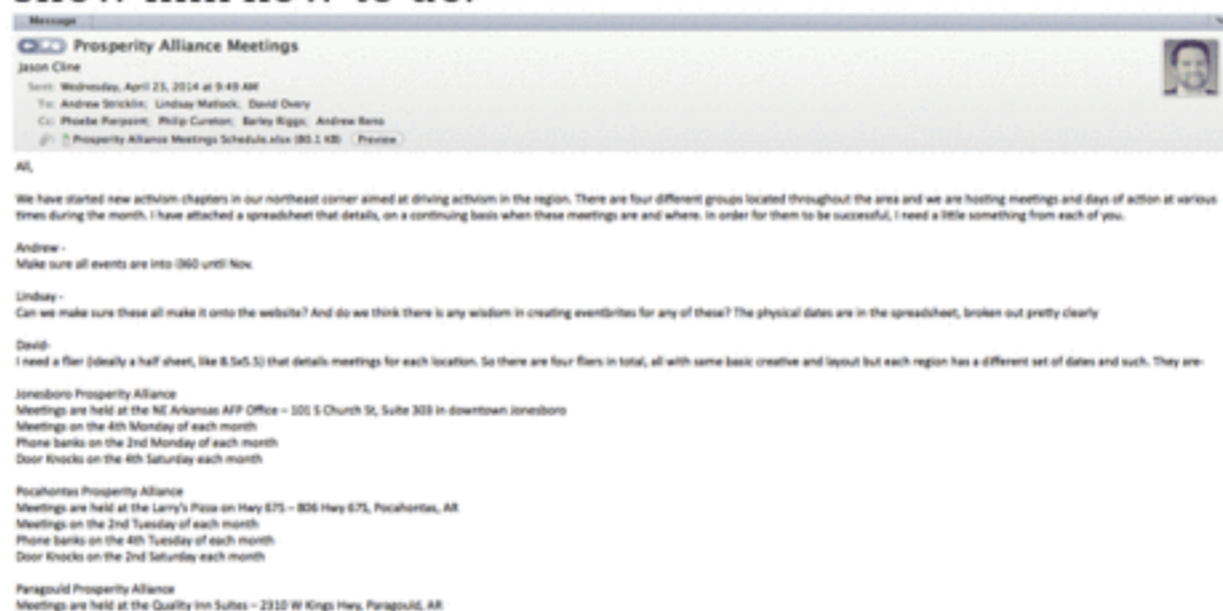


- b. I asked him, because there is little activism in his corner of the state, to create new events called 'Prosperity Alliance Meetings'. These would take the place of traditional activist groups like Tea Parties, here I ask him multiple times to get me dates and locations -





It isn't until I finally sit down with him and lay it all out that it gets done right, which I was happy to show him how to do.



