



GREENBERG RESEARCH

Web-dials reveal dynamics that advantage Democrats & Biden

**Results of large representative web-dials survey
September 13, 2023**

CAMPAIGNS | CORPORATIONS | ADVOCACY | WORLDWIDE

Methodology: Large web-dials survey

A very large sample of 391 registered voters watched blocks of video clips from Biden, Trump and the other Republican candidates on the evening of September 13, 2023, using Q2 methodology from Stratalys. They answered pre and post in-depth questions, followed with dial meters and answered open-ended questions. This work was conducted by *PSG Consulting and Democracy Corps*.

You can see the clips from [Biden](#), [Trump](#), [Haley](#) and [other](#) candidates from those links.

The registered voter sample gave us large numbers of respondents for some groups and added oversamples to enlarge the size of key groups.

Democratic base groups include:

- Blacks
- Hispanics
- Asian
- White millennials
- White unmarried women
- White college women

Republican base groups include:

- Trump loyalists
- Trump loyalists Evangelicals
- Cheney conservatives
- Moderate Republicans
- White Evangelicals

Key Findings - 1

- The election between President Joe Biden and Donald Trump is tied in the public polls, though this large representative sample has Biden with a 6-point lead. That small bias was likely produced by the sample of those willing to watch to 90 minutes of presidential videos. **Nonetheless, this large web-dial survey shows the underlying structure of attitudes that favors Democrats in this campaign cycle.**
- Biden edges up in his standing after respondents see the full raft of attacks from Trump and the other Republicans. **In this web-dials survey**, voters see Biden's launch video, his ads on poverty and leadership, and parts of a live press conference. They saw Trump describing Biden as the worst president ever, his attack on prices, crime, open borders, and attacks on the deep state and Justice Department, as well as at a rally. They also saw videos of Haley, DeSantis, and Ramaswamy. All of which attack Biden, government spending and the Democrats on the border and crime.
- With Biden not talking about the biggest worries — cost of living, immigration, and crime —we anticipated voters turning their dial ratings down, with Biden losing support. **This unique research will show the other dynamics that are helping Democrats.**
- One of those dynamics was Republicans being less consolidated than Democrats: moderate Republicans and Cheney conservatives hold the level of defection we saw in the midterms. Biden is running very strong with white college women. They respond with great negative intensity when watching Trump.
- **Another dynamic were voters' main worries.** Yes, they worry about inflation above all, as well as the border and immigration, but they also worry about climate change, families and children, rights under attack, and democracy. Those worries are part of the complex dynamics that are producing favorable results for Democrats and Biden.

Key Findings - 2

- The NBC poll found Trump is a bigger than Biden in their vote. While the parties are at parity on party identification, Biden and the Democratic Party are viewed more favorably than Trump, the GOP, and the Republicans in Congress. **That is another unique dynamic for Democrats.**
- **This unique survey brings in gut feelings to different factors.** Democrats are buttressed by feelings about Russia, January 6th and Proud Boys, working to make America diverse and gay marriage, and access to legal abortion. Republicans are buttressed by feelings about China, the 2nd Amendment, distrust of government, and Vice President Harris.
- **Trust is a driver measured by reactions before and after watching video.** Democrats, it turns out bring huge advantages on addressing climate change, women's rights being protected, keeping down your health care costs, and big ones on the president not acting as an autocrat and government being for working people. Republicans have huge advantages on the state of the border and the economy being stronger and big advantages on parents having a say, having strong leaders, and helping with the cost of living. Republicans are more trusted on protecting the U.S. Constitution and Democrats on protecting democracy.
- Like other surveys, this web-poll has Trump getting a fifth of Blacks voters and **running well with Hispanics, but the dial line also reveals how the latter respond positively** to Trump's comments on the border. But Biden's launch gets a strong response from Blacks on rights and equality, taking down poverty and with an attack on MAGA extremists. And Biden makes gains with Blacks at the end.
- **Biden is not running well with Hispanics (9% of 2020 electorate), Asian voters (5%) and white unmarried women (23%).** White millennials and Gen Z (20% of 2020 voters) are not engaged yet. This large web dials survey shows that even after watching Biden's videos, he does not move these base voters of color and the unmarried women.

Key Findings - 3

- Republicans are more trusted to produce a strong economy, and all base groups offer only a flat response to Biden talking about the jobs created. But the biggest change at the end was on helping with cost of living – where Democrats emerged with a majority choosing Democrats. **The web-dials pre-post survey show Democrats making gains on helping families struggling with inflation, even though the White House declines to talk about inflation and prices.**
- Nikki Haley gets the warmest response, and it is from both Democrats and Republicans. She has the biggest gain in favorability. The Evangelical Trump loyalists respond to her on abortion and the Cheney conservatives on Ukraine. She is the one candidate who would change the structure of the race.
- Vivek Ramaswamy calling climate change a hoax produces the biggest drop in favorability. It produces powerful polarization of Republicans — with Trump loyalists pushing their rating above 80 and both moderate Republicans and Cheney conservatives moving their lines below 50. This web survey shows the power of that issue to motivate Democrats and divide Republicans.
- After watching videos, Republicans made no gains on their brand strength, this unique survey showed. Democrats gain, however, on your family dealing with high costs, the economy being stronger, keeping down health care costs, and democracy being secure.
- The clash of campaigns jumped the engagement of white millennials and Gen Z by 10 points. They were already giving Democrats an 18-point margin. The competing campaigns never succeed with white unmarried women.
- And an evolution of the message that embraces the accomplishments of the Biden administration makes it a future choice and doubles the Democratic margin.

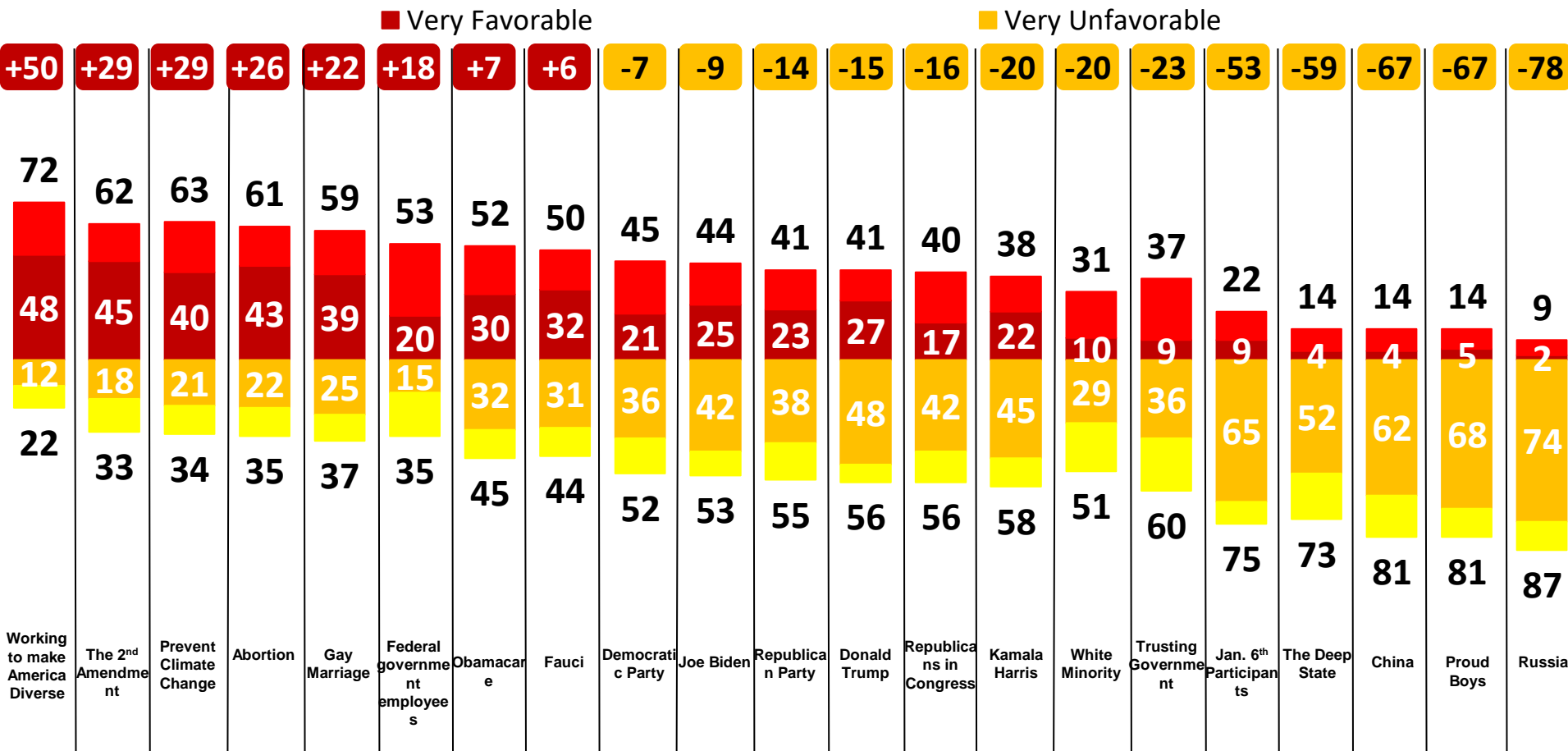
(BIDEN MESSAGE) The Biden administration worked to benefit the middle class. The Inflation Reduction Act has decreased prescription drug costs, invested in American Infrastructure, and tackled climate change and built it in America. We dropped unemployment to the lowest in the last 50 years. Our child tax credit cut poverty in half. This election is a choice. We will make the biggest corporations pay their fair share of taxes, will pass the Child Tax Credit again, and will protect Medicare and Social Security from Republicans who want more breaks for the rich. I'll be fighting for the blue-collar middle class and create American jobs.

The political starting point

Trump, GOP & Reps in Congress weak; Dems helped by 6th, Russia, diversity, climate change, abortion & gay rights; hurt by China, Harris, 2nd amend, distrust in government

Below is a list of issues and attributes. For each one, please indicate whether you think the Democrats or Republicans are better.

