Memorandum

MIAMI-DADE COUNTY

Date: September 4, 2012

Supplement to
Agenda Item No. 8F12

To: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: Supplement to Report of the Evaluation Committee for RFQ No. 805, Governmental Representation and Consulting Services in Washington, DC

This supplement is issued to provide the Board the proposals from the five firms that responded to RFQ No. 805, Governmental Representation and Consulting Services in Washington, DC. The proposals were inadvertently omitted from the original agenda package.

Edward Marquez
Deputy Mayor

Form A-1

PROPOSER'S NAME (Name of firm, entity or organization):
Akerman Senterfitt

FEDERAL EMPLOYER IDENTIFICATION NUMBER: 59-3117860

NAME AND TITLE OF PROPOSER'S CONTACT PERSON:
Name: Michael I. Abrams
Title: Co-Chair, Government Affairs & Public Policy Practice Group

MAILING ADDRESS:
Street Address: One S.E. Third Avenue, 25th Floor
City, State, Zip: Miami, FL 33131

TELEPHONE:	*FAX:*	*E-MAIL ADDRESS:*
(305) 982-5676	(305) 349-4676	mike.abrams@akerman.com

PROPOSER'S ORGANIZATIONAL STRUCTURE:

X Corporation ___ Partnership ___ Proprietorship ___ Joint Venture

___ Other (Explain): ___

IF CORPORATION:
Date Incorporated/Organized: 4/13/92 State Incorporated/Organized: Florida

States registered in as foreign corporation: N/A

PROPOSER'S SERVICE OR BUSINESS ACTIVITIES OTHER THAN WHAT THIS SOLICITATION REQUESTS FOR:
Full service law firm.

LIST NAMES OF PROPOSER'S SUBCONTRACTORS OR SUBCONSULTANTS FOR THIS PROJECT:
None

LOCAL CERTIFIED SERVICE-DISABLED VETERAN BUSINESS ENTERPRISE:

A Local Certified Service-Disabled Veteran Business Enterprise is a firm that is a) a local business pursuant to Section 2-8.5 of the Code of Miami-Dade County and b) prior to proposal submittal is certified by the State of Florida Department of Management Services as a service-disabled veteran business enterprise pursuant to Section 295.187 of the Florida Statutes. At the time of proposal submission, the Local Certified Service-Disabled Veteran Business Enterprise must affirm in writing its compliance with the certification requirements of Section 295.187 of the Florida Statutes and submit said affirmation and a copy of the actual certification along with the proposal submission.

☐ Place a checkmark here only if affirming Proposer is a certified Local Certified Service-Disabled Veteran Business Enterprise. A copy of the required certification must be submitted with the proposal.

CRIMINAL CONVICTION DISCLOSURE:

Pursuant to Miami-Dade County Ordinance No. 94-34, any individual who has been convicted of a felony during the past ten years and any corporation, partnership, joint venture or other legal entity having an officer, director, or executive who has been convicted of a felony during the past ten years shall disclose this information prior to entering into a contract with or receiving funding from the County.

☐ Place a checkmark here **only** if Proposer has such conviction to disclose.

Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List:

By executing this proposal through a duly authorized representative, the proposer certifies that the proposer is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, as those terms are used and defined in sections 287.135 and 215.473 of the Florida Statutes. In the event that the proposer is unable to provide such certification but still seeks to be considered for award of this solicitation, the proposer shall execute the proposal through a duly authorized representative and shall also initial this space: MA. In such event, the proposer shall furnish together with its proposal a duly executed written explanation of the facts supporting any exception to the requirement for certification that it claims under Section 287.135 of the Florida Statutes. The proposer agrees to cooperate fully with the County in any investigation undertaken by the County to determine whether the claimed exception would be applicable. The County shall have the right to terminate any contract resulting from this solicitation for default if the proposer is found to have submitted a false certification or to have been placed on the Scrutinized Companies for Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.

PROPOSER'S AUTHORIZED SIGNATURE

The undersigned hereby certifies that this proposal is submitted in response to this solicitation.

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED BELOW BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE PROPOSAL NON-RESPONSIVE. THE COUNTY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE PROPOSER TO THE TERMS OF ITS OFFER.

Signed By: Michael I. Abrams Date: 1/2/12

Print Name: Michael I. Abrams Title: Co-Chair, Government Affairs & Public Policy Practice Group

A-1 Rev. 7/29/11

Proposal for Miami-Dade County, Florida

Request for Qualifications No. 805 for Governmental Representation and Consulting Services in Washington, D.C.

Michael Abrams
Akerman Senterfitt
One SE Third Avenue, 25th Floor
Miami, Florida 33131
Tel: 305.982.5676
Fax: 305.675.3247
mike.abrams@akerman.com

Jose A. Villalobos
Akerman Senterfitt
One SE Third Avenue, 25th Floor
Miami, Florida 33131
Tel: 305.982.5625
Fax: 305.349.4749
mike.abrams@akerman.com

July 5, 2012

Contents

Tab 1-Experience, Qualifications, Past Performance and Capabilities

Description of Proposer 01

Past Performance and Experience in Governmental Representation 04

Comparable Contracts 11

Contracts Performed for Miami-Dade County 16

Approach to Project Organization/Management 28

Approach to Scheduling of Work and Prioritizing County's Requests 29

Estimate of Hours 31

Confirmation of Ability to Fulfill Elements of Scope of Services 32

Approach to Complying with Reporting Requirements in Scope of Services 34

Exception to Terms of the Solicitation 35

Tab 2- Key Personnel Performing Services

Names of Subcontractors 36

Organization Chart for Key Personnel 36

Experience and Qualifications of Key Personnel 37

Biographies of Key Personnel 40

Contents

Tab 3- Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

Approach to representing the County in Washington, D.C. 55

Understanding of Major Metropolitan County Issues 57

Experience on Major Metropolitan County Issues and Key Miami-Dade County Issues 71

Proposal to Provide Services on Issues and Subject Areas Outside Expertise of Team on Key Miami-Dade County Issues 78

Proposal to Establish, Maintain and Enhance Working Relationships Between County Elected Officials and Staff and the Executive and Legislative Branches of the Federal Government and Relevant Federal Agencies 79

Conflicts of Interest 80

Accomplishments Achieved on Behalf of Local Governments During Recent Sessions 81

Relationships with House and Senate Leadership and Unique Capabilities 82

Tab 4-Service Cost 84

Tab 5-Affidavits/Acknowledgments/Reports

- Form A-2, Lobbyist Registration for Oral Presentations 85
- Form A-3, Acknowledgement of Addenda 86
- Form A-5, Proposer's Disclosure of Subcontractors and Suppliers 87
- Form A-6, Fair Subcontracting Policies 88
- Sample Monthly Reports 89

Experience, Qualifications, Past Performance and Capabilities

Description of Proposer

Akerman Senterfitt (Akerman) is pleased to submit this proposal for Governmental Representation and Consulting Services in Washington, D.C. to Miami-Dade County, Florida (County). The Akerman Policy practice group has proudly represented the County from April 2007 to February 2010, and again from March 2011 to present, and appreciate the opportunity to be considered for ongoing representation. Akerman's professionals are deeply tied to the State of Florida and have an extensive track record of success working on behalf of Florida clients. We know the County's issues as well as the Members and staff of the Florida Congressional delegation.

At Akerman, we approach each policy project as the formation of a partnership with our clients. We believe we are most effective representing clients when each partner brings its strengths together to develop a comprehensive policy agenda that compliments and then becomes a component of a strategic and comprehensive plan. Our long standing partnership with the County has been a significant example of this commitment.

Akerman's Policy team would integrate the goals and objectives of the County into a strategic lobbying effort so that we can continue to maximize our knowledge of the County's jurisdiction, and provide a better understanding of the potential value of strong relationships with federal legislators and key decision makers in the Executive Branch. If selected to continue to represent the County, our professionals will be available in Washington. D.C. and Miami to work whenever needed to advance the County's federal legislative agenda.

Corporate Profile & History

Founded in 1920, Akerman Senterfitt has been in existence for over 90 years. Akerman is a full-service national law and policy consulting firm. The firm is one of the largest law firms in the State of Florida and our Miami office is the largest in Miami-Dade County. The firm has over 1,050 employees. Akerman Senterfitt is a corporation incorporated under the laws of the State of Florida.

There are over twenty five attorneys and Public Policy advisors practicing in our National Government Affairs & Policy Practice. Their focus ranges from federal, state, and local government relations lobbying, to consulting with clients on their strategies related to policy matters and regulatory and compliance issues. We represent a number of municipalities, counties, some of the largest public companies in Florida, and many private companies, educational institutions, and transit districts.

Description of Organization

Akerman is the leading law firm in Florida, having played a major role in many of the state's transformational moments since its founding. Ranked as the largest law firm in Florida by *Florida Trend* magazine (2011), with top ranked practice groups serving clients from every major urban center in the state, Akerman has more than 500 lawyers and government affairs professionals and a network of 19 offices, and is ranked among the top 100 law firms in the U.S. by *The National Law Journal NLJ 250*

Experience, Qualifications, Past Performance and Capabilities

(2012). Akerman is intensely focused on innovating pragmatic, customized solutions to our clients' most complex legal and government relations challenges. Recognized by *U.S. News – Best Lawyers* (2011) as one of the best law firms in the U.S. in 25 practice areas and as a tier one law firm for international arbitration, Akerman is also ranked among the top 100 law firms in the U.S. for diversity by *MultiCultural Law* magazine (2011) and recognized as the law firm of the year for diversity – South by *Benchmark Litigation* (2012).

Our long standing and unwavering commitment to the representation of our clients in Florida has resulted in a remarkable presence of former Akerman lawyers and government relations professionals in the Florida judiciary and other positions of public service. At this time, there are six sitting Federal judges in Florida who are former Akerman shareholders.

Tax Status

Akerman Senterfitt is incorporated in the State of Florida. FEID#59-3117860

Company Officers

Akerman Senterfitt Board of Directors

- Andrew M. Smulian, Chairman & CEO
- Robert Zinn, President
- Silvia M. Alderman
- Cecelia Bonifay
- James S. Bramnick
- Charles T. Brumback
- Kirk S. Davis
- Jeffrey G. Gilmore
- William P. Heller
- Teddy D. Klinghoffer
- David E. Otero
- Steven P. Polivy
- David C. Ristaino
- Stephen K. Roddenberry
- Mark S. Shapiro, Secretary/Treasurer
- Thomas E. Streit

Primary Markets Served

Akerman serves clients in cities around the world. Our offices are located in all of the major cities in Florida and throughout the United States. Akerman is authorized by the State of Florida to conduct business. Services for representation of the County would be conducted from the Washington, D.C. and Miami, FL

Experience, Qualifications, Past Performance and Capabilities

office locations but other offices are always available to the County should they be requested. Address information for each Akerman office is noted below.

One Southeast Third Avenue, 25th Floor
Miami, FL 33131

1400 Wewatta Street, Suite 500
Denver, CO 80202

50 North Laura Street, Suite 2500
Jacksonville, FL 32202

725 South Figuerora Street, 38th Floor
Los Angeles, CA 90017

2424 North Federal Highway, Suite 410
Boca Raton, FL 33431

335 Madison Avenue, Suite 2600
New York, NY 10017

125 Worth Avenue, Suite 330
Palm Beach, FL 33480

106 East College Avenue, Suite 1200
Tallahassee, FL 32301

8100 Boone Boulevard, Suite 630
Vienna, VA 22182

Esperante Bldg. 4th Floor
222 Lakeview Avenue, Suite 400
West Palm Beach, FL 33401

2001 Ross Avenue, Suite 2550
Dallas, TX 75201

Las Olas Centre II, Suite 1600
350 East Las Olas Boulevard
Ft. Lauderdale, FL 33301

1160 Town Center Drive, Suite 330
Las Vegas, NV 89144

One South Pinckney Street, Suite 700
Madison, WI 53703

9128 Strada Place, Suite 10205
Naples, FL 34108

420 South Orange Avenue, Suite 1200
Orlando, FL 32801

170 South Main Street, Suite 950
Salt Lake City, UT 84101

Sun Trust Financial Centre, Suite 1700
401 E. Jackson Street
Tampa, FL 33602

750 9th Street, N.W., Suite 750
Washington, D.C. 20001

National Administrative Offices
Citrus Center, Suite 1300
255 South Orange Avenue
Orlando, FL 32801

Experience, Qualifications, Past Performance and Capabilities

Past Performance and Experience in Governmental Representation

Akerman's entire National Government Affairs and Public Policy practice will serve as a resource for the County. Our team has experience in a wide range of policy issues, including legislative, administrative and regulatory processes at the federal level with a long standing commitment to assisting our clients with complex federal appropriations and legislative issues. Our team will provide advice and counsel to develop a comprehensive federal policy agenda that will complement and become a component of the strategic plans for the County on Capitol Hill, in the White House and with all federal agencies.

Akerman is exceptionally qualified to offer a combination of skills and experience that sets us apart from other lobbying firms. These include:

- a proven track record of success representing local government interests, including Miami-Dade County, and leading the effort to secure millions of dollars in federal funding on their behalf;
- a thorough understanding and substantive expertise in the federal legislative process;
- dynamic and highly experienced professionals to represent the County's interests in Washington, D.C.;
- a local Miami office with Government Relations professionals who are teamed with our attorneys in the Akerman Washington, D.C. office;
- strong, bipartisan relationships with key decision makers in Congress and with Administration; and,
- professional lobbyists who have represented similar clients on the federal level and a proven track record of having accomplished the goals and objectives of clients with similar legislative agendas the County is currently pursuing.

Many of Akerman's professionals previously served in positions of significant responsibility with various local, state, and federal agencies. Several worked as private sector attorneys. In that capacity, they practiced before those agencies successfully developing reputations as skilled lawyers and consultants in government relations, regulation, and related matters. With this diverse experience, the firm has developed practice areas with particular emphasis on regulated businesses and public entities, and their relationships before state and federal regulatory agencies and the legislature. The clients served by the firm come from both the public and private sectors and include local governmental entities and national and regional private corporations.

The Akerman team is recognized by *ChambersUSA and Legal 500 US* for its market leading strengths in the fields of mergers and acquisitions, private equity, securities, real estate, construction, environmental, litigation, bankruptcy, tax, banking and finance, healthcare, insurance, and transportation. Our knowledge of the political and community landscape uniquely positions us to meet the strategic agendas of our

Experience, Qualifications, Past Performance and Capabilities

clients. We remain active with political causes, community boards, public commissions, fundraising bodies and other organizations, and have been recognized throughout the United States for our contributions to civic and charitable causes.

Akerman has an extensive International practice group that represents multinational clients on a wide range of cross-border mergers & acquisitions, joint ventures, securities offerings, syndicated and secured lending transactions, project financings, and debt restructurings, as well as complex construction and other international disputes throughout the world, and Latin America and the Caribbean in particular. Our team includes lawyers who have spent years working in Latin America and the Caribbean. They are familiar with the legal, regulatory and cultural systems of the countries in the region and are accustomed to serving clients in the region. Akerman has over 120 multi-lingual lawyers that speak some 20 different languages, including Spanish, Portuguese, Cantonese, Mandarin, Creole, French, Hebrew, Italian, Punjabi, Russian, Tagalog and Urdu.

The Minority Corporate Counsel Association recognized Akerman with the Thomas L. Sager Award in recognition of the highest commitment to improving the hiring, retention, and promotion of minority and women attorneys. Akerman has also been recognized by the *MultiCultural Law* magazine 2012 as one of the top 100 firms for diversity, top 25 firms for Hispanic Americans, and top 100 law firms for women, and *Benchmark Litigation* has also recognized Akerman as the Law Firm of the Year for Diversity in the South. *Minority Law Journal's Diversity Scorecard* 2009 recognized Akerman as one of the Top 100 Law Firms in the U.S. for Diversity.

As a law firm, Akerman can offer clients full service representation, unlike lobbying firms. Because we also advise clients extensively in many traditional and emerging areas of substantive law, we are able to combine our understanding of the decision-making process of state and federal governments with expertise of the highest caliber in underlying substantive disciplines. This combination of subject matter expertise and knowledge of governmental processes enhances our ability not simply to achieve a successful result for our public policy clients, but to do so in a manner that promotes each client's long-term interests and reputation among policy makers and others.

In today's challenging economic environment, it is critical that organizations take advantage of all available funding opportunities and understand the importance of legislative and policy changes that will impact their bottom line. Akerman supports the strategic initiatives of clients with its bi-partisan team of lawyers and Public Policy advisors in Washington, D.C. and Florida with extensive legislative and executive branch experience. The team has federal and state capabilities with core strengths in the areas of appropriations, agency funding, transportation and infrastructure, education, healthcare, tax, homeland security, natural resources and environment, Indian affairs, travel and tourism, and energy.

Over the past 25 years, Akerman's Federal team has assisted clients with federal appropriations and secured over $500 million in federal funds to advance projects and client objectives. A partial list of the

Experience, Qualifications, Past Performance and Capabilities

public entities and non-profit organizations that Akerman attorneys and consultants have represented in Washington, D.C. include:

- Miami-Dade County, FL
- City of Orlando, FL
- City of Miami, FL
- City of Tallahassee, FL
- Nye County, NV
- Port of Oakland, CA
- Carson City, NV
- Chabot Space & Science Center, Oakland, CA
- Miami Children's Hospital
- Miami Science Museum
- Consortium of Regional Climate Centers
- Central Florida Regional Transportation Authority (LYNX), Orlando, FL
- Miami Community Redevelopment Agency (Camillus House)
- Peralta Community College District, Oakland, CA
- Public Health Trust of Miami-Dade County/Jackson Health System
- Village of Bald Head Island, NC

Akerman has experience in all phases of the legislative, administrative, and regulatory processes. We believe our team has the combined ability to meet and exceed the qualifications outlined in the request for qualifications. While we have provided additional details of our experience with the County's Federal Issue Areas, the following examples outline our capabilities in several key issue areas outlined in the RFQ under the areas listed in the Scope of Services, Section 2.1(A) Qualifications:

Seaport: Akerman has been very successful in securing federal funds for our clients, including public entities with ports and harbor dredging projects. For the Port of Oakland, California, Rick Spees was retained in 2003 to resolve problems securing the funds needed to complete the vital dredging of the shipping channel down to 50 feet. This multiyear project, funded through the Army Corps of Engineers, was being consistently underfunded by the agency and lacked strong engagement from Congress. The Port's appropriations priorities also included a wetlands restoration, ongoing harbor operations, and construction of an intermodal transportation system to reduce container truck traffic to and from the Port. Before we were hired, the Port received approximately $5-7 million a year from Congress. Rick Spees, building upon his own work as a senior appropriations staffer, executed a strategy that reversed this funding pattern.

Experience, Qualifications, Past Performance and Capabilities

Beginning in FY2004 and continuing through FY2007, Rick Spees helped the Port obtain $135.5 million for the dredging project, $21.5 million for ongoing harbor maintenance, $23 million for the wetlands restoration project, and $1 million in transportation funding for its intermodal transportation system.

We also played an active role in preparing the Port's grant application under the Stimulus Act's TIGER program, including securing critical support among the California Congressional delegation. The Port's $30 million application won in the fierce competition for TIGER funds that the Port will use for its critical infrastructure modernization program.

Transit: Transportation policy is a core specialty of Akerman, and we have had great success securing both appropriated funds and project-directed funds through federal highway and transit bills. We have also worked extensively with federal transportation grant and loan programs, including state and federal infrastructure bank programs. Akerman's team has worked in detail in federal rail, aviation and transit programs. We have funded local projects for bike trails, improved traffic lighting and direction, transportation "enhancements" such as bus shelters, pedestrian benches and restoration of an historic railway. Our successes have included:

- **City of Miami** – Working in partnership with Miami, we succeeded in obtaining nine projects in the final version of SAFETEA-LU, the last federal surface transportation reauthorization bill, for the City. These projects included a $50 million authorization for streetcars. This provision provided the critical federal contribution to the City's top priority transportation project at the time. Miami planned for a $200 million Downtown Streetcar Project to include 10 miles of track that would better link the City's inner neighborhoods with its revitalized downtown, and also feed riders to the region's light rail systems.
- Akerman also secured eight earmarks for road and other projects totaling $8.8 million. These included better road access to the Port of Miami, highway beautification, bike and pedestrian paths and congestion mitigation projects. Each of these authorizations contributed to Miami's plan to improve access to its waterfront, and relieve shipping congestion from the Port. Akerman's work on this project also included securing $1.6 million for planning for a $1.2 billion tunnel that will be designed to better connect the Port of Miami to rail/intermodal facilities.
- **City of Orlando** – In the last transportation authorization law, Akerman was successful in securing two earmarks for the Church Street project totaling $17 million, plus an authorization for its light rail project. The City's Church Street project is the core of Orlando's master plan for revitalizing the City's aging central business district with new residents, retail and entertainment facilities. The initial phases of the project are now complete, and downtown Orlando is quickly becoming a leading tourism and entertainment center.

Aviation: Akerman has extensive experience representing airports before Congress and federal agencies, including the Federal Aviation Administration (FAA) and the Department of Homeland Security (DHS). Most recently, we have been working on an issue of concern to the County and Miami International Airport (MIA). MIA and other Florida airports are concerned about the level of U.S. Customs and Border Protection

(CBP) staffing and passenger wait times. We recently met with Senator Nelson and senior CBP officials to discuss this situation. While CBP believes that their new Workload Staffing Model, which is currently being finalized, will help MIA and other Florida airports, there will continue to be a need for additional CBP staffing at MIA and other Florida airports to accommodate the increasing number of tourists. We are also continuing to track language that was included in the FY2013 Senate Homeland Security Appropriations bill, at the request of the Obama Administration, that would authorize CBP to enter into reimbursable fee agreements for the provision of CBP services. However, for many airports, paying for CBP services may not be an option and does not solve the immediate CBP staffing problems that airports are experiencing – particularly for Florida airports with the increasing number of tourists.

In addition to DHS issues, we also worked with the City of Tallahassee to secure direct air service between Tallahassee and Washington, D.C., which began in March 2012, and assisted clients with obtaining aviation-related appropriations funding. On behalf of our client Sensis, we worked with the FAA to develop a new runway incursion avoidance system. The system, called the ASDE-X is being placed in a number of large airports throughout the United States. In that effort, we worked with the House and Senate Aviation Authorizing committees, the House and Senate Transportation Appropriations Committees and the FAA. The firm also has a good working relationship with House Transportation & Infrastructure Committee Chairman John Mica.

International Trade & Commerce: This past year, we worked with the County on the recently approved free trade agreements with Panama, Columbia, and Korea. Congress passed the long-stalled free trade agreements (FTAs) last fall. We worked closely with the OIA staff on the FTAs as they were moving through the process. We actively followed all Congressional and Executive Branch developments, including Committee mark ups, providing reports and timelines to the County throughout the process. We contacted the Miami-Dade Congressional delegation about their support and/or opposition to the FTAs and reported to the County on their actions as well as other efforts by proponents and opponents of the FTAs. The House and Senate passed the FTAs in October, and they were signed into law by President Obama on October 21, 2011. All three trade agreements will have an impact on the County, increasing exports of Florida's goods and services and creating thousands of new jobs for Floridians.

Law Enforcement, Public Safety and Homeland Security Issues: Akerman has helped numerous clients secure funding for law enforcement programs, technology and equipment. For instance, on behalf of the City of Tallahassee, we secured $750,000 for upgrades to the police communications network; $588,000 for the joint city-county emergency communications center; and $1.5 million for Tallahassee and other Florida counties for a new law enforcement surveillance technology. We have also secured over $700,000 for Carson City, Nevada to implement a program to combat methamphetamine use in the community. On behalf of the City of Orlando, we obtained $575,000 for a law enforcement surveillance system in FY2009.

We have been working with Miami-Dade County on the issue of Urban Area Security Initiative (UASI) funding and last year fought off an attempt to eliminate the County's share of UASI funds. We are continuing to work with the County on its efforts to qualify as a Tier I urban area.

Experience, Qualifications, Past Performance and Capabilities

We have also obtained earmarks and grants for the Tallahassee Airport and the City of Miami for homeland security improvements, and we are currently at work on a range of security issues that impact airports, customs operations at airports, and passenger and cargo screening. In FY2010, we also secured a $500,000 earmark in the Homeland Security Appropriations bill for the Miami-Dade Public Health Trust/Jackson Health System out of the FEMA Predisaster Mitigation Account to harden its trauma center against higher category hurricanes.

Healthcare/Medicare/Medicaid: Akerman has represented the County on healthcare issues over the past five years. In addition to the County, our lobbyists have represented a wide variety of clients on healthcare issues, including the largest association of psychologists, large public and private non-profit teaching hospitals, the nation's largest hospice provider, nonprofit community health providers, and higher education institutions. We have helped our clients secure funding through the appropriations and discretionary grants process for health research projects, health information technology, healthcare equipment, construction of and improvements to healthcare facilities, hospital infrastructure and health education facilities. We have also worked on numerous healthcare related bills and regulations, including legislation to block proposed CMS rules, increase Medicare provider reimbursements, and implement health information technology.

We also provided federal lobbying services to the Public Health Trust/Jackson Health System from January 2005 to March 2011, primarily focusing on federal appropriations and health care related legislation and regulations. Jackson Health System (JHS) is the public health provider in Miami-Dade County, main teaching hospital for the University of Miami, the only Level 1 Trauma Center in South Florida, and largest safety net provider in the State of Florida. We have been successful in obtaining Congressional earmarks for upgrades to health information technology, facilities and equipment. In FY2010 alone, we helped secure the following earmarks for JHS, $2 million in the Defense appropriations bill for equipment to support military trauma care training, $500,000 in the Homeland Security appropriations bill to harden Jackson's trauma center to withstand higher category hurricanes, and $500,000 in the Labor-HHS-Education appropriations bill for health information technology upgrades. In 2007, Akerman's lobbyists also developed and shepherded a successful strategy to secure millions in FEMA reimbursements as a result of the 2004 and 2005 Florida hurricanes. Our efforts resulted in total FEMA reimbursements to JHS of $14,554,139 for infrastructure damage, debris removal and overtime wages.

We have worked with Jackson on a number of healthcare related bills and regulations. One significant example is the Centers for Medicare and Medicaid (CMS) proposed rule that was released in January 2007 imposing cost limits for public health care providers and altering the definition of "public" status. The proposed rule would have cost JMH an estimated $129 million. The rule was scheduled to take effect on September 1, 2007. However, working together with JMH, its Congressional Delegation and the public hospital association, we were able to successfully lobby Congress for a moratorium on the proposed rule. We worked to obtain language in the American Recovery and Reinvestment Act (ARRA) that called on the Administration to not finalize the proposed rule, which was eventually withdrawn by the Obama Administration.

Experience, Qualifications, Past Performance and Capabilities

Energy/Environment: Akerman has been working on the most recent environmental and energy efficiency proposals pending in Congress and in the Administration, including:

- Incentives for local public electric utilities to promote cogeneration power plants with reduced emissions and lower productions costs;
- Tracking the implementation of the "green jobs" training program, and pending legislation on environmental jobs, and securing funding for clients' green jobs training programs;
- Securing congressional earmarks for a major "green building" project in Miami, and pursuing funds for green retrofits of public buildings on behalf of local government clients, and;
- Administration's efforts to form a National Climate Service within the US Department of Commerce.

Our federal affairs clients with energy issues have included a consortium of university-based, climate change research facilities; the Miami and Oakland science museums; a municipally-owned electric power utility; community colleges; and multiple local governments such as the cities of Tallahassee and Orlando, and Nye County, Nevada.

Public Works: Akerman advises clients on a variety of public works projects ranging from transportation improvements to water infrastructure projects. We have had great success securing both appropriated funds and project-directed funds through federal highway and transit bills. Akerman's team has worked in detail in federal rail, aviation and transit programs. We have funded local projects for highways, roads and public transit. We have worked on transportation issues for a wide variety of clients, including Miami, Orlando, Tallahassee, Carson City, NV, Nye County, NV, Central Florida Regional Transportation Authority (LYNX0, Chattanooga, TN, Port of Oakland, CA and Pardee Homes, located in San Diego, CA. In the final version of SAFETEA-LU, members of the firm were successful in obtaining direct funding for 18 highway and transit earmarks totaling over $67 million. We were also successful in obtaining a $50 million authorization for the City of Miami Streetcar project and an additional authorization for the Orlando-Orange County, FL-Light Rail Project.

In addition to transportation infrastructure projects, Akerman's clients have included drinking and wastewater districts, and local governments concerned with water quality and infrastructure, including $650,000 for two water infrastructure projects for Carson City, NV; $300,000 for stormwater improvements for the City of Orlando; $2.2 million in waste water and stormwater funding for the City of Tallahassee. We have worked with EPA's and the US Army Corps' budgets to secure funds for critical water treatment projects, flood control and mitigation projects, wetlands restorations and further environmental projects intended to improve water quality.

Experience, Qualifications, Past Performance and Capabilities

Comparable Contracts

The following examples of client work which Akerman has performed for government clients:

City of Orlando, Florida – Akerman has been retained by the City of Orlando since 2004 to obtain federal funding for the City's priorities. We have been successful in securing over $170 million in federal funding for projects of importance to the City. We also monitor other legislative issues of interest to the City, including homeland security and funding for the Community Development Block Grant program.

In the last major transportation authorization law, SAFETEA-LU, we were successful in securing two earmarks for the Church Street project totaling $17 million, plus an authorization for its light rail project. The City's Church Street project will revitalize the City's aging central business district with new residents, retail and entertainment facilities. We are working with the City on other transportation projects, including securing funding for the Downtown Orlando Transit Circulator, a bus rapid transit system in the city center. We obtained $8 million for the project in FY2009 and $1,000,000 for the project in FY2008.

We are also working with the Mayor to obtain federal support and critical funding for the Central Florida Commuter Rail ("SunRail") project. The project received $13 million in FY2009, $40 million in FY2010, $40 million in FY2011, and $47 million in FY2012. There is another $30 million pending in the President's FY2013 budget for the commuter rail project.

In 2010, we helped the City secure a $10 million TIGER II Grant from the U.S. Department of Transportation for the public transit portion of an economic redevelopment project in downtown Orlando.

We have also helped the City secure $2.2 million in earmarks out of the Department of Housing and Urban Development (HUD) budget for the Parramore Neighborhood Redevelopment project. The project will revitalize and redevelop the Parramore neighborhood, an underserved 1.1 square mile area just west of the Orlando central business district. Over the years, the City has made a significant financial investment to improve the distressed neighborhood specifically focused on infrastructure, public safety and housing.

In addition to transportation projects, we have secured several earmarks totaling more than $3.3 million for the City for a variety of law enforcement, economic redevelopment, transportation, and stormwater projects since 2004. We have also assisted the City on FEMA reimbursement issues related to the 2004 hurricanes.

We continue to identify grant opportunities for the City on a variety of issues including homeland security, law enforcement, first responders, infrastructure improvements and economic development, and we obtain letters of support from the Congressional Delegation to enhance their grant applications.

Total Contract Value: $85,000 per year
Dates Covering Term of Contract: March 2004-present

Experience, Qualifications, Past Performance and Capabilities

Contact: Kathleen Russell, Director of Intergovernmental Relations, Office of the Mayor, City of Orlando, City Hall, 400 South Orange Avenue, Orlando, Florida 32802
Telephone: (407) 246-3094
Prime Contractor

City of Miami, Florida – Akerman was retained by the City of Miami to obtain project authorizations in the last major surface transportation authorization law, known as SAFETEA-LU. We were successful in obtaining nine projects in the final version of the bill. These projects included a $50 million authorization for downtown streetcars. This provision provided the critical federal contribution to the City's top priority transportation project at the time. Miami planned for a $200 million Downtown Streetcar Project to include 10 miles of track that would better link the City's inner neighborhoods with its revitalized downtown, and also feed riders to the region's light rail systems.

Akerman also secured eight earmarks for road and other projects totaling $8.8 million. These include better road access to the Port of Miami, highway beautification, bike and pedestrian paths and congestion mitigation projects. Each of these authorizations contributed to Miami's plan to improve access to its waterfront, and relieve shipping congestion from the Port. Akerman's work on this project also included securing $1.6 million for planning a $1.2 billion tunnel that will be designed to better connect the Port of Miami to rail/intermodal facilities.

From 1998 to 2011, the firm has also provided federal representation services to the City of Miami on a variety of legislative issues including federal appropriations, transportation, international trade, homeland security, and community development. The City's federal appropriations priorities have included funding to dredge the Miami River. This project is authorized by the U.S. Army Corps of Engineers. We also worked with the City to increase community development funding through the Department of Housing and Urban Development. These efforts included meeting with officials at HUD and the White House as well as extensively lobbing the South Florida Congressional delegation and drafting legislation to increase the CDBG public services cap.

Total Contract Value: $80,000.00 per year
Dates Covering Term of Contract: April 2009-April 2011
Contact: Kirk Menendez, Senior Assistant to the City Manager, City of Miami, Florida, 3500 Pan American Drive, Miami, FL 33133
Telephone: 305-250-5400
Prime Contractor

Central Florida Regional Transportation Authority (LYNX) – Akerman attorneys have represented the Central Florida Regional Transportation Authority (LYNX) since 1992. LYNX is a consortium of government agencies with jurisdiction over transportation matters in the Orlando area. The membership includes Orange, Seminole and Osceola counties, and City of Orlando.

The firm's primary focus has been to obtain federal money for the transportation needs of the Orlando area. We have helped the coalition obtain over $120 million, including $59 million for a light rail system (the

project was subsequently stopped by local opposition), $45 million in bus and bus facilities monies, $5 million for an intermodal center in downtown Orlando, $200,000 in reverse commute funds and over $3.5 million for a bus rapid transit system.

We worked with LYNX and the City of Orlando on a joint application for TIGER II grant funding in 2010. We helped to secure Congressional support for the application. The City and LYNX were awarded $10 million for their innovative transportation project in downtown Orlando.

We also work with LYNX on a variety of federal issues, including transit funding through the Federal Transit Administration and Department of Homeland Security, authorizing legislation impacting transit agencies, and federal grants for LYNX's projects.

Total Contract Value: $100,000 per year
Dates Covering Term of Contract: 1992 to present
Contact: J. Marsh McLawhorn, Chief Government Affairs Officer, LYNX, 455 N. Garland Avenue, Orlando, Florida 32801
Telephone: (407) 254-6064
Prime Contractor

City of Tallahassee, Florida – Attorneys with Akerman have been retained since March 2000 to handle all federal representation for the City of Tallahassee. Specifically, we helped the City prepare its federal appropriations requests, and its overall legislative agenda. We also monitor other legislative issues of interest to the City, such as developments in transportation, homeland security, and community development.

We have been successful in assisting the City obtain over $30 million since 2000, including $16.1 million for the expansion of the bypass around the City, known as Capital Circle NW in SAFETEA-LU; $9.89 million in earmarks for public transit projects; $2.2 million in waste water and stormwater funding; $750,000 for upgrades to the police communications network; $800,000 for the City's innovative energy initiative; $588,000 for the joint emergency communications center; and $1.5 million for Tallahassee and other Florida counties for a new law enforcement technology.

We also worked with the City to secure direct air service between Tallahassee and Washington, D.C., which began in March 2012. We also work to identify grant opportunities for the City and obtain Congressional letters of support for their grant applications. For instance, on behalf of the City, we have obtained letters of support from the Congressional delegation to enhance the City's grant application to the Department of Transportation to make security upgrades at the Tallahassee Regional Airport.

Total Contract Value: $120,000 per year
Dates Covering Term of Contract: March 2000-present
Contact: Rick Minor, Chief of Staff, Office of the Mayor, 300 South Adams Street, Tallahassee, FL 32301
Telephone: Phone: (850) 891-2000
Prime Contractor

Experience, Qualifications, Past Performance and Capabilities

Carson City, Nevada – Akerman was retained in January 2004 to provide all federal representation to Carson City. We have focused on obtaining federal funding for their priorities and identifying grant opportunities for the City.

We were successful in obtaining $10 million in the transportation reauthorization law (SAFETEA-LU) for the V & T Railroad Restoration project, and $800,000 from the Economic Development Administration for the V & T restoration project. We also helped obtain over $1,000,000 from the EPA for two water infrastructure projects, and $1,350,000 from the US Department of Agriculture for erosion control projects after a wildfire. We have also secured over $700,000 for the City's program to combat methamphetamine use in the community.

We continue to work with the Nevada Congressional Delegation, including Senate Minority Leader Harry Reid on the City's federal funding priorities, transportation reauthorization projects and Water Resources Development requests.

Total Contract Value: $48,000 per year
Dates Covering Term of Contract: January 2004-present
Contact: Larry Werner, City Manager, Carson City, 201 North Carson Street, Suite #2, Carson City, Nevada 89701
Telephone: (775) 887-2100
Prime Contractor

Port of Oakland, California- Akerman was first retained in 2003 to help with appropriations issues the Port was facing with its project to dredge the shipping channel down to 50 feet. This multiyear project, funded through the Army Corps of Engineers, was being consistently underfunded by the agency. As a result of our work, the Port's dredging project was fully funded to completion in 2010. The Port's dredging project has received over $175 million in federal funds since 2003, and is now regularly identified by the Corps itself as one of its leading navigation projects.

The Port then retained our team members to handle all transportation and environmental issues, including wetlands restoration, ongoing harbor operations, and construction of an intermodal transportation system to reduce container truck traffic to and from the Port.

Our team members also secured $10 million for wetlands projects in the San Francisco Bay using the Port's dredge materials, and also helped win Federal Aviation Administration (FAA) and Federal Transit Administration (FTA) approval for construction of a BART transit line into the Oakland Airport. The transit project also won $70 million in additional federal funds under the ARRA better known as the "Stimulus Act."

We also played an active role in preparing the Port's grant application under the 2009 TIGER discretionary grant program, including securing critical support among the California Congressional delegation. The Port's $30 million application won in the fierce competition for TIGER funds. The Port, in partnership with two inland ports, is using the funds for a critical infrastructure modernization program that will use a marine

highway system to move consumer goods and agricultural products as an alternative to existing truck and rail infrastructure.

Total Contract Value: $150,000 per year
Dates Covering Term of Contract: 2003-2007; March 2009-December 2011
Contact: Matt Davis, Manager, Government Affairs, Port of Oakland, 530 Water Street, Oakland, California 94607
Telephone: (510) 627-1430
Prime Contractor

Experience, Qualifications, Past Performance and Capabilities

Contracts Performed for Miami-Dade County

Miami-Dade County, Office of Intergovernmental Affairs
Akerman was retained by Miami-Dade County from June 2007 – February 2010, and again from March 2011 to Present. Under our most recent contract with the County, we have been assigned a number of issues from the County's Federal Legislative Agenda, including: Children's Issues, Corrections, Elderly Services, Fire Rescue, Health Care Issues/Jackson Health System/CMS, International Trade/Free Trade Agreements/International Affairs, Juvenile Justice, and Police/Interoperability/Law Enforcement. We also provide assistance to the County on other issues such as land transfers, federal appropriations, Community Development Block Grant (CDBG) funding, port issues, as requested by the County.

Below is an overview of several of the issues we have worked on with the County over the past few years:

Urban Area Security Initiative (UASI) Funding: We continue to work with the County on the issue of UASI funding and last year fought off an attempt to eliminate the County's share of UASI funds. The House version of the FY2012 Homeland Security Appropriations bill would have limited UASI funding to the top 10 highest risk urban areas. Based on the criteria currently used by the Department of Homeland Security, Miami-Dade County does not qualify as one of the ten areas to have the highest risk of terrorist attacks so this provision was of great concern to the County.

We immediately notified the County of the problematic language in the House bill. During the House floor debate on the Homeland Security appropriations bill, we actively worked to get an amendment passed striking the language from the bill. On behalf of the County, we contacted Representatives Ros-Lehtinen, Diaz-Balart, Wasserman Schultz, Wilson, Rivera, Hastings, and other Florida Members such as Webster and Brown, to urge their support for the amendment. The amendment passed and this problematic language was stripped from the bill. Without the language being removed from the bill, the County would have received no UASI funding in FY2012. The FY2012 appropriations bill for the Homeland Security Department was completed in December. In February, FEMA announced that the FY2012 allocation for the Miami UASI is $5.4 million. We also continue to work with the County, which currently ranks as a Tier II urban area, on its efforts to qualify as a Tier I urban area.

Justice Department Programs Funding: The County supports maximum federal funding for a number of Justice Department programs that provide assistance to local law enforcement agencies, including the State Criminal Alien Assistance Program (SCAAP), Community Oriented Policing Services (COPS), and Byrne Justice Assistance Grants (JAG). We are currently working with the County on the FY2013 bill that funds the Justice Department. In March 2012, we helped the County prepare and submit programmatic appropriations requests to the Congressional delegation for these programs. Last year, we worked closely with the County to oppose significant funding cuts to these programs.

The House version of the FY2012 Commerce-Justice-Science Appropriations bill dramatically cut funding for state and local law enforcement programs critical to Miami-Dade County. The bill approved by the House Appropriations Committee eliminated funding for the SCAAP and COPS programs and cut the

Experience, Qualifications, Past Performance and Capabilities

Byrne JAG program by 16 percent over FY2011. Following the Committee's mark up, we notified the County of the significant cuts. Prior to the House floor debate, we prepared a letter for Mayor Gimenez to the Miami-Dade delegation urging them to restore the proposed funding cuts. We contacted the Congressional offices about the proposed cuts and their impact on the County. We worked closely with the County keeping them informed of the developments with the bill throughout the appropriations process. The FY2012 Commerce-Justice-Science Appropriations bill was completed in November 2011. The final bill provided funding for the SCAAP and COPS programs as well as an increase in funding for the Byrne JAG program.

Funding for SCAAP was part of the County's 2011 Federal Legislative Agenda. If funding for the SCAAP is eliminated, local taxpayers will have to bear the full cost of incarcerating criminal aliens so this was an important issue to the County and its Corrections Department. In FY2011, the County received a SCAAP award of $121,690. The appropriations bill for the Justice Department was completed in November 2011. Unlike the earlier House version which eliminated funding for the program, the final bill provided $240 million for the SCAAP in FY2012.

The County also supported funding for the COPS program, which provides support to local law enforcement agencies with hiring technology, training and security grants. In 2010, the Miami-Dade Police Department was awarded a COPS Hiring Grant for 50 police officers. While the House bill would have eliminated funding for this critical program, the final appropriations bill included $198.5 million for COPS programs.

According to the Miami-Dade Police Department (MDPD), JAG funding is one of the most important grants it is awarded annually. The JAG grant gives the MDPD flexibility to spend the funds on a variety of programs and services based on the current needs of the county, changing crime situation, and public and officer safety. The County received over $673,000 in JAG funding in FY2011 for mission critical technology and other activities to prevent and control crime and keep the community safe. The final FY2012 bill provided $470 million for Byrne JAG grants, an increase over both the House and Senate versions of the CJS bill.

Free Trade Agreements: We worked with the County on the recently approved free trade agreements with Panama, Columbia, and Korea. Congress passed the long-stalled free trade agreements (FTAs) last fall. We worked closely with the OIA staff on the FTAs as they were moving through the process. We actively followed all Congressional and Executive Branch developments, including Committee mark ups, providing reports and timelines to the County through the process. We contacted the Miami-Dade Congressional delegation about their support and/or opposition to the FTAs and reported to the County on their actions as well as other efforts by proponents and opponents of the FTAs. The House and Senate passed the FTAs in October, and they were signed into law by President Obama on October 21, 2011.

All three trade agreements will have an impact on the County. For instance, Panama ranks among Florida's top international trading partners and is the main gateway for commercial ties between the U.S. and Panama. In 2010, one third ($2 billion) of the total merchandise trade between the U.S. and Panama

moved through Florida. One ninth of Panama's entire worldwide trade moves through Florida. Exports of Florida-origin goods to Panama have almost tripled in the past five years, reaching $1.25 billion. Panama is the 13th largest market in the world for Florida-origin goods, such as information technology, transportation equipment, aerospace products, medical devices, and machinery. Under the FTA, Florida-origin exports of goods to Panama is estimated to increase by at least an additional 10% or $125 million per year. Florida's services exports to Panama are estimated to grow by at least an additional $34 million annually. In total, the FTA is estimated to increase Florida's annual export to Panama by about $160 million. The increased export of Florida's goods and services to Panama as a result of the FTA is estimated create an additional 1,845 jobs annually for Floridians.

As for the Columbia FTA, Florida is already the main gateway for commercial ties between the U.S. and Columbia, and it ranks among Florida's top international trading partners. More than a quarter ($7.6 billion) of the total bilateral merchandise trade between the U.S. and Columbia moved through Florida's seaports and airports. Accounting for 6% of Florida's total worldwide merchandise trade in 2010, Columbia ranked as Florida's second largest trading partner globally, after Brazil. Exports of Florida-origin goods to Columbia have increased by $173% since 2003, surpassing $2.5 billion in 2010 and accounting for over a fifth of all US exports to Columbia. The vast majority of Florida-origin exports to Columbia are in high value-added industries like information technology, transportation equipment, aerospace products, medical devices, and machinery. Nearly half of all U.S.-made high-tech goods exported to Columbia originate in Florida. Exports of Florida-origin goods to Columbia are estimated to increase by 13.7 percent under the FTA. Florida is also the gateway for transportation, trade finance, insurance, and various other kinds of high value-added professional services provided to companies from all over the world doing business with Columbia. The increased export of Florida's goods and services to Columbia as a result of the FTA is estimated create an additional 6,400 jobs for Floridians.

Finally, Florida exported an average of $399 million in goods to Korea from 2008-2010. The FTA will open new markets for key Florida exports including chemicals, computers and electronic products, machinery, and agriculture. The agreement eliminates tariffs and other barriers on most agriculture products like those produced in Florida such as fruits, vegetables and beef. Chemicals accounted for $78 million of Florida's annual exports to Korea in 2008-2010. Computers and electronics products accounted for $55 million, while machinery averaged $47 million. Eliminating the tariffs on these products will make U.S. exports more competitive and improve access to the Korean market for Florida businesses and support thousands of additional U.S. jobs.

<u>USDA Property Acquisition:</u> Legislation (H.R. 2825) has been introduced to permit the County to purchase approximately 2 acres of property at the U.S. Department of Agriculture's (USDA) research station to build a new fire station to serve Pinecrest, Palmetto Bay, Cutler Bay, and the surrounding communities. We have worked closely with the OIA on this issue since last year, including conference calls with Fire Rescue and other County departments, contacting the USDA, and the delegation about the legislation. The legislation passed the House during the last session of Congress but was not taken up by the Senate and needed to be re-introduced. The bill was re-introduced by Representative Ros-Lehtinen on August 19, 2011. It has been co-sponsored by Representatives Diaz-Balart, Rivera, Wasserman

Schultz, and Wilson. The bill is currently pending before House Agriculture Committee. We are also working with Senator Nelson on a Senate companion bill.

The County's 2011 Federal Legislative Agenda includes the USDA Property Acquisition as a priority. The bill will permit the County to acquire this property from the USDA to be able to construct a critical fire station to serve the surrounding communities. Fire Rescue has the funds for the project, but needs the land to construct the station.

Most recently, we have been working with the County and the delegation to have the bill included in the House and Senate version of the farm bill that is currently moving through Congress. Those efforts are continuing.

Continuation of the Low Income Pool (LIP) Program: The County's 2011 Federal Legislative Agenda supported the continuation of the Low Income Pool (LIP) program, which was being negotiated in 2011 as part of the extension of Florida's Section 1115 Medicaid Reform Waiver. After several months of negotiations, in December 2011, the State of Florida finally worked out an agreement with the federal government for an extension of its Medicaid Reform Section 1115 Demonstration Waiver through June 30, 2014.

The two key sticking points in the negotiations – the level of LIP funding and its expiration date – could have negatively impacted the County, but were ultimately resolved in its favor. We have previously worked with JHS on this issue, including working together with other Florida safety net providers and lobbying the Florida Congressional delegation on this issue. This past year, we worked with the County's Office of Intergovernmental Affairs (OIA) on this issue, keeping them informed of the going negotiations between the State and the Centers for Medicare and Medicaid (CMS).

The extension agreed to by CMS in December will continue through June 2014 the State's five-county Medicaid reform pilot program and maintains the Low Income Pool (LIP) at $1 billion annually. The State and safety net providers, including JHS, strongly supported full funding for LIP as well as a June 2014 expiration date, which coincides with the State's fiscal year. The $1 billion annual appropriations from the federal government for LIP is used to help pay the costs of the poor and uninsured and is targeted towards hospitals. JHS, as the largest safety net provider in the State, receives a significant portion of annual LIP funding so maintaining it at the $1 billion level until June 2014 was critical to JHS and the County.

Fire Rescue: D-Block/Spectrum Legislation: This is a complicated issue that we have been working on with the County over the past year. The County has two separate interests in this legislation. First, Fire Rescue and other public safety officials support legislation that would reallocate a section of vacant spectrum, known as the D-Block, to public safety. Reallocating the D-Block will improve first responder communications and emergency response capabilities. By building a high-speed nationwide wireless network for first responders, it will allow public safety officials to communicate seamlessly from coast-to-coast with high-speed devices rather than outdated radios. Interoperability has been a high priority for

public safety and law enforcement officials for many years. However, the County Commission was also concerned about any spectrum legislation that would force broadcasters to auction sections of spectrum that could reduce or disrupt the airwaves currently used by free local television broadcast stations, which are an important means to access local news and information, particularly for senior citizens and local income persons.

Over the past year, there have been several related bills on this issue. We have been closely following all developments with the D-Block/spectrum bills, including efforts by the "Super Committee" on this issue. In December, the House finally began to move a bill that would reallocate the D-Block to public safety. To help pay for the deployment of the public safety network, the bill authorizes the FCC to auction spectrum voluntarily given up by broadcasters to mobile broadband companies. The bill re-allocates spectrum for public safety's use and helps to pay for the new network, which Fire Rescue supports. However, it also includes provisions supported by broadcasters to ensure continued access to free local broadcast stations, which the County Commission supports.

In February 2012, Congress finally passed legislation that would reallocate a section of D-Block spectrum to public safety. It also provides $7 billion for nationwide public safety broadband network, and establishes a State and Local Implementation Grant Program to make grants to states to assist state, regional, tribal and local jurisdictions integrate with the nationwide public safety broadband network. Finally, the legislation authorizes voluntary spectrum auctions, which are estimated to generate more than $15 billion in revenue; proceeds from the auctions would be used for a variety of programs as well as federal deficit reduction, including: $100 million for the State and Local Implementation Fund; $7 billion for First Responder Network Authority; $250 million for the Next Generation 911 system; and $1.75 billion for the TV Broadcasters Relocation Fund. Any remaining funds would also be used for deficit reduction.

In addition to the D Block/public safety provisions, the bill also includes provisions supported by broadcasters to ensure continued access to free local broadcast stations, which the County Commission supports. The broadcasters were advocating for voluntary incentive auctions, which will allow local TV broadcasters to continue providing access to free local TV stations. We were pleased that the final bill addressed both of the County's concerns – interoperability and free local television access. We are continuing to work with the OIA staff on this issue as the Administration begins the process of implementing the legislation.

<u>CDBG Public Services Cap Legislation</u>: We have been working with the County on the CDBG Public Service Flexibility Act of 2011 (H.R. 2183/S. 877). This legislation would increase the Community Development Block Grant (CDBG) public services cap from 15 percent to 25 percent. In 2010, we worked closely with the City of Miami and the Congressional delegation to develop this legislation. Last summer, given our experience with the issue, the County asked that we continue to work on the legislation on behalf of the County. Current law prohibits most CDBG grantees from spending more than 15 percent of their CDBG allocation on public service activities, such as job training, crime prevention, child care, health, substance abuse, education, energy conservation, welfare or recreation needs.

Experience, Qualifications, Past Performance and Capabilities

We drafted the initial legislation on this issue, met with numerous HUD officials, and worked closely with the Congressional delegation. The initial bill did not make it through the process last Congress. Legislation (S. 877/H.R. 2183) has been introduced this Congress by Senator Nelson and Representative Ros-Lehtinen that would permanently increase the CDBG public services cap for all CDBG grantees to 25 percent. The bill has been co-sponsored by Representatives Rivera, Diaz-Balart, Wilson, Wasserman Schultz and Corrine Brown. Most recently, the House Members have requested that the House Financial Services Committee to hold a hearing on the bill to help draw attention to the issue and the pending legislation. The Chairman has indicated that the committee expects to hold oversight hearing on CDBG in the third quarter of the year and they will hear testimony regarding the legislation.

While the legislation would not increase the County's CDBG allocation, it would give the County important flexibility to spend more than 15 percent of its CDBG funding on public service activities, which could help the County during the ongoing economic downtown and tight budget situation.

Community Development Block Grant Funding: In addition to working with the County on the CDBG public services cap legislation, we have worked with the County to lobby for maximum CDBG funding in the annual appropriations bills. For FY2013, the House Transportation-HUD appropriations bill includes $3.3 billion for CDBG grants, which is $396 million above the FY2012 level and the President's budget request. The Senate bill includes $3.1 billion for CDBG grants. We will continue to work with the County to ensure that the final bill includes the higher House funding level for the CDBG program in FY2013.

In addition to this CDBG funding issue, we have also been working with the County on its FY2012 CDBG allocation and concerns that the County and other entitlement communities have about potentially flawed Census data that was used in calculating this year's allocations. We have met with the Congressional delegation as well as officials from the Department of Housing and Urban Development and the Commerce Department to discuss this issue.

Many communities across the country, particularly those with large minority populations, took a significant cut in their FY2012 CDBG allocation. While the communities expected a cut based on the FY2012 Congressional appropriation for CDBG, they did not expect the significant cuts of 30-50 percent that some South Florida communities received. There are concerns that the Census data HUD is using to calculate the formula is flawed, particularly the statistics on overcrowding which are based on the annual American Community Survey (ACS) that the Census Bureau conducts. For many South Florida communities, the overcrowding number dropped significantly between last year and this year because of the new data the Census Bureau is using and it resulted in the dramatic cut in their allocation. Several other cities in Puerto Rico, California, Nevada, New Jersey and other states were also negatively impacted by this data. On behalf of the County, we are continuing to work with a coalition of impacted entitlement communities to find a possible solution to the situation.

Experience, Qualifications, Past Performance and Capabilities

Jackson Health System (JHS) Federally Qualified Health Center (FQHC) Efforts: JHS has been interested in getting Federally Qualified Health Center (FQHC) status for the North Dade Health Center. They have previously applied for a grant in order to obtain the benefits of FQHC status. The benefits include Public Health Service Act Section 330 grant funding for FQHCs, enhanced Medicare and Medicaid reimbursement, eligibility to purchase medications for outpatients at a reduced cost through the 340B drug discount program, medical malpractice coverage, access to National Health Service Corps personnel, access to the Vaccine for Children program, and eligibility for various other federal grants and programs.

We previously worked with JHS on a FQHC New Access Point grant, including arranging Congressional meetings for JHS officials to obtain their support for their efforts to gain FQHC status. We also obtained Congressional support letters for their New Access Point grant application. In the meantime, JHS also decided to pursue FQHC "look alike" status, which provides some but not all of the benefits of full FQHC status, such as enhanced Medicare and Medicaid reimbursements and eligibility for the 340B drug discount program for outpatient medications. On behalf of JHS, in March 2011, we were able to obtain Congressional support letters for their FQHC "look alike" application from several Republican and Democratic Members of the Miami-Dade Congressional delegation.

JHS would benefit financially from full FQHC status or a "look alike" designation for the North Dade Health Center. They would be eligible for enhanced Medicare and Medicaid reimbursement and discounted drugs for outpatients through the 340B drug discount program. Also, JHS would be eligible for federal health center grant funding and other programs. These benefits would help to sustain JHS. On September 15, 2011, the Public Health Trust of Miami-Dade County was awarded $79,444 for a "Health Center Planning Grant". The U.S. Department of Health and Human Services announced awards to help several organizations across the country, including Jackson, that would like to become federally qualified health centers. These funds support organizations' development as a future health center.

Miami Harbor Dredging Project: In March 2011, Akerman's Jose Villalobos accompanied Bill Johnson, Port of Miami Director, and Joe Rasco to Congressional meetings in Washington, D.C. They met with members of the delegation to discuss the port and its efforts to secure federal funding for the project through the U.S. Army Corps of Engineers. We also participated in a number of conference calls with the County to discuss its federal government strategy. While not the primary lobbying firm on this issue, we assisted the County with its lobbying efforts on this issue this past year. The deep dredge project will allow the Port to double its cargo business within 10 years and generate over 30,000 new jobs. The Port of Miami generates approximately $40 million in total cargo revenues annually. The anticipated revenue increase as a result of the Deep Dredge is approximately 15 percent initially, and could double over the next ten years as a result of additional Port-related infrastructure improvement projects.

Medicaid Hospital Reimbursement: We were retained by the County in 2007, and were initially assigned to assist the County with a controversial Medicaid rule that would have limited payments to public health care providers. This rule would have had a severe negative impact on safety net hospitals in Miami-Dade County costing them millions in reimbursements from CMS. The proposed rule would have cost Jackson

Experience, Qualifications, Past Performance and Capabilities

Memorial an estimated $129 million alone. In 2007, Congress passed a 1-year moratorium on implementation of the proposed rule, which was is due to expire on May 25, 2008.

In the Fall of 2007, public hospitals, including JMH, and other interested groups continued to lobby to extend it. We joined in those efforts on behalf of the County and worked with the Miami-Dade delegation on the extension. Throughout the remainder of 2007 and the beginning of 2008, we continued to work with the OIA staff and the Miami-Dade Congressional delegation. Legislation was introduced in the House and Senate to extend the moratorium for another year. It was co-sponsored by most of the Miami-Dade Congressional delegation. In March 2008, we participated in meetings with the delegation along with JMH to lobby on this issue.

We continued to keep the County informed of all legislative developments. In April 2008, Congress tried to pass a standalone bill, the Protecting the Medicaid Safety Net Act (H.R. 5613), which would have delayed implementation of seven controversial CMS rules including the public hospital Medicaid rule of interest to Miami-Dade County. The House passed the bill in April 2008. However, an attempt to move the bill as a standalone bill in the Senate failed so supporters of the legislation decided to attach it to the Fiscal Year 2008 emergency supplemental appropriations bill. In June 2008, Congress passed the FY2008 supplemental appropriations bill, which included a one-year moratorium on the Medicaid hospital rule.

On behalf of the County, we successfully lobbied along with other interested groups to have a provision included in the 2009 American Recovery and Reinvestment Act (the "stimulus" bill) that called on the Obama Administration to not finalize the proposed rule, thereby saving Jackson Memorial and other public providers millions of dollars. The rule was ultimately withdrawn by the Obama Administration.

The Medicare Inpatient Rehabilitation Facility Rule ("75 Percent Rule"): Under our previous contract with the County, we also worked on this issue. Several hospitals in Miami-Dade County, including Jackson Memorial Hospital and HealthSouth, provide inpatient rehabilitation services. The Medicare program pays for a variety of rehabilitation services, including inpatient rehabilitation hospitals and units (IRH/Us). Until recently, for a rehabilitation facility to qualify as an IRH/U under CMS regulations, 60 percent of its patients must have received treatment for one of 13 specified conditions. This compliance threshold increased to 65 percent on July 1, 2007, and was scheduled to increase to 75 percent on July 1, 2008.

In August 2007, the County Commission adopted a resolution urging Congress to pass legislation that would permanently freeze implementation of the "75 percent rule" for inpatient rehab facilities at 60 percent. Freezing implementation of the rule ensures continued access to high quality inpatient rehab care for Medicare beneficiaries in Miami-Dade County and around the country.

Legislation, the Preserving Patient Access to Inpatient Rehabilitation Hospitals Act (S.543 and H.R. 1459), was introduced in Congress to retain the 60 percent compliance threshold and ensure the continued access to high quality IRH/U care for Medicare beneficiaries. Senator Nelson was a cosponsor of the Senate bill. The members of the Miami-Dade Congressional delegation were cosponsors of the House bill.

Experience, Qualifications, Past Performance and Capabilities

We worked with the County and local providers on this issue to actively lobby Congress. We worked with the Miami-Dade Congressional delegation, and former Representative Kendrick Meek's office, in particular, to push for the IRH provision to be included in the final version of the SCHIP bill that was pending before the Congress in 2007.

Finally, in December 2007, Congress was able to reach an agreement on a limited Medicare/SCHIP package, which extended SCHIP through March 2009. The bill also included a provision to permanently freeze the inpatient rehab services compliance threshold at 60 percent, retroactive back to July 1, 2006.

The provision was consistent with the resolution adopted the County Commission. It was good news for health providers in the County that provide inpatient rehab services, like HealthSouth and Jackson Memorial, and ensured that Medicare beneficiaries in the County had continued access to inpatient rehab care. The President signed the bill into law on December 29, 2007. With the provision's enactment into law, the issue was resolved and no further action was required.

State Children's Health Insurance Program (SCHIP) Legislation: In July 2007, we began working on and reporting to the County on legislation to reauthorize and expand the State Children's Health Insurance Program (SCHIP). SCHIP is a national program which provides health insurance for low-income families who earn too much money to qualify for Medicaid, yet cannot afford to buy private insurance. The program was created in 1997 to address the growing number of children in the United States without health insurance. Florida's children's health insurance program is known as KidCare. Miami-Dade County has the highest rate of uninsurance in the state and one of the highest in the nation so re-authorization of this program was important to the County and local health care providers. The existing program authorization was due to expire on September 30, 2007.

Throughout the Fall of 2007, we worked with the County on the SCHIP reauthorization bill. After significant legislative activity, including a number of Presidential vetoes, the Congress passed a simple extension of SCHIP that re-authorized SCHIP through March 31, 2009. The County supported the re-authorization bill.

With the existing SCHIP program due to expire in March, in January 2009, the Congress took up legislation to re-authorize the SCHIP program for an additional four and half years. The County continued to support re-authorization of the program and we worked with the delegation on the issue. In early 2009, Congress passed the SCHIP re-authorization bill (H.R. 2) and it was signed into law by President Obama on February 4, 2009 as Public Law 111-3.

Medicaid Matching Funds for Jackson Health System: In 2008-2009, we worked closely with County staff, JHS and the Miami-Dade Congressional delegation to extend the temporary increase in the Federal Medical Assistance Percentage (FMAP) – the matching rate for states' medical assistance spending under Medicaid. The ARRA signed into law in February 2009, included a temporary increase in FMAP funds to help states maintain their Medicaid programs. The bill provided each state with a 6.2% increase in their Federal Medical Assistance Percentage (FMAP) along with an additional boost based on each state's unemployment rate. The FMAP increase was set to expire on December 31, 2010.

Experience, Qualifications, Past Performance and Capabilities

We worked extensively with the County, JHS and the Congressional delegation, particularly former Representative Kendrick Meek and Senator Bill Nelson who served on the committees of jurisdiction for this issue, to obtain a six-month extension of the ARRA FMAP funds. The FMAP extension was critical to Jackson as the largest safety net provider, but also because the State budget approved by the Governor and Florida Legislature that year, included a direct assistance payment of $50 million to JHS contingent on Congress approving a six-month extension of the ARRA FMAP provision.

According to JHS' estimates, without the extension, the total loss to JHS could have been more than $75 million. In addition to the $50 million direct assistance to JHS that would have been lost, JHS would have lost another $2.3 million per month in enhanced FMAP payments. The loss of these additional funds for JHS would have burdened its already strained financial situation and impacted JHS' ability to meet its mission of providing the high standard of quality care to all who need it.

After several attempts to complete action on the FMAP extension and several months of intense lobbying and legislative activity, the Congress finally passed a six-month extension of enhanced FMAP for states in August 2010. Under the bill, the State of Florida was due to receive approximately $700 million in additional Medicaid funding. In September 2010, JHS received its full direct assistance payment of $50 million from the State, plus it received millions in additional Medicaid payments through June 2011.

Healthcare-related Appropriations: Under our previous and current contract, we have worked on and reported to the County on the annual appropriations bills and the Labor-HHS-Education bill in particular, which funds the Department of Health and Human Services (HHS). Throughout the year, we provide regular reports on the budget and appropriations process, including House and Senate Appropriations Committee action, floor debate and conference negotiations. We have reported on funding for several programs of interest to the County, including the Head Start, Healthy Start and Ryan White AIDS Programs.

We previously provided updates to the County on our appropriations efforts on behalf of JHS. In FY2009, we were successful in securing $2 million for Jackson's Ryder Trauma Center in the FY2009 Defense Appropriations bill. Jackson planned to use the funding to purchase equipment to improve its trauma training and support. We also secured $190,000 in the FY2009 Labor-HHS-Education bill for Jackson to make health information technology upgrades. We worked with Jackson on three appropriations requests for FY2010 and were successful in securing the following earmarks for JMH: $2 million in the Defense appropriations bill for equipment to support military trauma care training; $500,000 in the Homeland Security appropriations bill to harden JMH's trauma center to withstand higher category hurricanes, and $500,000 in the Labor-HHS-Education appropriations bill for health information technology upgrades.

Also, in October 2007, the Board of County Commissioners passed a resolution urging the U.S. Congress to prioritize funding for Camillus House. We were assigned to work on this issue for the County. Camillus, which provides humanitarian services to poor and homeless persons in Miami-Dade County, was in the process of re-locating to a new, larger site in order to accommodate more clients.

Experience, Qualifications, Past Performance and Capabilities

We helped Camillus secure $191,593 in FY2008 and $500,000 in FY2010 appropriations process for Camillus' new facility. This funding supplemented the $1,167,000 that had already been appropriated by Congress through the Department of Health and Human Services, Health Resources and Services Administration (HRSA), to Camillus for design and architecture services for this project.

Health Reform: On behalf of the County and JHS, we were actively engaged in the health reform debate throughout 2009 and early 2010. We provided relevant updates to the County on the status of the legislation, provisions of interest to the County and JHS, and our efforts to lobby the delegation, leadership and relevant committees on behalf of provisions of interest to the County. Some of the key issues included Disproportionate Share Hospital (DSH) Payment cuts; coverage expansion, employer mandates, extension of the temporary FMAP increase, 340B drug discount expansion, and funding for graduate medical education.

The County was particularly interested in a revenue provision included in the bill that would have imposed a new tax on high-cost insurance plans, known as "Cadillac" plans. The final bill, the Patient Protection and Affordable Care Act that was signed into law in March 2010, included a 40% excise tax on insurance companies and plan administrators for any health coverage plan that was above the threshold of $10,200 for single coverage and $27,500 for family coverage beginning in 2018. We worked with the County on this issue throughout the health care reform process. We met with the delegation as well as members of the House Leadership to discuss the legislation and the County's concerns.

Total Contract Value: $110,000
Dates Covering Term of Contract: April 2007 to February 2010; March 2011 to present.
Contact: Joe Rasco, Director, Office of Intergovernmental Affairs, Board of County Commissioners, Miami-Dade County, 111 NW 1st Street, Suite 1032, Miami, FL 33128
Telephone: 305-375-5600
Prime Contractor

Public Health Trust of Miami-Dade County/Jackson Health System (JHS)
From January 2005 until April 2011, we provided federal lobbying services to JHS primarily focusing on federal appropriations, health care related legislation and regulations. JHS is the public health provider in Miami-Dade County, main teaching hospital for the University of Miami, the only Level 1 Trauma Center in South Florida, and the largest safety net provider in the State of Florida.

We have been successful in obtaining Congressional earmarks for upgrades to health information technology, facilities and equipment. In FY2010 alone, we helped secure the following earmarks for JMH: $2 million in the Defense appropriations bill for equipment to support military trauma care training; $500,000 in the Homeland Security appropriations bill to harden JMH's trauma center to withstand higher category hurricanes, and $500,000 in the Labor-HHS-Education appropriations bill for health IT upgrades.

In 2007, Akerman's lobbyists also developed and shepherded a successful strategy to secure millions in FEMA reimbursements as a result of the 2004 and 2005 Florida hurricanes. Our efforts resulted in total

Experience, Qualifications, Past Performance and Capabilities

FEMA reimbursements to JMH of $14,554,139 for infrastructure damage, debris removal and overtime wages.

We also worked with JMH on a number of healthcare related bills and regulations. One significant example is the Centers for Medicare and Medicaid (CMS) proposed rule that was released in January 2007 imposing cost limits for public health care providers and altering the definition of "public" status. The proposed rule would have cost JMH an estimated $129 million. The rule was scheduled to take effect on September 1, 2007. However, working together with the Jackson, its Congressional Delegation and the public hospital association, we were able to successfully lobby Congress for a moratorium on the proposed rule. We worked to obtain another provision in the ARRA that called on the Administration to not finalize the proposed rule, and the rule was eventually withdrawn. We are also worked with JHS on the health care reform legislation, the Patient Protection and Affordable Care Act (PPACA), advocating for its priorities, including funding for Disproportionate Share Hospitals, Graduate Medical Education, Medicare geographic payment variations, and hospital reimbursement rates. Until April 2011, we continued to work closely with JHS on implementation of the PPACA, including the development of federal standards for electronic health records, Medicare and Medicaid EHR incentive payments, and grants made available through the PPACA, such as funding for expansion of the Federally Qualified Health Centers (FQHC).

Total Contract Value: $36,656.75 for 90 day contract extension – January 31, 2011 to March 31, 2011
Dates Covering Term of Contract: January 2005 to April 2011
Contact: Nathan Ray, Corporate Director of Governmental Relations, Jackson Health System, 1611 N.W. 12 Avenue, Miami, FL 33136
Telephone: 305-585-6754
Prime Contractor

Miami-Dade County Expressway Authority

In early 2009, the Miami-Dade Expressway Authority (MDX) retained Akerman to provide counsel on federal transportation funding and policy development. On behalf of MDX, Akerman worked with MDX to submit a proposal for TIGER grant funding to the U.S. Department of Transportation. The firm also worked with the Miami-Dade Congressional delegation on MDX's appropriations requests for various road projects. On the policy side, Akerman has met with a variety of transportation policy makers at all levels of the federal government, including the White House, the U.S. Department of Transportation (DOT) and the U.S. Congress to highlight issues of concern to the MDX.

Total Contract Value: $105,000.00 per year
Dates Covering Term of Contract: January 2009-April 2010
Contact: Javier Rodriguez, Executive Director, Miami-Dade Expressway Authority, 3790 NW 21st Street, Miami, FL 33142
Telephone: 305-637-3277 ext. 2201
Prime Contractor

Experience, Qualifications, Past Performance and Capabilities

Approach to Project Organization/Management

As is our current practice under our existing contract, the Miami-Dade County representation team will be led by the lawyers and public policy advisors in our Washington Office. The office is located at 750 9th Street, N.W., Suite 750, Washington, DC 20001. Additionally, Miami-Dade County will have local support from Akerman in Miami. The Akerman office is located at One Southeast Third Avenue, 25th Flr., Miami, FL 33134.

The following Policy team members will be available to assist with the County's representation:

- Jane Sargent, Of Counsel, Washington, D.C.
- Rick Spees, Shareholder and Chair, National Government Affairs & Public Policy Practice Group, Washington, D.C.
- Mike Abrams, Public Policy Advisor and Co-Chair, National Government Affairs & Public Policy Practice Group, Miami, FL
- Jose Villalobos, Of Counsel, Miami, FL
- Nick Falvo, Legislative Analyst, Washington, D.C.
- Jeanne Morin, Public Policy Advisor, Washington, D.C.
- Fatima Perez, Public Policy Advisor, Miami

Our team proposes to utilize our individual strengths and experience to work on behalf of the County to accomplish its goals. **Jane Sargent** will continue to serve as lead representative based in Washington, D.C. and the primary day-to-day contact for the County and its officials. **Rick Spees** will assist with high priority appropriations requests and serve as a key advisor on specific issues such as seaport, transit, aviation and homeland security. **Jeanne Morin**, who has extensive experience representing clients before Congress and the Executive Branch, will be available to represent the County and advise on the County's legislative agenda as needed. **Nick Falvo** will continue to provide legislative support, tracking and reporting to the County on relevant legislative and administrative developments.

Mike Abrams will continue to serve as the lead representative based in Miami, Florida, and is available in person to meet with the Commissioners, County departments, and intergovernmental affairs staff in Miami. **Jose Villalobos** and **Fatima Perez** have extensive experience and relationships with the Miami-Dade County government and local elected officials. They will be available to support the County's representation team in Washington and attend local meetings in Miami as necessary.

The personnel assigned to the County's team are all fully qualified, professional government relations attorneys and public policy advisors with experience in the public and private sectors capable of lobbying Capitol Hill and the Executive Branch. Their relationships, experiences and expertise will be useful as we work to accomplish the County's Federal legislative agenda.

Experience, Qualifications, Past Performance and Capabilities

Approach to Scheduling of Work and Prioritizing County's Requests

We believe that communication is key to successful advocacy. We currently maintain regular contact with the County's Office of Intergovernmental Affairs staff in Washington, D.C. via email, telephone, text, and in-person meetings. Effective communication is the cornerstone to obtaining results for our clients. We communicate closely with all of our clients in the development of an annual legislative program and as the agenda is pursued throughout the year.

At Akerman, we approach each policy project as the formation of a unique alignment of professionals between the client and the team. We believe we are most effective representing you when each partner brings its strengths together to develop a comprehensive federal policy agenda that compliments and then becomes a component of your strategic plans. Akerman's Policy team would integrate the County Commission, the Office of Intergovernmental Affairs, senior staff and department heads, into the lobbying effort so that we can give you a better understanding of the potential value of strong relationships with federal legislators and executives.

If selected to continue our representation of the County, our professionals will be available in Washington, D.C. and Miami to work whenever needed to advance your federal legislative and regulatory agenda. We will continue to place a high priority on the County's requests. As is our current practice, we respond promptly to all requests from the County and provide timely updates to the OIA on our activities and any development on the County's issues assigned to us. Akerman is committed to meeting each of the key requirements identified under the Scope of Work, and more:

- *Track Key Issues:* Akerman regularly monitors regulatory proposals and pending legislation – including appropriations and authorizing bills – that impact our municipal clients. We work closely with key committee staffers and members, trade and professional associations and subscribe to a full range of policy tracking services that when combined allow us to stay one-step ahead of the major issues that affect urban governments. We use our expertise to evaluate the latest information and immediately relay critical news and updates so that our clients can move quickly to take advantage of every funding and policy opportunity in the federal government. We prepare a communication plan with each client to meet their needs, including regular conference calls, monthly comprehensive reports, emergency client alerts and broad policy reports and analysis.

- *Daily Policy Guidance:* Every day that Akerman works for the County, our team will be ready to report on the latest developments in Washington, D.C. Our team has decades of lobbying experience and a substantial knowledge of the legislative process, including drafting and delivering legislation, resolutions and amendments, as well as coordinating these activities with bill sponsors. Akerman's team includes former committee staff to the Congress, former staff to Senators and Representatives, a former member of the state legislature, as well as individuals with Executive

Branch experience. We will regularly advise you on federal policy strategies and provide concise and effective reports that lay out the policy options for the County.

- *Aggressive Advocates:* Akerman's team has substantial experience in representing and advocating client positions to Congress and the Executive Branch. When legislation is considered that may impact our clients, Akerman meets with the delegation and committee staff to vigorously advocate for the client's interests. By providing information to decision-makers in a timely manner, Akerman insures that the client's views are considered before legislation is passed. In addition, part of such representation includes advocating to other lobbyists, elected officials, including Council members and staff, numerous interested organizations, as well as grass roots and community organizations.

- *Strategic Plans and Relationships:* Strategic planning includes setting an agenda that translates a policy vision into concrete goals that lead to obtaining appropriations funding, directed spending from authorizing legislation, grants from key agencies, and favorable federal policy decisions from every level of the federal government from the White House to an agency's regional office. We begin every project by working with our new client to set a clear agenda that builds on our experience and relationships in Washington and also our client's. As we detail in this proposal, Akerman has established ties with the Obama Administration, the bipartisan Congressional leadership, and the Florida delegation to Congress.

- *Documenting Miami-Dade's Case:* We have substantial experience in preparing effective materials to make the best case for each of the County's policy goals. From testimony for our clients to position papers, from proposed legislative language to critical appropriations forms, Akerman will take the lead in preparing the critical documents that make the case for the County's federal agenda.

- Miami-Dade County's *Washington, D.C. Office:* Akerman offers a full-service office in Washington, D.C. that is available to our clients. In addition to office space, services and support to suit our clients' needs, we are also able to provide computers and telephones to our clients while in Washington for meetings or conferences. We believe it is essential for clients to establish and maintain strong contacts with their delegation. Our experience has taught us that effective Washington representation involves our clients meeting directly with their elected representatives. We typically arrange for client representatives to meet with their delegation at least two times per year, and arrange access to key decision-makers inside the relevant federal agencies. We recommend for appropriations purposes, that the representatives of clients travel twice a year to Washington, D.C. in order to meet with key congressional offices to press for priority funding requests.

Experience, Qualifications, Past Performance and Capabilities

Estimate of Hours

As is our current practice with Miami-Dade County, Akerman will be available to County staff at all times to assist with the County's federal legislative agenda and other issues as they arise throughout the year. Akerman's resources and capabilities in Washington, D.C. and Miami allow for a lobbying team fully accessible to County Commissioners, officials, and staff. The team will be prepared to meet with Commissioners, department officials, Office of Intergovernmental Affairs, and County staff in either location at the request and discretion of the County.

Each member of the team utilizes a Smart Phone or Black Berry device and has 24 hour access to electronic mail and cell phones. A contact list of the team will be provided to the Office of Intergovernmental Affairs to allow for full communications capability with the team at all times. This is particularly important when Congress is in session.

Team members understand the need to be available to the County and to participate in meetings with the County and to also attend meetings on the County's behalf as necessary. We currently respond promptly to all requests from the County for information and provide timely updates to the County on our assigned issues and our activities. The team will continue to make themselves available in Miami and Washington, D.C. to address any and all legislative issues and concerns of the County.

Experience, Qualifications, Past Performance and Capabilities

Confirmation of Ability to Fulfill Elements of Scope of Services

If chosen to continue to represent Miami-Dade County, an experienced team of professionals will be available to represent the County's interests before the U.S. Congress and Federal agencies. The personnel assigned to the County are all fully qualified, professional lobbyists with experience in the public and private sectors capable of lobbying Capitol Hill and the Administration. Their relationships, experiences and expertise will be useful as we work to accomplish County's agenda.

Our professionals and staff will continue to be available in Washington, D.C. and Miami to assist with accomplishing the County's Federal Legislative Agenda. Additionally, we believe it is essential for the County to maintain personal contact with the Miami-Dade Congressional delegation. This includes, as previously noted, a commitment for County officials to meet directly with their elected representatives in Congress. While we will assume a pivotal role by developing strategies, and serving as a day-to-day liaison for Congressional offices, there is no substitute for direct contact and communication between principals and their representatives in Washington. In addition to delegation meetings, we would arrange for meetings with the relevant House and Senate Committees and other key Members of Congress. We will also arrange access to key decision-makers inside relevant federal agencies. We will prepare the County's officials and staff for these meetings, including preparing briefing books, issue papers, talking points and fact sheets for the County to use in educating the delegation and agency officials.

We are also available to attend meetings with the County in Miami or Washington, D.C. and will be prepared to make presentations to the Board of County Commissioners as requested. In addition to these meetings, we continue to be available by telephone or electronic mail at any time for assistance or to address concerns regarding any issues that Akerman is monitoring for the County. It is our practice to promptly respond to any inquiries made by County staff. Throughout the year, we also provide regular reports on the annual appropriations process, as well as supply monthly reports to the County detailing our activities and any developments on issues of interest. Additional correspondence is provided as issues emerge. We would continue this practice if chosen to renew our contract with the County.

Finally, on behalf of County, we will continue to be available to attend meetings and briefings held by Administration officials and other organizations, such as the National Association of Counties and U.S. Conference of Mayors. These organizations hold regular briefings on issues of importance to local governments and usually include guest speakers from relevant Congressional committees and federal agencies. We would continue to attend these meetings on behalf of the County as requested.

We will assume the following responsibilities and any others that the County may assign in the course of our work. The items listed below summarize our approach to representing the County in Washington D.C.:

Experience, Qualifications, Past Performance and Capabilities

- Working with the Office of Intergovernmental Affairs, serve as your Washington, D.C. representative and day-to-day liaison with Congress and the federal agencies, providing a full range of legislative counsel and advocacy services;
- Orchestrate meetings for County Commissioners, officials and staff with the Miami-Dade and Florida Congressional Delegation, other relevant House and Senate Committee Members and staff, and federal agencies;
- Assist the County with formulating its legislative and policy agenda;
- Recommend approaches to obtain support for your positions and to neutralize any potential opposition;
- Plan strategy and direct advocacy on behalf of the County;
- Develop advocacy materials to be distributed on your behalf;
- Provide drafting and research services necessary to accomplish your legislative and agency objectives, including development of legislative language as it moves through the House and Senate;
- Monitor legislative and administrative developments and attend Congressional and administrative hearings and briefings;
- Assist County officials with appearances before Congressional Committees and federal agencies, including drafting testimony;
- Establish a communications link with the County through meetings, conference calls, email and regular written reports on the status of key federal legislative and regulatory issues;
- Communicate with the Office of Intergovernmental Affairs on a weekly basis, or more often as necessary, to review and analyze legislative and administrative actions related to the County's interests, and provide an annual report of accomplishments;
- Be available on a constant basis to County officials and staff to respond to any inquiries about legislative or administrative developments;
- Provide copies of federal legislative bills and regulatory proposals;
- Establish and maintain positive relationships with Congress and the Executive Branch to enhance and promote the County's agenda;
- Meet with County officials and staff in Washington, D.C. and Miami, and attend or call into local Miami meetings to report on relevant activities and issues;
- Represent the County at meetings, hearings, or conferences, as necessary;

Akerman is able to provide the optional services in Section 2.3. We understand that the County may request optional services related to the County's lobbying efforts and that any related expenses would require prior written County approval.

Additionally, Akerman has a full-service office in Washington, D.C., approximately 1 mile from the County's D.C. office. When County Commissioners, officials and staff are in Washington, D.C., we would make office space, services and support available to them to accommodate their needs. We also have meeting

rooms available with conference call capabilities that we offer to the County for meetings, conferences, fundraisers or receptions. When the OIA staff in Washington, D.C. has needed larger meeting space, we have made our conference rooms available for their use and will continue to offer those services to the County. In addition to our services in Washington, D.C., we can provide local support through our Miami office. A full range of services can be offered from either the Washington, D.C. or Miami office at the request of the County.

Approach to Complying with Reporting Requirements in Scope of Services

Akerman currently represents the County and complies with all reporting requirements in a timely manner. Akerman currently provides monthly reports at the beginning of every month to update the County on our activities and the status of the issues assigned to us. Two sample reports are included in Tab 5. The monthly report is divided into issues as well as a closing section that highlights for the County the potential issues for the next month. We also provide a comprehensive year-end report, which summaries our activities and accomplishments and the status of those issues that we assisted the County with over the year.

In addition to the monthly reports, we also provide regular reports to the County on the federal appropriations process and where the bills stand in the process throughout the year. While transportation is not currently one of our assigned issues, we are actively engaged in transportation matters for other local government clients and prepare regular reports on the status of the transportation reauthorization bill that we share with the County as well.

We also provide immediate reports, either via email or telephone calls, with the OIA staff on developments as they happen. When Congress is in session, developments may occur on a daily, even hourly basis. Reporting on those developments and formulating a strategy cannot always wait for a weekly or monthly report and, therefore, we maintain constant contact with the OIA staff and provide updates as often as needed on those issues. For instance, during the floor debate on an appropriations bill, an amendment may be offered to reduce funding for a program that would negatively impact the County. Garnering opposition and notifying the Miami-Dade delegation of the County's concerns must be addressed immediately. We would immediately contact the OIA staff and the appropriate department for their input and then coordinate our efforts with the OIA staff to respond and garner opposition to the amendment. These types of developments occur throughout the legislative session and demand an immediate reaction, which cannot wait for weekly meetings or monthly reports. Therefore, we maintain ongoing contact with the OIA staff to address issues as they arise.

Akerman has been diligent in providing timely reports as required by the County and been very responsive to any request for assistance or updates on any issues. If we are retained again, we will continue to provide this level of service to the County.