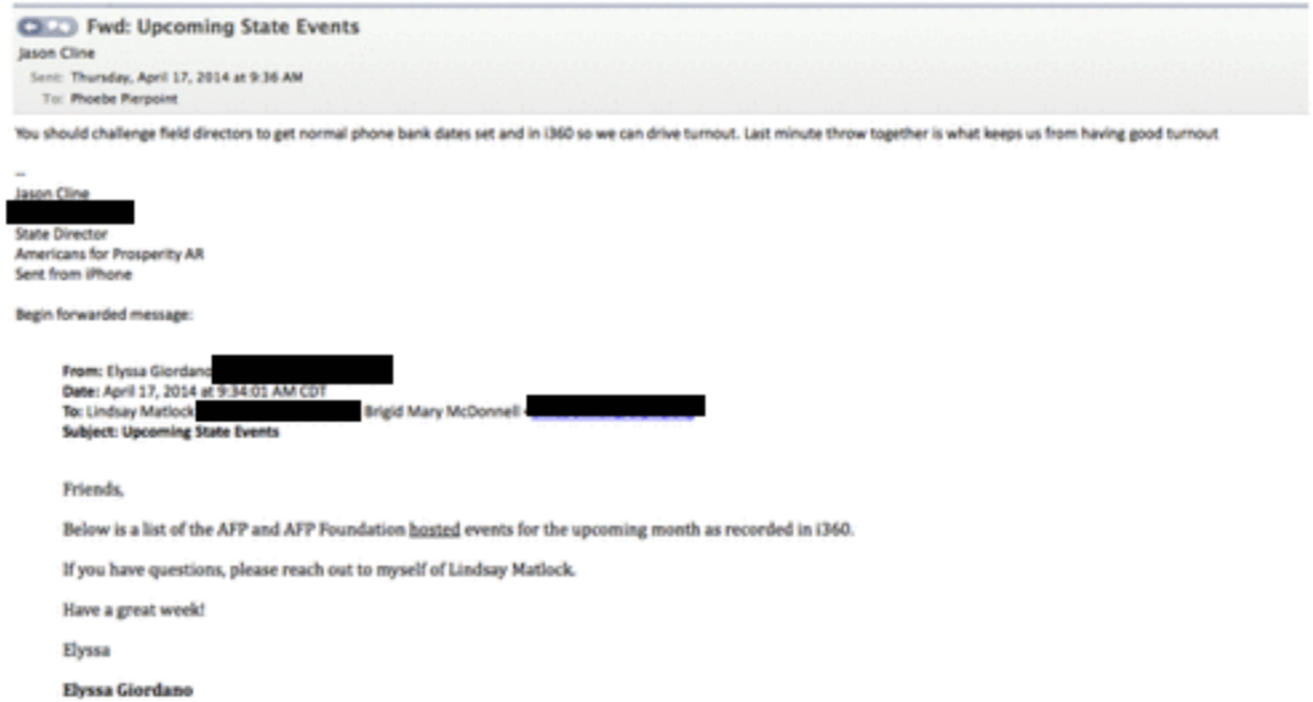
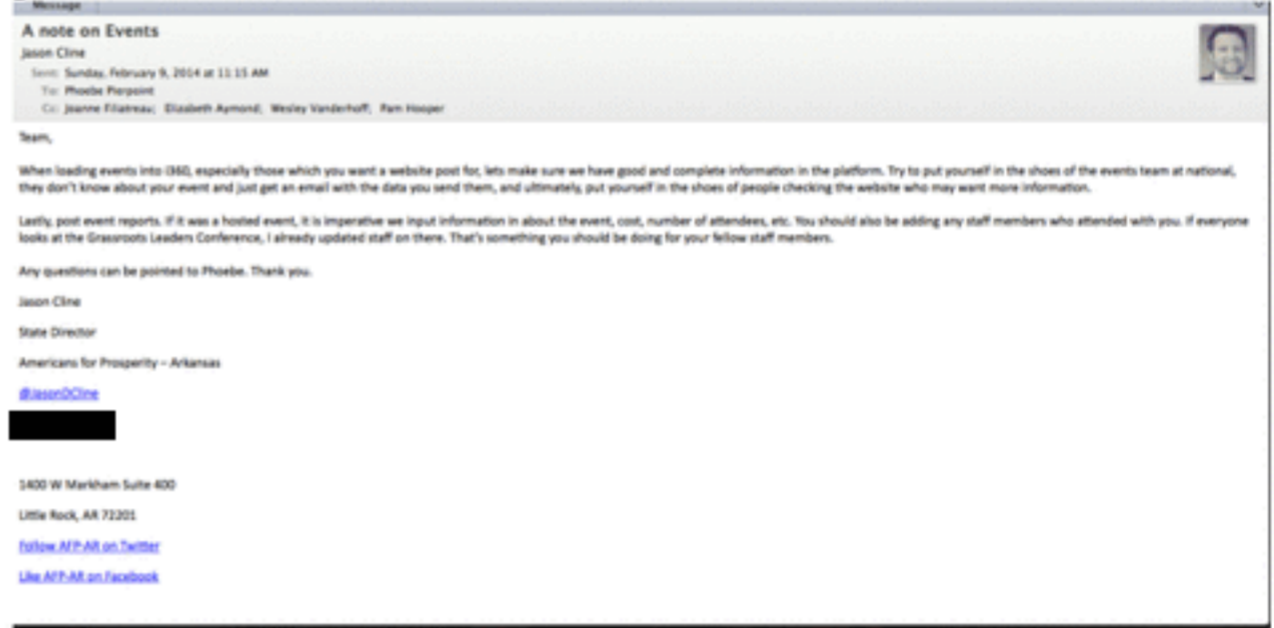
His concern was that I didn't 'give him enough time'; well there were weeks in advance and he didn't want to start having meetings for nearly two months. Phoebe and I both expressed a concern about his ability to grow grassroots and achieve success in a timeline that doesn't even put the first meeting on until late May when we are setting these up in late March. So I challenged him to start earlier. His first meeting, in Pocahontas Arkansas had 8 people, a solid turnout. It is also the smallest town in the regions I told him to place meetings in and it's the one town he doesn't have a field associate or field director in. So it should have been his worst one, but it has still been his highest turnout event. The lack of success in Paragould was not because he didn't have time, it was the third of four to hold and he has a field associate there, it should have more successful. I wasn't mad at him, I told him we all have bad events and that everyone can improve. I also quoted Teresa, who has on multiple occasions said that every state director has given a presentation to just two

