



Cornerstone Government Affairs  
Response to Arapahoe County  
RFP for Strategic Consulting Services

November 21, 2023



## LETTER OF INTEREST

On behalf of my colleagues at Cornerstone Government Affairs (Cornerstone), I am pleased to submit the following response to the Arapahoe County (the County) Request for Proposals for strategic consulting services. As an experienced and dedicated government relations and public affairs consulting firm, we are excited about the opportunity to contribute to shaping the County's omnichannel public engagement and outreach strategy to educate residents about the County's current budget constraints and help inform future decisions by the Board of County Commissioners. To bolster our efforts on behalf of the County, Cornerstone has partnered with Aguilar Public Relations and Global Strategy Group. By harnessing our combined expertise, we are confident in our ability to deliver innovative solutions and effectively serve the County's diverse needs.

We understand the unique challenges faced by Arapahoe County and believe we are well-suited to collaborate to address the fiscal realities highlighted in your 2024 budget. Leveraging our expertise, we will develop compelling and targeted messaging that effectively communicates the County's budget challenges and potential solutions. Utilizing advanced demographic and polling techniques, we will identify specific target audiences within the County and tailor messages to reach diverse stakeholder groups and ensure maximum impact. Collectively, we will provide strategic counsel and recommendations on proposed fiscal and capital solutions, including insights into ballot language development. Working closely with County staff, we will create and implement a grassroots outreach and engagement plan to foster understanding and support.

Cornerstone is known for delivering results for our clients by applying a team approach that is based on a concept of working in partnership to aggressively get the job done. As an employee-owned firm, we value our collaborative culture and the robust, scalable results it affords our clients. When a client hires us, they retain not simply an individual, but the resources and partnership of our entire organization. This approach gives our clients a complete offering with a dedicated team of subject matter experts, along with the comfort of knowing should priorities or politics shift, as they often do, the full force of Cornerstone is behind them to seamlessly meet their needs now and into the future.

Please find enclosed our proposal, which outlines our approach, methodology, and relevant experience. Should the County have further questions or require additional information, please do not hesitate to contact me. We look forward to the possibility of working together and contributing to the success of Arapahoe County. Thank you for your consideration of our proposal, and we look forward to the opportunity to discuss how we can be of service to the County.

Best Regards,

Megan Davisson  
*Vice President*  
Cornerstone Government Affairs

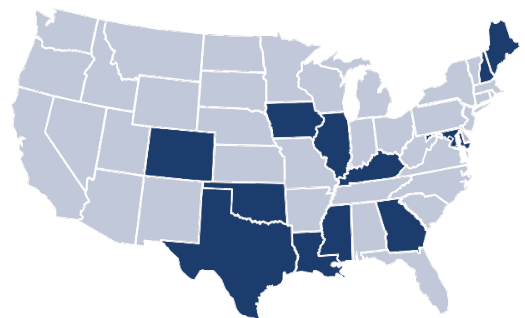
# EXPERIENCE

## BACKGROUND ON THE FIRM & OUR STATE FOOTPRINT

Founded in 2002, Cornerstone is a full-service consulting firm, specializing in federal and state government relations, lobbying, public affairs, strategic communications and business consulting. Utilizing a broad array of expertise and experience, Cornerstone builds partnerships with its clients to implement customized, goal-oriented engagements.

With over 150 professionals across 15 offices, our firm stands as one of the industry's most effective and respected public affairs consulting firms. In 2008, Cornerstone decided to expand into the states with the opening of its first state government relations-focused office in Baton Rouge, Louisiana. Today, the firm has a prominent state government relations presence across the country, assisting clients in:

- Annapolis, MD
- Atlanta, GA
- Augusta, ME
- Austin, TX
- Baton Rouge, LA
- Chicago, IL
- Concord, NH
- **Denver, CO**
- Des Moines, IA
- Frankfort, KY
- Houston, TX
- Jackson, MS
- Oklahoma City, OK
- Springfield, IL



## COLORADO GOVERNMENT RELATIONS

In Colorado, we have significant experience, expertise and working relationships in both the public and private sectors throughout the state. In the fall of 2020, Jim Driscoll joined the Cornerstone team, officially launching the firm's Mountain West presence. Prior to joining Cornerstone, Jim founded Jim Driscoll Consulting, serving clients nationally. Jim also previously worked for former Colorado Governors Hickenlooper and Ritter, where he established vast relationships throughout the state. In the Summer of 2022, Lucy Lasseur rejoined the firm in the Denver office, following three years supporting the firm's federal public health practice. In September 2022, Kara van Stralen joined Cornerstone, after serving as Policy Director to Governor Polis. She also brings years of Capitol Hill experience to the firm's Denver office. This summer, Megan Davisson joined the firm following her successful tenure in all levels of Colorado government work including the Governor's Office of State Planning and Budgeting, Douglas County Colorado, and the Joint Budget Committee.

Our team assists clients with explaining their needs in front of elected, executive branch and citizen decision makers. We provide clients with a broad and diverse range of services that are based on our significant state and local government experience and understanding of historical election outcomes. Our professionals have significant experience working in and with state and local government in Colorado. Our services include:

- Legislative & Regulatory Lobbying
- Marketing & Procurement
- Relationship Building & Management
- State and Local Appropriations & Budgets
- Policy Research & Development
- Testimony Writing & Preparation
- Issue Monitoring & Intelligence Gathering
- Strategic Counseling/Consulting
- Bill/ Rule Drafting & Tracking
- Public Relations/ Communications
- Association Management
- Political Consulting

## PUBLIC AFFAIRS & STRATEGIC COMMUNICATIONS

Recognizing the ability to better serve our clients, the firm established a public affairs and strategic communications division, in April 2017 to integrate with the existing government relations and regulatory strategy services. Now with a presence in Washington, D.C., Des Moines, Atlanta, Oklahoma City, Houston and Concord, we give clients a complete offering that fosters collaboration and increases the resources available to achieve success. As a firm of Democrats and Republicans, we maintain relationships across the political spectrum, and have the experience and knowledge of the process to deliver results.