Experience, Qualifications, Past Performance and Capabilities

Exception to Terms of the Solicitation

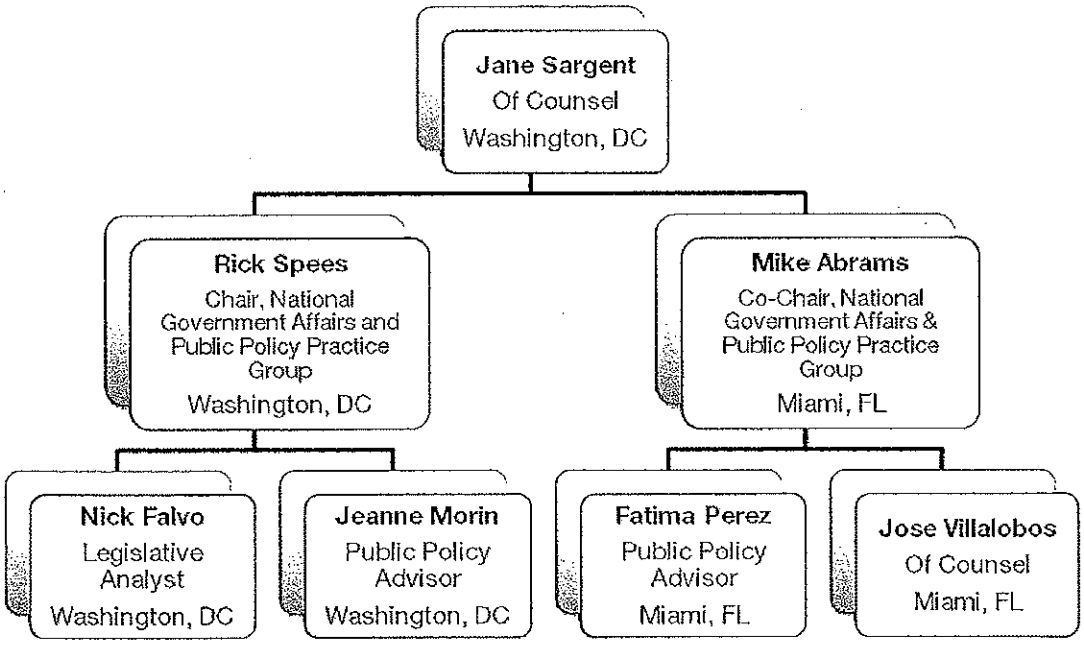
Akerman does not take any exceptions to the terms of this Solicitation.

Key Personnel Performing Services

Names of Subcontractors

Akerman does not anticipate the need for subcontractors as part of the team as we believe our Federal Policy team qualifications will meet or exceed the requirements of the County as outlined in the RFQ. If selected, and the scope of work requires additional expertise, with the permission of the County, Akerman reserves the right to utilize support from subcontractors.

Organization Chart for Key Personnel



Key Personnel Performing Services

Experience and Qualifications of Key Personnel

Akerman's Government Affairs & Public Policy practice believes that substance, as well as relationships, always matter. While the capabilities of our full firm of over 500 attorneys and advisors will be available to the County, we propose the following team of professionals to serve the needs of the County. Each of the Akerman employees are ready to provide exemplary professional service.

Members of the representation team have served in positions of significant responsibility with various state, local and federal agencies, including several who have worked in Congress as counsel and senior staff to Senators, Members of Congress, and Congressional Committees. The team offers the County a broad range of knowledge and experience. Following are brief descriptions of the experience and qualifications of the key individuals who will be responsible on a day-to-day basis for advising the County from Akerman:

Jane Sargent is Of Counsel in Akerman's Washington, D.C. and will continue to serve as the primary contact for the County. Jane has represented the County in Washington, D.C. over the past five years and has specific knowledge of the County's Federal Legislative Agenda, and experience working with the County's Commissioners, departments and intergovernmental affairs staff on a wide variety of federal issues. Jane has served as the day-to-day liaison to the County's Office of Intergovernmental Affairs and worked closely with the County to accomplish its legislative agenda.

Jane has over 15 years of federal policy experience and currently represents a wide variety of clients before the legislative and administrative branches of government on federal appropriations, health care, transportation, homeland security, community development, and energy matters. In addition to the County, Jane has represented several other public entities including the cities of Orlando, Miami, and Tallahassee, Florida. Prior to joining the firm, she gained valuable experience working for Congressman John Lewis (D-GA), a senior member of the Ways and Means Committee and House Democratic leadership, and former Senator Max Cleland (D-GA). She has extensive contacts in the House and Senate, on both sides of the aisle, that can help achieve the County's government relations objectives, including important relationships with the Miami-Dade Congressional Delegation and other key congressional offices.

Jane's experience representing local governments, her knowledge of the County's priorities, and working relationship with the Miami-Dade delegation and County staff will continue to make her invaluable to the County's representation team.

Mike Abrams, Co-Chair, National Government Affairs & Public Policy practice in the Miami office. Mike has extensive experience representing public entities before the federal government, including Miami-Dade County, City of Miami, Camillus House, the Public Health Trust, and Miami-Dade County Public Schools. As a successful lobbyist, he has assisted clients in obtaining millions of dollars in state and federal support for a variety of programs, including Miami-Dade County, City of Miami, the State Wide Guardian *Ad Litem* Office, the Public Health Trust, Hospice Foundation of America, Camillus House, Voices for Children Foundation, and Miami Children's Hospital.

Key Personnel Performing Services

Mike served in the Florida House of Representatives for twelve years representing the North Miami Beach-Aventura area. During his tenure in the Legislature, he served as Chair of the Finance and Tax Committee and as Chair of Health and Human Services Appropriations. Through his Chairmanships, he was able to secure millions of dollars for the County and acquired immense knowledge of the Appropriations process. Mike served with many of the members of the Florida Congressional Delegation when he was in the Florida House of Representatives. He has been a friend and avid supporter of many members of Congress. After retiring from the House, Mike returned to Miami and began a career in the private sector advocating for a number of Florida clients at the state and federal level. In addition to his strong relationships with the Florida legislature and local Miami officials, he understands the local area's needs and issues.

Rick Spees is the managing shareholder of Akerman's Washington, D.C. office and Chair of the National Government Affairs & Public Policy Practice Group. Rick represents many public entities, including Miami-Dade County, the Florida cities of Tallahassee, Orlando and Miami; Carson City and Nye County, Nevada. He has represented the Orlando regional transit authority, California communities supporting major interstate and anti-congestion projects north of San Diego, and the Port of Oakland – working to secure the maximum federal contribution toward the Port's 50-foot dredging project.

During his 10 years of government service, Rick held a number of staff positions in the Senate. He last served as the Staff Director and Chief Counsel for the Senate Appropriations Subcommittee with jurisdiction over the Departments of Commerce, Justice and State, and more than 20 independent agencies. In that position, he was the Senate staff member with direct review of the budgets and administration of all the US government agencies which handle US international relations, law enforcement and economic development matters. Prior to that position, he served as a Legislative Assistant to former Senator Paul Laxalt (R-NV). Rick possesses an extensive knowledge of Senate procedure that guide appropriations bills and can draft appropriations bill and report language.

Since leaving government service in 1986, Rick has represented a broad array of clients. He specializes in obtaining federal funds for public entities – cities, counties, universities, science centers and transit districts. Over the past 25 years, he has helped obtain over $300 million of federal funds for his clients, including $120 million for the bus and transit system in Orlando, Florida; $130 million for the Port of Oakland, CA; more than $25 million for transportation projects in Chattanooga, Tennessee; $31 million for a science center in Oakland, California; and more than $100 million for the University of Nevada, Reno.

Jeanne Morin, is a Public Policy Advisor in Akerman's Washington, D.C. office. She has extensive experience in legislative and regulatory issues affecting businesses, non-profit associations, local governments and federally recognized Indian tribes. She assists clients in identifying legislative and policy proposals that affect their interests, then works to formulate and implement strategic initiatives to positively influence those issues through the legislative and regulatory processes. Jeanne's experience representing local governments, including communities in South Florida, and her relationships with the Florida Congressional delegation will be a valuable asset to the team.

Prior to joining Akerman, Jeanne was a Principal and founding partner of a government affairs firm where she specialized in issues ranging from travel and tourism to federal Indian policy to disability policy and federal procurement. She also has helped public sector and not-for-profit clients secure federal funding for projects ranging from highway improvements to a program to provide upward mobility for persons with

Key Personnel Performing Services

disabilities. As Minority Policy Director on the House Committee on Small Business, Jeanne participated in drafting legislation to increase the flow of capital to smaller firms. She gained valuable expertise in trade association management while serving as Executive Director of the National Association of Development Companies, a trade group of small business lenders. As a small business lobbyist for the U.S. Chamber of Commerce, Jeanne helped design and enact pro-small business legislation to open export markets and federal procurement opportunities to small and emerging growth firms.

Nick Falvo, a Legislative Analyst in the Washington, D.C. office, has experience assisting various clients, including local governments, private corporations, trade associations and not-for-profit organizations before the U.S. Congress and Federal agencies. Nick has assisted with the County's representation since joining the firm in April 2011. Previously, Nick spent over two years at a financial services trade association where he focused on federal and state legislation and regulations concerning insurance, consumer protection and fraud. Nick worked as a Summer Associate for three years at the largest independent government relations firm in Washington, D.C. where he developed legislative strategies in support of clients focused on higher education, homeland security, and research and development issues. Nick also assisted clients in identifying, applying and securing federal funding. Nick started his career on Capitol Hill where he worked for Congressman Thaddeus G. McCotter (R-MI). He was responsible for Constitutional, Judicial, Commerce and Veterans Affairs policy issues.

As a legislative analyst, Nick is responsible for monitoring and reporting to clients on a variety of legislative and administrative developments. He will provide the County with timely information on issues of importance by attending Congressional and administrative hearings and tracking appropriations, grant announcements, authorizing legislation and other developments through a variety of sources, including his extensive Capitol Hill contacts.

Jose Villalobos, is Of Counsel in Akerman's Miami office. Jose has been in the legal practice for 36 years and his practice includes state and local government affairs, representing cities before governmental entities. Jose focuses on legal issues involving land use and entitlements, representing Latin American clients in acquisitions and regulatory matters in the United States, and counseling clients on a broad array of legal issues, including local governmental operations, municipal law, and regulatory matters. Jose was appointed as City Attorney for the City of West Miami in 1994 and he continues to serve as the Chief Legal Counsel for the City. He has also served as a member of the City of Miami Building and Zoning Board, representing clients in municipal judicial and administrative matters. Currently, Jose also serves as bond and disclosure counsel for Miami-Dade County. He has extensive connections to Miami-Dade County and local elected officials, which make him a valuable asset to the team.

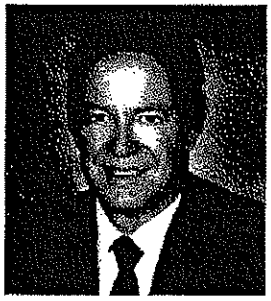
Fatima Perez, is a Public Policy Advisor in Akerman's Miami office. She has over 14 years of experience in governmental and external affairs at the state legislative and municipal levels of government, and in the corporate communications industry where she was responsible for directing the legislative and public affairs efforts for first Bell South Telecommunications, Inc., then AT&T-Florida. Fatima represented her clients before the legislature and many South Florida municipalities. This experience has earned Fatima an outstanding professional reputation, strong relationships, and positive political capital with dozens of policy makers throughout Florida. Fatima's experience with Miami-Dade County and other local governments will be useful to the team. She will be available to provide local assistance in Miami as necessary.

Key Personnel Performing Services

Biographies of Key Personnel

Key Personnel Performing Services

Michael I. Abrams



Public Policy Advisor *
Co-Chair, National Government Affairs & Public Policy Practice Group

One Southeast Third Avenue
25th Floor
Miami, FL 33131

Tel: 305.982.5676
Fax: 305.675.3247
mike.abrams@akerman.com

Practices

Government Affairs & Public Policy

Representative Clients

Camillus House, Inc.
City of Miami, Florida
Jackson Health System
Public Health Trust of Miami Dade County, Florida
Shands Healthcare
Southern Wine & Spirits of America, Inc.
Ameresco, Inc.

Education

B.A., University of Miami, 1969; Political Science, *cum laude*

Bar Admissions

* Not admitted to the practice of law

Michael Abrams is the Akerman National Government Affairs & Public Policy Practice Group Co-Chair. His client base includes not-for-profits, municipalities, counties, healthcare, and governmental entities, specifically as it relates to appropriations at the state and federal level. Mike has utilized the tools he has gained from being a high-ranking former lawmaker to advocate substantive legislative and statutory requests on behalf of clients.

Mike was a member the Florida House of Representatives for 12 years representing the North Miami Beach-Aventura area. During his tenure in the Legislature, he served as chair of the House Health Care Committee, and House & Health Rehabilitative Services Subcommittee on Appropriations where he acquired immense knowledge of the appropriations process. As one of only a few people to serve four straight years as Chairman of the House Finance and Taxation Committee, Mike has experience related to the effect of state tax policy on private companies, healthcare, and public education. He also served as chairman of the Dade Delegation and Deputy Majority Leader. After retiring from the House, Mike returned to Miami and began a career in the private sector as a lobbyist advocating for a number of Florida clients in federal, state, county, and city government meetings to explain issues to the legislators, and working with them to amend and draft statutes. Mike has more than 15 years of investment banking experience and is knowledgeable in bond financing.

Areas of Experience

Federal Appropriations & Government Funding
Florida Legislative & Executive Lobbying
Local Government Advocacy

Key Personnel Performing Services

Awards & Recognition

- Henry King Stanford Award for Outstanding Alumnus, University of Miami
- Spirit of Leadership Award, Best Buddies International
- Jay Weiss Humanitarian Award, Jackson Memorial Hospital
- *The Miami Herald* 1987-1994, Ranked as one of Florida's top five legislators

Professional Memberships & Activities

- University of Miami, Executive Committee, Board of Trustees, 1995-present
- Combined Federal Charities - HMR Board of Directors
- Citizens Independent Transportation Trust, Interim Chairman, 2002-2003; Board Member, 2003-2004
- Miami-Dade County Commission, Health Care Task Force, 2006
- Community Partnership for the Homeless, Board Member, 1995-2001
- Best Buddies International, Board Member & Treasurer, 1995-2003
- University of Miami, 500 Series Legislative Class, Adjunct Professor

Related Professional Experience

- D.A.A & Associates, Partner, 1997-present
- Florida House of Representatives, 1982-1994

Key Personnel Performing Services

Fátima Pérez

Public Policy Advisor *

One Southeast Third Avenue
25th Floor
Miami, FL 33131

Tel: 305.374.5600
Fax: 305.374.5095
Cell: 305.450.4748
fatima.perez@akerman.com

106 East College Avenue
12th Floor
Tallahassee, FL 32301

Tel: 850.224.9634
Fax: 850.222.0103

Practices

Government Affairs & Public Policy

Representative Clients

ANF Group, Inc.
H.E.R.O. Foundation
Ameresco, Inc.

Education

Harvard University, 2006; *National Hispana Leadership Institute Fellows Program*

M.P.A., Florida International University, 2001; *Outstanding Student Scholar Award for Academic Year 2000-2001*

Nova Southeastern University, 1997; Certificate in Legal Assistant Studies

B.A., Florida State University, 1996; Criminology

Bar Admissions

* Not admitted to the practice of law

Fátima Pérez has over 14 years of experience in governmental and external affairs at the state legislative and municipal levels of government, and in the corporate communications industry where she was responsible for directing the legislative and public affairs efforts for first Bell South Telecommunications, Inc., then AT&T-Florida. Fátima knows Florida's legislative process and has worked diligently on behalf of the private sector before the Florida Legislature and many South Florida municipalities. This experience has earned Fátima an outstanding professional reputation, strong relationships, and positive political capital with dozens of policy makers throughout Florida.

Areas of Experience

Florida Legislative & Executive Lobbying
Local Government Advocacy

Awards & Recognition

- Hispanic Association on Corporate Responsibility, Young Hispanic Corporate Achiever Award, 2007
- Broward County Fair, Ft. Lauderdale, FL, First Ladies of Broward, 2007
- Latin Builders Association of South Florida, Rookie Director of the Year, 2007
- Diamantes of South Florida, Honoree, 2006
- Hispanic Woman of Distinction, Broward County, 2005

Professional Memberships & Activities

Key Personnel Performing Services

- Miami-Dade County League of Cities, Member
- Cuban American National Council, Corporate Board of Advisors, Member
- Miami Beach Chamber of Commerce, Board Member
- Doral Business Council, Member
- Latin Builders Association of South Florida, Executive Director, 2010-present
- Hialeah Chamber of Commerce, Board Member
- South Florida Hispanic Chamber of Commerce, Member
- Florida International University, President's Council, Member
- American Council of Young Political Leaders/Department of State, Delegate to Turkey, 2010
- U.S. Southern Command FBI Citizens' Academy Program, Joint Civilian Orientation Conference, 2009
- Leadership Broward Foundation, Board Member/Alumni, 2007-2009
- Davie/Cooper City Chamber of Commerce, Past Director, 2009
- Davie/Cooper City Chamber Government & Economic Affairs, Member, 2009
- Weston Chamber of Commerce, Past Director, 2008
- Greater Plantation Chamber of Commerce, Past Director, 2008

Related Professional Experience

- AT&T Florida, Regional Director, Legislative & External Affairs, 2006-2011
- BellSouth Telecommunications, Inc., Regional Director, Legislative & External Affairs, 2003-2006
- City of Miami, Office of the Mayor, Senior Advisor to Mayor Manuel A. Diaz/Intergovernmental Affairs, 2002-2003
- Florida Senate & House of Representatives, Senior Legislative Aide to Senator Walter "Skip" Campbell and Representative Annie Betancourt, 1997-2001

Community Involvement

- Community Partnership for the Homeless, Miami-Dade County, Board Member
- Kristi House, Board Member
- Miami-Dade County Days, Board Member
- Women in Distress, Board Member
- Beacon Council Young Leaders Task Force, Member, 2008-2010
- Miami-Dade Community Affordable Housing Strategies Alliance, Board

Key Personnel Performing Services

Member, 2008-2009

- Community Partnership for the Homeless-Next Gen Council Advocacy Workshop Panelist, Executive Committee, 2008

Other Languages

- Spanish

Key Personnel Performing Services

Akerman

Jose A. Villalobos

Of Counsel

One Southeast Third Avenue
25th Floor
Miami, FL 33131

Tel: 305.374.5600
Fax: 305.374.5095
jose.villalobos@akerman.com

Practices

Government Affairs & Public Policy

Education

J.D., University of Florida Levin College of Law, 1976

B.A., Biscayne College of Miami, 1975; Public Administration

J.D., Universidad de Villanueva, 1959

Bar Admissions

Florida

Jose A. Villalobos focuses his practice on legal issues involving land use and entitlements and he counsels clients on a broad array of legal issues, including local governmental operations, municipal law, and regulatory matters. Previously, Jose was appointed as City Attorney for the City of West Miami and has served as Chief Legal Counsel for the City. He has also served as a member of the City of Miami Building and Zoning Board, representing clients in municipal judicial and administrative matters. Currently, Jose also serves as bond and disclosure counsel.

Representative Experience

- Served as disclosure counsel for the $344,690,000 Miami-Dade County, Florida Water and Sewer System Revenue Refunding Bonds, Series 2007 transaction.

Awards & Recognition

- Florida Bar Pro-Bono Awards, Runner-Up
- Cuban-American Bar Association, Certificate of Merit

Published Work & Lectures

- Lecturer and writer for international affairs topics

Key Personnel Performing Services

Court Admissions

- U.S. District Court, Middle District of Florida
- U.S. District Court, Southern District of Florida

Professional Memberships & Activities

- American Bar Association, Member
- Cuban American Bar Association, Past President and Member
- Florida Association for Women Lawyers, Member
- The Academy of Florida Trial Lawyers, Member
- Florida Civil Law, Notary
- Vizcaya Trust Executive Committee, Chairman
- Dade County Committee Relation Board, Vice Chairman
- Grievance Committee of the Florida Bar of the Eleventh Judicial Court, Past Chairman and Member
- Second Conference with the Law of Lawyers of America, Member
- Jay Malina International Trade Consortium, Member
- State of Florida, Past Commissioner of Deeds
- Court Wheel for the Guardian Ad Litem Program for the Civil and Probate Divisions, Member
- Judicial Nomination Committee, Past Chairman and Member
- University State Senator Lawton Chiles' Selection Committee for the U.S. Military Academy, Past Chairman and Member
- Board of Kendall Medical Center, Member

Related Professional Experience

- City of West Miami, City Attorney, 1994-2006
- Miami-Dade County, Hearing Officer, 1994-2001

Other Languages

- Spanish

Key Personnel Performing Services

Akerman

Jane Greaves Sargent

Of Counsel

750 9th Street, N.W.
Suite 750
Washington, D.C. 20001

Tel: 202.393.6222
Fax: 202.393.5959
jane.sargent@akerman.com

Practices

Government Affairs & Public Policy

Representative Clients

Carson City, Nevada
Central Florida Regional Transportation Authority (LYNX)
City of Orlando, Florida
Council of American Overseas Research Centers
Miami Children's Hospital
Miami Dade County, Florida
Nye County, Nevada
VITAS Innovative Hospice Care

Education

J.D., University of the Pacific, McGeorge School of Law, 1996

B.A., Millsaps College, 1993; *cum laude*

Bar Admissions

California
District of Columbia

Jane Sargent has over 15 years of federal policy experience and currently represents a wide variety of clients before the legislative and administrative branches of government on federal appropriations, transportation, health care, international trade, and energy matters. Jane previously served as Chief Counsel and Legislative Director for Congressman John Lewis (D-Georgia), Chief Deputy Democratic Whip, and a member of the Ways and Means Committee. She also gained valuable experience in the Senate as Staff Counsel for former Senator Max Cleland (D-Georgia).

Jane represents local governments, transit districts, non-profit entities, higher education institutions, trade associations, and corporate entities. She works on behalf of clients to achieve specific federal goals and objectives, providing a comprehensive scope of client services, including legislative and federal agency advocacy.

Jane helps clients secure federal appropriations for a broad array of projects, including defense, transportation, health care, infrastructure, energy, criminal justice, education, and economic development. She works with her clients to draft and pass authorizing legislation to address clients' needs in the areas of health care, trade, transportation, and natural resources.

Areas of Experience

Federal Appropriations & Government Funding
Healthcare Legislation & Government Affairs
Local Government Advocacy
Transportation Regulation & Policy

Key Personnel Performing Services

Related Professional Experience

- U.S. House of Representatives, Congressman John Lewis, Legislative Director and Chief Counsel
- U.S. Senate, Senator Max Cleland, Staff Counsel

Key Personnel Performing Services

Akerman

Richard L. Spees

Office Managing Shareholder
Chair, National Government Affairs & Public Policy Practice Group

750 9th Street, N.W.
Suite 750
Washington, D.C. 20001

Tel: 202.624.1701
Fax: 202.393.5959
rick.spees@akerman.com

Practices

Government Affairs & Public Policy

Representative Clients

Central Florida Regional Transportation Authority (LYNX)
Chabot Space and Science Center
City of Orlando, Florida
Nye County, Nevada
Ocean Stewards Institute
Peralta Community College System
Carson City, Nevada
CapSpan

Education

J.D., Georgetown University Law Center, 1979; *with honors*

B.A., University of California, Berkeley, 1976; Economics, *with honors*

Bar Admissions

District of Columbia
California

Richard L. Spees is the Akerman National Government Affairs & Public Policy Practice Group Chair and serves as the office managing shareholder for the Washington, D.C. office. He has over 25 years of experience representing clients before the federal government. Rick represents a wide range of public and private clients including cities, counties, transit properties, science centers, educational institutions, corporations, and hospital systems.

Before starting his legal practice, Rick served in a number of positions in the U.S. Senate, including three years as the Staff Director of the Senate Commerce, Justice, and State and Related Agencies Appropriations Subcommittee. He also served on the Senate Judiciary Committee and as a Legislative Assistant for Senator Paul Laxalt (R-Nevada).

Areas of Experience

EB-5 Immigrant Investor Program
Energy Project Development & Finance
Federal Appropriations & Government Funding
Higher Education Policy & Regulation
Local Government Advocacy
Transportation Regulation & Policy

Representative Experience

- **Appropriations** - Experience includes assisting clients in securing federal funds, in legislative allocations, authorizations and agency grants.
- **Transportation** - Experience includes work on several surface transportation reauthorization bills, part of the team that helped draft the State Infrastructure Bank legislation which was the first federal innovative

Key Personnel Performing Services

financing program, and assisting ports and beach communities obtain funding and project management from the U.S. Army Corp of Engineers.

- **Government** - Experience includes work for cities, counties, transit properties, airports, educational institutions, science centers and foreign governments.
- **Council of American Overseas Research Centers** - General Counsel
- **International Center for Middle Eastern+Western Dialogue (The Hollings Center)** - General Counsel
- **Ocean Stewards Institute** - General Counsel

Published Work & Lectures

- "Paul Laxalt -- Man of Political Independence," *The Maverick Spirit: Building the New Nevada*, Chapter 11, 1999

Court Admissions

- U.S. District Court, District of Columbia

Professional Memberships & Activities

- The U.S. Conference of Mayors, Business Council, Member
- Reading Partners DC, Board Member
- Foundation for Prader Willi Research, Pro bono legal work

Related Professional Experience

- U.S. Senate Appropriations Subcommittee on the Departments of Commerce, Justice, State, Judiciary, and Related Agencies, Staff Director and Chief Counsel, 1982-1986
- U.S. Senate Judiciary Committee on Regulatory Reform, Majority Counsel, 1981 - 1982
- Office of Senator Paul Laxalt, U.S. Senate, Legislative Assistant

Key Personnel Performing Services

Jeanne L. Morin

Public Policy Advisor *

750 9th Street, N.W.
Suite 750
Washington, D.C. 20001

Tel: 202.824.1725
Fax: 202.393.5959
jeanne.morin@akerman.com

Practices

Government Affairs & Public Policy

Representative Clients

InterContinental Hotels Group
National Association of Disability Representatives
Seminole Tribe of Florida

Education

B.A., University of Hartford, 1978

Bar Admissions

* Not admitted to the practice of law

Jeanne Morin has extensive experience in legislative and regulatory issues affecting businesses, non-profit associations, local governments and federally recognized Indian tribes. She assists clients in identifying legislative and policy proposals that affect their interests, then works to formulate and implement strategic initiatives to positively influence those issues through the legislative and regulatory processes in issues ranging from travel and tourism to federal-Indian policy to disability policy and federal procurement. She also has helped public-sector and not-for-profit clients secure federal funding for projects ranging from highway improvements to a program to provide upward mobility for persons with disabilities.

As Minority Policy Director on the House Committee on Small Business, Jeanne participated in drafting legislation to increase the flow of capital to smaller firms. She gained valuable experience in trade association management while serving as Executive Director of the National Association of Development Companies, a trade group of small business lenders. As a small business lobbyist for the U.S. Chamber of Commerce, Jeanne helped design and enact pro-small business legislation to open export markets and federal procurement opportunities to small and emerging growth firms.

Areas of Experience

Federal Appropriations & Government Funding
Federal Disability Policy
Native American Affairs & Tribal Governments Regulation
Transportation Regulation & Policy
Travel & Tourism Policy and Regulation

Representative Experience

Key Personnel Performing Services

- Participated on behalf of a major hotel company in an effort to enact a provision to eliminate a favored tax status that had provided a few companies a significant competitive advantage in the acquisition of hotel properties. An earlier law had outlawed the structure, but grandfathered those in existence, which at the time were small, obscure and failing. Subsequently, a few investors saw the tremendous competitive advantage of the structure. They acquired the entities, shed their existing portfolios, and transformed them into aggressive, tax-advantaged acquisition vehicles. Despite a massive lobbying campaign to prevent the change, the provision was signed into law.
- Advocated for federal funding for a training program on behalf of a not-for-profit association which was designed to give people who are blind and employed in line operations of manufacturing facilities the training, skills and experience to move them off the line and into management positions.
- Participated in an effort to prevent the amendment of the Indian Gaming Regulatory Act of 1988 in ways that would further erode tribal sovereignty and significantly limit the economic potential of the gaming activities of a federally recognized Indian tribe despite a strong lobbying effort by the state Attorneys General.
- Defeated attempts by others in the federal contracting community to dilute mandatory-source status in the federal procurement process for an association of federal contractors that employ persons with disabilities.

Related Professional Experience

- Committee on Small Business, U.S. House of Representatives, Washington, D.C.
- National Association of Development Companies, Washington, D.C.
- U.S. Chamber of Commerce, Washington, D.C.

Key Personnel Performing Services

Nicholas A. Falvo

Legislative Analyst *

750 9th Street, N.W.
Suite 750
Washington, D.C. 20001

Tel: 202.824.1737
Fax: 202.393.5959
nicholas.falvo@akerman.com

Practices

Government Affairs & Public Policy

Representative Clients

Chabot Space & Science Center
Consortium of Regional Climate Centers
Peralta Community College District
Nye County, Nevada

Education

J.D., Ave Maria School of Law, 2008
B.A., Hillsdale College, 2001; History

Bar Admissions

*Not admitted to the practice of law

Nicholas "Nick" Falvo joined Akerman after spending over two years at a financial services trade association where he focused on federal state legislation and regulations concerning insurance, consumer protection and fraud. Nick worked as a Summer Associate for three years at the largest independent government relations firm in Washington, D.C. where he developed legislative strategies in support of clients focused on higher education, homeland security, and research and development issues. Nick also assisted clients in identifying, applying and securing federal funding.

Nick started his career on Capitol Hill where he worked as a legislative coordinator for Congressman Thaddeus G. McCotter (R-MI). He was responsible for Constitutional, Judicial, Commerce and Veterans Affairs policy issues.

Areas of Experience

Federal Appropriations & Government Funding
Local Government Advocacy

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

Approach to representing the County in Washington, D.C.

If chosen to continue to represent the County, an experienced team of professionals will be available to represent the County's interests before the U.S. Congress and Federal agencies. The personnel assigned to the County are all fully qualified, professional lobbyists with experience in the public and private sectors capable of lobbying Capitol Hill and the Administration. Their relationships, experiences and expertise will be useful as we work to accomplish County's agenda.

Our team will continue to work with the County on its 2012 legislative agenda. We are currently working on a number of federal issues with the County, including but not limited to advocating for maximum Urban Area Security Initiative (UASI) funding and Tier I status for the Fort Lauderdale-Miami area; full funding local for law enforcement programs such as the State Criminal Alien Assistance Program (SCAAP), Community Oriented Policing (COPS), Byrne Justice Assistance Grants, and Forensic Science grant programs; maximum funding for Community Development Block Grants (CDBG) and the HOME Program; passing the U.S. Department of Agriculture Land Transfer bill; reauthorization of juvenile justice legislation and continued funding for the Older American's Act.

As an existing client, we will continue working on the County's agenda and begin working with the County to help prioritize its needs and formulating a strategic legislative plan for the 113th Congress, that includes identifying appropriations requests for FY2014 and other federal priorities. Our experience working closely with the County over the past five years will be helpful in identifying and prioritizing the County's federal legislative and regulatory objectives. We will help the County prepare and present those objectives to the Florida Congressional Delegation. Reviewing and prioritizing the County's legislative agenda for next year will be very productive. It would be a waste of resources to focus our combined efforts on a project that had little likelihood of success while shortchanging areas that could prove more beneficial to the County.

We would identify useful and lucrative federal opportunities, including appropriations projects, grants and other funding opportunities, which will allow us to accomplish the targeted goals. We will work with the County's officials and staff to develop and implement an effective strategy to accomplish the County's objectives.

A key part of our representation will include the monitoring federal programs and legislation of interest to the County. We will track the appropriations bills, other relevant legislation, and regulatory developments

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

through use of our contacts on Capitol Hill and the Executive Branch, media sources and legislative and legal reference materials available to our firm. We view this task as important both for planning purposes and in keeping the County's officials and staff apprised of developments that could impact the County. It also helps us identify opportunities to shape legislation in a manner that could substantially benefit the County. We will routinely provide the County with reports on the status of the annual appropriations process and particular legislative and administrative initiatives and activities.

While careful monitoring is critical, our representation team has the expertise to analyze the impact of the developments they are tracking on the County's behalf, and can recommend and implement actions. Our attorneys and advisors have the substantive skills to draft proposed legislation and amendments, the legal skills to help the County to interpret federal regulations and draft comments or otherwise impact agency rulemakings, and the knowledge of the procedures in Congress and the Executive Branch to achieve the desired result. We regularly draft appropriations requests, letters, and position papers on behalf of clients for dissemination to Congress or federal agencies.

As is our current practice, we will continue to identify grants and other funding opportunities for the County. We will monitor on a daily basis the Federal Register, and other specialized federal publications for notices of proposed funding availability that might be of interest to the County. We will provide the OIA staff with timely notice of these opportunities to give the County the necessary lead-time to be successful competitors. We will also obtain letters of support from the Miami-Dade Congressional Delegation for the County's grant applications. We look forward to continuing to work together with the County to accomplish its legislative objectives.

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

Understanding of Major Metropolitan County Issues

Akerman's highly regarded government affairs and public policy team provides clients with advice and counsel to develop comprehensive federal policy agendas that complement and become a component of the strategic plans for clients on Capitol Hill, in the White House and with all federal agencies. Our professionals focus on obtaining federal appropriations and authorizations for public entities such as cities, counties and transit districts, as well as a variety of not-for-profits organizations. We have assisted our clients in the complex areas of appropriations, transportation, homeland security, education, healthcare, community development, public safety, hospitality, Native American affairs, energy, natural resources and environment, and water rights.

We have highlighted below our experience with the County's key Federal Subject Areas/Issues:

Federal Appropriations/Earmarks: Akerman has an extensive record of obtaining federal funds for our clients. Over the past 25 years, members of our team have helped our clients obtain over $500 million in federal appropriations projects, including the following for our public entity clients:

- $170 million for the City of Orlando, Florida;
- $130 million for the Port of Oakland, California;
- $120 million for the Central Florida Regional Transportation Authority (LYNX);
- $100 million for the University of Nevada, Reno;
- $60 million for the Council of American Overseas Research Centers;
- $31 million for the Chabot Space and Science Center, Oakland, California;
- $30 million for the City of Tallahassee, Florida.

Akerman assists clients in the submission of appropriations requests to Congress. This work includes the development of strategy, the identification of appropriate projects for appropriations funding, assistance in the preparation and submission of application materials, and the building of support for submitted requests. For FY2013, Akerman assisted the County with drafting and submitting the necessary appropriations forms for the delegation for the County's federal funding requests.

Unfunded Mandates: The Unfunded Mandates Reform Act of 1995 (UMRA) was enacted to address concerns by state and local governments about federal statutes and regulations that mandate new costs for state and local governments without providing adequate funds to reimburse them. While the UMRA has

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

helped to curb the practice of imposed unfunded federal mandates, local governments continue to be concerned about unfunded mandates and federal policies that impose disproportionate responsibilities on local governments. The County continues to be impacted directly and indirectly by unfunded mandates, such programs include the No Child Left Behind Act, Medicaid and increasing homeland security requirements. For instance, we have previously worked with the City of Miami on a number of homeland security issues, included getting funding for the City's security costs related to hosting the FTAA ministerial meeting, and working on disbursement issues related to Urban Area Security Initiative (UASI) grants. We will continue to work with the County on the issue of unfunded mandates, in conjunction with the ongoing efforts of the National Association and Counties (NACO) and U.S. Conference of Mayors, to ensure that Congress, the Administration and regulatory agencies do not pass laws or regulations that preempt local authority or mandate new costs for local governments without providing adequate funds to reimburse local governments for these new mandates.

Aviation: Akerman has extensive experience representing airports before the Congress and federal agencies, including the Federal Aviation Administration (FAA) and the Department of Homeland Security (DHS). Most recently, we have been working on an issue of concern to the County and Miami International Airport (MIA). MIA and other Florida airports are concerned about the level of U.S. Customs and Border Protection (CBP) staffing and passenger wait times. We have recently met with Senator Nelson and senior CBP officials to discuss this situation. While CBP believes that their new Workload Staffing Model, which is currently being finalized, will help MIA and other Florida airports, there will continue to be a need for additional CBP staffing at MIA and other Florida airports due to the increasing number of tourists. We are also continuing to track language that was included in the FY2013 Senate Homeland Security Appropriations bill at the request of the Obama Administration that would authorize CBP to enter into reimbursable fee agreements for the provision of CBP services. However, for many airports, paying for CBP services may not be an option and does not solve the immediate CBP staffing problems that airports are experiencing – particularly for Florida airports with the increasing number of tourists.

In addition to DHS issues, we also worked with the City of Tallahassee to secure direct air service between Tallahassee and Washington, D.C., which began in March 2012, and have assisted clients with obtaining aviation-related appropriations funding. On behalf of former Akerman client Sensis, we worked with the FAA to develop a new runway incursion avoidance system. The system, called the ASDE-X, will be placed in a number of large airports throughout the United States. In that effort, we worked with the House and Senate Aviation Authorizing committees, the House and Senate Transportation Appropriations Committees and the FAA. The firm also has a good working relationship with House Transportation & Infrastructure Committee Chairman John Mica.

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

Seaport: Akerman represented the Port of Oakland in California and was successful in getting appropriations for a dredging project and ongoing port operations. We were able to secure $130 million in earmarked funds to dredge the Port's shipping channel down to 50 feet. The Port's appropriations priorities also included a wetlands restoration, ongoing harbor operations, and construction of an intermodal transportation system to reduce container truck traffic to and from the Port. We handled all of the federal affairs issues related to the Port, including marine and surface transportation policy and grant funding until December 2011.

We also have assisted the County with its efforts to secure federal funding for Miami Harbor Dredging project through the U.S. Army Corps of Engineers. We attended Congressional meetings and participated conference calls to develop a federal government strategy to secure the funding.

Transit: Akerman attorneys have represented the Central Florida Regional Transportation Authority (LYNX) since 1992. LYNX is a consortium of government agencies with jurisdiction over transportation matters in the Orlando area. The membership includes Orange, Seminole and Osceola counties, and City of Orlando. The firm's primary focus has been to obtain federal money for the transportation needs of the Orlando area. We have helped the coalition obtain over $120 million, including $59 million for a light rail system (the project was subsequently stopped by local opposition), $45 million in bus and bus facilities monies, $5 million for an intermodal center in downtown Orlando, $200,000 in reverse commute funds and over $3.5 million for a bus rapid transit system. We also secured $1.5 million for buses and $550,000 for upgrades to their downtown Orlando intermodal center in the FY2010 Omnibus Appropriations Act. We also worked with LYNX to secure a TIGER II award for $10 million. The TIGER grant will be used to expand LYNX's bus rapid transit system in downtown Orlando.

We have also been successful in obtaining $9.89 million in federal earmarks for the City of Tallahassee's bus system, StarMetro, since 2000. The federal money we have obtained has been used to purchase new buses, upgrade bus facilities, intelligent transportation system (ITS), and an intermodal center.

Community Development/Urban Initiatives – Empowerment Zone and Performing Arts Center: On behalf of Akerman public entity clients, we have worked on a variety of economic development/urban initiative projects. We have helped the City of Orlando secure over $2.2 million for the Parramore Neighborhood Redevelopment project. The project will revitalize and redevelop the Parramore neighborhood, an underserved 1.1 square mile area just west of the Orlando central business district. Over the years, the City has made a significant financial investment to improve the distressed

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

neighborhood specifically focused on infrastructure, public safety and housing. Through the transportation authorization law, we secured $17 million for the City to make improvements to Church Street, the main transportation route through the Parramore neighborhood. These improvements will revitalize the area with new residents, retail and entertainment facilities. We also worked with the City of Orlando and its partner in the project, LYNX, to secure a TIGER II earmark for the "Parramore Bus Rapid Transit Improvements". The TIGER award of $10 million will be used to expand the LYNX/LYMMO BRT system west of Interstate 4 to connect residents of Parramore the LYNX Central Station, a major transit hub.

We have also worked with Carson City, NV on restoring an historic railroad to run from Carson City to Virginia City as a tourism attraction. The restored railroad will attract tourists from across the country, create jobs and generate tourism dollars for the local economy. We secured $10 million for the project in SAFETEA-LU and $800,000 from the legislation reauthorizing the Economic Development Administration. The initial phase of the train is now operational and attracting significant ridership.

We have worked with multiple cities to secure federal funds for park restorations and recreational facility modernizations. We have also tapped federal transportation and HUD funds for improving streetscapes in older, neighborhood commercial districts, including replacing outdated bus shelters, façade repairs, new street and commercial signage, new sidewalks, new bikeways, new landscaping and expanded parking facilities.

Housing/Homeless Programs: Akerman represents the City of Miami Community Redevelopment Agency and Miami's Camillus House, south Florida's largest center for assisting the homeless by providing healthcare assistance, housing, job training and drug and alcohol abuse services. We have helped Camillus secure $1.9 million in federal earmarks and grants to further its critical mission areas. We were able to secure an earmark of $500,000 in the FY2010 Omnibus Appropriations bill to construct its new facility that will allow them to serve more homeless persons in Miami. Also, in representing the City of Miami, the firm helped obtain funds for the Model Homeownership Zone Pilot Project. Our team has experience in federal home loan and mortgage programs, and we have worked with HUD rental assistance and lead abatement programs. We have helped secure funds for housing for the homeless, and worked on tax incentives for restoration of older homes. Akerman also works with the City of Tallahassee's homelessness and housing programs and have secured funds for low-cost housing and lead-paint abatement programs.

We are continuing to work with the County on funding for the HOME Investment Partnership (HOME) Program. The County 2012 Federal Legislative Agenda supports continued funding for the HUD HOME

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

program, which provides formula grants to states and local governments to create affordable housing for low-income families. We worked with the OIA staff to prepare the necessary appropriations forms for the County's programmatic request. We continue to keep the County information of developments with the FY2013 appropriations process and funding for the HOME program.

Business Development and Retention: Akerman assists its clients in seeking economic development assistance from the federal government. This work has included securing Congressional funding and federal grants for local governments with economic and community redevelopment projects. We have also arranged meetings at a variety of federal agencies to assist our clients with all aspects of economic development projects, including the Department of Commerce, Department of Labor, Department of Transportation, and U.S. Department of Agriculture. For instance, we recently arranged meetings for the Miami Community Redevelopment Agency at the Department of Commerce and the U.S. Department of Agriculture to discuss federal programs at those agencies, as well as the Department of Health and Human Services and the Treasury Department, that help communities attract a grocery store chain to an economically distressed neighborhood. We are continuing to work with the CRA on those efforts.

Environmental Issues and Environmental Infrastructure Projects: Akerman professionals have worked on a range of environmental issues including clean air, clean water, hazardous waste removal and wildlife restoration. We have helped local communities pursue brownfields grants from EPA to clean up old industrial sites.

We are currently assisting several of our local government clients with green development projects, including working with the City of Tallahassee on its Innovative Energy Initiative. The City has a comprehensive plan to implement energy efficiency technologies and develop renewable energy sources. We secured $820,900 over two years for the project out the Energy & Water Development appropriations bill, which the City used to implement its smart metering program. We also worked with the City to obtain Recovery Act funding for its green energy projects.

We also worked with the Miami Science Museum and the City Hall in Orlando to construct green facilities or incorporate green technology into existing facilities. We previously worked with City of Miami to obtain funding to help small businesses retrofit their facilities with energy efficient technologies.

Agricultural Issues: At Akerman, we have worked to secured earmarks out of the Department of Agriculture budget for the Carson City, Nevada. Carson City suffered a devastating wild fire in July 2004. Over 8,700 acres reaching across the entire west side of Carson City were blackened. This devastation

removed all vegetation, as the fire burned extremely hot. As a result, Carson City faced threats from flooding and potential debris flows and severe damage to surface water supplies. We have secured nearly $1.4 million for the project through the Department of Agriculture budget for reforestation and erosion control.

We have also worked directly with the U.S. Department of Agriculture on the federal land transfer to Miami-Dade County. In drafting the initial legislation that will authorize the sale of land at the USDA Agricultural Research Service's (ARS) Subtropical Horticultural Research Station to Miami-Dade County for the purpose of building a fire station in the Village of Palmetto Bay, Florida, we met with USDA officials in Washington and worked with them on the original legislation introduced by former Representative Lincoln Diaz-Balart. The House passed the bill in September 2009, but it was not completed before the session ended. The legislation was re-introduced during this session of Congress by Representative Ros-Lehtinen. The bill (H.R. 2825) has been co-sponsored by Representatives Diaz-Balart, Rivera, Wasserman Schultz, and Wilson. The bill is currently pending before House Agriculture Committee. We are also working with Senator Nelson on a Senate companion bill. Most recently, we have been working with the County and the delegation to have the bill included in the House and Senate version of the farm bill that is currently moving through Congress. Those efforts are continuing.

Base Realignment and Closure (BRAC): Jane Sargent served as Staff Counsel for former Senator Max Cleland (D-Georgia) advising him on all Senate Armed Services Committee matters, including the Base Realignment and Closure (BRAC) process as well as annual appropriations and authorization of defense projects, national security, military and veterans' affairs. She has represented a wide variety of clients helping them to obtain funding in the annual Defense appropriations bill and can assist the County on issues related to BRAC and the major military installations located in Miami-Dade County.

Water and Sewer Issues and Projects: Akerman's clients have included drinking and wastewater districts, and local governments concerned with water quality and infrastructure. We have worked with the EPA's and U.S. Army Corps of Engineers' budgets to secure funds for critical water treatment projects, flood control and mitigation projects, wetlands restorations and further environmental projects intended to improve water quality.

On behalf of the City of Tallahassee, we have worked with the City to obtain money to build wastewater treatment and stormwater facilities, solve stormwater problems and mitigate flooding in Tallahassee. In FY2001, we helped Tallahassee obtain $1.7 million in federal funding for stormwater drainage improvements from the budget of the Environmental Protection Agency. In FY2008, we were able to

obtain $492,200 in initial funding for the Advanced Water Treatment for the Wakulla Springs Watershed. We are continuing to work with the City to obtain funding for this project through the water resources development act.

We have also work worked to secure funding for water infrastructure projects for Carson City, Nevada. In FY2009, we secured nearly $300,000 for the city to make water system improvements. We previously secured $350,000 to make repairs to a water supply system, including the city's water reservoir. We also secured $300,000 in FY2009 for the City of Orlando to make critical stormwater improvements to help prevent flooding in the city.

Immigration: As previously discussed, Akerman has been working on U.S. Customs and Border Protection staffing issues at ports of entry and the impact on Miami International Airport (MIA) and other Florida airports. As international travelers to Miami and the State of Florida increase, adding additional CBP officers will be critical to meet passenger demand and minimize wait times. We will continue to work with the County on this issue.

Akerman has also been engaged with the legislative efforts to reauthorize the EB-5 Regional Center Pilot Program, which allows foreign investors to obtain permanent resident (green card) status for investing in the U.S. and creating or saving U.S. jobs. The visa allocation component of the EB-5 program is permanent law, and allocates 10,000 visas for immigrants that make job-creating investments in the U.S. However, the legislation that created the regional center part of the program is separate, and the regional center program is set to expire on September 30, 2012 unless a legislative extension is adopted. Akerman is working reauthorize the EB-5 regional center program before the current law expires.

Homeland Security: On behalf of the County and other local government clients, we have worked on a wide variety of Homeland Security matters, ranging from FEMA grants to Customs and Border Protection issues. We have also obtained earmarks and grants for the Tallahassee Airport and the City of Miami for homeland security improvements, and we are currently at work on a range of security issues that impact airports, customs operations at airports, and passenger and cargo screening.

In FY2010, we also secured a $500,000 earmark in the Homeland Security Appropriations bill for the Miami-Dade Public Health Trust/Jackson Health System out of the FEMA Predisaster Mitigation Account to harden its trauma center against higher category hurricanes.

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

As previously discussed, we continue to work with the County on the issue of Urban Area Security Initiative (UASI) funding and last year fought off an attempt to eliminate the County's share of UASI funds. The House version of the FY2012 Homeland Security Appropriations bill would have limited UASI funding to the top 10 highest risk urban areas. Based on the criteria currently used by the Department of Homeland Security, Miami-Dade County does not qualify as one of the ten areas to have the highest risk of terrorist attacks so this provision was of great concern to the County.

We immediately notified the County of the problematic language in the House bill. Then during the House floor debate on the Homeland Security appropriations bill, we actively worked to get an amendment passed striking the language from the bill. On behalf of the County, we contacted Representatives Ros-Lehtinen, Diaz-Balart, Wasserman Schultz, Wilson, Rivera, Hastings, and other Florida Members such as Webster and Brown, to urge their support for the amendment. The amendment passed and this problematic language was stripped from the bill. Without the language being removed from the bill, the County would have received no UASI funding in FY2012. The FY2012 appropriations bill for the Homeland Security Department was completed in December. In February, FEMA announced that the FY2012 allocation for the Miami UASI is $5.4 million. We also continue to work with the County, which currently ranks as a Tier II urban area, on its efforts to qualify as a Tier I urban area.

Finally, Akerman recently met with Transportation Security Administration (TSA) officials to discuss their plans to expand their TSA Pre✓™ program, an expedited screening initiative. The TSA is in the process of expanding the program to airports across the country, which will expedite security screening for passengers, while allowing the TSA to focus on high-risk travelers.

Criminal and Juvenile Justice: Akerman has helped numerous clients secure funding for law enforcement programs, technology and equipment. For instance, we have secured $750,000 for upgrades to the City of Tallahassee's police communications network in FY2002 from the Department of Justice. We also helped the City obtain $1.5 million over two years for CrimeTrax, a joint state and local law enforcement technology project to develop a system to electronically monitor and track parolees. We have also worked with the City to obtain nearly $600,000 in earmarks for funding for the City of Tallahassee/Leon County Joint Emergency Communications Center.

We have also secured over $700,000 for Carson City, Nevada to implement a program to combat methamphetamine use in the community. On behalf of the City of Orlando, we obtained $575,000 for a law enforcement surveillance system in FY2009.

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

We have also worked with the County to advocate for federal funding for a number of Justice Department programs that provide assistance to local law enforcement agencies, including the State Criminal Alien Assistance Program (SCAAP), Community Oriented Policing Services (COPS), and Byrne Justice Assistance Grants (JAG). We are currently working with the County on the FY2013 bill that funds the Justice Department. In March, we help the County prepare and submit programmatic appropriations requests to the Congressional delegation for these programs. Last year, we worked with the County to oppose significant funding cuts to these programs.

The House version of the FY2012 Commerce-Justice-Science Appropriations bill dramatically cut funding for state and local law enforcement programs critical to Miami-Dade County. The bill approved by the House Appropriations Committee eliminated funding for the SCAAP and COPS programs and cut the Byrne JAG program by 16 percent over FY2011. Following the Committee's mark up, we notified the County of the significant cuts. Prior to the House floor debate, we prepared a letter for Mayor Gimenez to the Miami-Dade delegation urging them to restore the proposed funding cuts. We contacted the Congressional offices about the proposed cuts and their impact on the County. We worked closely with the County keeping them informed of the developments with the bill throughout the appropriations process. The FY2012 Commerce-Justice-Science Appropriations bill was completed in November 2011. The final bill provided funding for the SCAAP and COPS programs as well as an increase in funding for the Byrne JAG program.

Healthcare/Medicare/AIDS: Akerman has represented the County on healthcare issues over the past five years. Our legislative activities and accomplishments have been highlighted above. In addition to the County, our lobbyists have represented a wide variety of clients on healthcare issues, including the largest association of psychologists, large public and private non-profit teaching hospitals, the nation's largest hospice provider, nonprofit community health providers, and higher education institutions. We have helped our clients secure funding through the appropriations and discretionary grants process for health research projects, health information technology, healthcare equipment, construction of and improvements to healthcare facilities, hospital infrastructure and health education facilities. We have also worked on numerous healthcare related bills and regulations, including legislation to block proposed CMS rules, increase Medicare provider reimbursements, and implement health information technology.

We also provided federal lobbying services to Jackson from January 2005 to April 2011 primarily focusing on federal appropriations, and health care related legislation and regulations. Jackson is the public health provider in Miami-Dade County, main teaching hospital for the University of Miami, the only Level 1 Trauma Center in South Florida, and largest safety net provider in the State of Florida. We were successful in

obtaining Congressional earmarks for upgrades to health information technology, facilities and equipment. In FY2010 alone, we helped secure the following earmarks for Jackson: $2 million in the Defense appropriations bill for equipment to support military trauma care training, $500,000 in the Homeland Security appropriations bill to harden Jackson's trauma center to withstand higher category hurricanes, and $500,000 in the Labor-HHS-Education appropriations bill for health information technology upgrades.

We have also worked with JMH on a number of healthcare related bills and regulations. One significant example is the Centers for Medicare and Medicaid (CMS) proposed rule that was released in January 2007 imposing cost limits for public health care providers and altering the definition of "public" status. The proposed rule would have cost JMH an estimated $129 million. The rule was scheduled to take effect on September 1, 2007. However, working together with the Jackson, its Congressional Delegation and the public hospital association, we were able to successfully lobby Congress for a moratorium on the proposed rule. We worked to obtain language in the ARRA that called on the Administration to not final the proposed rule, and it was eventually withdrawn. We also worked with Jackson on the health care reform legislation that was signed into law in March 2010. They had a variety of issues, including funding for Disproportionate Share Hospitals, Graduate Medical Education, Medicare geographic payment variations, and hospital reimbursement rates.

Human/Social Services: At Akerman, we have represented many municipal clients concerned with federal programs that support human services, including the cities of Chattanooga, Tallahassee, Miami, Carson City, and Nye County, Nevada. This includes securing funds for multi-purpose community centers by tapping HUD, Commerce and U.S. Small Business Administration funds. We have secured earmarks for reverse commute programs and job training centers.

We also represented the Public Health Trust of Miami-Dade County, which operates Florida's largest public hospital, and assisted them with a range of medical research and public health issues, including Medicare reimbursement disputes, federal appropriations for mobile health services, pandemic flu preparedness, and helping the Hospital obtain $8 million in post-hurricane disaster recovery funds from FEMA.

Work Force Development: Akerman has worked with its public entity clients and community colleges, in particular, to secure funds for job training programs and facilities. For instance, we helped Tallahassee Community College secure over $4 million in earmarks for an advanced manufacturing training facility, law enforcement training program, STEM education programs, and health care training. We also helped the

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

Peralta Community College District secure federal funding for a green jobs training initiative, nursing program, and public safety training center.

We recently organized meetings for the Miami Community Redevelopment Agency (CRA) with Department of Labor and the Employment & Training Administration (ETA). The ETA administers federal government job training, employment and worker dislocation programs and provides federal grants for job training and workforce development projects. We met with the DOL to discuss the CRA's projects in Miami, including its job training initiatives such as its hospitality institute and biosciences park, and any opportunities for federal assistance through grants or other programs. They helped identify potential job training grant opportunities that may be helpful to the CRA with its ongoing economic revitalization efforts and job training programs. We are continuing to work with them on these efforts.

Head Start/Early Head Start/Education Reform: Under our current and previous contract with the County, Akerman has monitored legislation related to the Healthy Start program on behalf of the County. The Healthy Start program gives grants to communities, including Miami-Dade County, with high rates of infant mortality to provide primary and preventive health care to mothers and their infants. In October 2008, the President signed the Healthy Start Reauthorization Act into law. The bill reauthorizes the Healthy Start program at $120 million a year from FY2008 through FY2013. The bill also authorizes new projects to help reduced infant mortality. The previous authorization for the Healthy Start program expired in 2005. The program has been funded through annual appropriations bills since then. We will continue to report to the County on the annual funding for the Healthy Start program, and assist with the re-authorization process in 2013 as needed.

Planning, Development, and Zoning: Akerman has been successful on behalf of the City of Orlando in getting funding for the Parramore Neighborhood revitalization project. Through the transportation authorization law, we secured $17 million for the City to make improvements to Church Street, the main transportation route through the Parramore neighborhood. We have also helped secure over $2.2 million in CDBG earmarks for the project, which will revitalize and redevelop the Parramore neighborhood, an underserved 1.1 square mile area just west of the Orlando central business district.

FEMA, mitigation and preparedness: On behalf of Jackson Health System, Akerman's lobbyists developed and shepherded a successful strategy to secure millions in FEMA reimbursements as a result of the 2004 and 2005 Florida hurricanes. Our efforts have resulted in total FEMA reimbursements for JHS of $14,554,139 for infrastructure damage, debris removal and overtime wages.

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

Telecommunications: Akerman has been working on a telecommunications issue on behalf of the County regarding spectrum allocation issues and federal funding for mobile public safety communications for local law enforcement agencies. We have kept the County informed of the recent developments in Congress and the Executive Branch on these issues. Miami-Dade Fire Rescue and other public safety officials were supporting legislation that would reallocate a section of vacant spectrum, known as the D-Block, to public safety to improve first responder communications and emergency response capabilities nationwide. However, the County Commission was also concerned about any spectrum legislation that would force broadcasters to auction sections of spectrum that could reduce or disrupt the airwaves currently used by free local television broadcast stations, which are an important means to access local news and information, particularly for senior citizens and local income persons. Over the past year, there have been several related bills on this issue. We have been closely following all developments with the D-Block/spectrum bills and reporting to the County on all developments. Finally, in February 2012, Congress passed a bill that would reallocate a section of D-Block spectrum to public safety. It also provides $7 billion for nationwide public safety broadband network. It also establishes a State and Local Implementation Grant Program to make grants to states to assist state, regional, tribal and local jurisdictions integrate with the nationwide public safety broadband network. Finally, the legislation authorizes voluntary spectrum auctions, which are estimated to generate more than $15 billion in revenue. In addition to the D Block/public safety provisions, the bill also includes provisions supported by broadcasters to ensure continued access to free local broadcast stations, which the County Commission supports. We were pleased that the final bill addressed both of the County's concerns – interoperability and free local television access. We are continuing to work with the OIA staff on this issue as the Administration begins the process of implementing the legislation.

Finance and Taxation: Mike Abrams chaired the Florida House Finance and Taxation committee while serving as a state legislator from 1982 through 1994. Jane Sargent also served as Legislative Director for Representative John Lewis, a senior member of the Ways & Means Committee, advising him on all tax and trade matters. Our experience and relationships with the Ways & Means Committee will be invaluable to the County on finance and taxation issues.

Last year, we tracked the 3 Percent Withholding Repeal legislation that was important to the County and part of its 2011 Federal Legislative Agenda. In November 2011, Congress passed legislation (H.R. 674) that would repeal a law requiring withholding payments to government contractors. The provision was originally enacted in 2006 as part of the Tax Increase Prevention and Reconciliation Act of 2005 (Section 511, Public Law 109-222). It required federal, state and local governments to withhold 3 percent of all payments to outside vendors for goods and services. The provision was intended to improve tax

compliance, but it has been strongly opposed by local governments, small business groups and government contractors. The County supported repealing this provision. It was also a high priority for the National Association of Counties (NACO). The provision was originally supposed to go into effect in 2011, but Congress delayed implementation by one year as part of the 2009 stimulus law (Public Law 111-5). The legislation enacted last November repeals the provision entirely.

Utility Deregulation/Energy Reform; Akerman has been working on the most recent environmental and energy efficiency proposals pending in Congress and in the Administration, including:

- Incentives for local public electric utilities to promote cogeneration power plants with reduced emissions and lower productions costs;
- Tracking the implementation of the "green jobs" training program, and pending legislation on environmental jobs, and securing funding for clients' green jobs training programs ;
- Securing congressional earmarks for a major "green building" project in Miami, and pursuing funds for green retrofits of public buildings on behalf of local government clients, and;
- Administration's efforts to form a National Climate Service within the US Department of Commerce.

Our federal affairs clients with energy issues have included a consortium of university-based, climate change research facilities; the Miami and Oakland science museums; a municipally-owned electric power utility; community colleges; and multiple local governments such as the cities of Tallahassee and Orlando, and Nye County, Nevada.

International Trade: Jane Sargent served as Legislative Director to Congressman John Lewis, a senior member of the Ways & Means Committee, which has jurisdiction over trade matters in the U.S. House of Representatives. Jane was responsible for all trade issues for the Congressman, including passage of the fast track trade bill and preliminary work on the FTAA – the major U.S.-Latin America trade negotiations.

This past year, we worked with the County on the recently approved free trade agreements with Panama, Columbia, and Korea. Congress passed the long-stalled free trade agreements (FTAs) last fall. We worked closely with the OIA staff on the FTAs as they were moving through the process. We actively followed all Congressional and Executive Branch developments, including Committee mark ups, providing reports and timelines to the County throughout the process. We contacted the Miami-Dade Congressional delegation about their support and/or opposition to the FTAs and reported to the County on their actions as well as other efforts by proponents and opponents of the FTAs. The House and Senate passed the FTAs in October, and they were signed into law by President Obama on October 21, 2011. All

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

three trade agreements will have an impact on the County, increasing exports of Florida's goods and services and creating thousands of new jobs for Floridians.

We previously worked with the U.S. State Department and the Office of the U.S. Trade Representative on behalf of the City of Miami on reimbursement issues following the FTAA ministerial meeting held in Miami in November 2003. In the FY2004 Emergency Supplemental Appropriations Act, we helped the City get $8.5 million for security costs related to hosting the FTAA ministerial meeting in November 2003, and subsequently worked with the City, State Department, USTR and other interested parties to ensure that Miami received its share of the funding for security costs.

Public Works: Akerman advises clients on a variety of public works projects ranging from transportation improvements to water infrastructure projects. We have had great success securing both appropriated funds and project-directed funds through federal highway and transit bills. Akerman's team has worked in detail in federal rail, aviation and transit programs. We have funded local projects for highways, roads and public transit. We have worked on transportation issues for a wide variety of clients, including Miami, Orlando, Tallahassee, Carson City, NV, Nye County, NV, Central Florida Regional Transportation Authority (LYNX), Chattanooga, TN, Port of Oakland, CA and Pardee Homes, located in San Diego, CA. In the final version of SAFETEA-LU, members of the firm were successful in obtaining direct funding for 18 highway and transit earmarks totaling over $67 million. We were also successful in obtaining a $50 million authorization for the City of Miami Streetcar project and an additional authorization for the Orlando-Orange County, FL - Light Rail Project.

In addition to transportation infrastructure projects, Akerman's clients have included drinking and wastewater districts, and local governments concerned with water quality and infrastructure, including $650,000 for two water infrastructure projects for Carson City, NV; $300,000 for stormwater improvements for the City of Orlando; $2.2 million in waste water and stormwater funding for the City of Tallahassee. We have worked with the EPA's and U.S. Army Corps' budgets to secure funds for critical water treatment projects, flood control and mitigation projects, wetlands restorations and further environmental projects intended to improve water quality.

Grants and Grant Administration: Akerman works with its clients, including the County, to identify federal grant opportunities. We monitor on a daily basis the Federal Register, and other specialized federal publications for notices of proposed funding availability that might be of interest to our clients. We provide our clients with timely notice of these opportunities to give them the necessary lead-time to be successful competitors. We also obtain letters of support from Members of Congress on behalf of clients applications.

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

Over the years, Akerman has been successful in helping its clients secure federal grants for a wide variety of projects, including transportation, education, aviation, economic development, health care, job training, law enforcement, community development and housing.

Experience on Major Metropolitan County Issues and Key Miami-Dade County Issues

Akerman has represented several clients facing similar issues as the County. We have worked with these clients to secure federal funding for their priorities and have cultivated the relationships, experience and knowledge to successfully continue representing the Miami-Dade County in Washington, D.C. Specific examples are noted below that highlight the outstanding work Akerman's attorneys and consultants have performed and highlights successes in the federal lobbying arena yielding federal funds to advance projects and client objectives.

Akerman has an outstanding track record of obtaining federal funds for our clients including Congressional earmarks and federal discretionary funds. We have worked with our clients to obtain money for law enforcement, broadband technology, health care, water infrastructure, transportation, public safety, education, energy, job training, homeland security, housing and community and economic development projects.

Akerman has specialized in working for public entities. Currently, Akerman's professionals work for the cities of Carson City, Tallahassee, Orlando, the counties of Nye County, Nevada and Miami-Dade, a community college system, an educational science center, and a transportation authority. All of these clients are public entities. They have a wide range of issues and complicated governing structures. The firm has been highly successful working on the wide range of issues presented while remaining sensitive to the political and public worlds that our clients exist in.

We provide the following examples of work for other Akerman clients that we believe relate to the service we are proposing to the County, and which we believe highlight our experience and successes.

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

City of Orlando, Florida Akerman has been retained by the City of Orlando since 2004 to obtain federal funding for the City's priorities. We have been successful in securing over $170 million in federal funding for projects of importance to the City. We also monitor other legislative issues of interest to the City, including homeland security issues and funding for the Community Development Block Grant program.

In the last major transportation authorization law, SAFETEA-LU, we were successful in securing two earmarks for the Church Street project totaling $17 million, plus an authorization for its light rail project. The City's Church Street project will revitalize the City's aging central business district with new residents, retail and entertainment facilities. We are working with the City on other transportation projects, including securing funding for the Downtown Orlando Transit Circulator, a bus rapid transit system in the city center. We obtained $8 million for the project in FY2009 and $1,000,000 for the project in FY2008.

We also working with the Mayor to obtain federal support and critical funding for the Central Florida Commuter Rail project. Between FY2009 and FY2012, the project received $140 million in federal funds. There is another $30 million pending in the President's FY2013 budget for the commuter rail project.

In 2010, we helped the City secure a $10 million TIGER II Grant from the U.S. Department of Transportation for the public transit portion of an economic redevelopment project in downtown Orlando.

We have also helped the City secure $2.2 million in earmarks out of the Department of Housing and Urban Development budget for the Parramore Neighborhood Redevelopment project. The project will revitalize and redevelop the Parramore neighborhood, an underserved 1.1 square mile area just west of the Orlando central business district. Over the years, the City has made a significant financial investment to improve the distressed neighborhood specifically focused on infrastructure, public safety and housing.

In addition to transportation projects, we have secured several earmarks totaling more than $3.3 million for the City for a variety of law enforcement, economic redevelopment, transportation, and stormwater projects since 2004. We have also assisted the City on FEMA reimbursement issues related to the 2004 hurricanes.

We also work to identify grant opportunities for the City on a variety of issues including homeland security, law enforcement, first responders, infrastructure improvements and economic development. We obtain letters of support from the Congressional Delegation to enhance their grant applications.

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

- *Specific Tasks and Responsibilities:* Akerman has been retained by the City of Orlando since March 2004 to provide all federal representation on its priorities, including transportation, homeland security, law enforcement, economic development, green energy, and stormwater infrastructure.

Carson City, Nevada Carson City is a relatively small city which is dominated politically by the larger cities of Las Vegas, Reno and Henderson. Given the competition for attention by the Nevada Congressional delegation, Carson City risks being forgotten each year. To avoid that result, Akerman was creative in designing projects and funding sources for the City to pursue.

Our efforts have been successful. For example, Akerman worked with the City to restore an old historic railroad to run from Carson City to Virginia City as a tourism attraction. Akerman identified and secured $10 million in funds in the surface transportation law (SAFETEA-LU), and $800,000 from the legislation reauthorizing the Economic Development Administration for the project. Thus the project was funded without having to compete with other larger Nevada communities in the appropriations process.

We also helped obtain over $1,000,000 from the EPA for two water infrastructure projects, and $1,350,000 from the US Department of Agriculture for erosion control projects after a wildfire. We have also secured over $700,000 for the City's program to combat methamphetamine use in the community.

- *Specific Tasks and Responsibilities:* Akerman has been retained since January 2004 to provide all federal representation to Carson City. We have a specialized emphasis on obtaining federal funding for their priorities and identifying grant opportunities for the City.

City of Tallahassee, Florida Attorneys with Akerman have been retained since March 2000 to handle all federal representation for the City of Tallahassee. Specifically, we helped the City prepare its federal appropriations requests, and its overall legislative agenda. We also monitor other legislative issues of interest to the City, such as developments in transportation, homeland security, and community development.

We have been successful in assisting the City obtain over $30 million since 2000, including $16.1 million for the expansion of the bypass around the City, known as Capital Circle NW in SAFETEA-LU; $9.89 million in earmarks for public transit projects; $2.2 million in waste water and stormwater funding; $750,000 for upgrades to the police communications network; $800,000 for the City's innovative energy

initiative; $588,000 for the joint emergency communications center; and $1.5 million for Tallahassee and other Florida counties for a new law enforcement technology.

We also worked with the city to secure direct air service between Tallahassee and Washington, D.C., which began in March 2012. We also work to identify grant opportunities for the City and obtain Congressional letters of support for their grant applications. For instance, on behalf of the City, we have obtained letters of support from the Congressional delegation to enhance the City's grant application to the Department of Transportation to make security upgrades at the Tallahassee Regional Airport.

- *Specific Tasks and Responsibilities:* Attorneys with Akerman have been retained by the City of Tallahassee since 2000 to obtain federal funding City's priorities and track legislative issues of interest to the City, including transportation, aviation, energy efficiency, broadband, homeland security and public safety issues.

Central Florida Regional Transportation Authority ("LYNX") Akerman has represented the Central Florida Regional Transportation Authority (LYNX) before the federal government since 1992. LYNX is a consortium of government agencies with jurisdiction over transportation matters in the Orlando metropolitan area, the 16th largest combined statistical area in the US with a population over $2.8 million people. LYNX's membership includes Orange, Osceola and Seminole Counties, and the City of Orlando. We have secured over $120 million in Congressional earmarks for the Authority since 1992. Recent successes include:

- Over $35 million in transportation appropriations funds for new buses, bus facilities, an Intelligent Transportation System ("ITS") project, and for Orlando's Job Access and Reverse Commute Program since 2001. This includes over $20 million for new buses and bus facilities, and $6.75 million for the enhanced circulator, bus rapid transit system under the ITS program;
- $10 million in TIGER II grant funding from the U.S. Department of Transportation for a joint LYNX and City of Orlando project that will extend bus rapid transit to an economic redevelopment project in downtown Orlando;
- Over $56 million in Congressional earmarks for the Orlando light rail project. In 1998, Akerman obtained the initial federal authorization for the light rail project and a regional commuter rail in the TEA-21; and,
- In addition to securing federal funding for the Authority, Rick Spees worked with the Orlando-Orange County Expressway Authority, the Florida Department of Transportation, and the Federal

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

Highway Administration to structure an innovative financing proposal that facilitated the construction of a new highway bridge and transit projects. This proposal became part of the very first State Infrastructure Bank ("SIB") legislation.

- *Specific Tasks and Responsibilities:* Akerman attorneys have represented LYNX since 1992. LYNX is a consortium of government agencies with jurisdiction over transportation matters in the Orlando area. We have focused on obtaining federal appropriations and discretionary funds for public transit vehicles, facilities and infrastructure.

City of Miami, Florida Working in partnership with Miami, we succeeded in obtaining nine projects in the final version of SAFETEA-LU for the City. These projects included a $50 million authorization for streetcars. This provision provided the critical federal contribution to the City's top priority transportation project at the time. Miami planned for a $200 million Downtown Streetcar Project to include 10 miles of track that would better link the City's inner neighborhoods with its revitalized downtown, and also feed riders to the region's light rail systems.

Akerman also secured eight earmarks for road and other projects totaling $8.8 million. These include better road access to the Port of Miami, highway beautification, bike and pedestrian paths and congestion mitigation projects. Each of these authorizations contributed to Miami's plan to improve access to its waterfront, and relieve shipping congestion from the Port. Akerman's work on this project also included securing $1.6 million for planning for a $1.2 billion tunnel that will be designed to better connect the Port of Miami to rail/intermodal facilities.

Akerman also worked with the City of Miami on Community Development Block Grant (CDBG) funding issues and legislation that would increase the CDBG public services cap from 15 percent to 25 percent. In 2010, we worked closely with the City of Miami and the Congressional delegation to develop this legislation and met with numerous HUD officials on this issue. We drafted the initial bill (S. 4017) that was introduced by former Senator George LeMieux (R-FL) in December 2010. Unfortunately, the initial bill did not make it through the legislative process before the 111th Congress adjourned. Legislation (S. 877/H.R. 2183) has been introduced this Congress by Senator Nelson and Representative Ros-Lehtinen that would permanently increase the CDBG public services cap for all CDBG grantees to 25 percent. We continuing to work with the County on this issue.

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

- *Specific Tasks and Responsibilities:* We provided federal representation until April 2011 to the City of Miami specializing in obtaining federal appropriations and discretionary funds for the City priorities, including transportation, energy efficiency, stormwater, and economic development projects.

Jackson Health System, Miami, Florida Akerman provided federal lobbying services to JHS from January 2005 until April 2011, primarily focusing on federal appropriations, health care related legislation and regulations. JHS is the public health provider in Miami-Dade County, the main teaching hospital for the University of Miami, the only Level 1 Trauma Center in South Florida, and largest safety net provider in the State of Florida. Working with JHS, we have successfully obtained Congressional earmarks for upgrades to health information technology, facilities and equipment. In FY2010 alone, we helped to secure $3 million in earmarks for equipment to support military trauma care training, harden JHS' trauma center to withstand higher category hurricanes, and upgrade JHS' health information technology systems.

In 2007, Akerman's lobbyists also developed a successful strategy to secure millions in FEMA reimbursements as a result of the 2004 and 2005 Florida hurricanes. Our efforts resulted in total FEMA reimbursements to Jackson of $14,554,139 for infrastructure damage, debris removal and overtime wages.

As previously noted, we also worked with JMH on a number of healthcare related bills and regulations. One significant example is the Centers for Medicare and Medicaid (CMS) proposed rule that was released in January 2007 imposing cost limits for public health care providers and altering the definition of "public" status. The proposed rule would have cost JMH an estimated $129 million. The rule was scheduled to take effect on September 1, 2007. However, working together with JMH, its Congressional Delegation and the public hospital association, we were able to successfully lobby Congress for a moratorium on the proposed rule, which was eventually withdrawn by the Obama Administration. We also worked closely with JMH throughout the health care reform debate on a variety of issues, including funding for Disproportionate Share Hospitals, Graduate Medical Education, Medicare geographic payment variations, and hospital reimbursement rates.

- *Specific Tasks and Responsibilities:* Akerman represented JHS from 2005 until 2011, providing federal representation services on federal appropriations, health care related legislation and regulations impacting public hospitals.

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

Port of Oakland, California. Akerman was first retained in 2003 to help with appropriations issues the Port was facing with its project to dredge the shipping channel down to 50 feet. This multiyear project, funded through the Army Corps of Engineers, was being consistently under-funded by the agency. As a result of our work, the Port's dredging project was fully funded to completion in 2010. The Port's dredging project has received over $175 million in federal funds since 2003, and is now regularly identified by the Corps itself as one of its leading navigation projects.

The Port then retained our team members to handle all transportation and environmental issues, including wetlands restoration, ongoing harbor operations, and construction of an intermodal transportation system to reduce container truck traffic to and from the Port.

Our team members also secured $10 million for wetlands projects in the San Francisco Bay using the Port's dredge materials, and also helped win Federal Aviation Administration (FAA) and Federal Transit Administration (FTA) approval for construction of a BART transit line into the Oakland Airport. The transit project also won $70 million in additional federal funds under the "Stimulus Act."

We also played an active role in preparing the Port's grant application under the 2009 TIGER discretionary grant program, including securing critical support among the California Congressional delegation. The Port's $30 million application won in the fierce competition for TIGER funds. The Port, in partnership with two inland ports, is using the funds for a critical infrastructure modernization program that will use a marine highway system to move consumer goods and agricultural products as an alternative to existing truck and rail infrastructure.

- *Specific Tasks and Responsibilities:* We were retained from 2003-2007, and 2009-2011, to provide federal representation for the Port of Oakland, primarily focusing on federal appropriations matters, marine and surface transportation policy, aviation, homeland security, and grant funding.

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

Proposal to Provide Services on Issues and Subject Areas Outside Expertise of Team on Key Miami-Dade County Issues

The firm's Washington office has an established federal Policy Practice with a long history of representing clients before the Congress and Executive Branch, including Miami-Dade County. While we are proposing a core team of lobbying professionals to assist the County, the entire firm will be available to assist the County as needed. Should the County need assistance on issues and subject areas outside the expertise of its team members, the firm will call on other members of the firm to provide assistance to the County and the lobbying team.

Akerman is distinguished by its comprehensive Corporate, Real Estate, Construction, Government Relations, Labor & Employment, Litigation, International and Intellectual Property practices. Providing services to local, regional, national and international clients, our team of legal advisors and consultants represents private and public companies, government entities, educational institutions and high net-worth individuals in over 40 different practice areas, and provide clients with not only sound legal advice, but innovative and effective solutions. We believe that through Akerman's vast resources we will be able to assist the County on its key federal issues.

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

Proposal to Establish, Maintain and Enhance Working Relationships Between County Elected Officials and Staff and the Executive and Legislative Branches of the Federal Government and Relevant Federal Agencies

We recognize that an important part of our task will be to help further develop the County's strong relationships with decision-makers in Washington, D.C. -- relationships that will enhance your ability to achieve future legislative and regulatory solutions to your policy and financial objectives. This will be accomplished by regularly scheduling and staffing meetings with key policy makers in Washington, D.C. on behalf of your officials.

We believe it is essential for the County's leadership to establish and maintain strong contacts with the Florida congressional delegation and other key Members of Congress. Our experience has taught us that effective Washington representation involves our clients meeting directly with their elected representatives. We will serve in the pivotal role of developing strategies and serving as a day-to-day liaison for Congressional offices. We will arrange for County Commissioners to meet with the delegation at least two times per year, and arrange access to key decision-makers inside the Administration. Throughout the year, we will also arrange meetings for the OIA, department heads and other key staff to meet with Congressional offices and agency officials as needed. In addition to delegation meetings, we would also support and encourage County officials making trips to Washington, D.C. to advance its interests in hearings before House and Senate Committees, legislative conferences, industry association meetings and other settings.

Providing access to key leadership through our extensive contacts is a core service we will provide to the County. We have close ties and strong working relationships with Democratic and Republican Members of the House and Senate, relevant federal agencies, and the current White House. The professionals assigned to this team have excellent working relationship with the Florida Congressional delegation, and the Miami-Dade Delegation in particular. Michael Abrams served in the Florida legislature with current members of the State's Congressional delegation, both from the Miami area and other parts of the State. The firm has worked with the South Florida delegation and their staff for several years. Specifically, we have worked with the delegation on the County's legislative priorities over the past five years.

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

Akerman has longstanding relationships with members of the committees of importance to the County, including the House and Senate Appropriations Committee, House Transportation & Infrastructure Committee, Senate Banking, Housing and Urban Affairs Committee, the Senate Commerce, Science and Transportation Committee, the Senate Environment and Public Works, the Senate Finance Committee, the Senate Health, Education, Labor and Pensions Committee, the House Ways and Means Committee, House Energy and Commerce Committee, House Education and Labor Committee, and House Homeland Security Committee. We can also provide access to key decision makers in various federal agencies, including the Department of Health and Human Services, Department of Homeland Security, Department of Transportation, Department of Commerce, Department of Energy, U.S. Corps of Engineers, and the White House. These close relationships are a result of prior service as staff for Members of Congress, Senators, and federal agencies.

Working as a team with the County establishing and maintaining relationships with key decision makers in Washington will enhance the County's position and help to accomplish its legislative and regulatory objectives.

Conflicts of Interest

Akerman does not foresee any potential conflicts of interests if selected to continue its representation of Miami-Dade County. As current federal lobbyists for the County, we have taken all steps necessary to avoid any conflict of interest in our representation of the County. Furthermore, we would not take on new representation of a client if it would result in a conflict with a current client, unless each party agrees to the representation.

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

Accomplishments Achieved on Behalf of Local Governments During Recent Sessions

Akerman's attorneys have extensive experience representing local governments in Washington, D.C., in addition to Miami-Dade County. During recent sessions, this has included the City of Miami, City of Orlando, City of Tallahassee, Central Florida Regional Transportation Authority (LYNX), Port of Oakland, California, Carson City, Nevada, and Nye County, Nevada. Below are highlights of appropriations successes we have had on behalf of local governments since Fiscal Year 2008:

- $152 million for the City of Orlando, Florida for the Central Florida Commuter Rail system, law enforcement equipment, public transit circulator, stormwater improvements, and an economic redevelopment project.
- $49 million for the Port of Oakland, California for port dredging, harbor operations and maintenance, and transportation projects.
- $43.5 million for Nye County, Nevada for a community center and Department of Energy funding for nuclear and renewable energy projects;
- $17.7 million for the Central Florida Regional Transportation Authority (LYNX) for intermodal center improvements, new buses, and bus rapid transit projects;
- $5.2 million for the Public Health Trust of Miami-Dade County (Jackson Health System) for trauma training equipment, health IT upgrades, and predisaster mitigation.
- $3.2 million for the City of Tallahassee, Florida for an energy efficiency initiative, public transit, law enforcement, and water treatment projects;
- $3 million for Carson City, Nevada for water system improvements, erosion control, law enforcement, and transportation projects;

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

- $691,500 for the Community Redevelopment Agency (Camillus House) to construct its new facility that will allow them to serve more homeless persons in Miami.

Relationships with House and Senate Leadership and Unique Capabilities

Our team is highly dedicated to providing timely and strategic advice. While objective criteria may be identical between consultants in comparison to years of practice, locations of firm, etc., the critical difference between consultants is the ability to develop creative solutions to a client's problem, the accessibility to a client, and the exercise of judgment based on years of practice is a differential offered by the Akerman team. We are confident that we are uniquely qualified and positioned to provide the County with a long term partner in the handling of its Federal agenda as outlined in our response. Providing access to key leadership through our network of contacts will constitute a core service should Akerman be selected to continue representing the County. Our lawyers and professional consultants have close ties and strong working relationships with members of both parties in the House and Senate, a wide range of federal agencies, and in the current White House. Members of Akerman's team have worked in Congress as counsel and senior staff to Senators, Members of Congress, Congressional Committees or in key roles at federal agencies.

We understand the importance of maintaining ongoing contacts between the County and the elected officials in Washington, D.C. as well as with agency decision makers. We plan to achieve those goals in a number of ways. First, our professionals assigned to this team have excellent working relationships with the Florida Congressional delegation. Akerman's Mike Abrams served in the Florida legislature with members of the State's Congressional delegation, both from the Miami area and from other parts of the State. Akerman's policy team has worked with the Miami area delegation and staff on behalf Miami based clients and the County specifically for several years.

Moreover, our firm has longstanding relationships with members on the committees of importance to the County, including the House and Senate Appropriations Committee, House Transportation & Infrastructure Committee, Senate Banking, Housing and Urban Affairs Committee, the Senate Commerce, Science and Transportation Committee, the Senate Environment and Public Works, the Senate Finance Committee, the Senate Health, Education, Labor and Pensions Committee, the House Ways and Means Committee,

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

House Energy and Commerce Committee, House Education and Labor Committee, and House Homeland Security Committee. We can also provide access to key decision makers in various federal agencies, including the Department of Health and Human Services, Department of Homeland Security, Department of Transportation, Department of Commerce, Department of Energy, U.S. Corps of Engineers, and the White House. These close relationships are often the result of prior service as staff for members of Congress, federal agencies and the Executive Branch.

Finally, and notably, our team has very close relationships with all of the House Members in the Miami area, both Democratic and Republican, and with Florida's two Senators. Simply put, each member of our team has good relationships with House and Senate members, both Democrat and Republican, and we count the new and future leaders in both chambers as good friends.

As discussed above in the section on Federal Subject Areas/Issues, Akerman's lawyers and consultants have worked in a broad range of policy areas that span many of the areas of concern to Miami-Dade. The Akerman team is prepared to utilize our relationships, knowledge and experience to benefit the County and those it serves.

Service Cost

Akerman Senterfitt is committed to providing well valued service to our clients, including to Miami-Dade County, and we will gladly negotiate a mutually agreeable rate for our services that appropriately matches the final scope of work. In order to provide an estimate for our services, we considered the average expenditures for other local government clients, the wide range of potential issues facing the County, and the description of expected services provided in the Request for Qualifications.

Akerman Senterfitt proposes to provide Miami-Dade County with Governmental Representation and Consulting Services in Washington, D.C. for an annual lump sum amount of $150,000 to be paid on a monthly basis. The annual lump sum includes all costs, travel and miscellaneous expenses. The proposed fee does not include any amount for Work Order assignments or Optional Services.

At this annual rate, Akerman's team of professional lobbyists identified in this proposal would be available to assist the County in strategic planning, developing the County's federal legislative and grant priorities, preparing supporting documentation and pursuing the County's agenda in Washington, D.C. Akerman would file the necessary lobbying registrations and required quarterly reports. We would also work closely with the County and keep you informed of the progress of the County's federal priorities and issues.