people, but they got a really good presentation. This was one of those events.

- c. After getting out of session I have spent multiple days with him trying to get him up to speed. Phoebe has, and frustratingly, multiple times attempted to try and help but at times he just doesn't get things done.
- d. I have worked to help Andrew, I have spent a lot of time with him over the last few weeks, making calls for him, making calls with him, speaking at all of his Prosperity Alliance Meetings, helping coordinate activities.

2. Phoebe Pierpoint

- a. She gets the most metrics and reports of everyone, because I push driving field performance on her



Message
Re: weekly report
Jason Cline
Sent: Friday, February 28, 2014 at 12:40 AM
To: Phoebe Pierpoint

Yes. Everything you do Needs to be in i360. You should be setting an example for your field staff of compliance and reporting.

Jason Cline
State Director
Americans for Prosperity AR
Sent from iPhone

On Feb 28, 2014, at 12:38 AM, "Phoebe Pierpoint" wrote:

Sorry it's so late! By the way, am I supposed to put my events attended, spoken, etc into i360 too?

Phoebe Pierpoint
Deputy State Director
Americans for Prosperity Arkansas

<Pierpoint_Feb_27.docx>

weekly template
Jason Cline
Sent: Tuesday, January 28, 2014 at 11:17 AM
To: Phoebe Pierpoint
2014 Grassroots Metrics.xlsx (87 KB) | Pierpoint Weekly Report Template.docx (142.7 KB) | The Arkansas Path to Prosperity.docx (585.8 KB) | Preview All

Jason Cline
State Director
Americans for Prosperity - Arkansas
@JasonDCline

1400 W Markham Suite 400
Little Rock, AR 72201
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Here I am sending an update on where the chapter is with overall metrics after the first month of accountability, keeping in mind everyone has this spreadsheet that they can monitor themselves too.

Message
metrics
Jason Cline
Sent: Thursday, March 6, 2014 at 10:21 AM
To: Phoebe Pierpoint
2014 Grassroots Metrics.xlsx (100.7 KB) | Preview

Jason Cline
State Director
Americans for Prosperity - Arkansas
@JasonDCline

1400 W Markham Suite 400
Little Rock, AR 72201
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Here I am again in April with the same thing.

FW: Metrics
Jason Cline
Sent: Monday, April 7, 2014 at 9:29 AM
To: Phoebe Pierpoint
Subject: RE: Metrics
2014 Grassroots Metrics.xlsx (170.6 KB) (Preview)
Date: Monday, April 7, 2014 at 9:13 AM
To: Jason Cline <jcline@afhs.org>, Data Services [REDACTED]
Cc: Phoebe Pierpoint [REDACTED]
Subject: RE: Metrics

Hi Jason,
The 44k number is both attempts and survey completes. Here's the breakdown:
- Doors: 4,615
- Phones: 40,346

For the survey completes breakdown by FD, please see below:

Wesley Vanderhoff:

- Doors: 331
- Calls: 749

Andrew Stricklin

- Doors: 23

On the data import side of things, we are making some updates to the database, so imports are on hold for a short while. I will let you know when they should resume.