Our team is dedicated to helping our clients effectively tell their story. We are a group of senior professionals with diverse experience in public relations, business, media and government. We help our clients anticipate and navigate the complexities that occur at the intersection of policy, politics, and public perception to achieve their desired objectives. We provide bespoke counsel, develop and implement thoughtful communications strategies, advise on messaging and reputation management, overcome crises, and assist in building long-term engagement plans.

### Services & Expertise

- Strategic Communications Counsel
- Public Relations
- Campaign Development
- Message Crafting
- Media Training
- Press Engagement
- Audience Analyzation
- Crisis Communications and Rapid Response
- Event Planning and Execution
- Issue Advocacy Support
- Brand Management
- Website and Social Media Builds
- Collateral Design

We specialize in developing and implementing public affairs strategies that complement government affairs initiatives and amplify communications efforts with local audiences; garner national media attention; advance an organization's public policy goals; train leaders for press engagement; and organize and execute public events. We provide bespoke counsel, develop and implement thoughtful communications strategies, advise on messaging and reputation management, overcome crises, and assist in building long-term engagement plans.

Cornerstone Public Affairs understands the complexities of messaging in the 21st century. Rather than allowing information of today's media environment, fear of a potential misstep or an absent communications capacity hinder your brand, Cornerstone works to ensure our clients' stories are told and they stand ready for any potential roadblocks.

*Cornerstone Public Affairs partners with designers, developers and production firms to provide our clients a full suite of services.*

## AGUILAR PUBLIC RELATIONS

Established in January 2005, Aguilar Public Relations is a firm dedicated to creating and executing strategies that build brands for companies of all sizes. With specialties in public affairs and public relations, we help build grassroots campaigns and develop public relations strategies to help our clients reach the audiences most important to them. We deliver solutions through strategic and creative communications that align with your brand, business goals and customers' desires. Whether you're a small business creating a name for yourself, a Fortune 500 company protecting your corporate identity or a non-profit establishing your presence in the community, Aguilar Public Relations implements the right public relations programs that get results.

Our mission is to provide the most effective strategic messaging, execute the right public relations plans and bring the right creative team together to achieve your goals. We’ve worked hard to be a trusted resource for our clients across the United States, helping them reach key audiences and build brand presence. We do it with relationships founded on respect, integrity and with a highly creative strategic team.

## GLOBAL STRATEGY GROUP

Andrew Baumann, who heads GSG’s Mountain West Office in Denver, has become one of Colorado’s most respected pollsters, being named one of the “winners” of the 2022 elections in Colorado and praised by the media for his “remarkably accurate” polling. Andrew helped guide Jason Crow’s 2018 victory over Mike Coffman (and remains Crow’s pollster) as well as Yadira Caraveo’s 2022 upset of Barbara Kirkmeyer. He led GSG’s 2020 polling for Senate Majority PAC in support of John Hickenlooper, and our 2023 work for Advancing Denver in support of new mayor Mike Johnston. He has also conducted polling on a range of fiscal issues for the Polis Administration, the Colorado House and Senate Democratic caucuses, and the Bell Policy Center. Andrew also leads polling for The Rocky Mountaineer, a highly respected, regular public-facing poll of Colorado voters that allows us to continually keep our finger on the pulse of Colorado voters.

2022 Gubernatorial	GSG Poll	Actual Results
Polis	57 (+19)	59 (+20)
Ganahl	38	39

2022 Senate	GSG Poll	Actual Results
Bennet	54 (+14)	56 (+15)
O’Dea	40	41

2020 Presidential	GSG Poll	Actual Results
Biden	54 (+13)	55 (+13)
Trump	41	42

2020 Senate	GSG Poll	Actual Results
Hickenlooper	54 (+11)	54 (+10)
Gardner	43	44

Prop 115 (2020)	GSG Poll	Actual Results
Yes	41	41

Prop 113 (2020)	GSG Poll	Actual Results
Yes	53	52

## KEY PERSONNEL & SUBCONTRACTORS

Whether impacting legislation, securing or advancing policy authorizations, creating communications platforms, developing a funding strategy, designing a political campaign or developing a complex budget strategy, Cornerstone has built a tremendous track record of success.

We operate as a complete, bipartisan team. When a client hires us, they retain not simply an individual, but the resources of our entire organization. For this reason, we cannot definitively outline time estimates for each assigned role. For the scope of services outlined in the RFP, the following professionals will be part of a core team and engaged on the project, with Megan Davisson leading our overall efforts on behalf of the County. As mentioned above, Cornerstone will be partnering with Aguilar Public Relations and will be utilizing a subconsultant (Andrew Baumann) to execute polling efforts on behalf of the County.



**Megan Davisson** joined Cornerstone in August 2023 as a vice president in the Denver office. Megan joins the firm following her time at the Colorado Office of Planning and Budgeting, where she held two roles: deputy director for budget and chief of budget review. In these roles, she led the statewide budget process to deliver the Governor’s budget on time and within guidance for principal departments. She managed General Fund balancing and baseline, as well as providing strategic and technical support for budget decision-making and negotiations. Megan also provided direct management and supervision over a team of five analysts while liaising with the statewide

Budget Directors group and department budget directors. Before that, Megan served as a senior budget and policy analyst for Douglas County, where she worked under the county manager to provide financial, budget, and policy analysis, evaluations, and administrative recommendations of programs, projects, and expenditures. In addition, she integrated multi-channel communications of proposed legislative changes and the projected impacts on various county programs between the County Commissioners and staff program experts. Prior to joining Douglas County, Megan spent ten years as nonpartisan legislative staff for the Colorado Joint Budget Committee. Megan received her Bachelor of Arts from the University of Notre Dame and her Master of Public Policy from the University of Denver.