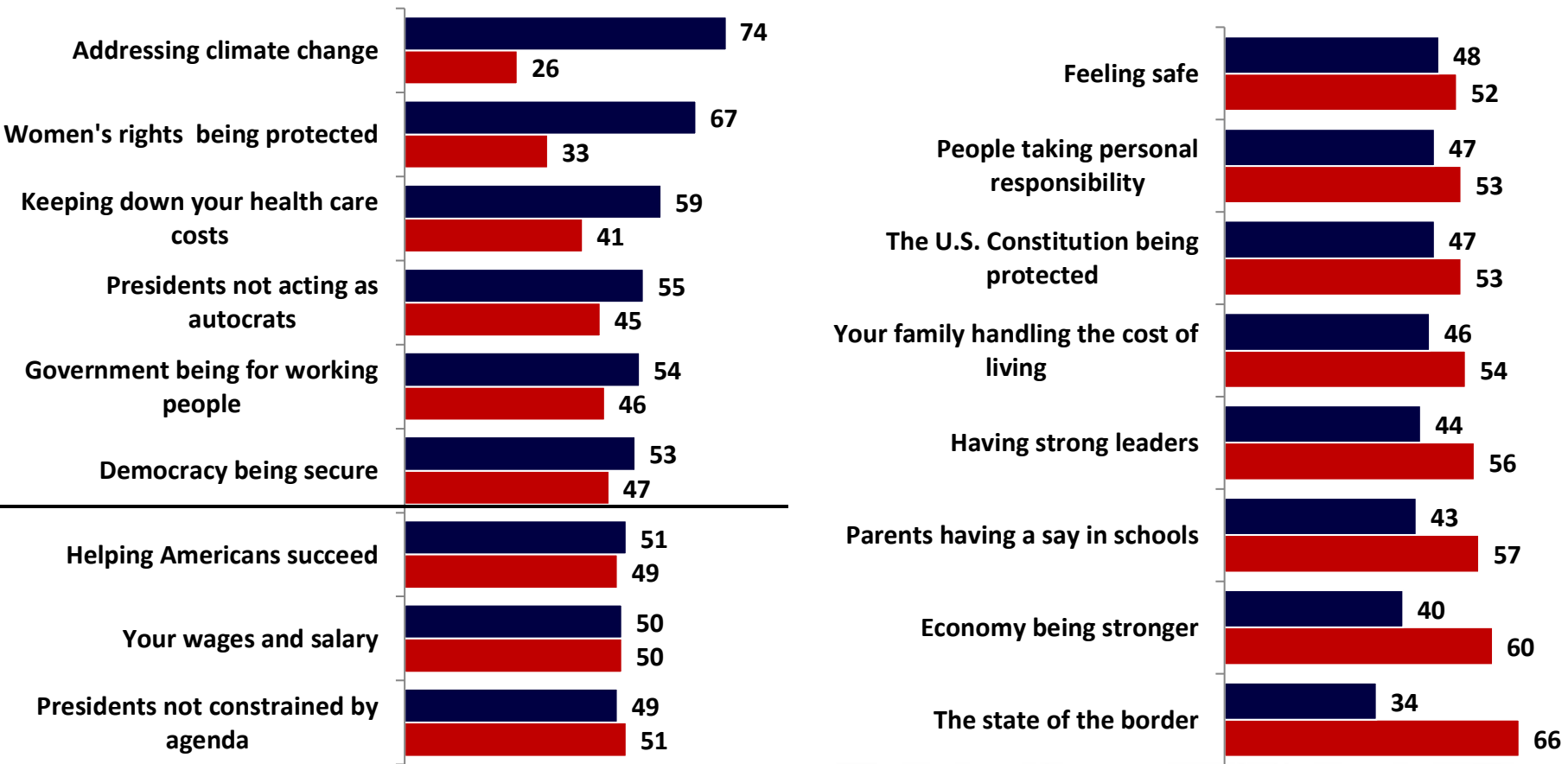
THERMOMETER



Dems win climate, women's rights, health care costs, & government for working people; Reps win border, economy, schools, strong leaders and cost of living

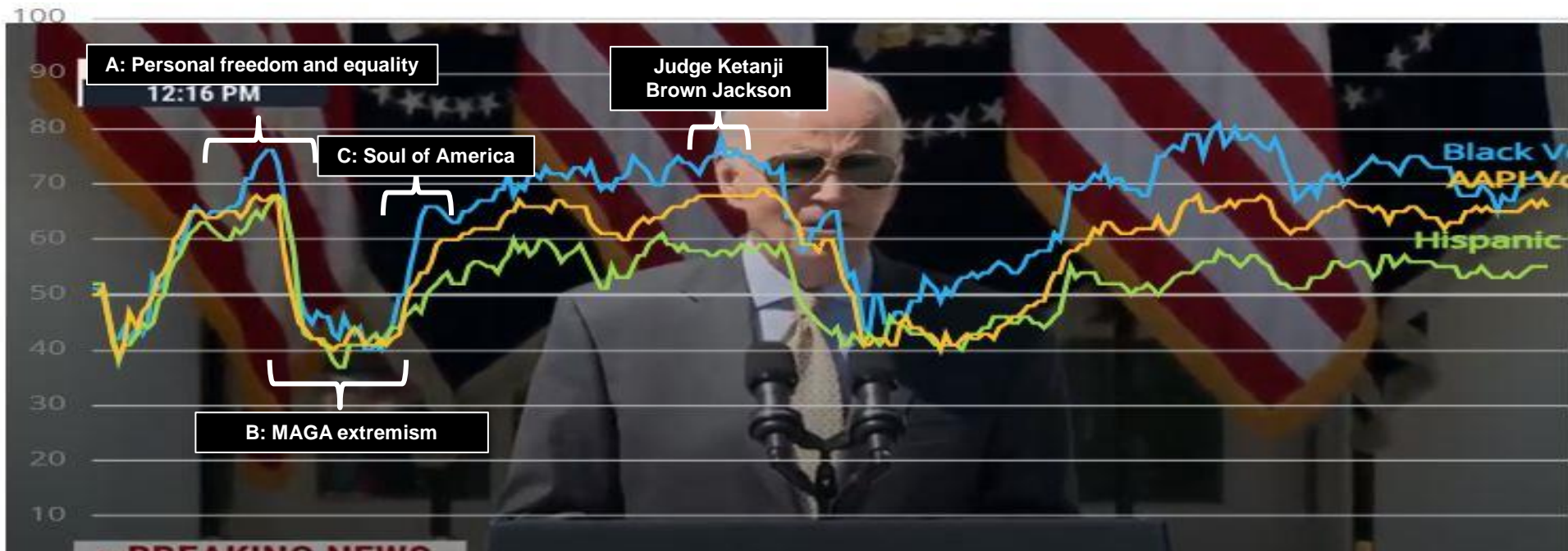
WHICH PARTY BETTER - PRE-CLIPS

■ Democrat better ■ Republican better



Reaction to Biden videos

Biden: rights & equality gets big rise, especially with Blacks; MAGA extremists take down all lines; Soul brings up Blacks & Asians; the new SC Justice does not move Hispanics



- **[A] Freedom, personal freedom is fundamental to who we are as Americans. There's nothing more important. Nothing more sacred. That's been the work of my first term, to fight for our democracy. It shouldn't be a red or blue issue. To protect our rights and make sure everyone is treated equally and everyone is given a fair shot at making it.**
- **[B] But you know around the country, MAGA extremists are line enough to take on those bedrock freedoms. Cutting social security that you paid for your entire life while cutting taxes for the very wealthy. Dictating what healthcare decisions women can make. Banning books and telling people who they can love, all while making it more difficult for people to vote.**
- **[C] When I ran for president four years ago, I said we're in a battle for the soul of America. And we still are. The question we're facing is whether in the years ahead, we have more freedom or less freedom. More rights or fewer. I know what I want the answer to be, and I think you do too. This is not a time to be complacent.**

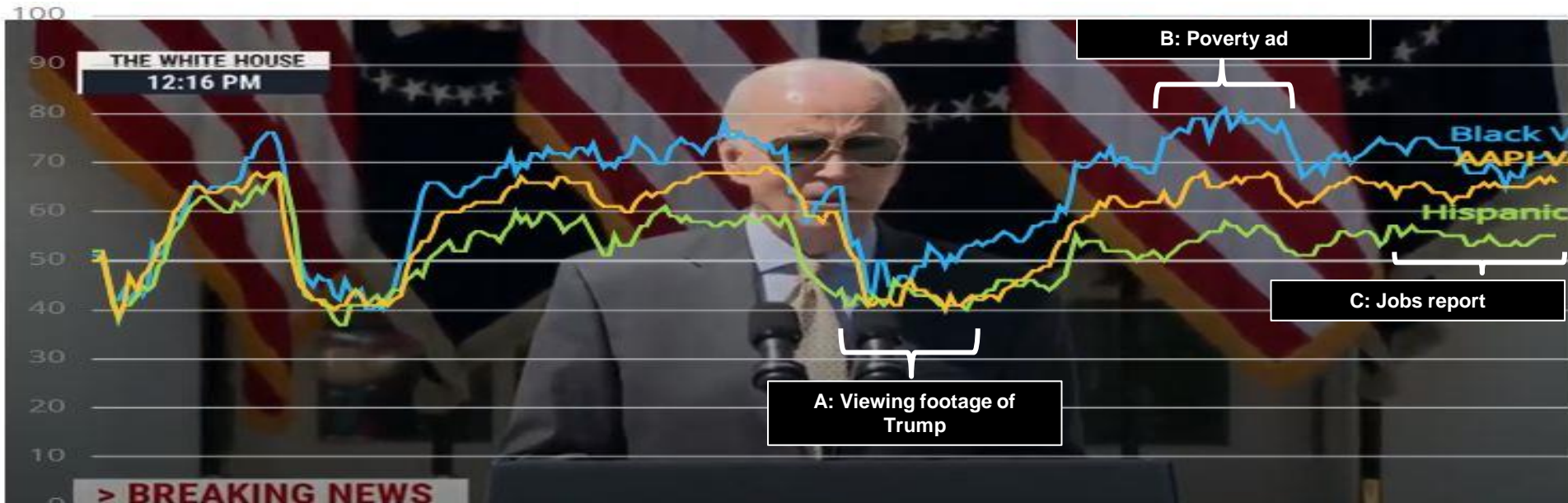
The white base: college women biggest rise with personal freedom & equality, though unmarried women very close; millennials/Gen Z a touch more muted, but join others with new Justice



- **[A] Freedom, personal freedom is fundamental to who we are as Americans. There's nothing more important. Nothing more sacred. That's been the work of my first term, to fight for our democracy. It shouldn't be a red or blue issue. To protect our rights and make sure everyone is treated equally and everyone is given a fair shot at making it.**
- **[B] But you know around the country, MAGA extremists are line enough to take on those bedrock freedoms. Cutting social security that you paid for your entire life while cutting taxes for the very wealthy. Dictating what healthcare decisions women can make. Banning books and telling people who they can love, all while making it more difficult for people to vote.**
- **[C] When I ran for president four years ago, I said we're in a battle for the soul of America. And we still are. The question we're facing is whether in the years ahead, we have more freedom or less freedom. More rights or fewer. I know what I want the answer to be, and I think you do too. This is not a time to be complacent.**