Best regards,

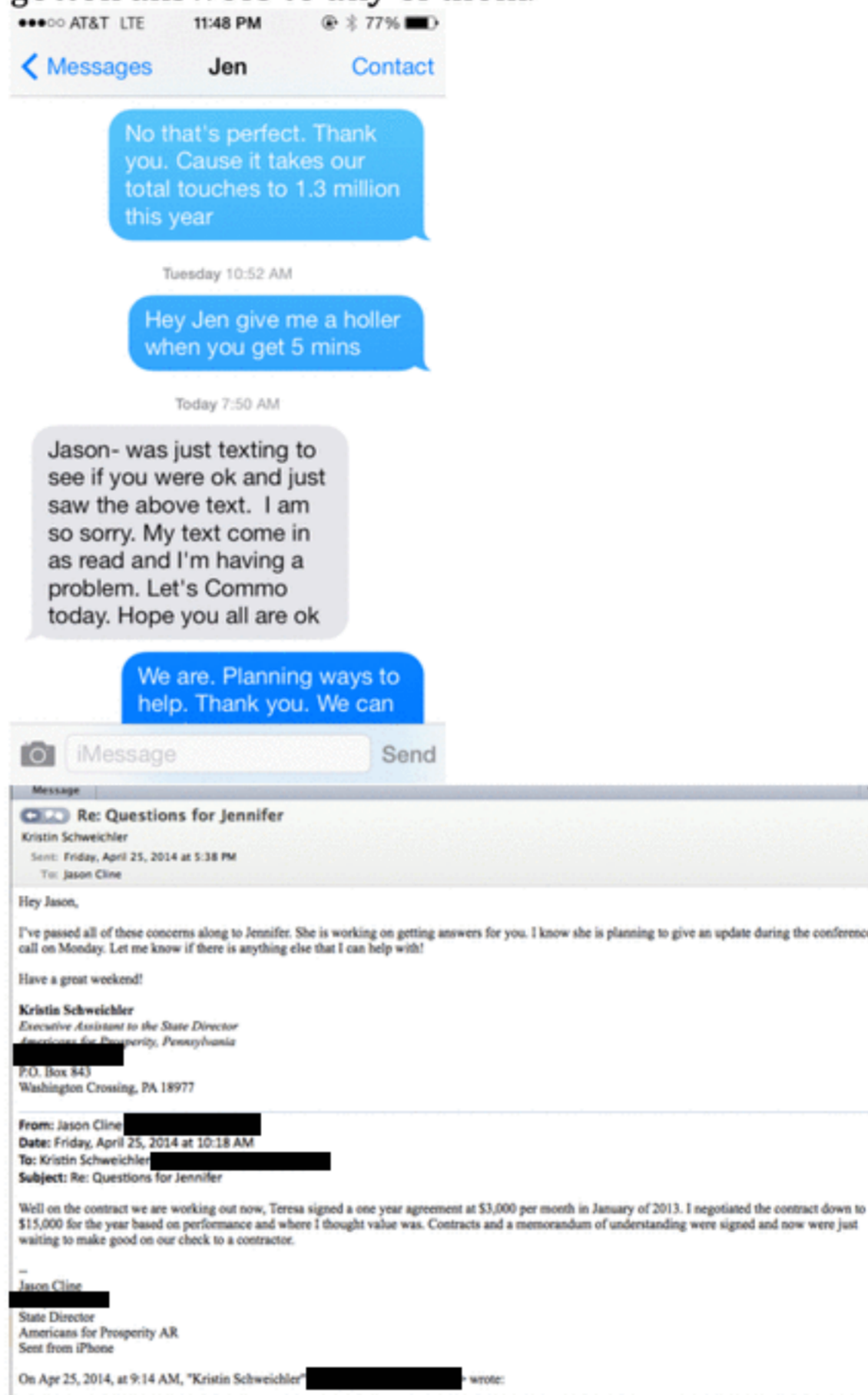
I have also never questioned Phoebe doing Liberty at Work, which is MBM professional training, I send her things generally within moments of when she needs them.