Form A-2
AFFIDAVIT OF MIAMI DADE COUNTY LOBBYIST REGISTRATION FOR ORAL PRESENTATION

(1) Project Title: RFQ No. 805 for Governmental Representation and Consulting Services in Washington, DC
(2) Department: Internal Services Department for Office of Intergovernmental Affairs
(3) Proposer's Name: Akerman Senterfitt
Address: One S.E. Third Avenue, 25th Floor, Miami, FL Zip: 33131
Business Telephone: (305) 982-5676

List all members of the Proposer's presentation team who may participate on your firm's behalf in Oral Presentations including negotiations under this RFP process:

NAME	TITLE	EMPLOYED BY	TEL. NO.
Michael Abrams	Co-Chair, Policy Practice	Akerman Senterfitt	(305) 982-5676
Jane Sargent	Of Counsel	Akerman Senterfitt	(202) 393-6222
Jose Villalobos	Of Counsel	Akerman Senterfitt	(305) 982-5625
Fatima Perez	Public Policy Advisor	Akerman Senterfitt	(305) 982-5654

(ATTACH ADDITIONAL SHEET IF NECESSARY)

The individuals named above are Registered and the Registration Fee is not required for the Oral Presentation ONLY.

Any person who appears as a representative for an individual or firm for an oral presentation before a County certification, evaluation, selection, technical review or similar committee must be listed on an affidavit provided by the County. The affidavit shall be filed with the Clerk of the Board at the time the response is submitted. The individual or firm must submit a revised affidavit for additional team members added after submittal of the proposal with the Clerk of the Board prior to the oral presentation. Any person not listed on the affidavit or revised affidavit may not participate in the oral presentation, unless he or she is registered with the Clerk's office and has paid all applicable fees.

Other than for the oral presentation, Proposers who wish to address the county commission, county board or county committee concerning any actions, decisions or recommendations of County personnel regarding this solicitation in accordance with Section 2-11.1(s) of the Code of Miami-Dade County MUST register with the Clerk of the Board and pay all applicable fees.

I do solemnly swear that all the foregoing facts are true and correct and I have read or am familiar with the provisions of Section 2-11.1 (s) 5 of the Code of Miami-Dade County as amended.

Signature of Authorized Representative: Michael Abrams Title: Co-Chair Government Affairs & Public Policy

STATE OF Florida
COUNTY OF Miami-Dade

The foregoing instrument was acknowledged before me this 3rd day of July, 2012,
by Michael I. Abrams, at Akerman Senterfitt, ***who is personally***
(Individual, Officer, Partner or Agent) (Sole Proprietor, Corporation or Partnership)

known to me.

Ann Condon
(Signature of person taking acknowledgement)

Ann Condon
(Name of Acknowledger typed, printed or stamped)

EE 176504
(Title or Rank) (Serial Number, if any)

NOTARY PUBLIC STATE OF FLORIDA
ANN CONDON
MY COMMISSION # EE 176504
EXPIRES: March 20, 2016
Bonded Thru Budget Notary Services

Form A-3

ACKNOWLEDGEMENT OF ADDENDA

Instructions: Complete Part I or Part II, whichever is applicable.

PART I: Listed below are the dates of issue for each Addendum received in connection with this solicitation.

Addendum #1, Dated June 20, 201 2

Addendum #2, Dated June 26, 201 2

Addendum #3, Dated _____, 201___

Addendum #4, Dated _____, 201___

Addendum #5, Dated _____, 201___

Addendum #6, Dated _____, 201___

Addendum #7, Dated _____, 201___

Addendum #8, Dated _____, 201___

Addendum #9, Dated _____, 201___

PART II:

_____ No Addendum was received in connection with this solicitation.

Authorized Signature: Michael Abrams Date: July 3rd, 2012

Print Name: Michael I. Abrams Title: Co-Chair, Public Policy Practice

Firm Name: Akerman Senterfitt

A-3 - Rev. 1/25/10

FORM A-5
SUBCONTRACTOR/SUPPLIER LISTING
(Ordinance 97-104)

Name of Proposer Akerman Senterfitt

This form, or a comparable listing meeting the requirements of Ordinance No. 97-104, **MUST** be completed by all bidders and proposers on County contracts for purchase of supplies, materials or services, including professional services which involve expenditures of $100,000 or more, and all bidders and proposers on County or Public Health Trust construction contracts which involve expenditures of $100,000 or more. **This form, or a comparable listing meeting the requirements of Ordinance No. 97-104, must be completed and submitted even though the bidder or proposer will not utilize subcontractors or suppliers on the contract. The bidder or proposer should enter the word "NONE" under the appropriate heading in those instances where no subcontractors or suppliers will be used on the contract.** A bidder or proposer who is awarded the contract shall not change or substitute first tier subcontractors or direct suppliers or the portions of the contract work to be performed or materials to be supplied from those identified except upon written approval of the County.

Business Name and Address of First Tier Subcontractor/Subconsultant	Principal Owner	Scope of Work to be Performed by Subcontractor/Subconsultant	(Principal Owner) Gender	Race
None				

Business Name and Address of Direct Supplier	Principal Owner	Supplies/Materials/Services to be Provided by Supplier	(Principal Owner) Gender	Race
None				

I certify that the representations contained in this Subcontractor/Supplier Listing are to the best of my knowledge true and accurate.

Michael Abrams Michael I. Abrams Co-Chair Policy Group July 3, 2012

Signature of Proposer's Authorized Representative **Print Name** **Print Title** **Date**

(Duplicate if additional space is needed)
Form A-5(new 5/7/99)

Form A-6

FAIR SUBCONTRACTING POLICIES
(Section 2-8.8 of the Miami-Dade County Code)

FAIR SUBCONTRACTING PRACTICES

In compliance with Section 2-8.8 of the Miami-Dade County Code, the Proposer submits the following detailed statement of its policies and procedures for awarding subcontracts:

Our policy is not to involve subcontractors not presented in the proposal, unless so directed by Miami-Dade County.

I hereby certify that the foregoing information is true, correct and complete.

Signature of Authorized Representative: [signature]

Title: Co-Chair, Goverment Affairs & Public Policy Group Date: July 3, 2012

Firm Name: Akerman Senterfitt

Form A-6 Rev. 2/13/01

Akerman Senterfitt LLP
750 9th Street, N.W.
Suite 750
Washington, D.C. 20001
Tel: 202.393.6222
Fax: 202.393.5959

Memorandum

From: Jane Sargent, Mike Abrams, Rick Spees, Nick Falvo, and Jose Villalobos

To: Chairman Joe A. Martinez
Board of County Commissioners

CC: Joe Rasco

Date: March 8, 2012

Subject: February 2012 Monthly Report

FY2013 Budget Proposal:

On February 13, 2012, the President submitted his Fiscal Year 2013 budget proposal to the Congress. Highlights of the President's budget within our issue areas include:

Department of Justice:

Byrne Justice Assistance Grants (JAG): $430 million is proposed for the Byrne JAG program, which is a $60 million increase over the FY2012 funding level. The program provides grants to state and local law enforcement to support a wide variety of activities that prevent and control crime based on local needs and current conditions. Full funding for Byrne JAG is one of the County's 2012 federal legislative priorities.

State Criminal Alien Assistance Program (SCAAP): $70 million is proposed for the SCAAP program, which is $170 million decrease from FY2012. The County strongly supports the SCAAP program, which provides federal payments to states and local governments for the costs on incarcerating illegal aliens. The County's 2012 legislative priorities supports full funding for the SCAAP so local taxpayers do not have to bear the full cost of incarcerating criminal aliens.

Community Oriented Policing Services (COPS): $4 billion is proposed for the COPS programs in FY2013 to retain, rehire or higher new police officers. The County's legislative agenda

advocates full funding for COPS.

Department of Homeland Security

FEMA State and Local Grant Programs: The President's budget proposes to consolidate and restructure FEMA's grant programs. It would provide a total of $2.9 billion for state and local programs, which is a nearly $500 million increase over FY2012. According to the budget proposal, these funds would be distributed on the basis of threat, vulnerability, and consequence. Of the $2.9 billion, the President's budget proposes $1.55 billion for the new "National Preparedness Grant Program" (NPGP); $670 million for firefighter assistance grants, and $350 million for Emergency Management Performance grants.

The new NPGP program would replace the 16 separate state and local grant programs that currently exist, such as the Urban Area Security Initiative, and the State Homeland Security Grant Program (80 percent of funds for this program are required to be passed on to local governments). NPGP would also include Metropolitan Medical Response System, Citizen Corps, Urban Search and Rescue and the Port and Transit Security Grant Programs, and the Pre-disaster Mitigation Fund.

The budget proposes that the NPGP funds be distributed based on risk examinations by each state called a "Threat Hazard Identification Risk Assessment" (THIRA). FEMA would then choose which projects to fund from each state's THIRA based on national priorities. However, the budget proposal provides no details about local governments' role in this examination process or how these program funds would be awarded to local governments. The proposal is significantly different from previous years and would require legislation to make these changes. At this point, it is not clear if Congress will go along with the President's proposal.

Department of Housing and Urban Development:

Community Development Block Grant: The budget proposes $2.95 billion for CDBG, which is the same funding level as FY2012;

HOME Investment Partnerships Program (HOME): $1 billion (the same as FY2012) is proposed for the HOME program, which helps provide affordable housing for low-income families;

Homeless Assistance Grants: $2.2 billion is proposed for homeless assistance grants, which is a 17 percent increase over FY2012;

Housing Program for Person with AIDS: $330 million (a $2 million decrease) is proposed for HOPWA.

Section 8 Housing Vouchers: $19.1 billion (an increase from $18.9 billion) is proposed for Tenant Based Rental Assistance/Section 8 Housing Vouchers.

Section 202 Elderly Housing Programs: $475 million is proposed for the program, which is a $100 million increase over FY2012.

Sustainable Communities Initiative: $100 million is requested for the President's sustainable communities initiative to support local regional planning efforts; the program received zero funding in FY2012;

Choice Neighborhoods: $150 million for the Choice Neighborhoods program to revitalize neighborhoods with distressed public housing, which is a 25 percent increase from FY2012.

Department of Health and Human Services:

Medicaid: $55.7 billion in Medicaid cuts are proposed over 10 years, including a $4 billion cut over 10 years to the Prevention and Public Health Fund created in the Affordable Care Act and a $196 billion (6 percent) cut to the Substance Abuse and Mental Health Services Administration.

Community Services Block Grant (CSBG): $350 million is requested for the Community Services Block Grant, which is a nearly 50 percent cut to the program. The President proposed a similar cut in FY2012, but it was rejected by Congress. The proposal would also restructure the CSBG to a competitive grant program.

Child Care Programs: $6 billion is proposed for entitlement and discretionary child care programs, which is a $825 million increase over FY2012;

TANF: The budget proposes to make the Supplemental Grants under the Temporary Assistance for Needy Families (TANF) Block Grant permanent. TANF Supplemental Grants expired in April 2011.

Older Americans Act: The budget also proposes level funding for the Older Americans Act nutrition, home and community services, and family caregiver programs; however, there would be some additional funding for demonstration grants in adult protective services and Alzheimer's services.

Head Start: $8 billion is requested for Head Start programs, an increase of $85 million over FY2012.

Payroll Tax Cut Extension:

On February 17, 2012, the House and Senate passed legislation to extend the payroll tax cut through the end of the year. The bill also extends unemployment benefits and prevents the schedule cut to the Medicare reimbursement rate for physicians (known as the "doc fix"). The bill also includes a reallocation of D-Block spectrum that public safety officials and local governments have been advocating for over the past several years.

D-Block/Spectrum Auction: Highlights of the D-Block provisions include:

- Reallocation of the D-Block to public safety;
- Provides $7 billion for nationwide public safety broadband network;

- Allows continued use of 700MHz narrowband by public safety;
- Reallocation of the T Band spectrum (470-512 MHz) within 11 years;
- Establishes a governance model for the public safety broadband network, known as the First Responder Network Authority, that will include state, tribal and local public safety officials;
- Establishes a State and Local Implementation Grant Program to make grants to states to assist state, regional, tribal and local jurisdictions integrate with the nationwide public safety broadband network;
- Authorizes voluntary spectrum auctions, which are estimated to generate more than $15 billion in revenue; proceeds from the auctions would be used for a variety of programs as well as federal deficit reduction, including: $100 million for the State and Local Implementation Fund; $7 billion for First Responder Network Authority; $250 million for the Next Generation 911 system; and $1.75 billion for the TV Broadcasters Relocation Fund. Any remaining funds would also be used for deficit reduction.

In addition to the D Block/public safety provisions, the payroll tax bill also includes provisions supported by broadcasters to ensure continued access to free local broadcast stations, which the County Commission supports. The broadcasters were advocating for voluntary incentive auctions, which will allow local TV broadcasters to continue providing access to free local TV stations.

TANF Extension: The payroll tax extension also included an extension of the Temporary Assistance for Needy Families Block Grant (TANF) and the child care entitlement program through September 30, 2012. As you know, the TANF program makes block grants to states to provide cash assistance, job training and other services to low-income families that have children.

Disproportionate Share Hospital Payments/Prevention and Public Health Fund (PPHF) Cuts: While the payroll tax extension includes a number of positive provisions supported by the County, it also includes cuts to hospitals that may impact Jackson Health System. Working with the OIA staff, we contacted the Miami Dade Congressional delegation to express the County's concerns about any cuts to hospitals that were being considered in the bill, such as the cuts to Medicaid disproportionate share hospital (DSH) payments. We explained that as the largest safety net provider in the State of Florida, DSH payments are a critical source of funding to Jackson and any further cuts would be difficult for Jackson to absorb. Unfortunately, to help pay for the bill, the final agreement includes a $4.1 billion reduction in Medicaid DSH payments in 2021.

Also, on behalf of the County, we expressed concerns about the cuts to the Prevention and Public Health Fund (PPHF). The PPHF is a $15 billion/10 year fund authorized and fully funded in the Affordable Care Act to support evidence based disease prevention and health promotion interventions and to support state and local health departments. We argued that these prevention programs are critical to addressing the increase in chronic diseases and ultimately reducing health care costs. However, to help pay for the payroll tax cut extension package, the final bill included a $5 billion cut over 10 years to the PPHF. Unfortunately, the President's

FY2013 budget request also included a $4 billion cut over 10 years to the prevention fund, which made preventing the cuts from being included in the payroll tax but bill more difficult.

CDBG Public Service Cap Legislation (H.R. 2183/S.877):

As you know, the County supports the CDBG Public Services Flexibility Act (H.R. 2183/S. 877) that has been introduced in the House and Senate. This legislation would increase the Community Development Block Grant (CDBG) public services cap from 15 percent to 25 percent. Current law prohibits most CDBG grantees from spending more than 15 percent of their CDBG allocation on public services activities, such as job training, crime prevention, child care, health, substance abuse, education, energy conservation, welfare or recreation needs.

Legislation (S. 877/H.R. 2183) was introduced last year by Senator Nelson and Representative Ros-Lehtinen that would permanently increase the CDBG public services cap for all CDBG grantees to 25 percent. The bill has been co-sponsored by Reps. Rivera, Diaz-Balart, Wilson, Wasserman Schultz and Corrine Brown.

The legislation would not increase the County's CDBG allocation. However, it would give the County important flexibility to spend more than 15 percent of its CDBG funding on public services activities, which could help the County during the ongoing economic downtown and tight budget situation.

On February 29, Jane Sargent and Mike Abrams met with Senator Nelson, Rep. Ros-Lehtinen, Rep. Frederica Wilson, Rep. Mario Diaz-Balart, and Rep. Rivera and discussed the status of the public services cap legislation. We were informed that the Miami Dade House delegation has written to the Chairs and Ranking Members of the Financial Services Committee and the Insurance, Housing and Community Opportunity Subcommittee requesting that the they hold a hearing on CDBG programs and the CDBG Public Services Flexibility Act. The House Members believe that a hearing on the bill will help to draw attention to the issue and the pending legislation. Financial Services Committee Chairman Baucus has responded to the delegation stating that the committee expects to hold oversight hearing on CDBG in the third quarter of the year. He stated further that in the context of that hearing, the Committee will hear testimony regarding the legislation. We will let the County know when that hearing has been scheduled. However, the delegation in general was not optimistic about the chances of the bill moving before the November elections given the difficulties of moving any legislation, regardless of the topic, during an election year.

In addition to the public services cap legislation, we also discussed another issue regarding the FY2012 CDBG allocation and specifically the Census data that was used in calculating this year's allocations to entitlement communities. We understand that the County is also concerned about this issue.

Specifically, we discussed with the delegation concerns that communities have about potentially flawed Census data that was used by HUD in calculating the CDBG formula allocation. Many communities across the country, including in South Florida, took a significant cut in the FY2012 CDBG allocation. While the communities expected a cut of approximately 11% percent based on the Congressional appropriation for CDBG, they did not expect the

significant cuts of 30-50 percent that some South Florida communities received. There are concerns that the Census data HUD is using to calculate the formula is flawed, particularly the statistics on overcrowding which are based on the annual American Community Survey (ACS) that the Census Bureau conducts. For many South Florida communities, the overcrowding number dropped significantly between last year and this year because of the new data the Census Bureau is using and it resulted in the dramatic cut in their allocation. Several other cities in California, Nevada and other states were also negatively impacted by this data. Last year, the Census used 2000 statistics on overcrowding, but this year they used new data – which is based on an annual average of the American Community Survey between 2005-2009 – which resulted in a dramatic cut in the overcrowding number.

On March 1, we also met with officials at HUD, including Stan Gimont, Director of the Office of Block Grant Assistance, and Ben Winter, Analyst, Office of Policy Development and Research, to discuss the issue of the Census data used by HUD in the CDBG formula allocation. By law, HUD must use the Census Bureau data so they explained in the meeting that if there are concerns about the data being incorrect, those issues must be taken up directly with the Census Bureau since HUD has no discretion to use any other data in its formula calculations.

We also met with William Ramos, Director of Intergovernmental Affairs for the U.S. Department of Commerce. As the Census Bureau falls under the Department of Commerce, we raised the issue with him as well. The Department has heard from a number of CDBG entitlement communities on this issue and he encouraged us to contact the Census Bureau directly to discuss the data and their methodology.

In the meantime, Rep. Ros-Lehtinen has agreed to assist on this issue. We are continuing to work with her staff on how she and the other members of the delegation can be of assistance to the entitlement communities in South Florida on this issue. We understand the County has recently approved a resolution regarding this issue. We will work with the County and keep you informed of any relevant developments.

Older Americans Act:

The County's federal legislative agenda calls for the expansion and continued funding of Older American's Act programs. On Friday, January 27, Senator Sanders introduced legislation (S. 2037) to reauthorize the Older American's Act. The bill has been referred to the Senate Committee on Health, Education, Labor and Pensions (HELP) for consideration. Senator Sanders chairs the HELP Subcommittee on Primary Health and Aging.

S. 2037 reauthorizes the OAA through 2017. Highlights of the bill include:

- Instructs the Bureau of Labor Statistics to improve how it calculates inflation for the elderly to more accurately reflect out-of-pocket expenses for health care and prescription drugs. The provision is intended to help make sure that the annual cost-of-living adjustments to Social Security benefits accurately reflects seniors' expenses.
- Clarifies the legal definition of "economic security" to cover the income necessary to pay for housing, health care, transportation, food, long-term care, and other basic needs.

- Authorizes additional funding for nutrition services;
- Modernizes senior centers by creating a pilot program and community planning grant program.
- Improves the long-term care ombudsman program, which protects the rights of people living in nursing homes.
- Defines low-income from 100 percent of poverty to 200 percent, making more individuals eligible for services.
- Provides non-binding, minimum funding levels for OAA programs.

NACO has identified one issue that may be of concern to counties. Under the OAA, States are authorized to transfer funds within statutory limits among their allotments for Supportive Services and Senior Centers, Congregate Meals and Home-Delivered Meals. Under the law, the election to transfer funds between programs is a State decision and can be done at any point during the fiscal year. S. 2037 would reduce the percentage that can be transferred between supportive services and nutrition programs from 30% to 25%. Also, it sets a new formula for the use of nutrition funds – 40% for congregate meals, 35% for home-delivered meals and 25% that could be used for either one or transportation costs related to nutrition.

The bill is expected to be marked up by the Committee in the spring. We will let the County know when it is scheduled and will work with the County's Elderly Services staff to address any concerns they may have with the legislation.

Activities for March:

The House and Senate are both focused this month on trying to complete the surface transportation reauthorization bill. The current extension of the law expires at the end of March. Also, the House and Senate will begin working on the FY2013 budget. Congressional offices will also begin their preliminary work on the FY2013 appropriations bills. We will work with the County on the budget, CDBG issue, and other assigned issues.

Akerman Senterfitt LLP
750 9th Street, N.W.
Suite 750
Washington, D.C. 20001
Tel: 202.393.6222
Fax: 202.393.5959

Memorandum

From: Jane Sargent, Mike Abrams, Rick Spees, Nick Falvo, and Jose Villalobos

To: Chairman Joe A. Martinez
Board of County Commissioners

CC: Joe Rasco

Date: December 5, 2011

Subject: November 2011 Monthly Report

Appropriations:

In November, the Congress completed action on the first FY2012 appropriations bills. An agreement was reached on a minibus that includes the Agriculture, Commerce-Justice-Science, Transportation-HUD appropriations bills. The House and Senate passed the minibus on November 17. It was signed into law by the President on November 18. The minibus also included a Continuing Resolution that will keep the rest of the government operating until December 16.

Funding highlights from the Agriculture-CJS-Transportation-HUD conference agreement include:

Department of Justice Highlights:

Community Oriented Policing Services (COPS): The conference agreement includes $198.5 million for COPS programs. This includes $166 million for COPS Hiring Grants. The House version of the Commerce-Justice-Science bill included no funding for COPS programs, so it is good news that the final agreement includes this amount.

State and Local Law Enforcement Assistance: The conference agreement includes $1,162,500,000 for state and local law enforcement assistance programs, including the following programs of note:

- $470 million for Byrne Memorial Justice Assistance Grants (This is an increase over the $395 million provided for this program in the Senate CJS bill and the $357 million provided in the House version of the bill);
- $240 million for the State Criminal Alien Assistance Programs (SCAAP) (The House CJS bill had no funding for SCAAP so this is good news since this was a County priority);
- $15 million for Byrne Competitive Grants (This is slight decrease from the Senate version of the bill which included $21 million for these grants);
- $24 million for Bulletproof Vests;
- $63 million for the Second Chance Act/Offender Reentry;
- $125 million for DNA backlog/crime lab improvements;
- $20 million for Adam Walsh Act Implementation;
- $1 million for Missing Alzheimer's Patients Grants.

Juvenile Justice Programs: The conference agreement includes $262.5 million for Juvenile Justice programs, including:

- $40 million for State Formula Grants;
- $78 million for Youth Mentoring Grants;
- $20 million for Delinquency Prevention Incentive Grants;
- $30 million for Juvenile Accountability Block Grants;
- $8 million for Community-Based Violence Prevention Initiatives;

Violence Against Women Prevention and Prosecution Programs: The conference agreement includes $412.5 million for the Violence Against Women programs, including: $189 million for STOP Grants, $4.25 million for the Elder Abuse Grant Program, and $11.5 million for the Safe Havens program.

Department of Housing and Urban Affairs Highlights:

Community Development Fund: The conference agreement provides $3.3 billion for the Community Development Fund. Of this amount, at least $2.948 is to be used for Community Development Block Grants (CDBG).

The conference agreement includes language allowing 20 percent of CDBG formula funds to be used for planning, management, and administration. The conferees direct the Government Accountability Office to issue a report on how communities use these funds.

Choice Neighborhoods Initiative: The conference agreement provides $120,000,000 for the Choice Neighborhoods Initiative.

Sustainable Communities: The conference agreement does not include funding for the Sustainable Communities Initiative.

Housing Opportunities for Persons With AIDS (HOPWA): The conference agreement provides $332 million for the HOPWA program.

HOME Investment Partnerships Program: The conference agreement provides $1 billion for the HOME program.

Homeless Assistance Grants: The conference agreement provides $1.9 billion for Homeless Assistance Grants. Of the amount provided, not less than $250 million is for the emergency solutions grants (ESG) program and not less than $1.592 million is for the continuum of care and rural housing stability assistance program.

Housing for the Elderly: The conference agreement provides $374,627,000 for the section 202 program, which is less than the amount proposed by the House, but more than the Senate proposed amount.

Department of Transportation Highlights:

TIGER Grants: The conference agreement provides $500,000,000 for TIGER grants. The House version of the Transportation-HUD bill had included no funding for TIGER grants so this is good news. There is no money for TIGER planning grants and USDOT is directed to focus on road, transit, rail and port projects.

Federal Highway Programs: The measure sets a "guaranteed" obligation limit of $39.1 billion for federal aid highway funding from the Highway Trust Fund — a level that is $2 billion (5%) less than FY2011.

Mass Transit: The conference agreement provides $8.361 billion for Federal Transit Administration Formula and Bus Grants account, and a new starts/small starts appropriation of $1.955 billion. The conference agreement contains no funding for "TIGGER" greenhouse gas and energy reduction grants, as proposed by the House.

Aviation: The conference agreement provides $9.653 billion for Federal Aviation Administration operations, which basically splits the difference between the House and Senate bills. The conference agreement provides $2.731 billion for FAA procurement and capital in FY2012. The conference agreement cuts the obligation limitation on the Airport Improvement Program from $3.515 billion (where the program funding level has been frozen for about six years) down to $3.350 billion, as proposed by the House. The conferees went with the Senate's $143 million direct appropriation for essential air service subsidies.

Rail: The conference agreement contains no funding for high-speed and intercity passenger rail grants. The House bill had no funding for the program in FY2012, while the Senate bill provided a token $100 million to keep the program alive, but that funding was eliminated in the final bill.

Before the Thanksgiving recess, the Senate was working on another minibus that included the Energy and Water Development, Financial Services and State-Foreign Operations bills. However, objections by Senate Republicans forced the bills to be considered separately. Senate Majority Leader Reid then tried to continue working on just the Energy and Water appropriations bill, but was forced to set it aside when it became clear that they would not be

able to get an agreement to limit amendments and finish the bill before the Thanksgiving recess.

With only 3 of the 12 FY2012 appropriations bills completed, Congress is now expected to roll the remaining 9 bills into one omnibus appropriations bill. They will try to complete it before the current Continuing Resolution expires on December 16.

House and Senate appropriators are working on a final deal. Negotiations are proceeding, but the Labor-HHS-Education bill will be one of the most difficult to resolve because of the funding and policy differences. We will continue to keep the County posted on any developments.

Super Committee Update:

The Joint Select Committee on Deficit Reduction, better known as the "Super Committee", could not reach a bipartisan agreement for cutting the federal deficit by $1.2 trillion before its November 23rd deadline. Under the August law that increased the debt limit (Public Law 112-25), the Super Committee had until November 23rd to approve a plan.

With the failure of the Super Committee, the Budget Control Act (P.L. 112-25) requires $1.2 trillion in automatic across-the-board spending cuts, a process known as "sequestration". Half the cuts are required to come from defense, half will come from domestic programs, including both discretionary spending and some mandatory (or entitlement) spending.

The first automatic cuts will take effect January 2, 2013. The second cuts will occur in February 2013 when the President submits his budget request for Fiscal Year 2014. The sequestration will change the caps on the FY2014 discretionary spending levels and impose across-the board cuts in mandatory programs. Subsequent cuts will occur each year with the submission of the President's budget request until FY2021.

Medicaid, Social Security, military pay, veterans' spending and programs aimed helping low-income individuals, such as food stamps, will be exempt from the automatic cuts. The law allows for cuts in Medicare of up to 2 percent per year. The Medicare cuts would only affect payments to providers, not to beneficiaries.

Republicans have already expressed concerns about the $600 billion in cuts to defense spending and are expected to try to reverse some or all of the automatic budget cuts next year. Others are concerned about the $600 billion in cuts to domestic programs and mandatory spending.

Because the sequestration is required by the Budget Control Act, any effort to change them would require a change in the law. The President has made clear that he would veto any attempt to do away with the sequestration. He encouraged Congress to come up with a plan to reduce the deficit before the automatic cuts go into effect in January 2013. Senator Majority Leader Reid said that he would also oppose any efforts to roll back the automatic cuts unless they were accompanied by a plan to reduce the deficit.

D-Block/Spectrum Issue:

There has recently been some developments with the D-Block/Spectrum issue. The Super Committee was considering using a spectrum auction as part of its deficit reduction plan. However, with the committee's failure to reach an agreement, there has been a renewed push by Members to try to pass a spectrum auction bill before the end of the year.

The House Energy and Commerce Subcommittee on Communications and Technology marked up a bill on December 1. The subcommittee approved the "Jumpstarting Opportunity with Broadband Spectrum (JOBS) Act of 2011" by a vote of 17-6. It was opposed to by most of the Democrats on the Committee, except Congressman Barrow (D-GA). The bill has been referred to the full committee for consideration.

The bill would allocate a vacant section of spectrum, known as the "D block," to public safety officials for a new communications network. To help pay for the deployment of the network, the bill authorizes the Federal Communications Commission (FCC) to auction spectrum voluntarily given up by broadcasters to mobile broadband companies. As an incentive to participate, broadcasters would receive a portion of the proceeds. The auction proceeds would be directed as follows: $6.5 billion to pay for deployment of the public safety broadband network, $3 billion for broadcasters, and the remaining revenue, estimated at approximately $15 billion, for deficit reduction.

Democrats supported the reallocation of the D Block for use by first responders, but opposed other provisions in the bill. They were particularly concerned about the governance structure of the public safety broadband network set up by the bill. Under the bill, the public safety broadband network would be managed primarily by state broadband offices, which would contract with private companies. The bill would require the appointment of an entity to serve as the administrator of the network, with responsibility to ensure interoperability standards as well as other rules established by a public-private planning board. Democrats oppose the idea of licensing a private company to be the administrator of the network.

Also, in exchange for the section of D Block, public safety agencies would have to relinquish 14 megahertz of narrowband and guard-band spectrum that they currently have, which concerned some Democrats on the subcommittee.

While the allocation of the D-Block was strongly support by public safety officials, we understand that the County had some concerns about the impact of a spectrum auction may have on access to local TV stations. The County has adopted a resolution urging the Congress and the FCC to not take action that would limit or disrupt airwaves currently allocated for free broadcast television. It is our understanding the bill includes protections to ensure that broadcasters will be able to continue to offer free, local TV, which provides viewers with news, emergency information and local programming.

The bill requires the FCC to preserve the coverage areas and interference protections of broadcasters who do not give up spectrum, compensates cable operators for any costs of picking up reconfigured broadcast signals, and prevents the FCC from forcing stations on UHF channels to move to VHF. The incentive auctions are voluntary, which was an important

aspect to broadcasters, and they believe that the bill will allow them to continue broadcast the free channels they currently provide to their customers.

We will keep the County informed of any developments with the House bill. The Senate Commerce, Science and Transportation Committee marked up its spectrum bill (S 911) in June. The Senate bill also reallocates the D block to public safety. Chairman Rockefeller has said that he would like to try to get the bill enacted this year if at all possible.

State of Florida Medicaid Managed Care Program:

In November, Florida applied to the Centers for Medicare and Medicaid (CMS) for additional extensions of its Medicaid Reform Section 1115 Demonstration Waiver. The latest extension was set to expire on November 30, 2011. However, CMS has agreed to another temporary extension of the State's Medicaid waiver until December 15, 2011. This temporary extension will ensure continued service delivery to Medicaid recipients and provide additional time for the State and CMS to finalize the waiver extension. It is our understanding that the expiration date and funding level for the hospital low income pool (LIP) continues to be the main outstanding issue between the State and CMS.

House Judiciary Bills:

At the County's request, we have been monitoring a number of bills that were pending before the House Judiciary Committee this fall. We have provided an update below of where those bills stand in the legislative process.

- H.R. 822, the National Right-to-Carry Reciprocity Act of 2011, allows permits holders to carry concealed handguns across state lines. The bill was marked up by the House Judiciary Committee October 25, 2011. The full House passed the bill on November 16 by a vote of 272-154. It has been referred to the Senate for consideration and is currently pending before the Senate Judiciary Committee.

- H.R. 2870, the Adam Walsh Reauthorization Act of 2011, reauthorizes through FY2016 several programs directed at sex offenders that were established by the Adam Walsh Child Protection and Safety Act of 2006. The bill was scheduled to be marked up by the House Judiciary Committee on October 27, but consideration of the bill was postponed and has not yet been re-scheduled.

- H.R. 1254, the Synthetic Drug Control Act of 2011, amends the Controlled Substances Act to categorize a number of synthetic drugs as Schedule I Controlled Substances. In particular, it would put synthetic drugs mimicking marijuana and methamphetamines onto the restricted drug list. The bill has been marked up and reported out by both the House Energy & Commerce Committee and the House Judiciary Committee. The House will consider the bill on December 6. A Senate companion bill, S. 605, was introduced by Senator Chuck Grassley (R-IA). The Senate Judiciary Committee reported the bill out on July 29. It has been referred to the full Senate for consideration.

- H.R. 420, the Veterans' Heritage Firearms Act of 2011, provides an amnesty period during which veterans and their family members can register certain firearms in the National Firearms Registration and Transfer Record. The House Judiciary Committee was scheduled to mark up the bill on October 27, but its consideration has been postponed. The bill is also pending before the House Ways & Means Committee. A Senate companion bill, S. 798, has been introduced by Senator Tester (D-MT) and has been referred to the Senate Judiciary Committee.

- H.R. 3012, the Fairness for High-Skilled Immigrants Act, amends the Immigration and Nationality Act to eliminate the percentage limit on employment-based immigration visas from any one country. The House Judiciary Committee marked up the bill on October 27, and it was reported out in November. The House passed the bill on November 29 by a vote of 389-15. It has been referred to the Senate for consideration.

- H.R. 10, the Regulations From the Executive in Need of Scrutiny Act of 2011, would require congressional approval of regulations with an annual economic cost of $100 million or more. The House Judiciary Committee reported the bill to the full House on October 25. On December 6, the House will consider the rule that will govern the debate on the bill. A Senate companion bill (S. 299) has been introduced by Senator Rand Paul (R-KY). That bill is currently pending before the Senate Homeland Security and Governmental Affairs Committee.

Health Care Innovation Challenge Grants Announcement:

On November 14, the Department of Health and Human Services announced the availability of Health Care Innovation Challenge grants. We thought the grants might be of interest to the County's Health and Human Services Department and/or the Public Health Trust and provided the County with a copy of the announcement and grant information. Applications are open to a wide variety of entities, including local governments, for-profits, nonprofits, hospitals, academic medical centers, consortia, institutions of higher education, community colleges, and public-private partnerships.

The Health Care Innovation Challenge grants, which are funded by the Affordable Care Act, will be awarded to applicants who will implement the most compelling new ideas to deliver better health, improved care and lower costs to people enrolled in Medicare, Medicaid and CHIP, particularly those with the highest health care needs. Letters of Intent are due December 19, 2011, and applications due January 27, 2012. Awards, which will be announced in March 2012, will range from approximately $1 million to $30 million for a three-year period.

More information about the Health Care Innovation Challenge Grants is available at: http://innovations.cms.gov/news/media-center. If the County is interested in pursuing these grants, we would be happy to work with them to obtain Congressional support letters for their application.

3% Withholding Repeal (H.R. 674):

In October, the House passed legislation (H.R. 674) that would repeal a law requiring withholding payments to government contractors. The provision was originally enacted in 2006 as part of the Tax Increase Prevention and Reconciliation Act of 2005 (Public Law 109-222). It required federal, state and local governments to withhold 3 percent of all payments to outside vendors for goods and services.

The provision was intended to improve tax compliance, but it has been strongly opposed by local governments, small business groups and government contractors. Repealing this provision has been a high priority for the National Association of Counties (NACO).

It was originally supposed to go into effect in 2011, but Congress delayed implementation by one year as part of the 2009 stimulus law (Public Law 111-5). In a May 6 ruling, the IRS extended the delay through the start of 2013.

The Senate passed H.R. 674 on November 10, with amendments providing tax credits for employers who hire veterans, calling for a study on tax delinquency by federal contractors, and a clarifying-technical amendment. Because the Senate changed the bill, it was referred back to the House for consideration. The House passed the Senate version of the bill unanimously on November 16. It was signed into law by the President on November 21, as Public Law 112-56.

Cancer Drug Coverage Parity Act (H.R. 2746):

In November, the County Commission adopted a resolution supporting H.R. 2746, the Cancer Drug Coverage Parity Act of 2011, and urges the U.S. Congress to pass legislation requiring insurance companies to provide equivalent coverage of oral and intravenous cancer drugs.

Congressman Higgins (D-NY) introduced H.R. 2726 in August 2011. It have been referred to the House Energy and Commerce, Ways and Means, and Education and the Workforce Committees for consideration. The bill currently has five co-sponsors.

Congressman Higgins introduced the same bill in the 111th Congress. The bill, H.R. 2366, the Cancer Drug Coverage Parity Act of 2009, was introduced on May 12, 2009. The bill was referred to the Energy & Commerce, Ways and Means and Education and the Workforce Committee, which took no action on the bill during the last Congress.

We will keep the County informed of any relevant developments with the legislation.

Activities for December:

Congress will continue working on the remaining FY2012 appropriations bills. The current Continuing Resolution expires on December 16. They would like to try to reach an agreement and wrap up the FY2012 appropriations process by that date if they can. In addition the appropriations bills, Congress has a number of issues they must deal with before they adjourn

for the year. This includes legislation to prevent scheduled cuts in Medicare payments to doctors, and to extend expiring tax cuts, alternative minimum tax relief and federal unemployment benefits. The goal is to try to complete their work by late next week and to adjourn for the holidays, but with so many outstanding issues to be resolved that may not be possible. They need to stay in session until the week before Christmas in order to finish their work for the year.

ALCALDE & FAY

GOVERNMENT & PUBLIC AFFAIRS
CONSULTANTS

Form A-1

PROPOSER'S NAME (Name of firm, entity or organization):
Alcalde & Fay

FEDERAL EMPLOYER IDENTIFICATION NUMBER: 52-0996647

NAME AND TITLE OF PROPOSER'S CONTACT PERSON:
Name: Danielle McBeth Title: Partner

MAILING ADDRESS:
Street Address: 2111 Wilson Boulevard, 8th Floor
City, State, Zip: Arlington, VA 22201

TELEPHONE:	***FAX:***	***E-MAIL ADDRESS:***
(703) 841-0626	(703) 243-8274	mcbeth@alcalde-fay.com

PROPOSER'S ORGANIZATIONAL STRUCTURE:
X Corporation ___ Partnership ___ Proprietorship ___ Joint Venture
___ Other (Explain): ___

IF CORPORATION:
Date Incorporated/Organized: August 6, 1974 State Incorporated/Organized: Virginia
States registered in as foreign corporation: N/A

PROPOSER'S SERVICE OR BUSINESS ACTIVITIES OTHER THAN WHAT THIS SOLICITATION REQUESTS FOR:

LIST NAMES OF PROPOSER'S SUBCONTRACTORS OR SUBCONSULTANTS FOR THIS PROJECT:
Cardenas Partners, LLC

LOCAL CERTIFIED SERVICE-DISABLED VETERAN BUSINESS ENTERPRISE:

A Local Certified Service-Disabled Veteran Business Enterprise is a firm that is a) a local business pursuant to Section 2-8.5 of the Code of Miami-Dade County and b) prior to proposal submittal is certified by the State of Florida Department of Management Services as a service-disabled veteran business enterprise pursuant to Section 295.187 of the Florida Statutes. At the time of proposal submission, the Local Certified Service-Disabled Veteran Business Enterprise must affirm in writing its compliance with the certification requirements of Section 295.187 of the Florida Statutes and submit said affirmation and a copy of the actual certification along with the proposal submission.

☐ Place a checkmark here only if affirming Proposer is a certified Local Certified Service-Disabled Veteran Business Enterprise. A copy of the required certification must be submitted with the proposal.

CRIMINAL CONVICTION DISCLOSURE:

Pursuant to Miami-Dade County Ordinance No. 94-34, any individual who has been convicted of a felony during the past ten years and any corporation, partnership, joint venture or other legal entity having an officer, director, or executive who has been convicted of a felony during the past ten years shall disclose this information prior to entering into a contract with or receiving funding from the County.

☐ Place a checkmark here **only** if Proposer has such conviction to disclose.

Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List:

By executing this proposal through a duly authorized representative, the proposer certifies that the proposer is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, as those terms are used and defined in sections 287.135 and 215.473 of the Florida Statutes. In the event that the proposer is unable to provide such certification but still seeks to be considered for award of this solicitation, the proposer shall execute the proposal through a duly authorized representative and shall also initial this space: _____. In such event, the proposer shall furnish together with its proposal a duly executed written explanation of the facts supporting any exception to the requirement for certification that it claims under Section 287.135 of the Florida Statutes. The proposer agrees to cooperate fully with the County in any investigation undertaken by the County to determine whether the claimed exception would be applicable. The County shall have the right to terminate any contract resulting from this solicitation for default if the proposer is found to have submitted a false certification or to have been placed on the Scrutinized Companies for Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.

TABLE of CONTENTS

Experience, Qualifications, Past Performance, and Capabilities — *Tab A*

Key Personnel & Subcontractors Performing Services — *Tab B*

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership — *Tab C*

Service Cost — *Tab D*

Affidavits/Acknowledgements — *Tab E*

- *Form A-2* — *Lobbyist Registration for Oral Presentation*
- *Form A-3* — *Acknowledgement of Addenda*
- *Form A-5* — *Proposer's Disclosure of Subcontractors and Suppliers*
- *Form A-6* — *Fair Subcontracting Policies*

Appendix — *Tab F*

- *Alcalde & Fay Organization Chart*
- *Alcalde & Fay and Cardenas Partners Sample Reports*
- *Alcalde & Fay Client List*
- *Alcalde & Fay Sample Grant Alert*
- *Alcalde & Fay Workforce Analysis*
- *Alcalde & Fay History of Successes*

Experience, Qualifications and Past Performance

1. *Describe the following about the Proposer:*
   (i) state the number of years that the Proposer has been in existence;
   (ii) history and background;
   (iii) tax status;
   (iv) principals, officers, owners, board of directors and/or board of trustees;
   (v) the total current number of employees and the current number of professional employees by classification; and
   (vi) the primary markets served.

Alcalde & Fay, a governmental relations and public affairs firm, is an employee-owned, minority (Hispanic) controlled firm, organized as a C corporation under the Internal Revenue Code. Hector Alcalde founded the firm in 1973 and serves as the Chairman and Chief Executive Officer. Kevin Fay is the firm President and Nancy Prowitt is the firm's Secretary and Managing Partner.

Our 46 professionals reflect a rich diversity in both background and expertise. The partners of Alcalde & Fay include a former Member of Congress, senior staff from Capitol Hill, and presidential appointees. Also included are partners and associates with backgrounds in public relations, journalism, marketing and law. Please refer to the Appendix for our Workforce Analysis further describing professional employees by classification.

For nearly 40 years, Alcalde & Fay has successfully managed issues and represented a broad range of clients before the United States Congress and the Executive Branch. The firm has built a distinguished reputation for effective public policy representation on behalf of numerous municipal governments, as well as a myriad of corporations including those in the transportation, maritime, environmental, communications, health care, energy and defense industries.

Alcalde & Fay was one of the first government and public affairs firms to specialize in federal advocacy for public bodies across the county. Since our inception we have represented a broad spectrum of counties, cities, airport and seaport authorities, and school districts as well as private sector clients. Currently, our firm provides services to more than 110 clients, over 80 of which are public sector clients and 50 of which are based in Florida. Our efforts for these clients have included helping to secure legislative appropriations, federal contracts and grants, as well as advocating national policy initiatives. Notably, our firm has a long standing professional relationship with Miami-Dade County, evidenced by our more than 35 years of serving the County, leading to the development of a thorough understanding of the County's federal needs. Our substantial roots in Florida and extensive experience in advising local governments including: Hillsborough County, Hendry County, Lake County, Okaloosa County, the City of Lauderhill, City of Boca Raton, City of Pembroke Pines, City of Deerfield Beach, City of Riviera Beach and others. This has led to *Florida Trend* referring to our firm as "the dean of lobbying for Florida communities."

Successful representation of public and quasi-public entities is a highly refined niche requiring a specialized skill-set only acquired by experience; a niche in which Alcalde & Fay has honed our expertise. Our expertise with public sector clients and commitment to service is illustrated by the

fact that we have continuously represented the Tampa Port Authority, our firm's first client since our inception almost 40 years ago.

2. *Describe the Proposer's past performance and experience in governmental representation and consulting. Discuss in detail the extent of Proposer's lobbying experience, including the use of any subconsultants and their role in any engagement(s) of the Proposer. Specifically address each of the areas listed in the Scope of Services, Section 2.1(A), Qualifications.*

Over the years, we have worked closely with many Members of Congress and Congressional staff, political appointees and senior career officials at Executive Branch agencies. These relationships, combined with our understanding and experience in the development of public policy in Washington, enable us to advocate on behalf of our client's agenda to key decision-makers at the most opportune times.

Our firm combines past experience, knowledge of the federal legislative and administrative processes, with hard work, creativity and professionalism to achieve success on behalf of our clients. Given our experience and based on past successes, we have been effective in recommending innovative strategies to assure the achievement of our clients' federal initiatives. Through changing circumstances, many of our clients have discovered one constant – Alcalde & Fay is a productive, cost-effective adjunct to any organization that can benefit from a Washington presence.

Likewise, our subcontractor Cardenas Partners has decades of extensive experience working with numerous municipalities, corporations, educational institutions, and organizations in analyzing their options and managing complex federal and state agendas. Cardenas Partners regularly works with top officials at the White House, federal agencies, Congress, and other entities whose actions and decisions impact Miami-Dade County. Their experience and capability to perform the work necessary, complemented by an ability to achieve positive results for clients at the federal level, make Cardenas Partners along with Alcalde & Fay the best team to provide counsel and lead a successful effort on the numerous issues impacting the County.

Below we have addressed each of the areas listed in the Scope of Services, Section 2.1(A), of the Request for Qualifications.

MARITIME

Maritime issues are a special expertise for Alcalde & Fay, which has successfully represented clients in the maritime industry for over a quarter of a century. Seaports, cruise lines, the cruise line trade association, international shipping entities and many others seek our assistance with development projects, taxation issues, health and safety regulations, environmental provisions, foreign corporate status as well as labor-related issues.

In addition to the Miami-Dade Seaport Department, we have proven longevity in providing governmental relations services for three other Florida seaports: the Port of Tampa for 39 years, the Port of Jacksonville for 27 years and Port Manatee for five years, the Port of Los Angeles for over two years, and the Port of San Diego for almost two years. For nearly 35 years, the firm has represented and managed all governmental relations activities for the Cruise Line International

Association (CLIA), which is comprised of all 26 cruise lines as well as 100 of the related Executive Partners and more than 14,000 travel agencies. Over the years, we have also represented international shipping entities including the American President Lines and Fred Olson, Ltd.

With 35 years of experience in representing the Seaport, we are uniquely qualified to provide governmental relations representation to the Miami-Dade Seaport Department because of our thorough historical and current knowledge of its needs, objectives and priorities. We have in place ongoing action plans for the Seaport's key issues, most of which are long-standing and continue over several years.

Our subcontractor, Cardenas Partners, also has experience advocating on behalf of maritime issues through its representation of Portus and their parent company, ICS Logistics. Portus is a privately held Jacksonville-based large business that provides stevedoring and warehousing support services at the Port of Jacksonville. Cardenas provides general governmental relations services to Portus which in large measure is focused on the Department of Defense.

CORPS OF ENGINEERS - DREDGING

Our firm has an unprecedented level of experience in successfully pursuing federal dredging projects through completion. In addition to PortMiami's Phase I, II and III dredging projects, we have successfully pursued Tampa Port's 40-mile channel deepening to 43 feet and the Port of Jacksonville's 20-mile channel deepening to 40 feet. Congress has authorized and appropriated funds for the Army Corps to investigate further improvements to the Jacksonville Harbor through an ongoing General Reevaluation Report (GRR). Several auxiliary channels in the Tampa Harbor have been authorized and funded as modifications to the main channel project, including the Alafia, Big Bend, Port Sutton and Ybor Channels.

We have successfully pursued federal appropriations for the study, design and construction stages for dredging projects and have been instrumental in identifying creative ways to cut through the Army Corps bureaucracy to reduce the elongated review period. For example, for PortMiami, the Corps review proceeded as a GRR rather than the traditional feasibility approach, which requires a separate one- to-two year reconnaissance study. For some of our seaport clients, project authorization was secured in advance of the completion of the Corps study. For the Ports of Tampa and Jacksonville, we successfully secured waivers from an additional layer of review instituted by the 2007 Water Resources Development Act (WRDA), known as Peer Review. For the Port of Manatee, we worked to secure legislation which enabled the Port to construct the project in advance of the completion of the study and continue to be eligible for future reimbursement.

Phase III/Deep Dredge - PortMiami

PortMiami is on a fast track to become the next 50-foot deep port on the East Coast, with construction completion on schedule to coincide with the opening of the expanded Panama Canal in early 2015.

Since project authorization by the 2007 WRDA, we worked closely with the Seaport Department to assure that all preconstruction activities remained on schedule and without funding delays, including the negotiations on the Project Partnership Agreement (PPA). As of June 2012, all preconstruction

activities are close to conclusion, with final signoffs by the Secretary of the Army expected within just a few weeks. Contract advertising should take place no later than August 2012.

This historical milestone for PortMiami was accomplished due to the aggressive leadership of Miami-Dade County and Port Director Bill Johnson. Director Johnson reached out to leaders in Congress and federal agencies government wide, including the White House. Alcalde & Fay assisted in developing strategy and scheduled and participated in all of the Washington level meetings, which included the following:

Department of the Army
- Assistant Secretary of the Army (Civil Works)
- Principal Deputy Assistant Secretary (Civil Works)
- Chief, Program Integrations Division, Army Corps Headquarters
- Director of Civil Works, Army Corps Headquarters
- Chief, Integrations Division, South Atlantic Division
- Legal Department, Army Corps Headquarters

Office of Management and Budget
- Associate Director for Natural Resources
- Chief, Water and Power Branch

Department of Commerce
- Secretary
- Under Secretary for International Trade

Department of Transportation
- Deputy Assistant Secretary for Transportation Policy

U.S. Congress
- In addition to coordinating multiple meetings with the Miami-Dade Delegation, Representatives Diaz-Balart, Ros-Lehtinen, Wasserman Schultz, Wilson, Rivera and Senators Nelson and Rubio, each of whom were strong, consistent and aggressive advocates for the deep dredge, numerous and repeat meetings were scheduled with senior members and staff of the House and Senate Appropriations Committees and the House Transportation and Infrastructure Committee, including the relevant subcommittee and full committee chairmen.

These high level meetings, which were intended to educate key government and congressional leaders on the national significance of the Miami deep dredge project, ultimately resulted in producing all federal endorsements required for the deep dredge to proceed. By October 2011, all required endorsements were received from the following: the Secretary of the Army; Director of the Office of Management and Budget; Chairman and Ranking Member of the House Appropriations Committee; and Chairman and Ranking Member of the Senate Appropriations Committee.

Securing these clearances was challenging due to numerous factors including a) a general freeze on new construction starts by Congress and the Administration; b) concerns for obligating the federal government to future costs through reimbursement; and c) the nature of the agreement, which was

contrary to the long established appropriations committee policy requiring federal funds for initiation of new starts.

Alcalde & Fay prepared position papers and drafted letters as needed by the Seaport Department and the Miami-Dade Delegation. Alcalde & Fay participated in conference calls to plan and modify strategy as the issue progressed, roadblocks emerged, etc. We maintained frequent contact with staff of the County's Congressional Delegation and members, appropriations committee staff and Army Corps staff at the District and Washington levels.

After the Port received the commitment from the State of Florida to fund the federal share of the costs, we identified a somewhat archaic law (the 1925 River and Harbor Act Section 11, 33 USC 561), which allows the Army Corps to accept non-federal funds for a navigation project and to carry out the project with those non-federal funds. We believe this to be the first time that this law has been used as an authority to undertake a major navigation improvement project.

It is also important to note that while the State of Florida will advance the federal share of the costs of the deep dredge project (which will be in excess of $75 million), the 1925 Act allows for reimbursement of the federal share of the costs, subject to future appropriations. At this time, we are working with the Miami-Dade Delegation and appropriations staff to secure language in the final conference on the FY 2013 Energy and Water Development appropriations bill which facilitates the eligibility of the project for some measure of reimbursement in FY 2013.

Phase II Dredging - PortMiami

The initial congressional authorization for Phase II deepening to 43 feet was provided by the 1990 WRDA. Each year since the authorization, we worked with the Miami-Dade Congressional Delegation to secure annual appropriations which, in most instances, surpassed the amount budgeted by the Administration, and totaled over $60 million.

At the Port's request and with the intent of expediting Phase II dredging, we assisted in facilitating a reimbursement agreement with the Secretary of the Army. This agreement was reached through legislating a mandatory reimbursement pilot project on WRDA legislation. Also at the Port's direction, we assisted in securing approval of a modification to the reimbursement agreement. That amendment enabled reimbursement to the Seaport Department after completion of each increment, rather than at the completion of the overall project.

Congress authorized an extension to the original 1990 authorization within the 1996 WRDA. This legislative authorization was approved in advance of the issuance of the Chief of Engineers' final report. In 1999, Congress amended the original project authorization once again to enable a federal share in additional mitigation expenses.

After difficulties were encountered by the dredging company in completing Phase II, we worked with the Miami-Dade Delegation and the Army Corps to successfully bring the project back under the management of the Corps, as a traditional Project Cooperation Agreement (PCA) project. These efforts entailed legislating a directive to the Secretary of the Army to continue the construction work on the Miami Harbor Channel. In 2005, we worked in conjunction with the Miami-Dade Delegation to successfully secure $30 million in reprogrammed funds for the completion of the project and to

assure that the Port received reimbursement for Phase II work for federal costs incurred for partial completion of "useable increments."

The following are highlights of our client's accomplishments with respect to dredging authorizations and appropriations: highlights of our clients' accomplishments

PortMiami

- Congressional authorization and appropriations for the Army Corps of Engineers' feasibility study on the Miami Harbor.
- $67 million Congressional authorization for the Miami Harbor deepening Project (Sec. 101 (a)(9) of the Water Resources Development Act of 1990).
- Annual Appropriations for the Miami Harbor Dredging project over a 12-year period.
- Congressional authorization for the extension of the main channel project (Water Resources Development Act of 1996).
- The Seaport Department's reimbursement agreement with the Secretary of the Army through legislative direction provided by the Water Resources Development Act.
- $500,000 for a General Reevaluation Report (GRR) to study further channel improvements.
- $3.9 million for specific environmental mitigation work which had already been accomplished at the Seaport's expense.
- Successfully negotiated the conversion of the Miami Harbor dredging project to one managed by the Army Corps, by the traditional PCA (Project Cooperation Agreement) approach.
- Secured $30 million commitment for reprogrammed appropriations.
- Congressional authorization for the $125 million Phase III dredging project, Water Resources Development Act of 2007.
- $1 million for Preconstruction, Engineering and Design (PED), Miami Harbor Phase III dredging.

Other Clients

- $7.5 million in emergency maintenance dredging funds in the Jacksonville Harbor (a $1.5 million add to the Army Corps budget).
- $1.5 million for pre-construction work on deepening the Jacksonville Harbor (including study investigations and engineering and design funds).
- $1.5 million in discretionary funding from the Department of the Army for construction of the dredge disposal site at Bartram Island, Florida.
- 204(e) reimbursement agreement between the Jacksonville Port Authority and the Department of the Army, in order for the Authority to receive the above $1.5 million.
- $400,000 for a General Reevaluation Report (GRR) to investigate further improvements to the Jacksonville shipping channel.
- $36 million for construction dredging in the Jacksonville Harbor (inclusive of $24 million of 2009 Economic Recovery funds).
- $26 million authorization for deepening the Jacksonville Harbor (WRDA 1999).
- $200 million appropriation for deepening the main ship channel, Tampa Harbor.
- $45 million authorization for the Tampa Harbor Alafia Channel.
- $16 million for construction dredging, Tampa Harbor Big Bend Channel.

- $5 million emergency new start appropriation for improvements to the Ybor Channel, Tampa Harbor.
- $15 million authorization for improvements to the Tampa main channel project.

WATER RESOURCES DEVELOPMENT ACT (WRDA)

Over the years, we have worked to secure congressional support for specific policy issues for inclusion within WRDA legislation. Alcalde & Fay has a history of successful initiatives for PortMiami in previous WRDA bills as demonstrated by the inclusion of the following provisions in WRDA 2007:

- Phase III authorization for the 50-52 foot dredging project. The legislation authorizes the project for a total cost of $125,270,000, with an estimated federal cost of $75,140,000, and an estimated non-federal cost of $50,130,000. These costs will be adjusted accordingly, as the Port has decided to proceed with the Locally Preferred Plan.
- Language that exempts the Miami Harbor General Reevaluation Report (GRR) from 2004 revised cost sharing rules governing GRRs. Miami was one of only two ports provided with the exemption language by the WRDA conference report.
- Sec. 2003 language which provides credit for the costs of planning, design, management, mitigation, construction and construction services that are provided by the non-federal interest in advance of the Project Cooperation Agreement (PCA). Senate committee report language indicates that the credit language shall apply to Miami Harbor.

Provisions included in WRDA bills prior to 2007 for PortMiami include the following:

- Congressional authorization for the Army Corps of Engineers' feasibility study on the Miami Harbor.
- $67 million Congressional authorization for the Miami Harbor Phase I and II deepening Project (Sec. 101 (a)(9) of the Water Resources Development Act of 1990).
- Congressional authorization for the extension of the main channel project (Water Resources Development Act of 1996).
- The Seaport Department's reimbursement agreement with the Secretary of the Army through legislative direction provided by the Water Resources Development Act.
- $3.9 million for specific environmental mitigation work which had already been accomplished at the Seaport's expense.

Water Resources Development Act, FY 2012/2013

PortMiami has submitted the following requests to the House Miami-Dade Delegation:

- Language which amends the cost sharing formula for construction of channel depths greater than 45 feet (discussed above). While current law provides for a local cost share of 60 percent (50 percent plus 10 percent over three years) for depths deeper than 45 feet, the proposed amendment will change the depth threshold from 45 to 53 feet. We are working with the American Association of Port Authorities to generate support. This cost share change will reduce the non-federal share of the cost of the Miami deep dredge and therefore increase the amount eligible for reimbursement.

- Language which federalizes the Dodge Island Cut extension for maintenance dredging. Whereby the current moratorium on earmarks precludes any mention of a specific port, we have developed generic language which would facilitate future federal assumption of maintenance of the Dodge Island Cut extension.

We look forward to working in conjunction with the Delegation as the committee prepares for the next WRDA.

MARITIME LANDSIDE INFRASTRUCTURE IMPROVEMENTS

We have significant experience in assisting seaports in securing grants and congressionally-directed spending for maritime landside infrastructure improvements with a particular emphasis on intermodal access improvements to seaports. For instance, on October 19, 2011, PortMiami was awarded a $22.7 million grant from the Department of Transportation (DOT) for the proposed intermodal and rail interconnection project to the Port. This was one of the largest TIGER II grant awards nationwide and only one of seven port awards.

Our efforts on behalf of PortMiami to secure infrastructure funding began as far back as 1982 when Congress provided a $23 million earmark within the DOT appropriations bill for a new high span Dodge Island Bridge. Other highlights of our efforts on behalf of PortMiami include the $10.3 million obligated by the 1987 Surface Transportation Efficiency Act (ISTEA) for the engineering and design work on the proposed tunnel access to the port. In 1997 we were also successful in "killing" an attempt to rescind the unused portion of these funds. An additional $3.4 million for continuing highway access improvements to the Port was provided by the 1991 Intermodal Surface Transportation Efficiency Act. The 1995 TEA – LU included an additional $2.5 million for continuing preconstruction activities on the proposed tunnel link.

Other client successes regarding maritime infrastructure include the following:

- $18 million provided by the Department of Transportation Appropriations Acts (Fiscal Years 1988, 1989 and 1990) for a new bridge and other roadway improvements to the Blount Island marine terminal, Jacksonville, Florida.
- $7.1 million to construct a new I-295 interchange and arterial access road to link Jacksonville's seaport, airport terminals and the interstate, provided by the Transportation Equity Act for the 21st Century, 1998.
- $9.5 million for the construction of an interchange to improve access to the Jacksonville Talleyrand Marine Terminal (provided by the Transportation Equity Act for the 21st Century).
- Firm identified $3.8 million in unobligated Federal Highway Administration funding that were not utilized for the final stage of the above referenced Blount Island project. The monies were redirected to other Port Authority surface transportation needs.
- $5 million Economic Development Administration grant to the Tampa Port Authority to assist in rehabilitating the Richard E. Knight Pier, a critical petroleum terminal at the Tampa Port.

Involvement with the American Association of Port Authorities (AAPA) and Other Maritime Industry Groups, Customs and Border Control (CBP)

Our firm regularly participates in AAPA meetings and activities in Washington, including regular strategy sessions with other port representatives relating to industry-wide issues. We work in conjunction with AAPA staff to secure support for key pieces of legislation which are important to seaports nationwide, including water resources development legislation and appropriations for dredging and port security.

Through the CLIA, we have established a formalized partnership with the AAPA, to enhance CLIA's ongoing working partnership with Customs and Border Patrol (CBP). In this capacity, CLIA works at the field director level to develop innovative methods to assist CBP's inspection services. The AAPA pledges to collaborate and cooperate on issues common to the respective memberships. A working relationship with the CBP is essential to PortMiami and ports nationwide, as the CBP missions include: apprehending individuals attempting to enter the United States illegally, stemming the flow of illegal drugs and other contraband, protecting agricultural and economic interests from pests and diseases and regulating and facilitating international trade.

U.S. Coast Guard

By virtue of our firm's long-term representation of maritime interests, we have excellent working relationships with officials at the U.S. Coast Guard Headquarters in Washington, DC and key leaders on the legislative committees with jurisdiction over Coast Guard issues, including the House Coast Guard and Maritime Transportation Subcommittee, Chaired by Congressman Frank LoBiondo (R-NJ) and the Senate Subcommittee on Oceans, Atmosphere, Fisheries, and Coast Guard, Chaired by Senator Mark Begich (D-AK).

Alcalde & Fay worked with House staff on ballast water legislation that was included in the Coast Guard and Maritime Transportation Act of 2011. This legislation would create a uniform national standard for ballast water, and would also preempt current state standards. The maritime community has sought a national standard for ease of compliance and cost reduction.

The House bill includes provisions that will give the Coast Guard and its personnel greater parity with the Department of Defense (DoD). Parity among the uniformed services has been a top priority of the Committee for some time and this bill makes significant progress towards aligning the Coast Guard's authorities with those granted to DoD. The bill also contains a title intended to reform and improve Coast Guard administration. It also includes several provisions to improve the safety and efficiency of the maritime transportation system, as well as to protect and grow maritime related jobs.

Cruise Passenger Issues/Representation of the Cruise Lines International Association (CLIA)

Alcalde & Fay has represented the Cruise Lines International Association (CLIA) for more than thirty years. In that capacity, we are responsible for monitoring all maritime issues and actively promoting the interests of the passenger vessel industry.

Alcalde & Fay played a significant role in the Congressional hearings that followed the *Costa Concordia* incident that occurred off the coast of Italy. On February 29, 2012, the House Transportation and Infrastructure Committee held a hearing entitled "A Review of Cruise Ship Safety and Lessons Learned from the Costa Concordia Incident." Ms. Christine Duffy, President and CEO, Cruise Lines International Association, testified on behalf of the industry, as well as Mr. George Wright, Senior Vice President Marine Operations, Princess Cruises and Captain Evans Hoyt, Master of Norwegian Spirit and Pride Of America, Norwegian Cruise Lines. We compiled their oral and written testimony and coordinated meetings with committee staff in advance of the hearing.

Additionally, the Senate Committee on Commerce, Science and Transportation held a hearing on March 1, 2012 entitled "Cruise Industry Oversight: Are Current Regulations Sufficient to Protect Passengers & Environment." Alcalde & Fay again was successful in recommending and placing two witnesses on the panel, to include Ms. Christine Duffy and Mr. Bill Johnson, Director of PortMiami. Working with the Port, we helped draft written and oral testimony for Mr. Johnson.

Alcalde & Fay worked to include a provision in the House Coast Guard and Maritime Transportation Act which amends the penalty wage statutes for passenger vessels. We also successfully negotiated the Cruise Vessel Security and Safety Act (CVSSA) of 2009 with the Senate Commerce Committee and House Transportation and Infrastructure Committee. Recently, we have successfully negotiated with the Senate Commerce Committee on a number of proposed amendments to the CVSSA.

We have been instrumental in educating Congressional members and their staff on the industry's environmental practices. We have also been in extensive discussions with House and Senate staff regarding the North American Emission Control Areas (ECA). Alcalde & Fay worked to secure letters to the EPA from 21 members of both the House and Senate stating their desire for the EPA to allow an equivalency method of compliance for cruise ships. Among the signers of these letters were both Florida Senators and four members of the Florida House delegation. We have also secured language in the Interior Appropriations bill that would allow for cruise ships and other cargo shipping vessels to participate in a pilot program to learn the economic and environmental effects of the ECA on maritime transportation.

Alcalde & Fay and the cruise industry have always maintained a strong working relationship with the Customs and Border Protection (CBP). In 2008 we worked extensively with the CBP, Congress, Florida ports, including PortMiami, and other cruise stakeholders in having the proposed interpretative rule of coastwise voyage itineraries rescinded (72 Fed. Reg. 65487). This rule would have required ships to spend at least half of each cruise itinerary in ports outside the U.S., and at least 48 hours at each stop, completely disrupting the nation's cruise industry. The rule would have caused immediate and significant economic harm to the nation's cruise cities and ports.

Previously we worked on behalf of CLIA through Intelligence authorization legislation to eliminate and refine offensive provisions relating to additional scrutiny of seaport security practices. We worked against passage of the Clean Cruise Ship Act of 2004, as it provided restrictive jurisdictional limits. With respect to the Transportation Security Administration (TSA), we worked to implement synergy projects where luggage can be moved "in bond" from the ships to the airport without having to receive multiple screenings by TSA officials.

TARIFFS/USER FEES

Recently, Alcalde & Fay worked with CLIA in supervising a provision included in the Colombia Free Trade Agreement. The President included a provision lifting the Customs fee exemption as an offset in the Colombia free trade agreement. Passengers arriving from Canada, Mexico and the Caribbean were exempted from paying a $5.50 Customs User fee. These passengers were charged a fee of $1.93 upon arrival to the United States. The offset in the Colombia Trade Agreement amended the wording of the exception and increases the custom passenger fee for those passengers arriving from Canada, Mexico and the Caribbean by $3.57, bringing the total to $5.50. While CLIA did not publically endorse or oppose this new fee increase, the industry did not actively pursue a change because of similar fees on passengers in other modes of transportation.

Through our long term representation of the cruise industry, PortMiami, and other key ports and maritime interests, we have been directly involved in many of the major legislative and regulatory debates involving fees on the industry, having successfully blocked numerous attempts to impose additional fees on the industry. For several years our firm was successful in blocking sustained efforts to increase customs and immigration passenger user fees. In the 108th Congress, Senator Ernest Hollings (D-SC), then Chairman of the Senate Commerce, Science and Transportation Committee, proposed a system of user fees on various segments of the maritime industry (to include cruise passengers) as a method of paying for increased maritime security needs. We worked in conjunction with other maritime interests to oppose this fee and were successful in doing so. We were pleased to report to the County that the entire user fee proposal was withdrawn due to industry opposition. This assured that seaport security legislation, which authorized major grants for seaport security enhancements, could move forward unencumbered by a new industry user fee.

In 1998, we assisted in securing passage of legislation (H.R. 3034), which authorized the U.S. Customs to continue essential inspection services at the Port of Miami. This was necessary because the NAFTA Customs passenger processing user fee was scheduled to sunset. With the sunset of this fee, U.S. Customs would no longer have the statutory authority to access the user fee account to pay for 43 inspection positions at the South Florida Ports. H.R. 3034 provided a remedy by authorizing continued access to the user fee account to assure retention of these inspectors who were essential to operations at the Port of Miami.

HARBOR MAINTENANCE TAX (HMT)

The firm closely monitored developments leading up to the introduction and ultimate passage of the Restore America's Maritime Promise (RAMP) Act (H.R. 104). This legislation has passed the House and is currently being debated in the Transportation Reauthorization conference. The RAMP Act guarantees that funds collected annually by the Harbor Maintenance Tax on imports at U.S. ports are fully used for the intended purpose of maintaining the nation's harbors. The Harbor Maintenance Tax collects $1.3 to $1.6 billion annually. As a part of the ongoing debate surrounding the HMT issue, some Members of Congress are asserting that taxes collected should be returned to ports for funding needed for landside infrastructure investments.

MARITIME SECURITY

Port Security Grant Program

Since the events of September 11, 2001, Alcalde & Fay has been at the forefront of securing congressional support for establishing and securing appropriations for the Department of Homeland Security's Port Security Grant Program (PSGP).

Through our representation of three major seaports in Florida, we were able to collectively pursue congressional funding for the new security fund for ports. We secured the support of the Florida Congressional Delegation and are confident that our aggressive efforts on behalf of the Florida Seaports were an essential factor in the establishment of and continued funding for the Port Security Grant Program (PSGP). We also worked with maritime interest groups to block the Administration's efforts to eliminate the PSGP over four consecutive budget cycles.

To date, since the creation of the Seaport Security Grant Program, the Miami-Dade Seaport Department has been successful in securing grant awards as follows:

- $6.37 million awarded for FY 2003;
- $10,987,206 awarded for FY 2004;
- $425,000 awarded for FY 2005;
- $3.4 million awarded for FY 2006;
- $2.25 million awarded for FY 2007;
- $1.998 million awarded for FY 2008;
- $2.885 million awarded for FY 2009;
- $2.89 million awarded for FY 2009;
- $1.72 million awarded for FY 2010;
- $2.2 million awarded for FY 2011; and
- Tier II ports were awarded $29.3 million for FY 2012.

The SAFE Ports Act of 2006 legislated significant changes in the PSGP grant program. The pool of eligible port applicants was increased to allow all entities covered by an Area Maritime Security Plan to apply for grants. Port areas were grouped together to reflect geographic proximity, shared risk and a common waterway. The focus became on a port-wide risk management program that is fully integrated into the broader regional planning construct that forms the core of the Urban Area Security Initiative. Separate tiers of eligible port areas were established. For FY 2012, PSGP funds will be competitively awarded within designated Port groupings.

Transportation Worker Identification Credential (TWIC) Program

The Security and Accountability for Every Port (SAFEPORT) Act of 2006 established the TWIC program that requires background security checks and biometric-based credentials for all those working in or around U.S. ports. In June 2012, the Transportation Safety Administration (TSA) and U.S. Coast Guard announced a new option for renewing TWIC cards called "extended expiration date TWIC." TSA is offering the EED TWIC option to make the re-enrollment process more cost-effective.

In addition, there are several provisions concerning the TWIC program currently pending before Congress which we are currently monitoring. Alcalde & Fay worked with Florida ports, including

PortMiami, in 2010 to secure passage of an amendment to the Coast Guard Authorization bill which eliminated the costly and redundant state background checks for workers at Florida Ports. These duplicative clearances were adding to the cost of doing business at the Florida seaports. The amendment, sponsored by Congresswoman Kathy Castor (D-11th), assured adherence to a nationwide standard through the TWIC program.

Other Maritime Security Programs

Other port security programs that have been instituted since 2001 include: a) the Container Security Initiative (CSI) which authorizes the U.S. Customs and Border Protection (CBP) to work with foreign ports to identify potentially dangerous shipments before they arrive in the U.S.; and b) and the Customs-Trade Partnership Against Terrorism (TPAT) Program which provides for streamlined clearance of cargo to shippers that establish appropriate security procedures. Recently, legislation has been introduced that would require all foreign borne containers to be scanned before entry into the U.S.

Also of interest, Senator Susan Collins (R-ME) has introduced the SAFE Ports Reauthorization Act (S. 832) which would authorize appropriations for FY 2011 – FY 2016 for the automated targeting system for identifying and inspecting high-risk ocean borne container cargo, the Container Security Initiative, and the Customs-Trade Partnership Against Terrorism (C-TPAT).

In June 2012, the House Homeland Security Committee passed Congresswoman Candice Miller's (R-MI) SMART Port Security Act (H.R. 4251). The legislation builds upon the SAFE Port Act of 2006 by enhancing security measures overseas before threats reach our shores, emphasizing a stronger collaborative environment between Customs and Border Protection and the U.S. Coast Guard in sharing port security duties. Representative Miller's bill is the result of more than a year of congressional oversight hearings focused on the nation's maritime security.

TRANSIT

Federal Transit Appropriations

Alcalde & Fay has long been considered an expert in the public transportation field and has achieved a multitude of successes in this area for our public clients. Notably, the Center for Public Integrity rated us as one of "Washington's biggest bats" in the transportation lineup based on total client list, naming us as Washington's second largest transportation lobby organization. Alcalde & Fay has successfully lobbied for the inclusion of rail and bus projects in transportation reauthorization legislation, and is well prepared to continue to work on behalf of the County's priority transit needs as the legislation is considered.

Our relationships with the authorizing committees having jurisdiction over the transportation bill are excellent. We will utilize those relationships to implement the County's transit goals. Concurrent with securing authorizing language, authorizers will work to ensure that revenue streams are available to support the County's transit projects and bus procurement needs. Working with the County, we will prioritize your interests and encourage County officials to submit testimony before the relevant committees, and then meet with committee leaders to reinforce the need for adequate and responsible funding vehicles for the County's transit projects.

Over the past several years, we have worked successfully on behalf of Miami-Dade County to allocate federal resources for the Metrorail Orange Line Expansion. As Miami-Dade Transit (MDT) proceeded through the various steps of the New Starts process with the Federal Transit Administration (FTA), we worked with the South Florida Congressional Delegation to secure the following:

FY 2006 $10,000,000 Capital Investment Grant for Miami-Dade County Metrorail Extension.

FY 2007 SAFETEA-LU: Final Design & Construction Authorization, North Corridor.
SAFETEA-LU: Preliminary Engineering Authorization for Douglas Road Extension, East-West Corridor, Kendall Corridor, Northeast Corridor, South Dade Corridor, and Miami Intermodal Center to Earlington Heights.

FY 2008 $1,960,000 for Metrorail Orange Line Expansion (Capital Investment Grants).
$1,400,000 for Metrorail Orange Line Expansion (Alternatives Analysis).
$2,000,000 for Metrorail Orange Line Expansion (New Starts/Fixed Guideways).

FY 2009 $20,000,000 Metrorail Orange Line Expansion (Capital Investment Grants).

FY 2010 $4,000,000 Metrorail Orange Line Expansion (Capital Investment Grants).

Following MDT's voluntary withdrawal from the New Starts process on September 22, 2010, we sought a reimbursement from FTA for eligible expenses while working with the Delegation, appropriations committees and transportation authorizing committees to reprogram the allocation for Bus Rapid Transit without running afoul of the current moratorium on earmarks. We scheduled and attended meetings both in person and via conference calls with the Office of Intergovernmental Affairs, Miami-Dade Transit, FTA, House and Senate Appropriations Committees, the House Transportation and Infrastructure Committee, as well as the South Florida Congressional Delegation to preserve the $20 million FY 2009 funding allocation and the $4 million FY 2010 funding allocation for the Metrorail Orange Line Expansion before it lapses. We continue to work aggressively to reprogram these valuable federal resources.

The House Appropriations Committee approved its version of the FY 2013 Transportation, Housing and Urban Development and Related Agencies (T-HUD) appropriations bill on June 19, 2012, and the full House has begun floor consideration. The bill approved by the Committee primarily maintains spending levels at FY 2012 levels. The Senate Appropriations Committee approved its version of the bill in April.

The House T-HUD Appropriations bill allocates $10.472 billion for FTA. Spending for all Highway Trust Fund/Mass Transit Account contract authority programs is maintained at FY 2012 levels as shown on the chart below along with other programs of interest to the County. Notably, there is an additional $500 million allocation for Amtrak in the Capital and Debt account, which appears to have come at a sacrifice for funding the National Infrastructure Investment (TIGER) grants in the House bill. This discrepancy will be a primary point of contention during conference negotiations as the Senate allocated $500 million for TIGER.

Program	FY 2011 Enacted	FY 2012 Enacted	FY 2013 President's Request	FY 2013 Senate Appropriations Committee-Approved	FY 2013 House Appropriations Committee-Approved
FTA Formula and Bus Grants Total	$8.343 billion	$8.361 billion	$8.124 billion	$8.361 billion	$8.361 billion
FTA Capital Investment Grants (New Starts and Small Starts)	$1.597 billion	$1.955 billion	$2.235 billion *(transferred from discretionary to mandatory spending)*	$2.044 billion	$1.817 billion
Urbanized Area Formula Grants (Section 5307)	$4.151 billion	$4.160 billion	$3.535 billion	$4.160 billion	*Line-item not provided*
Fixed Guideway Modernization (Section 5309)	$1.663 billion	$1.667 billion	*(incorporated into the "Bus and Rail State of Good Repair" Program)*	$1.667 billion	*Line-item not provided*
TIGER Grants	$527 million	$500 million	$500 million	$500 million	$0
AMTRAK Operating Subsidies	$562 million	$466 million	*(incorporated into the "System Preservation and Renewal" Program)*	$400 million	$350 million
AMTRAK Capital & Debt Service Grants	$922 million	$952 million	*(incorporated into the "System Preservation and Renewal" Program)*	$1.050 billion	$1.45 billion

SURFACE TRANSPORTATION REAUTHORIZATION

On June 27, 2012, the leaders of the Surface Transportation Authorization conference committee announced that after weeks of intense negotiations a deal had been reached on a 26-month reauthorization bill, which also included a five-year reauthorization of the National Flood Insurance Program (NFIP) and a one-year extension of the current student loan rates. The committee's Chairman, Senate Environment and Public Works Committee Chairwoman Barbara Boxer (D-CA), and Ranking Member, House Transportation and Infrastructure Committee Chairman John Mica (R-7th), both praised the conference committee for reaching a bipartisan compromise on several contentious policy issues, including the increased streamlining of project delivery and greater flexibility in state spending of bicycle/pedestrian funds, in exchange for the removal of provisions related to the Keystone XL pipeline and coal ash regulation. The conference report and joint explanatory statement were both sent to the House Rules Committee June 28, 2012, however additional technical and policy-related changes were made before officially filing the report. Following the incorporation of these modifications the House passed the bill by a vote of 373 to 52 on June 29, 2012, and the Senate followed suit and approved the bill by a vote of 74 to 19. The legislation is expected to be signed into law by the President prior to the expiration of the current extension on June 30, 2012.

With regards to the bill's treatment of the Federal Transit Administration (FTA) and its programs, the final bill keeps the overall funding levels originally proposed in the Senate-passed MAP-21 bill, which constitutes a continuation of current funding indexed to inflation. The final bill also maintains the existing share of funding between highway and transit programs at approximately 80/20, with transit funding set at nearly $10.5 billion for FY 2013 and $10.7 billion in FY 2014. The Federal Transit Administration's (FTA) Capital Investment Grant program, which includes New Starts, is funded at approximately $1.9 billion in both FY 2013 and FY 2014. Furthermore, the program is reorganized to include an expansion of the eligibility requirements to include more bus rapid transit projects and the creation of a new broadly defined "core capacity improvement project." The final bill also maintains the funding set-aside for off-system bridges, which had been deleted in earlier House and Senate versions of the bill.

By way of background, the previous authorizing legislation, the Safe Accountable Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), expired in 2009, however, Congress had, until recently, failed to enact a reauthorization bill and instead has relied on a series of extensions to continue funding highway and transit programs. Despite failures by Congressional leadership in recent years to coalesce around efforts to pass a reauthorization bill, the effort's current leading stakeholders, Senate Environment and Public Works Committee Chairwoman Boxer and House Transportation and Infrastructure Committee Chairman Mica, have both worked to build support for passing a legitimate reauthorization bill and end Congress' reliance on short-term stopgaps. Over the past year, relevant House and Senate committees conducted numerous hearings regarding the various programs, policies, and financing mechanisms over which they have jurisdiction and which would be included in any surface transportation bill. Alcalde & Fay monitored these hearings and provided the County with timely updates.

One issue of particular importance to the County arose during House negotiations regarding a provision in Chairman Mica's reauthorization bill that would have eliminated dedicated funding for public transit through the Mass Transit Account of the Highway Trust Fund, in part by redirecting the 2.86 cents from fuel tax receipts that is currently provided to public transit agencies. Alcalde & Fay participated in several conference calls with national transit organizations and Members of Congress to determine the strategy for mobilizing opposition to this provision, which would be detrimental to public transit agencies across the Country. We provided the County with suggested draft letters from the Transit Director to the House Members of the County's Congressional Delegation in opposition of the public transit funding modification contained in Chairman Mica's proposed legislation. We were proud to report that amidst widespread bipartisan opposition the provision was effectively dropped from the House bill and was not readdressed at any point in the conference negotiations.

While the Senate approved its bill, MAP-21 (Moving Ahead for Progress in the 21st Century-S. 2183) with strong bipartisan support on March 14, 2012, House Republicans ultimately chose to advance a "shell bill" in order to begin conference negotiations with the Senate on a long-term reauthorization bill. The House bill did include several policy provisions, including a mandate for approving the Keystone XL pipeline and language that would send fines from the BP oil spill to projects in the Gulf States. These provisions were included by the House Republican leadership in order to garner support from within their own party, and to identify their policy priorities before beginning conference negotiations.

The Active Community Transportation Act, Safe Routes to School Act and the Safe Routes to High School Act

As discussed above, Chairman Mica and Chairwoman Boxer announced on June 27, 2012 that the conference committee had reached an agreement on a 26-month reauthorization bill. Included in the conference report submitted to the House Rules Committee on June 28, 2012, were provisions related to Transportation Enhancements, Safe Routes to Schools (SRTS), and the Rails to Trails Program (RTP). SRTS and RTP are now eligible for funding from within the Transportation Alternatives Program, which also includes a wide range of projects that were previously classified as Transportation Enhancements. Eligibility for funding from the Transportation Alternatives program would also be expanded to include "planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former Interstate System routes or other divided highways." Finally, 50 percent of the total funding for these projects is sub-allocated to local governments, while the rest is sent to the state DOTs; however, states are provided a path to essentially opt-out of the program and transfer the funds to separate projects.

Prior to convening the conference, the Senate had overwhelmingly approved MAP-21 by a bipartisan vote of 74 to 22. Included in this bill was a provision regarding the sub-allocation of funding to local governments for "Additional Activities," which included Transportation Enhancements, SRTS and RTP. The provision was originally offered during previous floor consideration of the bill by Senators Ben Cardin (D-MD) and Thad Cochran (R-MS) and was adopted as part of the previously approved "manager's package". The Cardin-Cochran amendment proposed sub-allocating a portion of the State's Additional Activities funding to Tier 1 MPO's and/or conduct a statewide competitive grant process so that local governments have direct access to these funds. Although the House was unable to pass its own reauthorization bill, Chairman Mica's draft bill approved by the T&I Committee would have eliminated the "mandated set-aside" of funding for bicycling and walking programs, (Transportation Enhancements, SRTS and RTP). Although Chairman Mica and Chairwoman Boxer have lauded the final bill as a bipartisan compromise, many bicycle/pedestrian organizations have decried the bill for allowing states to opt-out of these programs, which they argue will lead to drastic reductions in relevant funding.

AVIATION

Since our founding, Alcalde & Fay has actively represented aviation interests. From airports and airlines to airplane manufacturers, aviation supply and repair companies, and security technology providers, our firm has gained experience through client representation in every facet of the aviation industry. Alcalde & Fay currently lobbies on behalf of the Jacksonville Aviation Authority (JAA) and various county owned airfields around the country. We do not represent any aviation interest which competes with Miami International Airport, as required by the RFQ.

Alcalde & Fay has successfully represented Miami International Airport (MIA) in the past and is well positioned to continue in that capacity. Highlights of MIA's accomplishments during our firm's representation include:

- Issuance of the Federal Aviation Administration's Letter of Intent (LOI) for the fourth runway;

- Securing adequate federal funding for the LOI through the congressional appropriations process;
- Securing an exemption from tax law to allow the advance refunding for the Miami-Dade County Aviation Department of $100 million in aviation revenue bonds;
- Designation of Homestead Regional Airport in the FAA's Military Airport Program (MAP); and
- Authorization for an increase in the Passenger Facility Charge (PFC), pursuant to the Aviation Investment and Reform Act for the 21st Century (AIR 21).

Although our firm is not currently assigned to the MIA, we reached out to the Aviation Department in December 2011 to advise of Section 208(h) of the Senate – passed FAA bill (S. 223) which modifies the eligibility standards for the "noise set-aside program" to include opportunity for water quality mitigation grants. The flexibility afforded by Sec. 208 provides an important funding opportunity for critical environmental projects which are integral to airport capacity expansion needs.