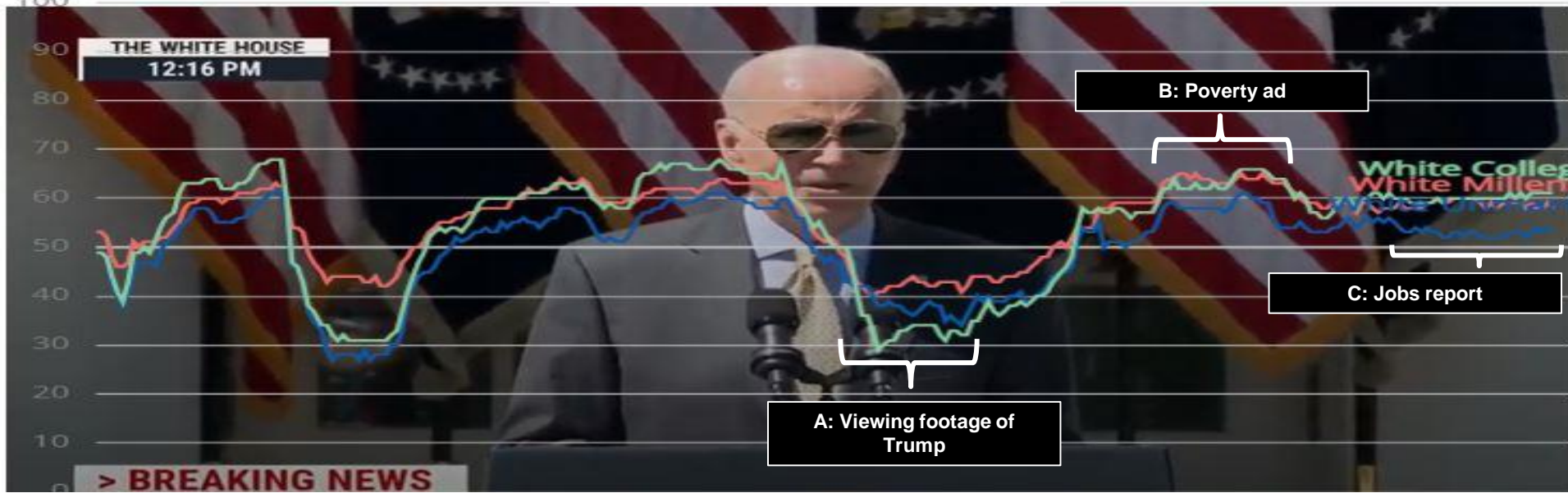
All drop with Trump; poverty ad hits blacks especially, also Asian, but Hispanics barely above 50. Flat response to jobs report.

Black Hispanic Asian



- **[A] World leaders caught on camera laughing about President Trump.** Several world leaders mocking President Trump. They're laughing at him. "My administration has accomplished more than any administration in the history of our country." [laughter] "Didn't expect that reaction, but that's okay." World leaders mocking and ridiculing him for being completely off balance. Allies are deeply worried about him. Increasingly isolated. Something is very wrong. The world sees Trump for what he is-insincere, ill informed, corrupt, dangerously incompetent, and incapable in my view of world leadership. And if we give Donald Trump four more years, we'll have a great deal of difficulty of ever being able to recover America's standing in the world and our capacity to bring nations together.
- **[B] On his first day in office, with a country in crisis, President Biden got to work for us. Cutting Black child poverty in half.** More money for Black entrepreneurs. Millions of new, good-paying jobs. He's lowered the cost of living and prescription drugs. But there's more to do. He gets it. Because we all deserve dignity, safety, and respect. And a chance to not just get by, but to get ahead.
- **[C] Just this morning, we learned the economy created 190,000 jobs last month. All told, we've added 13.5 million jobs since I took office.** Around 800,000 of them were manufacturing jobs. We've created more jobs in two years than any president ever created in a single four-year term. We did it in two years. What's more, when I took office, the unemployment rate was 6.3 percent. The non-partisan Congressional Budget Office predicted that it would not get below 4 percent until the end of 2025. Now, unemployment and the unemployment rate has been under 14 percent for the last 19 months. The longest stretch in over 50 years.

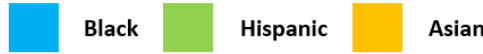
The white base: all drop with footage of Trump, but especially college women; all rise to over 60 with poverty ad: no response when talking about jobs



- **[A] World leaders caught on camera laughing about President Trump.** Several world leaders mocking President Trump. They're laughing at him. "My administration has accomplished more than any administration in the history of our country." [laughter] "Didn't expect that reaction, but that's okay." World leaders mocking and ridiculing him for being completely off balance. Allies are deeply worried about him. Increasingly isolated. Something is very wrong. The world sees Trump for what he is-insincere, ill informed, corrupt, dangerously incompetent, and incapable in my view of world leadership. And if we give Donald Trump four more years, we'll have a great deal of difficulty of ever being able to recover America's standing in the world and our capacity to bring nations together.
- **[B] On his first day in office, with a country in crisis, President Biden got to work for us. Cutting Black child poverty in half.** More money for Black entrepreneurs. Millions of new, good-paying jobs. He's lowered the cost of living and prescription drugs. But there's more to do. He gets it. Because we all deserve dignity, safety, and respect. And a chance to not just get by, but to get ahead.
- **[C] Just this morning, we learned the economy created 190,000 jobs last month. All told, we've added 13.5 million jobs since I took office.** Around 800,000 of them were manufacturing jobs. We've created more jobs in two years than any president ever created in a single four-year term. We did it in two years. What's more, when I took office, the unemployment rate was 6.3 percent. The non-partisan Congressional Budget Office predicted that it would not get below 4 percent until the end of 2025. Now, unemployment and the unemployment rate has been under 14 percent for the last 19 months. The longest stretch in over 50 years.

Reaction to Trump videos

Trump gets most negative response from Blacks and Asians on attacks on faceless bureaucrats. Hispanics are slightly less negative, though never above 50. Bump up getting illegal aliens out.



- **[A]** We plan to dismantle the Deep State and reclaim our democracy from Washington corruption once and for all. And corruption it is. First, I will immediately reissue my 2020 Executive Order **restoring the president’s authority to remove rogue bureaucrats** and I’ll wield that power very aggressively. Second, we will clean out all the corrupt actors in our national security and intelligence apparatus. And there are plenty of them. The departments and agencies that have been weaponized will be completely overhauled so that faceless bureaucrats will never again be able to target and persecute conservatives, Christians, or the left’s political enemies which they’re doing now on a level no one can believe.
- **[B]** So the border and taking hundreds of thousands of criminals that have been allowed into our country and getting them out and bringing them back to their country. Guatemala. By the way, not only the four countries that we think of as neighbors. All over the world. Last month, we had 149 countries represented. Think of it, we had 149 countries represented, Tucker from places many people have never heard of coming into our country. They’re coming from mental institutions and they’re coming in from prisons. They’re emptying out their prisons all over South America. They’re emptying out their mental institutions. Terrorists are pouring into our country. We have no idea.
- **[C]** I had the strongest border in the history of our country, and I built almost 500 miles of walls.

And our white base all respond negatively to the Trump narrative, with college women the most critical, especially on the wall.



A: Faceless bureaucrats

B: Getting illegal aliens out

C: Strongest wall

White Millennials
White College Women

- **[A]** We plan to dismantle the Deep State and reclaim our democracy from Washington corruption once and for all. And corruption it is. First, I will immediately reissue my 2020 Executive Order **restoring the president's authority to remove rogue bureaucrats** and I'll wield that power very aggressively. Second, we will clean out all the corrupt actors in our national security and intelligence apparatus. And there are plenty of them. The departments and agencies that have been weaponized will be completely overhauled so that faceless bureaucrats will never again be able to target and persecute conservatives, Christians, or the left's political enemies which they're doing now on a level no one can believe.
- **[B]** So the border and taking hundreds of thousands of criminals that have been allowed into our country and getting them out and bringing them back to their country. Guatemala. By the way, not only the four countries that we think of as neighbors. All over the world. Last month, we had 149 countries represented. Think of it, we had 149 countries represented, Tucker from places many people have never heard of coming into our country. They're coming from mental institutions and they're coming in from prisons. They're emptying out their prisons all over South America. They're emptying out their mental institutions. Terrorists are pouring into our country. We have no idea.
- **[C]** I had the strongest border in the history of our country, and I built almost 500 miles of walls.

Worst president & wage decline hits Trump loyalists; faceless bureaucrats only Trump loyalists; Cheney conservatives turn below 50 on Espionage Act and being a victim

