

Program and Partnerships

Goal: Reduce the Smoking Rate	Partners
Focus: Education and Research	University of Maryland, Baltimore; University of Maryland Baltimore CURES Program; MERIT (an affiliate of Johns Hopkins).
Focus: Product Outreach and Behavioral Onboarding (Retail)	Engage JUUL Strategic Partners, and Baltimore's community of Switchers, to reach adult smokers
Goal: Prevent Youth Vaping by Improving Health and Wellness in Community	Partners
Focus: youth wellness programming	Baltimore City Youth Fund, Black Mental Health Alliance, the Family League
Focus: veterans wellness programming	New Vision House of Hope, American Legion, and a network of neighborhood VFWs
Focus: neighborhood health and wellness	KaBOOM, New Shiloh Baptist Church
Focus: job creation and skill development	Morgan State Engineering, Copping University, University of Maryland, Baltimore, MERIT (Johns Hopkins)

Source: <https://www.industrydocuments.ucsf.edu/docs/lkdd0299>

Metrics: Reduce the Smoking Rates

Reduce the Smoking Rate	Outputs	Outcomes
Education and Research	<ul style="list-style-type: none">Higher Education partners generate independent Randomized Controlled Trials and publish the results	<ul style="list-style-type: none">Credible content, for public consumption, that speaks truthfully about the impact of JUUL on adult smokers
Product Outreach and Behavioral Onboarding	<ul style="list-style-type: none">Outreach to communities of adult smokers to visit JUUL's retail store (n=3000)Onboard adult smokers onto the platform (n=2000)Enroll new Switchers in behavioral programs to support retention on the platform (n=500)	<ul style="list-style-type: none">Successful onboarding and retention of adult smokers, from diverse backgrounds, on the JUUL platform (60% retention after 180 days)Viable outreach and peer-to-peer model for retail

Metrics: Health and Wellness

Health and Wellness	Outputs	Outcomes
Youth Wellness	Engage 15,000 students across Baltimore	Reduced engagement with risk-taking behaviors, including nicotine use
Veterans Wellness	Enroll 5,000 veterans in holistic wellness programs	Reduced smoking rate amongst Baltimore's veterans
Neighborhood Health and Wellness	By working closely with neighborhood partners, build 10 parks and recreation centers in "play deserts"	Elimination of 10 "play deserts" across Baltimore City
Job Creation and Skill Development	100+ jobs created in engineering and retail	Viable and strong pipeline of skill workers indigenous to Baltimore City

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Budget

Reduce the Smoking Rate	Partners	Year 1	Year 2	Year 3
Education and Research	UMB, Morgan State	1,500,000	1,500,000	1,500,000
Product Outreach and Onboarding	JUUL Strategic Partners and Baltimore's Switchers	2,500,000	2,500,000	2,500,000
Initiative Total		4,000,000	4,000,000	4,000,000
Health and Wellness	Partners			
Youth Wellness	Baltimore City Youth Fund, Black Mental Health Alliance, the Family League	3,000,000	3,000,000	3,000,000
Veterans Wellness	New Vision House of Hope, American Legion, VFWs	1,000,000	1,000,000	1,000,000
Parks and Recreation	KaBOOM, Baltimore City, New Shiloh Baptist Church	2,000,000	2,000,000	2,000,000
Job Creation and Skills Development	Morgan State, UMB CURES, MERIT, Coppin University	6,500,000	6,500,000	6,500,000
Initiative Total		12,500,000	12,500,000	12,500,000
Grand Total		16,500,000	16,500,000	16,500,000

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Goals and Tactical Objectives

Goal #1: Reduce the Smoking Rate

- Education and Research
 - RCT and/or longitudinal study of Switchers
- Recruit adult smokers to JUUL through outreach and onboarding
 - Support Switchers in their journey (60% retention on the platform after 180 days)

Goal #2: Prevent Youth Vaping by Facilitating Health and Wellness in Community

- Large-scale youth wellness programming
 - 15,000 students engaged through peer-to-peer wellness educators and credible community partners
- Large-scale veterans wellness programming
 - 5,000 veteran smokers enrolled in holistic wellness programming
- Build 10 parks and recreation centers in communities of need
 - Eliminate 10 “play deserts”, reducing the number of “play deserts” in Baltimore City
- Build a pipeline of skilled workers and create 100+ jobs in supply chain, technology and engineering
 - Implement major corporate partnership providing college to career opportunities to HBCU students in Baltimore

Goal #3: Elevate Switcher Voices

- Activate a community of Switchers by leveraging its retail space and related programming (n=500).

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Scaling CE in Baltimore

Confidential, Internal

Version 1.0

Parameters

JUUL is committed to investing \$50M, over 3 years, in Baltimore to motivate the following goals:

- Reduce the smoking rate.
- Improve community health and wellness.

By doing so, JUUL will:

- Advance its mission by improving the lives of smokers and ultimately, reducing the smoking rate.
- Vividly illustrate the positive impact of JUUL to transform lives and communities.