**Jim Driscoll** joined Cornerstone as the lead of the firm’s Mountain West in November 2020. For the majority of his career, Jim worked as a dedicated public servant, serving in both the Hickenlooper and Ritter administrations as a senior legislative advisor. Under Colorado Governor Bill Ritter, Jim was responsible for ushering in the administration’s top legislative priorities including the statewide 30 percent renewable energy standard. Upon the election of Governor John Hickenlooper, Jim stayed on to spearhead the young administration’s legislative efforts. Before joining Cornerstone, Jim founded Jim Driscoll Consulting, where he developed a proven track record of generating successes for his clients in Washington, D.C. and several states including California, Colorado, and Montana. Prior to founding Jim Driscoll Consulting, Jim ran the state government relations practice of the nation’s largest group purchasing organization for pharmaceuticals, where he led efforts to open the group’s flagship state government relations office and passed key legislation in more than a dozen states. Jim’s approach to lobbying and public affairs is results-driven, collaborative, and client-focused. As a result, many of his clients have worked with him for more than a decade. A third-generation Montanan, Jim currently calls Denver home, where he resides with his wife and children. He earned both his bachelor’s degree in economics and master’s degree in public administration from the University of Montana.



**Kara van Stralen** joined Cornerstone in September 2022 as a principal in the firm’s Colorado office. Prior to joining Cornerstone, she served as policy director to Colorado Governor Jared Polis, where she managed a team of policy advisors to the Governor and participated in weekly Cabinet meetings and strategic planning. Prior to her service in Colorado, Kara served in various roles on Capitol Hill, including as chief of staff for Rep. Mike Levin (D-CA). She also served as policy advisor to Sen. Cory Booker (D-NJ) for technology and innovation, infrastructure and transportation issues, and later served as a senior policy advisor for Sen. Maggie Hassan (D-NH), working on broadband and infrastructure issues. Her time with Sens. Booker and Hassan took place during their respective tenures on the Senate Committee on Commerce, Science and Transportation. Kara began her career as a staff assistant to Sen. Robert Menendez (D-NJ) and went on to serve as policy staff for the House Energy and Commerce Committee under Ranking Member Henry Waxman (D-CA). Kara earned her bachelor’s degree in government from the University of Redlands and her masters in legislative affairs from George Washington University.



**Lucy Lasseur**, a native of Colorado, rejoined the Cornerstone team in August 2022 as a senior associate in the Denver office to assist in building out the firm’s presence in the state. After serving as an associate on Cornerstone’s federal health team in the D.C. office from 2018-2021, Lucy spent the last year at Deloitte as a consultant in their Government and Public Services practice, focusing on helping the Virginia Department of Health implement the Commonwealth’s COVID-19 vaccination strategy and increase vaccination rates in the state’s Medicaid population. Additionally, she was involved with its Opioid Strategy Community, the Public Health Transformation practice group and the State/Local Behavioral Health Team. Prior to Lucy’s first stint at Cornerstone, she was a labor policy intern for the House Committee on Education and the Workforce (now Education

and Labor) where she wrote labor-related health legislation. Lucy earned her MPH in Environmental Health Science and Policy from The George Washington University Milken Institute School of Public Health and graduated with her B.A. in Environmental Studies from Vassar College.



**Max Moll** joined the Cornerstone Public Affairs team in April of 2023, bringing a public affairs and strategic communications presence to Cornerstone’s Texas offices. In his previous role as chief engagement officer at the Houston Independent School District, he oversaw government relations, communications, family and community engagement and board relations for the nation’s eighth largest school district. In addition, he represented the district with external stakeholders, in traditional and digital media appearances, and on panels and other various speaking opportunities. Prior to working at HISD, Max served as the chief communications officer & deputy director for the Office of the Houston City Controller. There he spearheaded all communications initiatives for the Office, serving as liaison between Controller’s Office and the city’s investors, developing key external messaging relating to investment strategy, portfolio performance, and maintaining key relationships with city’s investor base. Max also served as the chief of staff to the CEO of the Houston Hispanic Chamber of Commerce, where he oversaw the development and execution of the Chamber’s public affairs and community outreach efforts, legislative advocacy campaigns and external affairs projects. He holds a master’s in political management from George Washington University, and a Bachelor of Arts in Mass Communication from LSU. At the end of this year, he is expected to receive his MBA from Boston University.



**Charlie Hannema** joined Cornerstone in June 2022, expanding the firm’s public affairs presence to Oklahoma and bringing his 15 years of media and strategic communications experience to the Public Affairs team. He previously served two years as chief of communications for Gov. Kevin Stitt (R-OK). In this role, he supervised and managed internal communications staff, other state agency communications teams and contract public relations firms. He guided the Governor, cabinet officials, and state agencies through the COVID-19 pandemic and many other sensitive state and national issues. In addition to serving as the Governor’s primary spokesperson, Charlie also acted as the principal speechwriter for the 2021 and 2022 State of the State addresses, expanded the communications team, and successfully increased the Governor’s digital footprint. Prior to working for Gov. Stitt, Charlie served as director of public relations for Broken Arrow Public Schools, one of Oklahoma’s largest suburban school districts. From 2007 through 2017, Charlie was a news and sports anchor for various local TV stations in Oklahoma, Missouri, Nebraska and Arkansas, including five years at KOTV, the most-watched station in Tulsa. Charlie is a proud Mizzou graduate and resides in Oklahoma City, Oklahoma.



