



LETTER OF INTEREST FOR:

ARAPAHOE COUNTY

Solicitation Number: 23-65

Solicitation Title: Strategic Consulting Services

SUBMITTED BY 76 GROUP

NOVEMBER 21, 2023

LETTER OF INTEREST/QUALIFICATIONS

76 Group is excited to present our letter of interest for the development of an omnichannel public engagement and outreach strategy, tailored to Arapahoe County's unique needs and challenges. Our firm, a recognized leader in Colorado's political consulting and public affairs landscape, brings a robust portfolio of successful local and state-wide engagements.

Our team's proficiency is widely recognized, boasting national accolades for our award-winning campaigns that include diverse stakeholder outreach, data-driven media solutions, precise polling, and innovative branding and messaging efforts. We have consistently demonstrated our capacity to lead and win hard-fought campaigns, a testament to our firm's dedication to tackling significant challenges head-on. Our work is driven by a philosophy that no challenge is too complex, no issue too intricate.

In our experience with ballot measures and policy initiatives, we have learned that the key to successful advocacy lies in a nuanced understanding of the local landscape. Our strategies are never pre-packaged; they are thoughtfully crafted, responsive to the unique dynamics of each community, and laser-focused on achieving the desired outcome. With Arapahoe County, our commitment is to a strategy that is as distinct and effective as the community we aim to serve.

We approach this opportunity with a deep understanding of the necessity for fiscal sustainability and the importance of informed public decision-making. Our team is ready to employ its collective expertise to not only communicate but also to collaboratively find solutions to the fiscal challenges facing Arapahoe County.

We are enthusiastic about the prospect of partnering with Arapahoe County and are confident in our ability to deliver a strategy that will yield positive, lasting impacts. We welcome the chance to discuss our approach in more detail and are available at your convenience to do so.

EXPERIENCE

At 76 Group, our experience in Colorado's public affairs landscape has equipped us to handle campaigns that are as complex as they are critical. From developing clear and concise ballot language to quarterbacking numerous statewide and local ballot initiatives over the goal line; we develop winning campaigns from the ground up. Our ability to distill and navigate intricate policy matters ensures your messages will resonate with a broad voter base and result in your goals being achieved.

We have a long track record of waging and winning difficult fights at both the state and local levels. Some of those wins include:

- Amendment B, the repeal of the Gallagher Amendment, a statewide campaign we managed. While most pundits predicted it would fail due to its complexity, our Amendment B campaign was approved overwhelmingly. Because of our comprehensive approach that targets all persuadable voters with high impact voter contact, even conservative communities like El Paso, Mesa and Weld Counties voted in favor of the repeal of the Gallagher Amendment.
- Our campaign in Colorado Springs, focused on the so-called 'Pothole Tax,' stands as a testament to our strategic expertise in effectively communicating clear value propositions to voters. Despite the conservative leanings of the region, our approach, centered around precision-targeted messaging and robust voter engagement, led to an

impressive 65% approval rate. By tailoring our strategies to resonate with the specific concerns and priorities of the local electorate, we ensured that the critical issue of infrastructure improvement was not only understood but also embraced by a majority of the voters.

- The Grand Junction High School property tax measure, Mesa County Valley School District 51 Ballot Issue 4B, showcased our strategic expertise in community engagement, leading to a decisive 65% approval for a \$115 million bond. The measure, which had previously failed two years before, was tailored to resonate with voters' concerns and coupled with a clear vision for modernized facilities and improved security reflecting our ability to adapt strategies to local needs.
- We helped Delta County Memorial Hospital District score a win as county voters passed Ballot Initiative 6A with 58% of the vote. The measure, a .8% sales tax increase, was a pivotal initiative for the hospital and underscores how adept we were in communicating the critical need for enhanced healthcare services and the importance of reinvesting in human resources, infrastructure, and technology to uplift the healthcare system for the community.
- The recent defeat of Littleton's Question 300 was the most prominent defeat for Colorado anti-growth activists in years. Using a combination of on-the-ground research, intelligent and targeted messaging, creative advertising, and local voices, the No campaign trounced the anti-growth ballot measure 71% to 29%.

KEY PERSONNEL



Mike King

Mike is recognized as a leader in Natural Resources in Colorado. He served as the Executive Director of the Colorado Department of Natural Resources under Governors Ritter and Hickenlooper before serving most recently as the Chief External Affairs Officer at Denver Water.