This language is essential to MIA as sources of federal assistance for environmental needs are limited not only due to federal budget cutting, but also because of the current moratorium on earmarks. We drafted a letter for the Aviation Department to send to members of Congress and circulated the letter to pertinent decision-makers, including House Transportation and Infrastructure Chairman John Mica (R-7th), the lead House conferee to the FAA Reauthorization legislation, the FAA Modernization and Reform Act of 2012 (H.R. 658).

We were pleased to report that Sec. 208(h) was incorporated into the conference agreement during final conference deliberations in January 2012. We have since notified the MIA that the FAA is accepting applications for grant funds at this time.

Airport Improvement Program (AIP)

Most critical for airport capital development is the Airport Improvement Program (AIP) which has been providing essential support for airport capital development needs since the passage of the Airport and Airway Improvement Act of 1982.

Alcalde & Fay has a long history of advocacy on behalf of aviation interests before the House and Senate Appropriations Committees as well as the committees with authorizing jurisdiction over the Federal Aviation Administration (FAA) and the AIP program. The House and Senate Appropriations Committees annually recommend funding levels for these programs within the annual Department of Transportation spending bills. We are accustomed to working with the Airports Council International (ACI) and other industry groups to seek the highest level of obligations for grants-in-aid to airports. On occasion, we have supported a strong AIP program through coordinating client testimony before Congress. For instance, in 2007, former JAA Director John Clark testified before the Transportation and Infrastructure Committee on the continued need for maximum funding levels for the AIP and other aviation programs.

AIP is one of five major sources of airport capital development funding. The other sources of assistance are tax exempt bonds, passenger facility charges, state and local grants and airport operating revenue.

Passenger Facility charges (PFC's)
Alcalde & Fay was a leader for the County's efforts to establish PFC's in 1990 and has actively advocated for an increase in PFC's in each FAA bill since. We were active again during the debate on the Aviation Investment and Reform Act of 2000 (AIR 21) which increased the PFC ceiling. Notably, the FAA Reauthorization Act which was enacted in February 2012 does not allow for an increase in the PFC. In the Republican controlled House of Representatives, a PFC increase was labeled, albeit not accurately, as a "tax" increase and was therefore not acceptable to the leadership.

It is important to note that within a constrained budget scenario, interest is increasing in the defederalization of larger airports, which would allow them to opt out of the AIP program in favor of unrestricted or higher PFC financing. This would, in the view of some airport executives, also give them the flexibility that they would prefer to have in managing their airport, as they would no longer be bound by all of the federal grant assurances. In fact, the Administration has already proposed to shift the focus from the AIP account to smaller commercial and general aviation airports and to eliminate guaranteed AIP funding for large and medium hub airports.

AIRPORT BONDING ISSUES/EXTENSION OF ALTERNATIVE MINIMUM TAX RELIEF FOR PRIVATE ACTIVITY BONDS

Recently there has been interest in increasing the use of private activity bonds (PABs) for transportation development. Private activity airport bonds allow a private entity to enter the tax exempt bond market to raise funds for a capital project at a public use airport. Airport bonds have long been a major source of funding for capital projects at primary airports. Because most airports are owned by public authorities, they can seek funds in the tax exempt bond market.

Alcalde & Fay was an active participant in advocating for the AMT exemption provided by the American Reinvestment and Recovery Act (ARRA) for new issuances of Private Activity Bonds for 2009 and 2010. An extension of this tax relief is essential to continue to spur economic growth. From January 2009 to the beginning of September 2010, the airport industry has been able to sell almost $10 billion in PABs that have benefited from the AMT exemption. The reduced debt costs for airports have resulted in reduced costs for airlines and ultimately the travelling public.

CARGO AND CAPITAL IMPROVEMENTS/IDENTIFYING FUNDING OPPORTUNITIES

In addition to working collectively with airports nationwide to support overall AIP funding levels, we have worked to secure specific grants and congressionally-directed spending for airside projects for many of our clients, including the MIA. We have already referenced MIA's successes in securing funding for airside projects during the time we represented MIA. The following highlights airside accomplishments for some of our other aviation clients:

- FAA grant award under the Space Transportation Infrastructure Matching Grant Program of $105,000 to the JAA, pursuant to the FY 2010 Department of Transportation Appropriations Act.
- The Fiscal Year 2009 Department of Transportation Appropriations Act provides $722,000 for the Cecil Airport's Northeast Apron and Taxiways. After the legislation's enactment and at the request of JAA, we worked with Representative Crenshaw's office and the FAA to

reallocate the $722,000 toward the rehabilitation needs of Cecil Airport's Crosswinds Runway.

- Transportation Security Administration grant award of $1.35 million to the JAA to establish a pilot video tracking detection project, pursuant to FY 2007 appropriations.
- The Fiscal Year 2006 Department of Transportation Appropriations Act provides $4 million for JAX airside improvements which include apron area construction and taxi lanes. This congressional appropriation was secured after the Federal Aviation Administration denied the JAA's application for a Letter of Intent (LOI) which would have guaranteed a 75% federal share of the cost of the project. After the FAA's decision, we moved quickly to revise our proposed plan of action by requesting direct appropriations from Congress. The Duval congressional delegation was extremely supportive in securing these funds.
- Transportation Security Administration grant award of $450,000 for reimbursement for security enhancements, pursuant to the Fiscal Year 2003 Omnibus Appropriations Act.
- Report language accompanying the Fiscal Year 2003 Omnibus Appropriations Act directing the Federal Aviation administration to give priority consideration to funding improvements to taxiway "Foxtrot," JAX.
- Report language accompanying the Fiscal Year 1995 Department of Transportation Appropriations Act directing the Federal Aviation Administration to fund the proposed extension to Runway 7/25. The agency complied with the congressional intent and provided a $2.2 million discretionary grant for the runway extension.
- $350,000 to Sonoma County, CA Airport for installation of radar equipment, provided by the Department of Transportation Appropriations Act for Fiscal Year 2000.
- Assisted in securing $800,000 from the FAA's Small Communities Air Service Development Program to help bring commercial air service to Melbourne International Airport, FL
- $1 million for runway extension at Orlando-Sanford International.
- $500,000 for airport improvements at Orlando-Sanford International.
- $400,000 for entranceway streetscaping at Orlando-Sanford International.
- House committee and conference report language accompanying the Fiscal Year 1999 Department of Transportation Appropriations Act prioritizing discretionary funding consideration for the runway extension at Gnoss Field, Marin County, CA.
- $362,000 for land acquisition needed for operational expansion at Palm Beach County, FL Airport.

In addition to the airside capital improvements addressed above, Alcalde & Fay has a substantial track record of client accomplishments in securing highway access improvements to major transportation modes, including airports and seaports. In the last major transportation reauthorization bill, SAFETEA-LU, enacted in 2005, Alcalde & Fay's clients collectively received more than $358 million for a variety of highway related initiatives. Many of our client accomplishments in this area involve access to airports, including:

- $6.6 million for the North Access Road, Jacksonville International Airport.
- $6.75 million for the South Connector Road and Airport Road Interchange, Jacksonville International Airport.
- $8.9 million for a new I-295 interchange and arterial access Road, Jacksonville International Airport.

OTHER EXAMPLES OF SUCCESSFUL ADVOCACY BEFORE CONGRESS AND THE FEDERAL AGENCIES:

Key West International Airport
Cardenas Partners was contacted after the Key West International Airport received a letter from U.S. Customs and Border Protection (CBP) denying the airport's request to expand operations at Key West International Airport. Working with the CBP, the agency eventually changed its initial finding, thereby approving the airport's expansion application.

Jacksonville Aviation Authority (JAA)
After the attacks of September 11, 2001, we worked with the congressional delegation to successfully secure designation of the Jacksonville International Airport as a national pilot airport for in-line baggage screening. In 2004, the JAA was awarded a $1.495 million grant from the Transportation Security Administration (TSA) for a Video Detection and Tracking and Multiplexing. TSA also awarded JAA a $450,000 grant for reimbursement for security enhancements at JIA.

Indianapolis Airport Authority (IAA)
Alcalde & Fay successfully launched an informal grass roots effort to retain the provision in the 2011 Senate-passed FAA reauthorization bill which enabled "noise" funding to be used for water mitigation projects which are essential for airport expansion. As reported above, the provision was retained in the final FAA Reauthorization Act which was enacted in February 2012. We notified airports nationwide of this provision to secure as much support as possible.

ESTABLISHED RELATIONSHIPS WITH CONGRESSIONAL LEADERS

By virtue of our firm's longevity and solid base of transportation clients through the years, the firm is well acquainted with key committee chairmen and ranking Members of Congress on those committees which are key to achieving the County's objectives. These committees include the House and Senate Appropriations Committees, the House Transportation and Infrastructure Committee and the Senate Commerce, Science and Transportation Committee. While the Miami-Dade Delegation provides the base of support for implementing the County's federal agenda, our reach with key leaders in Congress affords us a unique opportunity to promote the County's objectives.

Principals in our firm have known T&I Committee Chairman John Mica (R-7th) since he was Chief of Staff to former U.S. Senator Paula Hawkins. We also have longstanding working relationships with several of the subcommittee chairs and ranking members on the T&I Committee, as well as the other pertinent committees. Skip Bafalis, Partner, a former Member of Congress from Florida, served ten years with positions on the House T&I and Ways and Means Committees. Many of his former colleagues now hold leadership positions in Congress. Mr. Bafalis served in the State Legislature with Congressman Bill Young, some 40 years ago. Paul Schlesinger, Partner, served as the Staff Director of the House T&I Committee. As a consequence, many of the senior staff currently on the T&I Committee served under Mr. Schlesinger's tenure. Josh Gaboton, Partner, served on Congressman Mica's personal staff for eight years.

FEDERAL AVIATION SECURITY/TRANSPORTATION SECURITY ADMINISTRATION (TSA)

Alcalde & Fay has been successful in working with the Department of Homeland Security (DHS), the Transportation Security Administration (TSA) and the leadership of the House and Senate Homeland Security Committees on several security-related initiatives.

While the TSA now has primary responsibility for the security of the flying public, the Department of Transportation, through the Federal Aviation Administration, insures the operability of the national airspace system through the facilities, equipment and personnel of the air traffic control system, which is essential to the rapid recovery of transportation services in the event of a national crisis. The agency works closely with TSA and other federal agencies to support aviation security, transportation security and other national security matters.

Alcalde & Fay comprehensively monitors all aviation security related legislative initiatives and legislative developments relating to the annual DHS Appropriations bill and Federal agency actions surrounding the implementation of aviation security related programs. Some aviation security regulatory issues are addressed below.

Aviation Security Stakeholder Participation Act

On June 28, 2012, the House passed the Aviation Security Stakeholder Participation Act (H.R. 1447) introduced by Homeland Security Committee Ranking Member Bennie Thompson (D-MS). The bill authorizes the Aviation Security Advisory Committee (ASAC) in law ensuring that TSA aviation security policy continues to be informed by the private sector and there is a forum for travel industry stakeholders to impact TSA security regulations and policies. The bill also directs the TSA Administrator to appoint ASAC's members and establishes three targeted working groups to address special security challenges related to air cargo, general aviation, and perimeter security.

During consideration of the measure on the House floor, Ranking Member Thompson and Ranking Member of the Homeland Security Subcommittee on Transportation Security Congresswoman Sheila Jackson Lee (D-TX) vowed to continue working with Homeland Security Chairman Peter King (R-NY) and remain engaged in an ongoing dialogue over how to strike the right balance on who should be represented on the ASAC. Each expressed their dedication to ensuring that the voices of passengers and small and minority-owned businesses impacted by TSA's policies, procedures and regulations are heard. Furthermore, they noted that it was important that persons representing those groups have a seat at the table when TSA makes decisions that affect both passengers rights and businesses bottom lines.

Transportation Security Administration (TSA) Reform

House Transportation & Infrastructure Chairman Committee John Mica (R-7th) has been leading the charge calling for TSA reform. This year alone Chairman Mica and House Oversight and Government Reform Committee Chairman Darrell Issa (R-CA) have held multiple hearings addressing TSA's mismanagement and waste of government resources. In particular, Chairman Mica has stated that one key reform necessary to ensuring TSA becomes a "better security agency and stops throwing away taxpayers money" is expansion of the Screening Partnership Program (SPP), which allows airports to "opt out" of federal security screeners and instead use certified private screeners under federal standards, supervision and oversight.

The original law creating TSA included the SPP, however last year TSA arbitrarily decided to halt the expansion of the program. To address these concerns, Chairman Mica included a provision in the FAA Modernization and Reform Act of 2012 (H.R. 658), which was signed into law in February 2012, that restarts the SPP program and allows airports the continued option of selecting the more cost-effective private/federal screening model. In order to ensure that TSA complies with the law, in March of this year, Chairmen Mica and Issa, coauthored a letter to TSA Administrator John Pistole indicating that they expect the agency to implement reforms included in a new aviation law ensuring that airports can opt out of all-federal security screening.

The Government Accountability Office (GAO) and others have shown the SPP model of screening to be more effective than the all-TSA model. A 2011 T&I Committee report entitled "TSA Ignores More Cost-Effective Screening Model" evaluated TSA program costs and demonstrated that the private-federal model (SPP) is 65 percent more efficient and would increase taxpayer savings by at least 42 percent. Furthermore, if the nation's top 35 airports opted out of the program taxpayers would save $1 billion over five years.

TSA Reimbursement for Terminal Modifications/EDS

After the events of September 11, 2001, airports diverted money from other capital improvement projects in order to invest in explosive detection system (EDS) equipment. These systems have not only strengthened the nation's aviation security, but have also saved TSA a significant amount of money from a reduced screening workforce.

The airports had a clear understanding from TSA that they would be reimbursed for at least 75 percent of the allowable costs; however, TSA has indicated that reimbursement is not a priority. Section 1604 of P.L. 110-53, the Implementing Recommendations of the 9/11 Commission Act of 2007, enacted in August 2007, clarified that airports are to be reimbursed by the TSA for eligible, past costs associated with terminal modifications necessary to accommodate the in-line installation of EDS equipment.

We are aware of the need to increase the federal participation rate from 75 to 90 percent for the costs of installation of explosive detection systems at MIA, as well as the efforts of the coalition of airports, including Tampa and Southwest Florida International Airport, to collectively secure language mandating reimbursement. We are prepared to work on behalf of MIA within the coalition and to lobby separately before the Department of Homeland Security and the pertinent legislative committees in Congress on behalf of MIA. The key will be to assure that there is an adequate level of appropriations available for reimbursement. This is challenging in the context of a shrinking federal budget.

U.S. Customs and Border Protection (CBP) at Miami International Airport

Recognizing that inspection of passengers and cargo perishables for international arrivals are a critical component of operations at MIA, we remain prepared to advocate for increased funding for CBP and CBP-Agriculture staffing at MIA. Maintaining sufficient funding for these activities is even more imperative as the federal government continues to increase security measures and inspections of inbound international passengers and cargo.

As discussed in the Law Enforcement, Public Safety and Homeland Security section of this proposal, the President's FY 2013 budget request for total Department of Homeland Security (DHS) funding

calls for a slight $191 million (.5 percent) reduction below the FY 2012 enacted level. The House-passed version of the FY 2013 DHS Appropriations bill provides $8.3 billion for CPB activities in FY 2013, nearly $700 million less than the President's request and roughly $3.4 less than the FY 2012 enacted level. The Senate Appropriations Committee marked up its version in Committee on May 22, 2012, recommending $11.9 billion in CBP funding for FY 2013, roughly $110 million more than the President's request and nearly $200 million more than the FY 2012 enacted level.

Transportation Security Administration (TSA) Global Air Cargo Security/Screening Strategy
Alcalde & Fay will continue to monitor DHS implementation of the TSA Global Air Cargo Security/Screening Strategy enacted as part of the 9/11 Act. This policy required DHS to establish a system to screen 50 percent of cargo transported on passenger aircraft by February 2009 and 100 percent by August 2010. TSA was able to meet these deadlines because of a variety of agency initiatives. Knowing how imperative this strategy is to the effective and efficient operations at MIA, we will work with the DHS/TSA to ensure adequate capabilities and capacity at MIA.

Next Generation Security Process
International groups and governments increasingly agree that more must be done to make the routine passenger screening process more effective and "intelligent." There has been increased focus on possibly changing the one process for all approach for each passenger – that assumes that each passenger presents an equal probability of danger. While taking into account necessary civil liberties controls, a possible Next Generation Security Process could look at the security needs of the entire passenger journey, more effectively evaluate/assess individual passenger data and risk potential, and focus security screening measures. New processes that take into account these ideas are in the beginning stages of operational trials.

Liquids, Aerosols and Gels
The current restrictions on the carriage of these materials have been in place since late 2006. Screening technologies are being developed that can detect liquid explosives. When these technologies are deemed operational (and included in the airport screening process) the restrictions may be lifted.

Satellite Tracking of Planes
After recent near misses in the skies, former FAA Administrator Randy Babbitt has urged Congress to implement the new NextGen technology, which uses satellites instead of radar to track planes more precisely. NextGen will allow the FAA to better analyze safety risks and prevent accidents. The pending legislation streamlines processes and provides funding for priority NextGen air traffic control modernization projects planned in the next four years.

OTHER AVIATION ISSUES OF IMPORTANCE TO THE COUNTY

U.S. Department of Agriculture (USDA), Animal Plant Health Inspection Service (APHIS): Extended Hours of Operation
As MIA is one of the world's leading airports for importing and exporting perishable products handling 597,514 tons or 69 percent of all perishables that come into the U.S., Alcalde & Fay will monitor USDA-APHIS consideration of industry stakeholders' requests to extend operating hours of USDA regulated fumigation facilities at MIA. Notably, USDA and interested stakeholders are

working together to reach a favorable solution. As these discussions continue, we remain prepared to assist the County in advocating MIA's interests before USDA.

Food and Drug Administration (FDA) Inspector Staffing at MIA
Alcalde & Fay is prepared to work in opposition to legislative efforts that would restrict the importation of commodities that require FDA inspection, including medicine, cosmetics, dog food and eyeglasses, to ports of entry with an FDA testing facility. Currently, there is no FDA-inspection facility in Miami. Restricting the importation to only those Ports of Entry with an FDA testing facility would jeopardize the operations of tenants importing these types of products at MIA. Similarly, we remain prepared to advocate for a testing facility in Miami on a permanent basis or through the use of one of the agency's mobile testing lounges, which could be sent to Miami to perform routine cargo inspections of pharmaceuticals and certain commodities.

Additional Funding for Homeland Security, Environmental Remediation, Technology Initiatives
Alcalde & Fay will work to support the Miami-Dade County Aviation Department's efforts to seek additional funding opportunities through grants and/or pilot programs for perimeter security and other homeland security efforts, environmental remediation, and technology upgrades impacting airport infrastructure. Likewise, we will provide the County with advance notice of grant and other program opportunities that may provide federal assistance for these efforts. An example of this may include working directly with DHS as it develops regulations on its proposed National Preparedness Grant Program.

Issues Impacting Visitor Entry into the United States
As MIA is a major point of entry for foreign nationals and handles more international freight than any other U.S. airport, we will monitor for any issues that could potentially impact visitor entry into the United States. Moreover we will work with the Miami-Dade congressional delegation and federal agencies to ensure that policymakers understand how these measures impact the region's top economic engine.

United States Visitor and Immigration Status Indicator Technology (US-VISIT) program
The US-VISIT program funds the development of systems enabling entities to collect, maintain, and share appropriate information through an integrated information technology system, which determines the eligibility of aliens for admissions and benefits. The US-VISIT program office has lead responsibility within DHS to work with the Federal Bureau of Investigation (FBI) on the further integration of the Automated Biometric Identification System (IDENT) and the FBI's Integrated Automated Fingerprint Identification System (IAFIS). These programs provide biometric identification services to federal, state and local government decision-makers to help them accurately identify the people they encounter and determine whether those people pose a risk to the United States.

Notably, the President's budget calls for the transfer of the US-VISIT program from DHS to the CBP Office of Field Operations (OFO). The House-passed version of the FY 2013 DHS Appropriations bill does not provide for the transfer as a whole, but does include $261.5 million for the US-VISIT program, while transferring $12.2 million to the OFO in the Inspections, Trade, and Travel Facilitation at Ports of Entry. However, the Senate Committee-approved measure supports the Administration's proposed transfer of the US-VISIT program.

Model Ports of Entry and Global Entry Programs

In recent years MIA has implemented two DHS passenger entry programs to improve international passenger processing at U.S. airports: the Model Ports of Entry program and the Global Entry program. Continued and sustained funding is needed in order to complete implementation at the nation's airports and achieve the positive results associated with improving the international arrivals process at MIA and other large international airports nationwide. Accordingly, we will work with Congress, the State Department, and DHS to ensure adequate resources are committed to these critical screening programs.

MIA K-9 Police Housing and Training Substation

MIA's use of police K-9 teams has exponentially increased security screening efficiency and accuracy in the screening of cargo and passenger baggage, greatly assisting the federal agencies operating at the Airport. Recognizing this contribution, Alcalde & Fay is prepared to advocate on the County's behalf to secure funding for a permanent K-9 Housing Facility and Training Substation at MIA.

MIA Airport Operations and Communications Center (AOCC)

An integral part of the County's federal legislative package, Alcalde & Fay will continue to advocate for key federal funding for an Airport Operations and Communications Center that integrates all existing Operations Control Center (OCR), security and command and control functions to greatly improve efficiencies in these areas, particularly Threat Detection and Crisis Incident Management.

MIA Biometric Access Control System Upgrades

A key component of MIA's proposed airport safety upgrades initiative, we will advocate for critical federal funding to require a common infrastructure utilizing biometrics for issuing secure identity credentials and access control at U.S. airports, including MIA.

Aircraft Noise

We are prepared to assist the County with respect to noise regulations. As indicated above, during our representation of the MIA in the 1980's we worked to secure an exemption for MIA from federal noise regulations. MIA and Bangor, Maine were the only two airports that received such exemptions at the time.

Aviation Bi-Lateral Agreements

Alcalde & Fay staff has experience with bilateral agreements, code shares and routes, and the familiarity with International Civil Aviation Organization (ICAO) rules and guidelines, which is essential to helping MIA manage its unique situation as the gateway to Latin America. Alcalde & Fay's experience includes securing an authorization in the Second Southern Designation between Miami and London; and managing bilateral negotiations for Pan American World, Continental, Air China, Air Florida and Eastern Airlines. Staff of Alcalde & Fay was extensively involved in the U.S.-Great Britain bilateral/open-skies debates.

Moreover, we have monitored and reported on the EU-US Open Skies Agreement. The EU-US agreement between the European Union and the United States allows any airline of the European Union and any airline of the United States to fly between any point in the EU and US. The agreement was signed in Washington, D.C., on April 30, 2007 and became effective on March 30, 2008.

INTERNATIONAL TRADE AND COMMERCE, AND TOURISM

INTERNATIONAL TRADE & TRADE AGREEMENTS

Throughout our history, Alcalde & Fay has been active on trade and international business opportunities for our clients. We have provided numerous opportunities for collaboration with U.S. Fortune 500 companies including those representing: health care, defense, construction, engineering, maritime, environment, and security.

Francisco Sanchez, a native of Tampa, is currently serving as the Under Secretary for International Trade at the U.S. Department of Commerce. We have worked closely with Mr. Sanchez for over 20 years, and he at one point worked as a consultant with the firm. Early in his career, Mr. Sanchez served as the first director of Florida's Caribbean Basin Initiative under former Senator Bob Graham during his tenure as governor of Florida. He then served in the Clinton administration in the Office of the Special Envoy for the Americas, a role that required carefully balancing foreign policy goals with advancing U.S. economic interests. Subsequently, he served as Assistant Secretary of Transportation, where he oversaw the Department's international negotiations. Mr. Sanchez's Florida and Caribbean focus will continue to be an asset for Miami-Dade County.

On June 20, 2012 Secretary of Commerce John Bryson notified President Obama that he would be resigning from his position to focus on his personal health. The resignation comes two weeks after he suffered a seizure while driving which led to his involvement in a car accident. Deputy Secretary Rebecca Blank will serve as Acting Secretary of Commerce, and it is considered unlikely that the President will appoint a replacement prior to the November election. From August through October 2011, between the end of Secretary Gary Locke's tenure and the beginning of Secretary John Bryson's term, Acting Secretary Blank served as the Acting Secretary of Commerce. During that time, she worked to promote the Obama administration's efforts to improve the economy.

On October 21, 2011, President Obama signed into law trade agreements with Colombia, Panama and South Korea. This marked years of negotiations and completing U.S. action on the most significant trade deal agreement the North American Free Trade Agreement in 1993 and the first trade agreement since Peru in 2007. The trade agreements are a central part of President Obama's National Export Imitative (NEI), which is aimed at doubling exports and driving economic growth.

Overall, the trade pacts with South Korea, Panama and Colombia could increase U.S. exports of goods by $12 billion or more a year. American companies will also have an easier time selling services in those countries, making the agreements even more advantageous.

Coinciding with the passage of the agreements, Congress also renewed the Trade Adjustment Assistance Program, which provides job retraining and temporary income support to workers who lose their jobs as a result of free-trade pacts — the final piece of a bipartisan agreement that cleared the way for ratification of the agreements after a nearly four-year wait.

The South Korea pact would reduce tariffs on 95 percent of U.S. exports of industrial and consumer goods and streamlines sales for automakers and agricultural companies. Almost 80 percent of U.S. exports to Korea of consumer and industrial products became duty free on March 15, 2012, and nearly 95 percent of bilateral trade in consumer and industrial products will become duty free within

five years. Most remaining tariffs would be eliminated within 10 years. For agricultural products, the Free Trade Agreement (FTA) will eliminate or phase out tariffs and quotas on a broad range of products, with almost two-thirds of Korea's agriculture imports from the United States becoming duty free upon entry into force.

In May 2012 the Colombian FTA took effect. Over 80 percent of U.S. exports of consumer and industrial products to Colombia will become duty free, with remaining tariffs phased out over 10 years. Key U.S. exports will gain duty-free access to Colombia, including almost all products in these sectors: agriculture and construction equipment, aircraft and parts, auto parts, fertilizers and agro-chemicals, information technology equipment, medical and scientific equipment, and wood.

Many agricultural commodities also will benefit from the Agreement, as more than half of the current U.S. farm exports to Colombia will become duty-free immediately, and virtually all remaining tariffs will be eliminated within 15 years. Colombia will immediately eliminate duties on wheat, barley, soybeans, soybean meal and flour, high-quality beef, bacon, almost all fruit and vegetable products, wheat, peanuts, whey, cotton, and the vast majority of processed products.

The President included a provision lifting the Customs fee exemption as an offset in the Colombia FTA. Passengers arriving from Canada, Mexico and the Caribbean were exempted from paying a $5.50 Customs User fee. These passengers were charged a fee of $1.93 upon arrival to the United States. The offset in the Colombia Trade Agreement amended the wording of the exception and increases the custom passenger fee for those passengers arriving from Canada, Mexico and the Caribbean by $3.57, bringing the total to $5.50.

The Panama FTA will see similar benefits to the Colombia and South Korean agreements. Over 87 percent of U.S. exports of consumer and industrial products to Panama will become duty-free, with remaining tariffs phased out over 10 years. U.S. products that will gain immediate duty free access including information technology equipment, agricultural and construction equipment, aircraft and parts, medical and scientific equipment, environmental products, pharmaceuticals, fertilizers, and agrochemicals. U.S. agricultural exports will also benefit. Nearly 56 percent of current trade will receive immediate duty free treatment, with most of the remaining tariffs to be eliminated within 15 years. Notably, the agreements also have a provision for protecting labor rights and environmental concerns in its negotiations with Colombia and Panama.

The trade agreements are set to bring enormous benefits to Florida, the Port of Miami, and Miami-Dade County. These agreements will offer new opportunities to expand international trade and commerce that will provide a direct and significant impact to the area. The Florida Chamber of Commerce predicted that these new agreements will double Florida-origin exports within five years, create more than 20,000 new jobs, and generate more than $1.5 billion in international trade opportunities for Florida. Florida is well positioned for a more commanding role as a global hub for trade, logistics, services and export-oriented manufacturing activities over the next decade, according to the 2010 Florida Trade and Logistics Study conducted by the Florida Chamber Foundation.

According to the study, Florida's larger role can be attributed to Florida's geographic location in the fastest growing U.S. business and consumer market at the crossroads of growing north-south and east-west trade lanes and the widening of the Panama Canal. Growth in Latin American and

Caribbean markets will re-align global trade lanes and increase flows through Florida in the coming decades.

Before assuming the role of U.S. Trade Representative (USTR), we were privileged to work with the Honorable Ron Kirk, as Mayor of the City of Dallas, one of our long-term clients. Ambassador Kirk has directed USTR's market-opening agenda through negotiations and dialogue with trading partners around the world. These initiatives include working to conclude and advance bilateral free trade agreements with Korea, Colombia, and Panama, advancing the ambitious regional Trans-Pacific Partnership talks, and sustaining meaningful U.S. engagement in the Doha round of multilateral negotiations at the World Trade Organization.

Alcalde & Fay has also been monitoring developments with the Panama Canal Expansion Project. The expansion of the Panama Canal will double the capacity of the Canal by 2014, increasing the number and size of vessels to transit from coast to coast. The expansion is set to create a demand along the U.S. Eastern Seaboard for ports to be able to handle post-Panamax ships. With more than $2 billion in infrastructure improvements underway, the PortMiami is poised to garner a much larger percentage of trade and cargo traffic.

Our subcontractor Cardenas Partners has helped the County with trade-related issues by tracking the progress of stalled trade agreements in Congress and also by introducing County officials to key members of the Administration to discuss trade missions. In 2010, for example, several County Commissioners met with Rho Khanna, Deputy Assistant Secretary for Domestic Operations at the Department of Commerce to discuss Miami-Dade's trade agenda. Included below are several examples of their additional efforts for clients on issues related to international trade and foreign policy:

- *Bolivarian Republic of Venezuela*: Cardenas Partners is actively engaged on behalf of a Venezuelan gentleman in educating Congressional members and staff about the erosion of democratic freedoms under President Chavez's tenure. Senior Partner Al Cardenas and the staff at Cardenas Partners were instrumental in the creation of a bipartisan member-based organization to pursue this end.

- *Dominican Republic*: Prior to Cardenas Partners' bifurcation from Tew Cardenas, they were active in assisting the Dominican Republic's Miami Consulate with a federal consular issue before the Executive and Legislative branches. To this end, Senior Partner Al Cardenas provided the consulate with both technical and strategic advice.

- *Moroccan American Center for Policy*: Prior to Cardenas Partner's bifurcation from Tew Cardenas, they represented the Moroccan American Center for Policy, a non-profit aimed at educating Americans and government officials about political and social developments in Morocco. Senior Partner Al Cardenas worked on their behalf to assist the Kingdom of Morocco in increasing the stability and dynamism of the North African regions. The Center's top priority at the time was the unauthorized transport of Moroccan children to Cuba. A strategy to address this issue was developed that involved outreach to the United Nations, Congressional leaders, and media outlets.

- *Overseas Private Investment Corporation (OPIC)*: Cardenas Partners assisted a Miami-based investor obtain a high-level meeting within OPIC to discuss a regulatory concern with a specific Latin American venture, the outcome of which was satisfactory to all parties.

- *Republic of El Salvador*: Prior to Cardenas Partners' bifurcation from Tew Cardenas, they represented the Republic of El Salvador on an immigration issue. Senior Partner Al Cardenas was part of the team tasked with assisting the Ambassador with creating a comprehensive immigration enforcement and deportation plan. This plan involved engaging personnel within the Department of Homeland Security, Department of State, and Department of Justice, as well as Congressional leaders.

- *Republic of Haiti*: Prior to Cardenas Partners' bifurcation from Tew Cardenas, they represented the Republic of Haiti in their federal government affairs agenda, an agenda which focused on engaging the Executive and Legislative branches, in addition to U.S. media outlets, to improve the country's political and economic outlook. Senior Partner Al Cardenas was part of the team which provided advice and counsel to the Prime Minister and Haitian Ambassador.

- *Republic of Ecuador*: Prior to Cardenas Partners' bifurcation from Tew Cardenas, they were active in representing the Republic of Ecuador at the federal level as part of negotiations for CAFTA-DR. Senior Partner Al Cardenas worked with the Republic of Ecuador, the office of the United States Trade Representative, staff on the House Ways and Means Committee, and the Senate Foreign Affairs and Finance Committees.

- *Republic of Panama*: Prior to Cardenas Partners' bifurcation from Tew Cardenas, they were active in representing the Republic of Panama. Senior Partner Al Cardenas worked with Panamanian officials and the office of the United States Trade Representative on the status of Panama's free trade agreement.

TOURISM

As previously referenced, Alcalde & Fay has represented the Cruise Lines International Association (CLIA) in Washington, DC for over 30 years. CLIA is one of the largest and premier travel and tourism trade associations in the world. Their membership consists of 26 international cruise lines and over 15,000 individual travel agents all over the world. In 2011, the cruise industry generated $40 billion in economic benefits for the U.S. The State of Florida alone provided $6.7 billion in direct cruise spending in 2011, a 35 percent share of the entire US. Miami is often considered the "cruise capital" of the world. PortMiami ranked first in the country with two million passenger embarkations in 2011. These passengers fly into Miami International Airport, use Miami cabs, stay at Miami hotels, eat at Miami restaurants and shop at Miami stores – all a direct impact on the Miami travel and tourism economy. Alcalde & Fay has worked in tandem with CLIA over the last 30 years to continue to promote the benefits of cruise travel and the tremendous economic impact the industry has on the country, especially South Florida. We continue to monitor and advocate policy that directly affects travel and tourism.

Congressional and Administrative Proposals

Senator Chuck Schumer (D-NY) and lead co-sponsor Senator Marco Rubio (R-FL) introduced the Jobs Originated through Launching Travel Act (S. 2233). Among several provisions, the bill would help expedite visa processing for foreign nationals seeking to enter the U.S. and allow retired Canadians who own U.S. property to remain south of the border for 240 days instead of six months. The bill would revise the visa waiver program to allow the Department of Homeland Security to designate any country as a program country and adjust the visa refusal rate criteria. The bill has been referred to the Senate Judiciary Committee and awaits further consideration.

The Visa Waiver Program Enhanced Security and Reform Act (H.R. 3855), as introduced by Congressman Mike Quigley (D-IL), has been cosponsored by the South Florida Congressional Delegation. The bill would provide greater discretion to the Secretary of Homeland Security to allow more nations to participate in the Visa Waiver Program. This bill has been referred to the House Judiciary Committee and awaits further consideration.

During the first session of Congress, Senator Amy Klobuchar (D-MN) and Senator Roy Blunt (R-MO) introduced the International Tourism Facilitation Act (S. 1653) to increase international tourism to the U.S. and boost local economies. The International Tourism Facilitation Act would help alleviate excessively long wait times for international travelers to receive U.S. visas by allowing the State Department the flexibility to streamline and expand their processing services without compromising the security of our borders or our citizens. Senators Klobuchar and Blunt are co-chairs of the Senate Tourism Caucus and chairman and ranking member, respectively, of the Senate subcommittee that oversees the U.S. tourism industry. This bill has been referred to the Senate Judiciary Committee and awaits consideration.

In addition to this bill, Senator Charles Schumer (D-NY) and Senator Mike Lee (R-UT) introduced the Visa Improvements to Stimulate International Tourism to the United States of America Act (S. 1746). This legislation would reduce barriers for Canadian and Chinese visitors, expedite priority visa applications, use videoconferencing to screen foreign nationals and change visa procedures for U.S. allies fighting al Qaeda. It would also provide a three-year visa for foreigners who invest at least $500,000 in residential real estate, including half for a home in which they must live for six months a year. The bill is part of a package aimed at boosting foreign travel and investment in the U.S. This bill has been referred to the Senate Judiciary Committee and awaits consideration.

We are also aware of the White House initiative, U.S. National Travel and Tourism Strategy, aimed at boosting the number of annual visitors to the U.S. to 100 million in the next 10 years. The proposal has received strong support from airline and travel industry advocacy groups that have advocated for federal policy to streamline the process for foreigners to obtain entry visas and advertise the U.S. to foreign nations. The initiative is estimated to attract $250 billion in additional tourism revenue annually.

Online Travel Companies (OTCs)

Online travel companies (OTCs) are collecting hotel occupancy taxes from consumers but only pay a fraction of the taxes collected to local and state governments. In recent years, OTCs have been seeking Federal and State legislation to immunize them from their obligations and deprive state and local governments of virtually all hotel taxes. On Miami-Dade County's behalf, Alcalde & Fay has worked with the delegation on this issue, in particular to urge their opposition to the "Internet Travel

Fairness Act" which was being considered in 2010. The proposed provisions were considered too controversial to be added to pending legislation, and we remain in contact with the key players on this issue such as NACo. Recently, the OTCs have been concentrating on actions in state and local courts and legislatures to achieve their objectives.

LAW ENFORCEMENT, PUBLIC SAFETY AND HOMELAND SECURITY

DEPARTMENT OF JUSTICE

With regard to law enforcement and public safety, many of our local government clients have benefited from our representation in this area. Public safety and law enforcement issues are bipartisan issues that have broad support, particularly in regards to funding for first-responders, communication interoperability, and crime prevention.

Alcalde & Fay has extensive contacts within the Justice and Law Enforcement Community, including within the White House, Department of Justice, Federal Bureau of Investigations, and the Drug Enforcement Administration. Similarly, we have excellent working relationships with the leadership and senior staff of the key appropriating and authorizing committees of jurisdiction including: the House and Senate Committees on the Judiciary; and the House and Senate Appropriations Subcommittee on Commerce, Justice, and Science.

Likewise, our firm has a strong record of obtaining federal funds from the appropriations bill that funds Department of Justice and related homeland security programs. Furthermore, we have a distinguished track record of affecting federal policy relating to public safety and homeland security issues. We continuously monitor and advocate that resources be directed toward crime-fighting technology, juvenile delinquency programs, emergency responders, and a wide array of other homeland security related justice enhancements for our public clients, as they are on the front lines of law enforcement and crime prevention.

Since FY 2001, Alcalde & Fay has helped secure over $4.1 million for the Miami-Dade County Juvenile Assessment Center National Demonstration Project by coordinating our efforts with Members of Congress, subcommittee and personal office staff, and the U.S. Department of Justice Office of Justice Programs.

Other examples of our client's successes in obtaining support for law enforcement and crime prevention programs are included below:

- $1.95 million for law enforcement technology enhancements, City of Clearwater, FL.
- $1.5 million for neighborhood policing initiative, City of Clearwater, FL.
- $1.8 million for an Emergency Operations Center, Lake County, FL.
- $1,702,500 for Law Enforcement Technology, Lake County, FL.
- $19 million annually under the "Refugee and Entrant Assistance" program for communities with a large concentration of immigrant youth, Miami-Dade County Public Schools, FL.
- $2.6 million to enhance technology equipment for the school policing initiative, Miami-Dade County Public Schools, FL.
- $714,000 for youth gang violence prevention, Palm Beach County School District, FL.

- $300,000 for the Youth Gang Violence Initiative, Palm Beach County School District, FL.
- Assisted the City in securing $1,133,670 from the COPS Hiring Grant Program to hire an additional 6 sworn police officers, City of Sanford, FL.
- $500,000 for vehicle law enforcement video cameras, City of Tampa, FL.
- $12 million in competitive grant and congressionally directed funding from the Office of Community Oriented Policing Services (COPS) Interoperable Communications Technology Program for the purchase of communications equipment, enhancements to communications infrastructure, and project management expenses, City of Virginia Beach, VA.

Similarly, Cardenas Partners provided Miami-Dade County with assistance and consulting on several law enforcement issues. Specifically, the firm monitored and worked on legislation regarding (1) reinstating the federal assault weapons ban, (2) offender re-entry programs, and (3) anti-gang legislation. Additionally, Cardenas Partners worked with the Miami-Dade Police Department on issues involving the Gun Bounty Program.

FY 2013 Department of Justice Funding/Grant Programs

For FY 2013, the President's budget request provides a total of $27.1 billion in Department of Justice discretionary funding - a decrease of 0.4 percent below the FY 2012 enacted level. Included as part of this funding is $1.675 billion in total funding for the Offices of Justice Programs, Community Oriented Policing Services (COPS), and Violence Against Women - $378 million less than the $2.053 billion FY 2012 spending level.

The House passed its version of the FY 2013 Commerce Justice Science (CJS) Appropriations bill on May 10, 2012, providing for $72.5 million for the COPS office, which is $126 million below the FY 2012 enacted level and $217 million below the President's budget request for FY 2013. Of that amount, the House CJS bill provides $40 million for the COPS Hiring Program. The Senate marked up its version in Committee on April 19, 2012, calling for $247.5 million for the COPS office, designating $215 million for the popular hiring program.

Department of Justice Grant Programs

Alcalde & Fay continues to encourage Congress to support Department of Justice State and Local Programs which provide direct assistance to communities for a number of local law enforcement and community protection needs. These include:

- *Community Policing Development (CPD)*
  CPD funding is intended to advance community policing practices by supporting the development of innovative community policing strategies, applied research, guidebooks, and best practices that are national in scope.

- *Byrne Justice Assistance Grants (JAG)*
  JAG funding supports law enforcement, prosecution and courts, crime prevention, corrections, drug treatment and other important initiatives.

- *Residential Substance Abuse Treatment (RSAT)*
  RSAT funding assists States and units of local government in developing and implementing residential substance abuse treatment programs in State and local correctional and detention facilities and to create and maintain community-based aftercare services for offenders.

- *Second Chance Act (SCA)*
  SCA funding is used to provide employment assistance, substance abuse treatment, housing, family programming, mentoring, victims support, and other services that can help reduce re-offending and violations of probation and parole.

- *Juvenile Justice Formula (JJF) Grants*
  JJF funding supports state and local efforts to develop and implement comprehensive state juvenile justice plans, as well as provide training and technical assistance.

- *Juvenile Delinquency Prevention Initiatives (JDP)*
  JDP funding supports delinquency prevention programs and activities to benefit youth who are at risk of having contact with the juvenile justice system.

- *State Criminal Alien Assistance Program (SCAAP)*
  SCAAP funding provides federal payments to states and local governments to reimburse correctional officer salary costs incurred for incarcerating undocumented criminal aliens. This program is further discussed under the Immigration section of the proposal.

DEPARTMENT OF HOMELAND SECURITY (DHS)

Alcalde & Fay has extensive contacts with regard to homeland security, both in Congress and in the Administration. We have long term professional relationships within the Department of Homeland Security, and the Transportation and Security Administration, as well as with FEMA Administrator Craig Fugate, who brings a unique knowledge of Florida's Emergency Management issues. Similarly, we have excellent working relationships with the leadership and senior staff of the key appropriating and authorizing committees of jurisdiction including: The House and Senate Subcommittees on Homeland Security; Senate Committee on Homeland Security and Governmental Affairs; and the House Committee on Homeland Security.

Examples of our clients' success in securing funding and congressionally directed initiatives for state and local preparedness activities include:

- $490,000 for a Hurricane Mitigation Operation Center, City of Deerfield Beach, FL.
- $224,834 for firefighting equipment from the Assistance to Firefighters Grant Program, Deerfield Beach, FL.
- $486,288 grant under the Department of Homeland Security - FEMA Assistance to Firefighters Grant Program for the County's efforts to replace 15 cardiac monitor/defibrillators which have become outdated and obsolete, Flagler County, FL.
- Helped to secure language directing FEMA to work with the State University System to fund the Hurricane Mitigation Project, Florida A&M University, FL.
- $250,000 for risk identification, planning, communication, response coordination, and modeling activities for disaster mitigation, City of Hampton, VA.
- $545,200 for emergency operations communications equipment, Hendry County, FL.
- $500,000 for Emergency Wireless Law Enforcement Technology, City of Homestead, FL.
- $1.8 million for an Emergency Operations Center, Lake County, FL.
- $750,000 for Emergency Operations Center, City of Lauderdale Lakes, FL.

- $750,000 for an Emergency Operations Center, Marion County, FL.
- $1.85 million for a Stormwater Predisaster Mitigation Project, City of Miami, FL.
- Worked with the Federal Emergency Management Agency to resolve a $6.1 million debt, Miami-Dade County Public Schools, FL.
- Worked to delete language that would have denied funding for disaster relief to parks, recreation departments, beaches and other similar entities under the Stafford Disaster Relief and Emergency Assistance Act, City of North Miami Beach, FL.
- $140,778 for a Firefighters Assistance Grant, City of Oviedo, FL.
- Obtained an authorization to modify the Department of Homeland Security's first responders program that would allow the Center for State Homeland Security to partner with states to qualify for grant funding, Noblis, Inc., VA.
- Help to secure legislative remedy to overcome Homeland Security Administration refusal to provide security screeners at County-owned airport, Sonoma County, CA.
- Worked with Department of Homeland Security to have the Hampton Roads region designated eligible for Urban Area Security Initiative (UASI) Homeland Security Grants, City of Virginia Beach, VA.

Fusion Center

Our subcontractor Cardenas Partners worked on establishing a fusion center in the County through initiating the discussion and suggesting the proposal with Department of Homeland Security (DHS) staff and Miami-Dade County. They also researched the history of fusion centers and found options to present to the departments, county and Congressional delegation. Throughout the process, Cardenas Partners set up and attended meetings for DHS and County officials in Miami, attended congressional hearings and provided briefings as well as providing a detailed program to County staff, assisted with reports to the County Manager's office, and acted as liaison between County staff and DHS.

FY 2013 DHS Funding/Grant Programs

For FY 2013, the President's budget request provides a total of $39.5 billion in Department of Homeland Security funding – an overall decrease of $191 million (0.5 percent) below the FY 2012 enacted level. Included as part of this funding is $2.9 billion, nearly $500 million more than FY 2012, for critical state and local programs, such as the prevention of terrorist attacks, border security, aviation security, disaster preparedness, and cybersecurity.

The Budget also proposes to consolidate and restructure several of its duplicative, stand-alone FEMA grant programs (state homeland security grants, UASI, transportation and infrastructure protection [rail, port, bus], urban search and rescue, medical surge grants [MMRS], citizen corps, Operation StoneGarden, and the pre-disaster mitigation fund) into a new National Preparedness Grant Program (NPGP) to better develop, sustain, and leverage core capabilities across the country while supporting national preparedness and response. The new program, which would consist of a mix of formula grants to the states intended to sustain current activities including some Urban Area Security Initiative grants, and competitive grants to states and regions for specific policy areas, including critical infrastructure, counterterrorism, and transportation. We have monitored recent House Homeland Security Committee Hearings, especially those held on March 20, 2012 and April 26, 2012, where state and local officials testified about the existing structure of DHS grant programs and the proposed NPGP.

On June 7, 2012 the House passed its version of the FY 2013 Homeland Security Appropriations bill, providing $1.762 billion for State and Local Programs, $1.137 billion below the President's request and $412.9 million above FY 2012 enacted levels. The Senate Appropriations Committee marked up its version in Committee on May 22, 2012, recommending 1.645 billion for State and Local programs in FY 2013.

Urban Area Security Initiative (UASI)

Alcalde & Fay has been coordinating a unified lobbying effort in support of adequate funding for the Ft. Lauderdale/Miami UASI. We have hosted biweekly teleconferences with all of the constituent South Florida UASI representatives. We have continuously apprised the County about developments here in Washington in order to obtain their input about DHS directives as we advocate Miami-Dade County's priorities within the relevant Homeland Security appropriations and authorizing committees. As such, we have advocated for the restoration of UASI funding for FY 2013 to at least FY 2011 levels to reverse a two year downward trend, and thereby increase overall funding to be available for the Miami/Ft. Lauderdale UASI.

Additionally, we drafted and submitted proposed committee report language that would direct the Department of Homeland Security to allocate funds with consideration for the Ft. Lauderdale/Miami UASIs unique factors. We also asked that consideration be given for UASIs like the Ft. Lauderdale/Miami UASI that have sustained consecutive reductions in allocations, unlike those deemed as a Tier 1 UASIs. Throughout this process, Cardenas Partners has been engaged in this issue through its representation of Monroe County, for which it has sought similar funding and legislative modifications to the UASI program. We were pleased to report that through our efforts, Representatives Ted Deutch (D-19th), Mario Diaz-Balart (R-21st), Alcee Hastings (D-23rd), David Rivera (R-25th), Debbie Wasserman Schultz (D-20th), and Frederica Wilson (D-17th) submitted our proposed committee language/funding level requests to the House Homeland Security Appropriations Subcommittee.

As the FY 2013 Appropriations process moves forward we are continuing to advocate for an increase in overall UASI funding and for strong direction through our proposed committee report language to the Department of Homeland Security as to how it allocates UASI funds. We are following up with the Emergency Preparedness, Response, and Communications Subcommittee staff to ask that our questions are officially included in the subcommittee report. Further, that the concerns of the Ft. Lauderdale/Miami UASI about adequate funding and access to that funding are considered by the Congressional committees of jurisdiction and DHS.

Potential Security Funding Opportunity for Miami-Dade Transit

In February, Department of Homeland Security Secretary Janet Napolitano announced details for the FY 2012 Transit Security Grant Program (TSGP). This $87.5 million program provides funding to state and local governments to strengthen their transportation infrastructure and protect the traveling public from acts of terrorism and other major disasters. TSGP awards funds to owners and operators of transit systems—including intercity bus, commuter bus, ferries and all forms of passenger rail—based on their capabilities to reduce risk through training, operational deterrence, drills and public awareness activities; key critical infrastructure and asset protection; and other mitigation activities. Notably, Miami-Dade Transit is designated as one of one seven entities in the State of Florida eligible to compete for TGSP funding.

ENERGY, ENVIRONMENT AND NATURAL RESOURCES

Alcalde & Fay has a long history of leadership in environmental issues ranging from broad environmental policy issues such as climate change and clean air policy to congressionally-directed funding for public bodies for energy efficiency and water infrastructure projects. Moreover, Kevin Fay, President of Alcalde & Fay and Executive Director of the International Climate Change Partnership (ICCP), has extensive experience in dealing with the Administration, Congress, Department of Energy (DOE), the Environmental Protection Agency (EPA), Council on Environmental Quality, and other departments and agencies on a wide variety of international and domestic environmental issues.

WORKING KNOWLEDGE OF EXISTING PROGRAMS AND INITIATIVES OF MIAMI-DADE COUNTY

Throughout our history of service to the County, we have been intimately involved with Miami-Dade's sustainability, climate change, water conservation, bay restoration, artificial reef program, and energy efficiency initiatives, to name a few. We have worked closely with County staff to support these efforts at the federal level, seeking Congressional support and funding for these endeavors. Moreover, we continue to monitor developments regarding pertinent legislation of interest to the County including any actions on the Clean Air Act, the Endangered Species Act, the Clean Water Act, energy and climate change legislation, and EPA rulemakings. We have worked to identify funding for green initiatives through agency grants, as well as analyze and assess environmental and policy compliance, enabling the County to stay out in front of environmental issues, be proactive, and identify funding for environmental mitigation earlier.

It is not expected that Congress will consider comprehensive climate change legislation during the remainder of its current session, however depending upon the outcome of the 2012 presidential election it is possible that a victory by President Obama will see energy legislation return to the political agenda as a priority for the President at the start of his second term. This could include proposals to establish a clean energy portfolio standard, which would require utilities to generate a certain percentage of their electricity from clean energy sources. With the chairmanship of the Senate Energy & Natural Resources Committee set to change at the start of the next Congress whether the Democrats retain control of the Senate or not due to the retirement of Senator Jeff Bingaman (D-NM), it is unclear at this time what form that proposal could possibly take, or if it will be a priority for the incoming chairman.

In the absence of congressional legislation to address climate change EPA has been inching forward with a regulatory agenda for greenhouse gas emissions, the latest component of which is New Source Performance Standards (NSPS) for utilities, which would set NSPS for newly constructed power plants as the equivalent of a natural gas combined cycle plant, or a coal plant that captures and sequesters 50% of its carbon emissions. This position is opposed by the industry and a slim majority of members of the House of Representatives; 221 House members signed a letter to the Office of Management and Budget (OMB) asking OMB to block the rule from being finalized. If adopted, construction of new coal-fired power stations would effectively become impossible.

We continue to track developments of energy, climate, and environmental legislation and keep the County apprised of legislation or regulatory actions of interest.

EXPERIENCE AND SUCCESS IN IDENTIFYING FUNDING FOR SUCH INITIATIVES

On behalf of the numerous public bodies we represent, we have worked closely with them to identify funding opportunities through the Energy & Water appropriations bill, the Interior-Environment Appropriations bill, as well as grant opportunities through the DOE and the EPA to secure funding for energy, environment and natural resources initiatives. As a testament to our expertise in this arena, we have included a list of some of our successes on behalf of these public bodies in environmental and energy related funding issues.

- $25.408 million for the Florida Keys Water Quality Improvement Program, Key West, FL.
- $350,000 for green building retrofitting for the City of Hopewell, VA.
- Assisted the County with changing the Environmental Protection Agency's impaired water status of Lake Tohopekaliga so that no total maximum daily load (TMDL) was needed for the Lake, Osceola County, FL.
- $492,000 for a water reclamation project, City of Dallas, TX.
- $500,000 for city hall Leadership in Energy and Environmental Design (LEED) certification.
- $49.1 million over several years for study and construction of ecosystem restoration project of wetlands, Marin County, CA.
- $500,000 for a CNG fueling facility upgrade.
- $500,000 for a landfill gas conversion facility.
- $1.218 million for purchase of CNG transit buses, Sonoma County, CA.
- $951,000 for Bio-diesel Cellulosic Ethanol Research Facility, Hendry County, FL.
- $300,000 for continued research at the Ruskin tropical aquaculture facility, Hillsborough County, FL.
- $951,000 for Green Initiative project, Miami, FL.
- Assisted in terminating the Department of Energy's proposed demonstration project, which would have allowed multiple rail-to-truck transfers of low-level nuclear waste within the city, North Las Vegas, NV.
- $500,000 authorization to fund wetlands research/exhibit at a museum, Hillsborough County, FL.

KNOWLEDGE OF SIMILAR AGENCIES' RENEWABLE ENERGY, CLIMATE CHANGE AND "GREEN" ACTIVITIES

As a result of our 39 years of experience representing public bodies in Washington, DC, we are well-versed in the environmental and energy activities of other similar agencies and their legislative activities. We provide federal consulting services in the energy and environment arena to local governments large and small and this work has provided us an in-depth understanding of similar entities' activities. We have successfully worked on behalf of our clients to support increased local government funding for energy efficiency initiatives, identify new and creative methods of funding for "green" activities, and provide these localities a voice in the climate change discussion before Congress and the federal agencies.

Moreover, our firm is extremely well-positioned to support Miami-Dade County with all of its energy, environment and natural resources needs given our close working relationships with local government organizations like the National Association of Counties, the National League of Cities,

the U.S. Conference of Mayors, and the Water Resources Coalition, to name a few. Our work with these relevant coalition groups provides additional strength to the service we have continued to provide the County.

Residential housing, both new construction and retrofitted units, can be a significant channel for energy conservation and renewable energy systems. The problem is the high up-front costs to the consumer of purchasing and installing energy-saving features. Cardenas Partners is working with Lennar to pass legislation that would provide necessary loan insurance, at minimal exposure to the taxpayer, to establish the private financing of renewable leases. Specifically, the bill would establish a federal loan insurance program that will insure the value of a renewable energy asset. The assurance will induce private capital to support the leasing of PV and other renewable systems. Harnessing private capital markets to: a) lower upfront costs of the renewable energy infrastructure, b) create new green-related jobs, c) spur the flow of private capital to critical renewable energy assets, and d. reduce our nation's dependence on foreign sources of energy while promoting the environment.

Relationships with Key Members of Congress and Staff, and Key Administration Officials

We have excellent and long–term working relationships with the senior members and staff of the House Energy and Commerce Committee, House Natural Resources Committee, the Senate Environment and Public Works Committee, the Senate Committee on Energy and Natural Resources, and the House Transportation & Infrastructure Committee's Subcommittee on Water Resources. Members of our firm have worked closely with Energy and Commerce Chairman Fred Upton, senior members of the House Natural Resources Committee including Representative Don Young, Energy and Natural Resources Chairman Jeff Bingaman, as well as Environment and Public Works Chairman Barbara Boxer and Transportation & Infrastructure Chairman John Mica on a variety of environmental issues of concern to local governments including climate change, marine conservation, environmental infrastructure and clean energy jobs.

As we mentioned previously, Kevin Fay is an internationally recognized specialist on environmental and energy issues with long-standing working relationships with key officials at the White House and federal agencies. Our continued efforts in the energy and environment arena have allowed us to maintain close working relationships with pertinent DOE and EPA officials, which enhances our ability to implement our clients' federal energy and environment priorities.

Knowledge of Energy, Environment and Natural Resources Issues for Large Urban Areas

As a large, urban community, Miami-Dade County has unique, energy, environment and natural resources needs. Large urban communities like the County face unique challenges, in addition to being provided unique opportunities.

We have engaged Members of Congress in the efforts of large urban areas to advocate for adequate and equitable funding for water infrastructure. Seeking support for wastewater, sewer water, drinking water and other infrastructure needs, it is critical that counties like Miami-Dade receive the federal assistance they need to meet the growing needs of their local community. The efforts undertaken by these large urban areas can make significant strides in saving natural resources and reducing energy

costs. As such, we continue to monitor federal initiatives that will provide increased support and funding assistance to Miami-Dade County and other large urban counties.

The President's proposed FY 2013 budget continues a three-year trend of cuts to the Clean Water and Drinking Water State Revolving Funds, proposing further reductions to both totaling $291.4 million. The House and Senate have yet to release their proposals. With municipal water infrastructure needs growing more urgent and the state of the Nation's water infrastructure continuing to degrade, discussions on Capitol Hill have been gathering pace about new legislation to address water infrastructure, including a possible "water infrastructure bank" that would provide a greater range of financial instruments to provide municipalities with the resources necessary to engage in critical water infrastructure projects. The House Transportation & Infrastructure Committee's Subcommittee on Water Resources has taken two rounds of hearings, the first on February 28 and the second on March 21, to discuss legislative proposals from stakeholders. While little further activity is expected during the current Congress, discussions about water infrastructure financing are likely to persist going forward.

Energy efficiency initiatives also remain a high priority for large metropolitan areas, but they have become entangled in Republican push-back against climate change. It is currently uncertain whether bipartisan energy efficiency legislation sponsored by Senators Rob Portman (R-OH) and Jeanne Shaheen (D-NH), which was reported out of the Senate Energy & Natural Resources Committee 18-3 and has the support of the U.S. Chamber of Commerce, will receive consideration on the floor of the Senate. The bill would encourage energy efficiency improvements across the economy. Furthermore, the Energy Efficiency and Conservation Block Grant (EECBG) has received no further funding since the American Recovery and Reinvestment Act of 2009, and the President has not requested further funding for the grant program in his FY 2013 budget request.

Financing proposals for local governments to engage in adaptation activities, which many local governments including Miami-Dade County favor, have so far received little traction on Capitol Hill, primarily due to the intransigence of the Republican-controlled House of Representatives to concede the existence of a problem for which adaptation funds might be necessary. However, over the last several years a number of States and large municipalities have been moving forward with their own adaptation initiatives, which may exert an impact on the federal level in the future.

RESIDENTIAL ENERGY SERVICES NETWORK (RESNET)

Cardenas Partners is monitoring the creation of tax legislation supportive of performance-based tax credits to encourage energy efficiency and has been involved in shaping the home energy retrofit requirements included in several pending tax bills to best reflect RESNET's experience and expertise in the field. Cardenas Partners worked with Senators Olympia Snowe (R-ME), Jeff Bingaman (D-NM) and Dianne Feinstein (D-CA), to reintroduce these requirements in this current Congress as the Cut Energy Bills at Home Act (S. 1914).

Additionally, Cardenas Partners worked with the offices of Congressmen David McKinley (R-WV) and Peter Welch (D-VT) to introduce the Home Owner Managing Energy Savings Act of 2012 or the HOMES Act (H.R. 4230) which would create a performance based rebate for retrofitting existing homes. As part of these efforts, Cardenas Partners organized a stakeholder coalition of a wide range of industry groups from Home Depot to the Natural Resources Defense Council to work with

Congressional staff to both draft and support these bills. Cardenas Partners have since called on this stakeholder coalition for input on other related energy efficiency legislation.

3. *Provide a detailed description of comparable contracts (similar in scope of services to those requested herein) which the Proposer has either ongoing or completed within the past three years. The description should identify for each project:*

   (i) client,
   (ii) description of work,
   (iii) total dollar value of the contract,
   (iv) dates covering the term of the contract,
   (v) client contact person and phone number,
   (vi) statement of whether Proposer was the prime contractor or subcontractor, and
   (vii) the results of the project.
   Where possible, list and describe those projects performed for government clients or similar size private entities (excluding any work performed for the County).

As required by the RFQ, we have listed a sample of Alcalde & Fay's achievements for public clients to whom we provide similar governmental relations services as those currently provided to Miami-Dade County. Each reference also includes the total dollar value of the contract, contract initiation date, client contact person and phone number, along with recent successes.

Fairfax County, Virginia
As the prime contractor, Alcalde & Fay provides general governmental relations services to Fairfax County on a multitude of appropriations, authorization and grant issues.

Total Dollar Value of Annual Contract: $124,800
Contract Initiation Date: May 2007 to present
Contact Name: Sue Mittereder (703) 324-2640

The following is a list of recent accomplishments on their behalf:

- $1.9 million for I-95/Fairfax County Parkway Interchange at Newington Road.
- $100,000 for Huntley Historic Site Preservation.
- $36 million for Ft. Belvoir Defense Access Rd, Phase III, Old Mill Road Connector Road.
- $974,000 for the I-95/Fairfax County Parkway interchange at Newington Road.
- $500,000 for Richmond Express (REX) Transit Centers.
- $584,000 for the interchange at Fair Lakes Parkway & Monument Drive.
- Helped to secure language in the National Defense Authorization Act (NDAA) which would modify the criteria for the Defense Access Road (DAR) program allowing federal funding of projects "outside the fence" under DAR when mitigation is needed due to BRAC.
- Helped to secure language in the National Defense Authorization Act (NDAA) which limits BRAC implementation at BRAC 133 project location until the Secretary of Defense provides certain documents and certification.

Contra Costa County, California
As the prime contractor, Alcalde & Fay provides general governmental relations services to Contra Cost County on a multitude of appropriations, authorization and grant issues.
Total Dollar Value of Annual Contract: $101,500
Contract Initiation Date: December 2001 to present
Contact Name: Lara DeLaney (925) 335-1097

The following is a list of recent accomplishments on their behalf:

- $670,000 for Mount Diablo Mercury Mine Cleanup.
- $287,000 for Lower Walnut Creek.
- $235,000 for Pinole Shoal Management.
- $1.34 million for San Francisco to Stockton.
- $478,000 for Grayson & Murder's Creeks.
- $1.058 million for San Pablo Bay/ Mare Island Strait Pinole Shoal Maintenance Dredging.
- $2.768 million for Suisan Bay Channel/ NY Slough Maintenance Dredging.
- $428,000 for Safe and Bright Futures for Children Exposed to Domestic Violence.
- $100,000 to develop a long-term delta management strategy.
- $90,000 for a flood control project.
- $2.518 million for maintenance dredging.
- $3.819 million for maintenance dredging.
- $4.844 million for a levee stabilization construction.
- $550,000 to assist children exposed to domestic violence.
- $200,000 to combat methamphetamines.

Hillsborough County, Florida
As the prime contractor, Alcalde & Fay provides general governmental relations services to Hillsborough County on a multitude of appropriations, authorization and grant issues.

Total Dollar Value of Annual Contract: $78,000
Contract Initiation Date: 1994 to present
Contact Name: R. Brandon Wagner (813)276-2640

The following is a list of recent accomplishments on their behalf:

- $3.2 million for Platt Street Bridge (multi-year bridge project, also required a Buy America waiver (also instrumental to access for Republican Convention).
- $2.4 million for Columbus Street Bridge (multi-year bridge project; also required a Buy America waiver).
- $250,000 for Methamphetamine Enforcement and Cleanup.
- $38,000 for Feasibility Study at Egmont Key.
- $475,000 for Waterborne Transportation Feasibility Study and Demonstration Project.
- $237,500 for Hillsborough Avenue Improvements.
- $250,000 for methamphetamine enforcement and cleanup.
- $300,000 for continued research at the Ruskin tropical aquaculture facility.

City of Dallas, Texas

As a prime contractor, Alcalde & Fay provides specialized governmental relations services to the City of Dallas in the areas of surface transportation and water resources development.

Total Dollar Value of Annual Contract: $73,800
Contract Initiation Date: January 2000 to present
Contact Name: Brett Wilkinson (214) 670-5797

The following is a list of recent accomplishments on their behalf:

- $13 million for Dallas Floodway Extension.
- $574,000 for Upper Trinity River.
- $12.594 million for a flood control project.
- $1 million for construction of a replacement bridge.
- $1.345 million for a flood control study.

City of Virginia Beach, Virginia
As the prime contractor, Alcalde & Fay provides general governmental relations services to the City of Virginia Beach on a multitude of appropriations, authorization and grant issues.
Total Dollar Value of Annual Contract: $168,000
Contract Initiation Date: September 1991 to present
Contact Name: Bob Matthias (757) 429-4242

The following is a list of recent accomplishments on their behalf:

- $800,000 for Public Safety Interoperability Technology Upgrades.
- $167,000 for Environmental Restoration for Lynnhaven Inlet.
- $1.34 million for Beach Erosion and Hurricane Protection.
- $344,000 for Rudee Inlet Navigation Maintenance.
- $982,000 for Lynnhaven Inlet, Bay and Connecting Waters Maintenance Dredging.
- $750,000 for the Lesner Bridge Replacement project.
- $727,000 for the Beach Erosion Control and Hurricane Protection Project.
- $756,000 for the Rudee Inlet Navigation Maintenance Project.
- $263,000 for the Lynnhaven Inlet, Bay and Connecting Waters Maintenance Dredging.
- $95,000 for the Environmental Restoration for Lynnhaven Inlet project.
- Helped to secure language that would allow the City to use its own funds for beach renourishment.

4. *List all contracts which the Proposer has performed for Miami-Dade County. The County will review all contracts the Proposer has performed for the County in accordance with Section 2-8.1(g) of the Miami-Dade County Code, which requires that "a Bidder's or Proposer's past performance on County Contracts be considered in the selection of Consultants and Contractors for future County Contracts." As such the Proposer must list and describe all work performed for Miami-Dade County and include for each project:*

   (i) name of the County Department which administers or administered the contract,
   (ii) description of work,

(iii) total dollar value of the contract,
(iv) dates covering the term of the contract,
(v) County contact person and phone number,
(vi) statement of whether Proposer was the prime contractor or subcontractor, and
(vii) the results of the project.

For more than 30 years, Alcalde & Fay has provided Miami-Dade County departments with governmental relations representation. During the early 1980s, prior to the Office of the Mayor assuming responsibility for federal and state governmental relations, we reported directly to the departmental directors. More recently, our primary contacts have been through the Office of Intergovernmental Affairs working cooperatively with Joe Rasco, William Couch and Philip Drujak, as well as with key staff of specific departments including Bill Johnson, Port of Miami, John Renfrow, Water & Sewer Department and Albert Hernandez, Miami-Dade Transit Department, all of whom can be reached through the County's Office of Intergovernmental Affairs at 305-375-5600. The dollar value of our contracts through the years has ranged from $50,000 to the current six-month extension at a reduced retainer of $75,000. We are currently on a month-to-month contract during the Request for Qualifications process.

We have highlighted below accomplishments that were achieved on behalf of Miami-Dade County over the past several years. We have also provided brief descriptions of successes on behalf of other local governments in the Appendix.

- $25 million for East-West Rail Corridor.
- $5 million for the North Rail Corridor.
- $9.5 million for buses and bus facility.
- $8 million for construction of Miami-Palmetto Metrorail.
- Helped to secure language directing the Army Corps of Engineers to dredge the Port.
- $23 million for the completion of high-span bridge connecting downtown Miami to the seaport.
- $300,000 for a General Reevaluation Report (GRR) to study further channel improvements.
- $15 million for reimbursement to the Seaport Department for dredging work already completed at the Seaport's expense.
- $3.9 million for specific environmental mitigation work which has already been accomplished at the Seaport's expense.
- Helped to enable U.S. Customs Service to continue to use the surplus in the customs user fee account to fund up to 50 inspector positions.
- Assisted in establishment of the McKinney/Homestead homeless facility with funding under the Defense Base Closure Act.
- Assisted in identifying unspent HUD dollars which were targeted for rescission by congress and ensured that the dollars were obligated so that the County did not lose them.
- Helped to successfully strike rescission provision that would have reduced Port of Miami Tunnel funding by $5.8 million of the total $10.3 million project amount.
- Restored $19 million in targeted assistance funding for immigration support programs in welfare reform legislation.
- Stripped provision adverse to County, which would have reduced assistance for legal aliens from immigration reform bill.

- Helped to secure authorization for credit & reimbursement for costs of work related to the Agricultural & Rural Lands Retention Plan & the South Biscayne Bay Watershed Study which are contained within the Everglades & South Florida Ecosystem Restoration Critical projects.
- $4.1 million for the Miami-Dade County Juvenile Assessment Center National Demonstration Project.
- $4 million for water and wastewater infrastructure improvements.
- $1 million for a mosquito helicopter.
- $30 million in reprogrammed funds from the Army Corps of Engineers.
- $3 million for Miami port tunnel.
- $500,000 for the 7th Avenue Transit HUB.
- $700,000 for the Miami-Dade Transit Bus Procurement Plan.
- $33.36 million for Metrorail Orange Line Expansion.
- $125 million dredging authorization.
- Language that exempts the Miami Harbor General Reevaluation Report (GRR) from 2004 revised cost sharing rules governing GRRs. Miami was one of only two ports provided with the exemption language by the WRDA conference report.
- Authorization allowing credit for work accomplished by non-federal interests in advance of the execution of the Project Cooperation Agreement.
- $475,000 for Bus Procurement.
- $1.139 million cumulative for Biscayne Bay Water Quality Assessment Model and Feasibility Study.
- $30.289 million for dredging of Miami Harbor Channel.
- $1 million for preliminary work on proposed water reuse facility.
- $1.3 million for sanitary sewer overflow (SSO) study.

5. *Describe Proposer's approach to project organization/management, identifying responsibilities of Proposer's management, senior and other professional staff that will perform work in this project, and identifying the role of each member of the Proposer's team.*
6. *Describe the Proposer's approach to the scheduling of work and prioritizing of the County's requests.*
7. *Estimate the hours of availability of the Proposer for the County's required services, including the hours of availability of Proposer's key personnel. If subcontractors are utilized, estimate the hours of availability of each.*

As with any good organization, our greatest strength, and your best assurance of our successful service on behalf of Miami-Dade County, resides in the team that we assemble to represent your interests in Washington. Client teams are comprised of individuals selected among the firm's partners and associates to complement each other's experience and expertise in various issue areas of significance to the particular entity. The objectives of the County have been paired with the skills and experience of the firm's partners and associates to maximize the likelihood of success in implementing the County's federal legislative agenda. The County will have the assurance that the "principal" member of the client team will always provide timely and appropriate attention to the goals of the County.

Our experience representing public bodies enables us to make accurate generalizations concerning the amount of time required for particular issue areas, and the timeframe necessary to achieve the desired goal. It is difficult, however, to precisely predict the hours involved with each task or the

timing of each element of the legislative agenda, as both elements are subject to a dynamic and sometimes volatile Congressional schedule. An additional factor is the scope of federal funding and policy initiatives prioritized by the County. We have calculated the hours of availability based on percentages for the estimated time spent, which is provided below.

Alcalde & Fay

Hector Alcalde, the firm's Chairman and CEO, would continue to serve as the team captain, providing 25 percent of availability primarily via senior level congressional and Administration contacts, as well as oversight and leadership for the County's federal legislative agenda.

L.A. "Skip" Bafalis, a Partner and former five-term Florida Congressman, has extensive experience in trade, taxes, finance, business and regulatory policy in both the public and private sectors. While in Congress, Mr. Bafalis served on the House Ways and Means Committee. He will devote 10 percent availability to the Miami-Dade County account, and continue to provide his expertise, as well as his Congressional contacts, in the areas of finance, trade and appropriations.

Lois Moore, a Partner, has been with the firm since its founding in 1973 and has enjoyed numerous successes on behalf of public clients. Ms. Moore will serve as lead partner, also devoting 25 percent of availability, and would continue to provide expertise in the area of public works infrastructure as well as the seaport, water and sewer, and environmental needs of the County.

Danielle McBeth, a Partner with Alcalde & Fay and former employee with the State of Florida, is very familiar with the County's needs. Ms. McBeth will provide 25 percent of availability and be responsible for issues ranging from arts and culture and social services, to transportation, education and agriculture.

Tandy Bondi, a Partner and former Legislative Assistant and Professional Staff Member for United States Senator Bob Graham (D-FL), will be responsible for issues ranging from environment to maritime and transportation. She will provide five percent of availability

Joshua Gaboton, a Partner and former staffer for the Chairman of the House Transportation and Infrastructure Committee, John L. Mica, will lend his Hill experience in the areas of transportation, energy, telecommunications, economic development, and water resources. He will devote five percent of availability.

Charlotte Hrncir, a Senior Associate, has been working on Miami-Dade issues over the last several years. Ms. Hrncir will provide five percent of availability on a broad range of issues of importance to the County.

Cardenas Partners

Al Cardenas, Senior Partner and current Chairman of the American Conservative Union, will be the key contact for Cardenas Partners on this contract. He will coordinate all activities

of the Cardenas Partners team to ensure smooth and timely communications, distribution of information and effective completion of all services to be provided under the agreement. He will devote 25 percent availability to the account.

Carl Chidlow, Partner and former Finance Director at the Democratic National Committee (DNC), has decades of experience in democratic politics. He will lend his experience in clean energy, environment, commerce, maritime contracts, education and economic development. He will devote 25 percent availability to the account.

Emily Zammit, Partner and former staffer for Congressman Mario Diaz-Balart, will lend her experience on matters related to federal appropriations, transportation, economic development, energy, health care, international affairs, agriculture, education, and government relations. She specializes in strategy development and implementation, securing federal funding, and the monitoring of federal, state, and local legislation. She will devote 25 percent availability to the account.

John Hooker, General Counsel and former staffer to Congressman Adam Putnam (currently the Secretary of Agriculture in the State of Florida), will lend his expertise on matters related to defense, environment, natural resources, homeland security, veterans, immigration, agriculture, health care, and science and technology, and all related appropriations requests. He will devote 10 percent availability to the account.

Victoria Benner, Director of Government of Affairs, will lend her expertise on matters related to energy, education, immigration, international relations and trade. She will devote 10 percent of her time to this contract.

David Cardenas, Director of Research, lives in Miami and has a firm background in Miami-Dade County related issues. He will be devoting 10 percent of his time to this contract.

Each of the above listed team members will devote as much time as the County requires to achieving the County's legislative goals and will be available on a 24-hour basis when necessary. Although different members of the client team may take the lead on various projects, each of the team members will be knowledgeable of the County's issues. Lois Moore will continue to serve as the primary point of contact for Miami-Dade County.

To prioritize the County's annual Federal Legislative Program, the County meets with its Washington representatives at the end of the congressional session to review its federal funding and policy objectives for the upcoming year. Alcalde & Fay then conducts an appraisal of the assigned issue areas and performs a timely analysis in an effort to establish (1) a candid appraisal of the potential for success for each specific objective; (2) the best means for accomplishing those goals and objectives; and (3) any challenges we might encounter in seeking federal funding or pursuing various policy initiatives.

Once we have determined the legislative vehicles that will yield the greatest likelihood of success, we assign the various issues among the Client Team and immediately begin working toward enacting the federal legislative agenda set forth by the County. Once this effort has commenced, County officials

and Alcalde & Fay team members personally present the federal agenda to the South Florida Congressional Delegation. Although the County's agenda may be revised during the course of the session to reflect new issues or opportunities in Washington, we feel this personal contact is important to continue to nurture successful working relationships.

During any appropriations or authorizing cycles, we will complete any request forms on your behalf that may be required and prepare any draft letters to the appropriate Congressional offices. Subsequently, we will schedule meetings with your Congressional delegation and the appropriations subcommittee chairman, ranking members and/or senior staff to discuss your projects. This strategy, under the current climate, enables us to submit grant applications along with Congressional letters of support to the federal departments for the County's most important priorities. Moreover, all federal programs must be authorized by Congress, and reauthorization bills are generally offered every two to six years. The primary distinction between appropriations and authorization bills is that authorization bills can also provide the additional opportunity to shape and change federal policy for which federal funds can be used. For example, when local governments discover their needs do not fit federal eligibility requirements and/or its priorities, the authorization process allows an opportunity to modify the law to satisfy a community's needs.

We will monitor and notify the County when the opportunity arises for relevant County representatives to testify before congressional committees or Executive agencies, or submit testimony in writing, and we will work with you to draft the required testimony. As your liaison to the committee staff, we will be able to answer any questions and address any concerns that you or the committee staff may have throughout the process. Working with the County, we will prioritize your interests and encourage County officials to submit testimony before the relevant committees, and then meet with committee leaders to reinforce the need for adequate and responsible funding vehicles for your priorities.

8. *Confirm Proposer's ability to fulfill all elements of the Scope of Services. Specifically address the Proposer's ability to comply with the requirements and provide the services in Section 2.2 and the Proposer's ability to provide the optional services in Section 2.3.*

With over 35 years of representing Miami-Dade County, Alcalde & Fay is uniquely qualified to continue to provide general government representation for the County and is prepared to fulfill all of the representational elements described in the Scope of Services. During the past 39 years, the firm has developed an in-depth understanding of the County's needs as well as an appreciation of areas of future growth potential for the County. Such knowledge is critical to identifying legislative and/or grant opportunities appropriate for the County to pursue.

Upon your request, we would schedule meetings with members of your Congressional Delegation as well as with relevant committee and/or subcommittee chairs and ranking members, as well as with senior Congressional staff and officials at the White House and relevant agencies. In the event that you cannot attend a particular meeting, we are also accustomed to representing our clients in meetings and/or briefings.

To facilitate our clients' travel to Washington for meetings with their Congressional Delegation, committee staff, or to testify before Congress, Alcalde & Fay maintains fully functional guest offices at our headquarters in Arlington, VA, for the use of visiting County officials. The legislative assistant

assigned to the Miami-Dade client team will also be available to any visiting County officials to address their legal and legislative research, and administrative requirements while in Washington. At the request of the County, Alcalde & Fay will provide any required assistance related to securing travel arrangements in the Washington, DC area for County representatives. We are available to assist the County with the planning and organization of the annual Congressional reception during the "Fly-In" week. In addition, Alcalde & Fay will also organize conferences or meetings on specific issues with outside interest groups as requested.

As the Federal Legislative Program is implemented while Congress is in session, the Alcalde & Fay team participates in routine meetings with OIA in person, by phone or by conference call.

9. *Address Proposer's approach to complying with the reporting requirements in the Scope of Services. Describe the proposed report outline (i.e., sections, contents, etc.) and attach a sample report (if available).*

Alcalde & Fay currently provides a monthly legislative update detailing the status of the issue areas assigned to the firm, as outlined in the Scope of Services section of the RFQ. These reports detail the status of legislation affecting the various departments Alcalde & Fay covers such as: Seaport Department, Transportation, Water and Sewer Department, Public Works, Juvenile Services, Elections and Human and Social Services issues. For an example of this report, please reference the Appendix.

In addition to our monthly reports, we prepare timely updates and legislative memoranda to keep the County apprised of federal regulatory and legislative developments. We also share relevant news articles from newspapers of record and trade publications, as well as relevant documentation and research materials. We monitor the availability of federal grants and prepare timely Grant Alerts for Local Governments.

10. *Identify if Proposer has taken any exception to the terms of this Solicitation. If so, indicate what alternative is being offered and the cost implications of the exception(s).*

Alcalde & Fay seeks no exceptions to the terms of the RFQ.

Key Personnel and Subcontractors Performing Services

11. List the names and addresses of all first tier subcontractors, and describe the extent of work to be performed by each first tier subcontractor. Describe the experience, qualifications and other vital information, including relevant experience on previous similar projects, of the subcontractors who will be assigned to this project.

Alcalde & Fay will subcontract with Cardenas Partners, LLC to provide Miami-Dade County with a full spectrum of federal government representation and consulting services. Cardenas Partners prides themselves on handling and being entrusted with significant and high profile matters. Their experience has taught them that utilizing dedicated teams provides greater value to the client and results in a more effective representation. Their advocacy practice has built a strong foundation of core budgeting and legislative process skills that allows us to successfully navigate issues of interest to the County. Cardenas Partners takes great pride in both knowing the appropriate decision-makers, and being able to analyze and strategize the subject matter we are advocating. This strategic vision, their understanding of the County's issues, and our strong relationships are what will make our advocacy practice beneficial for Miami-Dade County.

Cardenas Partners is uniquely well-positioned and well-resourced to provide the comprehensive array of services and requirements established in the RFQ. The Cardenas Partners team includes individuals with deep roots in Florida and a personal understanding of the state's economic development needs, as well as individuals with decades of experience in the labyrinth of Washington-directed policy, federal appropriations and grants, and Congressional and Executive Branch. Cardenas Partners emphasizes that an essential element of their work is to be supportive of, and complementary to, the existing capabilities and experience within Miami-Dade County.

Cardenas Partners has demonstrated experience and strong relationships at many levels of government and community activities throughout the state of Florida. Furthermore, the Washington-based team of experienced professionals has strong ties and frequent contacts to Members of the U.S. House and U.S. Senate from Florida and other states, as well as strong ties to Executive Branch political appointees and civil servants. They maintain the staffing to be able to be entrusted with and effectively handle high profile and complex tasks and provide agile, personal attention to client tasks. The firm is licensed to do business in Florida as specified by the RFQ, and their personnel include staff registered to lobby in Washington as required in the Lobbying Disclosure Act.

Provided below for your reference is a list of the Cardenas Partners' staff and offices that will be utilized for this contract:

Washington Office: 1350 I Street, NW, Suite 275 | Washington DC 20005
Al Cardenas, Carl Chidlow, Partner, Emily Zammit, John David Hooker, Victoria Berner

Miami Office: 1441 Brickell Avenue, Suite 1500 | Miami, FL 33133
Al Cardenas, David Cardenas

12. *Provide an organization chart showing all key personnel, including their titles, to be assigned to this project. This chart must clearly identify the Proposer's employees and those of the subcontractors and shall include the functions to be performed by the key personnel. All key personnel includes all partners, managers, seniors and other professional staff that will perform work and/or services in this project.*

Please refer to the Appendix for the requested organization chart detailing the assigned and key Proposer and subcontractor personnel.

13. *Describe the experience, qualifications and other vital information, including relevant experience on previous similar projects, of all key personnel, including those of subcontractors, who will be assigned to this project.*
14. *Provide resumes with job descriptions and other detailed qualification information on all key personnel who will be assigned to this project, including any key personnel of subcontractors.*

The Miami-Dade County Client Team will include: *Hector Alcalde, L.A. "Skip" Bafalis, Lois Moore, Danielle McBeth, Tandy Bondi, Joshua Gaboton, Charlotte Hrncir, Al Cardenas, David Cardenas, Carl Chidlow, Emily Zammit, John David Hooker and Victoria Benner.*

Hector Alcalde

Hector Alcalde, Chairman and CEO, has many years of experience in the legislative process in Washington, DC. Recognized as one of the leading practitioners in the demanding world of government representation, his experience and achievements on behalf of clients cover a broad range of issues and policies.

A native of New York, he made his home in Florida as an educator. He came to Washington as the Chief of Staff to a former Chairman of the House Ways and Means Committee where he served in that capacity for twelve years. Upon leaving Capitol Hill, he founded the firm in 1973. He has represented and been a consultant to numerous national and international corporations and organizations. In addition, he has an extensive success record in representing public bodies at the federal and state level.

Mr. Alcalde has served on the Boards of public companies among which have been Silver King Communications Inc., Precision Systems, and SAFLINK Corporation. As part of his on-going interest in education, he has also served as: a Member of the Board of Trustees of the University of Tampa, as Rector and Board Member of George Mason University, and Trustee of the Fairfax County Public Schools Education Foundation. He is currently on the Board of Directors of the Arts Council of Fairfax County.

He is a recipient of the Ellis Island Medal of Honor and of Spain's "Cruz de Caballero de la Orden de Isabel la Catolica" the highest honor bestowed by the Government of Spain to a foreign citizen.