**Ben Sheidler** joined the firm in September 2021 as the first public affairs and strategic communications professional in the Atlanta, Georgia office. He has spent his career helping companies and organizations strengthen their public perception by focusing on the intersection of corporate reputation, public policy, crisis, and issues communications. While at Cornerstone, Ben has specialized in helping organizations and companies effectively communicate about economic development issues. Leaning on his experience with crisis and reputation management, Ben has helped economic development clients navigate the complexities of community and public relations with a focus on advanced manufacturing, bio, hi-tech, and the emerging electric mobility industry. In his role at Equifax, Ben focused on driving a new company narrative and implementing new communications approaches rooted in measurement and impact. In addition, he was responsible for managing crisis and policy communications, launching the company’s first online newsroom, and creating other external communications content in support of the company’s transformation



efforts. Before Equifax, Ben worked in various government relations and public affairs positions at The Coca-Cola Company for more than a decade, ultimately serving as the director of external communications, where he helped craft public policy positions and accompanying communications strategies. He started his career in government affairs at the Georgia Beverage Association and then the American Beverage Association in Washington, D.C. Ben graduated cum laude from the University of Georgia where he majored in political science.

As the primary respondent, Cornerstone will serve as the direct liaison for interactions with the County in carrying out all services. To execute the scope of services outlined in the RFP, Cornerstone will utilize the following subcontractors to support our efforts. These subcontractors will interact with the County as necessary to carry out their assigned responsibilities. Cornerstone and the following subcontractors will function cohesively as a unified team, working collectively on behalf of the County:

## AGUILAR PUBLIC RELATIONS



**Timi Aguilar** is the president and CEO of Aguilar Public Relations, specializing in crafting impactful public affairs strategies for businesses of all sizes, non-profits, and governmental entities nationwide. With extensive experience advising executive leadership, she's managed high-profile projects for renowned brands like AT&T, Baker Hughes, State Farm Insurance, and McDonald's USA. Her expertise spans crisis communication, media strategy, and project management across 20 states. Formerly holding a senior role at Baker Hughes in both Florence, Italy, and Houston, Texas, Timi spearheaded global communications efforts, focusing on North and Latin America. Beyond her corporate endeavors, she's dedicated to fostering strong communities, particularly championing Latino outreach initiatives and forging partnerships between non-profits and businesses for communal advancement. Timi's accolades include recognition from the Denver Business Journal and LATINA Style for her outstanding contributions to business and leadership. Actively engaged in various boards and organizations, she brings her expertise to support causes like the Mile High United Way and The Foundation for Douglas County Schools. A proud University of Notre Dame alumna and West Texas native, Timi resides in Castle Pines, Colorado, with her family.

## GLOBAL STRATEGY GROUP



**Andrew Baumann** began his career as a physicist before deciding to give up supercolliders for Senate campaigns. Since becoming a strategist and pollster 15 years ago, he has provided research and strategic advice to political campaigns, issue advocacy organizations, unions, and foundations. Over the past decade and a half, Andrew has helped elect or re-elect Senators John Hickenlooper, Michael Bennet, Jacky Rosen, Catherine Cortez Masto, Gary Peters, Debbie Stabenow, Tammy Baldwin, Jon Tester, and Tom Udall, while also playing a significant role in helping move Michigan, Colorado, and Nevada in a decidedly blue direction. Named one of the “winners” of the 2022 elections in Colorado and praised by the media for his “remarkably accurate” polling, Andrew helped guide Yadira Caraveo to an upset win in CO-08 that few thought was possible; in 2020 he advised Senate Majority PAC in their successful efforts to defeat Cory Gardner; and in 2018, he advised Congressman Jason Crow in his 11-point victory in CO-06 over Mike Coffman – who Colorado pundits had labeled as “unbeatable” after his 2016 victory. In Nevada, Andrew advised the winning campaign of Senator Jacky Rosen, served as pollster for Democratic pick-ups (and holds) in both CD-03 and CD-04, and helped Senate Majority PAC and the DSCC elect Senator Catherine Cortez Masto in 2016 and re-elect her in 2022. In 2022, Andrew also helped guide Gabe Vasquez and Wiley Nickel to wins in toss-up races in NM-02 and NC-13, respectively, and he led the polling for the Michigan State Senate Caucus’ historic, and successful, effort to recapture the



chamber for the first time in 40 years. Andrew has also helped guide numerous ballot measures across the country to victory, including measures to expand public transit in Oakland County, MI (2022), expand voting rights in Michigan (2022), defeat an abortion ban in Colorado (2020), have Colorado join the National Popular Vote Compact (2020), implement Automatic Voter Registration in Nevada (2018), and pass a Renewable Energy Standard in Nevada (2018), amongst others. With degrees in Physics and Engineering from MIT and Stanford, Andrew also has extensive experience working with data scientists to develop new methodologies and implement innovative analytical data solutions for clients.

## STRATEGY AND APPROACH

Cornerstone will work closely with the County to develop and execute a multifaceted approach to accomplish the Scope of Service. Through strategic planning, legislative tracking, coalition building, and active engagement with legislators, we will work to maintain strong relationships and identify opportunities to advance the County's goals. We recognize a detailed and strategic work plan cannot be thoughtfully compiled until our team has conducted a process we refer to as a "Needs Assessment" with the County and has a full understanding of your priorities, past and current efforts, relationships, challenges and objectives. Based off what we currently know, and the scope of work provided in the RFP, however, we propose the following actionable approach to provide state-level services on behalf of the County.

### Research, Plan and Implement Messaging:

Cornerstone will utilize the extensive work already completed by the County about the reality of the county's economic position to develop clear and compelling messages about the budget challenges and possible solutions.

### Demographic and Psychographic Analysis:

Leveraging advanced demographic, psychographic and polling/surveying methodologies, Cornerstone will help identify specific target audiences within the County. Our message strategy will ensure tailored communication that addresses the unique concerns of various stakeholder groups.