- b. Wesley
 - i. Has an RRE
 - ii. Gets updated metrics (not as fast as he would like sometimes but its not easy to get data back sometimes)
 - iii. Performs at top shape
 - c. Zak
 - i. Still very new, already gone over RRE, situation analysis, strategic plan, deep dive, environmental analysis
 - d. Pam
 - i. Has RRE, manages things fine
3. State Ops communicating fairly or applying equal expectations on everyone
- a. A state director who didn't even know iPads were used or an option for activism

Message
Re: Phoebe Pierpoint
Jason Cline
Sent: Monday, February 10, 2014 at 1:41 PM
To: Jeff Glendening
Noah man definitely. They are so helpful. You would think more SDs would know.
Sent from my iPad
On Feb 10, 2014, at 1:41 PM, "Jeff Glendening" <[REDACTED]> wrote:
By the way, thanks for the heads up again on the iPads, if you hadn't said it, I would have never heard about it.
From: Jason Cline <[REDACTED]>
Date: Mon, 10 Feb 2014 1:38:41 -0500
To: Andrea McCarthy <[REDACTED]>
Cc: Jeff Glendening <[REDACTED]>
Subject: Re: Phoebe Pierpoint
Yes I believe I asked for this change a few weeks ago. Can we get that figured out?
-
Jason Cline
(502) 765-9645
State Director
Americans for Prosperity AR
Sent from iPhone
On Feb 10, 2014, at 1:38 PM, "Andrea McCarthy" <[REDACTED]> wrote:
Got it! I will make that change and also let Finance know that the change should be retro to December 16th. Thanks!

- b. A text I sent Jen last Tuesday asking for time, which I never got a call for. I did get an email from her assistant two days later, to which none of my questions or concerns were solved, this text convo last a full 7 days and I still haven't

gotten answers to any of them.



- c. This is a time when I was asked to do 10,000 doors in three days during an accountability period, a metric that not even the 60 day challenge asks of us, not sure if any other states were asked to get 10,000 doors in a weekend. If that is the metric everyone is to hit, that's great, lets do it, but it seems like a lot. March 10 represents a Monday, the ad was to drop Wednesday.

Teresa Oelke [redacted] Mar 10 ☆ ↶ ↷
to me (1)

You have ad coming on Wednesday of this week. What about a press conference coupled with an invite to go door to door. First walk in LR and second in Fort Smith then Bentonville?

Goal of 10K doors surveyed?

We hit 3000 doors a day with 18 staff/volunteers.

Whatever you want to do but ads need to see strong ground component which better positions us for next rounds.

For Freedom & Liberty,
Teresa Crossland-Oelke
Vice President of State Operations
Americans for Prosperity
1800 S. 52nd, Suite 300

This is the time that Pam says that I wasn't clear about what I wanted. She still blames me for the fact that Joanne couldn't turn anyone out for the press conference. Here is how the timeline went down – we find out Thursday we will have an ad drop Monday, Sunday we find out its Wednesday, Monday afternoon we find out its Thursday. I originally asked the staff to prepare for a Wednesday presser and ads throughout the week, which is what was communicated in an expectation to me Monday. The ad got kicked to Thursday, so we couldn't hold a press conference Wednesday with no ad, so I moved it, and everyone complained, so I canceled the presser to push for door to door because I couldn't properly get media there with such little notice. Here is the timeline via email exchange.

ad schedule update:

Levi Russell

Sent: Thursday, March 6, 2014 at 12:19 PM

To: John Dudley; Jason Cline; Phillip Joffrion; Mark Lucas; Scott Hagerstrom; Annie Patnaude; Teresa Oelke; and [10 more](#)

Cc: IComms

You replied to this message on 3/6/14, 12:27 PM.

This message is high priority.