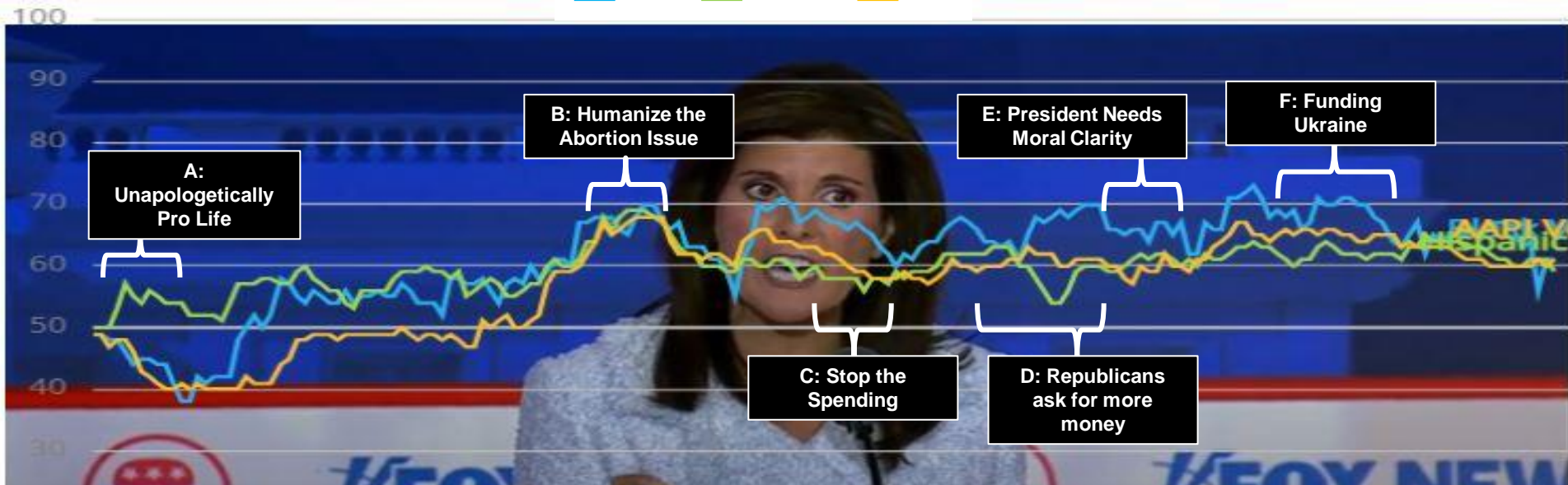


- **[A] You can take the five worst presidents in American history and put them together and they would not have done the damage Joe Biden has done to our nation in just a few short years. Not even close. Thanks to Joe Biden’s socialist spending calamity, American families are being decimated by the worst inflation in half a century. Banks are failing, our currency is crashing, and the dollar will soon no longer be the world standard, which will be our greatest defeat in over 200 years. Real wages have been falling 24 months in a row, in other words, under Biden, workers have gotten a pay cut each and every month for two straight years.**
- **[B] We plan to dismantle the Deep State and reclaim our democracy from Washington corruption once and for all. And corruption it is. First, I will immediately reissue my 2020 Executive Order restoring the president’s authority to remove rogue bureaucrats and I’ll wield that power very aggressively. Second, we will clean out all the corrupt actors in our national security and intelligence apparatus. And there are plenty of them. The departments and agencies that have been weaponized will be completely overhauled so that faceless bureaucrats will never again be able to target and persecute conservatives, Christians, or the left’s political enemies which they’re doing now on a level no one can believe.**
- **[C] So the border and taking hundreds of thousands of criminals that have been allowed into our country and getting them out and bringing them back to their country. Guatemala. By the way, not only the four countries that we think of as neighbors. All over the world. Last month, we had 149 countries represented. Think of it, we had 149 countries represented, Tucker from places many people have never heard of coming into our country. They’re coming from mental institutions and they’re coming in from prisons. They’re emptying out their prisons all over South America. They’re emptying out their mental institutions. Terrorists are pouring into our country. We have no idea.**
- **[D] The espionage act has been used to go after traitors and spies, it has nothing to do with a former President legally keeping documents. As the President, the law that applies to this case is not the Espionage Act – it’s vicious, never used before, it’s only been used on me over boxes that I’m allowed to have.**

Reaction to other candidates

Haley well over 50 with base on many issues; pro-life holds Hispanics, but others down; humanize the abortion issue takes base groups to 70; Blacks respond to moral clarity; Ukraine funding flat

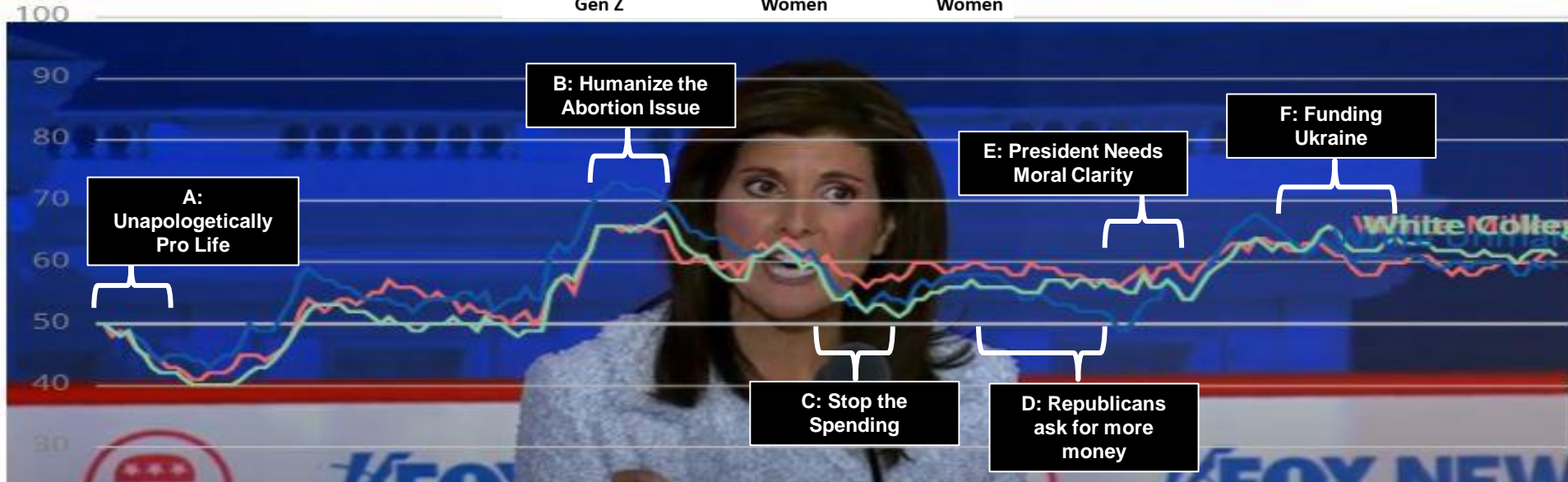
Black Hispanic Asian



- **[A]** I am unapologetically pro life, not because the Republican party tells me to be but because my husband was adopted and I had trouble having both of my children, so I am surrounded by blessings.
- **[B]** Can't we all agree that contraception should be available? Can't we all agree that we are not going to put a woman in jail or give her the death penalty if she gets an abortion. Let's treat this like the respectful issue that it is and humanize the situation and stop demonizing the situation.
- **[C]** They need to stop the spending, they need to stop the borrowing, they need to eliminate the earmarks that the Republicans brought back in, and they need to make sure they understand these are taxpayer dollars, it's not their dollars.
- **[D]** You've got Tim Scott, you've got Mike Pence, they all voted to raise the debt. And, Donald Trump added 8 trillion to our debt, and our kids are never going to forgive us for this. Republicans asked for 7.4 billion in earmarks, Democrats asked for 2.8 billion. So you tell me who are the big spenders.
- **[E]** First of all, the American President needs to have moral clarity. They need to know the difference between right and wrong. They need to know the difference between good and evil.
- **[F]** Less than 3.5% of our defense budget has been given to Ukraine. Go back to when China and Russia shook hands before the Olympics and named themselves unlimited partners. A win for Russia is a win for China, we have to know that. Ukraine is the first line of defense for us.

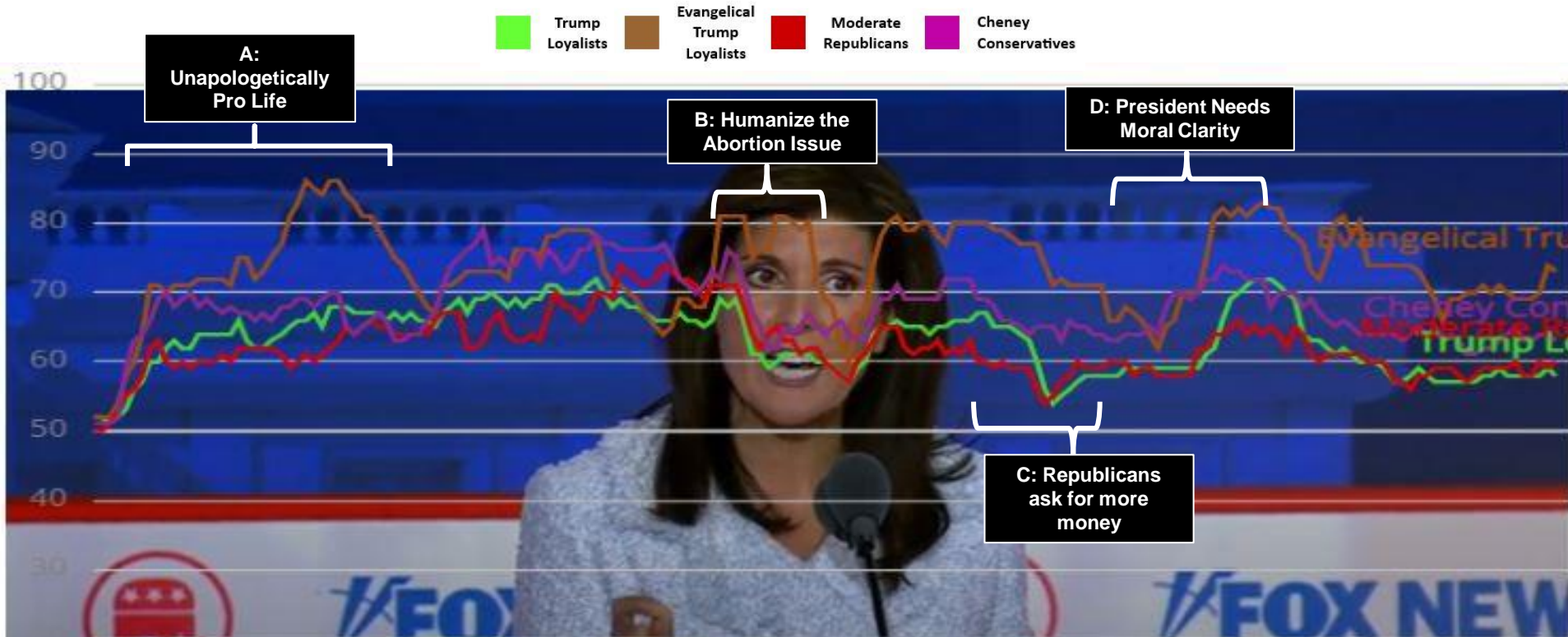
The white base starts at 50 and jumps 70 with humanizing the abortion issue; stop spending takes down; all flat with Ukraine funding