An active fundraiser for public causes, Mr. Alcalde has served on the boards of several charitable organizations in the Washington Metropolitan area. He is a well-known horse breeder in Virginia, and has served on numerous equine-related organizations and boards, such as the Washington International Horse Show, and the International Andalusian and Lusitano Association, and Founder and Board Member of The Four in Hand Club. He presently serves as a Board Member of the National Sporting Library and Museum, of Middleburg, Virginia.

Mr. Alcalde holds a bachelor's degree in Government from the University of Tampa, and a master's degree in Education and Administration from Peabody College at Vanderbilt University.

L.A. "Skip" Bafalis

L.A. "Skip" Bafalis, Partner, is a former five term Republican Congressman from Florida and a former nominee for Governor of Florida who has had extensive experience in trade, taxes, finance, business and regulatory policy in both the public and private sectors.

While representing his Florida district in Congress from 1973-1983, he was a member of the Ways and Means Committee, an active member of the Trade Subcommittee and the Ranking Member of the Public Assistance & Unemployment Compensation Subcommittee. He became known in Congress for his expertise in trade and tax matters and authored and managed passage of wide-ranging estate and gift tax legislation.

After he left Congress, he joined the law firm of Shapo, Freeman and Freedman and later was an executive Vice President of a Washington government affairs firm. He has participated in numerous business ventures and his detailed knowledge of the interaction between government and business is based on direct experience in both areas. He has been an investment banker, a real estate developer and active in numerous civic organizations.

A native of Massachusetts, he holds a bachelor's degree from St. Anselm's College in Manchester, New Hampshire, which has honored him with its Alumni Award of Merit for his contributions to the college and to the nation. He served in the U.S. Army during the Korean War with the rank of Captain.

Lois Moore

Lois Moore, Partner, began her career working for the State Department in Canada where she acquired a broad range of working experience in the governmental arena, both domestic and international. She also participated in the management of several election campaigns in Canada.

Her Washington-based experience began as a Special Assistant to a United States Senator where she gained first-hand knowledge of the legislative process and participated directly in the formulation of major legislation.

Ms. Moore's extensive Washington experience in government representation has helped her to develop an impressive network of contacts with key committee staff and Members of Congress. Ms. Moore has developed a breadth of experience and creativity and has an impressive track record of legislative accomplishments, particularly in the area of transportation, with a strong emphasis on maritime and aviation. Ms. Moore has been the lead firm partner for PortMiami for over 20 years.

Ms. Moore holds a bachelor's degree in Political Science and a master's degree in International Affairs from American University in Washington, DC.

Danielle McBeth

Danielle L. McBeth, Partner, has a strong background in government affairs and media relations and serves both corporate and public clients of the firm. She has substantial experience working with the Administration and Congress on behalf of the firm's education and local government clients.

Ms. McBeth has worked with coalitions and organizations to lobby for Congressional action or to revise and promote broad national policy. Her successes include securing Federal grants and legislative appropriations for educational institutions and local governments in a myriad of areas including technology, immigration, transportation, economic development, and infrastructure. Ms. McBeth has been active in the firm's grass-roots communications and education campaigns. She participated in the "Keep America Moving" campaign and helped to build community based support for the organization's legislative initiatives.

Prior to joining the firm in 1995, Ms. McBeth served as press secretary for the Florida Commission on Education Reform and Accountability, and Florida State University's Center for Professional Development. She began her career working for several newspapers including the *New York Times Regional Newspapers*, the *Spartanburg Herald-Journal* and the *Tallahassee Democrat*.

A native of Jackson, Mississippi, she earned a bachelor's degree in journalism from Florida A&M University where she received the "Outstanding Senior in Newspaper Journalism Award" for her work at The FAMUAN from the Dean of Journalism and her professors. While continuing her career as a lobbyist, Ms. McBeth also obtained a law degree from American University, Washington College of Law. She is Vice President of the Washington Government Relations Group and a member of the American League of Lobbyists.

Tandy Bondi

Tandy G. Bondi, Partner, works with Alcalde & Fay clients with interests in maritime and defense issues.

Ms. Bondi joined the firm after serving as a Legislative Assistant and Professional Staff Member for United States Senator Bob Graham. In that capacity, she developed strategies for securing legislation and appropriations in the areas of seaport security, defense, foreign affairs, trade and veterans affairs.

During her tenure, Ms. Bondi developed several initiatives in the area of maritime security, including drafting the Port and Maritime Transportation Security Act of 2001. She also served the Senator as a Professional Staff Member on the Veterans' Affairs Committee during his tenure as Ranking Member. As a staff member of the committee she drafted legislation, speeches and interfaced with Veterans Services Organizations and the Administration on veterans issues.

A native of Orlando, Florida, Ms. Bondi received a bachelor's degree from Stetson University in DeLand, FL.

Joshua Gaboton

Joshua J. Gaboton, Partner, lobbies Congress and the Executive Branch on numerous subject matters including appropriations, transportation, energy, telecommunications, economic development, and water resources. Prior to joining Alcalde & Fay, Mr. Gaboton, served as a Principal for a Government and Public Affairs Firm in Washington, DC, where he accrued an impressive record of securing federal funds and legislative victories for municipalities nationwide.

Mr. Gaboton spent more than eight years on Capitol Hill under the leadership of incoming Chairman of the House Committee on Transportation and Infrastructure, John L. Mica. Mr. Gaboton advised the Chairman on issues involving Appropriations, Army Corps of Engineers, Homeland Security and Transportation. He also counseled the Congressman on domestic policy pertaining to Telecommunications, Energy, Housing and Education.

Mr. Gaboton holds a bachelor's degree in History and Political Science from the University of Central Florida.

Charlotte Hrncir

Charlotte Hrncir, Senior Associate, has worked in government and intergovernmental relations since 1987.

Prior to joining Alcalde & Fay, she handled congressional and intergovernmental relations for the Washington Metropolitan Area Transit Authority (WMATA). Previously, she was a political appointee at the Department of Transportation (DOT) where she served as a Director of Inter-governmental Affairs at NHTSA. Included among her responsibilities at DOT was working on the Transportation Equity Act for the Twenty-first Century (TEA-21) and the Transportation Recall, Enhancement, Account-ability and Documentation (TREAD) Act.

Ms. Hrncir's government service also includes Director of Congressional and Public Affairs at the National Indian Gaming Commission and Deputy Associate Administrator of Congressional and Intergovernmental Affairs at the General Services Administration.

Prior to her work in the executive branch, Ms. Hrncir served on Capitol Hill in the office of Congressman Martin Frost of Texas. Before relocating to Washington, Ms. Hrncir spent a number of years working on cable television issues with cities and counties throughout the United States. Ms. Hrncir holds a bachelor's degree from the University of Texas at Austin, as well as a master's degree in International Affairs from George Washington University in Washington, DC.

Al Cardenas

Al Cardenas, Senior Partner, has been lobbying the federal government for more than fifteen years. Mr. Cardenas is also a Senior Partner at Tew Cardenas LLP, a law firm in Miami, Florida and was recently elected Chairman of the American Conservative Union. Mr. Cardenas earned a bachelor's degree from Florida Atlantic University in 1969 and a law degree from Seton Hall University (J.D., 1974). He is admitted to practice before the United States Supreme Court. He has been counsel of record in a number of precedent-setting and published court decisions, administrative actions, and policy decisions. In 2007, he was selected by his peers as one of "The Best Lawyers in America."

Mr. Cardenas is a regular opinion editorial columnist for *El Diario*, the largest circulating Spanish-speaking newspaper in the country and has frequently appeared on network television, CNN, FOX, MSNBC, Univision, CNN Español, and Telemundo.

In his distinguished career, Al Cardenas served two terms as Chairman of the Republican Party of Florida, the largest state political party in the country. Prior to his service as Chairman, Mr. Cardenas had served three consecutive terms as Vice-Chairman. He was Co-Chairman of the Bush/Cheney 2004 Florida campaign, and recently served as the Florida Chair for the Mitt Romney for President Campaign. As Chairman of the Republican Party of Florida, Mr. Cardenas was appointed by the Republican National Committee Chairman to serve on the Executive Committee, the highest policy-making board at the RNC. He was the first Hispanic to head a major state party. Mr. Cardenas has been active in politics for more than 25 years and has represented the State of Florida at every Republican National Convention since 1976.

After Ronald Reagan's successful presidential campaign in 1980, the President-elect chose Mr. Cardenas for his transition team, making him responsible for the transition of the United States Department of Commerce. President Reagan also appointed him to chair the President's Commission on Small & Minority Business Affairs in 1982, and later as Special Ambassador to St. Kitts-Nevis upon that nation's independence in 1983. President George H. W. Bush appointed Mr. Cardenas to the Board of Directors of the Federal National Mortgage Association from 1985 to 1990. He also served on the President's Trade Policy Commission.

Former Governor Jeb Bush appointed Mr. Cardenas as a member of the Board of Trustees to Florida Agricultural and Mechanical University (FAMU). Mr. Cardenas was recently recognized by *The Hill*, Washington's newspaper for and about the U.S. Congress, as one of Washington's top lobbyists.

David Cardenas

David Cardenas, Director of Research, previously worked for HSBC Private Bank International. Working as a member of the Southern Core Team, David helped oversee and manage more than $1.5 billion dollars in assets.

While working at HSBC, David graduated from Duke University with a bachelor's degree in Political Science and a certificate in Latin American Studies. David received a master's degree in International Administration from the University of Miami. During college, David worked for Victory 2004, a branch of the Bush for President Campaign. In addition, he worked for Senator Mel Martinez in Washington DC. He lives with his wife in Miami, Florida.

Carl Chidlow

Carl Chidlow, Partner, joined Cardenas Partners in February 2009. Mr. Chidlow has spent the past 18 years working in Democratic politics and has developed and maintained extensive relationships with key staff and elected officials in the National party. In the late 1990's Mr. Chidlow worked for the Democratic Senatorial Campaign Committee (DSCC) for over two years. The DSCC is the federal campaign committee responsible for candidate recruitment for U.S. Senate candidates. During his tenure, some of his responsibilities included traveling to Capitol Hill to brief senior Senate staff on key races where the DSCC was involved. Mr. Chidlow also frequently staffed candidates and sitting U.S. Senators during their campaign activities in Washington, DC.

Following his departure from the DSCC, Mr. Chidlow worked on high profile U.S. Senators campaign from 1999-2002. He continued to develop and re-enforce his key contacts in the U.S. Senate during his work on both of these campaigns.

In early 2003, Mr. Chidlow joined the Presidential campaign of Massachusetts Senator John Kerry, where he served as senior staff, overseeing a team of 16 campaign professionals. Mr. Chidlow has also served as a campaign consultant to U.S. Senator Patty Murray (D-Washington). Senator Murray currently serves as Chair of the Senate Appropriations Subcommittee on Transportation and Urban Affairs. Mr. Chidlow has also worked for U.S. Senator and Democratic Majority Leader Tom Daschle.

From 2005 through early 2009, Mr. Chidlow served as the Finance Director at the Democratic National Committee (DNC). During his tenure, he was responsible for a staff of 21 professionals. In mid-2008, the DNC finance department merged with the Obama for President Campaign Finance team and grew to a total of 76 individuals, spread out in offices from coast to coast. Over the next 6 months, Mr. Chidlow worked

closely with senior Obama campaign staff to direct an expansive fundraising operation, which ultimately raised over $300 million dollars into the DNC.

Mr. Chidlow attended Syracuse University, receiving a bachelor's degree in American Studies in 1991. He has served in the Army National Guard as an infantry soldier in both New York and Maryland. He lives with his wife and two children in Alexandria, Virginia.

Emily Zammit

Emily Zammit, Partner, represents clients on matters related to federal appropriations, transportation, economic development, agriculture, education, and government relations. She specializes in strategy development and implementation, securing federal funding, and the monitoring of federal, state, and local legislation.

Prior to joining Cardenas Partners LLC, Ms. Zammit worked in the Capitol Hill office of Congressman Mario Diaz-Balart (FL-25) for over a year and a half. Serving first as the Congressman's Staff Assistant and later as Legislative Correspondent, she worked very closely with Florida's entire Congressional delegation, as well as many other federal, state, and local officials. Before coming to the House of Representatives, she interned with Senator Mel Martinez (FL).

Ms. Zammit was born and raised in West Palm Beach, Florida and graduated cum laude from the University of Florida with a bachelor's degree in Political Science and a minor in Criminology.

John David Hooker

John David Hooker, General Counsel, previously served as a legislative aide to Congressman Adam H. Putnam (FL) overseeing a portfolio of issues including defense, environment, natural resources, homeland security, veterans, immigration, and science and technology, and all related appropriations requests. In that capacity, he advised the Congressman in the development of policy initiatives, drafted legislation, crafted correspondence with federal agencies, prepared floor statements, talking points, and issue briefs, and researched and analyzed legislation related to those issue areas. Additionally, he represented the Congressman at policy conferences, communicated with district stakeholders, and corresponded with constituents.

A native of Tampa, and a seventh generation Floridian, Mr. Hooker received his bachelor's and law degrees from the University of Florida. He subsequently gained entrance into the Florida Bar Association and graduated with a certificate from the Air Command and Staff College at Air University. While at UF, John was elected to membership in Florida Blue Key, served as the 2006 Homecoming General Chairman, and inducted into the UF Hall of Fame. He is also a member of Alpha Gamma Rho - the largest social-professional agricultural fraternity.

Victoria Benner

Victoria Benner, Director of Government Affairs, is a graduate of the London School of Economics, where she received an MSc with Merit in Political Theory, specializing in Anglo-American theories of distributive justice and just war theory. Ms. Benner holds a bachelor's degree, with Honors, from McGill University in Montreal in Political Science and International Development Studies. She has also attended the University of Geneva to study French and the Graduate Institute of International Studies for a summer program in multilateralism in international affairs.

Prior to joining Cardenas Partners, Ms. Benner worked in publishing as a research assistant at Oxford University on philosopher Isaiah Berlin's letters. She has also worked in the non-profit sector for an organization in Montreal that helped Canadians clear their criminal records.

Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership

15. *Describe the Proposer's understanding of major metropolitan county issues and key issues to the County (refer to Attachment A) and what unique aspects Proposer can provide which makes Proposer different than other potential proposers.*
16. *Discuss Proposer's specific experience on major metropolitan county issues and key Miami-Dade County issues.*
17. *Discuss how Proposer plans to provide services on issues and subject areas outside the expertise of its team members, specifically on key Miami-Dade County issues.*
18. *Describe how the Proposer would enhance the County's position with respect to legislation and budgetary authorizations and appropriations.*
21. *Provide a list of and discuss Proposer's accomplishments achieved on behalf of local governments during recent sessions.*

As a consequence of our extensive background in representing local governments, we have gained varied experience on a broad range of federal funding and policy issues. Our partners and associates have developed specialty areas of expertise, which cover most federal legislative programs. Although municipalities will traditionally take similar positions on issues, we have advocated the specific goals of particular cities and counties as well. We are prepared to continue monitoring key issues affecting municipalities and inform the County of significant legislative developments as they occur. As we have demonstrated in the past, we are capable of promoting passage of legislation and working to affect the final product in a manner that will assure maximum benefit to Miami-Dade County.

We have summarized our knowledge and experience related to the federal issues outlined in "Attachment A" of the RFQ below. In addition to the accomplishments we have achieved on behalf of our public clients in recent years, a copy of our History of Successes is included in the Appendix. Additional information on our experience is included in the Experience, Qualifications, Past Performance and Capabilities section.

Federal Appropriations/Earmarks

Alcalde & Fay has strong ties to both House and Senate appropriators, and we enjoy unparalleled access and expertise in identifying and securing funding for our public clients. We continually research creative funding sources to meet the evolving needs of our clients through the appropriations process, which has become a year-long cycle. Considering the current moratorium on congressionally-directed spending, we are working with Representatives, Senators and the House and Senate Appropriations Committees to preserve federal programs that are important to local governments and to increase funding for competitive grant programs that would support the County's objectives. While many believe that this moratorium will be temporary, it will continue to be important to advocate before the Appropriations Committees regarding specific legislative policy and program funding. As it becomes increasingly important to participate in both broad and more targeted federal programs, we are working with clients to

develop suggested legislative policy guidance that would facilitate their eligibility for particular programs of interest. Consequently, we have worked with several clients to prepare and submit to the Appropriations Committees programmatic language requests regarding program funding levels and specific policy modifications in the annual spending bills.

Regardless of the outcome of the congressionally-directed funding debate, federal funding will continue to flow from the federal government to municipalities. As federal appropriations decisions are determined by the interplay of policy, politics and budget, constant interaction with key decision makers is necessary to guarantee that the County's requests remain a top priority for key Members throughout the entire cycle. Examples of our appropriations successes are included in responses on specific issues.

Given our knowledge, experience, approach, and strong working relationships with influential Members of Congress, including the Florida Congressional Delegation, Alcalde & Fay is uniquely qualified to monitor the ever-changing political winds and access decision makers in Congress and in the Administration to solidify activities at critical moments of the appropriations process and, thus, ensure the County's success.

Unfunded Mandates

The Unfunded Mandates Reform Act (UMRA) was enacted in 1995 with the goal of preventing the introduction of legislation that would impose a federal mandate and burden local governments with the costs of implementation. Unfunded mandates continue to be a financial burden for many state and local governments, especially Counties. Counties are not being properly compensated by the federal government to provide the needed services to its citizens. In many cases, counties continue to struggle with mandates that were adopted prior to the passage of UMRA, such as the Clean Air Act and Clean Water Act. Regulatory mandates such as these have become more strict and expensive to implement over time, especially for counties with fewer resources.

Recently, Cardenas Partners worked with Monroe County to address federal mandates related to wastewater systems. In order to be in compliance with the Advanced Wastewater Treatment Standards under the Clean Water Act, the County would have needed to undertake massive upgrades to its wastewater management infrastructure systems and facilities, which had been strained from a rapid growth rate and high levels of tourism. Cardenas Partners worked with County officials to design and advocate on behalf of a project that would achieve a cost-effective operations/maintenance wastewater system with a management structure that is flexible and adaptable to meet future changes in the Florida Keys' wastewater management and infrastructure technologies. Upgrading wastewater facilities decreased pollutants in local waters and helped the Florida Keys' already threatened and fragile eco-system. To date 40 percent of the required work has been completed. The Florida Keys Water Quality Improvement Project received $25 million in funding from the American Recovery and Reinvestment Act. Cardenas Partners was also instrumental in helping the County secure $3.6 million through the EPA for a wastewater demonstration project.

The National Association of Counties (NACo) is unrelenting in its opposition to unfunded mandates and preemptions of local governments. Alcalde & Fay will continue to work with NACo on its efforts to be constantly vigilant against legislative or regulatory initiatives that undermine local government decision making and the organizations efforts to restore the partnership between governments –federal, state, local and tribal. Over the past few years the pending three percent withholding requirement has been of concern to local governments. On October 27, 2011 the House passed H.R. 674 to repeal the law that requires governmental and non-governmental entities to withhold three percent of their payments to vendors and to remit those monies to the Internal Revenue Service (IRS). To offset the cost of repeal, the House also passed legislation to modify the calculation of modified adjusted gross income for purposes of determining eligibility for certain healthcare-related programs under the new health care reform law. The Senate amended H.R. 674 and the House voted 422 to 0 to agree to the Senate amendments. The bill was signed into law November 21, 2011. We will continue our monitoring of and advocacy against unfunded mandates.

Aviation

A detailed description of our aviation experience is included above in the Past Experiences Section of this application.

Seaport

A detailed description of our maritime and seaport experience is included above in the Past Experiences Section of this application.

Transit

A detailed description of our public transportation experience is included above in the Past Experiences Section of this application.

Solid Waste Management

During the previous legislative session, Alcalde & Fay worked on the inclusion of "waste to energy" in the definitions of renewable energy resources in the American Clean Energy and Security Act (H.R. 2454), which passed the House in June 2009, and in the Senate Natural Resources provisions of American Clean Energy Leadership Act of 2009 (S. 1462). These provisions were of importance to those local governments using the combustion of municipal waste to generate electricity. As the County works to seek federal support for its proposed Ash Demonstrator Project to study the benefits of using waste-to-energy ash, we are prepared to work County officials in meeting with appropriate federal agency staff. Although the energy/climate change debate has stalled in the 112th Congress, the outcome of the upcoming elections could play a key role in determining whether these issues become a top priority during the next session of Congress. Improper solid waste disposal is a national problem, which contributes to air, water, and land pollution and endangers the public health. Local governments continue to help reduce the amount of waste disposed through the establishment of waste reduction, recycling, waste recovery and waste disposal programs.

We understand that the County is currently seeking funding for the replacement/purchase of several hybrid-powered refuse trucks as the first stage in the Department of Solid Waste Management's (DSWM) plan to convert its existing fleet into one that is cleaner and more fuel efficient. President Obama has made fuel efficiency, especially in the case of city/county government fleets, a top priority within his energy proposals. Most recently, the President's FY 2013 budget proposal included renewed efforts by the Department of Energy to provide an incentive for communities to invest in electronic vehicle infrastructure and remove regulatory barriers through a new initiative that will provide grants to up to 30 communities that are prioritizing advanced technology vehicle deployment. This approach builds on bipartisan ideas and proposals, including the bipartisan Electric Drive Vehicle Deployment Act (H.R. 1685) and Promoting Electric Vehicles Act of 2011 (S.948) which would both establishes competitive grant programs for communities to jump-start EV deployment.

We will continue to monitor these issues as Congress moves forward on energy legislation.

Community Development/Urban Initiatives – Empowerment Zone & Performing Arts Center

COMMUNITY DEVELOPMENT/URBAN INITIATIVES

Through our local government representations throughout the country, we have a wealth of knowledge and experience in community renewal and urban development initiatives, often assisting cities and counties from the initial planning stages to construction, implementation and maintenance. For example, we have worked with all the stakeholders on behalf of the City of Homestead to bring a Miami International Aerospace Show (MIAS) to South Florida in an effort to attract aviation buyers and sellers to South Florida who would facilitate an expansion of the aviation industry and creation of permanent jobs. Originally, the event was proposed to be held at the Homestead Air Reserve Base; however, the U.S. Air Force (USAF) denied use of their runways. In reaction to the USAF decision, Congresswoman Ileana Ros-Lehtinen (R-18th) organized a stakeholders meeting on Capitol Hill with the USAF, South Florida Congressional Delegation, Beacon Council, Miami-Dade County, and City of Homestead representatives. Alcalde & Fay participated in this briefing, where all interested parties spoke about the importance of this proposal for the regional economy. We explored both agency and congressional resolutions to the stand-off, escalating to the Secretary of Defense through Congressional intervention. We continue to work with MIAS stakeholders to consider alternative solutions for the aerospace show proposal.

As a significant beneficiary of the Community Development Block Grant (CDBG), the County has advocated for increased funding allocations for CDBG. The CDBG provides formula grants to entitlement counties, cities and states to foster self-sufficient urban communities consisting of affordable and stable housing and providing job opportunities, primarily for the low-to-moderate– income community. The House FY 2013 Transportation, Housing and Urban Development Appropriations (T-HUD) bill includes $3.3 billion for CDBG, a significant increase over the Senate bill. The Senate Appropriations Committee approved its version of the bill in April by a vote of 28 to 1. The Community Development Fund allocation was $3.21 billion, which is $198 million more than the FY 2012 enacted level but $66.9 million more than

what the Administration had requested for FY 2013. Included in this allocation was $3.1 billion for CDBG; $151 million more than the Administration's request which was the same as the FY 2012 enacted level.

With its hurricane prone geography, Miami-Dade County also benefits from CDBG Disaster Recovery Assistance, which is provided by formula to communities that have disaster recovery needs that were not met by other Federal agencies. These formula grants support economic development, housing, infrastructure and hardening to prevent any further damage in area impacted by disaster.

EMPOWERMENT ZONE

Although designated as an Urban Empowerment Zone in the 1990s, according to the Department of Housing and Urban Development all federally designated Empowerment Zones officially expired on December 31, 2011. The Urban Empowerment Zone designation allowed special access to funds and tax credits to aid in development. With these Empowerment Zone incentives, the County has been able to create jobs, as well as implement programs that are geared toward workforce and entrepreneurial training and development. This designation has allowed the County to promote businesses through investments for start-ups, expansion and growth. An extension of the designation during the remaining days of the 112th Congress would maintain tax relief for the 300,000 businesses located in the distressed Empowerment Zone and Renewal Communities (EZ/RC) areas, like Miami-Dade County, thereby helping create or retain jobs in high poverty communities.

PERFORMING ARTS CENTER

With the establishment of the Performing Arts Center (PAC) of Greater Miami, Miami-Dade County embarked upon the largest public/private-sector partnership ever undertaken. The interest in arts and culture has steadily grown over the years as have the opportunities to embrace this growing trend. The PAC enjoys tremendous support from the local community and the region, as residents and visitors alike find that it strengthens the local economy.

Working with the County, the PAC has sought additional resources through federal, state and private opportunities to enhance technology infrastructure, historic preservation and economic revitalization. We would encourage the County to continue to apply for discretionary funding through applicable federal departments and agencies. Our research shows that numerous programs provide resources that would support activities at the PAC including: Department of Commerce (Economic Development Administration); National Telecommunications and Information Administration; National Endowment for the Arts; National Foundation on the Arts and the Humanities; Department of Interior (National Park Service); Department of State (Bureau of Educational and Cultural Affairs); and the Department of Education. We have summarized several of these grant opportunities below.

- **National Endowment for the Humanities (NEH): Challenge Grant**
  NEH challenge grants are capacity-building grants, intended to help institutions and organizations secure long-term improvements in and support for their humanities programs and resources. Grants may be used to establish or enhance endowments or

spend-down funds that generate expendable earnings to support ongoing program activities. Grantees may also use funds for one-time capital expenditures such as construction and renovation, purchase of equipment, and acquisitions that bring long-term benefits to the institution and to the humanities more broadly. The challenge grant requires a federal-grantee match of 3:1. The federal portion of a challenge grant is typically offered over four years, but the grantee may take up to 68 months to raise funds for matching.

- **National Park Service: Save America's Treasures Grant Program**
  Save America's Treasures grants are available for work on nationally significant historic structures and sites. Historic structures and sites include historic districts, sites, buildings, structures and objects. Funding under this program also supports the preservation and/or conservation of cultural artifacts such as artifacts, collections, documents, sculpture and works of art. Projects eligible for funding must have historic property or collections that are threatened or endangered; substantially mitigate the threat and have a clear public benefit; and must be feasible. A dollar-for-dollar, non-Federal match is required.

- **Florida State Division of Cultural Affairs: General Program Support and Specific Cultural Project Grants**
  Florida's Division of Cultural Affairs offers funding for both General Program Support and Specific Culture Projects. General Program Support grants support activities of an organization that is engaged in conducting, creating, producing, presenting, staging, or sponsoring multiple cultural exhibits, performances, educational programs, or events during the grant period. General Program Support is not intended to fund indirect or overhead expenses. Specific Culture Projects grants support a cultural project, program, exhibition, or series taking place within the grant period. Activities must support the mission of the organization and further the state's cultural objectives as described in the Division of Cultural Affairs' Strategic Plan, "Culture Builds Florida's Future." The four vision areas of the strategic plan are strengthening the economy, promoting wellness and learning, building leadership, advancing design and development.

- **Alvah H. & Wyline P. Chapman Foundation, Inc.**
  Created in 1967 to honor and memorialize Alvah H. and Wyline P. Chapman, the Alvah H. and Wyline P. Chapman Foundation was established to continue supporting the principles of their charity and concern for others. The trustees and members of the foundation are the direct descendants (and spouses) of Alvah H. and Wyline P. Chapman, including their children, Alvah H. Chapman, Jr. and Wyline C. Sayler. The foundation supports various types of projects, including building/renovation, capital campaigns, continuing support, emergency funds, and general/operating support in the areas including, but not limited to, the arts, education, literature, and performing arts/orchestras.

Housing/Homeless Programs

Alcalde & Fay is well-versed in the needs of localities with regard to addressing housing programs and homeless issues, and we have remained at the forefront of advocacy efforts for housing and homeless programs. On behalf of the City of Virginia Beach, we were successful in assisting them to secure $800,000 for innovative homeless activities for the acquisition of facilities, technical assistance and other initial costs necessary to start up a homeless shelter. Coordinated with the Volunteers of America, the project went a long way to address the needs of those suffering from homelessness in Virginia Beach.

Additionally, we were able to help Fairfax County, VA secure $300,000 in Congressionally-directed funding to develop and build 15-30 units of single room occupancy housing for the chronically homeless. The project not only provided housing for the homeless, but connected residents of those units with the supportive services they need to break the cycle of homelessness. In addition to housing, we worked with the County to advocate the need to supply supportive services such as alcohol and substance abuse treatment, mental health services, and employment training and counseling. In a similar effort, Osceola County, FL was also able to secure $350,000 in federal appropriations funding for its homeless shelter initiative as well with the assistance of our expertise in this arena. On behalf of Hillsborough County, Florida, we worked to obtain $2.2 million for farm worker housing, and $1 million for community-based multi-use AIDS-HIV housing. In addition, we worked to double the size of federal AIDS-HIV housing funds from $75 million to $56 million, with the County enjoying a commensurate increase in its apportionment. For the City of Tampa, we collaborated with HUD to expedite approval of three section 108 loan applications totaling over $10 million, critical to the City's economic development efforts, and we assisted the City in securing a $35 million HOPE VI grant. Finally, for Marin County, California, we helped our client obtain $1milliion for 80 units of housing for the low-income elderly.

Alcalde & Fay is prepared to support any and all County efforts to provide adequate housing for Miami-Dade residents. We have maintained, over the years, an excellent rapport with the Department of Housing and Urban Development and the senior members of the various congressional committees that deal with housing issues. These relationships allow us to successfully advocate on behalf of many of your interests. For instance, we assisted Miami-Dade County with the establishment of the McKinney/Homestead homeless facility with funding under the Defense Base Closure Act. In more recent years we assisted in identifying unspent HUD dollars that were targeted for rescission by Congress and ensured that the dollars were obligated so that the County did not lose them.

We will continue to identify federal resources for the County's housing and homeless assistance needs, including through the programs highlighted below:

- The HOME investment partnerships program that provides grants to States and units of local government through a formula allocation for the purpose of expanding the supply of affordable housing. For FY 2012, Congress appropriated $1 billion for this program, a 38 percent reduction over the previous year funding. For the FY 2013 budget, the House has recommended an increase of $200 million for this program, for a total of $1.2 billion, while the Senate has proposed level funding for the program at $1 billion.

- The Homeless Assistance Grants program that funds municipal efforts to alleviate the impact of homelessness on children, individuals, and families. In FY 2012, Congress provided $1.901 billion for homeless assistance grants. The House FY 2013 T-HUD appropriations bill included $2 billion, which is $146 million less than the Senate Committee-passed appropriations bill.
- The Special Needs Housing for the Elderly program supports the development of local housing options to assist older persons to continue living in their dwellings. These options may include home equity conversion, home maintenance, accessory apartments or other secondary units and shared/group residences. In FY 2012, Congress provided $375 million for this program. For FY 2013, the House bill includes $425 million for this program, which is $50 million more than the Senate Committee-passed bill.
- The Housing for Persons with Aids (HOPWA) program provides states and localities with resources and incentives to devise long-term comprehensive strategies to meet the housing needs of persons with HIV/AIDS and their families. In FY 2012, Congress provided $332 million for this program. For FY 2013, both the House and Senate versions of the appropriations bill would continue to fund this program at $330 million.
- The Revitalization of Severely Distressed Public Housing Program (HOPE VI) provides competitive grants to housing authorities to revitalize entire neighborhoods adversely impacted by the presence of badly deteriorated public housing projects. In FY 2012, Congress eliminated funding for this program and replaced it with the Choice Neighborhoods Initiative, which was funded at $120 million. For FY 2013, the House bill provides no funding for the Choice Neighborhoods Initiative program, while the Senate Committee-passed bill provides $120 million.
- The Community Development Block Grant (CDBG) program, which was funded in FY 2012 at $2.95 billion, a reduction of $388 million compared to FY 2011 funds. For FY 2013, the House bill includes $3.3 billion for CDBG, which is $244 million more than the Senate Committee-passed bill..

While Alcalde & Fay traditionally sought Economic Development Initiative funding through congressionally-directed spending to fund community economic development projects such as housing projects, community centers, and homeless shelters, we are prepared to assist our clients in pursuing these dollars through grants, given the current limitations on congressional earmarks. This Housing and Urban Development Department signature program is for cities and counties to create jobs, increase economic development opportunities and expand homeownership.

Alcalde & Fay is also prepared to work against attempts to overturn or significantly cut the Section 8 Housing program and support efforts to pass legislation amending the Housing Choice Voucher Program to improve its use in the development and preservation of housing for low and moderate-income families.

Other examples of clients' accomplishments in this area include:

Hillsborough County, Florida

- $2.2 million for farm worker housing.
- Doubled the size ($75 million to $156 million) of federal AIDS-HIV Housing program, with County enjoying commensurate increase in its apportionment.
- $1 million for community-based multi-use AIDS-HIV housing.

Marin County, California

- $1 million for 80 units of housing for the low-income elderly.

City of Virginia Beach, Virginia

- Worked with officials at HUD to help in removing the City of Virginia Beach from the Administration's FY 2003 Budget list of communities targeted for 50% reductions in Community Development Block Grant Funding. Such a designation would have had a devastating effect upon the community's critical local low-income housing and affordable housing for military personnel programs.

Business Development and Retention

Business Development and Retention are crucial to state and localities particularly during times of increasing job loss and difficult budgets. We recognize the important need of communities like Miami-Dade County to work with business partners and develop a strong workforce to support the local economy and attract business investment. Lawmakers are placing an increased emphasis on workforce training, enhancing funding opportunities for these types of initiatives both through the annual appropriations process as well as federal grant opportunities. Moreover, the American Recovery and Reinvestment Act (ARRA) provided $3.95 billion for job training programs authorized under the Workforce Investment Act. Those programs included employment services for adults as well as youth, grants to states for re-employment services, and the Job Corps.

Our expertise in this arena is also reflected in our success in assisting our clients to secure federal funding to further business development and retention. One such example of our experience in this area is the funding we have assisted in securing on behalf of Hawkeye Community College in Waterloo, Iowa. The College has successfully received Congressionally-directed funding in two fiscal years for its Advanced Manufacturing Training Program. Hawkeye's project sought to train instructors, purchase equipment and supplies, and assist eligible workers with job retraining and tuition assistance in an effort to retain manufacturing positions as well as attract investment in the region. In subsequent years, we assisted Hawkeye in winning a Department of Labor Trade Adjustment Assistance Community College Career Training grant exceeding $12.6 million for health care training programs in a consortium with other community colleges. Some additional examples of successes on behalf of our clients in this area include:

- $225,000 for Rural Vocational Training Centers, Fresno County, CA.
- $196,514 for Business Resource Center and Business Development Training, Lauderdale Lakes, FL.
- $1.1 million for a vocational training and work opportunities program, San Bernardino City Unified School District, CA.
- $500,000 for a vocational training center, Tulare County, CA.
- $1.68 million cumulative under Economic Development Administration for workforce training center, Hillsborough Community College, FL.
- $150,000 for the development of a manufacturers business park, Atlantic City, NJ.

- $1.25 million for construction of the Laboratory for Business Innovation, Stevens Institute for Technology, NJ.

Our firm has direct experience in the areas of Business Development and Retention, particularly in Miami-Dade County. Highlights of those activities include the following:

- We have worked since September 2011 with all the stakeholders on behalf of the City of Homestead to bring a Miami International Aerospace Show to south Florida in an effort to draw aviation buyers and sellers to South Florida and lead to an expansion of the aviation industry and creation of permanent jobs. Originally, the event was proposed to be held at the Homestead Air Reserve Base; however, the U.S. Air Force denied use of their runways. We explored both agency and congressional resolutions to the stand-off, escalating to the Secretary of Defense through Congressional intervention. We continue to work with all stakeholders to consider alternative solutions for the aerospace show proposal.
- In 2004, we helped attract Sterling Health Care, a health care management company from North Carolina, to Miami-Dade County. As part of our efforts, we worked with the Beacon Council to develop an economic incentive package that would invite Sterling to the area. We succeeded in developing a package totaling $500,000 in local and state incentives. We then worked closely with County staff and the Board of County Commissioners to ensure that this package would be approved in a timely and confidential fashion, to ensure the privacy of Sterling. The package was approved unanimously.
- In 2002, we represented Univision when it sought to launch a new national Spanish language television network from Miami called Telefutura. In order to meet their launch date, Univision needed special assistance from Miami-Dade County government to cut the planning, development and zoning process from its traditional three months to four weeks. Once again, we educated senior County officials on the economic importance of having a national Spanish language television network based in Miami and worked closely with them to meet this ambitious timetable. The Telefutura facilities were built on time and the network went on the air by its target date.
- In 2000, Alcalde & Fay worked on behalf of Dole when it sought to establish a distribution center for its fresh flower business in the southeastern United States. Competing along with Miami-Dade County for this new business were Orlando, Atlanta and New Orleans. We developed a strategy that convinced Dole officials to ultimately choose Miami-Dade by having the County agree to fast track the planning, development and zoning process for them. As part of our efforts, we educated Miami-Dade County officials on the economic importance of granting Dole a special status to lure their business, and then coordinated with the Mayor's Office, the Manager's Office, the Planning & Zoning Department and all other departments involved in the development process. Building permits were issued in record time and the Dole facility continues to operate in west Miami-Dade.

Environmental Issues and Environmental Infrastructure Projects – including Everglades Restoration, Beach Erosion Control/Renourishment, and Flood Mitigation

EVERGLADES RESTORATION

Following years of legal proceedings, the State of Florida and the EPA in recent months have been involved in negotiations regarding the approval of an updated state plan addressing the improvement of water flowing into the Everglades. Specifically, the State was asked to submit an amended plan that addresses the total phosphorus levels in the water in order to satisfy requirements of the Clean Water Act (CWA). On June 13, 2012, the EPA announced that the State's recently submitted amended plan addressed their objections to the previous draft, and therefore would allow the State to move forward with the projects. Although several permitting and technical criteria still need to be finalized, the announced agreement between the State and the EPA does assure that the plan's suite of projects is unlikely to face further delays as they begin to be implemented. Under the State's plan, the South Florida Water Management District (SFWMD) will manage an expansion of wetland treatment systems that will be used to better filter harmful nutrients, as well as the addition of Flow Equalization Basins (FEBs) which will store and gradually release the treated water into the Everglades.

For several years, Alcalde & Fay has fought alongside clients to support a plan that protects Florida's national treasure, while ensuring that South Florida residents receive adequate water without undue financial burden. Part of that solution, as dictated by the Army Corps' "Restudy" is to find and finance alternative water sources. The restudy specifically named aquifer storage and recovery (ASR) technology as a preferred method. In 1999 and 2000, Alcalde & Fay worked with Miami-Dade County to modify the Water Resources Development Act (WRDA) to provide adequate federal funding for the County's ASR projects, and prevent an unjust financial burden being levied specifically against the County. Alcalde & Fay then advocated for the inclusion of funding in the Energy & Water Appropriations bill to support the County's ASR program.

SOUTH FLORIDA/EVERGLADES ECOSYSTEM RESTORATION PROGRAM

In his FY 2013 budget request, President Obama is asking for $232 million in funds for Everglades Restoration. The House and Senate have yet to release their proposals for Everglades restoration funding, however it is expected that the amount will be lower than the President's request.

Through our representation of communities facing water problems, Alcalde & Fay has a long track record of successfully helping clients in securing authorizations and appropriations for needed water-related projects. We helped to secure authorization for credit and reimbursement for costs of work related to the Agricultural & Rural Lands Retention Plan & the South Biscayne Bay Watershed Study, which are contained within the Everglades & South Florida Ecosystem Restoration critical projects.

BEACH EROSION CONTROL/RENOURISHMENT

We have a depth of knowledge with regard to Beach Erosion Control and Renourishment due to over 20 years of service to the City of Virginia Beach, a coastal community with great beach erosion control and hurricane protection needs. Over the course of our work for Virginia Beach, we have collaborated with City staff, the U.S. Army Corps of Engineers as well Members of Congress to insure that these beach nourishment needs are satisfied. Most recently, we helped to secure language in the FY 2012 Energy & Water Appropriations bill to allow locally-contributed funds be used for coastal storm damage reduction projects. This language will allow the City to use its own funds to renourish a beach this year in dire need of replenishment. In addition to protecting beachfront property, such nourishment activities act as a catalyst for both public and private investment in these areas. For the City of Virginia Beach, the beach is the heart of the City's tourism industry which generates millions of dollars in revenue each year. Renourishing this beachfront and protecting many residential and commercial properties and public facilities from storm damage is of the utmost importance. We have successfully assisted the City in securing over $100 million in federal dollars, which has allowed their beach erosion control project to function as designed during the Category 2 Hurricane Isabel that hit in 2003, averting over $80 million in damages. The importance of these beach nourishment projects to the locality, state and the region as an economic engine cannot be overstated. As such, we understand the significance of such activities for Miami-Dade County and have the strengths and expertise to assist you in securing federal assistance for this process.

FLOOD MITIGATION

We have a depth of knowledge with regard to flood mitigation due to our years of service to several coastal communities throughout the country. Over the course of our work on their behalf, we have collaborated with the U.S. Army Corps of Engineers as well Members of Congress to insure that these needs are satisfied. For years, we have utilized the Energy and Water Appropriations bill and the Water Resources Development Act (WRDA) to obtain authorization and funding for such projects. Consequently, we have developed and maintained excellent working relationships with Members of the Appropriations Committees other key committees with jurisdiction of over these issues including: the House Transportation & Infrastructure Committee, and Senate Environment and Public Works (EPW) Committee.

Protecting many residential and commercial properties and public facilities from storm damage is of the utmost importance. The importance of these mitigation projects to the locality, state and the region as an economic engine cannot be overstated. As such, we understand the importance of such activities for Miami-Dade County and have the strengths and expertise to assist you in securing federal assistance for this process. We have worked with clients on the Draft Flood Plain Management Executive Order (EO). Alcalde & Fay staff spoke directly with Chair Nancy Sutley of the White House Council on Environmental Quality (CEQ) and met with CEQ staff to bring local governments' concerns about the draft to their attention.

Our clients have consistently had some of the highest amounts of Congressionally Directed mitigation and restoration funding in the country. Suffice it to say, the following results our clients have had through the Energy & Water Appropriations and authorizing bills speak directly to our experience and success in this target area. A sample of our previous flood mitigation accomplishments on behalf of several of our municipal clients includes:

Contra Costa County, California

- $1.687 million over five years for unbudgeted construction of "new start" flood control project
- $1.176 million over five years for flood control study, $976,000 over Administration request
- Help to secure legislation allowing work to proceed on several flood control/environmental restoration projects, with assurance that County could be credited for expenses incurred prior to approval of project

City of Dallas, Texas

- $84.716 million, ($82.716 million above Administration requests) over nine years, including "new start" not requested by Administration, for flood control project, with statutory language each year requiring Corps to fund project opposed by Administration.
- $9.674 million over nine years, $6.791 million over Administration request, for study of major flood control project.
- $298 million authorization of flood control project, prior to completion of Army Corps study process. Corps process would likely have resulted in a project with more limited scope and federal share of $51 million.

Marin County, California

- Helped to secure legislation removing administrative impediments to flood control project.
- $1.05 million for small flood control project not requested by Administration.
- $3.461 million for flood control project over several years, $1.511 million above Administration requests.
- $490,000 toward construction of a replacement bridge designed to help reduce flooding.

City of Petaluma, California

- Authorization of $32 million for a flood control project, not requested by the Administration, allowing for reimbursement of funding already expended by the City.
- Helped to secure legislation increasing federal authorization of flood control project.
- Helped to secure Appropriations committee report language instructing the Army Corps to reprogram funding for the flood control project, which resulted in an administrative reprogramming of $3.1 million.
- $24.986 million for construction of flood control project, $15.582 million above Administration requests.

Tulare County, California

- Helped to secure new start construction funding, not requested by the Administration, for a flood control project, with $20.5 million in funding to date compared to $14 million requested by Administration.
- $4.5 million to increase capacity at an Army Corps dam.
- $205,000 for study of flood control project unbudgeted by Administration.

NATIONAL FLOOD INSURANCE PROGRAM (NFIP) REAUTHORIZATION

As earlier referenced under the Transit section, the surface transportation reauthorization bill (MAP-21, H.R. 4348) approved by Congress on June 29, 2012, included a five-year reauthorization of the National Flood Insurance Program (NFIP) through September 30, 2017. The conference committee ultimately chose to incorporate the NFIP bill into the surface transportation reauthorization bill after Senate action on the NFIP bill stalled when Senate Majority Leader Harry Reid (D-NV) refused to allow a vote on the bill after Senator Rand Paul (R-KY) attempted to attach an abortion-related amendment. Of particular interest to the County, the final bill included language from the House-passed version of the bill which raises the annual limit on premium rate increases from 10 to 20 percent. Also of interest to the County was a provision that was initially included in the final bill that would have required the mandatory purchase of flood insurance by residents currently protected by levees, dams, and other flood control infrastructure. Reports indicate that although this provision was included in the bill text that had been agreed upon by the conference committee and submitted to the House Rules Committee, objections by Senator Mark Pryor (D-AR) and several Gulf Coast Senators led to the removal of the provision.

The previously enacted NFIP extension provided a 60-day extension through July 31, 2012, and provided the Senate with enough time to finalize its five-year reauthorization bill (Flood Insurance Reform and Modernization Act of 2011—S. 1940), which had been approved by the Senate Banking Committee in September 2011. The House approved its own five-year reauthorization bill (Flood Insurance Reform Act of 2011—H.R. 1309) last summer, and the bill's proponents had been pushing the Senate to move forward with a reauthorization bill. During Senate negotiations on moving forward with the 60-day extension, Majority Leader Reid agreed to bring the Senate's five-year reauthorization bill (S. 1940) to the floor prior to the July 4th holiday recess. The bill's key stakeholders, including Senate Banking, Housing and Urban Affairs Chairman Tim Johnson (D-SD) and Ranking Member Richard Shelby (R-AL) had been working on modifying the Committee-passed bill; however, we notified the County about an amendment of particular interest related to the elimination of language in the Senate bill that would require the mandatory purchase of flood insurance by residents currently protected by levees, dams, and other flood control infrastructure (*Section 107*). Senators Pryor and Thad Cochran (R-MS) led this effort in opposition to the new requirement, and we notified the County that staff from their offices were working to build support within the Senate for their pending amendment removing Section 107. As noted above, this provision was ultimately not included in the final enacted five-year reauthorization bill.

Agricultural Issues

COUNTRY OF ORIGIN LABELING (COOL)

As you are aware, Country-of Origin Labeling (COOL) has been a contentious issue for several sessions of Congress. There has been a movement from the agricultural community for mandatory consumer friendly, science-based labeling of agricultural products to provide consumers with useful information concerning the ingredients, nutritional value, safety and country of origin of all food sold in the United States. The COOL regulation requires country of origin labeling for muscle cuts and ground beef (including veal), pork, lamb, goat, and chicken; wild and farm-raised fish and shellfish; fresh and frozen fruits and vegetables; peanuts,

pecans, macadamia nuts, and ginseng sold by designated retailers. These commodities must be labeled at retail to indicate the country of origin. The final rule outlines requirements for labeling covered commodities and the recordkeeping requirements for retailers and suppliers. The rule prescribes specific criteria that must be met for a commodity to bear a "United States Country of Origin" declaration. The rule also contains provisions for labeling covered commodities of foreign origin. The USDA Agriculture Marketing Service (AMS) will enforce and administer COOL.

We continuously monitor agriculture and commodity issues such as country of origin labeling, since mandates and potential increases in costs of basic consumer items have significant impact on many of our clients.

ANIMAL AND PLANT HEALTH INSPECTION SERVICE (APHIS)

As an integral part of the U.S. Department of Agriculture's efforts to keep the nation's food supply affordable and safe, the Animal and Plant Health inspection Service (APHIS) protects and promotes U.S. agricultural health, administers the Animal Welfare Act, and carries out wildlife damage management activities. By protecting America's animal and plant resources from agricultural pests and diseases (such as Mad Cow disease) APHIS has prevented billions of dollars of losses to the economy and a huge negative impact on the food industry.

With the continued expansion of the Miami International Airport, we are aware of the critical necessity for APHIS inspectors. With our numerous Administration and congressional contacts, Alcalde & Fay is prepared to work to secure full and increased funding for staffing of APHIS inspectors at MIA. Funding from the APHIS program could also provide an opportunity for federal support of the County's mosquito control facility and treatment of storm drains, which have been the catalyst for spreading the West Nile Virus, Encephalitis and Dengue Fever.

FOOD SAFETY

Last year, President Obama signed into law the FDA Food Safety Modernization Act (FSMA), the most sweeping reform of the nation's food safety laws in more than 70 years. The law is aimed at ensure the U.S. food supply is safe by shifting the focus from responding to contamination to preventing it. In light of the 2011 FSMA, Congress still continues to consider legislation aimed at protecting the nation's food supply. We will continue to monitor and report on congressional action on these measures which include:

- Sewage Sludge in Food Production Consumer Notification Act (H.R. 254), Congressman Jose Serrano (D-NY)
- Ban Poisonous Additives Act of 2011 (H.R. 432), Congressman Ed Markey (D-MA)
- H.R.520 and 521, Congressman Don Young (R-AK), which amends the Federal Food, Drug, and Cosmetic Act to require labeling of genetically engineered fish
- Trans Fat Truth in Labeling Act of 2011 (H.R. 1486), Congressman Steve Israel (D-NY)
- Poison-Free Poultry Act of 2011 (H.R. 1487), Congressman Steve Israel (D-NY)
- H.R. 1830, Congressman Ron Paul (R-TX), which authorizes the interstate traffic of unpasteurized milk and milk products that are packaged for direct human consumption

- Genetically Engineered Food Right to Know Act (H.R. 3553 and 3554), Congressman Dennis Kucinich (D-OH)
- Downed Animal and Food Safety Protection Act (H.R.3704), Congressman Gary Ackerman
- Consumer Food and Product Safety Information Act of 2012 (H.R. 4759), Congressman John Lewis (D-GA)

Invasive Pests and Disease

The Redbay Ambrosia Beetle has created a situation of serious concern to Florida's avocado industry. A disease called Laurel Wilt kills avocado and other plants in the avocado family and this disease is caused by a fungus which is introduced into host trees by an insect, the Redbay Ambrosia Beetle. This invasive pest had attacked the forest industry and native plants in the Southeast U.S. and is quickly spreading throughout the State of Florida. Avocado is the most important tropical fruit crop in Florida. The industry employs 1,000 workers and is valued at $30 million dollars per year. Avocado is also an important fruit tree for homeowners in South Florida and a major component of the urban tree canopy. Cardenas Partners worked diligently with OIA to get the Department of Agriculture to act swiftly to allocate available funding toward research on how to manage the Redbay Ambrosia Beetle in order to avoid an industry-wide disaster.

Cardenas Partners worked on behalf of Miami-Dade County throughout the eighteen-month Farm Bill Reauthorization process in order to obtain a section specifically devoted to funding for the specialty crop industry. In the end, specialty crops were allocated over $700 million over five years for block grants, marketing initiatives, research, trade, and pest control. The substantial specialty crop industry in Miami-Dade County benefited from this funding, which had never existed in previous Farm Bill Reauthorizations.

Base Realignment and Closure (BRAC) – Homestead Air Reserve Base & U.S. Southern Command

The major elements of the BRAC 2005 process in Florida included a threat assessment of the future national security environment, followed by the development of a force structure plan and basing requirements to meet these threats. Based on the defense industry's direct impact of over $40 billion dollars in revenue to the State of Florida, a state-level BRAC advisory panel was created to start the process of making the case for bases to remain open. Cardenas Partners, along with their subcontractor, Thurman Gould, was retained at the state and federal levels by Miami-Dade County to work with the BRAC committee and assist in developing a strategic plan to protect Southern Command from closure or downsizing. From a state perspective, Cardenas Partners was involved in advocacy efforts to secure appropriations of $2 million from General Revenue and $1.4 million from the economic development trust fund to finance the Florida BRAC panel's efforts.

The particular challenge SOUTHCOM faced was that the facilities were undersized, separated and did not meet the new DOD standards for physical protection and anti-terrorism measures. Fearing near-certain closure in the BRAC process, they were successful in their

advocacy efforts and rather than have Dade County and Florida lose the facility, the state ultimately interceded and advocated construction of a new headquarters in compliance with the military's requirements and leasing the facility to the Department of Defense.

Cardenas Partners was also successful in securing federal funding via Defense Authorization and Military Construction Appropriations bills for the construction of permanent headquarters of SOUTHCOM in Miami-Doral. In FY 2008, $100 million was allocated to this project. In FY 2009, the second increment of $81.6 million was authorized and appropriated. Cardenas Partners secured the final increment of this $237 million project ($55.4 million) during the FY 2010 process. Additionally, Cardenas Partners worked on issues involving other military installations in the South Florida region – including Homestead Air Reserve Base and the Coast Guard.

Alcalde & Fay has an extensive background in working with Homestead issues on behalf of the County. We worked to secure the County's designation within the FAA's Military Airport Program (MAP). During that time, Alcalde & Fay team members coordinated meetings for County officials with the Department of Defense, U.S. Air Force, and pertinent Members of Congress and their senior staff. Client team members also worked on behalf of the Miami-Dade Board of Commissioners to first convince the Department of Defense and Congress to relocate the U.S. Southern Command from Panama to Miami-Dade County.

Alcalde & Fay continues to work on many issues related to the 2005 BRAC realignment, with Fairfax County and Virginia Beach, Virginia, among others. Notably, we have helped secure Congressional support and funding under the Defense Access Roads program to help Fairfax County mitigate traffic congestion due to a significant increase in base population at Fort Belvoir, Virginia. In Virginia Beach, we have helped the city convey to Congress and to the Commission that the base presence in the region is vital to both national security and to the local economy.

We do not anticipate new rounds of BRAC authorizations, however, we continue to closely follow the issue for Miami-Dade County. We are prepared to assist the County with liaison at the Department of Defense on any on-going issues related to the 2005 BRAC recommendations. We will also be monitoring to determine if Miami-Dade defense assets will be affected should budget sequestration occur as scheduled, which will cut approximately $55 billion from the federal defense budget in FY 2013.

Water and Sewer Issues and Projects

Alcalde & Fay has a long history of successfully representing the Miami- Dade County Water and Sewer Department and a number of public water and wastewater systems around the country. The 2007 Water Resources Development Act included a $6.25 million authorization for a proposed South Miami Dade Reuse Pipeline project, which will include the most thorough treatment system of any water reclamation project in the nation, including filtration and high level disinfection (HLD), microfiltration, reverse osmosis, ion exchange, ultraviolet light disinfection and advanced oxidation.

Due to the current moratorium on legislated earmarks, Congress has not funded this project. Once the moratorium is lifted, we can proceed to request appropriations for this and other projects important to the Water and Sewer Department. In the interim, we will continue to seek grant opportunities which may emerge for the Department's infrastructure needs. Assistance for protecting the County's water pump stations during severe weather circumstances may be available through the Federal Emergency Management Agency's Pre-Disaster Mitigation Grant Program which provides funds to communities for hazard mitigation planning and projects. We will support maximum levels of funding for this program and monitor for the announcement of grant availability.

Cardenas Partners also has a successful track record in advocating for the needs of public wastewater systems. For instance, Cardenas Partners worked with Monroe County officials to design and advocate on behalf of a project that would achieve a cost-effective operations/maintenance wastewater system with a management structure that is flexible and adaptable to meet future changes in the Key's wastewater management and infrastructure technologies. Upgrading wastewater facilities decreased pollutants in local waters and helped the Florida Keys already threatened and fragile eco-system. The Florida Keys Water Quality Improvement Project received $25 million in funding from the American Recovery and Reinvestment Act. Cardenas Partners was also instrumental in helping the County secure $3.6 million through the EPA for a wastewater demonstration project.

ENVIRONMENTAL PROTECTION AGENCY

Alcalde & Fay is available to support the Water and Sewer Department's policy needs at the Environmental Protection Agency (EPA). We have excellent working relationships with key decision makers in the agency. Kevin Fay, firm President, is internationally recognized as a specialist on environmental and energy issues and has twice been recognized by the EPA for leadership in global environmental protection.

LEGISLATION OF INTEREST TO THE WATER AND SEWER DEPARTMENT

We continue to monitor and apprise the County of legislative developments on pending legislation including the following.

Chemical Facility Antiterrorism Act

On September 19, 2011, the House Committee on Energy and Commerce reported H.R. 908 out of committee, which extends the authorization for the Department of Homeland Security's Chemical Facilities to Anti-Terrorism (CFAT) program. CFAT regulates security practices and protects against acts of terrorism at the nation's chemical facilities. The legislation provides an exemption for drinking water and wastewater facilities, authority to regulate security practices and protect against acts of terrorism at the Nation's chemical facilities. During markup the Republican majority rejected a Democratic amendment that would have required EPA to set security standards for exempt facilities. It appears that further consideration of the exemption question has been stymied by jurisdictional issues in the House, as any serious attempt to extend the program to all drinking water and wastewater facilities would require the involvement of the House Transportation and Infrastructure Committee.

Comparable legislation, H.R. 901, the Chemical Facility Anti-Terrorism Security Authorization Act of 2011, was reported by the House Homeland Security Committee in September 2011, and discharged by the Committee on Energy and Commerce on June 8, 2012. The Senate reported out the Continuing Chemical Facilities Antiterrorism Security Act of 2011, S. 473, in October of 2011.

Clean Water Act

Last year the EPA and the U.S. Army Corps of Engineers released draft guidance to clarify the protection of waters under the Clean Water Act. The May 2011 proposed guidance was intended to clarify which waters are subject to Clean Water Act jurisdiction as a result of two recent U.S. Supreme Court rulings: Solid Waste Agency of Northern Cook County v. U.S. Army Corps of Engineers and Rapanos v. United States.

Under the proposed guidance, federal jurisdiction and permitting requirements would be expanded to include many intermittent and ephemeral streams and wetlands not currently covered. However, House Republicans, homebuilders, and the agriculture community have condemned the guidance as another example of the Administration's regulatory overreach. There have been several legislative attempts to prohibit the EPA and Army Corps from finalizing and implementing the 2011 guidance. Most recently, the House Transportation and Infrastructure Committee adopted H.R. 4965, titled: "to preserve existing rights and responsibilities with respect to waters of the United States, and for other purposes." Overall, this will impact Miami-Dade County if it maintains or interacts with bodies of water that had previously been considered outside the scope of the Clean Water Act.

Numeric Nutrient Criteria

On May 17, 2012, the EPA proposed an extension of the July 6, 2012 effective date of the "Water Quality Standards for the State of Florida's Lakes and Flowing Waters Final Rule" for three months until October 6, 2012. The EPA is also requesting comments on extending the date to July 6, 2013.

By way of background, last November, the EPA notified the Florida Department of Environmental Protection (FDEP) that their proposed rule establishing numeric criteria for Florida waters was consistent with the requirements of the Clean Water Act. The letter also noted that EPA would withdraw its federal standards for those Florida waters covered by the FEDP's rule, provided that the FDEP rule was approved by the Florida State Legislature and the Governor, which occurred in February, 2012 (S.B. 2060/H.B. 7051).

On February 20, 2012, the FDEP sent the rules to EPA, which sets numeric nutrient criteria for certain Florida waters. However, a petition was filed with the Florida Department of Administrative Hearings challenging the validity of FDEP's NNC rules. A hearing was held the week of February 27, 2012, and the Administrative Law Judge has not yet issued an order in the case. Essentially, the three-month extension of the effective date of the rule would allow time for the administrative challenge to be resolved, and if FDEP prevails, for FDEP to notify EPA that the NNC rules have been officially adopted.

If EPA were to approve Florida's rules, EPA would then consider proposing and finalizing an additional extension (July 6, 2013) to allow time for EPA to withdraw any Federal numeric

nutrient criteria that correspond to criteria that have been adopted by Florida and approved by EPA.

Water Infrastructure/State Revolving Loan Program

Water infrastructure projects were popular member requests in the earmarking process under the State Tribal Assistance Grants Program at EPA, and as a result of the earmark ban, the available sources of federal assistance for these projects is limited in large measure to the State revolving loan fund funds. However, both the Clean Water and Drinking Water State Revolving Loan Funds have been targets for cost-savings in the federal budget. In February 2012, President Obama presented the Administration's FY2013 budget request which included $1.175 billion for Clean Water SRF capitalization grants, $850 million for Drinking Water SRF capitalization grants. The total amount requested for SRF capitalization grants is 15% below the FY2012 enacted level, reflecting a 20% reduction for the Clean Water program and a 7.4% reduction for the Drinking Water program. The House Interior-Environment Appropriations Subcommittee has recommended even greater cuts to the programs, reducing Clean Water SRF grants by almost half to $689 million and Drinking Water SRF grants to $829 million.

During the 111th Congress, the House passed the Water Quality Investment Act (H.R. 1262), which would have reauthorized both programs, authorized $19.4 billion over five years for water infrastructure projects, extended the repayment period to 30 years, and expanded the types of projects eligible receive funds. Despite bipartisan support in the House, comparable legislation did not pass in the Senate. Comparable legislation has not been considered this Congress. While Congressman Mike Simpson (R-ID), the Chairman of the Interior-Environment Appropriations Subcommittee, has said that he is open to considering alternative funding methods for water infrastructure, no action has been taken at this time.

Water Efficiency, Conservation, and Adaptation Programs

On May 24, 2011 Congressman Rush Holt (D-NJ) introduced the Water Advanced Technologies for Efficient Resource Use Act of 2011 (H.R. 1967). This bill establishes within the Environmental Protection Agency (EPA) a WaterSense program to identify and promote water efficient products, buildings and landscapes, and services to reduce water use, conserve energy, and preserve water resources. It also establishes a program to provide financial incentives for consumer purchase and installation of residential water efficient products and services. Additionally, it requires federal agencies to purchase WaterSense products or services or a Federal Energy Management Program designated product through their procurement process.

Water Infrastructure Finance

Congress continues to consider options for creating a sustainable funding source for water infrastructure projects, and in February 2012 the House Transportation and Infrastructure Committee held two hearings on "A Review of Innovative Financing Approaches for Community Water Infrastructure Projects." One of the major topics of the hearing was a draft legislative proposal entitled the "Water Infrastructure Finance and Innovation Act (WIFIA) which would create a program to provide Federal credit assistance in the form of direct loans and loan guarantees, to finance significant water and wastewater infrastructure projects similar to the highly successful TIFIA program which is used to finance transportation projects. Although

there was strong support for this concept and subcommittee staff have confirmed they are continuing to listen to stakeholders, the draft legislation has yet to be formally introduced.

Immigration

ADMINISTRATION INITIATIVES & PLANS FOR REFORM

On June 15, 2012, President Obama announced a significant change in national policy regarding the deportation of young people brought the country illegally as children. In a Rose Garden ceremony, the President announced that these individuals would now be allowed to seek a renewable two-year deferral of removal from the country, based on their ability to satisfy a series of specific criteria. The announcement is in line with the Administration's policy of focusing DHS immigration efforts on targeting those individuals that pose a threat to national security or commit serious crimes. Following the President's speech, Homeland Security Secretary Janet Napolitano issued a memo to the relevant DHS Agency Directors informing them of the extent to which they were to use "prosecutorial discretion" in enforcing the Nation's immigration laws. Included in the memo, were the following criteria that an individual would need to satisfy in order to seek a two-year deferral:

1. Came to the United States under the age of sixteen;
2. Have continuously resided in the United States for a least five years preceding the date of this memorandum and are present in the United States on the date of this memorandum;
3. Are currently in school, have graduated from high school, have obtained a general education development certificate, or are honorably discharged veterans of the Coast Guard or Armed Forces of the United States;
4. Have not been convicted of a felony offense, a significant misdemeanor offense, multiple misdemeanor offenses, or otherwise pose a threat to national security or public safety;
5. Are not above the age of thirty.

The announcement was met with stern opposition from several House and Senate Republicans who criticized the President for bypassing Congress in an attempt to institute immigration reform. Democrats were quick to point out the similarities between the Administration's new policy and their own Development, Relief, and Education for Alien Minors (DREAM) Act (S. 952/H.R.1842), which would provide individuals with a path to citizenship, based on their satisfaction of criteria similar to those enumerated in the new DHS policy. Although Congress has failed to move forward with consideration of this or similar proposals, the DREAM Act has received renewed attention in recent months as Republicans have been working on similar legislation. Senator Marco Rubio (R-FL) has been working on a proposal that would provide an alternative to the DREAM Act although he has confirmed that it would not provide a path to citizenship. Similarly, Congressman Rivera recently introduced his Studying Towards Adjusted Residency Status, or STARS, Act (H.R. 5869), which would provide a five-year conditional non-immigrant status to qualifying younger immigrants below that age of 19 that are enrolled in a four-year college/university; however, that reprieve can be renewed for an additional five years if they have graduated and meet additional criteria. In light of the President's announcement, it is unlikely that either of these proposals, or comprehensive immigration reform, will be addressed in the remaining months of the 112th Congress; however, immigration reform will likely be a

major point of contention during the elections and Republicans may seek to undo the President's policy with legislation.

The Obama Administration's immigration policy has also consisted of calling for enhanced border control and an immigration system designed to meet the nation's economic needs. To this end, the President's priorities for immigration reform include: strengthening border control by investing in additional personnel, infrastructure, and technology on the border and at our ports of entry; improving the immigration system and promoting family unification; enforcing employment laws and preventing employers from hiring undocumented workers; enabling undocumented immigrants to become lawful citizens; and working with our Mexican neighbors to decrease the economic desperation that leads to illegal immigration.

FEDERAL PROGRAMS & FUNDING

The State Criminal Alien Assistance Program (SCAAP) is a payment program designed to provide federal assistance to states and localities that incur costs for incarcerating undocumented aliens who are being held as a result of state and/or local charges or convictions. SCAAP payments are calculated by using a formula that provides a relative share of funding to jurisdictions that apply and is based on the number of eligible criminal aliens incarcerated. Congress approved $240 million for SCAAP in FY 2012 and despite the President requesting only $70 million in his proposed FY 2013 budget, the House-passed CJS Appropriations bill proposes to allocate $165 million for SCAAP and the bill approved by the Senate Appropriations Committee provides $255 million. However, the Administration has taken steps recently in an attempt to improve the efficiency of the program. On May 23, 2012, the Department of Justice (DOJ) opened the FY 2012 SCAAP application period; however, included in the announcement was a notification by DOJ that they had modified the SCAAP reimbursement formula to discontinue reimbursements for inmates classified by Immigration and Customs Enforcement (ICE) as "unknown". Following this announcement, we have been working with several of our clients to oppose this change to the SCAAP payment policies as it has the potential to result in drastic cuts to funding for many local jails.

E-Verify, the U.S. Citizenship and Immigration Service's free, voluntary, Internet-based system allows businesses to determine the eligibility of their employees to work in the United States. Currently over 353,000 employers are enrolled in E-Verify and in FY 2011 over 17.400 million cases were processed.

The Secure Communities Program is ICE's comprehensive strategy to improve and modernize the identification and removal of criminal aliens from the United States. The program is built on three pillars: identify criminal aliens through modernized information sharing; prioritize enforcement actions to ensure apprehension and removal of dangerous criminal aliens; and transform criminal alien enforcement processes and systems to achieve lasting results. All 67 Florida counties use the program, and ICE recently confirmed that it plans on meeting its goal of deploying the program nationwide by 2013, although it has conceded that additional modifications to the program's scope will be implemented.

Over the years, we have worked with Miami-Dade County, Miami-Dade County Public Schools, and other clients regarding numerous immigration issues including SCAAP, H1-B visas,

Targeted Assistance and bilingual education. Recognizing that costs incurred to local governments for federal immigration policy violates the Unfunded Mandates Act, we are prepared to work with the County and national associations to include, at a minimum, the same level of funding from the previous session of Congress during the upcoming appropriations cycle for critical immigration programs.

Homeland Security – funding, grants, large urban county issues, Urban Areas Security Initiative (UASI), grants.

Information on Alcalde & Fay's experience with these issues can be found above in the Public Safety and Homeland Security portion of the Past Performance and Experience Section.

Criminal and Juvenile Justice – public safety, crime prevention, juvenile justice, gun violence prevention

Information on Alcalde & Fay's experience with these issues can be found above in the Public Safety and Homeland Security portion of the Past Performance and Experience Section.

Healthcare, Medicare, Medicaid, Aids

On June 28, 2012, the Supreme Court voted in a 5-4 decision to uphold almost the entirety of the Patient Protection and Affordable Care Act (PPACA) and Health Care and Education Reconciliation Act of 2010 (HCERA), including the individual mandate. The only element struck down as unconstitutional was a provision withholding Medicaid funding from any state refusing to participate in the Medicare expansion program included in the law.

President Barack Obama signed his signature healthcare reform bill into law in March 2010. The PPACA and Health HCERA included several key provisions that took effect in 2010, including the creation of a national high-risk pool for people with pre-existing conditions who cannot buy insurance on their own, tax credits for small businesses that obtain health coverage for their workers and assistance for Medicare beneficiaries with high drug costs who get hit by the drug benefit's coverage gap or "doughnut hole," and continues through 2014, when the major reforms to expand access to health coverage are fully implemented. Upon enactment, we prepared a timeline for interested clients summarizing when specific provisions of the legislation were scheduled to take effect. Since its enactment, the healthcare reform bill has been criticized by House and Senate Republicans who have sought to eliminate many of the bill's prevention and public health funding initiatives as a means of reducing the deficit. As such, we have provided our clients with updates on Congressional efforts regarding healthcare program funding and policies and continue to work with them to identify issues that could potentially be of interest to them.

Our subcontractor Cardenas Partners represents Preferred Care Partners (PCP), a Medicare Advantage health plan provider in central and south Florida. As the Affordable Care Act (ACA) was being debated by Congress, Cardenas Partners articulated to the Members of Congress the impacts of such policies on PCP and its customers. Specifically, they worked with the America's Health Insurance Plans to monitor the way in which the National Association of Insurance

Commissioners codified provisions relating to medical loss ratios. Cardenas Partners worked with staff at Health and Human Services to keep Preferred Care Partners up to date of all changes and educate key regulatory officials of the benefit of designating certain costs as medical rather than administrative. Since the enactment of the ACA, Cardenas Partners monitors the development and implementation of ACA regulations, providing PCP with information regarding proposed rules and ensuring PCP's views are relayed to the policymakers.

Cardenas Partners also advocates for Broward Health, one of the 10 largest public health care systems in the nation. Cardenas Partners has been active in identifying potential additional sources of federal funding for Broward Health within federal agencies, such as the Department of Health and Human Services. Moreover, Cardenas Partners monitors changes in federal programs such as Medicare, Medicaid, and Ryan White HIV/AIDS treatment funding. Since the enactment of the ACA, Cardenas Partners provides ongoing updates of proposed regulations and programs, such as the development of Accountable Care Organizations (ACOs). Cardenas Partners guides Broward Health's federal strategy by representing their interests with their Members of Congress and officers in relevant federal agencies. Finally, Cardenas Partners has successfully assisted in establishing a continuing flow of communication between Broward Health and its Congressional Delegation.

SUBSTANCE ABUSE

Federal funding is consistently available for community substance abuse prevention initiatives. In addition to the annual appropriations process, funding is provided in the form of grants to states and localities through the Substance Abuse and Mental Services Administration (SAMHSA). The mission of SAMHSA is to bring effective substance abuse prevention to every community nationwide. Its discretionary grant programs, whether focusing on pre-school children and high-risk youth or on community-dwelling older Americans, target states, communities, organizations, and families to promote resiliency, promote protective factors, and reduce risk factors for substance abuse. Most notably, the Drug Free Communities Support and Mentoring grant programs help support local communities and coalitions in their efforts to prevent and reduce substance use. SAMHSA also promotes the availability and quality of community-based substance abuse treatment services for individuals and families who need them.

We have successfully worked with our municipal clients in obtaining federal funding from the Substance Abuse and Mental Health Services Administration, and would be happy to work with the County on doing the same if desired.

MENTAL HEALTH

The Substance Abuse and Mental Health Services Administration (SAMHSA) also provides funding opportunities for community-based mental health initiatives. While the largest portion of SAMHSA's appropriated funding for mental health issues goes towards the Community Mental Health Services Block Grant Program, SAMHSA also supports a portfolio of discretionary grant programs, called Programs of Regional and National Significance (PRNS), to apply knowledge towards best community-based systems of care and services for adults with serious mental illnesses and children with serious emotional disturbances. While President's FY

2013 Budget proposal did include reductions in funding for some of the PRNS discretionary grants, these were due to increased funding for the Mental Health – State Prevention Grant, which provides funding for State-wide initiatives to address and prevent mental illness. We can work with the County on pursuing any of these initiatives in mental health funding.

MEDICAID

As Congress continues its efforts to address the nation's growing deficit and the expected long-term contributions that Medicare and Medicaid will have on it, several aspects of the federal Medicaid program have been targeted for reforms and reductions.

Disproportionate Share Hospitals (DSH)

Under the PPACA, Medicare and Medicaid Disproportionate Share Hospitals (DSH) payments are scheduled to be reduced as the number of uninsured individuals decline. The County opposes any reduction in DSH payments to pay for increased healthcare coverage, and requests that Congress study the effect of Medicaid expansion and increased coverage under healthcare reform before DSH programs. Modifications to the DSH payments, including an extension of the PPACA's cuts, were included as part of the Sequester Replacement Reconciliation Act of 2012 (H.R. 5652), or Budget Reconciliation bill, which the House passed with a party-line vote on May 15, 2012. We worked with clients in opposition to this effort and met with members of Congress and relevant staff to discuss the potential for DSH payment modifications to be included in any pending or future legislation during the 112th Congress. Although Senate Democrats have confirmed that the Senate will not vote on H.R. 5652, some of the bill's components may resurface during negotiations regarding sequestration and deficit reduction.

Block Granting and Cost Shifting Proposals for Medicaid

During this legislative session, House Republicans moved forward with efforts to dramatically restructure the federal share of the Medicaid program. At the outset of the 112th Congress, House Republicans acknowledged that they would pursue reforms aimed at shifting Medicaid to a "block grant" program. In the FY 2012 and FY 2013 Budget Resolutions introduced by House Budget Committee Chairman Paul Ryan (R-WI), Medicaid would become a block grant program wherein the federal government would allocate fixed funding to states to cover Medicaid costs, instead of a fixed percentage share of the state's total costs, leaving the state responsible for any costs exceeding the apportioned amount. Although approved along party-lines in both years, the Resolutions are meant to serve as general blueprints that provide insight into House Republicans' goals for spending over the next decade; however, these proposals can shape related appropriations and/or authorization bills that, if enacted, would have the force of law.

We have worked with clients to oppose this effort, as it would likely lead to an increased financial burden being placed on state and local governments. Furthermore, we attended briefings at the National Association of Counties (NACo) and coordinated with their staff to develop strategy regarding this issue. While this issue is not likely to be addressed directly as part of the ongoing FY 2013 appropriations process, it may be considered during the final months of the 112th Congress and/or as part of broader tax and deficit reduction negotiations held during the "lame duck" session following the elections in November 2012. We will continue to monitor this issue and advise the County of any relevant developments.

We continue to work on and monitor Medicaid issues on behalf of our public bodies and other clients and we are prepared to advocate the County's position in this regard.

MEDICARE

The PPACA contains over 500 pages of changes in the Medicare program. Some of these provisions will reduce Medicare payments, including reductions in payments for home health, disproportionate share hospitals, advanced imaging services, and, above all, Medicare Advantage plans (which would transition to a payment system based on competitive bids by 2015 at a savings over 10 years of $118 billion). Productivity adjustments in market basket updates and additional reductions in market basket updates aim to save Medicare another $150 billion over 10 years. Freezing the income threshold at which higher income Medicare beneficiaries pay increased Part B premiums at 2010 levels through 2019 for would bring in another $25 billion. The vast majority of the Medicare provisions, however, are directed at improving the quality, effectiveness, and in some instances, benefits of the Medicare program.

One of the features of the PPACA that could affect the County is the creation of a new 15-member Independent Payment Advisory Board (IPAB) composed of health care, health policy, and health economics experts as well as representatives of employers, third-party payers, consumers, and the elderly. The Board, which will be appointed by the President but subject to Senate confirmation, is responsible for presenting Congress with proposals for reducing excess Medicare cost growth. In years when Medicare costs are projected to exceed a target rate, the Board will be required to make a proposal to reduce cost growth, which will go into effect unless Congress, following expedited procedures, develops an alternative proposal. The Board's proposals cannot ration care, raise taxes or Part B premiums, change Medicare benefit, eligibility, or cost-sharing standards, or reduce payments for providers whose payments have already been reduced by the market-basket adjustments. These restrictions on the Board's proposals will limit the Board largely to reducing Part C or Part D expenditures. In practice this board could institute cuts that harm an area like Miami Dade more acutely than other metropolitan areas. Republicans strongly oppose the creation of the IPAB, and on March 22, 2012 the House voted along party lines to pass the Protecting Access to Healthcare Act (H.R. 5), which included a repeal of the IPAB.

In the House Republican budget proposal for FY 2013, House Budget Committee Chairman Paul Ryan (R-WI) included an overhaul of the Medicare program. Among the many suggested changes, Chairman Ryan's plan consists of providing senior citizens with a federal payment to be used for the purchase of health insurance either from a private plan or the fee-for-service traditional Medicare. Furthermore, the plan purports to reduce the overall cost growth by limited the program's per capita grow rate to 0.5 percent above the GDP growth rate. While Democrats asserted that this could put seniors at risk of increased costs due to inadequate levels of funding for their health insurance and that it would trigger action by the IPAB, House Republicans countered that the IPAB would ultimately ration care through suggested restrictions. Although the House Republican budget proposal was approved along party lines, it will not be addressed in the Senate and will therefore likely not be addressed until next year.

We would advocate the County's positions on this issue to the House and Senate leadership, along with your Congressional Delegation to ensure that the County is not disproportionately affected by the results of this panel.

Ryan White AIDS Programs

The Ryan White HIV/AIDS Treatment Extension Act of 2009 extended the program through 2013. The bill also increased the authorized funding levels and required the Secretary to develop a formula for awarding grants that ensured that funding is provided based on the distribution of populations disproportionately impacted by HIV/AIDS. Congress makes annual appropriations to the Ryan White AIDS program and in FY 2012 provided approximately $2.39 billion was for these programs, slightly more than the $2.31 billion provided for FY 2011. The President requested $2.47 billion for these programs in his FY 2013 budget request.

Congress is always encouraging the Department of Health and Human Services to identify obstacles confronting people with HIV/AIDS in receiving medical care funded through the Ryan White programs and to develop strategies to address these problems in light of the changing medical needs of a patient population that is living longer with current therapies. Moreover, Congress is anticipating that the Department of Health and Human Services will address the disparities that exist in accessing and maintaining the benefits of these recent medical advances among communities highly impacted by HIV and AIDS.

On the County's behalf, we would work with the Labor, Health and Human Services Appropriations Subcommittee and the authorizing committees to ensure that the Ryan White AIDS Program continues to be a priority for Congress and that the County receives funding proportional to the severity of the crisis in the region..

AIDS Prevention

Alcalde & Fay enjoys an excellent rapport with the Department of Housing and Urban Development (HUD). In the past we have lobbied for and secured Housing for Persons with AIDS funding (HOPWA). We worked as part of a coalition to increase the size ($75 million to $156 million) of a Federal AIDS-HIV Housing program, with our client enjoying a commensurate increase in its apportionment.

We would also work with the Labor, Health and Human Services Appropriations Subcommittee to ensure continuous funding for AIDS services in which the County is interested.

Welfare Reform Implementation/Changes

Temporary Assistance for Needy Families (TANF)

On February 22, 2012, the President signed into law the Middle Class Tax Relief and Job Creation Act of 2012 (H.R. 3630), which both the House and Senate had approved with bipartisan support on February 17, 2012. Included in the tax/benefits extenders bill was an extension of the TANF program through the end of FY 2012, September 30, 2012. The legislation makes several bipartisan changes to the program aimed at improving its functionality and eliminating abuse and fraud. One such change involves the simplification of reporting requirements through a "data exchange standardization" process that will allow states for better

comparisons of data among states. The bill also includes a provision that prevents accessing/withdrawing welfare funds at ATMs located in casinos, liquor stores and strip clubs.

SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP)

The U.S. Department of Agriculture's Supplemental Nutrition Assistance Program (SNAP), formerly the Food Stamp Program, helps low-income people and families buy the food they need for good health. The 2008 farm bill reauthorized the program and increased the commitment to Federal food assistance programs by more than $10 billion over the next 10 years. In the fall of 2009, Agriculture Secretary Tom Vilsack announced $18 million in bonus awards to States for outstanding and timely customer service in providing SNAP benefits, and the Department of Agriculture estimates that in FY 2011 the program served nearly 45 million people across the country. In recent years, SNAP has been a target for funding cuts through program consolidation and reorganization, and most recently House Republicans have suggested several policy changes aimed at reducing misuse of the program's funds, including the clarification and tightening of certain restrictions. The Senate is currently debating the 2012 Farm Bill (Agriculture Reform, Food, and Jobs Act of 2012, S. 3240) which includes a $4.5 billion cut to SNAP over the next 10 years through reductions in the ability of states to participate part in the "Heat and Eat" program. Among the 73 amendments the Senate has agreed to consider during floor debate on the Farm Bill is an amendment introduced by Senator Kirsten Gillibrand that would restore the $4.5 billion in funding for SNAP; however, on June 19, 2012 the Senate rejected the amendment by a vote of 33 to 66. While the Senate ultimately approved the bill on June 21, 2012 without restoring funding for the SNAP program, several amendments that would have further reduced SNAP funding rejected before the final vote.

Human/Social Services

AUTHORIZATION, REAUTHORIZATION AND APPROPRIATIONS

Authorizations and reauthorizations for human services projects could come from a broad range of legislation that Congress plans to address in the near future. However, the annual Labor, Health and Human Services, and Education Appropriations bill (Labor-H) provides funding for the formula and discretionary grant programs that would fund for a health, welfare or education related project. The Labor-H bill includes numerous programs that would provide the County with opportunities to obtain funding for its human services needs, including training and employment services, health resources and services, substance abuse, mental and public health services, and literacy.

ELDERLY SERVICES LEGISLATION

Alcalde & Fay is aware of Miami-Dade County's commitment to senior citizens and continues to monitor and advocate on behalf of such legislation as reauthorization of the Older Americans Act (OAA). The OAA authorizes a number of service programs, partially through 56 state agencies on aging, and includes community service employment for low-income older Americans; training, research, and demonstration activities in the field of aging; and vulnerable elder rights protection activities. Recently, on March 28, 2012, Chairman Bernie Sanders (I-VT)

was joined by 14 other Senators in calling for reauthorization of the Act during a session hosted by the National Council on Aging and the American Society on Aging. Chairman Sanders is currently working on a package that will include many of the proposals that have been offered by his colleagues. Alcalde & Fay will continue to monitor the progress of this legislation and alert Miami-Dade to any relevant development or opportunities to influence policy.

NUTRITION PROGRAMS

In December of 2010, President Obama signed into law the most recent reauthorization of Women, Infants, and Children (WIC) and Child Nutrition programs. Known as The Healthy, Hunger-Free Kids Act of 2010 (P.L. 111-296), this legislation authorizes funding for federal school meal and child nutrition programs and increases access to healthy food for low-income children. This bill reauthorizes child nutrition programs for five years, through Fiscal Year 2015. Since 2008, Alcalde & Fay has participated in the process to reauthorize such programs as the Summer Food Service Program (SFSP), the Child and Adult Care Food Program (CACFP), State Administrative Expenses (SAE), the Special Nutrition Program for Women, Infants and Children (WIC) and as well as other smaller pieces of this comprehensive legislation. We have also monitored legislation to amend the School Breakfast Program and the National School Lunch Program which are permanently authorized. Alcalde & Fay will continue to monitor the progress of reauthorization and alert Miami-Dade to any relevant developments or opportunities to influence policy.

CHILDREN'S HEALTH INSURANCE PROGRAM (SCHIP)

On behalf of our school districts and local government clients Alcalde & Fay monitored the reauthorization of the Children's Health Insurance Program (CHIP, formerly known as the State Children's Health Insurance Program, SCHIP) which took effect on April 1, 2009. The reauthorization legislation expanded the program to serve and additional four million children and provides access to additional services such as dental care and mental health benefits. Under the Act, states now have the option to cover pregnant women. The Act also permits states to cover legal immigrant children and pregnant women who otherwise meet Medicaid or SCHIP eligibility requirements. There was previously a five-year waiting period before legal immigrants could become eligible for coverage. The legislation authorized $100 million in grants for new outreach activities to states, local governments, schools, community-based organizations, and safety-net providers.