Mike also served as an Assistant Attorney General in Colorado prior to embarking on his career managing Colorado's natural resources.

Mike's comprehensive knowledge of natural resource policy and regulations acquired over 25 years of managing Colorado's natural resources puts him at the forefront of resolving complex political and policy challenges. Mike also brings extensive experience in crisis communications management and an in-depth understanding of state and federal environmental laws.



Karen Crummy

Karen is a nationally renowned communication consultant who built her reputation as an award-winning political journalist and investigative reporter with The Boston Herald and The Denver Post.

Her journalism background combined with her experience as a former civil rights lawyer has established Karen as a leader in the communications space, guiding public relations and policy strategies for Fortune 500 CEOs, corporations, high stakes political campaigns, white collar criminal and civil trials and numerous.

Karen has interviewed U.S. Presidents, vice presidents, senators, and representatives, and she has traveled on planes, trains, buses, and pickup trucks covering campaigns at the federal, state, and local level and talking to candidates and voters across the country.

Karen has moderated gubernatorial and U.S. Senate debates and been interviewed by Fox, CNN, C-SPAN, MSNBC, The New York Times, The Wall Street Journal, The L.A. Times and other national and local newspapers and radio. She received a B.A. in history and M.A. in journalism from the University of Colorado at Boulder and a J.D. from the University of San Francisco School of Law.



Matthew La Crue

Matthew specializes in state and local government affairs and has over a decade of experience representing clients nationally and locally. Matthew has extensive experience and knowledge in crafting and lobbying on policy related to local governments, education, finance, judicial, law enforcement, transportation, healthcare, energy, insurance, aerospace, and telecommunications.

Matthew has a proven track record of navigating clients through the process, securing engagements that provide new opportunities and creating public-private partnerships. Matthew's experience allows him to also manage communications, community outreach and crisis management for clients on high-level projects. Before joining 76 Group, Matthew was the Managing Director of Government Affairs at Dentons, the world's largest global law firm. Prior to joining the private sector, Matthew served as Legislative Aide to the Colorado State Legislature. As a Legislative Aide, Matthew was responsible for managing the office of the Assistant Majority Leader to the Democratic Caucus. While working in Colorado's House of Representatives, Matthew advised on numerous bills that were ultimately signed into law by former Governor John Hickenlooper.



Tim Pollard

Tim is regarded by leaders on both sides of the aisle as a fixer who gets things done. A graduate of the University of Colorado School of Law, Tim served as a senior executive in Governor Bill Owens administration, and since joining 76 Group 15 years ago, has played a top role in dozens of candidate campaigns, Super PACs, non-profit advocacy efforts and other policy battles from Denver to Washington, DC. Tim has overseen the evolution of 76 Group from a boutique energy firm to one of the largest public affairs firms in the Western U.S.

At 76 Group, Tim's portfolio includes telecom, healthcare, energy development, federal lands, non-profits, issues, and candidates.

STRATEGY AND APPROACH

Our strategy and approach for Arapahoe County will integrate meticulous planning with dynamic community engagement, ensuring success through a deep understanding of the county's unique landscape and focused outreach initiatives.

- **Strategic Planning and Foundation Setting:** Initially, our focus will be on gaining a thorough understanding of the current dynamics within Arapahoe County. This includes developing clear short-term and long-term priorities. Key steps in this phase will involve:
 - **Assessing the Political and Economic Environment:** This will enable us to craft an effective community outreach plan targeting key constituencies.
 - **Stakeholder Identification:** Recognizing and involving relevant stakeholders who are integral to community outreach.
 - **Interviews with Key Figures:** Engaging with elected officials, county staff, and other stakeholders to inform our outreach strategy.
 - **Message Development:** Crafting persuasive messaging backed by economic data to educate and influence key targets.
 - **Action Plan Creation:** Formulating engagement tactics to sway opinions and sentiment.

- **Engaging Arapahoe County Residents:** Understanding the pulse of the community is crucial. We propose an extensive data collection approach, employing both qualitative and quantitative methods. This will include:
 - **Surveys:** Utilizing various platforms like electronic surveys, NextDoor, and social media.
 - **Research and Polling:** To capture a broad perspective of the community's views.
 - **Community Meetings and Focus Groups:** Encouraging direct community engagement and feedback.
 - **Telephone Town Halls:** Offering an accessible platform for wider community participation.

An additional layer to our outreach strategy will be the formation of a proposed Community Advisory Committee (CAC), comprising key community stakeholders. This committee will not only help guide the engagement process but also act as community advocates and liaisons.