### Strategic Counsel on Fiscal and Capital Solutions:

Using our team's extensive fiscal and public affairs skillsets, Cornerstone will provide strategic counsel and recommendations on proposed the functional feasibility of proposed fiscal and capital solutions with and without ballot changes, as well as how proposed ballot language would impact the viability of various fiscal and capital solutions.

### Grassroots Outreach and Engagement:

Working closely with County staff, Cornerstone will create and implement a comprehensive grassroots outreach and engagement plan based on the direction provided by the County. Our strategy will encompass strategic messaging, coalition building, and a communications plan designed to resonate with identified stakeholders.

### Strategic Communications Plan and Message Development:

Cornerstone will develop a comprehensive strategic communications plan that both informs the community about the county's financial challenges, while also educating the community on possible solutions to those challenges. Our team will then develop messaging that communicates what is learned from the community outreach efforts. We will identify messaging based on research findings and develop messaging in collaboration with county leaders. Our team can reach desired stakeholders utilizing a variety of channels, including paid, earned and digital media. Cornerstone can develop compelling storylines that will make an impact, by thinking holistically and aligning both public relations and policy initiatives. Some tactics include, but are not limited to:

- **Earned Media & Media Relations:** Cornerstone will craft a comprehensive, sophisticated outreach strategy to reach key media outlets and beyond, to increase awareness and amplify our narrative among our key audiences. We will pitch earned media, which includes the development and execution of press releases, telling compelling stories, identifying key reporters, and writing and placing op-eds/guest columns. Cornerstone will develop and disseminate, as appropriate, messaging materials (press releases, talking points, etc.), and, if appropriate, serve as the principal media point of contact on behalf of the effort. Our team will engage with media outlets and journalists and provide them with timely, accurate, and comprehensive information.
- **Media Monitoring:** Our team will monitor media and social media platforms and identify any recommended changes to the communication strategy and key messaging.
- **Establish a Content Calendar:** Coordinate with County leadership to map out key dates, to create a steady cadence of earned, paid and digital content.

#### Strategic Social Media Game Plan:

Cornerstone will integrate with the County’s existing social media team and provide a clear digital strategy that highlights its goals, specifically as they relate to the fiscal challenges and potential ballot issues that can be shared after a decision on a ballot question. Our team can manage the social media channels directly if desired, or provide guidance and content as needed to ensure various channels are deployed.

- **Perform Social Media Channel Assessment** – We will conduct an in-depth audit of your existing social media platforms, such as LinkedIn, Instagram, Facebook or Twitter.
- **Analyze Industry Landscape** – We will review use and reach of peer social media channels to inform and inspire future goals and content creation. This will also help us understand who the audience is and what type of content creation they engage with the most.
- **Develop Digital Content Calendar Aligned with Legislative Priorities** – We can provide an organized approach and content calendar to ensure consistent and frequent pre-planned content that aligns with and highlights the communications goals.
- **Review Performance and Engagement**– Cornerstone can measure the effectiveness of posts by tracking engagement metrics (likes, shares, comments), reach and impressions, and conversions/click-through rates. These insights will inform adjustments to the digital strategy as needed. We will determine what kind of content and messaging have resonated with target audiences.

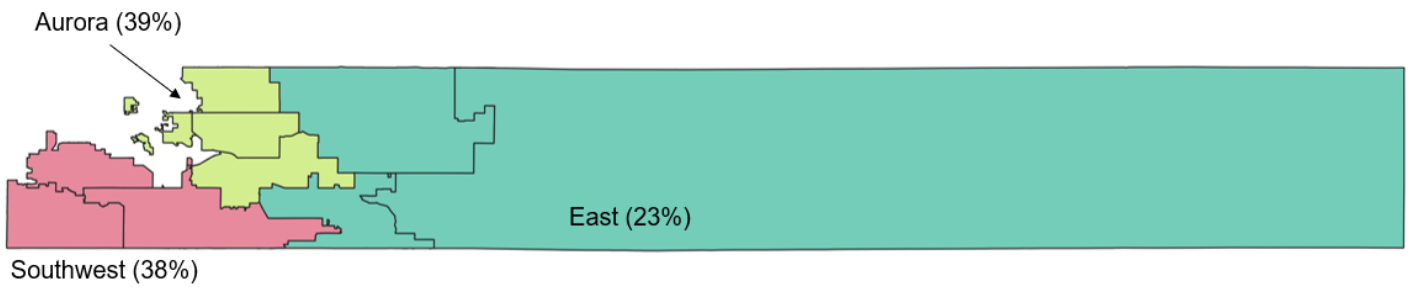
#### Ongoing Strategic Counsel and Project Management:

Cornerstone suggests a regular cadence of standing calls for idea sharing and strategizing on how to optimize communications efforts and achieve immediate and longer-term goals. Our team can develop the agenda, track action items, and ensure the County is on track to meet their goals. We will continue to update the communications plan as needed and stand ready to pivot as needed.

#### Review and Support Quantitative Surveying:

As you know, Arapahoe is a very diverse county on many levels. We usually break the county up into three regions:

- Aurora and the surrounding areas. The most racially diverse region and more blue-collar than the communities to the southwest. The region makes up about 39% of a presidential year electorate.
- The Southwest region, including Englewood, Greenwood Village, Littleton, and Centennial (among others). The more white-college part of the county. (38% of a presidential year electorate).
- And the East region. More rural and conservative. (23% of a presidential year electorate)



Unaffiliated and third-party voters continue to grow as a share of the electorate and now make up a 41% plurality of voters. The electorate is about 78% white (with white voters split about evenly between college-educated and non-college), nearly 10% Hispanic, and 8% African American.