The Patient Protection and Affordable Care Act (PPACA or Affordable Care Act), (Public Law 111-148) that was signed into law in March of 2010 maintains the CHIP eligibility standards in place as of enactment through 2019. The law extends CHIP funding until October 1, 2015, when the already-enhanced CHIP federal matching rate will be increased by 23 percentage points, bringing the average federal matching rate for CHIP to 93 percent. The Affordable Care Act also provided an additional $40 million in federal funding to continue efforts to promote enrollment in Medicaid and CHIP.

HEALTHY CHILDREN AND FAMILIES

Alcalde & Fay has worked with several federal agencies to affect policy intended promote healthy children and families. We routinely monitor federal grant opportunities through the Administration for Children and Families, Maternal Child Health Bureau, Health Resources and Services Administration, and the Substance Abuse & Mental Health Services Administration. We have met with federal officials to discuss quality child care programs, after school programs, nurse home visitation programs, and child abuse prevention, to name several.

Head Start/Early Head Start/Education Reform

HEAD START/EARLY HEAD START

Since 1965, the Head Start program has promoted school readiness by enhancing the social and cognitive development of children through the provision of educational, health, nutritional, social and other services to enrolled children and families. The program engages parents in their children's learning and helps them in making progress toward their educational, literacy and employment goals. Since its inception, the Head Start program has provided over 24 million low-income preschool children with early childhood education and health, nutritional, and social services. Over a million children are served by Head Start programs every year, including children in every U.S. state and territory and in American Indian and Alaskan Native communities. Since 1965, nearly 30 million low-income children and their families have received these comprehensive services to increase their school readiness.

In 2007, Congress reauthorized Head Start through FY 2013. The latest iteration of the legislation promotes accountability, strengthens academic standards, improves teacher quality, and expands access to tens of thousands more children. For FY 2013, the Senate has proposed funding Head Start at $8.038 billion, a $70 million increase over the FY 2012 level. In FY 2012, HHS began implementing new regulations that require Head Start grantees that do not meet certain performance standards to re-compete for funding. This year, over $1.2 billion in Head Start grants are being re-competed, providing additional assurances that children in Head Start are receiving quality services. The House has not yet begun its appropriations process for this program.

ELEMENTARY AND SECONDARY EDUCATION REFORM

Most recently authorized as the No Child Left Behind Act (NCLB), ESEA is nearly four years overdue for renewal. On October 20, 2011, the Senate Health, Education, Labor and Pensions (HELP) Committee voted 15 to 7 in favor of passing the Elementary and Secondary Education Reauthorization Act of 2011, sending the legislation to the Senate floor for consideration by the full Senate. On November 8, 2011, the Committee held a hearing on the reauthorization. The hearing was part of a compromise in which Senator Rand Paul (R-KY) agreed to withdraw his objection to the October 20, 2011 hearing in exchange for HELP Committee Chairman Tom Harkin (D-IA) agreeing to this later hearing. The draft bill, released on October 11, 2011, was the result of over a year's worth of bipartisan negotiations between the bill's sponsors, Committee Chairman Harkin and Ranking Member Mike Enzi (R-WY).

Meanwhile, the House Education and Workforce Committee in early 2011 chose to reauthorize the ESEA legislation through a series of five bills. To date only one of these has been approved by the full House. On January 6, 2012, Committee Chairman John Kline (R-MN) released the two remaining pieces of draft legislation to reform ESEA. The Student Success Act (H.R. 3989), which does away with adequate yearly progress (AYP) and allows states to develop their own accountability systems, and would no longer require states to test students in science. Notably, the measure also does away with the School Improvement Grant (SIG) program, which offers resources to states to turn around their lowest-performing schools. The second measure introduced in January, the Encouraging Innovation and Effective Teachers Act (H.R. 3990), requires states and districts to develop teacher evaluation systems tied in part to student achievement, and it does away with many federal programs, including the 21st Century Community Learning Centers program, which covers after-school activities, in favor of block grants to states and districts. On February 28, 2012, these two measures were passed by the Committee in a party-line vote of 23 to 16.

The Administration has also taken its own approach with regard to the reauthorization of ESEA. On September 23, 2011, President Obama formally announced that the Department of Education would allow states to apply for waivers that would provide them with greater flexibility from several requirements of NCLB. In order to receive a waiver, states are required to submit a "Flexibility Request" that addresses specific guidelines, including college- and career-ready standards, accountability systems, and teacher and principal evaluations. To date, nineteen states have been granted flexibility waivers and an additional 18 states and the District of Columbia have submitted applications seeking flexibility from the No Child Left Behind Law.

Many education policy experts in DC now view comprehensive ESEA reauthorization as unlikely to happen during the 112th Congress. Without reauthorizing the legislation, the waiver process will continue to be instrumental in offering states and school districts methods of influencing and reforming current education policy. Alcalde & Fay staff has been involved in numerous discussions with U.S. Department of Education and Congressional policy-makers regarding ESEA reauthorization and will continue to monitor the local impact of the law. We are fully prepared to work with the County and with Miami-Dade Public Schools on the reauthorization of ESEA.

HIGHER EDUCATION REFORM

First enacted in 1965, the Higher Education Act (HEA) is the primary source of federal funding for institutions of higher education as well as federal financial aid for students. Congress reauthorized the HEA through FY 2013 in August 2008. The reauthorization bill expands access and support for low-income, first-generation, and minority students; strengthens the college readiness and support programs TRIO and GEAR UP; increases aid and support programs for veterans and military families; seeks to strengthen the nation's workforce and economic competitiveness; ensures equal educational opportunities and fair learning environments for students with disabilities; improves safety on college campuses and help schools recover and rebuild after a disaster; and streamlines and makes more transparent the federal financial aid system.

ADULT EDUCATION REFORM

On June 7, 2012, the House Committee on Education and the Workforce approved legislation to reauthorize the Workforce Investment Act of 1998 (WIA). The Committee approved the Workforce Investment Improvement Act of 2012 (H.R. 4297) by a vote of 23 to 15. No Democrats voted in favor of the bill. As passed, the bill eliminates 37 programs, including 29 previously identified by the Government Accountability Office (GAO) as offering redundant or overlapping job training services. The bill also creates a single, flexible Workforce Investment Fund that provides formula funds to state and local workforce investment boards (WIBs) to create universal employment and training programs for all adults, unemployed workers, and youth. H.R. 4297 allows states to determine required standards for eligible training providers and permits local areas to contract directly with community colleges and their institutions of higher education to provide specialized group training programs designed for employers who are looking to hire several workers with a particular skill. The bill is expected to move to the House in mid-to-late June; however, the Senate is not expected to move WIA legislation this session.

Planning, Development and Zoning

Alcalde & Fay is prepared to assist Miami-Dade County in its efforts to more effectively address planning and growth in the region. Over the past several years, Alcalde & Fay has worked closely with County staff to prevent the Federal government from usurping Miami-Dade County's rights to develop and plan for the region as it wished. At the same time we have monitored Smart Growth and Land Use policies on behalf of our clients. We also have monitored legislative language and other bureaucratic efforts within the North American Free Trade Agreement, the Central American Free Trade Agreement the Fast Track Trade Authority bill, and other legislative vehicles that have hidden within them attacks on the sovereignty of counties, particularly with regard to zoning rights.

We are also prepared to monitor the continuing effects of *Kelo v City of New London*, a case decided by the Supreme Court of the United States regarding the use of eminent domain to transfer land from one private owner to another to further economic development. Since the decision, there have been numerous federal, state and local efforts to restrict the rights of municipalities to exercise this right. During the 112th Congress, legislation has been introduced in both the House and Senate to address issues related to the use of eminent domain by state and local governments. On February 28, 2012, the House passed by voice vote the Private Property Rights Protection Act of 2012 (H.R. 1433), a bill introduced by Congressman Jim Sensenbrenner (R-WI) that would essentially institute a two-year ban on federal funding for any state and local government that abuses its eminent domain authority for economic development purposes, such as the redevelopment of the property that would result in higher tax revenue. The bill was referred to the Senate Judiciary Committee where it is currently awaiting further action. On June 21, 2012, Senator John Cornyn (R-TX) introduced the Protection of Homes, Small Businesses and Private Property Act of 2012 (S.3334), which would prohibit the use of eminent domain for economic development by the federal government, and by state and local governments using federal funds. It is unclear at this time whether Congress will chose to address these bills in the remaining months of the 112th Congress.

Also related to this is the effort to preempt local land-use prerogatives by federalizing the siting decisions for electric transmission facilities. This issue is likely to come to the fore once again with the effort to move the U.S. towards a "smart" electrical grid and increasing demand for electricity. Given our experience in this area, we are well suited to continue to provide the County with expert guidance on these issues. We are also prepared to continue working with the County to remove all discrimination in the housing market, including prohibiting exclusionary zoning practices. If called upon, we will assist the County at the congressional and agency level to ensure enforcement of Title VIII of the Civil Rights Act of 1968 through the expeditious resolution of allegations of fair housing violations.

Federal Emergency Management Agency (FEMA) - Mitigation and Preparedness

Alcalde & Fay works closely with the Federal Emergency Management Agency (FEMA) and continues to encourage Congress to support FEMA's Mitigation and Preparedness programs. We will continue to inform the County of the grant application procedure for these programs in 2012. Key local preparedness programs include:

- *Hazard Mitigation Program*
  FEMA's Hazard Mitigation Assistance (HMA) Program provides federal funding under four separate opportunities (Repetitive Flood Claims; Severe Repetitive Loss; Flood Mitigation Assistance; and Pre-Disaster Mitigation) each with the goal of reducing the risk to individuals and property from natural hazards while simultaneously reducing reliance on Federal disaster funds.

- *Emergency Management Performance Grants*
  FEMA's Emergency Management Performance Grants (EMPG) program provides direct funding to assist state, local, tribal and territorial governments in preparing for all hazards by providing direction, coordination, guidance, and assistance so that a comprehensive emergency preparedness system exists for all hazards.

FEMA Reauthorization Act

On March 8, 2012, the House T&I Subcommittee on Economic Development, Public Buildings and Emergency Management unanimously approved the Federal Emergency Management Agency (FEMA) Reauthorization Act (H.R. 2903), introduced by Subcommittee Chairman Jeff Denham (R-CA). The measure reauthorizes FEMA at current funding levels through FY 2014, streamlines the agency's emergency preparedness and disaster assistance programs, and will help communities recover from disasters more quickly and cost-effectively.

In particular, H.R. 2903:

- Provides a streamlined method for states and local communities to receive needed supplies and equipment that FEMA no longer needs,
- Requires FEMA to finally implement cost saving provisions like cost estimating and allowing states to administer hazard mitigation grants,

- Requires FEMA to review its policies and regulations to cut red tape and speed up the recovery process, and shortens FEMA's appeals process for assistance;
- Requires FEMA to ensure its cycle for State Hazard Mitigation plans is consistent with local planning cycles,
- Makes permanent FEMA's debris removal pilot program, which demonstrated how a streamlined process can expedite debris removal and lower costs, and
- Reauthorizes the Dam Safety program.

Knowing the importance of FEMA's State and Local Assistance programs to the County, we will continue to advocate for passage and will report back to you with any further developments.

FEMA Debris Removal Pilot Program & Regulations

Alcalde & Fay remains prepared to advocate for legislation proposing a FEMA pilot program that reimburses straight or regular-time salaries and benefits (including overtime pay) for employees of a state or local government involved in or administering debris and wreckage removal. Similarly, we remain prepared to advocate for legislation that would ensure FEMA's rules and regulations are the lead and sole standard under FEMA's role in coordinating federal response and recovery resources. Furthermore, that all other federal agencies responding to an event shall follow FEMA's rules and regulations.

FEMA Firefighters Grant Programs

FEMA's Firefighter Assistance Grant programs, which are awarded to fire departments to enhance their ability to protect the public and fire service personnel from fire and related hazards, remain an important resource for localities and we continue to advocate for federal support of these programs on behalf of our clients. The House-approved FY 2013 DHS Appropriations bill provides $670 million for Firefighter Assistance Grants in 2013, $5 million below the amount provided in FY 2012. The Senate's committee-approved measure calls for $675 million to be directed to the Fire Grant programs in 2013. The following programs are of greatest interest to the County and we will continue to monitor and provide you with grant solicitations for these programs:

- *Assistance to Firefighters Grant (AFG) Program*
  Provides direct funding to help firefighters and other first responders to obtain critically needed equipment, protective gear, emergency vehicles, training, and other resources needed to protect the public and emergency personnel from fire and related hazards.

- *Fire Prevention and Safety (FP&S) Program*
  Provides direct funding to support projects that enhance the safety of the public and firefighters from fire and related hazards. The primary goal of the FP&S Grants is two-fold: (1) To target high-risk populations and reduce injury and death caused by fire and fire-related hazards through education resulting in behavioral change, and (2) To fund projects aimed at improving firefighter safety, health, and wellness through research and development that reduces firefighter fatalities and accidents.

- *Staffing for Adequate Fire and Emergency Response (SAFER) Program*
  Provides direct funding to help fire departments and volunteer firefighter interest organizations increase the number of trained, "front line" firefighters available in their communities.

Telecommunications/E-Commerce

TELECOMMUNICATIONS LEGISLATION AND ISSUES IN THE 112TH CONGRESS

Alcalde & Fay is actively involved in issues related to the regulation of the telecommunications and media broadcast industry. Indeed, with our numerous contacts on Capitol Hill we have played a central role in efforts to, among other things, legislate in the areas of digital television, the auction of spectrum, licensing, construction permits, and digital transition. We also have a specific expertise in advocating on behalf of Spanish-language broadcasting interests (clients have included Telemundo Television Network and the Hispanic Broadcasting Corporation). Moreover, we have a considerable background addressing the impact telecommunications legislation may have on cities and counties.

The 112th Congress has considered a number of bills that have attempted to modernize the nation's economy for the digital age. With the rise of mobile broadband, spectrum is needed to meet new demand. In this vein, in February 2012, Congress passed legislation giving the Federal Communications Commission (FCC) authority to conduct incentive auctions and provides public safety with a portion of the 700 MHz wireless airwaves known as the D-Block spectrum for a nationwide, wireless, broadband network. Recommended in the National Broadband Plan, incentive auctions will allow current spectrum licensees, like over-the-air-broadcasters, the option to contribute spectrum for auction in exchange for a portion of the proceeds. It is hoped that this will raise billions of dollars which will in turn be used to help fund the public safety network. The deal also provides $7 billion in incentive-auction proceeds to go toward building the public-safety network and establishes a First Responder Network Authority, overseen by the National Telecommunications and Information Administration, to help create the public-safety network and gather input from local, state, and federal officials. Just recently, the National Telecommunications and Information Administration (NTIA) issued a Request for Information seeking public comment on various issues relating to the development of the State and Local Implementation grant program. NTIA must establish this program to assist state and local governments in planning for the single, nationwide interoperable public safety broadband network. Up to $135 million will be available for the State and Local Implementation grant program. Among NTIA's questions were the following: how to assign priority to local users, what training needs local users will have, what steps states should take to prepare to consult with FirstNet, whether states have a preferred methodology for distribution of grant funds, and whether NTIA should consider allocating grant funds based on population or another targeted allocation method. NTIA intends to use the input from this process to inform the development of programmatic requirements to govern the state and local planning grants program.

Other major telecommunications issues that have been addressed by Congress and the Administration are briefly described below:

- The Wireless Tax Fairness Act of 2011, H.R. 1002, passed the House on November 1, 2011, and would prohibits states or local governments from imposing any new discriminatory tax on mobile services, mobile service providers, or mobile service property (i.e., cell phones) for five years after the enactment of this Act. The bill defines "new discriminatory tax" as a tax imposed on mobile services, providers, or property that is not generally imposed on, or that is generally imposed at a lower rate on, other types of services, providers, or property, unless such tax was imposed and actually enforced prior to the enactment of this Act. There is companion legislation in the Senate, S. 542, which Senator Marco Rubio (R-FL) has co-sponsored. This is the third attempt by lawmakers to limit taxes on wireless services in three consecutive congressional sessions. Similar bills that came out in 2008 and 2009 died in Congress. Among the parties raising concerns are the National Association of Counties, National League of Cities, and U.S. Conference of Mayors which contend the ban would preempt state and local taxing authority at a time when most jurisdictions are facing severe budget shortfalls in addition to record cutbacks and eliminations in federal assistance. Supporters emphasize the huge tax burden that wireless companies and their customers already face -- cellular services are subject to cumulative federal, state, and local taxes of between 15 percent and 16 percent, lawmakers have said, while the tax rate for most other taxable goods and services is 7.1 percent.
- The House's Stop Online Piracy Act (SOPA), H.R. 3261, and a similar bill in the Senate, Protect Intellectual Property Act (PIPA), S. 968, have garnered much attention for their efforts to fight piracy, in particular foreign websites that infringe copyrighted material. Congress abandoned the bills earlier this year after a massive Web protest sparked an explosion of voter anger over the issue. However, some legislators continue to call for a "digital bill of rights" to protect Internet users from intrusive legislation and to serve as a measure for, and a check against additional legislative overreaches fueled by special interests, especially in the online arena.
- The State Video Tax Fairness Act of 2011, H.R. 1804, introduced by Congressman James Sensenbrenner, Jr. (R-WI) would prohibit states from imposing taxes on any multichannel television providers if it exceeds the tax rates paid by companies offering similar services but employing entirely different technologies. This would equalize taxation on pay-television services, barring higher rates for satellite providers than for cable and Internet. The legislation is designed to assuage satellite industry concerns that states sometimes levy higher taxes on their subscribers since dish operators are not subject to local franchise fees imposed on cable systems. The National Conference of State Legislatures opposes the legislation, in part, on the grounds that it would interfere with state tax authority over multichannel video programming services, including digital broadcasting satellite services and reverse state action upheld by state and federal courts to ensure the parity in the tax treatment of multichannel video service providers.
- In October 2011, the FCC adopted sweeping reforms to the Universal Service Fund (USF). Consumers pay into the USF as part of their monthly phone bills to help offset the costs of building phone networks to hard-to-reach areas. Until now, this part of the program — which amounts to $4.5 billion annually with the remaining funds going to schools, libraries and the needy — has funded only basic phone service. The FCC's reforms direct money to upgrading networks to support broadband and mobile broadband. The proposed reforms are intended to expand broadband coverage to 7 million customers in underserved areas and will help carry out President Obama's vision for a hyperconnected nation. More recently, the National League of Cities, National

Association of Telecommunications Officers and Advisors, the National Association of Counties, and the U.S. Conference of Mayors filed comments with the Commission in support of a proposal advanced by several public interest groups recommending that the agency impose interconnection obligations on USF recipients to help community and local networks provide better broadband services to their residents. The groups expressed support for the establishment of a funding mechanism that could be used by community and local networks to upgrade and build-out their broadband systems under USF reform, particularly in unserved areas of the country.

- The satellite industry recently filed a petition with the FCC to limit the ability of local jurisdictions to regulate the placement of satellite dishes. Currently, pursuant to the Commission's Over-the-Air Reception Devices (OTARD) rule, local governments may not impose regulations that "impair" the installation, maintenance or use of antennas to receive video programming. However, this rule applies only to areas under the exclusive use or control of the resident and not to common areas, which may include roofs or common walls of a multiple dwelling unit. The satellite industry is now trying to expand the coverage of the OTARD rule to these common areas. This effort is in direct response to an ordinance the City of Philadelphia recently enacted to minimize the visual impact of dish antennas by carefully balancing the goals of preserving the appearance and property values of all its neighborhoods with the interests of those seeking to obtain satellite services. The National Association of Counties, the National League of Cities, and the U.S. Conference of Mayors have filed comments with the FCC opposing the petition.

INTERNET TAXATION

Alcalde & Fay has worked with the County on this issue for the past few years and we regularly update staff on the developments as they occur, while also advocating on behalf of the County's interests as warranted. Currently, the "Internet Tax Moratorium" prohibits (1) new taxes on Internet access services and (2) multiple or discriminatory taxes on Internet commerce. The moratorium was created by the Internet Tax Freedom Act (ITFA) of 1998 which has now been extended until November 1, 2014. During the 112th Congress, S. 135, the Permanent Internet Tax Freedom Act of 2011, was introduced to amend the Internet Tax Freedom Act to make permanent the ban on state and local taxation of Internet access and on multiple or discriminatory taxes on electronic commerce.

VOICE OVER INTERNET PROTOCOL

Voice over Internet Protocol (VoIP) allows consumers to place voice calls using a broadband Internet connection in lieu of a regular (analog) phone line. Lawmakers have expressed concern that some VoIP services could avoid state or local taxes because of the mobility of VoIP equipment. VoIP providers and state and local organizations have asked Congress to clarify where VoIP service can be taxed. A clarifying law would not only protect VoIP providers from customer lawsuits, but it would also potentially protect customers from multiple states trying to tax their VoIP service. The traditional answer to the jurisdiction question is found in Goldberg v. Sweet, which set the "two-out-of-three rule" stipulating that a state has the sole legal authority to tax a call if two of three criteria—call origination, call termination, and service address—are met in that state. However, this rule does not currently apply to VoIP because service is not always at a fixed location and may or may not have a geographic connection to the actual

location where such service originates, raising questions about which state or local government has taxing jurisdiction.

If legislation extending mobile telecommunications tax sourcing rules to VoIP services is not passed, multiple taxations could occur as state and local authorities try to determine which has jurisdiction over this type of communication. Some parties, including the National Conference of State Legislatures, have advocated using the same sourcing rules found in the Mobile Telecommunications Sourcing Act (MTSA) of 2000, which allows state and local telephone taxes on mobile cellular service based on the site of primary use, generally the customer's home or business address.

NEXT GENERATION 9-1-1

Earlier this year, legislation was signed into law authorizing the implementation of a NextGen 9-1-1 system that would allow citizens to transmit text, pictures and videos to first responders. The bill provides $115 million in grant funding for the implementation and operation of 9-1-1 services, E9-1-1 services, migration to an IP-enabled emergency network, and adoption and operation of Next Generation 9-1-1 services and applications; implementation of IP-enabled emergency services and applications enabled by Next Generation 9-1-1 services, including the establishment of IP backbone networks and the application layer software infrastructure needed to interconnect the multitude of emergency response organizations; and training public safety personnel, including call-takers, first responders, and other individuals and organizations who are part of the emergency response chain in 9-1-1 services.

The National Highway Traffic Safety Administration (NHTSA) and NTIA, which have jurisdiction over this program, are developing criteria and rules for the 9-1-1 implementation grants. They will likely seek comments from interested state and local entities as they work to develop these regulations. As such, we are prepared to work with the County to draft and/or review comments to both agencies in order to best relay your comments on any aspects of this important program.

STREAMLINED SALES AND USE TAX LEGISLATION

Under a 1992 Supreme Court decision, retailers are not required to collect sales tax on online purchases in states where they do not have a physical presence, although some states have passed laws requiring online collections. However, for the past several years Congress has considered new legislation that would require online retailers, catalog merchandisers and certain other businesses to collect and remit sales taxes to numerous states in which the businesses have no physical presence. Passage of federal legislation would give states the authority to require sales and use tax collection by sellers located outside their boundaries.

The Senate's Marketplace Fairness Act, S. 1832, would provide States with the ability to enforce their existing state and local sales and use tax laws in a way that does not unduly burden e-commerce. Under the bill, no State is required to collect sales and use taxes by this legislation. The legislation simply gives States the right to collect – or decide not to collect – sales and use taxes that are already owed under State law. The National League of Cities, National Association of Counties, and U.S. Conference of Mayors support this legislation. Similarly, the

House's Main Street Fairness Act, H.R. 2701, would allow for remote sales tax collection and is supported by the National League of Cities, National Association of Counties, and U.S. Conference of Mayors. These entities expressed concern with the Marketplace Equity Act of 2011, H.R. 3179, legislation that does not preserve local taxing authority and therefore could be detrimental to local governments and communities.

According to the National Conference of State Legislatures, in 2008, state and local governments lost at least $18 billion in uncollected sales tax from such sales. Of that, some $7.7 billion alone came from online transactions. This total is expected to rise to $23 billion in 2012 with almost half coming from Internet transactions. As electronic commerce grows, the amount of lost revenue for states and local governments will increase.

Consumer Protection

Following the recent mortgage crisis, consumer protection legislation has become an incredibly important issue for both chambers of Congress, and future legislation could have reaching impacts on communities and local governments. Close attention to these matters is imperative as your County government works to better serve citizens' needs. Alcalde & Fay is very experienced at working with Members of Congress and congressional committees on these issues.

Mortgage Fraud/Predatory Lending

Companies that specialize in serving home buyers with poor credit are facing a growing number of state and local laws aimed at curbing alleged "predatory lending" practices–or lending practices where exorbitant rates for mortgage loans are applied to low-income and elderly people. At the federal level Congress has begun the process of implementing laws aimed at preventing future lending problems and fraud. The 111th Congress passed the Fraud Enforcement and Recovery Act of 2009 (FERA), which amended the federal criminal code to now include a mortgage lending business or any person or entity that makes, in whole or in part, a federally related mortgage loan within its definition of a "financial institution" the law.

On July 21, 2010, the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 became law and was designed to address what it perceived to be a vast number of failures that led to the worst financial crisis since the Great Depression. It contained sweeping reform of many aspects of the greater financial system and affected banks, investment funds, insurance companies, investment advisors, corporations and credit-rating agencies that operate within the financial system as well as the regulatory bodies that oversee the system itself. The legislation also created the Bureau of Consumer Financial Protection which has the authority to regulate and enforce substantive standards for any person that engages in the offer or sale of a financial product or service to any consumer. The Bureau is also granted authority to supervise covered persons, such as large banks, savings associations and credit unions that offer consumer financial products and services and the power to enforce federal consumer financial laws. To that end, the Bureau is authorized to issue rules, orders and guidance to implement federal consumer financial law and bring enforcement actions to uphold federal consumer financial law.

Alcalde & Fay has proven its effectiveness time and again working with the Banking Committees for common sense protections for the interests of counties and their citizens. We will continue to fight for the interests of Miami-Dade County's citizens as legislation is introduced during the 112th session of Congress.

Mortgage Fraud Task Force

Cardenas Partners worked with Miami-Dade County regarding the need for federal mortgage fraud legislation. Cardenas Partners drafted language on this issue which was ultimately included in the Nationwide Mortgage Fraud Coordinator Act of 2008 (H.R. 6853), introduced by then-Congressman Kendrick Meek (D-FL) and passed by the House of Representatives in September 2008. During the 111th Congress, The Helping Families Save Their Home Act (H.R. 1106) was passed by the House of Representatives on March 5, 2009, and Congressman Meek was able to amend the legislation to include the Mortgage Fraud Task Force legislation. The amendment establishes a "Nationwide Fraud Task Force" to coordinate federal, state, and local initiatives to enforce mortgage fraud laws. The Task Force will establish, oversee and direct branches in each of the ten States determined by the Attorney General to have the highest concentration of mortgage fraud. The final version of the The Helping Families Save Their Homes Act of 2009 (S. 896) was signed into law on May 20, 2009, and in addition to helping to prevent mortgage foreclosures and enhance mortgage credit availability, the bill included language aimed at establishing a Mortgage Fraud Task Force.

TELECOMMUNICATIONS

Video Franchise Reform

The authority to provide video services in a certain area is called a franchise. In most states, the local government, whether it is a municipality or a county, grants the video or cable franchise, and is known as the "franchising authority." Franchises are granted pursuant to negotiations between the video provider and the franchising authority. This process requires video providers to negotiate individual agreements on a community-by-community basis. However in 2007, Florida provided a statewide franchise for cable and video service providers and ended local government authority to negotiate franchise agreements.

Florida v. Expedia Inc.

On November 3, 2009, Florida Attorney General Bill McCollum sued Expedia Inc., Orbitz LLC and Orbitz Inc., seeking a declaratory judgment that the online travel companies' (OTCs) failure to remit appropriate sales taxes on the full retail price of hotel rooms violates state tax law. The lawsuit was brought under Florida's Deceptive and Unfair Trade Practices Act (Chapter 501), and seeks a declaration that the defendants' practice of remitting sales taxes only on the wholesale room price the OTCs negotiate with hotels, and not the full price paid by consumers, violates that act. The attorney general's office believes the online companies' "mark-up" on rooms (the portion of the retail price upon which they have not been paying sales or occupancy taxes) is between 20 percent and 40 percent. In early 2011, the case was put on hold as a state legislative bill was proposed to exempt the travel companies from having to pay the tax. While that bill died, the state has not restarted the suit and Florida Attorney General Pam Bondi does not anticipate doing so as the issue is expected to arise again in the future legislative sessions.

REGULATION OF TOWING

Rep. James Moran (D-VA) introduced legislation (H.R. 2010) in the 111th Congress that would waive the federal pre-emption to allow states to regulate tow truck operations performed without the prior consent or authorization of the owner or operator of the towed motor vehicle. Currently, states are allowed to regulate only the price of for-hire motor vehicle transportation by a tow truck, if such transportation is performed without the prior consent or authorization of the owner or operator of the motor vehicle. The legislation has not been reintroduced in the 112th Congress.

Finance and Taxation

Alcalde & Fay is more than prepared to assist Miami-Dade with its analysis of federal finance and taxation issues that may affect the County in the future. We have a significant background in the area of federal taxation policy due to our extensive efforts on behalf of municipal clients and various Fortune 500 corporations including the Cruise Line International Association. Several of these issues include:

County 3% Withholding Requirement

One of the provisions that we have worked closely with localities on, reaching out to Members of Congress and tracking progress throughout Congressional consideration, is the 3% withholding requirement, addressed in the American Recovery and Reinvestment Act. By way of background, a 2006 tax reconciliation law (PL 109-222) required certain state and local governments to withhold 3% of any payments made to contractors providing property or services if such contractors receive federal funds.

The original delaying legislation was due to expire on December 31, 2011, whereupon the application of the three percent withholding requirement on government payments for goods and services would take effect. Many local government organizations like the U.S. Conference of Mayors and the National Association of Counties opposed to the requirement, viewing it as an unfunded mandate and favoring a full repeal of the requirement. Given this, we worked closely with our municipal clients to oppose the withholding and help pass HR 674 last year.

The legislation to permanently repeal the withholding passed both chambers and was signed into law by the President on November 21, 2011.

Local Taxation and Bonding

This year, we have seen efforts by U.S. Congress to allow states to require that online-only retailers collect the appropriate sales taxes from out-of-state customers and remit those funds to the state. This has generally not met with much success, particularly given the anti-tax posture of the House of Representatives. But a state government budget shortfall estimated to total around $50 billion this fiscal year, coupled with accelerated state-by-state lobbying efforts in state like Florida could provide new momentum to the federal legislation introduced last November.

Although sales tax legislation, the Marketplace Fairness Act (S. 1832), was introduced by Senator Mike Enzi (R-WY) and enjoys bipartisan support, there is no companion bill in the House and there is little effort being made to advance the legislation prior to the November elections. We are prepared to assist Miami-Dade should the opportunity arise to help secure an equitable solution to any issue of local taxation, and to work to advocate for this (or similar) legislation when it is reintroduced in the next session of Congress.

We are also prepared to assist Miami-Dade with any federal legislative issues regarding local bonding. There were is the past year several discussions, particularly in the Senate, regarding the tax treatment of municipal bonds. With the expiration of the popular Build America Bonds, which were subsidized by the federal government, Congress sought to streamline the tax status of municipal bonds within the context of a broader, comprehensive reform of the tax code. This effort will not proceed any further this year, but we are ready to assist Miami-Dade in providing input into the reform process should it be restarted in the next session. In this effort, we retain decades of relationships and expertise on the Ways and Means Committee and in the Senate Finance Committee where we can help Miami-Dade advocate for specific bonding proposals that will be of benefit to the County.

Election Reform

The Help American Vote of Act of 2002 (HAVA) provided funding to states to upgrade many aspects of their election procedures, including their voting machines, registration processes and poll worker training. Until recently, funds were provided annually for this effort. Several pieces of legislation have been introduced in the 112th Congress with respect to elections. Alcalde & Fay continues to monitor each closely and provide updates as new information is learned and additional bills are filed.

H.R. 3463 was introduced by Congressman Gregg Harper (R-MS) and is designed to terminate the Election Assistance Commission created by HAVA. The bill passed the House in December 2011; however, Senate Majority Leader Harry Reid (D-NV) has stated that the bill has no chance of passage in the Senate.

Voting Opportunity and Technology Enhancement Rights Act of 2011

H.R. 108, introduced by Congressman John Conyers (D-MI), amends the Help America Vote Act of 2002 with respect to a number of provisions including: 1) use of a national federal write-in absentee ballot; 2) verified ballots; 3) preservation of voting records; 4) requirements for counting provisional ballots; 5) minimum required voting systems and poll workers in polling places; 6) standards for establishing the minimum required voting systems and poll workers; 7) election day registration; 8) removal from voter registration list; 9) early voting; 10) voting systems and voter registration; 11) Internet registration; 12) voter identification; 13) election administration requirements; 14) required use of publicly available open source software in voting machines; 15) standards for conducting recounts; and 16) standards for prohibiting conflicts of interest of entities involved in manufacture, distribution, or other activities relating to voting machines. The measure was referred to the House Committees on the Judiciary,

House Administration, and Oversight and Government Reform, where it remains awaiting further action.

VOTING INTEGRITY AND VERIFICATION ACT OF 2009

S.111, introduced by Senator Jon Ensign (R-NV), amends the Help America Vote Act of 2002 to require each voting system purchased after December 31, 2012 and used in an election for federal office to produce an individual permanent paper record for each ballot that is cast. The measure also requires the Director of the National Institute of Standards and Technology (NIST) to establish a program to award cash prizes competitively to eligible persons that advance the research, development, demonstration, and application of voting systems which are specifically designed to enhance accessibility and provide independence for persons with disabilities during the voting process. The measure was referred to the Senate Committee on Rules and Administration where it remains awaiting further action.

VOTER CONFIDENCE AND INCREASED ACCESSIBILITY ACT OF 2011

H.R.5816, introduced by Rep. Rush Holt (D-NJ), amends the Help America Vote Act of 2002 (HAVA) to revise requirements for the audit capacity of voting systems, particularly those for a permanent paper record. The legislation has been referred to the House Administration, and the House Science and Technology Committees.

Utility Deregulation/Energy Reform

While a myriad of finalized and proposed EPA regulations related to the utilities industry are a high priority for the industry and their representative groups such as the American Public Power Association, the highest priority relates to derivatives reform. As part of the enacted Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 the Commodities and Futures Trading Commission (CFTC) was given the power to regulate the over-the-counter derivatives that form an important part of any utility's operations to account for market volatility. The CFTC has been moving forward with these regulations, and it is important that the public power industry advocates strongly on behalf of its needs as part of this regulatory process to ensure that the market is not disrupted by the impacts of adverse regulations.

In particular, the utilities industry is currently working to influence rulemaking out of the CFTC that would classify commercial end-users, such as public power providers, as swap dealers, which the American Public Power Association believes ignores the Congressional intent behind the Dodd-Frank bill.

Issues related to EPA's Utility Most Available Control Technology (MACT) rule, which is designed to reduce mercury and other pollutants, a proposed rule that is designed to regulate coal ash, and the Cross State Air Pollution Rule to further reduce interstate sulfur dioxide pollution, are being fiercely contested between Congress and the Administration. Republicans in Congress argue that EPA is pursuing an activist agenda targeting fossil fuel use, particularly coal, in energy generation, and have made a number of attempts to block pending EPA rules

legislatively. However, the Senate has thus far prevented any of these legislative proposals from progressing.

Additional information on Alcalde & Fay's experience with these issues can be found above in the Energy, Environment and Natural Resources portion of the Past Performance and Experience Section.

Mosquito Control, West Nile Virus

Although the number of West Nile Virus cases reported in the State of Florida is diminishing, it is important to continue the effort to eradicate infected mosquitoes, which transmit the virus to humans, birds and other animals. Support of mosquito control efforts would also assist in the eradication of St. Louis Encephalitis and Dengue Fever. Further, it is important that the federal government continues its commitment to funding Center for Disease Control (CDC) efforts to educate, monitor and impact the spread of the virus. The Consolidated Appropriations Act of 2012 (H.R. 2055) includes $23.232 million for CDC programs dealing with vector-borne illnesses such as West Nile Virus. Although the President's FY 2013 budget proposal does not include a specific line-item funding level for the vector-borne disease program, it does include language confirming that this is still a priority for the CDC.

At the height of West Nile problem we successfully worked with the Miami-Dade delegation on a $1 million appropriation for mosquito eradication.

International Trade, Trade Agreements, Aviation Bi-laterals

A detailed description of our International Trade experience is included above in the Past Experiences Section of this application.

Parks and Recreation

The enacted FY 2012 Consolidated Appropriations Act (H.R. 2055), which included funding for the Department of the Interior, included a total of $45 million for the Land and Water Conservation Fund's (LWCF) State assistance program, which is administered through the State of Florida to local governments. The LWCF is a program administered by the National Park Service, an agency within the Department of Interior. The LWCF program provides matching grants to States and local governments for the acquisition and development of public outdoor recreation areas and facilities. The program is intended to create and maintain a nationwide legacy of high quality recreation areas and facilities and to stimulate non-federal investments in the protection and maintenance of recreation resources across the United States. We continue to advocate for increased funding for the program in the FY 2013 Interior Appropriations bill.

The following are examples of some our municipal clients' Parks and Recreational successes:

Hendry County, Florida

- $372,750 for improvements to the Hendry LaBelle Community Civic Park

City of Maitland, Florida
- $240,000 for the Minnehaha Park

Marin County, California
- Helped to secure authorizing language for a boundary adjustment to expand a national park facility
- $1.175 million to purchase property for expansion of a national park facility
- $4.478 million to establish shuttle service and improve access to parks
- $4 million to expand a national recreation area

City of North Miami Beach, Florida
- Worked to delete language that would have denied funding for disaster relief to parks, recreation departments, beaches and other similar entities under the Stafford Disaster Relief and Emergency Assistance Act

Sonoma County, California
- $500,000 toward purchase of park

Sonoma County Regional Parks, California
- $5.6 million appropriated for preparation of dredge material site, with a statutory requirement that old dredge materials be used to construct a new public park, and dredging of a bay Administration had requested $1.9 million for a dredging project

Contra Costa County, California
- $1 million for bike/hike trail

City of Plantation, Florida
- $500,000 for the Multi Use Recreational Trail (MURT) system

City of Virginia Beach, Virginia
- $400,000 for the Norfolk Avenue Bike Trail
- $800,000 for the Atlantic Avenue Trails
- $150,000 for the Providence Road Trail Project

Public Works

Alcalde & Fay has long been considered an expert in the highway/transportation field, and has established a solid track-record in assisting our clients in obtaining funding for major projects similar to the County's. Paul Schlesinger, Partner, has previously served as Staff Director of the House Transportation and Infrastructure Committee, and can ensure the County's requirements are understood by key decision-makers on Capitol Hill. We have excellent and long–term working relationships with the senior members and staff of the House Transportation and Infrastructure Committee and the Senate Environment and Public Works Committee, as well as strong contacts at various agencies within the Department of Transportation.

The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (Public Law 109-59; SAFETEA-LU) funds federal surface transportation spending. It was signed into law on August 10, 2005, and expired as of September 30, 2009. The provisions have been extended nine times since the original authorization expired, with the current extension expiring on June 30, 2012. During this lengthy reauthorization process we worked with Miami-Dade County on the inclusion of their High Priority Projects in the original House 2009 legislation, the Surface Transportation Authorization Act. We were pleased to report that the Miami-Dade delegation was supportive of the Taimiami Swing Bridge and Advanced Traffic Management System and submitted them for inclusion in the bill. However, current policy prohibits the inclusion of funding for specific projects in the legislation now under consideration by the conference committee.. As such, Alcalde & Fay has been working with our clients to maintain funding for programs such as Congestion Mitigation and Air Quality (CMAQ), Safe Routes to Schools, Off-System Bridges, and Metropolitan Planning as well as create a National Freight program and streamline the environmental review process. Please refer to the Transit section of the proposal for an overview of the current reauthorization proceedings and our related work.

Our depth of expertise in the transportation field is demonstrated by our clients' accomplishments in prior transportation authorization bills such as SAFETEA-LU. Alcalde & Fay's clients who sought funding in the legislation received a total of $358 million for a variety of highway/transportation-related projects. Below is a partial list of projects that we secured for our clients in that law:

- Secured $25,000,000 for Nonmotorized Pilot Designee, Marin County, CA.
- Secured $11,400,000 for I-264/Lynnhaven Parkway/Great Neck Road Interchange, City of Virginia Beach, VA.
- Secured $5,200,000 for Grand Lagoon Bridge Replacement Project, Bay County, FL.
- Secured $65,800,000 for the I-30 Bridge and $12,000,000 for the I-35 bridge, City of Dallas, TX.
- Secured $58,800,000 for Seismic Retrofit, Golden Gate Bridge, Highway and Transportation District, CA.
- Secured $7,800,000 million for I-75 improvements and $2 million for the Pembroke Road Overpass, City of Pembroke Pines, FL.

Prior to the earmark moratorium imposed during recent Congressional sessions, Alcalde & Fay has also been successful in maximizing opportunities for our clients to benefit from funding through the annual Transportation, Housing and Urban Development and Related Agencies Appropriation Bill. Additional examples of projects for which we assisted our clients obtain funding include:

- $11.4 million for the I-95/Yamato & Glades Road Interchange and $1.6 million for an Automated Traffic Management System, Boca Raton, FL.
- $8.25 million to construct the US98/Thomas Drive Interchange, Bay County, FL.
- $14 million for construction of a new Highway, Contra Costa County, CA.
- $103 million for bridge construction, Dallas, TX.
- $3.4 million for improvements to County roads, Fresno County, CA.
- $167 million for seismic retrofit of Golden Gate Bridge, GGBHTD, CA.

- $56.5 million to widen and improve I-4, Hillsborough County, FL.
- $5.7 million for an HOV gap closure project, Marin County, CA.
- $27 million for highway widening, Marin County, CA.
- $25 million for non-motorized transportation pilot program, Marin County, CA.
- $37.85 million to widen Highway 101, Sonoma County, CA.
- $1.44 million over two years for movable median barriers on Bridge on the Golden Gate Bridge, CA.

Alcalde & Fay provides its clients with a number of grant services in the surface transportation field, including reviewing their applications for funding from the TIGER and Transportation, Community, and System Preservation (TCSP) grant programs. Recent client successes include:

- $1.46 million - Assisted with successful DOT grant application for funding of a ferry fuel system. Golden Gate Bridge, CA.
- $782,640 – Assisted with identification of local project, DOT grant program, and preparation of application for funding of a pedestrian/bicycle bridge critical to development of transit-oriented development, San Marcos, CA.

Grants and Grant Administration

Alcalde & Fay is committed to helping the county follow the flow of federal dollars. With the shifting tides in Congress, we expect that there will be a continuing emphasis on channeling funds through the competitive federal grants process. In developing a federal agenda for the County, we would work with you to identify which projects should target grants programs as a source of funding support. We are prepared to help the County research both federal and private/foundation sources of funding to support your projects and activities, and can assist in identifying the parameters and requirements of the programs, as well as the development of the applications in collaboration with County staff. We offer customized prospecting services, grant writing and development services, as well as grant application evaluation and critique services. In addition, we will work to develop congressional support for the projects and to coordinate the inclusion of Congressional letters of support in the application package.

In addition, we will coordinate any meetings required with program officers at federal agencies. Engaging in an extensive, coordinated program of visitations with key departmental offices can be critical to a successful grant strategy. Visits of this nature provide high visibility for both the County and its projects at executive agencies, and can be an important component of an educational campaign that details the issues facing the County.

Finally, as previously mentioned, the County will receive our Grant Alert for Local Governments on a regular basis, providing a compilation of pending federal grant solicitations.

Alcalde & Fay is privileged to represent a number of municipalities and we devote substantial resources to following funding developments that might be important to our clients. Various associates at our firm are charged with keeping everyone apprised of programs and funding opportunities at federal agencies that are important to all our municipal clients. Identifying and pursuing federal grants for our clients involves routine contact with agency and congressional

staff. Our long-term relationships with career staff will prove beneficial to the County and enable it to more aggressively pursue this type of federal funding. As new programs are made known to us, we will bring these initiatives to the attention of County staff. Advance notification of an upcoming grant solicitation is important in providing a head start in developing the application

Other Issues in the County's Annual Legislative Package

NARROWBANDING COMPLIANCE ASSISTANCE PROGRAM

The Emergency Responders Operate Emergency Systems (HEROES) Act (H.R.2976), introduced by Congressman Steven Rothman (D-NJ), will provide much needed assistance for the nation's first responders as the January 1, 2013 narrowbanding deadline draws near. If approved, the measure will address the vulnerability of our emergency communication networks by setting up a DHS-administered grant program for local municipalities to apply for funding for essential communications equipment that the federal government requires them to upgrade. Specifically, the bill will:

- Establish a $400 million DHS-administered Narrowbanding Compliance Assistance Program to assist first responders in meeting the January 1, 2013 narrowband mandate.
- Use the sale of federally owned spectrum to pay for the competitive grant program.
- Reallocate the D block to public safety and provide funding for the construction of a national interoperable public safety wireless broadband network.

We are aware that the Miami-Dade Fire Rescue strongly supports the Narrowbanding Compliance Assistance Program included in this legislation and remain prepared to advocate for its passage. The HEROES Act was most recently referred to the House Energy and Commerce Subcommittee on Communications and Technology where it remains awaiting further action. To date, companion legislation has not been filed in the Senate.

USDA PROPERTY ACQUISITION

Congresswoman Ileana Ros-Lehtinen (R-18th) introduced a bill (H.R. 2825) on August 19, 2011, that would allow for the sale of approximately two or more acres of land at the USDA Agricultural Research Service's (ARS) Subtropical Horticulture Research Station in Miami-Dade County for the purposes of constructing Fire Station MDFR #74. H.R. 2825 is still pending consideration in the House. Congresswoman Ros-Lehtinen is the primary sponsor of the bill and it is likely that the House will pass the bill but the challenge will remain with Senate passage. In an effort to explore all avenues to accomplish the conveyance, we worked with the Congresswoman's staff to submit a programmatic request for the FY 2013 House Agriculture Appropriations Bill. Congresswoman Ros-Lehtinen is also utilizing a third approach for this conveyance via the Farm Bill, which is currently under consideration in the House Agriculture Committee.

In the Senate, we were pleased to report in late April that Senator Bill Nelson (D-FL) is expected to introduce a bill for the USDA land conveyance in the coming weeks. We are working with Senator Marco Rubio (R-FL) to join in co-sponsoring the bill when it is introduced.

By way of background, during the 111th Congress, H.R. 3175 and S. 3050 were respectively introduced by Congressman Lincoln Diaz-Balart (R-21st) and Senators Bill Nelson (D-FL) and George LeMieux (R-FL) for the Subtropical Horticulture Research Station conveyance. The Subtropical Horticulture Research Station was created in 1898, and has been at its current location since 1923. The 160-acre site conducts and supports environmentally sound research on tropical and subtropical crops. The three-acre plot of land would be sold at market value to Miami-Dade County for the purpose of building a fire station in the Village of Palmetto Bay, a community of 25,000. Palmetto Bay, along with that of neighboring South Coral Gables and the Village of Pinecrest, is currently facing above-average fire-fighter response times, as compared to other municipalities in the region. ARS has worked with the County and the Village in identifying land that could be used for the fire station, and the USDA has indicated that the County has the funding to move forward with the purchase. Although H.R. 3175 passed the House, companion legislation was introduced in the Senate, but was not reported from Committee before the end of the 111th Congressional session.

20. *Identify any actual and/or potential conflicts of interest in providing services requested herein (refer to Section 2.2(A)).*

To the best of our knowledge, Alcalde & Fay and Cardenas Partners currently do not have any actual or potential conflicts of interest in providing the proposed services to Miami-Dade County. In keeping with County Ordinances and Resolutions, if such a conflict arises, we will advise the County Manager and the Office of Intergovernmental Affairs and seek a waiver before the Board of County Commissioners.

19. *Describe how the Proposer plans to establish, maintain and enhance working relationships between County elected officials and staff and the executive and legislative branches of the federal government and relevant federal agencies.*
22. *Discuss Proposer's relationships with President Obama's Administration and what unique aspects Proposer can provide which makes Proposer different than other potential proposers.*

The varied nature of our practice and the diverse backgrounds of our professional staff allow Alcalde & Fay to maintain reliable contacts within the Administration regardless of the political persuasion of the President. We enjoy excellent relationships with political appointees and senior career staff throughout the Executive Branch in addition to the intergovernmental and policy staffs at numerous federal agencies including the Office of Personnel Management, Office of Management and Budget, Department of Homeland Security, Department of Commerce, Department of Transportation, Environmental Protection Agency, Department of State, Federal Maritime Commission, U.S. Census Bureau and Health Resources and Services Administration. Our firm routinely monitors the policy initiatives of these federal agencies as continually demonstrated to identify issues and opportunities for Miami-Dade County.

Similarly, Cardenas Partners has been privileged to work closely with high-level officials throughout the Obama Administration, specifically within the White House, the White House Office of Legislative Affairs, the Office of Management and Budget, the Department of Transportation, the Department of Health & Human Services, the Department of Education, the Department of Housing and Urban Development, the Department of Interior, the Department of Commerce, the Department of Defense, the Department of Agriculture, the Department of Justice, the Department of Energy, the Department of Labor and the Department of Homeland Security, as well as other pertinent regulatory agencies which could impact the County.

23. *Discuss Proposer's relationships with House and Senate leadership and what unique aspects Proposer can provide which makes Proposer different than other potential proposers.*

Drawing on the expertise of our staff, we are able to provide effective advocacy on behalf of clients before Congress, regulatory agencies, the White House and various executive agencies. Our relationships with the House and Senate leadership extend to the Speaker of the House and Senate President Pro Tempore, House and Senate Majority and Minority Leaders, as well as the House and Senate Majority and Minority Whips. These relationships, combined with our

understanding and experience in the decision-making process in Washington, enable us to present our client's agenda to key decision-makers at the most opportune times.

Alcalde & Fay provides governmental relations and public affairs consulting to numerous entities throughout the state of Florida, many of which are in the public sector. Partly as a result of these clients, we have established and maintained strong relationships with the Members of the Florida Congressional Delegation, as well as with their senior staff. The Florida Congressional Delegation, particularly the South Florida Delegation, will provide the base of support for implementing the County's federal legislative agenda. However, through our representation of clients from across the country, we are capable of promoting the County's initiatives to other key leaders on Capitol Hill who are non-Floridian.

In addition to that rapport, however, it is critical that your lobbyist has solid working relationships with key chairmen, ranking members, and senior staff. At Alcalde & Fay, that is our strength. Perhaps most importantly, the firm is well acquainted with key committee chairmen and ranking members of Congress who will be instrumental in achieving the goals of Miami-Dade County. These include the House and Senate Appropriations Committees, the House Transportation and Infrastructure Committee, the Senate Environment and Public Works Committee, the House Ways and Means Committee and the Senate Commerce, Science and Transportation Committee.

Recognized as a bipartisan firm, the partners and personnel of Alcalde & Fay are drawn from both political parties and have among them close working relationships with key legislators and staff on both sides of the aisle. These relationships extend to the ranks of political appointees and senior career staff in most federal agencies and have allowed us to craft and advance legislative solutions for our clients. For example, when our clients in California were concerned about the threatened status of coastal salmon, we worked with them to create and fund the Pacific Coastal Salmon Recovery Fund. In another instance, a client was eager to create a non-motorized alternative for transportation through their community in order to improve the environment and reduce congestion, and we worked with Congress and other coalitions to establish and fund a pilot program as part of the highway reauthorization bill.

There has been no time more important than the present for local governments to have a voice in Washington so that they might maximize their participation in Federal programs and funding opportunities as Congress and the Administration seek ways to stimulate the economy. Most of our large municipalities such as the cities of Dallas, Miami, and Virginia Beach, have substantial transportation, infrastructure and community service needs that we are proud to provide assistance in fulfilling. As part of this representation, we have developed funding strategies to facilitate the development of major projects–highway and transit construction projects, water resources and wastewater projects, dredging projects for ports, intermodal transportation facilities, new rail starts, as well as buses and bus facilities. In addition, we have successfully assisted our clients obtain essential support for criminal justice and law enforcement programs/projects, health services and a range of education and community programs. (For specific samples of our client's accomplishments, please refer to the History of Client Successes).

While our public clients are generally interested in securing specific funding, we also know how important it is to understand the impact of pending federal legislation. Associations such as the

National Association of Counties, U.S. Conference of Mayors, and National League of Cities can be of great assistance in dealing with these issues; however, because of their size, they cannot always be responsive to the individual needs of each of their members. Although we maintain good working relationships with these national associations, we strive first and foremost to meet the unique goals and objectives of our public clients.

Although the majority of our consulting services are provided here in our nation's capital, Alcalde & Fay has been active in local, state and federal politics in the State of Florida for decades. With more than 20 years of representing the cruise industry and numerous other Florida public and corporate clients, we have fostered relationships with not only the state legislature but with Governor Rick Scott as well. These relationships have been beneficial to the County and whenever necessary, will be used to enhance the County's state legislative initiatives.

Service Cost

24. State proposed annual fee to provide all services requested herein. (The fee shall include all costs, including subcontractor fees, travel, and miscellaneous expenses, as they will not be reimbursed separately by the County. The fee shall not include any amount for Work Order assignments or Optional Services.)

Currently, all clients are billed based upon a monthly retainer. We believe this provides the client with the most cost-effective approach, allows the client to operate with a firm fixed budget, and allows us to perform all the work required to be successful on a client's behalf without concern of whether each hour might ultimately contribute to that success.

For the purposes of the effort described herein, we propose an annual fee of $300,000 payable by monthly retainer. This monthly retainer fee is inclusive of out-of-pocket expenses for services such as telephone tolls, copying, messenger service, parking, transportation, postage, and travel which are traditionally billed at the actual cost expended.

In addition, if other partners and associates of the firm are utilized on an as-needed basis to complement the efforts of the team described herein, there will be no additional charge for such work.

Monthly invoices submitted to the County by Alcalde & Fay will be payable net 30 days at the following address:

Alcalde & Fay
Attention: Accounting Department
2111 Wilson Boulevard, 8th Floor
Arlington, Virginia 22201

Form A-2
AFFIDAVIT OF MIAMI-DADE COUNTY
LOBBYIST REGISTRATION FOR ORAL PRESENTATION

(1) ProjectTitle: Request for Qualifications Project No.: 805
(2) Department: Purchasing
(3) Proposer's Name: Alcalde & Fay
Address: 2111 Wilson Boulevard, 8th Floor Zip: 22201
Business Telephone: (703) 841-0626

(4) List All Members of the Presentation Team Who Will Be Participating in the Oral Presentation:

NAME	TITLE	EMPLOYED BY	TEL. NO.
Hector Alcalde	Chairman & CEO	Alcalde & Fay	(703) 841-0626
L.A. "Skip" Bafalis	Partner	Alcalde & Fay	(703) 841-0626
Danielle McBeth	Partner	Alcalde & Fay	(703) 841-0626
Lois Moore	Partner	Alcalde & Fay	(703) 841-0626
Tandy Bondi	Partner	Alcalde & Fay	(703) 841-0626
Joshua Gaboton	Partner	Alcalde & Fay	(703) 841-0626
Charlotte Hrncir	Senior Associate	Alcalde & Fay	(703) 841-0626
Al Cardenas	Principal Owner	Cardenas Partners, LLC	(202) 904-2050
David Cardenas	Dir. of Research	Cardenas Partners, LLC	(202) 904-2050

(ATTACH ADDITIONAL SHEET IF NECESSARY)

The individuals named above are Registered and the Registration Fee is not required for the Oral Presentation ONLY.

Any person who appears as a representative for an individual or firm for an oral presentation before a County certification, evaluation, selection, technical review or similar committee must be listed on an affidavit provided by the County. The affidavit shall be filed with the Clerk of the Board at the time the response is submitted. The individual or firm must submit a revised affidavit for additional team members added after submittal of the proposal with the Clerk of the Board prior to the oral presentation. Any person not listed on the affidavit or revised affidavit may not participate in the oral presentation, unless he or she is registered with the Clerk's office and has paid all applicable fees.

Other than for the oral presentation, Proposers who wish to address the county commission, county board or county committee concerning any actions, decisions or recommendations of County personnel regarding this solicitation in accordance with Section 2-11.1(s) of the Code of Miami-Dade County MUST register with the Clerk of the Board and pay all applicable fees.

I do solemnly swear that all the foregoing facts are true and correct and I have read or am familiar with the provisions of Section 2-11.1(s) of the Code of Miami-Dade County as amended.

Signature of Authorized Representative: Danielle McBeth Title: Partner
STATE OF Virginia
COUNTY OF Arlington

The foregoing instrument was acknowledged before me this June 25, 2012,
by Danielle McBeth, a Partner, who is personally known
(Individual, Officer, Partner or Agent) (Sole Proprietor, Corporation or Partnership)
to me or who has produced _____ as identification and who did/did not take an oath.

Lisa Hack
(Signature of person taking acknowledgement)
Lisa Hack
(Name of Acknowledger typed, printed or stamped)
Notary 7009944
(Title or Rank) (Serial Number, if any)

LISA HACK NOTARY PUBLIC REG # 7009944 MY COMMISSION EXPIRES 4/30/2014 COMMONWEALTH OF VIRGINIA

Revised 2/7/05

Form A-2
AFFIDAVIT OF MIAMI-DADE COUNTY
LOBBYIST REGISTRATION FOR ORAL PRESENTATION

(4) List All Members of the Presentation Team Who Will Be Participating in the Oral Presentation:
(continued from previous page)

NAME	TITLE	EMPLOYED BY	TEL. NO.
Carl Chidlow	Partner	Cardenas Partners, LLC	(202) 904-2050
Emily Zammit	Partner	Cardenas Partners, LLC	(202) 904-2050
John David Hooker	General Counsel	Cardenas Partners, LLC	(202) 904-2050
Victoria Benner	Dir. of Gov't Affairs	Cardenas Partners, LLC	(202) 904-2050

Form A-3

ACKNOWLEDGEMENT OF ADDENDA

Instructions: Complete Part I or Part II, whichever is applicable.

PART I: Listed below are the dates of issue for each Addendum received in connection with this solicitation.

Addendum #1, Dated June 20, 2012

Addendum #2, Dated June 26, 2012

Addendum #3, Dated _____, 201__

Addendum #4, Dated _____, 201__

Addendum #5, Dated _____, 201__

Addendum #6, Dated _____, 201__

Addendum #7, Dated _____, 201__

Addendum #8, Dated _____, 201__

Addendum #9, Dated _____, 201__

PART II:

____ No Addendum was received in connection with this solicitation.

Authorized Signature: Danielle McBeth Date: 06-22-2012

Print Name: Danielle McBeth Title: Partner

Firm Name: Alcalde & Fay

A-3 - Rev. 1/25/10

FORM A-5
SUBCONTRACTOR/SUPPLIER LISTING
(Ordinance 97-104)

Name of Proposer Alcalde & Fay

This form, or a comparable listing meeting the requirements of Ordinance No. 97-104, **MUST** be completed by all bidders and proposers on County contracts for purchase of supplies, materials or services, including professional services which involve expenditures of $100,000 or more, and all bidders and proposers on County or Public Health Trust construction contracts which involve expenditures of $100,000 or more. **This form, or a comparable listing meeting the requirements of Ordinance No. 97-104, must be completed and submitted even though the bidder or proposer will not utilize subcontractors or suppliers on the contract. The bidder or proposer should enter the word "NONE" under the appropriate heading in those instances where no subcontractors or suppliers will be used on the contract.** A bidder or proposer who is awarded the contract shall not change or substitute first tier subcontractors or direct suppliers or the portions of the contract work to be performed or materials to be supplied from those identified except upon written approval of the County.

Business Name and Address of First Tier Subcontractor/Subconsultant	Principal Owner	Scope of Work to be Performed by Subcontractor/Subconsultant	(Principal Owner) Gender	Race
Cardenas Partners, LLC	Al Cardenas	Government relations and public affairs consulting	M	Hispanic

Business Name and Address of Direct Supplier	Principal Owner	Supplies/Materials/Services to be Provided by Supplier	(Principal Owner) Gender	Race
NONE				

I certify that the representations contained in this Subcontractor/Supplier Listing are to the best of my knowledge true and accurate.

Signature of Proposer's Authorized Representative	Print Name	Print Title	Date
Danielle McBeth	Danielle McBeth	Partner	06-25-2012

(Duplicate if additional space is needed)
Form A-5(new 5/7/99)

Form A-6

FAIR SUBCONTRACTING POLICIES
(Section 2-8.8 of the Miami-Dade County Code)

FAIR SUBCONTRACTING PRACTICES

In compliance with Section 2-8.8 of the Miami-Dade County Code, the Proposer submits the following detailed statement of its policies and procedures for awarding subcontracts:

Alcalde & Fay provides an equal employment opportunity and equal access for all persons without regard to race, color, sex, religion, creed, age, marital status, national origin, sexual preferences/orientation, disabled and Vietnam-era veteran's status, or the presence of any physical, sensory, or mental disability. These policies will be extended to the hiring of any subcontractors.

It is our intention to adhere to the following policies and procedures as set forth by the County:

(a) Notify the broadest number of local Subcontractors of the opportunity to be awarded a subcontract;
(b) Invite local Subcontractors to submit bids in a practical, expedient way;
(c) Provide local Subcontractors access to information necessary to prepare and formulate a subcontracting bid;
(d) Allow local Subcontractors to meet with appropriate personnel of the bidder to discuss the bidder's requirements; and
(e) Award subcontracts on full and complete consideration of all submitted proposals and in accordance with the bidder's stated objectives.

I hereby certify that the foregoing information is true, correct and complete.

Signature of Authorized Representative: Danielle McBeth

Title: Partner Date: 06-25-2012

Firm Name: Alcalde & Fay

Form A-6 Rev. 2/13/01

ALCALDE & FAY ORGANIZATIONAL CHART

Chairman & CEO
Hector Alcalde

President
Kevin Fay

Managing Partner
Nancy Prowitt

Partners

L.A. "Skip" Bafalis
Tandy Bondi
Shantrel Brown
Rob Catron
Rodney Coleman
Cynthia Colenda
Jim Davenport
Suzanne Eisold
Joshua Gaboton
Umar Ghuman
Jennefer Hirshberg
Vicki Iseman
Kathy Jurado-Munoz
Maurice Kurland
Sylvester Lukis
Danielle McBeth
Lois Moore
George Munoz
Paul Schlesinger
Clifton Smith
Dave Stirpe
John Stirrup
Jim Woodroffe
Andrew Wahlquist

Associates

Perrin Badini
Nicole Booher
Anne Cullather
Charlotte Hrncir
Chris Minakowski
Alex Perry
Trace Roller
Tatanya Szeliga

Legislative/Staff Assistants

Tonya Hunt
Jason Kamp
Sarah Levey
Garrett McGuire
Susan Walker
Courtney Woodward

Administrative Support

Mackeda Evans
Sue Hedrick
Lisa Hack
Arthur Nylander
Jim Smoot

Miami-Dade County Client Team

Alcalde & Fay
Hector Alcalde, Chairman & CEO
L.A. "Skip" Bafalis, Partner
Lois Moore, Partner
Danielle McBeth, Partner
Tandy Bondi, Partner
Joshua Gaboton, Partner
Charlotte Hrncir, Senior Associate

Subcontractor Cardenas Partners
Al Cardenas, Principal Owner
David Cardenas, Director of Research
Carl Chidlow, Partner
Emily Zammit, Partner
John David Hooker, General Counsel
Victoria Benner, Director of Government Affairs

ALCALDE & FAY

GOVERNMENT & PUBLIC AFFAIRS CONSULTANTS

June 7, 2012

MEMORANDUM

TO: Chairman Joe A. Martinez
Board of County Commissioners

FROM: Hector Alcalde
Lois Moore
Danielle McBeth
Charlotte Hrncir

SUBJECT: **May Monthly Report**

Below is a summary of our work and an update on legislative issues of interest to the County for the month of May.

SEAPORT DEPARTMENT

Miami Harbor Operation and Maintenance Funds

As previously reported, both the House and Senate committee-reported FY 2013 Energy and Water Development appropriations bills include funding for the operation and maintenance (O&M) needs in the Miami Harbor. The House committee included $4,182,000 for Miami Harbor Operation and Maintenance (O&M) needs, only 3.5 percent less than the amount budgeted. The Senate Committee included the entire amount budgeted of $4,334,000. These committee actions followed the announcement in February 2012 of the inclusion of $4,334,000 for Miami Harbor maintenance in the Corps budget.

To ensure that the budgeted funds were included in the committee spending bills, we scheduled meetings for Director Bill Johnson with members of the Miami-Dade Delegation on March 20 and 21, 2012 and accompanied Director Johnson to the meetings. We were pleased that Delegation members committed to support the budgeted allocations for Miami Harbor. As a member of the Appropriations Committee, Congressman Mario Diaz-Balart (R-21st) prioritized this request to the Appropriations Committee.

By way of background, during the month of January, we alerted the Seaport Department to the additional $55 million in O&M funds provided by the FY 2012

Omnibus Appropriations Act for ongoing maintenance work and recommended that the Port seek funds from this account and the FY 2013 budget. The Port discussed both approaches with the Army Corps Jacksonville District and we drafted a congressional letter to Assistant Secretary Darcy requesting funds for the needed maintenance work. Congressman Diaz-Balart took the lead in securing Delegation signatures and the letter was forwarded to Secretary Darcy prior to the budget release in early February.

Miami Harbor Deep Dredge

During the month of May, we participated in numerous conference calls with the Port, the Miami–Dade congressional delegation offices, the Office of Intergovernmental Affairs and the Army Corps of Engineers regarding preparation of the final project documents. With the assistance of Port personnel, we prepared a brief white paper for review by the congressional offices.

You will recall that last fall, the House Appropriations Committee gave final approval for the Army Corps to proceed with the Miami Harbor deep dredge project. This followed clearances by the Senate Appropriations Committee and the Office of Management and Budget (OMB). These approvals authorized the Army Corps to prepare the Project Partnership Agreement (PPA) between the Army Corps and Miami-Dade County.

Maritime Title of Transportation Bill

House and Senate conferees have been meeting periodically throughout the month of May on the House and Senate-passed surface transportation bills. Pending before the conference is a Senate-passed provision which would tie HMTF (harbor maintenance trust fund) expenditures to revenues, thereby intending for full usage of the amounts collected in the HMTF for maintenance dredging purposes. Maritime industry interests are also advocating for inclusion of enforcement language in the final conference agreement.

Water Resources Development Legislation (WRDA 2011)

Staff of Congressman John Mica (R-7th), Chairman of the House Transportation and Infrastructure (T&I) Committee, has indicated that the committee plans to begin work on WRDA legislation after the transportation conference is finalized.

The Port of Miami previously submitted a WRDA request for federalization of maintenance dredging of the Dodge Island Cut extension. Since this is defined as an earmark, we contacted House committee staff to suggest a policy approach and have provided suggested language for their consideration.

We have been advised that the Senate EPW committee has plans to work on WRDA legislation. We will monitor closely for any significant developments.

MIAMI INTERNATIONAL AIRPORT: FAA REAUTHORIZATION CONFERENCE

Although our firm is not assigned to the MIA, we contacted MIA government relations last December to advise of Section 208(h) of the Senate-passed FAA bill (S. 223), which modifies the eligibility standards for the "noise set-aside program" to include water quality mitigation projects. The flexibility afforded by Sec. 208 provides an important funding opportunity for critical environmental projects which are integral to airport capacity expansion needs.

We thought MIA would be interested as sources of federal assistance for environmental needs are limited not only due to federal budget cutting, but also the current moratorium on legislated earmarks by Members of Congress. We also contacted the Florida Airports Council and numerous other airports to alert them to this important provision, as we have learned that there was not widespread knowledge of the provision. The Florida Airports Council sent a letter of support to Congressman Mica, who, as Chairman of the House T&I Committee, was the lead House conferee.

We are pleased that Sec. 208(h) was incorporated into the final conference agreement during final staff deliberations on January 30, 2012. The FAA is accepting applications for grant funds pursuant to the amended language.

WATER & SEWER DEPARTMENT

The Senate committee-reported FY 2013 Energy and Water appropriations bill includes $40 million to fund Environmental Infrastructure projects. However, these funds are intended for ongoing environmental infrastructure projects. As the authorized Water Transmission Pipeline project is a "new start," it would not be eligible for an allocation from these funds, once appropriated. We will continue to seek funding from other sources.

While we prepared submissions to Senator Bill Nelson's (D-FL) office for additional authorization for the pipeline project and other projects on behalf of the Water and Sewer Department, it is evident that there will be no project specific provisions in WRDA legislation (unless projects have a finalized Chief of Engineers' report by the Army Corps). The pending projects are as follows:

$6.25 million for the Water Transmission Pipeline authorized in the Water Resources Development Act of 2007. Congress authorized this reclaimed water pipeline to

receive up to $6.25 million in grant assistance from the Army Corps, pending an appropriation.

Authorization of $30 million for a pipeline to convey reclaimed water to the Florida Power and Light (FPL) complex at Turkey Point. The $120 million project would require a nine-mile pipeline from the South District Water Treatment Plant to the FPL complex. The reclaimed water would be used to cool a proposed power plant addition, and to replace cooling water for existing units.

Authorization of $1.5 million for a Water Main to convey reclaimed water to Fisher Island and Miami Beach. The $3 million project includes the construction of a 20-inch reclaimed water main from the Central District Wastewater Treatment Plant on Virginia Key to Fisher Island and Miami Beach. The reclaimed water, delivered through the 8,300-foot pipeline, would be used for irrigation replacing potable water from the Biscayne Aquifer.

Increase to $20 million the authorization for the South Miami Dade Reuse Pipeline. Section 5158 (128) of the Water Resources Development Act of 2007 included the authorization of $6.25 million for the $357 million project to construct new water reuse treatment facilities and pipelines. This request will increase the federal participation level, in this important environmental project, to six percent.

We are seeking any opportunities for federal grant assistance with the following project.

$5 million for the Pump Station Optimization Program (PSOP). The PSOP consists of the installation of a program addition to pump station Supervisory Control and Data Acquisition (SCADA) controls for each station. Five million dollars is needed for program upgrades and monitoring well installations, upgrades to pump station control panels, and level sensing equipment to allow for increased pressures, which result from increased wastewater elevations during the PSOP operations.

TRANSPORTATION

Surface Transportation Reauthorization

The Surface Transportation Extension Act of 2012 (H.R. 4281) was signed into law by President Obama on March 30, 2012, extending the authorizations for highway and transit programs provided in SAFETEA-LU through June 30, 2012. Following Senate passage of MAP-21 (Moving Ahead for Progress in the 21st Century-S. 2183) on March 14, 2012, both House and Senate Democrats had pressured House Republicans to act on the two-year reauthorization bill. However, House Republicans instead chose to move forward with the short-term bill, and Congress ultimately voted in favor of the 90-day

extension on March 29, 2012, only two days before the previous extension was scheduled to expire.

On May 8, 2012, the Conference Committee for the surface transportation reauthorization bill held its first official meeting, during which Senate Environment and Public Works (EPW) Committee Chairwoman Barbara Boxer (D-CA) was named Chairwoman of the Conference Committee and House Transportation and Infrastructure Committee Chairman John Mica (R-FL) was named Vice Chairman. As recently advised, the bipartisan committee is comprised of 33 House and 14 Senate conferees announced in late April. Shortly thereafter, relevant staff met to begin outlining the conferees' priorities and to help determine where Members disagreed on key issues. This first meeting primarily served as an opportunity for each of the conferees to give an opening statement in which they could highlight their priorities for the negotiations and final bill.

During the nearly three-hour meeting, Members expressed their support and opposition to several notable policy and funding issues that will be considered during conference negotiations. Of particular interest was bipartisan support for the Transportation Enhancements (TE) program, which was specifically addressed by both Ranking Member James Inhofe (R-OK) and Congressman Earl Blumenauer (D-OR). Ranking Member Inhofe acknowledged that the program has become a target for Republicans looking to eliminate wasteful spending, but was quick to point out that MAP-21 (Moving Ahead for Progress in the 21st Century-S. 2183) cedes control over the set-aside to states; however, in an interview following the meeting, he also admitted to having spoken with several House Republicans in order to urge them not to seek changes to what had been agreed to in MAP-21. He pointed out that this was an issue that had already been "won," in the sense that "we, collectively, everyone, has won because now states can do pretty much whatever they want to do." Congressman Blumenauer echoed this concept during his statement by reiterating his support for the TE program and for the Senate-approved Cardin-Cochran amendment to MAP-21, which provided local governments with greater control over TE funds.

In her opening statement, Chairwoman Boxer expressed optimism about the ability of Democrats and Republicans to work together on finalizing a bill that could be approved in both chambers. She specifically referenced her work with EPW Ranking Member Inhofe on the Senate-passed MAP-21 bill, which she noted had been approved with support from some of the most liberal and conservative Senators. However, the Chairwoman also stressed that the committee had a limited amount of time to reach an agreement on a long-term reauthorization bill, and that while the current extension is set to expire on June 30, 2012, she cautioned that the "conference report must be completed by early June" in order to give the House and Senate adequate floor time for debate on the negotiated bill.

Vice Chairman Mica also spoke about the importance of moving quickly and efficiently on the reauthorization bill, but was clear in his opposition to simply accepting the Senate's MAP-21 bill. He asked the Members of the Committee to focus on being able to "do more with less" and argued that Congress could no longer "just continue to throw money at problems," because they had tried it with the stimulus bill but it was unsuccessful. This sentiment was echoed by fellow conferee House Ways and Means Chairman Dave Camp (R-MI), who bluntly disagreed with the MAP-21 financing package that would supplement the Highway Trust Fund, suggesting that "if we can't afford it, then we shouldn't do it." Senator Orrin Hatch (R-UT) called on the Committee to adopt language approved in the House regarding the Keystone XL pipeline. Senator Hatch commended the provision and noted that the bill should be a jobs bill and "there is no question that Keystone would create jobs."

Chairwoman Boxer closed the meeting on a positive and hopeful note, stating that during the conferees' speeches she had not heard any "lines in the sand," and that while she did hear "a lot of passion on certain issues," she was convinced that the conferees were "going to work together to get this done." During the weeks following the initial Committee meeting, staff continued to hold closed-door meetings to negotiate on various aspects of the bill. There were reports that some House Republican members of the Committee were joining and participating in the meetings, with some staff indicating that this had created an "uncomfortable dynamic." However, senior Republican staff dismissed the tone of the reports, noting that they unfairly gave the impression that "conferees have no business participating in conference discussions, which is ridiculous." In a press conference on May 16, 2012, to provide an update on the conference negotiations, Chairwoman Boxer reported that staff meetings had progressed beyond "the organizational stage" and were now beginning to focus more on the "substance of the bill." That same day, Secretary of Transportation Ray LaHood sent a letter to Chairwoman Boxer regarding the Administration's views on various funding and policy issues in the pending reauthorization bill, and we provided the County with a copy of the letter.

On May 31, 2012, we participated in a conference call organized by Environment and Public Works (D-CA) Committee Chairwoman Barbara Boxer (D-CA) regarding the status of the ongoing negotiations by the Conference Committee, of which she is also the Chair. During the call, Chairwoman Boxer continued to express optimism about the likelihood that the Committee would agree to a bill. However, she noted her disappointment regarding the "Summer Legislative Agenda" announced by House Majority Leader Eric Cantor (R-VA) the previous week as it did not include any reference to the transportation bill. According to the Chairwoman, it was an indication that Majority Leader Cantor and Speaker John Boehner (R-OH) were not honoring their pledge to work towards a compromise on the bill. Chairwoman Boxer also addressed a

recent report in which an anonymous Republican House conferee said that she had been "stonewalling" negotiators on provisions related to project streamlining and that negotiations in general were starting to break down. Chairwoman Boxer denied these reports and said that, in fact, she and her staff had been trying to work with House Republicans to seek their input on a variety of issues. Senate EPW Staff Director and Chief Counsel Bettina Poirier, who was also on the call, expressed her frustration over the unwillingness of some Republican members and their staffs to work towards a compromise and provide input, while at the same time demagoguing any proposals offered by Democrats. Ms. Poirier said that while they continued to try to seek a resolution, they felt that Republicans were forcing them into a "damned if you do, damned if you don't type of situation."

Chairwoman Boxer further indicated that Senate EPW staff is currently drafting what they view as a compromise bill, based on input they have received from the House, and they expect the draft to be completed by the first week in June. This private draft will likely then be presented to House members, inviting their comments/feedback, and once they receive responses from the House, Chairwoman Boxer and her staff will attempt to draft a conference agreement and send it to the House for approval. Although this is outside the common and traditional practice for conference negotiations, Chairwoman Boxer noted that the House departed from tradition when it entered the conference process with only a "shell bill" instead of a full proposal. When asked during the call if the Administration remained committed to seeing Congress pass a bill, the Chairwoman responded that Secretary LaHood had called her that morning stating he was meeting with House and Senate Republicans, including those on the Conference Committee, to help ensure bill passage.

Although both sides publicly remain optimistic that a compromise can be reached, the Conference Committee is quickly running out of time to reach agreement and provide both the House and Senate enough time to review and pass any compromise bill. The current extension of the authorizations for highway and transit programs provided in SAFETEA-LU is scheduled to expire on June 30, 2012, leaving only three weeks left that both the House and Senate are both in Washington (the House is in recess during the week of June 11th). During a floor colloquy with House Minority Whip Steny Hoyer (D-MD), Majority Leader Cantor noted that while he remained "hopeful that the conference committee can come to a solution prior to the expiration of the authorizing language in place right now," House Republicans were "prepared to make sure that there is no stoppage of transportation programming and funding."

ECONOMIC DEVELOPMENT

Community Development Block Grant Program (CDBG)

We anticipate markup of the House FY 2013 Transportation, Housing and Urban Development Appropriations (T-HUD) bill in early June. You will recall that the Senate Appropriations Committee approved its version of the bill in April by a vote of 28 to 1. The Community Development Fund allocation was $3.21 billion, which is $198 million more than the FY 2012 enacted level and $66.9 million more than what the Administration had requested for FY 2013. Included in this allocation was $3.1 billion for the CDBG program, $151 million more than the Administration's request which was the same as the FY 2012 enacted level.

ELECTIONS

The Election Assistance Commission receives its federal funding allocation from the Financial Services Appropriations bill. We expect markup of the FY 2013 appropriations bill during the month of June.

As previously reported, the House has approved H.R. 3463, a measure to terminate the Presidential Election Campaign Fund and abolish the Election Assistance Commission, a national clearinghouse on the mechanics of voting. Senate Majority Leader Harry Reid (D-NV) has stated that the controversial legislation will not likely garner approval in the Senate.

TRAVEL & TOURISM

Draft Internet Travel Tax Fairness Act

We continue to monitor the internet hotel tax issue. During May, Broward County reached a settlement for online travel company Travelocity to pay $400,000 in a dispute over taxes on hotel rooms. Travelocity admits no liability for past or future bed taxes.

OTHER LEGISLATION OF INTEREST

National Flood Insurance Program (NFIP) Reauthorization

On May 31, 2012, the President signed into law a 60-day extension of the NFIP, through July 31, 2012. The extension had been approved by the Senate on May 24, 2012, before leaving for the Memorial Day recess, and was approved by the House upon returning from the holiday recess on May 30, 2012. The current NFIP extension was scheduled to expire on May 31, 2012, however this latest

extension prevents any lapse in the NFIP and should provide the Senate with enough time to finalize its five-year reauthorization bill (Flood Insurance Reform and Modernization Act of 2011—S. 1940) approved by the Senate Banking Committee in September, 2011. As you recall, the House approved a five-year reauthorization bill (Flood Insurance Reform Act of 2011—H.R. 1309) last summer, and the bill's proponents have been pushing the Senate to move forward with a reauthorization bill.

During Senate negotiations on moving forward with the short-term extension, Senate Majority Leader Harry Reid (D-NV) agreed to bring the Senate's five-year reauthorization bill (S. 1940) to the floor in the coming weeks. Recent reports indicate that the Senate will likely begin floor consideration of the bill during the week of June 18th, which would allow enough time to hold votes on several amendments and on final passage, while also providing adequate time for a Conference Committee to negotiate on a final compromise bill prior to the current July 31st deadline. The Senate's decision to seek a short-term extension came after Majority Leader Reid was unable to advance legislation in recent weeks that would have extended the program through the calendar year. Senator Tom Coburn (R-OK) had objected to the seven-month extension due to its lack of reforms and both he and Senator David Vitter (R-LA) ultimately favored a shorter extension tied to a guarantee that the Senate would move forward with floor consideration of the five-year reauthorization bill The Senate faced additional pressure to pass an extension after the House passed a one-month extension of NFIP, through June 30, 2012, by an overwhelming 402 to 18 vote, on May 17, 2012. Although the House bill had several program reforms included in its extension, the Senate could ultimately only agree on a provision aimed at phasing out subsidies for vacation homes and second homes.

The bill's key stakeholders, including Senate Banking, Housing and Urban Affairs Chairman Tim Johnson (D-SD) and Ranking Member Richard Shelby (R-AL) have been working on modifying the Committee-passed bill via a manager's amendment that will incorporate several agreed-upon amendments, and it is anticipated that only 10 to 12 additional amendments will be considered during floor negotiations. One potential amendment of particular interest, likely to be offered by Senators Mark Pryor (D-AR) and Thad Cochran (R-MS), will seek to eliminate language from the Senate bill that would require the mandatory purchase of flood insurance by residents currently protected by levees, dams, and other flood control infrastructure (Section 107). This issue will likely be addressed during floor negotiations and reports indicate that Senators involved in negotiations on the bill have tentatively agreed to allow a vote on an amendment removing Section 107 from the bill. Approval of such an amendment would likely improve any conference negotiations with the House on a final bill,

as similar language in the House-passed bill was removed during floor debate. We have confirmed that staff from the offices of Senators Pryor and Cochran are currently working to build support within the Senate for their pending amendment removing Section 107.

The legislation that is ultimately approved by the full Senate will still need to be reconciled with the House-passed bill, which would extend the program for five years, provide for a five-year phase-in of full premium rates for newly remapped areas, and allow for qualifying "areas" to apply for three one-year delays for the mandatory purchase of flood insurance. The bill also allows for a fourth and fifth year of extensions, provided that a community can demonstrate that "more than adequate progress has been made on the construction of a flood protection system for such area." The bill would also establish a 16-member Technical Mapping Advisory Council to provide recommendations and reports to FEMA regarding the adoption of updated mapping standards to be used in creating 100-year flood insurance rate maps.

CARDENAS · PARTNERS LLC

MEMORANDUM

TO: Miami-Dade County Board of County Commissioners

FROM: Cardenas Partners LLC

RE: November Report to the Board of County Commissioners

CC: Miami-Dade County Office of Intergovernmental Affairs

FY2010 APPROPRIATIONS:

Congress left for its Thanksgiving recess with the fiscal 2010 appropriations process bogged down, and work on spending bills after the holiday mostly will remain behind closed doors as lawmakers try to wrap up business for the year. Appropriations stalled just before lawmakers left, as House Democrats balked at moving to conference on the Commerce-Justice-Science bill in the face of GOP plans to force further votes on Guantanamo Bay detainee policy. President Obama's plan to close that facility and questions of what will happen with the detainees have been a source of controversy all year. Democrats had hoped the issue was put to rest with enactment of the Homeland Security spending bill, which included provisions barring the transfer of detainees to the United States except for prosecution however, the issue quickly resurfaced November 13th when the administration announced it planned to prosecute five detainees in federal court in New York City, and Republicans indicated they would seek language on the final C-J-S bill to block that action.

Enacting the C-J-S bill last week would have allowed appropriators to note they had hit the half-way mark in enacting their 12 spending bills for the fiscal year, which began two months ago on October 1st. While the House managed to pass all its spending bills before the August recess — primarily because Democrats limited the ability of Republicans to offer floor amendments to the bills — the process has been much slower in the Senate where even the most non-controversial spending bills have taken about a full week to pass. Five individual bills have been enacted, and the Senate has passed nine of its bills with the final three (Financial Services, Labor-HHS-Education, and State-Foreign Operations) slated to bypass the Senate floor and be directly folded into a year-end omnibus measure.