- **Partnering For Impact And Igniting The Campaign:** We intend to collaborate with local organizations and influencers to amplify our message. By establishing these partnerships, we can enhance the reach and effectiveness of our campaign. Our campaign will employ a multi-channel approach, leveraging both traditional methods and innovative digital strategies to engage with diverse segments of the community.

- **Measuring And Adapting:** Our data-driven approach will allow us to continuously monitor the effectiveness of our strategies. By analyzing engagement metrics and community feedback, we can adapt our methods to ensure maximum resonance with the community's needs and aspirations.

In summation, our strategy for Arapahoe County is a balanced approach including strategic planning, extensive community engagement, and adaptive tactics, all aimed at achieving the set objectives with maximum community buy-in and support.

CURRENT CAPACITY AND POTENTIAL CONFLICTS

In addition to the key personnel listed above, 76 Group has a total of 15 full-time staff located in the Denver area. 76 Group approaches projects with an all-hands-on-deck mentality and additional staff assets will be assigned to the Arapahoe County work as project needs dictate. 76 Group does not foresee any conflicts between the Arapahoe County project and any other work currently underway at 76 Group.

FEE SCHEDULE

Our full services will cost \$9,500 per month. Any costs for additional services, including research, polling and focus groups, or paid media will be billed at cost and with prior approval of the client.

- Estimated Auxiliary Costs:
 - Polling \$15,000 (per poll)
 - Digital Outreach \$25,000



ARAPAHOE COUNTY

**Arapahoe County Finance Department
Purchasing Division
5334 South Prince Street, Room 480
Littleton, Colorado 80120**

**REQUEST FOR PROPOSAL
REQUIRED SUBMITTAL FORM**

SUBMITTED BY:

Company Name: 76 Group

Contact Names: Sales/Customer Service: Mike King, Karen Crummy and Tim Pollard

Address: 10065 East Harvard Drive, Suite 400, Denver, CO 80231

Phone: (720) 420-4250 Email(s): MikeKing@76.group, KarenCrummy@76.group
TimPollard@76.group

The undersigned hereby affirms that:

- He/she is a duly authorized agent of the vendor;
- He/she has read all Terms and Conditions and technical specifications made available in conjunction with this solicitation and fully accepts and acknowledges this offer is consistent with the specifications and terms and conditions, unless specific variations have been clearly and expressly listed in the offer.
- The Offer is in all respects fair, without outside collusion or otherwise illegal action.

By <u></u>	<u>November 20, 2023</u>	<u>84-4083248</u>
Signature of Authorized Agent	Date	FEIN
<u>Tim Pollard</u>	<u>Managing Principal</u>	<u>TimPollard@76.group</u>
Typed/Printed Name of Agent	Title of Agent	Agent email

PAYMENT TERMS: If the vendor does not accept a percentage discount, the County standard is net thirty (30) days after the date that the County receives an accurate invoice and has accepted the product or service. Payment is the date of the check mailing or date of the credit card transaction.

Discount: ___% ___ Days, Net: 30 Days, Accept Visa without additional fee? NO

VARIATIONS: The vendor shall identify all variations and exceptions to any RFP documents. Submittal of a Vendor Contract is considered excessive in Variations and may be cause for determining that the Bid/Offer is non-responsive and ineligible for award. For each variation listed, reference the applicable section of the solicitation document as per the example below. If no variations are listed here, it is understood that the vendor's Offer fully complies with all terms and conditions. Attach additional Variation sheets in the same format as below.

Page #: _____ Item # or Section: _____ Variance _____

SUBMITTAL INSTRUCTIONS:

Proposals shall be submitted in the order listed below with each section clearly identified.

- Submit questions and submittal ON-LINE at BidnetDirect.com before deadlines
- Cover & Executive Summary. Detail Firm's and employees' Capabilities, Experience & Licensing
- Details of Proposal – Proposed products & services, implementation timeline and warranties.
- Completed Submittal Forms including this sheet and all other attachments specifically requested including a Performance Measures Form when requested.
- Required Documentation – Provide documentation that satisfies the request.
- Pricing – All fee and costs associated with the proposal.
- Insurance – Checking this box accepts that the insurance requirements listed by the County are acceptable unless listed in the variations on the previous page.
- CONFIDENTIAL information, if any, MUST be stamped as such on each page and submitted separately.
- Please initial to acknowledge Addenda, if any, have been considered in your proposal:

#1 _____ #2 _____ #3 _____ #4 _____ #5 _____

REFERENCES:

- Check here if Firm's standard reference sheet is attached, otherwise, use the space below.