Hi all -

As you know, the accountability ad rollout schedule has been a bit fluid, as we have searched for great personal stories and reacted to the environment. In NC and AR, we have recently come across some great un-used content that a partner is sharing with us, enabling us to move up the rollout schedule.

Here's the current rollout schedule:

3/10 – NC, and AR Senate accountability

3/17 – LA, IA, and MI Senate accountability

We will feature personal testimony for each of these spots, with the possible exception of Iowa, where we'll use the Mailbox ad as backup. None of these spots are finalized yet, but we should have NC and AR finalized no later than Saturday.

Chris, Adam, or myself will be in touch with State Directors directly to coordinate rollout plans and work through details.

Thanks!!

Levi Russell

Sent: Sunday, March 9, 2014 at 10:09 AM

To: Jason Cline; Teresa Oelke

You replied to this message on 3/9/14, 10:48 AM.

You forwarded this message on 3/10/14, 11:40 AM.

Here's the latest version. Since the creative took a while, the plan now is to kick off the spot for AR on Wednesday.

30

<http://vimeo.com/craftdc/review/88487358/49a695394d>

pass: ark

Levi Russell | Director of Public Affairs | Americans for Prosperity
[REDACTED] @AskLevi

On 3/9/14 10:09 AM, "Jason Cline" <JCline@afphq.org> wrote:

Do we have a timeline?

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Jason Cline

[REDACTED]
State Director
Americans for Prosperity AR
Sent from iPhone

Re: ad schedule update!

Levi Russell

Sent: Monday, March 10, 2014 at 12:15 PM

To: John Dudley; Jason Cline; Phillip Joffrion; Mark Lucas; Scott Hagerstrom; Annie Patnaude; Teresa Oelke; and [11 more](#)

Cc: **Comms**

This message is high priority.

Hi all – here's an update on the accountability ad rollout schedule:

3/13 – NC, and AR Senate accountability (personal testimonies)

Week of 3/17 – MI and IA Senate accountability (personal testimony in MI, 'mailbox' ad in IA)

ASAP: CO and IA senate accountability. (currently pursuing leads for each of these, and will move into the rollout schedule as soon as ads have been confirmed)

Levi Russell | Director of Public Affairs | Americans for Prosperity
[REDACTED] @AskLevi

I am not mad about the changing schedule, it's the nature of what we do, but getting upset at me for 'changing the plans' when I am a victim of circumstance is an unfair criticism to take as fact when hearing staff criticism of me.

9. I bottleneck certain projects and create too many missed opportunities
 - a. This is probably true, I have a lot on my plate. I try and outsource responsibilities whenever possible. But when new staffers need exact guidance on something simple as making follow up calls after an event my day-to-day schedule can be bogged down.
10. I am unfair to certain members of the staff
 - a. I will attempt to be more mindful of this, I am not sure how it shakes out. I reward performance, and try and encourage where there is places to grow.
11. I have not spent enough time training my staff
 - a. We have on-boarded Andrew and Zak over the last two months, Andrew's training came at a time when I was mostly in legislative session. I gave Phoebe an RRE, set of metrics, he got the same

webinars everyone else did. We sent him to Florida for the same immersive training Wesley got. Zak is still new but hasn't displayed the same learning curve Andrew seems to have. I have spent significantly more time with Andrew than I have with Zak.

12. I did not clearly communicate to a contractor their work contract was up
 - a. Joanne submitted an invoice, I questioned the invoice and asked her for her thoughts, and never heard back from her. She was supposed to call me, as indicated at the bottom of the email. Then I followed back up again with her to get her thoughts on how to move forward. She re submitted an invoice, not as an attachment as an email, but an iPhone picture with some new writing on it. I told her that was an unacceptable submission of an invoice.

FW: invoice

Jason Cline

Sent: Wednesday, April 9, 2014 at 12:20 PM

To: Pam Hooper

From: Jason Cline

Date: Tuesday, April 8, 2014 at 12:38 PM

To: Joann

Subject: invoice



Can you break out for me what events these were on the recent invoice?