White Millennials/ Gen Z White Unmarried Women White College Women



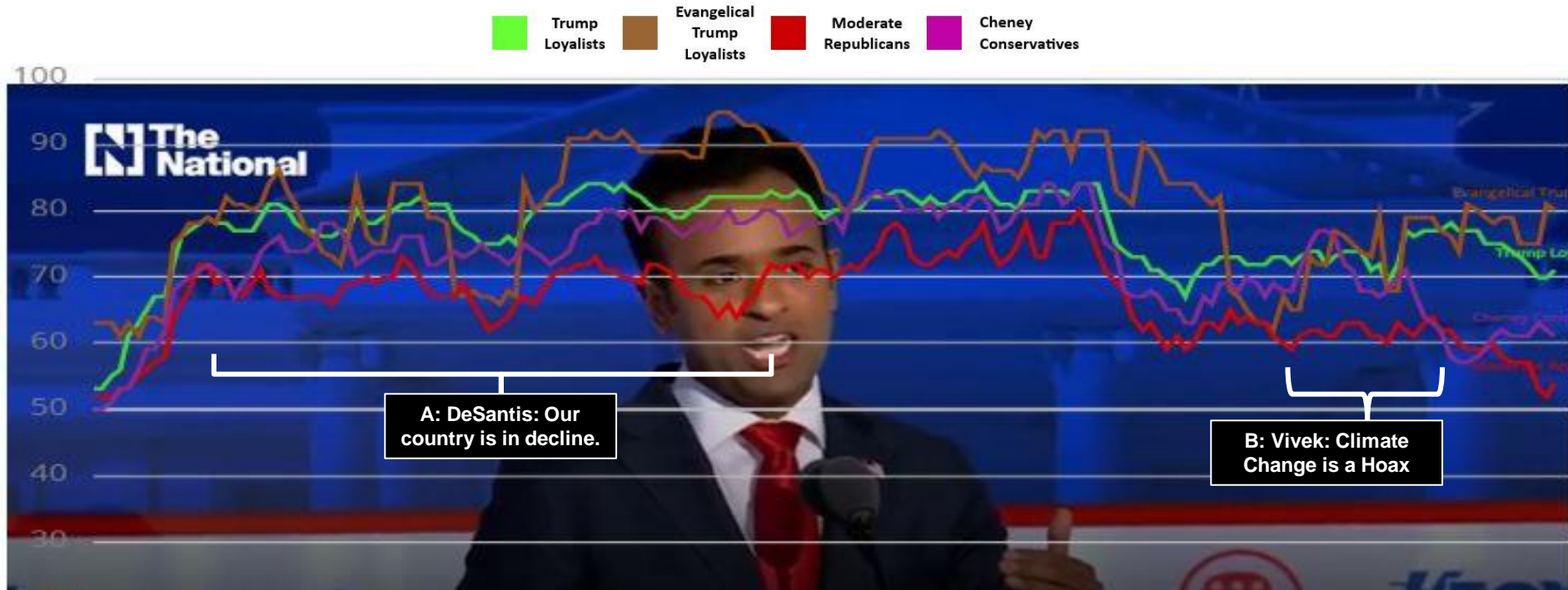
- **[A]** I am unapologetically pro life, not because the Republican party tells me to be but because my husband was adopted and I had trouble having both of my children, so I am surrounded by blessings.
- **[B]** Can't we all agree that contraception should be available? Can't we all agree that we are not going to put a woman in jail or give her the death penalty if she gets an abortion. Let's treat this like the respectful issue that it is and humanize the situation and stop demonizing the situation.
- **[C]** They need to stop the spending, they need to stop the borrowing, they need to eliminate the earmarks that the Republicans brought back in, and they need to make sure they understand these are taxpayer dollars, it's not their dollars.
- **[D]** You've got Tim Scott, you've got Mike Pence, they all voted to raise the debt. And, Donald Trump added 8 trillion to our debt, and our kids are never going to forgive us for this. Republicans asked for 7.4 billion in earmarks, Democrats asked for 2.8 billion. So you tell me who are the big spenders.
- **[E]** First of all, the American President needs to have moral clarity. They need to know the difference between right and wrong. They need to know the difference between good and evil.
- **[F]** Less than 3.5% of our defense budget has been given to Ukraine. Go back to when China and Russia shook hands before the Olympics and named themselves unlimited partners. A win for Russia is a win for China, we have to know that. Ukraine is the first line of defense for us.

Haley scores well with GOP groups, but especially evangelical Trump loyalists; Cheney conservatives when attacks GOP spending and supports Ukraine spending



- [A]** I am unapologetically pro life, not because the Republican party tells me to be but because my husband was adopted and I had trouble having both of my children, so I am surrounded by blessings. Having said, that, we need to stop demonizing this issue.
- [B]** Can't we all agree that contraception should be available? Can't we all agree that we are not going to put a woman in jail or give her the death penalty if she gets an abortion. Let's treat this like the respectful issue that it is and humanize the situation and stop demonizing the situation.
- [C]** You've got Tim Scott, you've got Mike Pence, they all voted to raise the debt. And, Donald Trump added 8 trillion to our debt, and our kids are never going to forgive us for this. Republicans asked for 7.4 billion in earmarks, Democrats asked for 2.8 billion. So you tell me who are the big spenders.
- [D]** First of all, the American President needs to have moral clarity. They need to know the difference between right and wrong. They need to know the difference between good and evil.

Trump loyalists and especially the Evangelicals liked DeSantis education rap; climate change a hoax polarizes - with moderate GOP and Cheney conservative push below 50



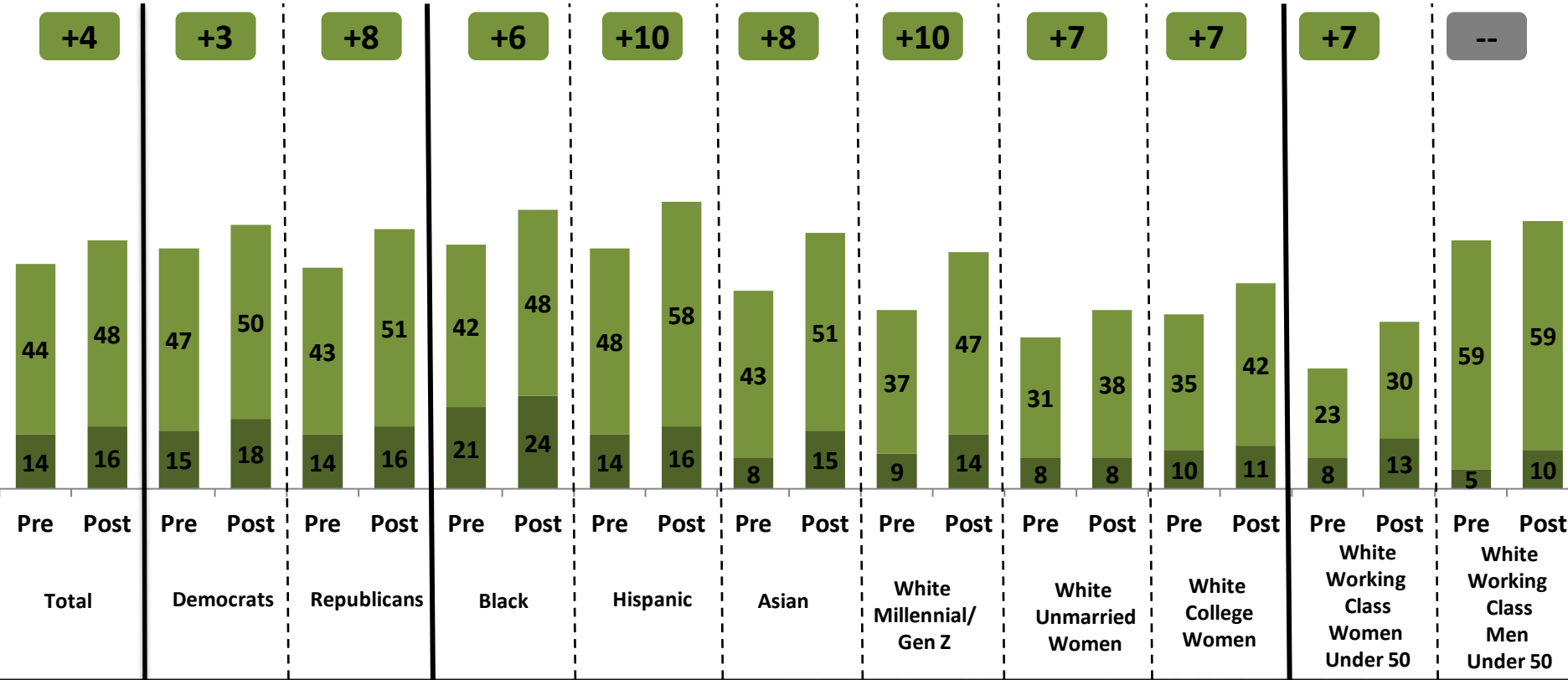
- **[A] DeSantis:** *Our country is in decline. This decline is not inevitable, it is a choice. We need to send Joe Biden back to his basement and reverse American decline. We have to reverse Bidenomics so that middle class families have a chance to succeed again. We cannot succeed as a country if you are working hard and cannot afford groceries, a car, or a new home. We also cannot succeed when the Congress spends trillions and trillions of dollars. Those rich men north of Richmond have put us in this situation. **The decline in education is one of the major reasons our country is in decline. We need education in this country, not indoctrination in this country. In Florida, we stood up for what was right. First, we kept schools open during Covid, and a lot of the problems that we've seen is because these lockdown states lock their kids out of school for a year, year and a half – that was wrong. We stood up, I took a lot of fire from the press, I was pilloried by the media, but I stood for our kids and as President I will stand for you and your kids as well. We have to make sure that our schools are focused on solid academics.***
- **[B] Ramaswamy:** *I'm the only person on this stage that isn't bought and paid for, so I can say this. **The Climate Change agenda is a hoax, and we have to declare independence from it. And the reality is, the anti-carbon agenda is the wet blanket on our economy. More people are dying of bad climate change policies than they are of actual climate change.***

Impact of videos

White millennials/Gen Z, unmarried women, & college women start low but all jump after videos

% EXTREMELY / VERY ENGAGED IN POLITICS

■ Closely (8-10) ■ Extremely Closely (10)