Name: Brian Hill, Superintendent Contact Person: _____

Address: Mesa County Valley School District 51, 2115 Grand Avenue, Grand Junction, CO 81501

Telephone No: (970) 254-5100 Email: brian.hill@d51schools.org

Describe type of work/service performed or items supplied: 76 Group ran the campaign to pass a bond to build a new Grand Junction High School.

Name: R. Stanton Dodge, Chief Legal Officer Contact Person: _____

Address: DraftKings Inc., 222 Berkeley Street, Floor 5, Boston, MA 02116

Telephone No: (303) 884-1909 Email: sdodge@draftkings.com

Describe type of work/service performed or items supplied: 76 Group managed the successful DD Campaign to allow sportsbetting in Colorado.

Name: Jennifer Finch, Communications Director Contact Person: _____

Address: Weld County, Weld County Administration Building, 1150 O Street, Greeley, CO 80632

Telephone No: (970) 302-1936 Email: jfinch@weld.gov

Describe type of work/service performed or items supplied: The 76 Group helped Weld County put together a communications plan for the next year and is implementing an education campaign on air quality.

Arapahoe County must have on file a completed W-9 prior to doing business with contractors.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

9/25/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER NFP Prop & Casualty Serv Inc. 1901 Roxborough Road Suite 300 Charlotte NC 28211	CONTACT NAME: Joanie Kmiecik PHONE (A/C, No, Ext): 404-842-2658 E-MAIL ADDRESS: Joanie.Kmiecik@nfp.com		FAX (A/C, No): 704-523-0024													
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : Hartford Fire Insurance Company</td> <td>19682</td> </tr> <tr> <td>INSURER B : Trumbull Insurance Company</td> <td>27120</td> </tr> <tr> <td>INSURER C : Hartford - Rated Multiple Companies</td> <td>914</td> </tr> <tr> <td>INSURER D : National Union Fire Insurance Company of Pittsburg</td> <td>19445</td> </tr> <tr> <td>INSURER E : ACE American Insurance Company</td> <td>22667</td> </tr> <tr> <td>INSURER F : Arch Specialty Insurance Company</td> <td>21199</td> </tr> </tbody> </table>			INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Hartford Fire Insurance Company	19682	INSURER B : Trumbull Insurance Company	27120	INSURER C : Hartford - Rated Multiple Companies	914	INSURER D : National Union Fire Insurance Company of Pittsburg	19445	INSURER E : ACE American Insurance Company	22667	INSURER F : Arch Specialty Insurance Company
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INSURED GP3 Partners LLC, dba 76 Group 1500 Wilson Blvd. Suite 500 Arlington VA 22209	GP3PART-01															

COVERAGES

CERTIFICATE NUMBER: 528428561

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSP	SUBR VVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			22 UUN AF6843	8/15/2023	8/15/2024	EACH OCCURRENCE	\$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 300,000
							MED EXP (Any one person)	\$ 10,000
							PERSONAL & ADV INJURY	\$ 1,000,000
							GENERAL AGGREGATE	\$ 2,000,000
							PRODUCTS - COMP/OP AGG	\$ 2,000,000
								\$
B	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			22UENAF6958	8/15/2023	8/15/2024	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input checked="" type="checkbox"/> RETENTION \$ 10,000 <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE			22 XHU AF5073 K3	8/15/2023	8/15/2024	EACH OCCURRENCE	\$ 5,000,000
							AGGREGATE	\$ 5,000,000
								\$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		Y/N <input type="checkbox"/> N/A	22WEAX8XG4	8/15/2023	8/15/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER	
							E.L. EACH ACCIDENT	\$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	\$ 1,000,000
D	Directors & Officers Liability			01-046-71-46	5/27/2023	5/27/2024	Aggregate	\$3,000,000
E	Professional Liability			D01722931	5/27/2023	5/27/2024	Aggregate	\$2,000,000
F	Cyber Liability			C-4LRV-066415-CYBER-2023	5/27/2023	5/27/2024	Aggregate	\$3,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Excess E&O
 Limit \$1,000,000
 Arch Specialty Insurance Company
 Policy Number: SPL0066618-02
 Policy Period: May 27, 2023 to May 27, 2024

CERTIFICATE HOLDER**CANCELLATION**

For Information Only

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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