Cardenas Partners will continue to closely monitor all appropriations activity in both the House and the Senate throughout the upcoming months and keep Miami-Dade County updated in a timely fashion; especially the Commerce, Justice and Science Appropriations bill and the Military Construction – VA Appropriations bill

- Mortgage Fraud Task Force: **$150,000** – CJS
- US SOUTHCOM Headquarters Construction: **$55.4 million** – Mil Con (Army-Admin Facilities)

FY2011 FEDERAL PACKAGE:

Over the course of two weeks in August, the Office of Intergovernmental Affairs hosted all of the Miami-Dade County Departments in meetings to discuss ideas for the upcoming federal and state legislative packages. These conference calls were a valuable first step in planning for the County's agenda for the coming year. Cardenas Partners awaits further instruction from Miami-Dade County's Office of Intergovernmental Affairs regarding how to proceed with the priorities for the FY2011 federal package.

AGRICULTURE:

Climate Bill

The timetable for climate change legislation has slipped again, with Senate leaders now saying a bill will reach the floor no earlier than next spring.

The decision means the Democrat-controlled Congress will not meet its goal of enacting two of President Obama's legislative priorities — an overhaul of the health care insurance system and a cap on carbon emissions — by the end of this year.

The House climate bill, H.R. 2454 which was approved by a 219-212 vote, would mandate that 15% of the nation's electricity come from renewable sources such as wind and solar power by 2020, potentially expanding the market and profit potential for companies in those sectors. Towards that goal, it seeks to boost nascent industries such as wind-generated electricity and solar power.

Despite a much-publicized deal struck for agriculture in the House energy and climate bill, many farm groups are lining up against the legislation emerging from Congress. The reluctance of groups like the American Farm Bureau Federation and the National Pork Producers Council to back the bill stems from a variety of reasons. As it stands, agriculture is excluded from the caps,

which would focus largely on reducing carbon emissions of major energy producers such as power-generating plants and fuel refineries.

Still, those caps would lead to higher energy prices – and therefore higher fuel and fertilizer prices – which would raise farm production costs. At the same time, farmers could benefit from market-based payments for offset activities that sequester greenhouse gases, such as no-till farming or installing digesters that capture methane on livestock farms and convert it to electricity. They would also benefit if higher fossil-energy costs create even more demand for renewable energy and biofuels, raising prices for corn and other commodities.

As a result, there could be a significant net increase in farm income because of the climate bill; some studies estimate that with carbon prices in the range of $30/ton of carbon-dioxide, the agricultural sector could benefit by as much as $8-13 billion/year.

The American Farm Bureau Federation remains opposed to the bill partly because of worries about its impact on the cost of fertilizer and fuels to operate equipment like tractors, said Rick Krause, the federation's senior director of congressional relations. The main thing that would shift the federation's stance, he said, is new text guaranteeing that the United States will toss its cap-and-trade system if China and India don't follow suit with a similar program.

Cardenas Partners will continue to monitor the Climate bills and keep the County updated on its movements and possible affects on agriculture.

Miami International Agriculture and Cattle Show

Cardenas Partners LLC was asked to look into possible federal funding for the Miami International Agriculture and Cattle Show by OIA and Senator Javier Souto. While there are no grants available specifically for the show, Cardenas Partners LLC believes the following grant and appropriations opportunities would benefit the Miami International Agriculture and Cattle Show.

Possible Grant:
The following grant could be applied for by the County next year for the Miami International Agriculture and Cattle Show since it puts on educational seminars during the show.

Possible FY2011 Federal Appropriation Request:
The County could submit a FY2011 appropriations request to renovate the agriculture or equestrian centers where the cattle show takes place. Cardenas Partners LLC would recommend submitting a request to the Transportation, Housing and Urban Development appropriations bill under the Economic Development Initiatives (EDI) account and/or Agriculture appropriations bill.

Below is an example of a similar project that was previously funded:

Polk County: Renovation of the Polk County Agricultural Center $200,000
(HUD – Economic Development Initiative)

Funding is requested for needed renovation improvements to the Polk County Agricultural Center. Originally constructed in 1948, the facility plays a central role in the Polk County community, contributing to the region's economic strength and well-being. Renovations are needed to meet fire and safety standards, enabling its continued benefit to the area. Substantial contributions are being made by the state and local government.

Awareness:

Cardenas Partners LLC also recommends that the County raise awareness of the Miami International Agriculture and Cattle Show at the federal level by requesting federal officials from the USDA to attend the event next year. We believe one or more of the following officials should be asked to attend:

Jim Miller – Under Secretary for Farm and Foreign Agricultural Services

John Ferrell or Ann Wright – Deputy Under Secretaries for Marketing and Regulatory Programs

Dr. Rajiv Shah – Under Secretary for Research, Education and Economics

MORTGAGE FRAUD TASK FORCE:

Cardenas Partners was asked to set up meetings for OIA and Chief Glenn Theobald to discuss S. 1724, the Fighting Real Estate Fraud Act of 2009. Cardenas Partners set up the following meetings: Senator Schumer's staff, Senator Nelson's staff, Senator Whitehouse's staff, Congressman Klein's staff, and Congressman Putnam's staff. The meetings were to educate the staff on the County's Mortgage Fraud Task Force and to garner support for the bill below. The meeting with Senator Schumer's office was to suggest adding language to the bill that would include police departments. Senator Schumer's office also requested help in obtaining cosponsors for the bill and possibly introducing a companion bill in the House.

S. 1724 Fighting Real Estate Fraud Act of 2009

Cardenas Partners together with OIA and Chief Glenn Theobald met with Senator Schumer's staff to address the language in this bill and suggest a possible amendment to Section 2 (see below) to include police departments. This bill would establish a competitive grant program in the Department of Justice to be administered by the Bureau of Justice Assistance which would assist local criminal prosecutor's offices in investigating and prosecuting crimes of real estate fraud.

Mr. SCHUMER (for himself, Mr. KYL, Mr. WHITEHOUSE, and Mr. REED) introduced the bill; which was read twice and referred to the Committee on the Judiciary on September 29, 2009.

SEC. 2. GRANTS.

(a) In General- The Attorney General is authorized to make grants on a competitive basis through the Bureau of Justice Assistance in accordance with the formula established in section 5 of this Act, to States, **units of local government, and Indian tribal governments (referred to in this Act as the `applicant') for the purpose of assisting the offices of State and local criminal prosecutors in investigating and prosecuting real estate fraud.**

(b) Real Estate Fraud- In this Act, the term `real estate fraud' includes crimes involving purposeful misrepresentations, forgeries, omissions to general applications, tax returns, financial statements, appraisals and valuations, verifications of deposit and employment, escrow and closing documents, credit reports, and any actions that may defraud a secured creditor.

President Obama Establishes Interagency Financial Fraud Enforcement Task Force

Attorney General Eric Holder, Treasury Secretary Tim Geithner, Housing and Urban Development (HUD) Secretary Shaun Donovan, and Securities and Exchange Commission (SEC) Chairwoman Mary Schapiro announced this month that President Barack Obama has established by Executive Order an interagency Financial Fraud Enforcement Task Force to strengthen efforts to combat financial crime. The Department of Justice will lead the task force and the Department of Treasury, HUD and the SEC will serve on the steering committee. The task force's leadership, along with representatives from a broad range of federal agencies, regulatory authorities and inspectors general, will work with state and local partners to investigate and prosecute significant financial crimes, ensure just and effective punishment for those who perpetrate financial crimes, address discrimination in the lending and financial markets and recover proceeds for victims.

The task force, which replaces the Corporate Fraud Task Force established in 2002, will build upon efforts already underway to combat mortgage, securities and corporate fraud by increasing coordination and fully utilizing the resources and expertise of the government's law enforcement and regulatory apparatus. The attorney general will convene the first meeting of the Task Force in the next 30 days.

The task force is composed of senior-level officials from the following departments, agencies and offices:

- the Department of Justice;
- the Department of the Treasury;
- the Department of Commerce;
- the Department of Labor;
- the Department of Housing and Urban Development;
- the Department of Education;
- the Department of Homeland Security;
- the Securities and Exchange Commission;
- the Commodity Futures Trading Commission;
- the Federal Trade Commission;
- the Federal Deposit Insurance Corporation;
- the Board of Governors of the Federal Reserve System;
- the Federal Housing Finance Agency;
- the Office of Thrift Supervision;
- the Office of the Comptroller of the Currency;
- the Small Business Administration;
- the Federal Bureau of Investigation;
- the Social Security Administration;
- the Internal Revenue Service, Criminal Investigations;
- the Financial Crimes Enforcement Network;
- the United States Postal Inspection Service;
- the United States Secret Service;
- the United States Immigration and Customs Enforcement;
- relevant Offices of Inspectors General and related Federal entities, including without limitation the Office of the Inspector General for the Department of Housing and Urban Development, the Recovery Accountability and Transparency Board and the Office of the Special Inspector General for the Troubled Asset Relief Program; and
- such other executive branch departments, agencies, or offices as the President may, from time to time, designate or that the Attorney General may invite.

In addition, the attorney general will invite representatives of the National Association of Attorneys General, the National District Attorneys Association **and other state, local, tribal and territorial representatives to participate in the task force through its Enforcement Committee.**

Cardenas Partners is working with OIA on securing a place for the County's MFTF on this Interagency Task Force.

SAFER GRANTS

Cardenas Partners learned of the County's need for assistance in contacting the federal government regarding their 2008 SAFER grant award. The County received the SAFER award on March 3, 2008 for $650,280 for the addition of 6 new firefighters. The 2009 SAFER awards do allow the funds received to be used to maintain current staff. The County would like to see that their award be allowed to do the same. Cardenas Partners contacted FEMA and they responded that waivers for statutory requirements can only be granted by Congress. Language would have to be put in the Homeland Security Appropriations bill which has already wrapped up for the year and was signed by the President at the end of October.

Cardenas Partners recommended that the County either try for an extension citing these extraordinary economic times or apply for the SAFER Grant 2009 which is now open and has posted this guidance: As you may know, the FY2009 SAFER application period is currently ongoing and will end on December 18, 2009. Under the FY2009 program guidance, grants can be awarded to fire departments to rehire firefighters who have been laid off from the fire department due to economic constraints. The AFG program office and help desk have received numerous inquiries regarding the eligibility for grants of those fire departments that have planned layoffs of firefighters, but have not yet implemented the layoffs.

The FY2009 SAFER program guidance states that: "the position must have been the object of a layoff action that was effected between January 1, 2008, and October 31, 2009". **We interpret this to mean that a notice must have been issued between January 1, 2008 and October 31, 2009, even if the actual layoff had not occurred by October 31, 2009.** An applicant's narrative should be used to explain the circumstances of the layoff notifications, such as the date of notification and the effective date of the lay off.

SOUTHCOM UPDATE:

The Senate version of the FY2010 Military Construction and Veterans' Affairs Appropriations bill included the full third and final increment of funding for the construction of permanent SOUTHCOM headquarters in Miami – Doral. The request for $55.4 million adds to the $81.6 million allocated in the FY2009 bill and the $100 million allocated in the FY2008 bill, and puts the project on pace to be completed in FY 2010.

The House included the same level of funding - $55.4 million for the construction of permanent SOUTHCOM headquarters in Miami – Doral. This request was submitted by the Administration (President) and Congressman Lincoln Diaz-Balart. The House passed its version on July 10th.

Cardenas Partners will continue to monitor the FY2010 Military Construction and Veterans' Affairs Appropriations bill for US SOUTHCOM Headquarters in Miami – Doral.

RECOVERY ACT BENEFITS EXTENDED

With enactment of the Worker, Homeownership and Business Assistance Act of 2009, signed into law by President Obama on November 6th, three key provisions of the Recovery Act were either extended or expanded.

Emergency Unemployment Compensation

The new legislation adds another 14 weeks of unemployment benefits. In states exceeding an 8.5 percent unemployment rate (currently 26 states), an additional six weeks of benefits are available, for a total of 20 weeks. In all cases, the $25 in Recovery funds added to each regular benefit payment also continues.

Contact your state unemployment office for details.

First Time Homebuyer Credit

The original provision – a tax deduction of up to $8,000 – applied only to people buying their first homes between April 8, 2008, and December 1, 2009. The cut-off date has now been extended to April 30, 2010. Also, a similar credit – up to $6,500 – is now available to current homeowners who buy new principal residences in the same time frame. However, those homeowners must have lived in their previous homes for a five-year consecutive period in the previous eight years before the date they buy the new home.

For either credit:

- New home can cost no more than $800,000
- Individual buyers must have income of $125,00 or less
- Joint tax-filers must have combined income of $225,000 or less

Business Tax Credits

The new law also extends and expands tax benefits for businesses incurring net operating losses during the recession. Businesses of all sizes experiencing such losses in 2008 and/or 2009 are able to claim refunds on taxes paid up to five years earlier (expanded from two years). In the original legislation passed in February 2009, the five-year expansion applied only to 2008 and to businesses with annual gross revenues under $15 million.

LEGISLATIVE UPDATES:

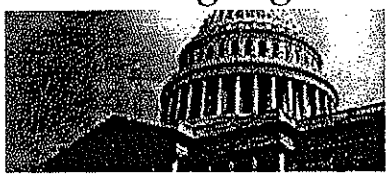
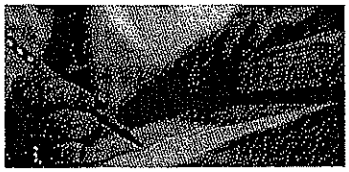
Cardenas Partners provides OIA with daily updates regarding the House of Representatives, Senate, and Appropriations schedules whenever Congress is in session and/or developments dictate.

OVERVIEW:

Throughout the month of December, Cardenas Partners will continue to closely monitor, support, and advance the County's priority issues. We will continue to work directly with the Office of Intergovernmental Affairs and the South Florida Congressional Delegation in this effort. This memo serves as a report for Cardenas Partners and its subcontractors. Please do not hesitate to contact us with any questions or concerns.

ALCALDE & FAY

Highlights of the President's FY 2013 Budget

Since release of the Obama Administration's Fiscal Year (FY) 2013 Budget on February 13, 2012, we have reviewed budgetary analysis and information from relevant Federal Agencies. The Administration's recommendations are intended to serve as a guide to funding levels for Congress to enact through the annual appropriations process. Proposed funding allocations for programs generally of interest to local governments have been highlighted below as provided in the Agencies' congressional justifications and budget summaries.

DEPARTMENT OF AGRICULTURE

The Budget provides $23 billion in discretionary funding for USDA programs, a decrease of three percent or $700 million below FY 2012 enacted levels. The Budget proposes saving $32 billion over 10 years by eliminating direct farm payments and decreasing subsidies to crop insurance companies.

The Budget includes $6.1 billion in renewable and clean energy funding and environmental improvements to spur job-creation, make the country more energy independent, and drive global competitiveness in the agriculture sector.

Food and Nutrition Service

- The Women, Infant, and Children (WIC) program that serves the nutritional needs of low-income pregnant and postpartum women, infants, and children up to age five has $7 billion included in the Budget, $400 million above the FY 2012 enacted level of $6.6 billion. The Supplemental Nutrition Assistance Program (SNAP) is proposed to be increased from $80.4 billion to $82 billion, and Child Nutrition Programs have a proposed increase from $18.2 billion to $19.7 billion.

DEPARTMENT OF COMMERCE

Economic Development Assistance (EDA) Programs

- The Budget provides $220 million, a reduction of $38 million from the FY 2012 enacted level, to the Economic Development Administration (EDA). The Budget supports economic development planning and projects that catalyze entrepreneurship and innovation at the regional scale (such as those listed below), but conserves resources by trimming the amount requested for traditional public

works projects, which are often funded using tax-free bonds or other Federal programs.

- The Budget includes $25 million to support the EDA's new Regional Innovation Strategies Program. The America COMPETES Reauthorization Act of 2010 mandated the Department of Commerce to create the Regional Innovation Strategies Program to encourage innovation, regional collaboration, and regional innovation clusters. This program is based on the premise that, while many communities continue to need basic economic development assistance (such as planning and core infrastructure), it is critical to support advanced job creation strategies that promote regional innovation clusters as the basic building blocks of economic development in the 21st Century. This program will be the dedicated forum by which EDA supports its inter-agency efforts in order to more accurately balance its portfolio of other programs to meet the needs of its stakeholders. In addition, EDA will utilize $7 million in Regional Innovation Strategies Program funds for Science Park loan guarantees.
- EDA's budget also provides $60 million for Economic Adjustment Assistance (EAA). Before the creation of the Regional Innovation Strategies Program, EDA used EAA funds to accelerate job creation by providing a more complex and complimentary level of support for "asset rich" communities to develop and implement strategies that leverage existing assets more effectively (e.g., i6 and Jobs and Innovation Accelerator Challenges). EAA funds were also used to provide construction and non-construction support to assist in recovery from sudden and severe economic dislocations. Given that funding to support the job creation efforts of "asset rich" communities is now being requested through the separate Regional Innovation Strategies Program, EDA will be able to focus its EAA funding on the needs of communities recovering from sudden and severe economic dislocations.
- The Budget includes $27 million for EDA's Partnership Planning Program (Successor to Planning), which provides a foundation for EDA's infrastructure investments that are designed to stimulate economic growth in distressed regions. The planning process supports an assessment of the region's economic conditions and the development of a Comprehensive Economic Development Strategy (CEDS) to guide resource allocation and project development. The key value of this process is that it is locally determined and involves participation from all the diverse interests in the community.
- $40.5 million is included for the 21st Century Innovation Infrastructure Program, which remains a critical component of the Agency's portfolio to provide support for "asset-poor" communities in the development of basic public assets that can lead to long term economic growth, such as water and sewer system improvements, fiber optic cable, industrial parks, business incubators, expansion of ports and harbors, workforce development facilities, and multi-tenant manufacturing facilities. These investments help distressed communities become more competitive.

- The Budget proposes to reduce funding for EDA grant programs, such as the Public Works program and the Global Climate Change Mitigation Incentive Fund, that overlap with programs in other agencies.

National Telecommunications and Information Administration (NTIA)

- In support of the President's National Wireless Initiative, the Budget proposes to establish a program to develop a nationwide interoperable public safety broadband network in the 700 MHz band. The Budget provides over $10 billion of mandatory budget resources to help build the interoperable public safety broadband network.
- The Budget provides $200 million for the establishment of a State and Local Implementation Grant Program, administered by NTIA, making grants to States to assist State, regional, tribal and local jurisdictions to identify, plan, and implement the most efficient and effective way for such jurisdictions to utilize and integrate the infrastructure, equipment and other architecture associated with the nationwide public safety interoperable broadband network. The grant program would begin in FY 2013 and would be administered over 10 years.

DEPARTMENT OF EDUCATION

The total discretionary budget authority for the Department of Education is proposed at $69.833 billion, an increase of 2.5% above the FY 2012 enacted level.

Pell Grants

- Provides $36.1 billion in Pell Grant awards to nearly 10 million students during the 2013-2014 award year.
- The request includes an elimination of the interest subsidy for borrowers who remain in school beyond 150 percent of their program length; this would save $1.8 billion over 10 years, which would be redirected to the Pell Grant program.
- Provides $5.7 billion in mandatory funding to support raising the discretionary plus mandatory maximum award to $5,635, $900 above the level in FY 2008.

Excellent Instructional Teams

- The President's Budget allocates $2.95 billion for Excellent Instructional Teams, a program that seeks to increase teacher effectiveness and reduce disparities in access to high-quality teachers and school leaders between disadvantaged students and their peers. The program would have two components:
    - Effective Teachers and Leaders State Grants about $2.5 billion would provide formula grants to States and districts to support the Administration's ESEA reauthorization proposal, which would require States to develop definitions of "effective" and "highly effective" teachers and principals that would be used in the development of State and local teacher and principal evaluation

systems. States and LEAs would have flexibility in how they use formula grant funds, but would be accountable for improving their teacher and principal evaluation systems and for ensuring that low-income and minority students have equitable access to teachers and principals who are effective at raising student achievement.

- The Teacher and Leader Innovation Fund ($400 million) would allocate funding through competitive awards to States and LEAs willing to implement bold approaches to improving the effectiveness of the education workforce in high-need schools and districts by creating the conditions needed to identify, reward, retain, and advance effective teachers, principals, and school leadership teams in those schools, and enabling schools to build the strongest teams possible.

Effective Teaching and Learning for a Complete Education

- The President's Budget allocates $426 million for this program that would replace/consolidate several programs with three comprehensive programs that provide increased flexibility for States and LEAs to design, develop, and implement strategies that best meet the needs of their students: (1) Effective Teaching and Learning: Literacy ($186.9 million); (2) Effective Teaching and Learning: STEM ($149.7 million); and (3) Effective Teaching and Learning for a Well-Rounded Education ($90 million).

Expanding Educational Options

- The President's Budget allocates $255 million for Effective Expanding Educational Options, a program that supports increasing the supply of high-quality educational options available to students in low-performing schools by creating and expanding effective charter schools and other effective, autonomous and accountable schools, and by implementing comprehensive systems of public school choice. The program would include the following two programs: (1) Supporting Effective Charter Schools Grants and (2) Promoting Public School Choice Grants.

College Pathways and Accelerated Learning

- The President's Budget allocates $81.282 million for College Pathways and Accelerated Learning, a program aimed at expanding educational opportunities for all students by providing accelerated courses and instruction in schools that enroll concentrations of students from low-income families. This represents a reduction of $5 million from the President's request for FY 2012.

Supporting Student Success

- The President's Budget allocates $1.447 billion to Supporting Student Success, a program that promotes safe and drug-free learning environments for students through the following programs.
  - Promise Neighborhoods initiative ($100 million);
  - Successful, Safe, and Healthy Students program ($196 million); and
  - 21st Century Community Learning Centers ($1.2 billion).

Race to the Top (RTT)

- The President's Budget proposes $855 million the K-12 RTT competitive grant program, an increase of $300 above the current level.

Investing in Innovation

- The President's Budget provides $150 million for the Investing in Innovation program, which was created under the American Recovery and Reinvestment Act of 2009. It enables the Department to continue to invest in high-impact, potentially transformative education interventions, ranging from new ideas with huge potential to those that have proven their effectiveness and are ready to be scaled up. Funding through this program would also be directed to the Advanced Research Projects Agency: Education (ARPA-ED) initiative that would pursue breakthrough developments in educational technology and learning systems, support systems for educators, and tools that improve educational outcomes.

College- and Career- Ready Students

- The President's Budget provides $14.5 billion for the College- and Career- Ready Students program, the same as the 2012 level. This program was formerly called the Title I Grants to Local Education Agencies program.

Special Education Grants to States Program

- The President's Budget provides $11.577 billion for the Grants to States Program, which is the same as the FY 2012 enacted level. Formula grants are provided to States to assist them in providing special education and related services to children with disabilities ages three through 21.
  - **Community College Initiative:** The President's Budget provides $8 billion over three years for a project jointly administered by the Departments of Education and Labor, that would improve access to job training across the nation and support State and community college partnerships with businesses to build the skills of American workers.
  - **School Turnaround Grants Program:** The President's Budget requests $533.6 million for a redesigned School Improvement Grants (under current law)

program. These grants would provide awards to local school districts to support the implementation of rigorous interventions in their persistently lowest-performing schools as identified under the College- and Career-Ready Students program. These funds also would support rigorous interventions in the lowest-performing "priority schools" identified by States under approved ESEA flexibility plans.

DEPARTMENT OF ENERGY

Energy Efficiency and Conservation Block Grants (EECBG)

- The Administration would increase the Energy Department's overall budget by 3.2 percent, but provides zero funding for EECBG.

Vehicle Technologies Program (VTP)

- The FY 2012 Budget includes an investment of $420 million for vehicle technologies—an increase of 27 percent above current funding levels, including a new effort to reward communities that invest in electric vehicles and infrastructure and remove regulatory barriers through a $200 million grant program, modeled after the Race to the Top program. The program will provide grants to up to 30 communities that are prioritizing advanced technology vehicle deployment.

DEPARTMENT OF HEALTH AND HUMAN SERVICES

Grants to States for Medicaid

- The President's FY 2013 request provides $269.53 billion in budget authority, just under the FY 2012 estimated level of $270.9 billion. This funding is used for carrying out titles XI and XIX of the Social Security Act. The request also includes a number of policy provisions aimed at saving money and implementing program reforms.

Substance Abuse and Mental Health Service Administration (SAMHSA)

- The FY 2013 budget requests $3.151 billion in budget authority for SAMHSA, a decrease of $195 million from the FY 2012 enacted level. This request is divided, in part, among the following four program builds partnerships with states, communities, tribal and private not-for-profit organizations to enhance health and reduce the adverse impact of substance abuse and mental illness on America's communities:
  - Mental Health: $951.9 million, $47.0 million below the FY 2012 enacted level.
  - Substance Abuse Prevention: $470.4 million, $59.8 million below the FY 2012 enacted level.
  - Substance Abuse Treatment: $1.8 billion, $68.6 million below the FY 2012 enacted level.

- Health Surveillance and Program Support: $187.7 million, an increase of $33.4 million above the FY 2012 enacted level

Community Transformation Grants (CTG)

- The Budget requests $146 million to fully fund all continuation and new grant awards in FY 2012 and 2013. Although this represents a decrease of $79.660 million below the FY 2012 level, the Budget requests states that this will have no impact on grants supported in FY 2011, which will be continued in FY 2013. Furthermore, new grants will be fully funded in FY 2012 for up to four years. In FY 2013, the CTG program will continue to amplify efforts to promote healthy behaviors that control health care costs.

Ryan White Grants

- The President's FY 2012 Discretionary Budget Request of $2.4 billion for the Ryan White HIV/AIDS Programs is $75 million above the FY 2012 enacted level.

DEPARTMENT OF HOMELAND SECURITY

For FY 2013, the President's budget request provides a total of $39.5 billion in Department of Homeland Security funding – an overall decrease of $191 million (.5 percent) below the FY 2012 enacted level. Included as part of this funding is $2.9 billion, nearly $500 million more than FY 2012, for critical state and local programs, such as the prevention of terrorist attacks, border security, aviation security, disaster preparedness, and cybersecurity.

The Budget also proposes to consolidate and restructure several of its duplicative, stand-alone FEMA grant programs (state homeland security grants, UASI, transportation and infrastructure protection [rail, port, bus], urban search and rescue, medical surge grants [MMRS], citizen corps, Operation StoneGarden, and the pre-disaster mitigation fund) into a new National Preparedness Grant Program to better develop, sustain, and leverage core capabilities across the country while supporting national preparedness and response.

Key proposed DHS – FEMA funding includes:

- **National Preparedness Grant Program:** The FY 2013 Budget calls for $1.54 billion for the new program, which would consist of a mix of formula grants to the states intended to sustain current activities including some Urban Area Security Initiative grants, and competitive grants to states and regions for specific policy areas, including critical infrastructure, counterterrorism, and transportation.

- **Assistance to Firefighters Program**: The FY 2013 Budget calls for $670 million to help firefighters and other first responders to obtain critically needed equipment, protective gear, emergency vehicles, training, and other resources needed to protect the public and emergency personnel from fire and related hazards.

- **First Responder Stabilization Fund**: The FY 2013 Budget calls for $1 billion to retain, rehire, or hire new firefighters. Departments would be given preference for implementing programs and policies that focus on the recruitment of post-9/11 veterans for firefighter positions.

- **Staffing for Adequate Fire and Emergency Response (SAFER) Program**: The FY 2013 Budget calls for $250 million to help fire departments and volunteer firefighter interest organizations increase the number of trained, "front line" firefighters available in their communities.

- **Emergency Management Performance Grants**: The FY 2013 Budget calls for $350 million to assist state, local, tribal and territorial governments in preparing for all hazards by providing direction, coordination, guidance, and assistance so that a comprehensive emergency preparedness system exists for all hazards.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

The Administration proposes a FY 2013 $44.8 billion budget for this Department, or a $1.4 billion (3.2%) increase compared to FY 2012 funding levels. However, housing advocates have criticized the proposal as a troubling mix of cuts and flat funding.

Community Development Block Grant programs (CDBG)

- The FY 2013 Budget requests $3 billion to fund the Community Development Block Grant (CDBG) program, level with FY 2012 funding.

Housing Opportunities for Persons with AIDS (HOPWA)

- The FY 2013 Budget proposal for HOPWA amounts to $330 million, down from the $332 million spent in FY 2012 for this program.

Homeless Assistance Grants

- The FY 2013 Budget requests $2.2 billion, which would represent an increase of $300 million over FY 2012 funding levels. The funds will cover a wide range of activities to assist homeless persons and prevent future homelessness.
- HUD estimates it will use $1.94 billion for competitive renewal in the Continuum of Care (CoC) program, $286 million for the Emergency Solutions Grant Program, and $75 million for homeless programs serving homeless veteran populations.

National Housing Trust Fund

- The FY 2013 budget requests $1 billion in funding for the National Housing Trust Fund, created in 2008 to provide capital resources to build and rehabilitate housing to fill the growing gap at the most affordable end of the nation's rental housing market.

Mortgage Protection Programs

- For FY 2013, the Budget request includes $400 million in loan guarantee authority for the Mutual Mortgage Insurance Fund and $25 billion in loan guarantee authority for the General and Special Risk Insurance Fund. In addition, the Budget requests $55 million for Housing Counseling Assistance.

Sustainable Communities

- Not funded in FY 2012, the FY 2013 budget proposes $100 million for this program.

Tenant-Based Rental Assistance

- The FY 2013 Budget provides $19.07 billion for the Tenant-Based Rental Assistance Program (also known as the Housing Choice Voucher program).

Project-Based Rental Assistance

- The FY 2013 Budget requests $8.7 billion for project-based rental assistance, which is $640 million below the FY 2012 enacted funding levels.

Public Housing Capital Fund

- The Budget proposes to combine the separate Operating Fund and Capital Fund programs into a single Public Housing subsidy stream. As a first step toward consolidation, the Budget provides all PHAs with full flexibility to use their operating and capital funds for any eligible capital or operating expense. The Public Housing Operating Fund would be increased by $562 million, from $3.962 billion to $4.524 billion.

The Choice Neighborhoods Initiative

- The FY 2013 Budget proposes $150 million for the Choice Neighborhoods Initiative to continue the transformation of neighborhoods of poverty into functioning, sustainable mixed-income neighborhoods with appropriate services, schools, public assets, transportation, and access to jobs. This represents a $30 million increase compared to the $120 million enacted in FY 2012. The goal of the program, first funded in 2010, is to demonstrate that concentrated and coordinated neighborhood investments from multiple sources can transform a distressed neighborhood and improve the quality of life of current and future residents.

HOME Investment Partnership

- The FY 2013 Budget requests $1 billion for the HOME Investment Partnership Program, equivalent to FY 2012 funding.

Housing for the Elderly

- The FY 2013 Budget proposes $475 million for housing for the elderly, which is a $100 million increase over FY 2012 funding levels.

Housing for People with Disabilities

- The FY 2013 Budget proposes $150 million to fund the Housing for Persons with Disabilities program, a reduction of $15 million from the $165 million enacted in FY 2012.

Project Rebuild

- Repeating its proposal under the American Jobs Act, the Administration is proposing a new program, Project Rebuild, to build upon the success of the Neighborhood Stabilization Program. Under the President's Budget Proposal, the program would receive $15 billion. The funding would be mandatory, which means that Congress would have to pass legislation separate from the regular appropriations process for the money to become available.

DEPARTMENT OF THE INTERIOR

Land and Water Conservation Fund

- The Administration maintains support for land management operations, and requests $450 million for the Land and Water Conservation Fund (LWCF) programs in the Departments of the Interior and Agriculture. Of this amount, $270 million is proposed to conserve lands within national parks public lands, refuges, and forests, including $109 million in collaborative funds for Interior and the U.S. Forest Service to jointly conserve the most critical landscapes.

DEPARTMENT OF JUSTICE

For FY 2013, the President's budget request provides a total of $27.1 billion in Department of Justice discretionary funding - a decrease of .4 percent below the FY 2012 enacted level. Included as part of this funding is $1.675 billion in total funding for the Offices of Justice Programs, Community Oriented Policing Services, and Violence Against Women - $378 million less than the $2.053 billion FY 2012 spending level.

Office of Community Oriented Policing Services
The FY 2013 Budget includes a total of $257.1 million - an increase of $91 million above the FY 2012 enacted level ($166 million) for the COPS Hiring Program office for grants to enable State and local law enforcement agencies to increase the number of officers available for targeted patrol and other proven strategies to prevent and reduce crime.

The Budget also includes a proposal that would eliminate the requirement that 50% of COPS Hiring Program funds be awarded to law enforcement agencies that serve populations of 150,000 or greater, and that 50% of the funds be awarded to agencies serving populations of 150,000 or fewer. The elimination of this requirement will allow for increased flexibility in addressing hiring needs through the U.S. law enforcement community. The Budget proposal also includes language giving preference for the hiring of post-9/11 veterans.

Included within COPS funding is:

- **Community Policing Development:** The FY 2013 Budget proposes $15 million for this program, which is intended to advance community policing practices by supporting the development of innovative community policing strategies, applied research, guidebooks, and best practices that are national in scope.

Office of Justice Programs
The FY 2013 Budget requests more than $1.4 billion for Office of Justice Programs (OJP) State and Local Law Enforcement Assistance. Within that total funding are the following programs:

- **Byrne Justice Assistance Grants (JAG):** The FY 2013 Budget proposes $25 million – a $10 million increase over the FY 2012 enacted levels to support law enforcement, prosecution and courts, crime prevention, corrections, drug treatment and other important initiatives.

- **Residential Substance Abuse Treatment (RSAT):** The FY 2013 Budget provides $21 million to assists States and units of local government in developing and implementing residential substance abuse treatment programs in State and local correctional and detention facilities and to create and maintain community-based aftercare services for offenders.

- **Second Chance Act:** The FY 2013 Budget provides $21 million – an $11 million increase over the FY 2012 enacted level, to provide employment assistance, substance abuse treatment, housing, family programming, mentoring, victims

support, and other services that can help reduce re-offending and violations of probation and parole.

- **Juvenile Justice Formula Grants:** The FY 2013 Budget provides $413 million – identical to the FY 2012 level to support state and local efforts to develop and implement comprehensive state juvenile justice plans, as well as provide training and technical assistance.

- **Juvenile Delinquency Prevention Initiatives:** The FY 2013 Budget provides $40 million to support delinquency prevention programs and activities to benefit youth who are at risk of having contact with the juvenile justice system.

- **State Criminal Alien Assistance Program:** The FY 2013 Budget provides $70 million for the SCAAP to provide federal payments to states and local governments to reimburse correctional officer salary costs incurred for incarcerating undocumented criminal aliens.

Office of Violence Against Women

The FY 2013 Budget requests a total of $413 million (identical to FY 2012 enacted levels) for the Office on Violence Against Women (OVW) to provide communities with the opportunity to combat sexual assault and violence against women. Included in this funding is:

- **Rural Domestic Violence and Child Abuse Enforcement Assistance Program**: The FY 2013 Budget provides $3.5 million to improve the safety of children, youth, and adults who are victims of domestic violence, dating violence, sexual assault, and stalking by supporting projects uniquely designed to address and prevent these crimes in rural jurisdictions.

DEPARTMENT OF LABOR

Employment and Training Administration

- The Administration requests a total of $8.98 billion for discretionary programs, which represents a 6 percent cut below the FY 2012 enacted level. This amount includes $769 million for Adult Employment and Training Formula Grants and $824 million for Youth Employment and Training Activities.

Workforce Innovation Fund

- The President's Budget request includes $100 million for the Workforce Innovation Fund (WIF), an increase of $50 million over the FY 2012 enacted level. The WIF program will continue to support innovative approaches to the design and delivery

of employment and training services that generate long-term improvements in the performance of the public workforce system, both in terms of employment and training outcomes and cost-effectiveness. This program is jointly administered by the Departments of Labor and Education.

Occupational Safety and Health Administration

- The Administration requests $565 million for the Occupational Safety and Health Administration, which is the same as the FY 2012 enacted level.

DEPARTMENT OF TRANSPORTATION

The President's Budget request reflects a $50 billion request for Immediate Transportation Investments in FY 2012. Key funding includes:

- **Critical Highway Infrastructure:** The request includes $26 billion for highway and bridge improvements.

- **Transit State of Good Repair:** The request includes $6 billion for capital asset renewal and replacement at local bus and rail transit systems nationwide.

- **Urban and Rural Transit Programs:** The request includes $3 billion to support over 1,300 local transit agencies nationwide with capital assistance, including routine maintenance, and limited operating assistance for certain small urban and rural systems.

- **Rail Network Development**: The request includes $4 billion to develop our high speed rail network, with the ultimate goal to connect 80 percent of Americans to an efficient and viable passenger rail system over 25 years.

- **Rail System Preservation and Renewal**: The request includes $2 billion to allow Amtrak to make critical investments in its aging rail car fleet and bring all Amtrak stations into compliance with the Americans with Disabilities Act.

- **Grants-In-Aid for Airports**: The request includes $2 billion for runway construction and other airport improvements such as Runway Safety Area improvement projects and noise mitigation projects.

- **NextGen:** The request includes $1 billion to advance NextGen. Of this amount, $225 million is requested for a new NextGen future facility in the New York area. In addition, funding will be invested to improve airports and support NextGen air traffic modernization efforts. The Administration also proposes to invest in

infrastructure projects that will accelerate NextGen capabilities. These construction projects will directly benefit the local communities and will be located throughout the nation.

- **Cross-Border Transportation**: The request includes $2 billion, which will significantly improve the condition of Land Port of Entry (LPOEs) facilities that link directly to the transportation infrastructure at border crossing locations.

- **Transportation Infrastructure Grants and Financing**: The request includes $4 billion for this program, similar to the TIGER program, and will provide grants and credit assistance to state and local governments and transit agencies for capital investments in the nation's surface transportation infrastructure, including roads and highways, public transportation facilities, freight and passenger rail, and port infrastructure.

The centerpiece of the President's FY 2013 Budget for the Department of Transportation is a six-year, $476 billion surface transportation reauthorization proposal. The proposal includes funding for annual National Infrastructure Investment (TIGER) grants and high speed rail.

The 2013-2018 reauthorization proposal is paid for from the savings assumed from the drawdown of the wars overseas. Consistent with changes recommended by the National Commission on Fiscal Responsibility and Reform, the DOT Surface Transportation Reauthorization proposal calls for a change in the budgetary treatment of the surface transportation programs. Under this new proposal, all surface transportation spending (outlays) will be treated as mandatory and funding will be subject to "PAYGO" provisions.

Federal Aviation Administration (FAA)

- The President is requesting $15.2 billion for FY 2013, a decrease of $730 million from the FY 2012 enacted level. This overall decrease is due largely to the proposed reduction to the funding level for the Grants-in-Aid for Airports program.
  - **Grants-in-Aid for Airports:** The President is requesting $2.4 billion for the AIP program in FY 2013, a decrease of $926 million from the FY 2012 enacted level. The Budget proposes to focus Federal grants to support smaller commercial and general aviation airports that do not have access to additional revenue or other outside sources of capital.

Federal Highway Administration (FHWA)

- The President is requesting $42.6 billion in FY 2013 to invest in our nation's highways and bridges. This is a $1 billion increase over the FY 2012 enacted funding

level and represents the first year of a six-year $305 billion proposal to help create jobs today that build and maintain our infrastructure.

- The President's request proposes to replace over 55 SAFETEA-LU highway programs with five core programs that invest in the roads most critical to the national interest.

National Highway Traffic Safety Administration (NHTSA)

- The President is requesting $981 million in FY 2013 for NHTSA, a $181 million increase above FY 2012 enacted levels. This represents the first year of a six-year $7.5 billion proposal to promote seatbelt use, get drunk drivers off the road, and ensure that traffic fatality numbers continue dropping from current historic lows.

Federal Railroad Administration (FRA)

- The President is requesting $2.7 billion in FY 2013 for rail safety programs and a fast and efficient passenger rail network. Safety remains FRA's top priority and the Budget request supports expanding the innovative risk reduction program; advocating preventing distraction from electronic devices; and, conducting safety certification for high-speed rail systems. Central to the request is $2.5 billion for the development of high-speed rail infrastructure, stations, equipment, and institutional capacity to continue to implement the National High Performance Rail System (NHPRS).

Federal Transit Administration (FTA)

- The President is requesting a total of $10.8 billion in FY 2013 to improve the condition of transit assets, expand access, and increase transit safety. This request is consistent with the account structure and approach of the Administration's Surface Transportation Reauthorization Proposal, which emphasizes more maintenance and repair of our existing transit infrastructure, better transportation options to make our communities more livable, and increased system safety for transit riders and workers. The President's request proposes to consolidate FTA's program structure into five budget accounts, each funded from the Mass Transit Account of the proposed Transportation Trust Fund.
    - **Transit Formula Grants:** Of the total FTA request, $4.8 billion in FY 2013 would be to help states, urban and rural areas plan, construct, repair and maintain transit systems. FTA also proposes extending operating cost assistance to certain larger urban and rural systems in economic distress as well as a proposed emergency assistance for transit systems needing disaster relief ($25 million).

- **Bus and Rail State of Good Repair Program:** Also within the FTA request, $3.2 billion in FY 2013 to help transit agencies reduce their backlog of aging equipment and vehicles.

Transportation Trust Fund

- The President's proposal also recommends converting the current Highway Trust Fund into a new Transportation Trust Fund. In keeping with changes to the budgetary treatment, a number of programs that were previously funded under the General Fund have been folded into the trust fund. The Transportation Trust Fund will include the current Highway and Transit accounts and will add a new Multimodal account for Passenger Rail and National Infrastructure Investments.

ENVIRONMENTAL PROTECTION AGENCY

EPA Clean Water State Revolving Fund (CWSRF)

- The Budget includes $1.75 billion for the CWSRF program, which provides funding for water quality protection projects for wastewater treatment, nonpoint source pollution control, and watershed and estuary management. This is a $291.4 million reduction over the FY 2012 level.

EPA Drinking Water State Revolving Fund (DWSRF)

- A total of $850 million is included for the DWSRF program, which is $67.9 million less than the FY 2012 level. The DWSRF program provides funding for communities to finance infrastructure improvements for public drinking water systems.

EPA Brownfields

- The Budget includes $93.3 million for the EPA Brownfields program, a reduction of $1.5 million over the FY 2012 level. The program provides funding to communities for the clean up and redevelopment of properties, which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.

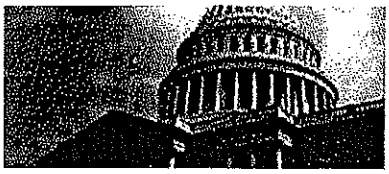
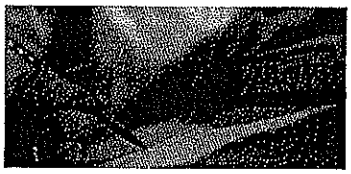
Current Firm Clients

Alliance for Responsible Atmospheric Policy
Alliance Refrigerants Import Committee
American Pacific
Arison Family Trust
Arizona Department of Transportation
Association of California Egg Farmers
ATF Group
Babington Technology
Baytown, TX, City of
Boca Raton, FL, City of
Bunnell, FL, City of
CACI, Inc.
Carnival Foundation
Chincoteague, VA, Town of
Clearwater, FL, City of
Cocoa, FL, City of
Contra Costa County, CA
Cruise Lines International Association
CSC
Dallas, TX, City of
Dania Beach, FL, City of
Daytona Beach, FL, City of
Deerfield Beach, FL, City of
Dow AgroSciences LLC
Dynamic Animation Systems, Inc.
EOS Climate, Inc.
Fairfax County, VA
Flagler County, FL
Falcon Safety Products
Florida Inland Navigation District, FL
Fresno County, CA
Ft. Myers, FL, City of
Fulton County, GA
Golden Gate Bridge, Highway & Transportation District, CA
Goodyear, AZ, City of
Hawkeye Community College, IA
Hendry County, FL
Highline Community College, WA
Hillsborough Community College, FL
Hillsborough County, FL
Homestead, FL, City of
Hopewell, VA, City of
Hudson Technologies, Inc.
Indiana University of Pennsylvania
Indianapolis Airport Authority, IN
Intel
International Climate Change Partnership
Jacksonville Aviation Authority, FL
Jacksonville Beach, FL, City of
Jacksonville Port Authority, FL
Kenmore, WA, City of
Kern Council of Governments, CA
Key West, FL, City of
Lake County, FL
Lauderdale Lakes, FL, City of
Lauderhill, FL, City of
Leibowitz & Associates, P.A.
Livingstone College, NC
Los Angeles Airport Peace Officers Association (LAAPOA)
M&M Energy
Maitland, FL, City of
Manatee County Port Authority, FL
Marin County, CA
Marion County, FL
Melbourne, City of/Melbourne Airport Authority, FL
Miami, FL, City of
Miami-Dade County, FL

Miramar, FL, City of
Missouri City, TX, City of
Mosaic Fertilizer Company
MWH Americas, Inc.
New Mexico Tech, NM
Oak Lawn, IL, Village of
Ocoee, FL, City of
Odebrecht USA
Okaloosa County, FL
Okaloosa County Tourist Development Council (TDC), FL
Okeechobee Utility Authority, FL
Operation Warm
Orange County, FL
Osceola County, FL
Oviedo, FL, City of
Owens-Illinois, Inc.
Palm Beach County, FL
Palm Beach State College, FL
Pembroke Pines, FL, City of
Petaluma, CA, City of
Pinecrest, FL, Village of
Port Authority Police Benevolent Association, Inc. (PAPBA)
Port of Los Angeles, CA
Port of Miami, FL
Putnam County, FL
Rio Rancho Public Schools, NM
Riviera Beach, FL, City of
San Bernardino City Unified School District, CA
San Diego Unified Port District, CA
San Marcos, CA, City of
Sanford, FL, City of
Seminole County, FL
Sonoma County, CA
Sonoma County Water Agency, CA
Sonoma-Marin Area Rail Transit District, CA
South Daytona, FL, City of
South Seminole & North Orange County Wastewater Transmission Authority, FL
Tampa Port Authority, FL
Telos Digital Television Network
Transportation Agency for Monterey County, CA
Transportation Authority of Marin, CA
Treasure Island, FL, City of
Tulare County Association of Governments, CA
Vietnam Veterans Memorial Fund, Inc.
Virginia Beach, VA, City of
VSE Corporation
West Coast Inland Navigation District, FL
Winter Park, FL, City of

ALCALDE & FAY

GRANT ALERT FOR LOCAL GOVERNMENTS

New in this issue:

Department of Agriculture

- **Rural Business Opportunity: Grants Program**

Department of Commerce

- **Economic Development Administration: 2012 i6 Challenge**
- **Economic Development Administration: Strong Cities, Strong Communities Visioning Challenge**

National Endowment for the Humanities

- **Digital Humanities Start-up Grants**

NEW GRANT ANNOUNCEMENTS

DEPARTMENT OF AGRICULTURE

Rural Business Opportunity Grants Program

The Rural Business Opportunity Grants Program (RBOG) promotes sustainable economic development in rural communities of exceptional need through training and technical assistance for business development, rural entrepreneurs and business managers, rural business incubators, and economic development officials. Funds also assist economic development planning. These funds could be leveraged for local food system development through projects that focus on food businesses and community food enterprises.

Eligible Applicants

State and local governments; nonprofit corporations; institutions of higher education; and cooperatives with members that are primarily rural residents.

Funding

Approximately $2,370,000 has been made available for 35 awards of up to $50,000 per grant.

Application Deadline

Aug 06, 2012. Complete paper applications must be in the USDA Rural Development State Office by the deadline date, 4 p.m. local time. Electronic applications submitted through Grants.gov will be accepted by the system through midnight eastern time on the deadline date. Late applications will not be considered for FY2012 funding.

Application and program information can be found here.

For further information, please contact Gail Thuner by telephone at (202) 720-8460 or via email, CPGrants@wdc.usda.gov

DEPARTMENT OF COMMERCE

2012 i6 Challenge

The i6 Challenge is a multi-agency grant that encourages and rewards innovative, groundbreaking ideas that accelerate technology commercialization, new venture formation, job creation, and economic growth across. The 2012 i6 Challenge will award applicants submitting the best strategies to create Proof of Concept Centers that greatly increase innovation within their organizations, create processes to commercialize or implement innovation, and build networks that can utilize that innovation and entrepreneurship for local economic development.

Eligible Applicants
District organizations, Indian Tribes or a consortium of Indian Tribes, States, cities, or other political subdivisions of a state, including a special purpose unit of a state or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions, institutions of higher education or a consortium of institutions of higher education, or public or private non-profit organizations or associations acting in cooperation with officials of a political subdivision of a state.

Funding
$6 million is available for six $1 million awards.

Application Deadline
July 20, 2012

Application information can be found here.
For further information, contact the i6 Challenge program managers via email, i6@eda.gov.

Economic Development Administration (EDA): Strong Cities, Strong Communities Visioning Challenge

The Economic Development Administration's (EDA) Strong Cities, Strong Communities Visioning Challenge (SC2 Pilot Challenge) is designed to assist cities experiencing chronic economic distress with leveraging innovative ideas and approaches from diverse perspectives to create and adopt actionable economic development proposals and plans based on an understanding of local, regional, and global economic realities. Proposals and plans should aim to foster long-term economic development, job creation, and community prosperity.

Each city selected for an award under this federal funding opportunity (FFO) will hold challenge competitions that will incentivize teams of professionals from various fields related to economic development (Multidisciplinary Teams) to submit economic development proposals that outline how cutting-edge concepts and ideas could be applied to address the persistent economic development challenges faced by the city. Each city will award financial prizes to the Multidisciplinary Teams submitting the top three economic development proposals as rated by city-selected evaluation panels, and will invite two to six Multidisciplinary Teams to develop robust economic development plans, which will provide greater detail on the strategies that each city should employ to adopt the innovative ideas contained in the submitted economic development proposals. The Multidisciplinary Team submitting the highest ranked economic development plan is expected to receive a financial prize. The ultimate product will be a set of strategies derived from submitted economic development plans that meet the specific needs of each recipient city.

Eligible Applicants
City or township governments are eligible. Please note that only cities that have a current population of at least 100,000 persons residing within their official municipal boundaries as of the 2010 Census are eligible to apply. Cities must also meet EDA's economic distress criteria as outlined in section IV.A of this FFO.

Funding
$6 million is available for six $1 million awards.

Application Deadline
July 23, 2012

Application and program information can be found here.
For further information about how to apply for the SC2 Pilot Challenge, or for questions about applicant eligibility, contact the appropriate EDA Regional Office contact listed in section IX of the FFO. For general inquiries, email SC2Challenge@eda.gov .

NATIONAL ENDOWMENT FOR THE HUMANITIES

Digital Humanities Start-up Grants

The National Endowment for the Humanities (NEH) invites applications to the Digital Humanities Start-Up Grants program. By awarding relatively small grants to support the planning stages, NEH aims to encourage the development of innovative projects that promise to benefit the humanities. Proposals should be for the planning or initial stages of digital initiatives in any area of the humanities.

Digital Humanities Start-Up Grants may involve:

- Research that brings new approaches or documents best practices in the study of the digital humanities;
- Planning and developing prototypes of new digital tools for preserving, analyzing, and making accessible digital resources, including libraries' and museums' digital assets;
- Scholarship that focuses on the history, criticism, and philosophy of digital culture and its impact on society;
- Scholarship or studies that examine the philosophical or practical implications and impact of the use of emerging technologies in specific fields or disciplines of the humanities, or in interdisciplinary collaborations involving several fields or disciplines;
- Innovative uses of technology for public programming and education utilizing both traditional and new media; and
- New digital modes of publication that facilitate the dissemination of humanities scholarship in advanced academic as well as informal or formal educational settings at all academic levels.

Eligible Applicants
State, county, city, township, or special district governments; public and state controlled institutions of higher education;; nonprofits having a 501(c)(3) status with the IRS, other than institutions of higher education; nonprofits that do not have a 501(c)(3) status with the IRS, other than institutions of higher education; and private institutions of higher education.

Funding
$60,000 is available for each award. In the past 5 years, NEH has averaged 24 awards per year.

Application Deadline
September 25, 2012

Application and program information can be found here.
For further information, contact the NEH Office of Digital Humanities via email, odh@neh.gov.

DEPARTMENT OF AGRICULTURE

Rural Business Opportunity Grant (RBOG)

The primary objective of the Rural Business Opportunity Grant (RBOG) program is to promote sustainable economic development in rural communities with exceptional needs. Grant funds must be used for projects in rural areas to support the following types of initiatives:

- Community economic development;
- Technology-based economic development;
- Feasibility studies and business plans;
- Leadership and entrepreneur training;
- Rural business incubators; and
- Long-term business strategic planning

Eligible Applicants
Public bodies; nonprofit corporations; institutions of higher education; and cooperatives with members that are primarily rural residents.

Funding
$2.37 million is available, and each grant award may not exceed $50,000.

Application Deadline
August 6, 2012. Paper applications must be in the USDA Rural Development State Office by 4:00pm local time, and electronic applications will be accepted through midnight eastern time.

Application and program information can be found here.
For further information, contact your state director in your rural development office. Contact information for each can be found here.

DEPARTMENT OF COMMERCE

FY 2012 Public Works and Economic Adjustment Assistance Programs

Under this federal funding opportunity (FFO), the Economic Development Administration (EDA) will consider construction, non-construction, and revolving loan fund investments under the Public Works and Economic Adjustment Assistance programs. Grants will leverage regional assets to support the implementation of regional economic development strategies designed to create jobs, leverage private capital, encourage economic development, and strengthen America's ability to compete in the global marketplace. EDA solicits applications from rural and urban communities to develop initiatives that advance new ideas and creative approaches to address rapidly evolving economic conditions.

Eligible Applicants
State, county, city, and township governments; public and State controlled institutions of higher education; Federally recognized Native American tribal governments; nonprofits other than institutions of higher education; and private institutions of higher education.

Funding
EDA is allocating $111,640,000 for the Public Works and Economic Development Facilities program in FY 2012. The average size of a Public Works investment in FY 2011 was approximately $1.7 million, though awards ranged from $500,000 to $2,000,000. EDA is allocating $50,060,000 to the Economic Adjustment

Assistance program in FY 2012; in FY 2011 the average award was approximately $550,000, though awards ranged from $100,000 to $1,250,000.

Under the Public Works and Economic Adjustment Assistance Programs, EDA expects to use approximately 70 percent of its FY 2012 appropriations to fund the next three funding cycles in FY 2012. During the second and third funding cycles, EDA expects to use approximately 30 percent of its FY 2012 appropriation and in the fourth cycle, if funds remain, EDA expects to fund projects with the remaining 10 percent of the agency's FY 2012 appropriations. Any funds that may become available during the first two funding cycles of FY 2012 will also be used during the fourth funding cycle.

Application Deadline
September 14, 2012

Applications for financial assistance submitted under EDA's Planning, Partnership Planning, Local Technical Assistance, University Center, and Research and National Technical Assistance Programs are not subject to the procedures and deadlines described in the FFO. The program information and application requirements for these programs will be published in separate FFO announcements. In addition, applications for any supplemental appropriations that EDA receives will not be subject to the deadlines published in this announcement. EDA will publish a separate FFO for any such appropriations.

Application information can be found here.

Program information can be found here.
For more information on these programs, contact the appropriate regional office contact or Economic Development Representative at the following *here.*

Advanced Manufacturing Jobs and Innovation Accelerator Challenge

The Advanced Manufacturing Jobs Accelerator is designed to foster job creation, increase public and private investments, and enhance economic prosperity by harnessing the economic growth and job creation potential resulting from advanced manufacturing activities within high-growth industry clusters that have been identified by regional stakeholders. Under this federal funding opportunity, regional partnerships across the nation can compete to access complementary Federal resources to support advanced manufacturing activities in order to drive high potential industry clusters. The funding agencies and programs are: Department of Commerce's (DOC) Economic Development Administration (EDA); DOC's National Institute of Standards and Technology's (NIST) Hollings Manufacturing Extension Partnership; Department of Energy's (DOE) Advanced Manufacturing Office; Department of Labor's (DOL) Employment and Training Administration (ETA); and, the Small Business Administration (SBA). This collaboration allows applicants to submit one application to leverage multiple complementary Federal funding sources to comprehensively promote advanced manufacturing activities and support cluster development.

Eligible Applicants
An application package must be submitted by an organization or a team made up of organizations that individually meet the eligibility requirements outlined in Section IV of the application for each of the funding sources.

Funding
See page 9 of the funding announcement for further details about each Funding Agency's available funding.

- **EDA** is making up to $10 million available for 12 grants of approximately $800,000 each over a project period of three years.
- **NIST** is making up to $3 million available for 12 cooperative agreements of up to $125,000 each per year over three years.

- **DOE** is making up to $5 million available for 12 grants or cooperative agreements of approximately $150,000 each per year for up to three years.
- **ETA** is making up to $5 million available for 12 grants of approximately $400,000 each over a project period of three years.
- **SBA** is making up to $2 million available for 12 grants of approximately $167,000 each for a project period of three years.

Application Deadline
July 9, 2012

Application information can be found here.

Program Information
General questions on the Advanced Manufacturing Jobs Accelerator should be emailed to mfgjobsaccelerator@eda.gov . Agency-specific questions should be directed to the applicable Agency point of contact for EDA, NIST, DOE, DOL, or SBA. See Appendix C of the application for contact information.

FY 2011 Planning and Local Technical Assistance Programs Opportunity

Programs funded under this program will help communities develop the planning and technical expertise to support communities and regions in their comprehensive, entrepreneurial, and innovation-based economic development efforts, resulting in increased private investment and higher-skill, higher-wage jobs in areas experiencing substantial and persistent economic distress, these programs are designed to enhance the competitiveness of regions.

Eligible Applicants
States, cities or other political subdivisions of a State, including special purpose units of a State or local government engaged in economic or infrastructure development activities; or a consortium of political subdivisions.

Funding
In the FY 2011 Continuing Resolution (P.L. 112-10), Congress allocated $246 million for the Economic Development Assistance Programs. The Department of Commerce has not yet released specific funding amounts for each of the grants that fall under the Economic Development Assistance Programs. Please note there is a 50 percent matching requirement.

Application Deadline
Applications are accepted on a continuing basis and processed as received.

Application and program information can be found here.
For further information, contact the appropriate regional office or Economic Development Representative listed in the grant announcement.

DEPARTMENT OF EDUCATION

Promise Neighborhoods Program: Implementation Grant Competition

The purpose of the Promise Neighborhoods program is to significantly improve the educational and developmental outcomes of children and youth in our most distressed communities and to transform those communities by (1) Identifying and increasing the capacity of eligible organizations that are focused on achieving results for children and youth throughout an entire neighborhood; (2) Building a continuum of solutions of both education programs and family and community supports; (3) Integrating programs and breaking down agency "silos"; (4) Developing the local infrastructure of systems and

resources needed to sustain and scale up proven, effective solutions across the broader region beyond the initial neighborhood; and (5) Learning about the overall impact of the Promise Neighborhoods program.

Eligible Applicants
Eligible organization must be representative of the geographic area proposed to be served and be one of the following: a nonprofit organization; an institution of higher education; an organization that provides at least one of the solutions from the applicant's proposed continuum of solutions in the geographic area proposed to be served; and operates or proposes to work with and involve in carrying out its proposed project, in coordination with the school's LEA, at least one public elementary or secondary school that is located within the identified geographic.

Funding
Approximately $28 million is available for seven awards.

Application Deadline
July 27, 2012

Application information can be found here.

Program information can be found here.
For more information, contact Joyce Mays, Management Analyst, by telephone at (202) 245-6122 or via email joyce.mays@ed.gov.

DEPARTMENT OF HEALTH AND HUMAN SERVICES

Centers for Disease Control and Prevention (CDC): Community Transformation Grants (CTG) – Small Communities Programs

This Small Communities component of the Community Transformation Grants (CTG) program targets intervention populations of up to 500,000 in neighborhoods, school districts, villages, towns, cities and counties in order to increase opportunities for people to make healthful choices and improve health.

The purpose of this program is to prevent heart attack, stroke, cancer, diabetes and other leading chronic disease causes of death or disability through implementation of evidence based programs, policies, and infrastructure improvements to promote healthy lifestyles in small communities that improve health and health behaviors among an intervention population. The program aims to achieve demonstrated progress in one or more the following five outcome measures outlined in the Affordable Care Act: 1) changes in weight; 2) changes in proper nutrition; 3) changes in physical activity; 4) changes in tobacco use prevalence; and 5) changes in emotional well-being and overall mental health. This program supports the five "Strategic Directions" from the National Prevention Strategy of tobacco-free living, active living and healthy eating, high impact quality clinical and other preventive services, social and emotional wellness, and healthy and safe physical environment. Applicants may propose activities in one or more of these areas that contribute to the overall goals of the program and result in achievement of one or more of the five outcome measures.

Eligible Applicants
Governmental agencies and non-governmental organizations, including school districts, local housing and transportation authorities, health departments, planning and economic development agencies, non-profit and community based organizations, area aging agencies, and cooperative extension agencies (educational programs within land grant universities).

Funding
$70 million is available for 25 to 50 grant awards.

Application Deadline
Application Deadline: July 31, 2012, 5:00pm EDT

Application and program information can be found here.
For further program information, contact Jennifer Kohr by mail at the Department of Health and Human Services, Centers for Disease Control and Prevention, 3005 Chamblee Tucker Road, Atlanta, Georgia, 30341-3717, or submit questions here and view responses here.

DEPARTMENT OF HOMELAND SECURITY

FY 2012 Assistance to Firefighters Grant Program

The Assistance to Firefighters Grant (AFG) Program provides direct financial assistance to fire departments and non-affiliated EMS organizations to enhance their capabilities with respect to fire and fire-related hazards. In previous years, firefighters and other first responders have utilized AFG funding to obtain critically needed equipment, protective gear, emergency vehicles, training, and other resources needed to protect the public and emergency personnel from fire and related hazards.

Eligible Applicants
Fire departments and non-affiliated EMS organizations (see solicitation for specific eligibility requirements).

Funding
FEMA has made available approximately $285.625 million for the FY 2012 AFG Program.

Application Deadline
July 6, 2012

Application and program information can be found here.
For further information, contact the AFG Help Desk at 866-274-0960, or by e-mail at firegrants@dhs.gov.

FEMA Homeland Security Grant Program (HSGP)

The FEMA Homeland Security Grant Program (HSGP) plays an important role in the implementation of Presidential Policy Directive – 8 (PPD-8) by supporting the development and sustainment of core capabilities to fulfill the National Preparedness Goal (NPG). The following are descriptions of each HSGP component programs. HSGP is comprised of three interconnected grant programs: (1) State Homeland Security Program (SHSP); (2) Urban Areas Security Initiative (UASI); and (3) Operation Stonegarden (OPSG). Together, these grant programs fund a range of preparedness activities, including planning, organization, equipment purchase, training, exercises, and management and administration.

- **State Homeland Security Program (SHSP) - $294 million**
  SHSP supports the implementation of state Homeland Security Strategies to address the identified planning, organization, equipment, training, and exercise needs to prevent, protect against, mitigate, respond to, and recover from acts of terrorism and other catastrophic events. SHSP also provides funding to implement initiatives in the State Preparedness Report. Approximately $294 million will be allocated by formula to all 50 states.
- **Urban Areas Security Initiative (UASI) - $490.376 million**
  UASI program funds address the unique planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and assists them in building an enhanced and sustainable capacity to prevent, protect against, mitigate, respond to, and recover from acts of terrorism. Approximately $490 million will be allocated by risk threat to 31 high-threat, high-density urban areas (See guidance for list of UASI recipients).

- **Operation Stonegarden (OPSG) - $46.6 million**
  OPSG funds are intended to enhance cooperation and coordination among local, tribal, territorial, state, and federal law enforcement agencies in a joint mission to secure the United States' borders along routes of ingress from international borders to include travel corridors in States bordering Mexico and Canada, as well as states and territories with international water borders. Approximately $46 million will be awarded on a competitive basis based on risk analysis and the anticipated feasibility and effectiveness of proposed investments by the applicants.

Application Deadline
Application deadlines vary by program. Contact your respective State Administering Agency (SAA) for specific program and eligibility requirements.

Application and program information can be found here.
For further information, contact your respective SAA. Contact information can be found here.

FY 2012 FEMA Hazard Mitigation Assistance Program

The FEMA Hazard Mitigation Assistance (HMA) Program provides federal funding under four separate opportunities (Repetitive Flood Claims; Severe Repetitive Loss; Flood Mitigation Assistance; and Pre-Disaster Mitigation) each with the goal of reducing the risk to individuals and property from natural hazards while simultaneously reducing reliance on Federal disaster funds.

Final funding levels for each of FEMA's HMA grant programs has yet to be determined. Likewise, each program is authorized by separate legislative action, and as such, each program differs slightly in scope and intent. Please note, the Hazard Mitigation Assistance Unified Guidance dated June 1, 2010 applies to the FY2012 HMA application cycle. For HMGP this Guidance applies to disasters declared on or after June 1, 2010.

- **Flood Mitigation Assistance Grant Program**
  The Flood Mitigation Assistance Program (FMA) provides funding to assist states and communities in implementing measures that reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes, and other structures insured under the National Flood Insurance Program. Additional information on the FMA program can be found here.

- **Repetitive Flood Claims Grant Program**
  The goal of the Repetitive Flood Claims (RFC) program is to reduce flood damages to individual properties for which one or more claim payments for losses have been made under flood insurance coverage and that will result in the greatest savings to the National Flood Insurance Fund (NFIF) in the shortest period of time. Additional information on the RFC program can be found here.

- **Severe Repetitive Loss Grant Program**
  The goal of the SRL program is to reduce flood damages to residential properties that have experienced severe repetitive losses under flood insurance coverage and that will result in the greatest savings to the NFIF in the shortest period of time. Additional information on the SRL program can be found here.

- **Pre-Disaster Mitigation Grant Program**
  The PDM program provides funding to assist state and local communities to implement a sustained pre-disaster natural hazard mitigation program to reduce overall risk to the population and structures from future hazard events, while also reducing reliance on Federal funding from future disasters. Additional information on the PDM program can be found here.

Eligible Applicants
Please note that funding under these programs is awarded to States through the State Administering Agency (SAA). There are multiple application deadlines for each program; however final applications are typically due in November. Program and eligibility requirements can be obtained from:

Application and Program Information
As you may be aware, states and designated urban areas are the only eligible applicants under several of these preparedness programs. We encourage you to contact your respective DHS-FEMA office for program and application materials specific to your community. Additional information on all DHS preparedness grant programs and an overview of all preparedness funding announced can be found here.

DEPARTMENT OF INTERIOR

Cooperative Watershed Management Program (CWMP) Grants

Grants will support proposals to establish or expand a watershed group. Funding provided shall be used to develop a mission statement; develop project concepts; and to develop a restoration plan.

Eligible Applicants
States, local governmental entities, local and special districts (e.g., irrigation and water districts, county soil conservation districts, etc.), non-profit organizations, and existing watershed groups located in Arizona, California, Colorado, Idaho, Kansas, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, Oregon, South Dakota, Texas, Utah, Washington, Wyoming, American Samoa, Guam, the Northern Mariana Islands, and the Virgin Islands.

Funding
Approximately $247,000 is available for 4 awards of up to $50,000 each.

Application Deadline
July 9, 2012

Application and program information can be found here.
For further information, contact Michelle Maher, Grants Officer, by telephone at (303) 445-2025 or via email mmaher@usbr.gov.

North American Wetlands Conservation Act Standard Grants Program

The U.S. Standard Grants Program is a competitive, matching grants program that supports public-private partnerships carrying out projects in the United States that further the goals of the North American Wetlands Conservation Act. Projects must involve long-term protection, restoration, enhancement and/or establishment of wetlands and associated uplands habitats for the benefit of all wetlands-associated migratory birds. A 1:1 match is required.

Eligible Applicants
Unrestricted.

Funding
Approximately $40 million is available and the Department anticipates it will make 50 awards of up to $1 million each.

Application Deadline
July 27, 2012

Application information can be found here.

Program information can be found here. For further program information, please contact David Buie, Coordinator, U.S. Standard Grants Program Proposal, by telephone at (301) 497-5870, or via email, david_buie@fws.gov. Questions may also be directed to Cheryl Leonard, U.S. Standard Grants Program Proposal, who may be contacted by telephone at (703) 358-1725 or via email cheryl_leonard@fws.gov.

DEPARTMENT OF TRANSPORTATION

Federal Transit Administration (FTA): Innovative Transit Workforce Development Program

The Federal Transit Administration (FTA) seeks proposals that promote diverse and innovative successful workforce development models and programs. FTA will accept applications that target one or more the following areas in the lifecycle of the transit workforce: (1) pre-employment training/preparation; (2) recruitment and hiring; (3) incumbent worker training and retention; and (4) succession planning/phased retirement.

Eligible Applicants
Public transit agencies; state departments of transportation (DOTs) providing public transportation services; and non-profit institutions and institutions of higher education.

Funding
$5 million is available, and proposals must have a minimum threshold of $100,000 and a maximum of $1 million.

Application Deadline
July 6, 2012

Application and program information can be found here.
For further information, contact Betty Jackson, by telephone at (202) 366-1730 or via email Betty.Jackson@dot.gov.

NATIONAL ENDOWMENT FOR THE HUMANITIES

Humanities Collections and Reference Resources

The Humanities Collections and Reference Resources (HCRR) program supports projects that provide an essential underpinning for scholarship, education, and public programming in the humanities. Thousands of libraries, archives, museums, and historical organizations across the country maintain important collections of books and manuscripts, photographs, sound recordings and moving images, archaeological and ethnographic artifacts, art and material culture, and digital objects. Funding from this program strengthens efforts to extend the life of such materials and make their intellectual content widely accessible, often through the use of digital technology. Awards are also made to create various reference resources that facilitate use of cultural materials, from works that provide basic information quickly to tools that synthesize and codify knowledge of a subject for in-depth investigation.

Eligible Applicants
State; county; and city or township governments; special district governments; public and state controlled institutions of higher education; nonprofits having a 501(c)(3) status with the IRS, other than institutions of higher education; and private institutions of higher education.

Funding
The National Endowment for the Humanities expects to award grants up to $350,000 each.

Application Deadline
July 19, 2012

Application and program information can be found here.
For further program information, contact the Division of Preservation and Access at 202-606-8570 or preservation@neh.gov

America's Historical and Cultural Organizations Grants

America's Historical and Cultural Organizations grants provide support for museums, libraries, historic places, and other organizations that produce public programs in the humanities. Grants support the following formats:

- Exhibitions at museums, libraries, and other venues;
- Interpretations of historic places, sites, or regions;
- Book/film discussion programs; living history presentations; and other face-to-face programs at libraries, community centers, and other public venues; and
- Interpretive websites.

Eligible Applicants
State, county, city, and township governments; public and state controlled institutions of higher education; nonprofits; and private institutions of higher education.

Funding
Approximately $1 million is available.

Application Deadline
August 15, 2012

Application and program information can be found here.

WORKFORCE ANALYSIS

DATE: June 2012
COMPANY NAME: Alcalde & Fay

LOCATION: 2111 Wilson Boulevard, 8th Floor
Arlington, VA 22201

Employee Name	Job Title	Race					Sex		EEO-1 Job Category								
		W	B	H	AP	O	M	F	OM	P	T	SA	OC	C	OP	L	SW
ALCALDE, Hector	Chairman/CEO			x			x		x								
BAFALIS, Skip	Partner	x					x		x								
BADINI, Perrin	Associate	x					x			x							
BONDI, Tandy	Partner	x						x	x								
BOOHER, Nicole	Associate	x						x		x							
BROWN, Shantrel	Partner		x					x	x								
CATRON, Rob	Partner	x					x		x								
COLEMAN, Rodney	Consultant		x				x			x							
COLENDA, Cynthia	Partner	x						x	x								
CULLATHER, Anne	Senior Associate	x						x		x							
DAVENPORT, Jim	Partner	x					x		x								
EISOLD, Suzanne	Partner	x						x	x								
EVANS, Mackeda	Receptionist		x					x					x				
FAY, Kevin	President	x					x		x								
GABOTON, Josh	Partner		x				x		x								
GHUMAN, Umar	Partner				x		x		x								
HACK, Lisa	Business Manager	x						x	x								
HEDRICK, Sue	Chief Financial Officer	x						x	x								
HIRSHBERG, Jennefer	Partner	x						x	x								
HRNCIR, Charlotte	Senior Associate	x						x		x							
HUNT, Tonya	Assistant		x					x					x				
ISEMAN, Vicki	Partner	x						x	x								
JURADO-MUNOZ, Kathy	Consultant			x				x		x							
KAMP, Jason	Assistant	x					x						x				
KURLAND, Maurice	Partner	x					x		x								

(1) RACE: W = White (not of Hispanic Origin); B = Black (not of Hispanic Origin); H = Hispanic; AP = Asian and Pacific Islanders; O = Other

(2) SEX: F = Female, M = Male

(3) JOB CATEGORY: OM = Officials & Managers; P = Professionals; T = Technicians; SA = Sales; OC = Office & Clerical; C = Craft (skilled); OP = Operatives (semi-skilled); L = Laborers (unskilled); SW = Service Workers

WORKFORCE ANALYSIS

DATE: June 2012
COMPANY NAME: Alcalde & Fay

LOCATION: 2111 Wilson Boulevard, 8th Floor
Arlington, VA 22201

Employee Name	Job Title	Race					Sex		EEO-1 Job Category								
		W	B	H	AP	O	M	F	OM	P	T	SA	OC	C	OP	L	SW
LEVEY, Sarah	Assistant	x						x					x				
LOZANO, Nestor	Systems Administrator			x			x				x						
LUKIS, Sylvester	Consultant	x					x			x							
McBETH, Danielle	Partner		x					x	x								
McGUIRE, Garrett	Assistant	x					x						x				
MINAKOWSKI, Chris	Associate	x					x			x							
MOORE, Lois	Partner	x						x	x								
NYLANDER, Arthur	Driver/Office Assistant		x				x						x				
PERRY, Alexander	Associate	x					x			x							
PROWITT, Nancy	Managing Partner	x						x	x								
ROLLER, Trace	Associate	x					x			x							
SCHLESINGER, Paul	Partner	x					x		x								
SMITH, Clifton	Consultant		x				x			x							
SMOOT, Jim	Driver/Assistant		x				x						x				
STIRPE, Dave	Partner	x					x		x								
STIRRUP, John	Partner	x					x		x								
SZELIGA, Tatanya	Associate				x			x		x							
WAHLQUIST, Andrew	Partner	x					x		x								
WALKER, Susan	Assistant	x						x					x				
WOODROFFE, Jim	Consultant	x					x			x							
WOODWARD, Courtney	Assistant	x						x					x				

(1) RACE: W = White (not of Hispanic Origin); B = Black (not of Hispanic Origin); H = Hispanic; AP = Asian and Pacific Islanders; O = Other

(2) SEX: F = Female, M = Male

(3) JOB CATEGORY: OM = Officials & Managers; P = Professionals; T = Technicians; SA = Sales; OC = Office & Clerical; C = Craft (skilled); OP = Operatives (semi-skilled); L = Laborers (unskilled); SW = Service Workers

History of Client Successes

At Alcalde & Fay, we have a demonstrated history of effective representation on behalf of our public and private sector clientele. A partial record of our clients' successes is highlighted below.

Alger County, Michigan
- Helped obtain a Congressional directive prioritizing the County's application to the Office of Rural Development to fund water and sewer system improvements
- $50,000 for a Geographic Information System (GIS) for the County Sheriff's Department.
- $13.2 million to pave Highway 58

Alion Science and Technology
- $1 million Littoral Combat Ship Networked Tactical Training System
- Authorization language requiring Department of Defense report on national joint modeling and simulation development strategy

Alonzo Mourning Charities, Florida
- $450,000 for the Overtown Youth Center

American Maglev Technology, Virginia
- $2 million for the Maglev Deployment Project on the campus of Old Dominion University

Art of Leadership Foundation, Michigan
- $175,000 for curriculum development and training
- $100,000 for mentoring programs

City of Atlantic City, New Jersey
- $150,000 for the development of a manufacturers business park

City of Aztec, New Mexico
- $808,750 for East Aztec Arterial Route
- $1.1 million for Wastewater Treatment Plant

Bay County, Florida
- $8.25 million to construct the US 98/Thomas Drive Interchange
- $1 million to resurface County Road 390
- $5.75 million for an Automated Traffic Management System (ATMS)
- $6.2 million for the Grand Lagoon Bridge
- $500,000 for development of the Deer Point Reservoir
- $1.006 million for deepening and maintenance dredging of the Panama City Harbor
- $800,000 for maintenance on the East Pass Open

City of Baytown, Texas
- $500,000 for Water and wastewater infrastructure improvements
- $400,000 for the Flyover Connecting Highway 146 and Spur 330

City of Boca Raton, Florida

- $1.39 million for a Reverse Osmosis Water Treatment Facility
- Helped to extend federal participation in beach renourishment project for up to 50 years
- $200,000 reimbursement for the preparation of a Design Memorandum for Central Beach
- $500,000 for city traffic calming
- $950,000 for the Pearl City Master Plan
- Helped to secure a Special Temporary Authorization from the Federal Communications Commission for continued use of the City's police, fire and rescue wireless services, relieving the City of large fines while the City finished its application materials
- Helped to secure language for the specific designation for the Contract Tower Program
- $1.6 million for an Automated Traffic Management System
- $350,000 for a multi-modal transportation program
- $14.85 million for I-95 Interchange/Yamato Road Interchange Project
- $6.831 million for beach renourishment

Cargill, Florida

- $7.5 million for the Alafia Channel

City of Cedar Rapids, Iowa

- Helped the City secure language to eliminate the prohibition on using CDBG funds for the local matching funding
- Helped the City secure language designating the Indian Creek, Cedar River Project as a section 205 flood control project
- $500,000 for Highway 100 extension improvements
- $400,000 for St. Lukes Hospital adult behavioral services
- $500,000 for the public library flood recovery project
- $974,000 for Collins Road improvements
- $300,000 for police safety equipment and communications

Children's Services Council of Palm Beach County, Florida

- Assisted CSC in securing $2.5 million for the Bridges Beacon Center at Highland Elementary School through the Full-Service Community Schools Program
- $190,000 for the Early Childhood Literacy Program
- $95,000 for the Nurse Family Partnership

City of Clearwater, Florida

- $3.5 million to assist the City's implementation of an Intelligent Transportation System (ITS)
- $1.4 million for the development of a regional stormwater retention facility
- $22 million for construction of the City's Memorial Causeway Bridge
- $5 million after acquiring authorization for the Stevenson Creek Estuary Restoration Program
- $1.95 million for law enforcement technology enhancements
- $1.5 million for neighborhood policing initiative
- $9.39 million for the City's "Beach by Design" Initiative
- $300,000 to revitalize downtown
- $3.35 million for wastewater and reclaimed water infrastructure improvements

City of Cocoa, Florida

- $600,000 for the reconstruction of Dixon Boulevard
- $400,000 for the extension of Industry Road

Community Rehabilitation Center, Florida

- $797,000 for Substance Abuse and Mental Health Programs
- $150,000 for Streetscaping and Renovation of Pearl Street Plaza

Computer Sciences Corporation, Virginia

- $73.3 million from FAA facilities and equipment budget for an air traffic management project

Contra Costa County, California

- $2.022 million over six years in funds unbudgeted by Administration to study levee improvements
- Authorization of new rail start
- $12.16 million over eight years for maintenance dredging, $2.552 million above Administration request
- $4.943 million over seven years in construction funding for a dredging project unbudgeted by the Administration
- $30.954 million over eight years, $3.462 million above Administration request, for maintenance dredging
- $2.063 million over four years for a Countywide police communications system.
- $1.687 million over five years for unbudgeted construction of "new start" flood control project
- $1.266 million over six years for flood control study, $966,000 over Administration request
- $72,000 for youth literacy program
- $14 million for construction of new highway
- $1 million for bike/hike trail
- $1.187 million over two years, unbudgeted by Administration, for clean-up of abandoned mercury mine
- $121,000 for library at juvenile hall
- $14.569 million over three years for levee stabilization construction not requested by Administration
- Help to secure legislation allowing work to proceed on several flood control/environmental restoration projects, with assurance that County could be credited for expenses incurred prior to approval of project
- Authorized Army Corps of Engineers to study the beneficial use of dredged materials for levee maintenance and ecosystem restoration
- $978,000 over two years to assist children exposed to domestic violence
- $200,000 to combat methamphetamines

Council of Michigan Foundation, Michigan

- Helped to secure language in the reauthorization of the Elementary and Secondary Education Act, under the Expanded Character Education Program, to include philanthropy for the Council of Michigan Foundation

City of Dallas, Texas

- $97.31 million, ($95.31 million above Administration requests) over ten years, including "new start" not requested by Administration, for flood control project, with statutory language each year requiring Corps to fund project opposed by Administration
- $8 million for construction of a new bridge
- $13.925 million for construction of a replacement bridge
- $83.15 million for construction of a replacement bridge
- $11.019 million over ten years, $6.791 million over Administration request, for study of major flood control project
- $1.452 million for water reclamation project not requested by Administration.
- $298 million authorization of flood control project, prior to completion of Army Corps study process. Corps process would likely have resulted in a project with more limited scope and federal share of $51 million

City of Daytona Beach, Florida

- $600,000 for the Widening of West International Speedway Boulevard (US-92)

City of Deerfield Beach, Florida

- $2.8 million for State Road A-1-A improvements
- Assisted in successfully challenging the 1996 Census increasing the population to over 50,000, enabling the City to become eligible for federal funding for which they were not previously considered
- $450,000 Universal Hiring Program grant from the Department of Justice
- $490,000 for a Hurricane Mitigation Operation Center
- $1.5 million for the Dixie Highway Flyover Bridge
- $224,834 for firefighting equipment from the Assistance to Firefighters Grant Program, Deerfield Beach, FL
- $1.682 million for the preparation of a General Reevaluation Report for Beach Segment 1

Duval County Public Schools, Florida

- $243,000 for the purchase of equipment

Dynamic Animation Systems

- $1.4 million for Golden West College Virtual Interactive Trainer
- $42.4 million for JTAGSS Spiral I enhancement

Edward Waters College, Florida

- $725,000 for technology and communications upgrades
- $3 million for the Electronic Engineering Technology Program
- $225,000 for environmental research

Fairfax County, Virginia

- $4.884 million for the I-95 /Fairfax County Parkway Interchange at Newington Rd
- $300,000 to develop and build 15-30 units of single room occupancy housing for the chronically homeless
- $49 million for construction of Phase 3 of a defense access road at Fort Belvoir

- $188,000 for Gang Prevention Programs
- $267,900 for law enforcement technology upgrades
- Helped obtain language to save the County's funds that it had received in a previous fiscal years for the I-66 /Vienna Metrorail Accessibility Improvements project
- $100,000 for the Huntley Historic Site Preservation project
- Helped to secure language in the National Defense Authorization Act (NDAA) which would modify the criteria for the Defense Access Road (DAR) program allowing federal funding of projects "outside the fence" under DAR when mitigation is needed due to BRAC.
- Helped to secure language in the National Defense Authorization Act (NDAA) which limits BRAC implementation at BRAC 133 project location until the Secretary of Defense provides certain documents and certification.

Fairfax Water, Virginia

- $600,000 for a feasibility study of the Stony River Dam in West Virginia
- $1.61 million for infrastructure and physical security enhancements
- $400,000 for drinking water infrastructure improvements associated with the Electric Reliability Project

Flagler County, Florida

- $486,288 grant under the Department of Homeland Security - FEMA Assistance to Firefighters Grant Program for the County's efforts to replace 15 cardiac monitor/defibrillators which have become outdated and obsolete.

Florida A&M University, Florida

- $1.4 million for Future Affordable Multi-Utility (FAMU) Materials for the Army Combat System
- $2 million for the Biological Control and Agricultural Research Program.
- Helped to secure language directing FEMA to work with the State University System to fund the Hurricane Mitigation Project

Florida Inland Navigation District, Florida

- $25,889,500 not budgeted by the Administration for maintenance dredging of the Atlantic Intracoastal Waterway in Florida
- Increased the federal cap on the Peanut Island environmental restoration project from $5 million to $9.75 million, which subsequently led to the Corps reimbursing FIND $1.6 million
- $3 million for emergency operation and maintenance of the Atlantic Intracoastal Waterway in Florida as a result of the 2004 hurricanes
- Helped to obtain approval from the U.S. Fish and Wildlife Service under the Coastal Barrier Resources Act to allow for maintenance dredging in the Intracoastal Waterway in a CBRA unit
- Worked to secure a $30 million set-aside for Army Corps of Engineers inland waterway maintenance that would support the dredging of the Intracoastal Waterway in Florida.