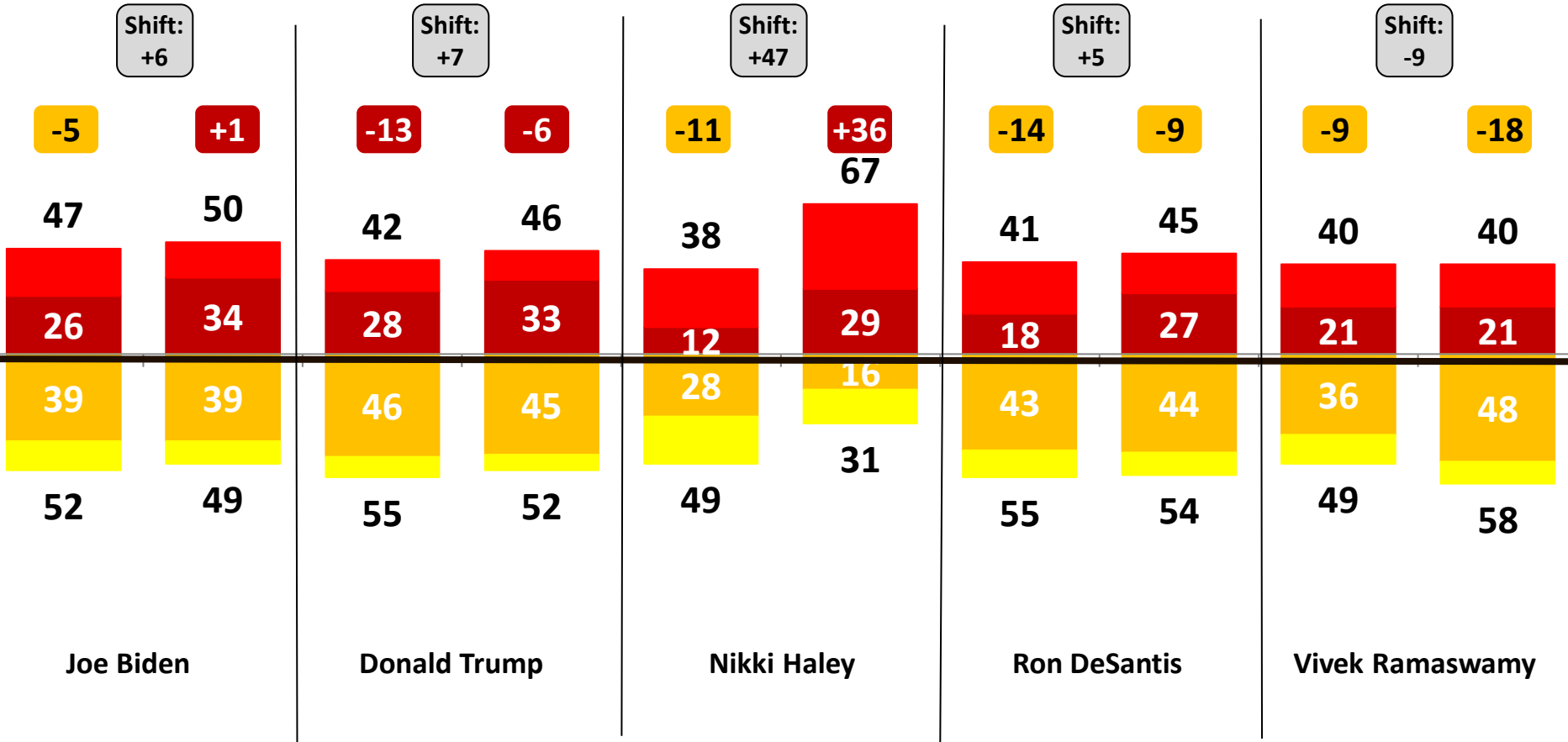
Every presidential candidate improved their standing after watching the videos except Ramaswamy. Haley made dramatic gains.

Below is a list of issues and attributes. For each one, please indicate whether you think the Democrats or Republicans are better.

CANDIDATE FAVORABILITY: PRE-/POST-CLIP

Very Favorable

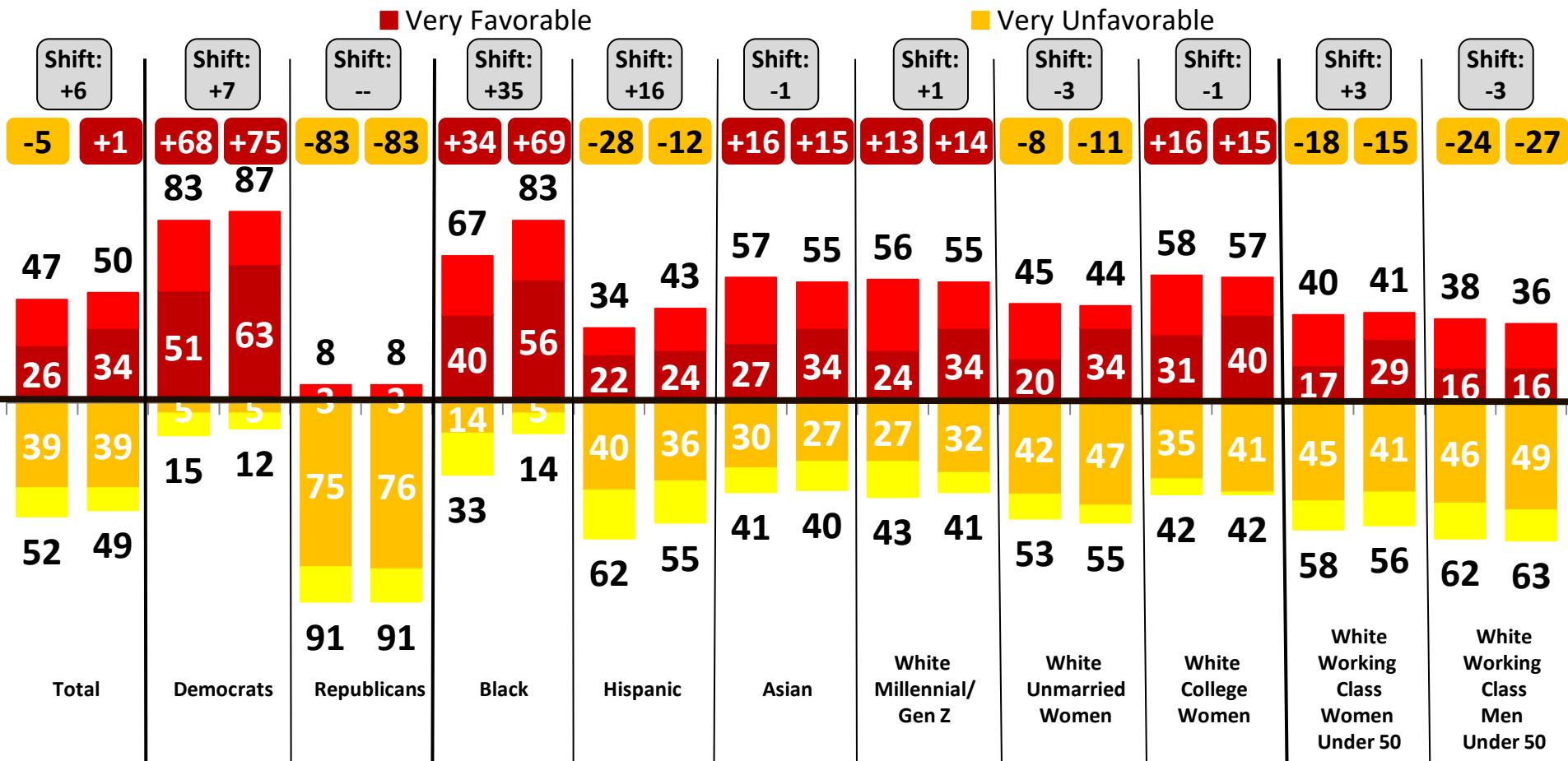
Very Unfavorable



Biden grew his favorability with Democrats, Blacks, and Hispanics

Below is a list of issues and attributes. For each one, please indicate whether you think the Democrats or Republicans are better.

BIDEN FAVORABILITY: PRE-/POST-CLIP



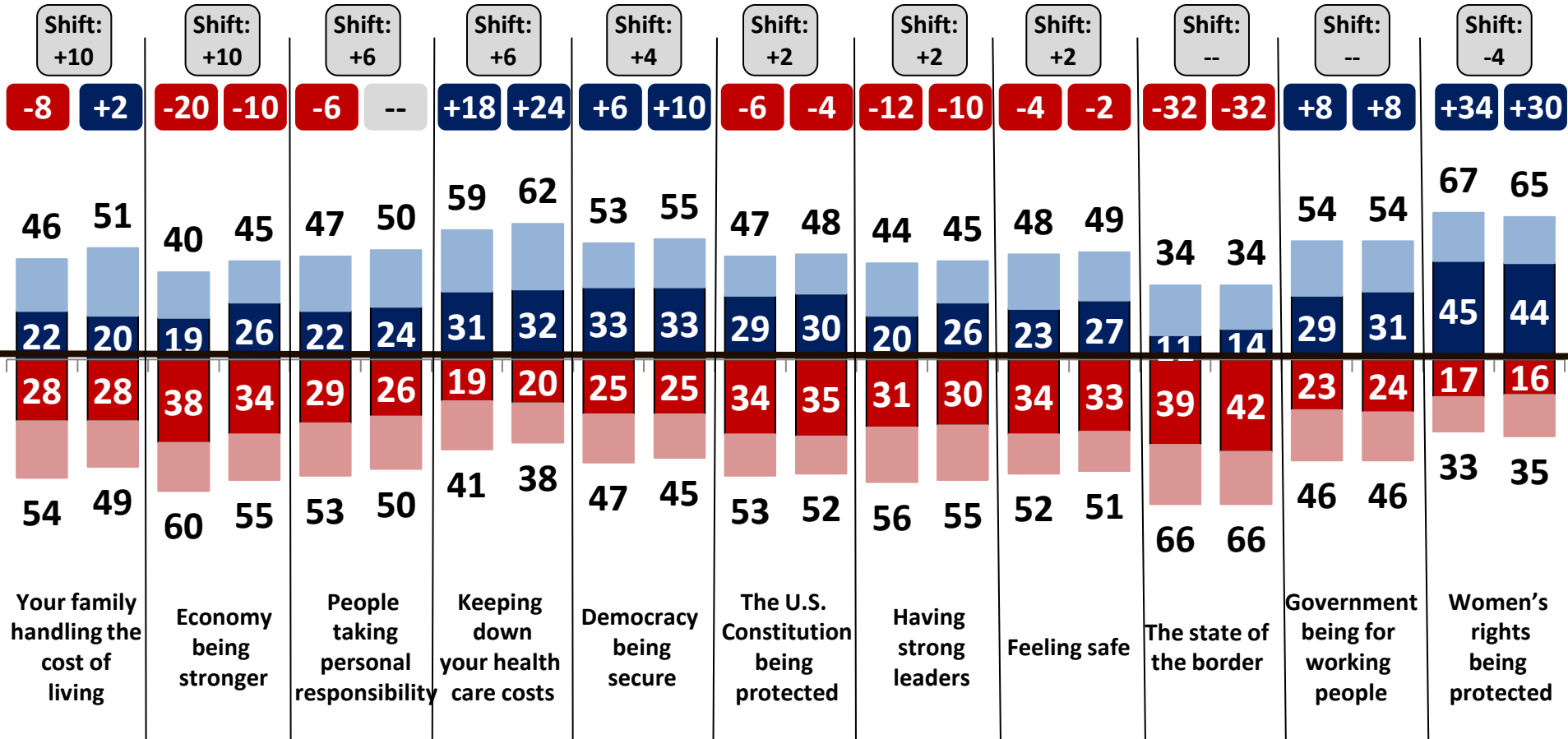
While White House never mentions inflation, watching videos produces gain on cost of living, economy being stronger, & health care costs

Below is a list of issues and attributes. For each one, please indicate whether you think the Democrats or Republicans are better.