3 c3 events (i360 shows three phone banks)
5 c4 events (i360 showed 6 hosted phone banks and walks)

I also didn't see any activity in i360 from March 18th forward.

And on the compliance work, I show that you inputted 16 events and 6 volunteers, which would average \$45 per unit of input into i360. Which seems high, did you miss inputting things at all?

The reason I ask this is because this is what we are looking at since February on terms of metrics -

13 hosted phone banks that resulted in 2238 attempts and 179 survey takes at a cost of \$4,420. (13 events x \$300 per event plus average of \$40 for food at each event). This results in a cost of \$24.69 per completed survey.

1 hosted door walk that resulted in 1659 attempts and 512 survey takes at a cost of \$390 (which is off because I know you have hosted more walks than this but I don't seem them in i360).

We have to discuss this because we paid nearly \$4000 in Feb and we are on track to do \$3500 this month and you haven't even achieved the metrics we have outlined for Field Associates. Which we only pay \$800 a month max.

I say this because we are under intense scrutiny on our invoices right now. And I got an email from my boss asking why an invoice to get someone paid more than my field directors is getting this when they aren't performing at a field associate level.

We have had conversations about this already, and we did hire Zak as the new grassroots person to alleviate this, but these costs are way too high for what we are getting in return. I am getting a lot of pushback in this.

Call me when you have time.

DESCRIPTION	C3-C4 Code
<u>March 2014</u>	
Compliance Work	C3
Govt PB Events x 3 - 8 th , 10 th , 11 th	C3
Act Pryor PB Events x 5 Walks Pryor Act 13, 14, 15, 22 nd PB Pryor 4 th	C4

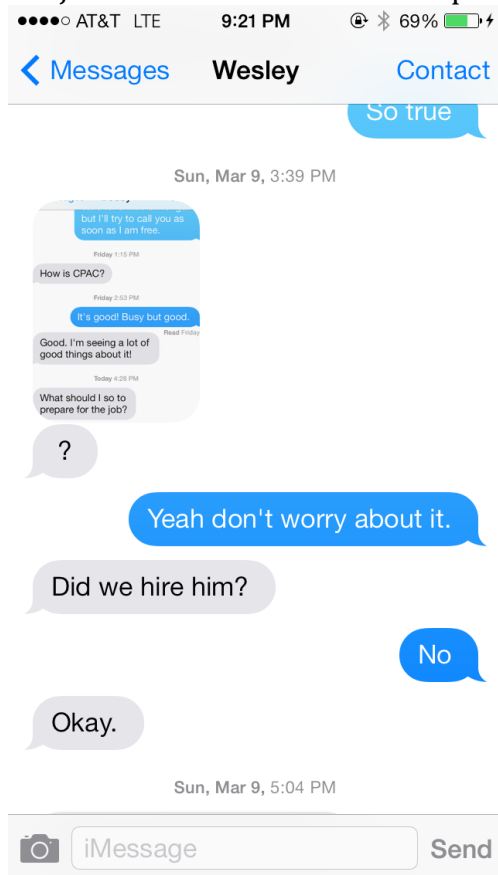
Make all checks payable to [Company Name]

All of that to say, I am under a lot of pressure and a heavy workload, so its easy that this could have gotten lost on me for a few days, but its

not as if we just went dark and she hadn't been communicated a number of things over a period of months.

13. I did not clearly communicate to a prospective employee he was no longer being considered for the position

- a. This was a criticism of Wesley's because the prospective employee was constantly asking him questions about how he can 'get ready for the job' which we didn't offer or promise.



- b. Not only that, I had a face-to-face conversation with Bobby Ballinger Jr on a Saturday at the Crossland office when he came to volunteer, this was the same Saturday I asked Teresa about moving Wesley to Central Arkansas and hiring Bobby in his place because I had concerns with Bobby not having a network in Central Arkansas. Teresa agreed and told me to keep Wesley where he was, after that I had the conversation with Bobby that because he didn't have a network and we didn't move in a certain direction we couldn't hire him for the Central position. It is not in writing, but that is exactly how it went.