	Percent of Electorate
<b>Gender</b>	
Men	47.2%
Women	52.8%
<b>Party</b>	
Democrat	34.3%
Unaffiliated/Other	41.3%
Republican	24.4%
<b>Age</b>	
18-44	43.2%
45-64	33.8%
65+	23.0%
<b>Race and Education</b>	
White Non-College	40.8%
White College	37.1%
Hispanic	9.6%
African American	7.8%
Asian/Other	4.8%

Therefore, in order to develop the strongest messaging with all major segments of the electorate, an effective research plan must have sufficient scope to assess the best messages in all regions and with Hispanic and African American voters.

We are recommending that we start our research with a qualitative phase of 4 to 6 focus groups. Qualitative research is often a critical step in message development. It allows us to hear from voters in an open-ended way in order to get a textured understanding of not only their concerns and priorities, but the values that drive them as well. It also allows us to conduct initial message testing where we can not only understand what works, but why – so that we can develop stronger frames, language, and proof points to test in quantitative research.

## CURRENT CAPACITY AND POTENTIAL CONFLICTS

Cornerstone currently manages a diverse portfolio of clients and projects across the firm. Our team's portfolio reflects a robust workload, demonstrating our capacity to effectively handle multiple concurrent projects. The breadth of our work encompasses a wide range of legislative, regulatory, advocacy and strategic communications initiatives. While our workload is substantial, we are well-equipped to allocate the necessary resources to meet the County's requirements in accordance with the scope of work and deliverables outlined in the RFP.

We take client confidentiality and conflicts of interest very seriously, and we continually monitor our work with existing clients and that of any potential clients to avoid and/or mitigate matters of conflict. We strive to identify and communicate any potential conflicts that might be caused with our existing clients by virtue of a new client relationship and remain committed to making our existing clients aware of any activities that could be seen as a real or perceived conflict of interest. At this time, we do not foresee any conflicts of interest in this engagement. If selected to work together, we will not enter a situation that will create a conflict of interest or prevent us from freely performing our work on behalf of the County.

## REFERENCES

### **Reference #1 (*Cornerstone Government Affairs*): [Budget Planning & Strategy for State of Colorado and Douglas County](#)**

**Services Provided:** Megan Davisson brings a wealth of experience and expertise in budget management, government financial strategy, and ballot measure implementation. Her tenure in key roles at the Colorado Office of Planning and Budgeting, Douglas County, and the Joint Budget Committee staff has established her as a seasoned professional with a proven track record of evaluating and recommendations that lead to effective fiscal management and strategic decision-making. During her time at the Colorado Office of Planning and Budgeting, Megan was responsible for implementing the revenue impacts of Proposition 123 and Healthy Meals for All, balancing the state budget across all fund sources and forecasts and, producing public materials used by the Governor and cabinet members when discussing fiscal proposals in front of the Joint Budget Committee. Additionally Megan's work at the Governor's Office involved understanding the fiscal impact of S.B. 23-303, tax credit proposals, and successfully managing the complex task of General Fund balancing throughout the legislative session. Megan has one-of-a-kind experience at providing invaluable strategic and technical support for budget decision-making and negotiations, contributing to the development of sound fiscal policies which are a fundamental component of government fiscal stability at every level. In addition to state executive branch budget and ballot measure experience, Megan participated in the management of the fiscal analysis and proposed allocation of Douglas County's American Rescue Plan Act funds allocation. This work was possible due to Megan's understanding of the county's revenue sources, expenditure obligation, and budgeting mechanics.

The last component of Megan's experience, which is unique to Colorado, and only held by a limited pool of individuals is a decade as non-partisan Joint Budget Committee staff for the Colorado General Assembly. Megan joined the JBC staff immediately prior to the Great Recession and participated in difficult and complex budgeting to ensure the General Assembly passed a balanced budget with forecasted revenue reductions exceeding 15 percent. The passage of the marijuana taxes and subsequent implementation of statutory and budgetary frameworks occurred during Megan's tenure at the Joint Budget Committee staff. In addition, as staff, Megan development skills to explain complex issues to elected officials, put forth budget and legislative recommendations which were adopted by the Joint Budget Committee and resulted in the successful passage of legislative bills. Across multiple levels of Colorado government Megan has conducted in-depth financial analysis, evaluating program performance, project feasibility, and expenditure management. She played a key role in policy analysis, helping the county make informed decisions related to program initiatives and expenditures. Megan excelled in integrating

multi-channel communications regarding proposed legislative changes and their projected impacts on various county programs. Her ability to bridge the gap between County Commissioners and program experts facilitated informed decision-making.

**Contact Name:** Cheri Gerou, Former State Representative and Former State Architect

**Address:** 200 E. Colfax Avenue, Rm. 136, Denver, Colorado 80203

**Phone Number:** 720-635-3806

**Reference #2 (*Cornerstone Government Affairs*): Houston City Controller**

**Contact Name:** Chris Brown

**Address:** 901 Bagby Street, 8th Floor, Houston, Texas 77002

**Phone Number:** (832) 393-3460

**Email Address:** chrisblodgettbrown@gmail.com

**Services Provided:** The Houston City Controller is the independently elected Chief Financial Officer for the City of Houston. In this role, the Controller is the leading voice on issues that impact the city's budget and overall financial future. As part of the work with the Controller's Office, a member of the Cornerstone team led all external and internal communications efforts for the office, helping the office advocate for responsible financial decisions at Houston City Hall. As part of that effort, we supported the office in shaping the narrative around financial issues like landmark pension reform, adopting a structurally balanced budget, bringing much needed reforms to the city's Other Post Employment (OPEB) benefits, and explaining the city's budgeting process and upcoming financial challenges to Houston residents. Through that work, we served as the on the record spokesperson for the office; drafted, pitched, and placed earned media opportunities across various mediums; managed stakeholder relationships; and led overall strategic communications for the office. This also included providing crisis communications support during several natural disasters including Hurricane Harvey, as well as throughout the COVID-19 pandemic.