WHICH PARTY BETTER - PRE & POST

■ Democrats much better

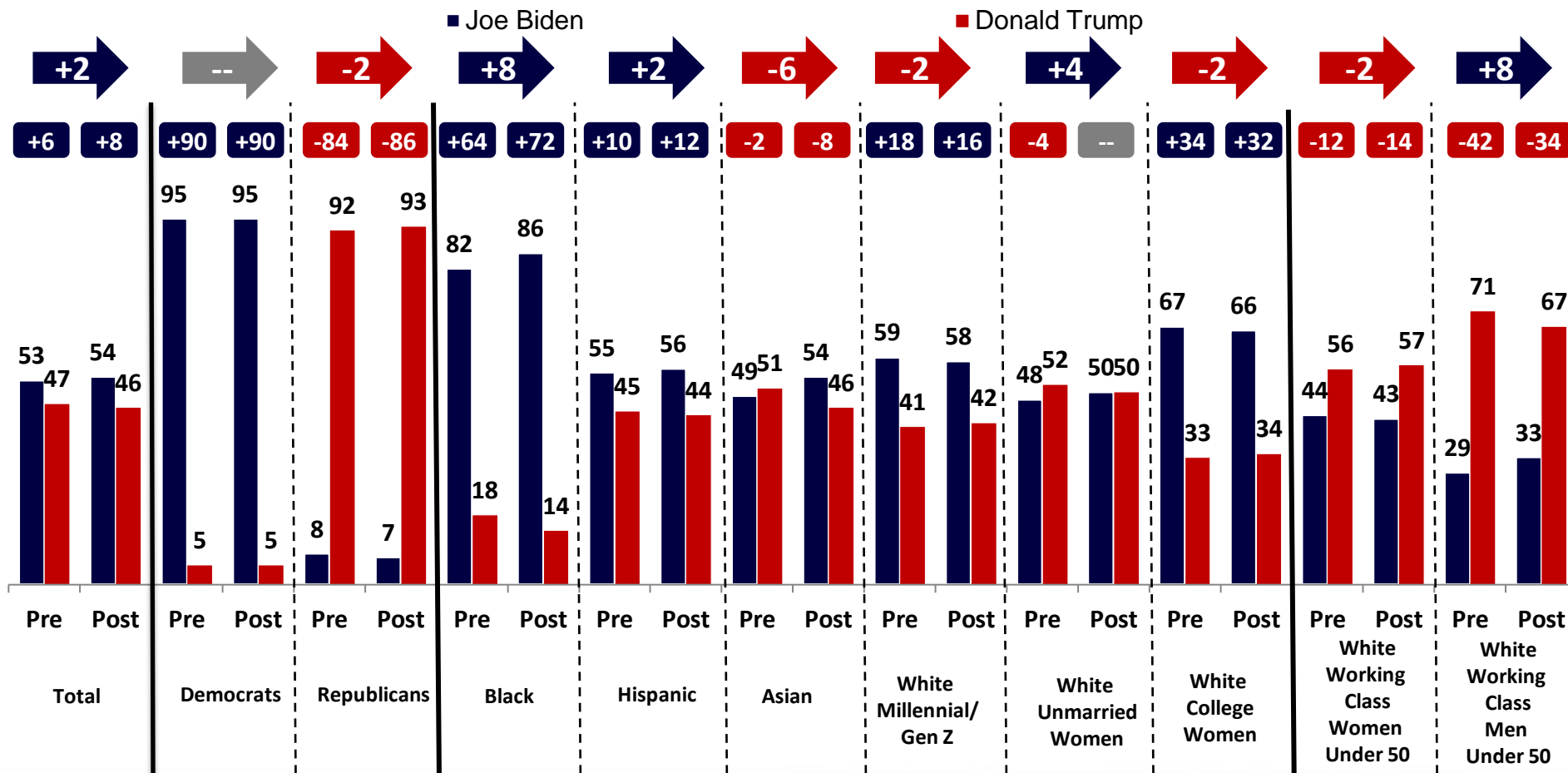
■ Republicans much better



After videos, hearing Biden on freedom, equality, and poverty, Biden makes grudging gains with Blacks. Biden winning two-thirds of white college women.

Now thinking far ahead to the election for President in November 2024. If the election for president were held today, for whom would you vote?

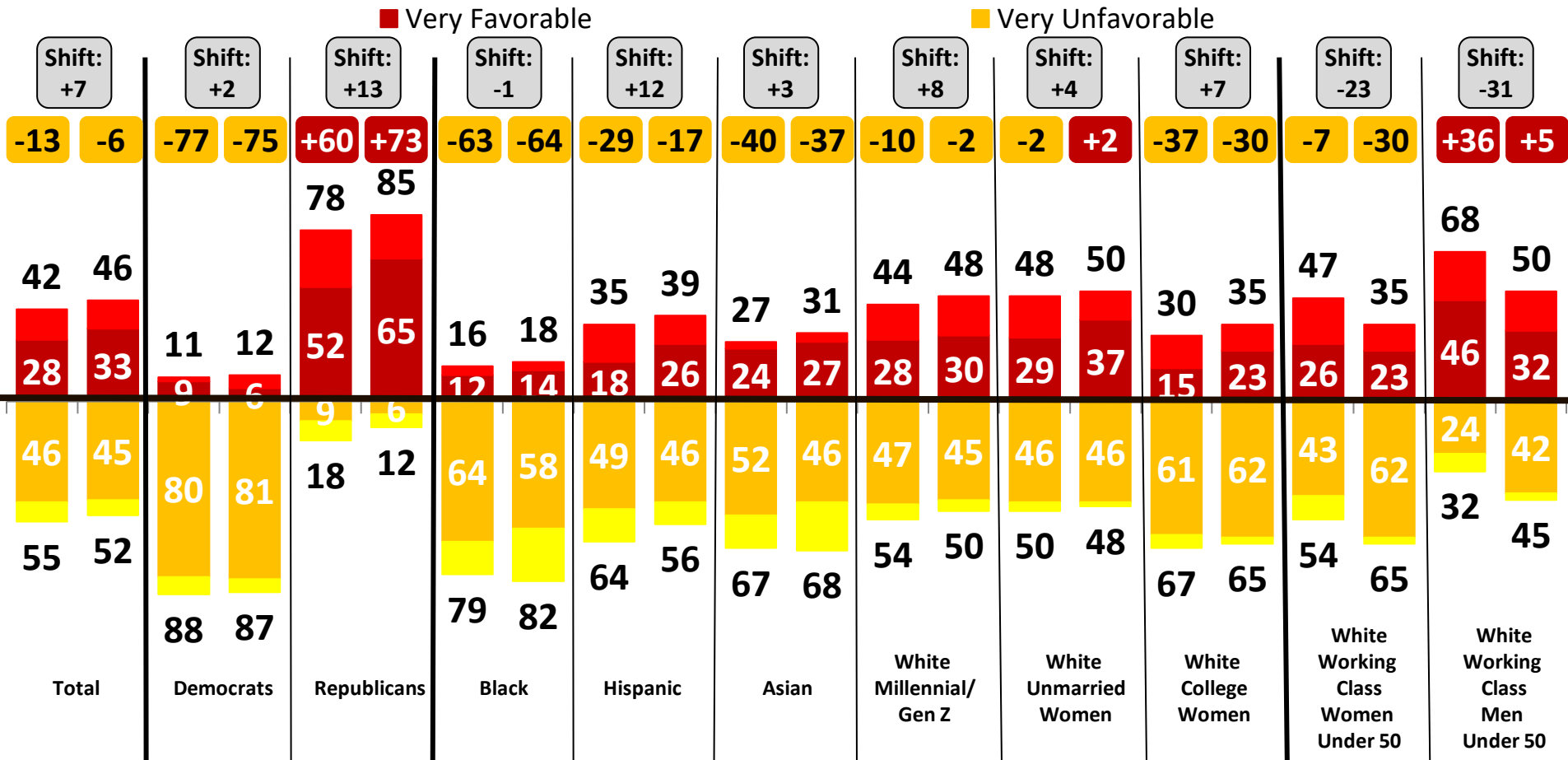
2024 Presidential Vote



Trump grew his favorability with Republicans and Hispanics, but importantly, under 50 white working class became more negative

Below is a list of issues and attributes. For each one, please indicate whether you think the Democrats or Republicans are better.