**Reference #2 (*Global Strategy Group*): The Bell Policy Center**

**Contact Name:** Scott Wasserman

**Address:** 303 E. 17th Avenue, Suite 400, Denver, Colorado 80203

**Phone Number:** 303-619-3734

**Email Address:** wasserman@bellpolicy.org

**Services Provided:** Various polling and focus groups projects over the last 5 years exploring Colorado voters' attitudes toward fiscal issues, state and county services, and revenue raising options.

## APPENDIX: FEE SCHEDULE

### MONTHLY RETAINER FOR SERVICES:

Cornerstone engages its clients on a monthly retainer basis plus reasonable and customary out-of-pocket expenses. These expenses generally include but are not limited to, approved travel, meals, local transportation, and ethics registration and will be charged only by the policy set forth by Thomas Point Capital. Based on our understanding of your needs, we propose a monthly retainer of \$25,000 for services provided within the nine-month time frame outlined in the RFP.

### ANTICIPATED THIRD-PARTY TACTICAL COST ESTIMATES:

We are recommending that we start our research with a qualitative phase of 4 to 6 focus groups. Qualitative research is often a critical step in message development. It allows us to hear from voters in an open-ended way in order to get a textured understanding of not only their concerns and priorities, but the values that drive them as well. It also allows us to conduct initial message testing where we can not only understand what works, but why – so that we can develop stronger frames, language, and proof points to test in quantitative research.

- The cost of focus groups is \$13,000 per group (not including incentives).

When we move to quantitative research, we are recommending a 15- or 18-minute survey of presidential year voters. This approach will allow us to look at the kind of broader electorate that we will likely see in 2026 or, if required, to narrow our focus to voters more likely to turn out in 2024. We would use a methodology that combines interviews via phone (predominantly, but not exclusively, cell phones) and text-to-web (where respondents are texted an invitation to click on a link and take the survey via a web browser).

We are offering base sample sizes of 600 or 800 voters across the district. While an n=600 sample size would be sufficient for accurate results across the county, the larger n=800 sample size would be preferable to achieve more confidence in our results among subgroups.

With either sample size, we are also providing pricing for optional oversamples in the East region and with Hispanic and African American voters to ensure that we have a large enough sample size to look at results within each of those subgroups.

The right side of the table below lays out the sample size that we would expect to get in each regional and racial subgroup with each of the different potential samples, and for six different potential combinations of samples. Please note that these are not the only possible combinations. We are happy to work with you to determine the combination that best meets your needs and budget.

#### Pricing Menu and Sample Size Breakdown

	Pricing		Sample Size							
	15 Min	18 Min	Aurora	SW	East		White	Hisp	AA	Other
			39%	38%	23%		78%	10%	8%	4%
<b>Base Sample</b>										
N=800	\$ 67,000	\$ 73,000	310	306	184		622	77	62	38
N=600	\$ 53,500	\$ 58,500	232	230	138		467	58	47	29
<b>Oversamples</b>										
N=125 in the East Region	\$ 8,500	\$ 9,500			125					
N=100 in the East Region	\$ 7,000	\$ 7,500			100					
N=150 Hispanics	\$ 13,000	\$ 15,000						150		
N=150 African Americans	\$ 13,000	\$ 15,000							150	
<b>Combos</b>										
N=800 + 125 East + 150 Hisp AND AA	\$ 101,500	\$ 112,500	310	306	309		622	227	212	38
N=800 + 125 East + 150 Hisp OR AA	\$ 88,500	\$ 97,500	310	306	309		622	227	62	38
N=800 + 125 East	\$ 75,500	\$ 82,500	310	306	309		622	77	62	38
N=600 + 100 East + 150 Hisp AND AA	\$ 86,500	\$ 96,000	232	230	238		467	208	197	29
N=600 + 100 East + 150 Hisp OR AA	\$ 73,500	\$ 81,000	232	230	238		467	208	47	29
N=600 + 100 East	\$ 60,500	\$ 66,000	232	230	238		467	58	47	29

## TACTICS FOR FURTHER DISCUSSION AND CONSIDERATION:

- The County's preferred timing of any future ballot question
- Indirect consideration is if the State makes any changes which impact local governments in response to the federal [Tyler v. Hennepin County](#) decision by the Supreme Court.





**ARAPAHOE COUNTY**

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

**REQUEST FOR PROPOSAL  
PRICING FORM**

**FEE SCHEDULE**

The submittal should include a fee schedule appendix that identifies:

1. Monthly retainer for services
2. Anticipated third-party tactical cost estimates (i.e. coalition building, polling, technology).
3. Identified unknown costs/tactics for further discussion and consideration.

<b>ITEM NUMB</b>	<b>QTY</b>	<b>UNIT</b>	<b>DESCRIPTION Hourly Rate</b>	<b>UNIT PRICE</b>
1.				

Fee Schedule Appendix is included in the attached proposal.



**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: Cornerstone Government Affairs, Inc.

Contact Names: Sales/Customer Service: Megan Davisson

Address: 800 Main Avenue SW, 7th Floor, Washington, D.C. 20024

Phone: ( 303 ) 519-5562 Email(s): mdavisson@cgagroup.com

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>11/21/2023</u>	<u>33-1003480</u>
Signature of Authorized Agent	Date	FEIN
<u>Geoffrey J. Gonella</u>	Chief Executive Officer	<u>geoff@cgagroup.com</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 Q&A Document #2 \_\_\_\_\_ #3 \_\_\_\_\_ #4 \_\_\_\_\_ #5 \_\_\_\_\_

**REFERENCES:**

- Check here if Firm's standard reference sheet is attached, otherwise, use the space below. References with all information requested below are included in a section of the proposal/RFP response.

Name: \_\_\_\_\_ Contact Person: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone No: \_\_\_\_\_ Email: \_\_\_\_\_

Describe type of work/service performed or items supplied: \_\_\_\_\_

Name: \_\_\_\_\_ Contact Person: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone No: \_\_\_\_\_ Email: \_\_\_\_\_

Describe type of work/service performed or items supplied: \_\_\_\_\_

Name: \_\_\_\_\_ Contact Person: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone No: \_\_\_\_\_ Email: \_\_\_\_\_

Describe type of work/service performed or items supplied: \_\_\_\_\_

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

**PERFORMANCE MEASURES FORM INSTRUCTIONS:**

The County’s Purchasing Department has incorporated Performance Management into our culture. When vendors submit offers to the County in response to solicitations for **Services** (not associated with the primary purchase of goods or software), they shall identify the goals by which they will monitor and report their performance providing the services. Vendor performance shall be documented as to (a) Price/Cost, (b) Punctuality/Responsiveness (c) Quality/Reliability, and optionally (d) Sustainability/or Innovation.

The awarded vendor will self-score their defined measures prior to contract renewal. The department will review the vendor’s self-scored measures. Performance measures will be queried for every year of the contract. Performance measures reporting will partially inform re-contracting with or renewing a contract with a vendor.

*SERVICES means:* the furnishing of labor, time, effort, maintenance, etc., by a contractor with an initial contract amount of more than \$100,000.

**Company name & contact name:** Cornerstone Government Affairs, Inc.

**Email:** mdavisson@cgagroup.com      **Phone:** (303) 519-5562

**Date:** 11/21/2023      **ACG Department:** Finance Department Purchasing Division

**Solicitation/waiver date:** 10/27/2023

**(a) Price/Cost**

*Example Measure: Consultant will submit detailed invoices substantiating amounts requested.*

1. Cornerstone will provide monthly billing summaries outlining monthly billing costs by function as compared to the total contract amount by function.

**(b) Punctuality/Responsiveness**

*Example Measure: Reporting of project status will occur monthly with the County and contractor’s Project Manager or contact.*

1. Cornerstone will provide monthly reporting of project status relative to the agreed upon full project timeline and project goals.

**(c) Quality/Reliability - Provide at least one measure.**

*Example Measure: Revisions are drafted within two weeks with no more than 3 revisions prior to final.*

1. Cornerstone will utilize internal review process on all documents to ensure all documents shared with the County have had at least one internal review.
2. Cornerstone will meet all agreed upon deliverable deadlines.

**(d) Sustainability and/or Innovation (optional)**

*Example Measure: Digital reports delivered to the County 95% of the time will reduce the use of paper.*

1. Cornerstone will propose the use of multiuser information technology document sharing system (like SharePoint) to ensure seamless partnership with the County and streamlined document review.
2. Cornerstone will utilize expansion knowledge of entire team to identify areas where innovation solutions have been deployed in other projects that could be adopted in this project.



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

10/2/2023

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).

<b>PRODUCER</b> AHT Insurance 20 S. King Street Leesburg VA 20175	<b>CONTACT NAME:</b> Megan Griffanti <b>PHONE (A/C. No. Ext):</b> 703-777-2341 <b>E-MAIL ADDRESS:</b> megan.griffanti@ahtins.com		<b>FAX (A/C. No.):</b> 703-771-1852
	<b>INSURER(S) AFFORDING COVERAGE</b>		
<b>INSURED</b> GONEKAU-01 Cornerstone Government Affairs, Inc. 800 Maine Ave., SW 7th Floor Washington DC 20024	<b>INSURER A :</b> Hartford Underwriters Insuranc		<b>NAIC #</b> 30104
	<b>INSURER B :</b> Trumbull Insurance Company		27120
	<b>INSURER C :</b> Twin City Fire Insurance Compa		29459
	<b>INSURER D :</b> Hartford Casualty Insurance Co		29424
	<b>INSURER E :</b> Continental Casualty Company		20443
	<b>INSURER F :</b>		

**COVERAGES**

CERTIFICATE NUMBER: 597362197

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 INSD	SUBR WVD	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 type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC <input type="checkbox"/> OTHER:			42UUNNL3210	10/1/2023	10/1/2024	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	<input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			42UENAE5844	10/1/2023	10/1/2024	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
D	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			42RHUNL3251	10/1/2023	10/1/2024	EACH OCCURRENCE	\$ 4,000,000
							AGGREGATE	\$
								\$
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	42WELD7613	10/1/2023	10/1/2024	<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
C E E	Crime- 3rd party Errors and Omissions Cyber Liability			42KB0288527-23 169914311 169914311	3/1/2023 10/1/2023 10/1/2023	3/1/2024 10/1/2024 10/1/2024	Theft-ClientProperty Each Occ/Aggregate Each Occ/Aggregate	1,000,000 3,000,000 3,000,000

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

**CERTIFICATE HOLDER****CANCELLATION**

For Informational Purposes 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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# Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Print or type. See Specific Instructions on page 3.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. <b>Cornerstone Government Affairs, Inc.</b>		
	2 Business name/disregarded entity name, if different from above		
	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes.		4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):  Exempt payee code (if any) _____  Exemption from FATCA reporting code (if any) _____  <i>(Applies to accounts maintained outside the U.S.)</i>
	<input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ <b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is <b>not</b> disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) ▶ _____		
	5 Address (number, street, and apt. or suite no.) See instructions. <b>800 Maine Avenue, SW, 7th Floor</b>		Requester's name and address (optional)
	6 City, state, and ZIP code <b>Washington, DC 20024</b>		
	7 List account number(s) here (optional)		

## Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

<b>Social security number</b>									
				-			-		
<b>or</b>									
<b>Employer identification number</b>									
3	3	-	1	0	0	3	4	8	0

## Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

<b>Sign Here</b>	Signature of U.S. person ▶ 	Date ▶ <b>01/03/2023</b>
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## General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

## Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*