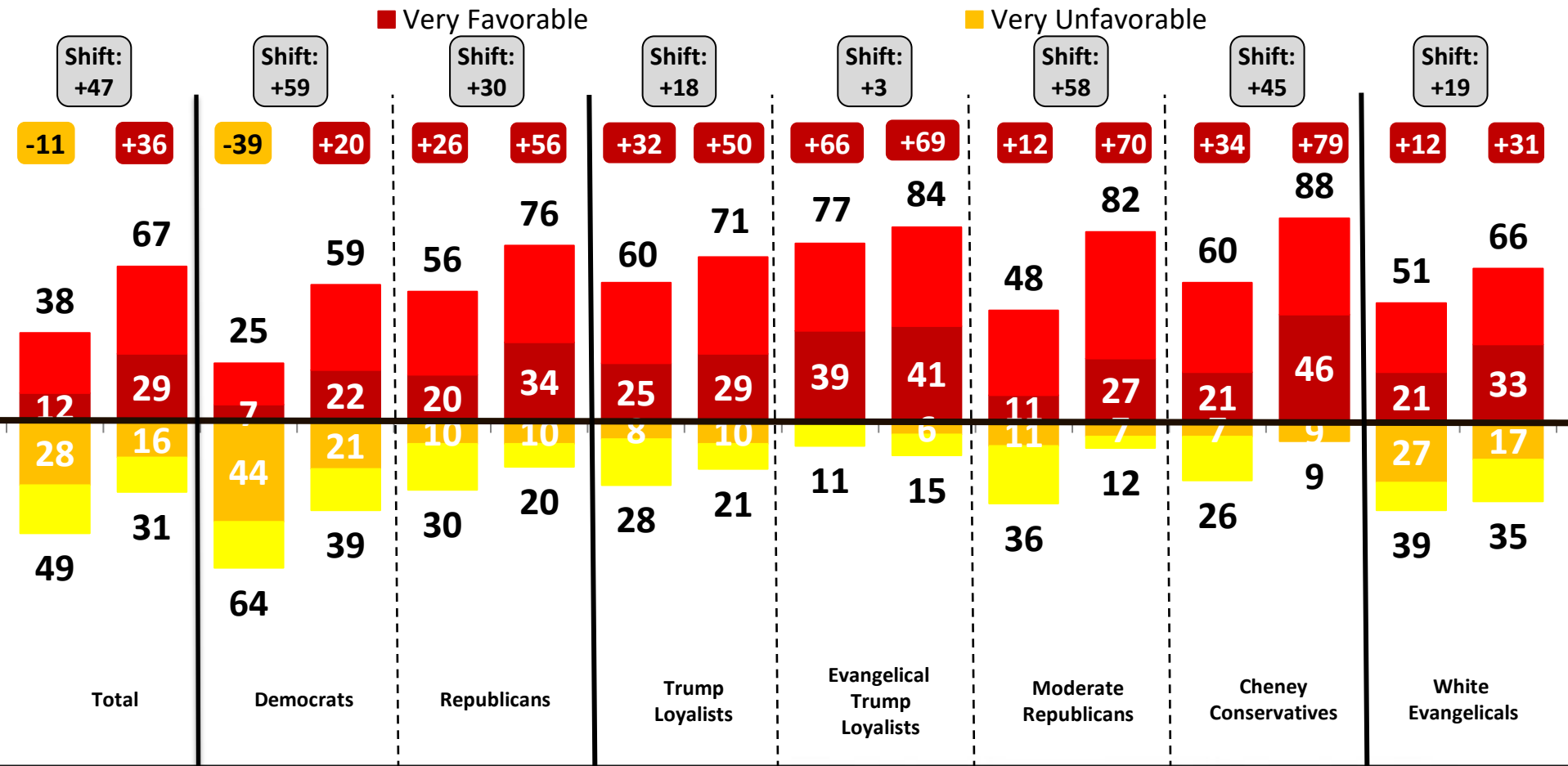
TRUMP FAVORABILITY: PRE-/POST-CLIP



Haley jumped with Democrats and Republicans, moderate Republicans, and Cheney conservatives

Below is a list of issues and attributes. For each one, please indicate whether you think the Democrats or Republicans are better.

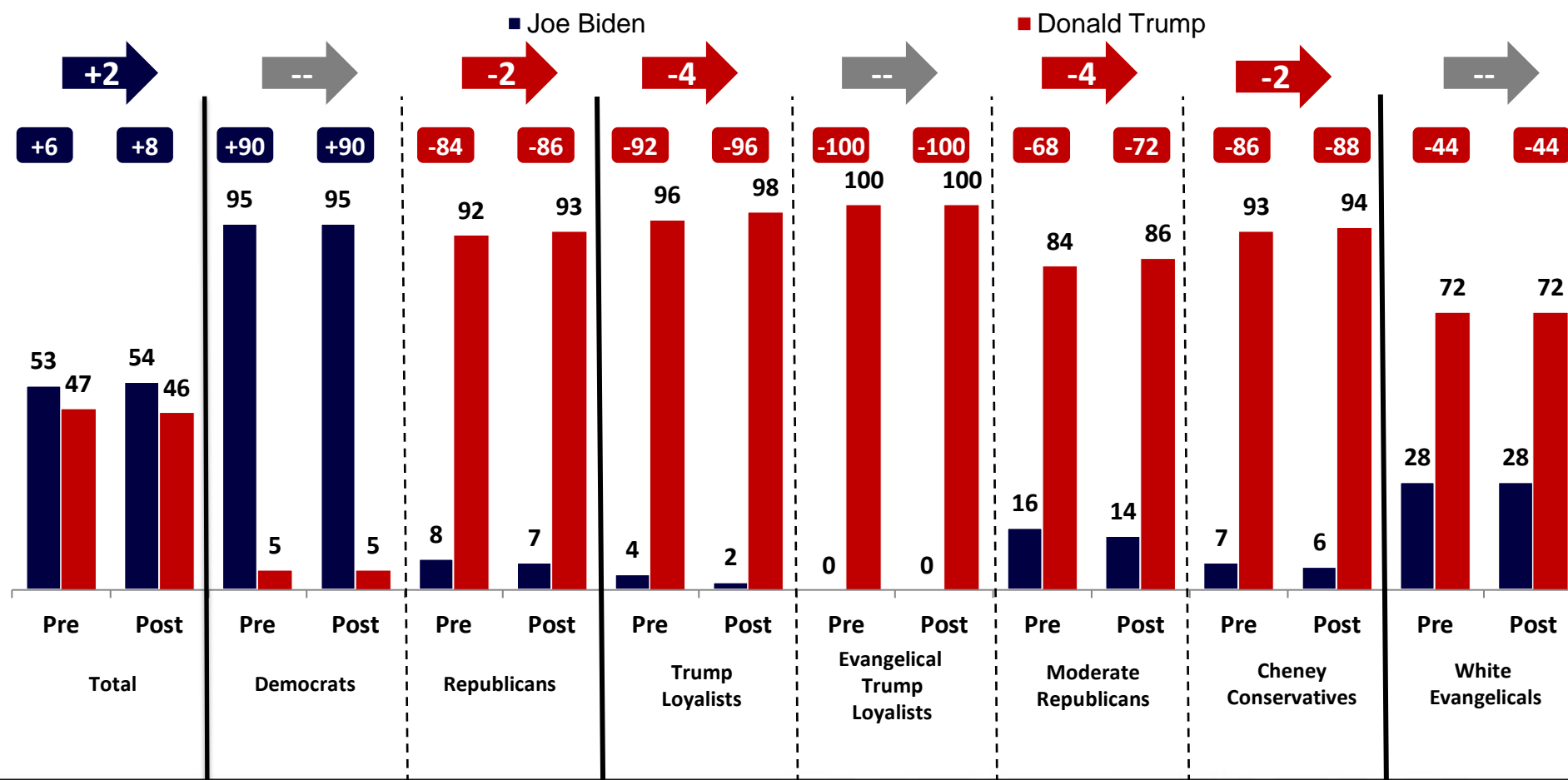
NIKKI HALEY FAVORABILITY: PRE-/POST-CLIP



Moderate Republicans, Cheney conservatives and white Evangelicals hold midterm level of defection

Now thinking far ahead to the election for President in November 2024. If the election for president were held today, for whom would you vote?

2024 Presidential Vote

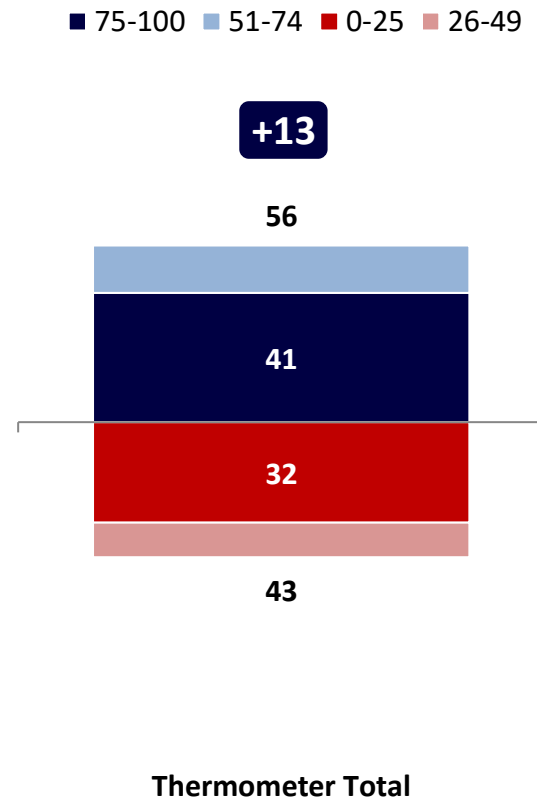
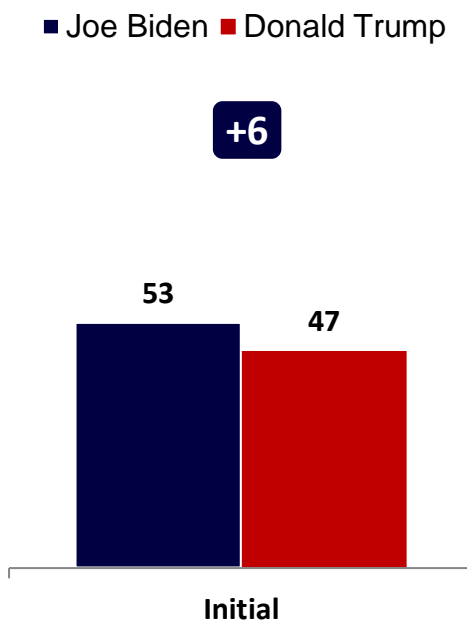


The Biden message doubles the Biden margin when presented as a future choice

Now thinking far ahead to the election for President in November 2024. If the election for president were held today, for whom would you vote?

Based on this statement, please rate your feelings toward the Democrats with 100 meaning a very warm FAVORABLE feeling; 0 meaning a very cold, UNFAVORABLE feeling; and 50 meaning not particularly warm or cold. You can use any number from 0 to 100. The higher the number, the more favorable your feelings are toward the DEMOCRATS.

(BIDEN MESSAGE) The Biden administration worked to benefit the middle class. The Inflation Reduction Act has decreased prescription drug costs, invested in American Infrastructure, and tackled climate change and built it in America. We dropped unemployment to the lowest in the last 50 years. Our child tax credit cut poverty in half. This election is a choice. We will make the biggest corporations pay their fair share of taxes, will pass the Child Tax Credit again, and will protect Medicare and Social Security from Republicans who want more breaks for the rich. I'll be fighting for the blue-collar middle class and create American jobs.



+6

+13

CONTACT US



DEMOCRACY CORPS

80 M Street SE
Washington, DC 20003

Phone: +1 202 250 3645

www.democracycorps.com

GREENBERG RESEARCH

80 M Street SE
Washington, DC 20003

Phone: +1 202 499 6901

www.greenbergresearch.com

Page Gardner PSG CONSULTING

pagegardner@psgconsultingllc.com

Phone: +1 202-384-5721

www.psgconsulting.com