Fresno County, California

- $500,000 for improvements to a local highway
- $225,000 for Rural Vocational Training Centers

- $310,000 for the Fresno County District Attorney's Methamphetamine Initiative
- $1.7 million for Friant Road
- $4.3 million for improvements to County roads
- $100,000 for the District Attorney's Methamphetamine Initiative
- $900,000 for maintenance and improvements to State Highway 180 East
- $1,170,000 Phase III Friant Road
- $500,000 for Regional Data Interoperability
- $300,000 for Gang Prevention

Glendale Community College, California

- $985,000 for the Cimmarusti/NASA Science Center Teacher Training and Education Outreach Program for equipment, technology, and outreach

Golden Gate Bridge, Highway and Transportation District, California

- Helped to secure policy revision to permit nonfederal monies spent on seismic retrofit of bridge work to count toward local share of any federal funds utilized in future. This provision was critically needed to allow retrofit work to commence
- Worked with Department of Transportation/Washington headquarters to overturn decision made in region and so allow transportation monies to be used for rail restoration of immediate importance to freight railroad
- $169.058 million through legislative earmarks and/or the Secretary's discretionary program for seismic retrofit of Golden Gate Bridge
- Helped to secure legislation making maintenance of ferry channel a federal responsibility.
- $3.34 million in unbudgeted funding for the Army Corps of Engineers to dredge a ferry channel
- $500,000 for the Golden Gate Bridge Ferry Berth Facility
- $1.44 million over two years for movable median barriers on Bridge
- $475,000 for parking improvements at ferry terminal facility
- $1.46 million – Assisted with successful DOT grant application for funding of a ferry fuel system

Grand Valley State University, Michigan

- $750,000 for the development of a Teacher Academy
- $250,000 for the Michigan Alternative and Renewable Energy Center (MAREC)

City of Hampton, Virginia

- $250,000 for program for police cruiser cameras and interoperable communications
- $250,000 for risk identification, planning, communication, response coordination, and modeling activities for disaster mitigation

Hawkeye Community College, Iowa

- $603,000 for Health Education & Services Center
- $350,000 for brownfields demolition
- $888,000 for an Advanced Manufacturing Training Program
- $33,634 to implement a two-year degree program in food science

- $832,258 as one of 14 consortium members for the Bridges2Healthcare Program funded by Department of Labor's Trade Adjustment Assistance Community College and Career Training Grant Program.

Hendry County, Florida

- $1 million for improvements to County Road 833
- $150,000 for books and technology for the Harlem Library
- $7.875 million for improvements to State Road 80
- $545,200 for emergency operations communications equipment
- $372,750 for improvements to the Hendry LaBelle Community Civic Park
- $951,500 for a Bio-Diesel Cellulosic Ethanol Research Facility
- $500,000 for US 27/SR 80

Highline Community College, Washington

- Helped to secure congressional support for Sound Transit's successful TIGER III grant application. No portion of the grant will go to Highline, but students will use the transit to get to and from class once the project is complete.

Hillsborough Community College, Florida

- $340,000 for the Information and Instructional Technology and Innovative Technology Program (IT3)
- $676,000 for the Veterinary Technology Program
- $100,000 for Community Oriented Police Training Facility equipment.
- $200,000 for the Public Safety Training Center
- $1.68 million cumulative under Economic Development Administration for workforce training center
- $285,000 for the Community Dental Clinic
- $200,000 for Building Exterior Skin Replacement at the Brandon Campus
- $498,815 competitive grant through the Employment Training Administration Technology Based Learning Initiative Grant program
- Assisted the College to successfully apply for and participate in the U.S. Cleantech Trade & Investment Mission in France and Belgium through the Economic Development Administration and the International Trade Administration.

Hillsborough County, Florida

- $56.5 million for widening and safety improvements to I-4
- $2.2 million for farm worker housing
- Doubled the size ($75 million to $156 million) of federal AIDS-HIV Housing program, with County enjoying commensurate increase in its apportionment
- $1 million for community-based multi-use AIDS-HIV housing
- $6 million startup for Tampa Bay Regional Rail Project
- $681,000 for Justice Department Weed & Seed grant
- $100,000 in unbudgeted funds for initial planning of a water reuse project
- $500,000 authorization to fund wetlands research/exhibit at museum
- Assisted in making ornamental tropical fish eligible for federal disaster insurance

- Helped to secure enactment of an amendment declaring ornamental tropical fish research a high-priority item as part of the agriculture research bill
- $2.432 million for continued research at the Ruskin Tropical Aquaculture facility
- $485,000 for water and wastewater infrastructure improvements
- $1 million for a new start highway improvement project
- $200,000 for an alternative water project
- $3.2 million for Platt Street Bridge
- $2.4 million for Columbus Street Bridge
- $6.25 million authorization for water infrastructure and supply enhancement "critical infrastructure" project
- $475,000 for Waterborne Transportation Feasibility Study and Demonstration Project
- $237,500 for Hillsborough Avenue Improvements
- $450,000 for Methamphetamine Enforcement and Cleanup
- Assisted in securing language that directed the Corps of Engineers to deposit dredged sand on Egmont Key
- $1.88 million for an Army Corps of Engineers study for the feasibility improvements to the shoreline in Egmont Key
- $1.7 million for moving materials to Egmont Key

Hispanic Broadcasting Corporation

- Oversaw the merger between the nation's largest Spanish-language radio and television companies—Univision, Inc. and Hispanic Broadcasting Corporation.

City of Hobbs, New Mexico

- $1.55 million for infrastructure associated with the development of the Hobbs Industrial Air Park (HIAP)

Homer-Center School District, Pennsylvania

- $87,000 for science curriculum development and the acquisition of technology

City of Homestead, Florida

- $750,000 for the East-West Bus Connector
- $1.05 million for water and wastewater infrastructure improvements
- $690,000 for facilities and equipment at the William F. "Bill" Dickinson Senior Center
- $5.6 million for the widening of SW 328 from SW 137 Avenue to 152 Avenue
- $2 million for the widening of SW 320 (Mowry Drive) from Flagler Avenue to SW 187 Avenue
- $500,000 for a water utility upgrade project
- $500,000 for the YMCA Energy Efficiency HVAC and Building Management Control
- $500,000 for Emergency Wireless Law Enforcement Technology

City of Hopewell, Virginia

- $490,560 from the Community Oriented Policing Services (COPS) Hiring Recovery Grant Program
- $523,000 for the Appomattox River
- $257,000 for a health/social services facility

- $250,000 for an emergency command center
- $350,000 for green building retrofitting

Houston Independent School District, Texas

- $1 million for the School District's youth violence prevention initiative
- $770,000 to support multi-purpose early childhood education center
- $680,000 to provide advanced telecommunications systems for district schools
- $500,000 for improving the School District's technology infrastructure
- Helped to secure language in both the House and Senate Labor, Health and Human Services and Education Appropriations bill urging the Secretary to give consideration to school districts like HISD with "aggressive plans to utilize education technology"
- Successfully directed an effort to obtain an exemption from H1-B visa filing fees for elementary and secondary institutions

Indiana University of Pennsylvania

- $182,000 for equipment acquisition and curriculum development for a mine safety course
- $2 million for Rapid Forensic Evaluation of Microbes in Biodefense research program
- $1.1 million for a Correctional Education Clearinghouse and Educational Program

City of Jacksonville Beach, Florida

- $500,000 for a wastewater treatment plant upgrade
- $250,000 for Interoperability Radio System
- $7.335 million for the Duval County Beach Project.

Jacksonville Aviation Authority, Florida

- Worked with officials in the Federal Aviation Administration and helped to secure a $2.2 million discretionary grant for runway improvements
- Helped to secure designation of the Jacksonville Airport within the FAA's Military Airport Program. This makes the airport eligible for grants for capital improvements for a five-year period
- Received report language directing the FAA to fund a new taxiway
- $7.17 million for airport access road
- $722,000 for Cecil Field

Jacksonville Port Authority, Florida

- $20 million over three years for a special highway demonstration project
- Helped to secure direct appropriations without a corresponding authorization expediting the project by at least two years
- $7 million for I-295/Duval road interchange improvements
- $9.5 million for access road to Talleyrand Seaport
- Helped to secure preliminary funding for the deepening of the St. John's shipping channel to a depth of 41 feet
- Through our work with the US Customs Service and the Trade Subcommittee of the House Ways and Means Committee, our firm was successful in designating additional customs inspectors to the Port of Jacksonville

- Helped to secure legislation authorizing the Corps of Engineers to widen the Blount Island Turning Basin
- Made improvements to the Mill Cove Channel a Federal responsibility, and helped to secure $4 million for the project
- $750,000 to assist with expanding the docking area at Talleyrand
- $3 million for construction of dredge disposal site at Bartram Island
- Helped to secure authorization for deepening of Jacksonville Harbor
- $1 million for new start construction for Jacksonville Harbor
- $7.5 million for the dredging of the Jacksonville Harbor
- $300,000 for the general cleanup of the Talleyrand dock and for the building of a cruise ship terminal
- Received language authorizing a new Army Corps of Engineers study
- $1,212,500 for Renovations to Mayport Ferry
- $28.271 million for construction at Jacksonville Harbor
- $24 million for construction at Jacksonville Harbor in the American Recovery and Reinvestment Act (ARRA) economic stimulus legislation
- $11.385 million for operations and maintenance at Jacksonville Harbor
- $1 million for dredged material disposal facilities program at Jacksonville Harbor
- $90,000 for navigation improvements for Mile Point at Jacksonville Harbor

Town of Jupiter, Florida
- $399,500 for law enforcement technology
- $100,000 to upgrade the police department's radio system
- $500,000 for water treatment plant enhancements

City of Key West, Florida
- $30.059 million for the Florida Keys Water Quality Improvement Program
- $1.25 million for the lower Key's shuttles
- $1 million for transit facility & bus procurement
- Worked to secure a $29.66 million set-aside for the Army Corps of Engineers Section 219 Environmental Infrastructure program, the source of funding for the Florida Keys Water Quality Improvement Program.

Kinder Morgan, Florida
- $500,000 for the dredging of the Port Sutton Channel

Lake County, California
- $250,000 for investigation and planning of a marsh restoration project
- Helped to secure provision authorizing no-cost transfer of 773 acres of Coast Guard property to the County, allowing reconveyance of land after five years
- $150,000 for an aquatic plant control system

Lake County, Florida
- $11.6 million for the widening of State Road 50
- $200,000 for construction of the Citrus Ridge Library

- Obtained a congressional directive to fund the County's drinking water study and a substantive directive that makes the County eligible to receive grant funding through the Department of Agriculture's Rural Development Programs even though the County does not technically meet program criteria
- $1.8 million for an Emergency Operations Center
- $1,702,500 for Law Enforcement Technology
- $750,000 for Palatlakaha Bridge Replacement

City of Las Vegas, Nevada
- $5 million for the Sahara Avenue/I-15 interchange
- $2.5 million to conduct a feasibility study on building a 40-mile mag-lev train from Las Vegas to the state border
- $44.87 million for various transportation infrastructure projects
- $575,000 allocation for intelligent transportation systems
- $450,000 for combating Methamphetamine labs
- $155 million for the Las Vegas corridor fixed guideway system
- $2 million to upgrade mobile and in-vehicle computers
- $750,000 for downtown development initiatives

Las Vegas Convention Authority, Nevada
- $56.25 million to widen and improve interchanges on I-15 in Nevada and California

City of Lauderdale Lakes, Florida
- $196,514 for Business Resource Center and Business Development Training
- $200,000 for library renovation and construction of a new educational and cultural addition
- $164,500 for Law Enforcement Technology
- $750,000 for Emergency Operations Center

City of Lauderhill, Florida
- $750,000 for U.S. 441/SR7 Interchange at 11th Street.

Lea County, New Mexico
- $1.2 million for design and engineering of Route 128
- $350,000 for detention center
- $6 million for construction of Route 128
- $2 million for construction of US Highway 62/180
- $250,000 for Juvenile Corrections Education Program

Liquidmetal Technologies Inc., Florida
- $3.4 million for Liquidmetal Alloy-Tungsten (LA-T) Armor Piercing Ammunition
- $1 million for a corrosion study for the U.S. Air Force
- $4.2 million for the DARPA Kinetic Projectile for the U.S. Army

M&M Energy, Inc., Michigan
- $492,000 for research on an Integrated Gasification Combined-Cycle plant at the Great Lakes Energy Research Park in Alma, Michigan

Manatee County Port Authority, Florida

- $2.483 million for construction at Manatee Harbor

City of Maitland, Florida

- $3 million for a traffic mitigation project at US 17-92/Horatio Avenue
- $200,000 for law enforcement technology upgrades
- $240,000 for the Minnehaha Park
- $170,000 for Law Enforcement Technology Computer Aided Dispatch System
- $158,000 for Emergency Operations Center

Marin County, California

- $2.5 million to remove abandoned dry-docks which represented a hazard to navigation.
- Authorization of $15.1 million to acquire freight rail right of ways which are suitable for conversion to passenger use
- $12 million interest free federal loan to purchase additional freight rail right of way for public transit purposes and changed program criteria to make this project eligible
- Authorization, and subsequent reauthorization, of rail new start
- $4 million to expand a national recreation area
- $5.75 million for an HOV gap closure project
- $1 million for 80 units of housing for the low-income elderly
- Assisted in securing modest grant for acquisition of computer equipment for police department
- $3.55 million over several years for study of ecosystem restoration study of lagoon project, $2.21 million over Administration requests
- $77.35 million over several years for study and construction of ecosystem restoration project of wetlands, including "new start" funding, $16.1 million over Administration requests
- Helped to secure legislation removing administrative impediments to flood control project
- $1.05 million for small flood control project not requested by Administration
- $750,000 to reconstruct the Tennessee Valley Bridge, a bicycle/pedestrian project
- $1.76 million to study high incidence of breast cancer in the County
- $50,000 for Safe Routes to Schools
- Helped to secure authorizing language for a boundary adjustment to expand a national park facility
- $1.175 million to purchase property for expansion of a national park facility
- $325,000 earmark to assist with an airport runway extension. Worked with Administration to address bureaucratic holdup of funding release, and helped secure an additional $1.175 million, for $1.5 million total
- $4.478 million to establish shuttle service and improve access to parks
- $16 million to combat Sudden Oak Death
- $425,000 for a wastewater treatment project
- $800,000 for cultural and community center
- $3.933 million for flood control project over several years, $1.983 million above Administration requests
- $900,000 for construction of new bicycle path
- $500,000 from the Federal Highway Administration's Innovative Bridge Research and Construction Program for the construction of a new bridge

- $25 million to carry out a nonmotorized transportation pilot program – one of four communities nationwide to receive this designation and funding
- $27 million to construct highway widening
- $490,000 toward construction of a replacement bridge designed to help reduce flooding
- $5.598 million over several years to continue operation of federal exhibits and maintenance of building used for community purposes

Marion County, Florida
- $2.2 million for the replacement of Sharpes Ferry Bridge
- $660,000 for law enforcement technology and fingerprint identification equipment
- $1.225,000 for the Belleview Bypass and Baseline Road project
- $750,000 for an Emergency Operations Center
- $750,000 for Ocklawaha River

City of Melbourne, Florida
- $133,950 for a VHF radio system
- $2 million for St. John's Heritage Parkway

Melbourne International Airport, Florida
- Assisted in securing $800,000 from the Department of Transportation's Small Communities Air Service Development Program to help bring commercial air service to the airport
- $1,783,065 for the PD&E for the Access Road to Melbourne International Airport
- Assisted the Airport Authority in obtaining a $1.5 million grant for an airport apron from the Economic Development Administration.

Mendocino County, California
- Received congressional designations for a wastewater treatment project
- $100,000 for new start of watershed study not requested by Administration
- Received congressional designation for land acquisition at airport
- Received congressional designation for project to improve watershed by improving gravel road
- $1.25 million for study to increase capacity at dam, all in excess of Administration requests
- $175,000 for land acquisition at airport
- $400,000 for road improvements accessing Bureau of Land Management property
- $5.6 million for construction of highway bypass
- $2.056 million over four years, $2.028 million over Administration budget, for dredging of small harbor
- $1,143,500 over three years for public safety communications equipment

City of Miami, Florida
- $2 million for a new rail start
- $50 million authorization for a new rail start
- $1,850,000 for a Stormwater Predisaster Mitigation Project
- $951,500 for City Green Initiative Project which encompasses streetlight replacement, installation of solar technology, and procurement of hybrid fleet vehicles.

- $400,000 to improve the ability to process and store photographic evidence for investigations and emergencies

Miami-Dade County, Florida

- $25 million for East-West Rail Corridor
- $5 million for the North Rail Corridor
- $9.5 million for buses and bus facility
- $8 million for construction of Miami-Palmetto Metrorail
- Helped to enable U.S. Customs Service to continue to use the surplus in the customs user fee account to fund up to 50 inspector positions
- Assisted in establishment of the McKinney/Homestead homeless facility with funding under the Defense Base Closure Act
- Assisted in identifying unspent HUD dollars which were targeted for rescission by congress and ensured that the dollars were obligated so that the County did not lose them
- Helped to successfully strike rescission provision that would have reduced Port of Miami Tunnel funding by $5.8 million of the total $10.3 million project amount
- Restored $19 million in targeted assistance funding for immigration support programs in welfare reform legislation
- Stripped provision adverse to County, which would have reduced assistance for legal aliens from immigration reform bill
- Helped to secure authorization for credit & reimbursement for costs of work related to the Agricultural & Rural Lands Retention Plan & the South Biscayne Bay Watershed Study which are contained within the Everglades & South Florida Ecosystem Restoration Critical projects.
- $4.1 million for the Miami-Dade County Juvenile Assessment Center National Demonstration Project
- $4 million for water and wastewater infrastructure improvements
- $1 million for a mosquito helicopter
- $30 million in reprogrammed funds from the Army Corps of Engineers
- $3 million for Miami port tunnel
- $500,000 for the 7th Avenue Transit HUB
- $700,000 for the Miami-Dade Transit Bus Procurement Plan
- $33.36 million for Metrorail Orange Line Expansion
- $125 million dredging authorization
- Language that exempts the Miami Harbor General Reevaluation Report (GRR) from 2004 revised cost sharing rules governing GRRs. Miami was one of only two ports provided with the exemption language by the WRDA conference report
- Authorization allowing credit for work accomplished by non-federal interests in advance of the execution of the Project Cooperation Agreement
- $475,000 for Bus Procurement
- $1.139 million cumulative for Biscayne Bay Water Quality Assessment Model and Feasibility Study
- $30.289 million for dredging of Miami Harbor Channel

Miami-Dade County Public Schools, Florida

- $19 million annually under the "Refugee and Entrant Assistance" program for communities with a large concentration of immigrant youth
- $2.6 million to enhance technology equipment for the school policing initiative
- $638,000 to establish "career academies"
- $500,000 for Marine Junior Reserves Officers' Training Corps Program
- $250,000 for a literacy teacher training program
- Worked cooperatively with the School District's congressional Delegation to revise legislative language to more accurately describe the population of immigrants predominantly served by the School District
- Worked to increase funding by $6 million for the Magnet Schools Programs
- Worked to eliminate provisions that would have hindered the School District's ability to participate in the Medicaid Reimbursement Program
- Worked with the Federal Emergency Management Agency to resolve a $6.1 million debt
- Helped to secure language, which deleted the fiscal year limitation on the use of the School District's grant from the Economic Development Agency

Miami-Dade County Water and Sewer Department, Florida

- $1 million for preliminary work on proposed water reuse facility.
- $1.3 million for sanitary sewer overflow (SSO) study.

Miami-Dade Seaport, Florida

- Helped to secure language directing the Army Corps of Engineers to dredge the Port
- $23 million for the completion of high-span bridge connecting downtown Miami to the seaport
- $300,000 for a General Reevaluation Report (GRR) to study further channel improvements.
- $15 million for reimbursement to the Seaport Department for dredging work already completed at the Seaport's expense
- $3.9 million for specific environmental mitigation work which has already been accomplished at the Seaport's expense

Transportation Agency for Monterey County, California

- Authorization of new rail start
- $1 million for a new rail start
- Worked with State agency to successfully address bureaucratic obstacle, thus allowing release of $4.2 million for a highway project
- $5.5 million for road improvements critical to tourism industry
- $6.436 million for interchange improvements critical to agricultural industry
- $1.65 million in statutory redesignation of highway bypass funds necessary to allow preferred use of previously authorized funds
- $9 million in statutory redesignation of appropriations highway funds, necessary to allow preferred use of previously appropriated funds
- Worked with Federal Highway Administration to resolve their mistake on availability of funds and thus allow release of previously earmarked monies

Morris Brown College, Georgia

- $97,000 for the renovation of a building

Navajo Agricultural Products Industry, New Mexico

- $1.75 million for irrigation operations and maintenance

New Mexico Institute of Mining and Technology (New Mexico Tech)

- 5-year extension of the cooperative agreement for ILEA through the State Department
- $2.5 million for International Law Enforcement Center in addition to President's request for INL/ILEA
- $23 million annually for the National Defense Preparedness Consortium
- $1.5 million for the Applied Sciences Building
- $40 million for the ILEA-Roswell Program over past 9 years
- Helped redirect 3 million for new permanent building at ILEA-Roswell
- Approximately $50 million for Magdalena Ridge Observatory
- $ 11.7 million for Playas RDT&E and Training Complex Command Control Network Design and Development
- $ 5.5 million for Mobile Communication, Command and Control MC3 cumulative
- $8 million for the iCASA program
- $1.5 million for Playas Infrastructure
- $6 million for Defense Threat Reduction Agency (DTRA)
- $2 million for Energy Surety Research Center
- $1 million for DTRA/NDU
- $1 million for Computational Analysis of Cyber-Terrorism Against the U.S.

Noblis, Inc., Virginia

- $13.985 million for the Center for Criminal Justice Technology
- Obtained an authorization to modify the Department of Homeland Security's first responders program that would allow the Center for State Homeland Security to partner with states to qualify for grant funding
- Obtained an authorization in the 2005 Department of Justice Appropriations Authorization Act allowing the Department of Justice to utilize the services of the Center for Criminal Justice Technology (CCJT) and for congress to appropriate $25 million to the CCJT over three years for this purpose

City of North Las Vegas, Nevada

- Assisted in terminating the Department of Energy's proposed demonstration project, which would have allowed multiple rail-to-truck transfers of low-level nuclear waste in the City
- $200,000 for an Army Corps flood control project
- Worked with the U.S. Postal Service to help to secure funding for, and accelerate the construction of, the new North Las Vegas Post Office
- Intervened on the City's behalf with the Las Vegas Office of the Bureau of Land Management (BLM) to assist in its request to use 160 acres of federal land
- $3 million to relocate families impacted by fault line subsidence
- Helped to procure funding for the Cheyenne Avenue Interchange through the State DOT office

- Assisted in negotiation of cooperative agreement to construct improved Interstate interchange
- Worked with State DOT to help to secure $4.6 million for interchange improvements.
- $2 million to widen Craig Road
- $300,000 to support law enforcement officers and to train local and state law enforcement officers on the proper recognition, collection, removal and destruction of methamphetamine
- $5 million for the Craig Road Overpass
- $1.8 million for Intelligent Transportation Systems

City of North Miami Beach, Florida
- $500,000 for drinking water, wastewater and sewer infrastructure improvements in the Highland Village neighborhood
- $2.85 million for wastewater and sewer infrastructure improvements
- $950,000 for wastewater infrastructure improvements, which would replace septic tanks in a mobile home park
- Worked to delete language that would have denied funding for disaster relief to parks, recreation departments, beaches and other similar entities under the Stafford Disaster Relief and Emergency Assistance Act
- $1.2 million to construct a bicycle path
- $100,000 for law enforcement initiatives
- $2.2 million for the reconstruction of Hanford Boulevard

Village of Oak Lawn, Illinois
- $100,000 for Law Enforcement Technology

Okaloosa County, Florida
- $500,000 for law enforcement technology
- $95,000 for Fairchild Road and Hare Street
- $95,000 for the Okaloosa County Shore Protection Project Reconnaissance Study
- $250,000 for P.J. Adams Road
- Worked to obtain an amendment in the National Defense Authorization Act to improve the Defense Access Roads (DAR) program by eliminating a requirement that traffic must double on surrounding roads before funds are delivered.

Operation Warm, Pennsylvania
- $125,000 for the Pennsylvania Youth Coat Distribution Project

Orlando-Sanford International Airport, Florida
- $1 million for a runway extension
- $500,000 for airport improvements
- $400,000 for entranceway streetscaping

Osceola County, Florida
- $20.7 million to widen US Highway 17-92/US 192
- $3.5 million to treat invasive aquatic plants that are a nuisance to the County's water system
- $500,000 for the Agriculture Center

- $500,000 for courthouse restoration
- $500,000 for drainage basin improvements
- $1 million for an instrument landing system at Kissimmee Airport
- $400,000 for public safety center communications upgrades
- $350,000 for homeless shelters
- $100,000 for construction of the New Council on Aging Facility
- Assisted the County with changing the Environmental Protection Agency's impaired water status of Lake Tohopekaliga so that no total maximum daily load (TMDL) was needed for the Lake.

City of Oviedo, Florida

- $180,000 for law enforcement technology upgrades
- $140,778 for a Firefighters Assistance Grant
- $2,885,500 for State Road 426/County Road 419

Palm Beach State College, Florida

- $951,000 for rural technology enhancements
- $150,000 for Institute for Energy
- $230,000 grant under the Department of Education Educational Opportunity Centers Program to provide essential education advancement programs to low-income and first generation college students in Palm Beach County.
- $460,000 in cumulative grant funding under the Department of Education TRIO Talent Search Program for a targeted initiative to provide critical educational services to low-income and first generation college students in Palm Beach County, Florida
- $199,685 grant under the National Science Foundation to promote the improvement of the education and placement of technicians in Florida's biotechnology/pharmaceutical industry
- $255,505 in competitive grant funding under the Department of Education Student Support Services Program for an innovative program to increase college retention and graduation rates

Palm Beach County School District, Florida

- $600,000 for an after school and evening bilingual language instruction program for immigrant students and their parents
- $825,000 for a family literacy project including bilingual education, counseling services and distance education, and for professional development
- $500,000 for security upgrades
- $200,000 to expand curriculum and professional development.
- $714,000 for youth gang violence prevention
- $857,000 for the Educator's Support Program
- $500,000 for Career Education for At-risk or Adjudicated Youth
- $300,000 for the Youth Gang Violence Initiative

City of Palm Springs, California

- $3 million for the Belardo Bridge Project

City of Pembroke Pines, Florida

- $2 million for the Pembroke Road Overpass
- $4 million for I-75 & Pines Boulevard Interchange Improvements
- $200,000 for the Water Treatment Plant Expansion
- $7.8 million in Highway Reauthorization Bill for I-75 Improvements
- $219,000 for Autism Program Expansion at the Pembroke Pines-Florida State University Charter School
- $475,000 for Senior Center buses

City of Petaluma, California

- Authorization of $32 million for a flood control project, not requested by the Administration, allowing for reimbursement of funding already expended by the City
- Helped to secure legislation increasing federal authorization of flood control project
- Helped to secure Appropriations committee report language instructing the Army Corps to reprogram funding for the flood control project, which resulted in an administrative reprogramming of $3.1 million
- $25.713 million for construction of flood control project, $16.309 million above Administration requests
- $5.924 million for maintenance dredging, $4.924 million above Administration requests

Philadelphia School District, Pennsylvania

- $3.5 million for the district's professional development and related services
- $900,000 for the College Opportunity Resources for Education initiative for disadvantaged students

City of Plantation, Florida

- $500,000 for the Multi Use Recreational Trail (MURT) system
- $337,500 for a community amphitheater
- Obtained a congressional directive to fund the City's stormwater management plan and a subsequent directive that makes the City eligible to receive grant funding through the Department of Agriculture's Rural Development Programs even though the City does not technically meet program criteria
- $1.288 million for the Central Transit Greenway System
- $282,000 for digital police radios

Pointe Coupee Parish School System, Louisiana

- $200,000 for computer technology and infrastructure

Port of Palm Beach, Florida

- $16.03 million for the Route 710 connector construction and improvements
- $500,000 for Skypass
- $3.9 million congressional authorization for the Lake Worth Inlet Sand Transfer Plant
- $1.81 million for dredging at the Harbor with initial placement of material on Peanut Island with subsequent transfer to the beaches
- $1.511 million for engineering and construction of the Sand Transfer Plant
- $18.177 million for the operation and maintenance of Palm Beach Harbor

- $300,000 for a feasibility study and the deepening and widening of Lake Worth Inlet
- $100,000 to proceed with an authorized Reconnaissance study on the Harbor dredging
- Obtained congressional language to help expedite the construction of a sand transfer plant
- Obtained congressional language to protect the Port from a loss of Customs Service inspectors after U.S. Customs threatened with a layoff of numerous inspectors
- Congressional language making ferries operating out of the Port of Palm Beach eligible for collection of user fees even though current law prevents such fee collection

Port of Sacramento, California

- $8.3 million to construct a bridge to allow development of property necessary for port expansion

Powerlinx, Florida

- $800,000 for powerline rearvision motor carrier safety research.

Primland/Patrick County, Virginia

- $5.25 million to improve highway access to land critical to County's economic development program

Prince George County, Virginia

- $2.175 million for improvements to the intersections and gates at Fort Lee
- $1.929 million for the dredging of the Appomattox River

Religious Voices in Broadcasting

- Worked to help secure two-dish satellite compliance language in the Satellite Home Viewer Extension and Reauthorization Act
- Helped secure a universal hard-date for broadcasters to transition to digital television without an expedited vacation of spectrum occupied disproportionately by religious broadcasters

City of Rio Rancho, New Mexico

- $4 million for engineering and planning for Paseo de Volcan between Unser Boulevard and Iris Road
- $313,500 for Transit Program

Rio Rancho Public Schools, New Mexico

- $500,000 for a Teacher Academy of Excellence
- $487,000 for a distance learning program
- $250,000 for teacher training and professional development, which may include equipment and technology

City of Riviera Beach, Florida

- $750,000 for police communications equipment
- $1.3 million for a traffic calming project
- $600,000 for a stormwater management plan
- $502,500 for an urban retail development project

- $500,000 in grant funding from EPA for operation of the City's airstrippers
- Reversed position of Environmental Protection Agency mandating that they adopt and implement a plan to actively treat and remove contamination from the City's drinking water The estimated cost of the remedy is $865,000
- Initiated an investigation by the EPA Ombudsman of the EPA's handling of the City's contaminated water problem. This action led to the EPA's decision to cover the operation and maintenance costs of the City's air strippers, relieving the City of an $880,000 expense
- $2 million for Blue Heron Boulevard improvements
- $394,000 for law enforcement technology

San Bernardino City Unified School District, California
- $1.1 million for a vocational training and work opportunities program
- $164,500 for a community prosecutor program
- $743,000 for a program for developing English and academic skills for English learners

San Juan County, New Mexico
- $1 million for redecking of County Bridge #5722
- $900,000 for the City of Kirtland, New Mexico, for Phase 1 of a sewer system project
- $150,000 for Juvenile Services
- $1 million for Kirtland Sewer
- $575,000 for resurfacing CR 4990
- $800,000 to pave CR 7950
- $300,000 for paving of County Road 7500
- $600,000 for construction on County Road 3900
- $500,000 for the reconstruction of Kirtland Bridge #567

City of San Marcos, California
- $782,640 – Assisted with identification of local project, DOT grant program, and preparation of application for funding of a pedestrian/bicycle bridge critical to development of transit-oriented development

City of San Rafael, California
- $1.8 million for a canal dredging project not requested by Administration; this was 100% of amount requested, in first year of their request
- $2.508 million over two years, not requested by Administration, for next episode of canal dredging six years later

Sandoval County, New Mexico
- Three soft earmarks for Sandoval Health Commons
- $250,000 for construction and equipment for the Sandoval Health Commons
- $240,000 in for law enforcement communications equipment
- $1.6 million for development of Paseo del Volcan corridor from Iris Road to US Highway 550
- $250,000 for a composting project of dead Pinon trees
- $195,000 for a telehealth program
- $975,000 for construction of the Northwest Loop Access Road

- $617,500 for NW Access Loop

City of Sanford, Florida
- $750,000 for AutoTrain Improvements
- Assisted the City in securing $1,133,670 from the COPS Hiring Grant Program to hire an additional 6 sworn police officers.

Seminole County, Florida
- $1.425 million for commuter bus stations
- $970,000 for State Road 46 regional evacuation route

Sierra County, New Mexico
- $238,000 for Sierra Vista Hospital

The Silver Companies, Virginia
- Developed FY10 NDAA Title III to assess need for two pilot Secure Telework Centers (STC) to be authorized in the Greater Washington Metropolitan Area for federal employees
- Assessment to be conducted jointly by DOD, OPM and GSA for placement of the two STCs
- Successfully assisted the marketing of 19,999 sq ft of office space leased by the USMC in the Quantico Corporate Center

Sonoma County, California
- $2.75 million over three years for construction of park and ride lots
- $6 million for intermodal transportation facilities
- $1.5 million for construction of Visitor's Center
- $37.85 million to widen Highway 101
- Authorization of new rail start
- Help to secured funding for installation of radar at County airport
- $1 million to assist with construction of a bus garage
- $500,000 for a landfill gas conversion facility
- $500,000 for a CNG fueling facility upgrade
- $225,000 for sewage improvements for local community
- $500,000 for sewage improvements for local community
- $1.218 million for purchase of CNG transit buses
- $1 million, discretionary grant for airport runway improvements
- $635,000 discretionary grant to attract service to airport, from the Small Airport Assistance Program.
- $5.6 million for highway widening
- Help to secure legislative remedy to overcome Homeland Security Administration refusal to provide security screeners at County-owned airport
- $500,000 toward purchase of park
- $190,000 for integrated emergency operations center
- $650,000 competitive grant from the Department of Transportation to facilitate an additional route through a small airport

Sonoma County Regional Parks, California

- $5.6 million appropriated for preparation of dredge material site, with a statutory requirement that old dredge materials be used to construct a new public park, and dredging of a bay Administration had requested $1.9 million for a dredging project

Sonoma County Water Agency, California

- $1 million to replace septic systems with sewage hookups
- $750,000 for expansion of capacity at a sewage treatment plant
- Initiated effort to establish Pacific Salmon Recovery Program. Worked extensively with Administration, and developed coalition with other coastal states and their congressional delegations. The Program was funded at $58 million its first year
- $827.5 million over nine years for Pacific Salmon Recovery Program
- $500,000 for a Bureau of Reclamation Project to reuse recycled water, not requested by the Administration
- $9.139 million to study four ecosystem restoration projects, budgeted by Administration at $6.695 million. Each project was initially a new start not requested by the Administration
- $60.504 million in operation and maintenance funding of a dam, including substantial additions over the budget request to fund improved fish hatchery operations not requested by the Administration
- $87.5 million federal share of authorization for largest environmental restoration project west of the Mississippi River, adding $52 million in federal authorization to project as approved by the Army Corps
- $3.35 million for environmental restoration of salt marsh, compared to Administration requests of $1.975 million
- $1.495 million for a regional water reuse project of the Bureau of Reclamation, not requested by the Administration.
- $49.911 million for operation and maintenance funding of a dam and dam facilities

Sonoma Marin Area Rail Transit, California

- $4.83 million for EIS and Preliminary Engineering of a new rail start

City of St. Cloud, Florida

- Obtained a congressional directive to fund the City's stormwater management plan and a subsequent directive that makes the City eligible to receive grant funding through the Department of Agriculture's Rural Development Programs even though the City does not technically meet program criteria
- $200,000 for the Lakefront Improvement project

City of St. Pete Beach, Florida

- $175,750 for the reconstruction of Blind Pass Road

City of South Jordan, Utah

- $150,000 for police data network infrastructure

South Seminole & North Orange County Wastewater Transmission Authority, Florida

- $30 million authorization for the rehabilitation of the wastewater system
- $650,000 for Water and Wastewater Infrastructure Improvements Project

Stevens Institute of Technology, New Jersey

- $6.4 million for SINTEL (Secure Infrastructure Technology Laboratory)
- $5.4 million for BAIT (Biometric Analysis and Identification Technology)
- $52 million for the Institute's Munitions MANTECH Program
- $10 million for mine clean-up research
- $1.25 million for construction of the Laboratory for Business Innovation
- $4.3 million for the Rangesafe Program
- $7.5 million for an Information Assurance Center
- $500,000 for the expansion and enhancement of an ocean-based science and mathematics education project
- $3 million for landmine detection
- $1.4 million for the Center for Maritime Systems
- $2.1 million for Armament Systems Information Assurance
- $10.4 million for the Center for Critical Infrastructure Protection
- $3.4 million for Analytical and Operational Support Technology (AOST) for counter terrorism

City of Tampa, Florida

- Worked with HUD to expedite approval of three section 108 loan applications totaling over $10 million critical to City's economic development efforts
- $35 million HOPE VI grant
- $1 million for intermodal transportation center
- $900,000 for refurbishment of the West Tampa El Centro Espanol Building
- $500,000 for vehicle law enforcement video cameras
- Helped to secure authorization language for aquifer storage and recovery infrastructure
- $315,000 for the South Tampa Area Reclaimed Project

Tampa Port Authority, Florida

- The Main Channel deepening project was, upon its completion, the largest public works project in the state of Florida. This was completed at 100 percent federal government expense, with a total cost in excess of $200 million
- Obtained an exemption from limitations placed on the use of tax exempt bonds for the acquisition of property for the Tampa Port Authority
- $175,000 for improvements to the Alafia Channel, despite the opposition of the Army Corps of Engineers
- $2 million grant from the Economic Development Administration for navigational improvements necessary for business expansion at the Seaport
- $1 million grant from the Federal Highway Administration for the construction of ferry docks
- $1 million for economic development and revitalization efforts at the Garrison Seaport.
- $3.2 million for dredging the Ybor Turning Basin

- $70 million authorization for federal improvements to the Alafia Channel, despite Administration's opposition
- Helped to secure an authorization for improvements to the Port Sutton Channel
- Helped to secure the conveyance of the Department of Navy property to the Tampa Port Authority
- $500,000 for improvements to the disposal areas
- $12 million for the dredging of the Big Bend Channel
- $200,000 for continuing the General Re-evaluation Report (GRR)
- $202,000 for a terminal expansion
- $2.5 million for the widening of a portion of the main channel. Also helped to secure language directing the Army Corps of Engineers to widen portion of channel
- Obtained authorization for new construction work at CUT B
- $950,000 for construction at Tampa Harbor
- $9.565 million for operations and maintenance at Tampa Harbor
- Helped secure language requiring the Secretary of the Army to reimburse the Authority for the Federal share of the dredging work carried out for the Tampa Harbor Big Bend Channel project.

Telemundo, Florida

- Managed congressional and regulatory issues relating to the merger between Telemundo, the second largest Spanish-language broadcast television network and NBC, a premiere major broadcast network

City of Treasure Island, Florida

- $50 million for the Causeway Bridge
- $1 million for wastewater and sewer system upgrades
- $500,000 for a beach access project
- $450,000 for signalized crosswalks to increase pedestrian safety

TREX Enterprises, California

- $7.5 million for the Target Acquisition and Targeting Systems (RTATS) Program
- $9.9 million for the Geosynchronous Light Imaging National Testbed (GLINT) Program

Tulare County, California

- Congressional directive to the Department of Agriculture (soft earmark) to assist with construction of farm-to-market roads
- $12.45 million for construction of farm-to-market roads
- $500,000 for establishment of an international agricultural trade center
- $6.802 million over several years for Rural Crime Prevention Program
- $1.2 million for safety-related construction improvements to local highway
- $2.4 million for road improvement projects
- $500,000 for a vocational training center
- Congressional directive to the Department of Agriculture (soft earmark) to improve rural drinking water and sewage treatment facilities
- $425,000 for study on flood control project
- $295,000 for study on flood control project

- $42.308 million for a dam safety project
- $20.5 million for a dam enlargement project
- $300,000 for marijuana eradication efforts in national forest
- Congressional directive that Executive Branch coordinate among its agencies and with local law enforcement agencies, to eradicate drug trade in national forests

University of Nevada Las Vegas, Nevada

- $1.5 million for advanced planning for a building on the UNLV campus that would house several federal and state agencies as well as UNLV research staff
- $7.5 million for nuclear waste transmutation
- $8 million for defense wide electronic records management
- $200,000 for study of the biological effects of low level radiation exposure
- $1.5 million for the environmental restoration of Lake Mead
- $650,000 for the Center for Workforce Development and Occupational Research
- Helped to secure appropriations language for the Biotech/Bioengineer Research Facility and Cancer Center
- $2.605 million for UNLV telemedicine network

Univision, Inc., California

- Oversaw the merger between the nation's largest Spanish-language radio and television companies—Univision, Inc. and Hispanic Broadcasting Corporation

Vietnam Veteran's Memorial Foundation

- Assisted Foundation with $1.9 million NEH grant to be part of a permanent endowment for the National Park Service to support the proposed Vietnam Memorial Education Center with future years maintenance.

City of Virginia Beach, Virginia

- $112 million authorization for beach erosion control and hurricane protection project
- $111.427 million in cumulative appropriations for construction of a Beach Erosion Control and Hurricane Protection Project
- Helped secure 50-year authorization for Army Corps of Engineers maintenance of the Rudee Inlet, ensuring that federal cost participation will continue for 50 years without being subject to the current $4.5M cap
- Helped to secure language that would continue to fund the Sandbridge Beach project periodically for 50 years
- $12.933 million for the renourishment of Sandbridge Beach
- $4 million in Construction funds for the Virginia Beach Hurricane Protection project's 79th Street Outfall
- Coordinated efforts leading to a Commerce Department decision to allow construction of the Lake Gaston water pipeline
- $800,000 for funding of innovative homeless activities
- $1 million for the study of a new intermodal center
- $7.399 million for the Rudee Inlet Navigation Maintenance Project
- $7 million for construction of Southeastern Parkway and Greenbelt

- $198,000 appropriated to reimburse City for unauthorized fees imposed by the Department of Interior, and helped secure a congressional authorization for this action in the WRDA
- $400,000 for the Norfolk Avenue Bike Trail
- $800,000 for the Atlantic Avenue Trails
- $150,000 for the Providence Road Trail Project
- $4.773 million for the Environmental Restoration for Lynnhaven Inlet project
- Helped to secure language that would allow the City to use sand from a nearby channel to finish the hurricane protection project
- $200,000 for para-transit for the handicapped
- $500,000 for traffic light signalization projects
- $12 million in competitive grant and congressionally directed funding from the Office of Community Oriented Policing Services (COPS) Interoperable Communications Technology Program for the purchase of communications equipment, enhancements to communications infrastructure, and project management expenses.
- $150,806 for the Virginia Aquarium & Marine Science Center's Chesapeake Bay Champions (CBC) project under the National Oceanic and Atmospheric Administration's (NOAA) B-Wet Program
- $363,900 for the Virginia Aquarium & Marine Science Center's Stranding Program from the John H. Prescott Marine Mammal Rescue Assistance Grant Program under the National Marine Fisheries Service
- $250,000 to initiate construction of a marine mammal stranding center.
- $112,500 in 2002 for the Virginia Aquarium & Marine Science Center's general operations under the General Operating Support grant from the Institute for Museum and Library Services
- $425,000 for the Marine Science Museum Science Camp
- $48,000 for the Virginia Aquarium & Marine Science Center "Beyond the Aquarium" program
- Worked with officials at HUD to help in removing the City of Virginia Beach from the Administration's FY 2003 Budget list of communities targeted for 50% reductions in Community Development Block Grant Funding. Such a designation would have had a devastating effect upon the community's critical local low-income housing and affordable housing for military personnel programs
- Helped to secure language in the 2005 National Defense Authorization Act ensuring that a study would be done on the state of TRICARE and its ability to provide health and support services for "exceptional family member program" enrollees in high-density military areas such as Virginia Beach
- $11.4 million for I-264/Lynnhaven Parkway/Great Neck Road Interchange
- Worked with Department of Homeland Security to have the Hampton Roads region designated eligible for Urban Area Security Initiative (UASI) Homeland Security Grants
- $988,000 for Public Safety Interoperability Technology Upgrades
- $1.245 million for the Lynnhaven Inlet, Bay and Connecting Waters Maintenance Dredging
- $750,000 for the Lesner Bridge Replacement project
- Helped to secure language that would allow the City to use its own funds for beach renourishment.

VSE Corporation, Virginia

- $1 million for the Six Sigma U.S. Army AMC Training Program
- $2 million for the USMC CPAC Program
- Arranged a B2B teaming of VSE Corp. to Turkish Construction Company seeking a US partner to pursue U.S. government business in the middle east (non-CONUS contracts).
- Assisted with legislative strategy for Client appearance before U.S. Senate Armed Service Committee hearing regarding success and/or failure of small business set aside defense contracting.

Washington Workshops Foundation, District of Columbia

- $2.5 million for the Pepper Scholarship Program

Westbury Union Free School District, New York

- $3 million for the Naval Junior ROTC Marine Science Research Program

West Coast Inland Navigation District, Florida

- $6.229 million for maintenance dredging of the Gulf Intracoastal Waterway
- Worked to secure a $30 million set-aside for Army Corps of Engineers inland waterway maintenance that would support the dredging of the Gulf Intracoastal Waterway in Florida.

Town of Windermere, Florida

- $750,000 for traffic calming measures
- $200,000 for a stormwater management plan
- $240,000 for bicycle and pedestrian improvements

City of Winter Park, Florida

- $500,000 for traffic calming measures
- $500,000 for construction of new intersections
- $418,000 to construct an intermodal facility

Form A-1

PROPOSER'S NAME (Name of firm, entity or organization):
MWW Group

FEDERAL EMPLOYER IDENTIFICATION NUMBER: 27-4344890

NAME AND TITLE OF PROPOSER'S CONTACT PERSON:
Name: Seth Rosenstein Title: EVP, CFO

MAILING ADDRESS:
Street Address: One Meadowlands Plaza
City, State, Zip: East Rutherford, NJ 07073

TELEPHONE: (201) 507 9500 ***FAX:*** (201) 507 0092 ***E-MAIL ADDRESS:*** srosenstein@mww.com

PROPOSER'S ORGANIZATIONAL STRUCTURE:
✓ Corporation ___ Partnership ___ Proprietorship ___ Joint Venture
___ Other (Explain):

IF CORPORATION:
Date Incorporated/Organized: 12/17/10 State Incorporated/Organized: Delaware
States registered in as foreign corporation:

PROPOSER'S SERVICE OR BUSINESS ACTIVITIES OTHER THAN WHAT THIS SOLICITATION REQUESTS FOR:

LIST NAMES OF PROPOSER'S SUBCONTRACTORS OR SUBCONSULTANTS FOR THIS PROJECT:

LOCAL CERTIFIED SERVICE-DISABLED VETERAN BUSINESS ENTERPRISE:

A Local Certified Service-Disabled Veteran Business Enterprise is a firm that is a) a local business pursuant to Section 2-8.5 of the Code of Miami-Dade County and b) prior to proposal submittal is certified by the State of Florida Department of Management Services as a service-disabled veteran business enterprise pursuant to Section 295.187 of the Florida Statutes. At the time of proposal submission, the Local Certified Service-Disabled Veteran Business Enterprise must affirm in writing its compliance with the certification requirements of Section 295.187 of the Florida Statutes and submit said affirmation and a copy of the actual certification along with the proposal submission.

☐ Place a checkmark here only if affirming Proposer is a certified Local Certified Service-Disabled Veteran Business Enterprise. A copy of the required certification must be submitted with the proposal.

CRIMINAL CONVICTION DISCLOSURE:

Pursuant to Miami-Dade County Ordinance No. 94-34, any individual who has been convicted of a felony during the past ten years and any corporation, partnership, joint venture or other legal entity having an officer, director, or executive who has been convicted of a felony during the past ten years shall disclose this information prior to entering into a contract with or receiving funding from the County.

☐ Place a checkmark here only if Proposer has such conviction to disclose.

Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List:

By executing this proposal through a duly authorized representative, the proposer certifies that the proposer is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, as those terms are used and defined in sections 287.135 and 215.473 of the Florida Statutes. In the event that the proposer is unable to provide such certification but still seeks to be considered for award of this solicitation, the proposer shall execute the proposal through a duly authorized representative and shall also initial this space: _____. In such event, the proposer shall furnish together with its proposal a duly executed written explanation of the facts supporting any exception to the requirement for certification that it claims under Section 287.135 of the Florida Statutes. The proposer agrees to cooperate fully with the County in any investigation undertaken by the County to determine whether the claimed exception would be applicable. The County shall have the right to terminate any contract resulting from this solicitation for default if the proposer is found to have submitted a false certification or to have been placed on the Scrutinized Companies for Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.

PROPOSER'S AUTHORIZED SIGNATURE

The undersigned hereby certifies that this proposal is submitted in response to this solicitation.

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED BELOW BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE PROPOSAL NON-RESPONSIVE. THE COUNTY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE PROPOSER TO THE TERMS OF ITS OFFER.

Signed By: _____ Date: 6/27/12

Print Name: SETH ROSENSTEIN Title: EVP, CFO

A-1 Rev. 7/29/11

MWW+

RESPONSE TO RFQ No. 805

GOVERNMENTAL REPRESENTATION

AND

CONSULTING SERVICES

IN

WASHINGTON, D.C.

BY

MWW GROUP

July 5, 2012

901 NEW YORK AVENUE NW, SUITE 310 WEST, WASHINGTON, D.C. 20001 T. 202.600.4570 F. 202.600.4571

MWW

TABLE OF CONTENTS

About Us: MWW Background, History and Other Information **4**

Past Performance and Experience **6**
- Overview 6
- Performing Scope of Services 6
- Specific County Priorities 13

MWW Comparable Clients **17**

Performance with Previous Miami-Dade Contracts **21**

MWW Approach and Methodology **22**
- Primary Miami-Dade County Team 22
- Secondary MWW Team Members 25
- MWW CEO 27
- Scheduling and Prioritization 28
- Estimated Hours of Availability 29

Scope of Services and Reporting Compliance **30**
- Compliance with Scope of Services (Sec. 2.2 & 2.3) 30
- Reporting Requirements 30
- Exceptions to Terms of the Solicitation 30

Key Personnel **31**
- Subcontractors 31
- Organizational Chart 32
- Resumes 33

Team Experience in Federal Legislative and Administrative Processes **34**
- Expertise in Key Issue Areas 34

Representing Major Metropolitan Counties **39**

Issues Outside MWW's Experience **44**

Appropriations and Budgetary Advocacy **45**

Relationships with Legislative and Executive Branches **47**

Potential Conflicts of Interest **52**

MWW

Local Government Accomplishments (ROI) **53**
Newark, NJ 53
Miami Beach, FL 55
New Orleans Redevelopment Authority (NORA) 57
Alachua County, FL 58
Gainesville, FL 59
Albany, GA 61
HoustonWorks 62

Relationships with Obama Administration **63**

Relationships with Congressional Leadership **64**

Fee Proposal **68**

About Us

MWW GROUP HISTORY AND BACKGROUND

MWW Group was founded 25 years ago in a single room in Jersey City. Founder and Chief Executive Officer Michael W. Kempner intuitively understood that clients value a public relations partner who emphasizes strategy as much as delivery, measures results not just by media placements but also by business metrics, and executes programs flawlessly.

MWW Group was a challenger, and we remain a challenger today. We do our best work when the assignments are complex, mission-critical and time-sensitive. From the beginning, MWW Group approached things differently, building on a foundation of government relations, issues management and corporate reputation management. Long before the 24-7 news cycle and the impact of social media on audience convergence, MWW Group approached every communications challenge with a total stakeholder mindset.

Today, MWW Group is a leading full-service public relations firm with more than 200 communications professionals collaborating across nine offices in the United States (New York, East Rutherford, NJ, Trenton, NJ, Los Angeles, San Francisco, Chicago, Washington, D.C., Seattle and Dallas). And while our agency has grown significantly over the years, our values and our culture remain the same. Last year, MWW Group once again became an independent agency. Independent ownership means that our executive leadership team has skin in the game.

IT'S OUR COMPANY. WE'RE LITERALLY INVESTED IN SUCCESS.

- Independent ownership ensures independent thought. We are not beholden to a large, multinational parent. We can recommend the best strategies and programs for you. We can choose the best global partners for you.
- We operate as one firm, with one P&L. That means we can put the best team from across the agency to work for you. We don't haggle internally over revenue, we are not incentivized to silo off our professional teams, and we don't jockey over account management. Consequently, we provide the best possible counsel to our clients.
- MWW Group's size ensures superior client service – we are a top-ten agency, offering the depth, expertise, and resources of a major firm. But we're small enough to remain nimble, entrepreneurial and committed to senior staff attention.

- Many PR firms learned how to "do" issues management as clients increasingly demanded mastery of the discipline. Not us. We originated as a public affairs firm, and over a quarter of our executives come from non-traditional PR backgrounds, including government, politics, academia, think tanks, and non-profits. We believe that ideas matter, and we understand how to leverage intellectual and cultural discourse to build corporate reputation.
- Social responsibility and good citizenship are deeply woven into the fabric of our worldview. It is an ethos that we live and breathe, through initiatives like MWW CommunityWorks, which encourages employees to spend paid time each year to support local charities; Tools for Schools, which collects supplies at the start of each school year for low-income and foster children; and Neighbor to Neighbor, which helps community food banks obtain, prepare and distribute Thanksgiving meals.

We have been honored for our leadership and continued commitment to excellence with just about every industry award, having been named 2011 Agency of the Year by the International Business Awards and 2011 Midsize Agency of the Year by The Holmes Report, as well as Digital Firm & Team of the Year and one of the Top Places to Work in PR by PR News.

COMPANY OWNERSHIP

On December 31, 2010, MWW Group declared its independence from The Interpublic Group of Companies (IPG) in a management led buy-back of the agency. MWW Group is now a fully independent and client-focused agency, the majority of which is owned by our CEO, Michael W. Kempner and our management team. We are governed by an outside board of directors.

Past Performance and Experience

Overview

MWW Group and its Federal Relations team can document more than 40 years of continuous, focused experience in representing local governments in their quest for federal support of critical economic development, tax policies, infrastructure, and more.

MWW Group will support Miami Dade County with an enhanced, well-coordinated team of professionals with bipartisan, bicameral, congressional and executive branch experience. The MWW Team is led by an Executive Vice President with four decades representing state and local interests at the federal level. In addition, the City will also be staffed and supported by at least five additional professionals with Capitol Hill and/or Agency experience.

Our approach is to provide the County with a full-time, comprehensive services -- from targeted appropriations support and advocacy; strategic tailoring of key local government/infrastructure/economic development legislation; to transportation, water resources, economic development, aviation and international trade and commerce initiatives; and a unique, in-depth Federal Funding Grant, Agency Information Service that will develop comprehensive strategic sourcing plans for the County's major short-term and long-term economic development plans and needs, as well as tracking key regulatory developments that may have cost and/or operational impact on the County's objectives.

Our team can now document a track record of at least $1.4 billion in client specific targeted appropriations and strategic legislative/executive branch strategies. In addition to Federal funding, MWW has achieved many regulatory and legislative victories that prevent unfunded mandates, create new advantageous programs, and preserve permanent funding streams.

The MWW team has a unique and deep set of Florida client experience. The team has represented local government, economic development, education, health and nonprofit entities in Florida for over 20 years. MWW currently represents a limited number of clients in the South Florida region and has long-term relationships with many Members of region's Congressional Delegation.

Performing Scope of Services

Research & Analysis

MWW Group's government relations professionals in Washington, D.C. represent and provide assistance to a number of local governments. The practice involves a wide range of services, which include both federal legislative and administrative / executive agency approaches and solutions.

As we have in the past, MWW Group provides regular reports on all legislation and agency policies of the utmost concern to you, including specific impact analyses. These reports are intended especially to provide client-specific analysis beyond that which is available to you through national organizations or information services. The reports provide information which an institution or organization can utilize for more effective short-term and long-term planning and development purposes.

The team's monitoring services include conducting daily and weekly research, as well as checking on all key Congressional committees and Federal agencies. The team prepares a clear weekly legislative schedule and ensures that key hearings, markups, briefings, strategy sessions and press conferences are covered by a member of the legislative staff. If needed, the team also assists in the preparation for Congressional hearings and mark ups (i.e., draft amendments, arrange for targeted Q&A exchanges, and organize vote counts, etc).

MWW Group Government Relations prides itself on the timely reporting of information to its clients both orally and in written form. In general, clients will receive an oral briefing from the legislative staff immediately following any significant legislative action or event, followed by a written report, analysis, summary, and/or other pertinent background information.

Identify Federal Funding Opportunities

MWW Group's intimate knowledge of not only the Federal Government, but also the Florida Congressional Delegation, makes our firm uniquely qualified to undertake a top-down analysis of the County's programs and how they fit into the framework of federal funding sources.

As with each of our clients, MWW Group would travel to Miami-Dade County with its legislative and executive agency teams to conduct a series of meetings with County Officials and Department Heads. These meetings would provide a forum whereby County staff could explain their needs and objectives and allow MWW Group staff the one-on-one interaction that brings a greater understanding of how to tailor those needs and objectives to Federal programs and priorities.

Grant Reporting & Advocacy

MWW Group's *Federal Agency, Grant and Funding Information Service*, provides critical, updated information, Federal Register grant and regulatory notices, agency position papers, and executive orders. The service includes the development of an annual strategic plan targeted to the executive branch. That plan would entail the identification of agency-related goals and create a blueprint to achieve those goals.

The service is provided electronically and includes detailed, funding and grant opportunities to its clients on a daily basis in sixteen priority categories and other issue areas identified through detailed client interaction. Additionally, the service involves the tracking of priority funding programs and competitions; securing more detailed guidance and counsel on them; and advanced or expedited written information.

It increases the flow of targeted, detailed information about federal funding opportunities, and executive agency plans and priorities.

Once grants are submitted, MWW Group organizes and orchestrates lobbying strategies to support these high priority grant applications, utilizing state and local support, Congressional and political support, and national interest groups, when appropriate.

Advocacy of County Priorities within Congress & the Administration

One of the most important aspects of the MWW Group's services includes assisting its clientele in keeping their Congressional Delegation and Federal Agency Contacts apprised of their needs, priorities, concerns, and expanding their base of supporters. The team works with the Administration, Members of Congress and their key staff to ensure that the Federal agenda and the client's overall legislative strategy continue to move forward throughout the legislative process.

MWW Group's outstanding record of achievements does not rely on any particular Administration, power structure in the Congress, or the contacts of any one person on the Government Relations team. Throughout our firm's 24+ years of providing representation and our team leader's 40+ years of experience in representing local government entities, we have developed a host of close relationships within both chambers of Congress. In addition, MWW Group emphasizes its ability to develop strong ties and relationships with Republican and Democratic Members of Congress, their personal offices and committee staffs, and key White House and Federal Agency personnel.

MWW Group also has a broad range of relationships that has been developed through decades of Washington interaction and representation in various states. These states include, but are not limited to, New Jersey, New York, Ohio, Virginia, Florida, Georgia, Texas, Louisiana, California, Oklahoma, and Michigan. This diverse and wide range of relationships will only further benefit and assist in advancing your objectives by providing a broader base for securing Congressional support for your initiatives.

Development of a Federal Agenda

One of the reasons MWW Group Government Relations has been so successful in providing thorough Washington representation to its clients has to do with the unique process by which it attempts to identify and act upon the specific needs and priorities of each client. The first and arguably the most critical step in this process remains the development of a very focused and targeted annual federal agenda. MWW Group will work with the Miami-Dade County officials to develop an annual Federal Agenda document, which will entail determining County priorities and deciding what projects/initiatives to pursue at the federal level and through which means to focus the County's efforts – congressional appropriations, congressional legislation, federal agencies, etc.

The use of annual federal agendas has proven to be tremendously effective on several fronts. First, the agenda helps the client and the Members of your Congressional Delegation, as well as the MWW Group Government Relations team, focus their energies on a very clear and specific set of federal grant and legislative priorities. Second, the agenda serves as the starting point by which the client is able to measure specific outcomes and achievements at the end of each year.

After the establishment of the annual federal agenda, the next step in the process is to identify the most effective set of legislative strategies and options that may be available to you, your Congressional Delegation and supportive agency staff. This enables the team to identify the key Members of Congress that will need to be contacted and to develop the appropriate materials necessary to facilitate more effective meetings and discussions with not only these members, but also key Federal agency personnel.

Logistical Support & Travel to Washington

MWW Group always encourages its clients to travel to Washington, D.C. on a regular basis to meet with the Members of their Congressional Delegation and Federal Agency officials. MWW Group takes the lead on arranging meetings – both on the Hill and in the appropriate federal agencies – to garner support for your grant applications and policy positions and ensure that all relevant decision-makers know and account for the County's positions. In addition, we also assist in arranging key meetings to take place back at the local entity, where Members of Congress and Administration Officials can view projects/initiatives directly, interact with local officials and community groups, attend groundbreakings and other events .

The MWW Group team continually strives to provide clients with the benefits and services of a full time, full service Washington, D.C. office without having the responsibility for its total management or costs.

MWW Group's location in Washington, D.C. allows clients a full range of logistical, technical and administrative support services. These services create a full service Washington, D.C. office equipped

with professional staff to assist in scheduling meetings; setting up agendas for Washington visits; arranging meetings with Members of Congress, their staffs, Congressional committees, and Federal Agency officials; preparation of specific and in depth briefing materials for such meetings; clerical support; reproduction services, e-mail, telefax and related services on demand; and transportation support during Washington-based meetings and visits.

In general, MWW Group offers its clients a wide range of services on a retainer schedule. You will have the benefit of an experienced government relations team whenever needed. That team remains at your disposal on a 7 day a week basis.

Testimony Opportunities

MWW Group strongly recommends that its clients both testify in person before Congressional Committees and submit written statements for the record. MWW Group staff regularly works with House and Senate Committees, and remains in close contact with committee staff, in order to maintain an acute awareness of upcoming hearings where testimony opportunities exist.

MWW Group also works closely with local government advocacy groups in Washington (e.g. U.S. Conference of Mayors, National League of Cities, National Association of Counties etc.) to make them aware of our clients desire to testify on behalf of local government issues. These organizations are often contacted first, when Committee's desire testimony from local officials.

Raising the Consciousness & Awareness of Miami-Dade County Issues

Miami-Dade County has a powerful story to tell on Capitol Hill and to the Executive Branch, as a County experiencing transformation.

MWW Group, in partnership with the County, will design a Congressional strategic plan to showcase the County. Together, we will form partnerships aimed at increasing awareness at the highest levels of Congress and within the Administration.

Employing a strategy targeting key House and Senate Committees, Federal Agencies and White House, we would explore shaping decisions that can lead to expanded funding opportunities for Miami-Dade County. This involves creating an educational campaign targeted towards informing key decision-makers about Miami-Dade County programs and initiatives that provide value to the community and how that extensive network can be leveraged to achieve more effective results through federal initiatives.

This educational campaign would then be used to transition towards a variety of legislative options related to the authorization legislation, appropriations funding bills, or Congressionally mandated studies that can be enacted to help drive federal policy and funding to Miami-Dade County and to its favored initiatives.

In addition, this campaign would target Washington-based interest groups and associations so that these groups can be used to maximize your presence with legislators. These groups provide the imprimatur of association validation, and will help to make Miami-Dade County a well known and trusted stakeholder within the White House and Congressional Leadership.

Briefing Materials for Members of Congress, Agency Officials & Staff

MWW Group prides itself on being a full service government relations firm. Along that vein, we are committed to making the business of advocating issues before Congress and the Administration as easy as possible for our clientele.

MWW Group provides briefing materials, including: agency-specific analysis that covers the nexus between agency and client goals; white papers; strategic recommendations; Member and Agency Official biographical information; and any other advance materials necessary to ensure the client is fully briefed on the issues prior to interaction with decision makers. We review these materials with clients as necessary prior to any meetings or other communications to ensure the client has a full understanding of the goal to be achieved and is comfortable with the strategy.

Letters and Other Materials Related to Your Federal Agenda

Upon the development of a client's Federal Agenda, MWW Group undertakes the transmission of the agenda document to the client's Congressional Delegation. While we prefer an in person presentation by a local elected official(s) in Washington, MWW Group also prepares transmission letters and hand delivers the agenda document to the delegation offices.

MWW Group also drafts letters of support for local officials to send the delegation throughout the year to keep the programs/initiatives top mind for Members as they navigate the Congressional Session.

Finally, MWW Group works with local officials to prepare any additional materials required to complement the Federal Agenda. These could include: Appropriation Committee forms, Member Office forms; talking points for individual projects/initiatives; letters of support for community groups and other stakeholders; and any additional supplemental information that might be required.

Legislative Reporting

MWW Group takes direct involvement in the reporting of any legislative actions to our clients. MWW Group staff is responsible for monitoring and acting upon any legislative events which may directly or indirectly impact the client. As our team has done in the past, we will pay special and particular attention to legislation which falls within your areas of interest. In addition to tracking all authorization legislation related to the aforementioned legislative issues and areas, the team also actively monitors every aspect of the federal budget process, as well as each of the 12 federal appropriations bills that may be applicable to development of expanded federal funding resources. Comprehensive reports are transmitted on a regular basis with regard to all legislation affecting or of interest to our clients.

Tracking and Evaluation of Appropriation Bills

MWW Group has a stellar reputation in Washington as a premiere appropriations firm. We constantly monitor the appropriations schedule and attend all relevant hearings and markups in both the House and Senate. We monitor floor action and track the often secretive process involved in negotiation the final conference reports—or as has become the rule more than the exception, the Omnibus Bill. At every step along the way, MWW Group provides a complete and thorough review and analysis of all appropriations committee reports and statutory text that contain guidance about funding trends, plans and new initiatives.

As appropriation bills move through the annual process, MWW Group, in addition to providing constant analysis of the themes and funding trends, provides real-time updates on the status of the County's specific requests. Whether projects are or are not included in the Committee Reports, we provide guidance to our clients on the next steps required. It could be as simple as a thank you letter or call, should the project or language be included, or a complete course correction and renewed lobbying strategy should a project be omitted. As always, MWW Group's team provides constant guidance and assistance on any action items required.

These reviews are intensive, detailed and are the source of information used in advance to present long in advance of actual publication.

We prepare frequent briefings for you on key trends and themes, after a thorough and detailed analysis of appropriations bills, agency initiatives and program plans.

Analysis of New Administration and Congress

With the start every two years of a new Congressional session, MWW Group provides detailed analysis of the changes that occur in not only the House and Senate makeup and leadership positions, but also in the structure of relevant congressional committees. Furthermore, after each Presidential election, MWW Group reports in great detail on the transition team, new cabinet positions, and revised agency goals and personnel. These frequent changes are important and often affect how our clients formulate their Congressional agendas and strategies within Congress and the Administration.

Constant Access

MWW Group is proud of its strong and long-term relationships with many Members of Congress, including and especially the Members of the Georgia Congressional Delegation. Our team provides clients' access to these Members at any time during the Congressional Session in Washington and can also facilitate contact directly at the local level with elected officials. Indeed, the team encourages constant direct contact by the client with Members of Congress in addition to the almost daily contacts made by the MWW team.

Specific County Priorities

Maritime / Dredging / Port Security

MWW Group has significant experience working on port and beach erosion issues with the Army Corps of Engineers.

In our long term representation of the City of Newark, MWW worked with City and Corps Officials to develop the New Jersey Port Tunnel Initiative and later on the Joseph G. Minish Waterfront Park and Historic Area. Work included securing initial authorizations and project-scope amendments in multiple *Water Resources Development Acts.* In addition, MWW Team Members worked over the course of two decades with Members of the New Jersey Delegation and Appropriations Committees to secure annual appropriations for Minish Park and other Passaic River projects.

As the County is most likely aware, MWW Group has represented the City of Miami Beach since 1997. During that time we have worked with the City, and Miami Dade County, to lobby for appropriations funding associated with the Miami Dade Shore Protection Project. In addition, MWW Group worked with City and County Officials, along with the House and Senate Authorizing Committees (Transportation and Infrastructure & Environment and Public Works) to create the Alternative Sand Test Beach Project.

Transit

MWW Group's has long-term experience with Transit issues, for both large and small systems. The Team worked very closely with the City of Newark and New Jersey Transit on the Full Funding Grant Agreement for the -Elizabeth Rail Link, as well as subsequent authorizations and appropriations. Over $120 million was secured for this light rail project.

The team has not only secured countless earmarks for client transit systems through the appropriations process, but also identified grant opportunities where clientele have garnered significant funding through the competitive process. For example, Gainesville Regional Transit System has secured approximately $20 million in funding over the past two years for a new bus maintenance and storage facility. Funding was secured through FTA's State of Good Repair Grant program.

Aviation

On behalf of the Gainesville Regional Airport Authority, MWW Group Professionals led a successful effort to secure approximately $1.35 million in reimbursable funds for airport land condemnation through the Airport Improvement Program (AIP). MWW Group staff was also successful in assisting the airport authority in upgrading their radar infrastructure after the FAA tried to recapture equipment provided to the airport, which had not been installed.

Since taking over the representation of the City of Albany, GA and the Southwest Georgia Regional Airport in 2008, MWW Group has assisted in the bringing in of over $1.5 million in federal funding for aviation infrastructure improvements. These funds have come from both the normal appropriations process, as well as a grant from the American Recovery and Reinvestment Act (ARRA). In addition, we have begun working with airport officials on a strategy for garnering federal assistance in the demolition and reconstruction of their entire terminal facility

In its representation of the DME Corporation, MWW was able to provide $18 million in federal transportation procurement funds for this company that manufactures the Medium Approach Lighting System with Runway Alignment Indicator Lights (MALSR). This advanced MALSR runway lighting system is essential to ensuring that our nation's air travel remains safe and reliable, while facilitating commercial and general aviation aircraft landing during periods of poor visibility. MWW worked with Congress to ensure there was funding available for the FAA to procure and install the MALSR system.

International Trade / Tourism

MWW Group, in its representation of the City of Miami Beach, has experience with international commerce and tourism promotion. In working with the Mayor, Commission and Chamber of Commerce, MWW Staff have provided assistance in identifying grant opportunities for tourism promotion and working with the Congressional Delegation and Federal Agencies to create policies that promote South Florida as a destination for international travel.

MWW Group is also actively involved presently with Miami Beach to locate funding to assist with the renovation of the Miami Beach Convention Center.

Law Enforcement / Homeland Security

Through its representation of local government entities over the past two decades, MWW Group has secured over $54 million for city-based violent-crime reduction/gang projects; drug trafficking intervention; returning offender programs, criminal justice and community policing projects.

In the wake of the 9/11 attacks, the team worked with Newark and Justice Department Officials to secure over $20 million in funding for cleanup and technology upgrades for City law enforcement and first responder communities.

MWW Staff also participated in a coalition of local government and law enforcement advocacy representatives to restore funding for the Local Law Enforcement Block Grant Program (LLEBG), over a period of several years, when administration budget and policy documents called for its elimination.

Another MWW Client, Blue Lance, Inc. is the leader in development of real-time monitoring, auditing and computer forensics technology for Windows and Novell networks. Recently, Blue Lance came to MWW Group for help with federal business development. Specifically, Blue Lance wanted to showcase their product and services and demonstrate their effectiveness in the area of real-time monitoring among computer network users, a vulnerability that Wikileaks identified. They also wanted to shape future cyber security legislation and participate in national thought leadership opportunities designed especially for their CEO to grow Blue Lance's footprint within the industry.

MWW introduced Blue Lance to key contacts within congressional committees resulting in legislative language that would amend the House Homeland Security Committee's Authorization Bill scheduled for floor action early this year. With the help of congressional champions, Blue Lance is also poised to offer critical guidance to key Members and committee staff as they prepare to start work on the Federal Information Security Management Act (FISMA) Authorization. MWW Group also facilitated key introductions at federal agencies and the White House to create synergies for business development.

Through these successful approaches, Blue Lance secured several demonstration projects with the White House, Executive Office of the President (EOP) and USAID. Additionally, they have landed demonstration projects with Information Managements Consultants (IMC) and Integrity Global Solutions, as well as a contract with the City of the District of Columbia for nearly $500,000.

Energy / Environment / Natural Resources

As a public relations firm that also provides government relations services, MWW Group's experience in the area of energy, environment and natural resources is vast. Our knowledge base is as expansive as the clients we represent. For example, MWW has parlayed its expertise for public sector clients, by developing, marketing and implementing energy efficiency and demand response programs for utilities across the U.S. Similarly, we have worked closely with investor-owned and municipal utilities, along with energy companies to shape and market programs that received unprecedented customer recruitment rates.

We've helped a major municipal recycling company understand future strategic opportunities, developing its brand and stakeholder engagement strategy, positioning it as an environmental stewardship leader, and helping it overcome regulatory hurdles for their new technologies. We have also positioned the Department of Navy as the leading government agency in meeting energy reduction goals, and implementing and promoting energy conservation at bases across the world, while also communicating its energy efficiency and renewable energy research and programs to the public.

In other instances, we've helped cities give shape to their own sustainability plans, and in other ways have helped big companies like Samsung to develop and implement an industry-leading electronics take-back and recycling program to combat illegal e-waste dumping.

MWW Group has also done extensive work with its local government clients to generate federal assistance for the rehabilitation and replacement of aging water and wastewater infrastructure. Through the appropriations process and competitive grants, over $50 million has been secured for client's infrastructure improvements.

The MWW Team, on behalf of one of its Cities, has worked with Congressional and EPA Officials to expedite an EPA *Record of Decision (ROD)* related to a superfund site. MWW Group worked with the City's Congressional Delegation to generate pressure from those Members on EPA to release the ROD and are now advocating for EPA to issue a final consent decree on the property, whereby the responsible party can begin remediation efforts.

MWW

MWW Comparable Clients

Client: Escambia County

Description of Work: Achieve passage of *Resources and Ecosystems Sustainability, Tourism Opportunities and Revived Economy of the Gulf Coast Act of 2011 (RESTORE Act)*; Pass legislation authorizing a Fee Simple Land Transfers for property owners on Santa Rosa Island

Total Dollar Value: $75,000 - $100,000/year

Dates Covering Contract Term: 3/3/2012 - 3/2/2013

Client Contact: Larry Newsom, Assistant County Manager, (850) 595-3935

Prime or Subcontractor: Prime

Project Results: RESTORE Act was included in Transportation Authorization legislation for 2012; Fee Simple Land Transfer bill has been drafted and will be introduced by Rep. Jeff Miller upon resolution of final state lawsuits before FL Supreme Count.

Client: Alachua County

Description of Work: Secure funding for Drug Court Recurring Offenders Initiative; Secure funding for At-Risk Youth programs; Secure funding for Veterans Programs

Total Dollar Value: $50,000 - $75,000/year

Dates Covering Contract Term: 9/30/2011 - 9/29/2012

Client Contact: Rick Mills, (352) 384-3148

Prime or Subcontractor: Prime

Project Results: Over $1 million in funding secured for Drug Involved Offenders Initiative; Over $50,000 secured for At-risk Youth; working with delegation and VA to identify funding opportunities for Veterans programs in Alachua County

Client: City of Gainesville / Gainesville Regional Utilities

Description of Work: Secure funding for Bus Maintenance Facility for Regional Transit System (RTS); Work with delegation and EPA to expedite final consent decree regarding Superfund Site in East Gainesville; Enhance Mayor's profile with US Conference of Mayors

Total Dollar Value: $125,000 - $150,000/year

Dates Covering Contract Term: 9/30/2011 - 9/29/2012

Client Contact: Chris Cooper, (352) 334-5030

Prime or Subcontractor: Prime

Project Results: Over $20 million secured in last 2 years for RTS Maintenance Facility; Chair of Oversight Subcommittee of House Commerce Committee scheduling meeting with City Officials and EPA to discuss finalization timing of consent decree; Mayor has been named to innovation task force within US Conference of Mayors and is a regular presenter at National meetings.

Client: City of Albany, GA

Description of Work: Secure funding for Multimodal Center for Albany Transit; Secure funding for new terminal facility for Albany-Dougherty Regional Airport;

Total Dollar Value: $75,000 - $100,000/year

Dates Covering Contract Term: 2/1/2012 - 1/31/2013

Client Contact: Wes Smith, (229) 431-2838

Prime or Subcontractor: Prime

Project Results: Raised approximately $9 million for Multimodal Center through appropriations and ARRA funding; Identified and brought in over $8 million for terminal facility

Client: City of Miami Beach, FL

Description of Work: Work with City and Army Corps of Engineers to expedite the identification of a long term sand source for the Miami-Dade Project and relocation of that source of sand onto Miami

Beach hotspots; Expedite visas for Spanish singing group for Miami Beach event; Assist City with NOAA to get necessary permits to demolish the South Point Pier;

Total Dollar Value: $100,000 - $125,000/year

Dates Covering Contract Term: 10/1/2011 - 9/30/2012

Client Contact: Kevin Crowder, (305) 673-7010

Prime or Subcontractor: Prime

Project Results: MWW helped to schedule a meeting with Miami Beach Mayor and ACOE Secretary Jo Ellen Darcy, where she committed that ACOE would pursue dual track of researching domestic sand north of Miami-Dade County and Caribbean sand from multiple sources; MWW worked with Senator Nelson's office to expedite visas for Sarruga Singers thereby enabling them to make the Miami Beach event; Have just begun work with NOAA on South Pointe Pier

Client: Florida International University

Description of Work: Advocate for TIGER Grant for UniversityCity Initiative; Obtain funding for joint FIU/NOVA Cuba Drilling monitoring initiative; Increase funding opportunities in Science, Technology, Math and Engineering (STEM) and especially the advancement of minorities in the STEM disciplines; Work to ensure that the National Institute of Standards and Technology (NIST) creates as one of their new Centers of Excellence a center focused on forensics, as is suggested as a potential area in the President's budget; Increase research funding and opportunities for prosthetics research and specifically to advance the interface between the nervous system and intelligent prosthesis to give sensation back to amputees; Work to take research supported by the Department of Defense to the next level of field testing devices that can detect non-specific unknown toxicants using portable biosensor devices; Increase funding opportunities for research on racial disparities in HIV survival; Create funding opportunities for model programs that promote wellness, prevent illness and reduce healthcare costs in the long term in low-income communities and under-served minorities

Total Dollar Value: $100,000 - $125,000/year

Dates Covering Contract Term: 1/1/2012 - 12/31/2012

Client Contact: Steve Sauls, (305) 348-3505

Prime or Subcontractor: Prime

Project Results: Language in the House and Senate Commerce, Justice, Science bills, the House Defense bill, and the House Energy and Water bill supporting funding for STEM and programs that advance underrepresented minorities in the STEM fields; Language in the House Commerce, Justice, Science appropriations bill supporting funding for the Centers of Excellence at NIST and the language we wrote on forensics in the House Homeland Security bill; Language in both the House Defense and Senate Military Construction/Veterans Affairs bills supporting our prosthetics research; Advocacy on TIGER Grant Application has so far been unsuccessful but UniversityCity Project has been well received by DOT; MWW secured testimony opportunities for two researchers on the Cuba Drilling issue and agencies are working to identify funding for a monitoring initiative

Client: City of Newark, NJ

Description of Work: NOTE: MWW Group's contract is currently on hold due to budgetary issues with the State of New Jersey but should be renewed pending State sign-off; Prior to suspension, MWW was tasked with securing funding for the Minish Waterfront Park and Historic Area, a returning offender initiative; and identifying funding sources for a number of Downtown Redevelopment Initiatives

Total Dollar Value: $100,000 - $125,000/year

Dates Covering Contract Term: 6/1/2010 - 5/31/2011

Client Contact: Julien Neals, Business Administrator, (973) 733-4354

Prime or Subcontractor: Prime

Project Results: MWW Group secured over $5 million in funding for Minish Park in the two years prior to suspension from Army Corps of Engineers Construction General Account; MWW secured approximately $1 million for the returning offender initiative; It should be noted that over the life of the Newark contract MWW Group has assisted in securing over $400 million in federal assistance for City programs and projects.

MWW

Performance with Previous Miami-Dade Contracts

MWW Group has not held any previous Miami-Dade contracts but has worked on a limited basis with staff from the County's Environmental Resources Management Department (DERM), as well as the County's Washington Office.

We would very much appreciate the opportunity for an enhanced relationship with Miami-Dade County and believe we could deliver the high standard of quality representation we offer all our clients.

MWW Approach and Methodology

PRIMARY MIAMI-DADE COUNTY TEAM

The MWW Group staff members listed in this section will make up Miami-Dade County's core team. They will be available to you on a full time basis, and some or all, depending on county preference, will participate in all Miami-Dade County client activities. These include, but are not limited to: client meetings; conference calls; writing assignments; trips to Miami-Dade County; and other client-related events.

Ms. Thompson, EVP and General Manager of the Washington, DC office, will serve as the overall client manager, with support from Ms. Perlmutter. Mr. Turner, SVP and Director of the Local Government Practice, will oversee day to day activities along with Ms. Alexander. Mr. Turner and Ms. Alexander will serve as the principal contact points for the team on ordinary issues and requests. Ms. Thompson and Ms. Perlmutter would make themselves available on an immediate basis in the even of a crisis or critical time-sensitive matter.

Listed below is more information on each team member.

Marilyn A. Berry Thompson – Executive Vice President and General Manager: Marilyn A. Berry Thompson specializes in the representation of cities, counties, and urban-based universities. Ms. Thompson merged her government relations practice with the MWW Group in 2008, bringing more than 30 years of experience in representing the areas of urban community and economic development, higher education, and human resource development in Washington, D.C. Ms. Thompson's experience includes 12 years as the Washington representative for the Governor of New Jersey, leading the State's Washington Office and serving as a cabinet-ranked Federal Legislative Counselor, as a White House Urban Policy consultant under the Carter Administration, and almost two decades of private practice representation of higher education, research universities, medical schools and hospitals, cities and counties, and financial institutions.

Ms. Thompson is responsible for all Congressional and legislative activity. In particular, Ms. Thompson tracks all legislation regarding environment and energy, economic development, tax and banking policy, higher education, and health issues. She is a registered lobbyist and has achieved more than $1 billion in grants, appropriations and authorization successes during her career, in addition to achieving results for clients through the federal agencies. Ms. Thompson is an alumna of Syracuse University and has conducted graduate work at Georgetown University, Rutgers University, and Wagner College.

Ms. Thompson, as principal manager of the Government Relations Practice, divides her time on an as needed basis between all of the government relations clientele.

Deana Perlmutter – Senior Vice President and Deputy General Manager- Deana comes to MWW after decades of experience in the energy and education arena. Having worked at some of the leading advocacy and public affairs firms in the nation, Deana knows how to move from strategy to implementation of key plans. She has assisted clients on a broad range of issues where public policy meets private economies. She counsels her clients on the development of innovative strategies and guides them through business-to-business, regulatory, legislative, and funding processes in both the public and private sectors.

Deana was a co-founder of the GridWise Alliance, a consortium of stakeholders focused on advancing public policy to modernize the nation's electric power grid. She was also the key architect for the Clinton Administration's Partnership for Advancing Technology in Housing (PATH). This White House initiative drew together 13 federal agencies under the umbrella of sustainability and technology in order to build homes better, faster, cheaper, and more energy efficient.

As Co-founder and Executive Director of the CEO Coalition to Advance Sustainable Technology (CAST), Deana led the organization's activities on energy, environment and climate change policy, and spearheaded CAST's effort to create a template for companies to voluntarily measure, monitor and register their GHG emissions reductions. This template later became the California Climate Action Registry and evolved into "The Climate Registry," which has been adopted in over 30 states.

She has served on numerous executive boards, including the Energy and Environmental Building Alliance (EEBA), the Entertainment Community's Environmental Coalition, Global Green Gorbachev's Domestic Environmental Coalition (Advisor to the Board), and Ice Energy (Advisor to the Board). She is also a co-founder of the New Resource Bank and served as a facilitator for energy and climate change discussions at the Clinton Global Initiative in 2008.

Francis Marion Turner IV – Senior Vice President of Federal Government Relations: Joining MWW Group in 2008, Francis Marion Turner IV brings to the team several years of Capitol Hill experience as an assistant to Senator Connie Mack *(R-Florida)*. He serves as the principal manager for all local government, financial services, and utility clientele. This entails the tracking, monitoring and influencing of all legislative activity within the infrastructure, public works, environment, transportation, banking, telecommunication and electric utility arenas. He also collaborates with issue-oriented organizations for our local government clients.

Mr. Turner has extensive experience working with the respective authorizing committees within Congress to shape Federal policies pursuant to client specifications. In addition, Mr. Turner tracks the development of federal appropriations bills and all Congressional budget negotiations. He has achieved nearly $1 billion in grants, appropriations and authorization successes during his career, in addition to achieving results for clients through the federal agencies.

Prior to joining MWW Group, Mr. Turner served as a lobbyist at Jorden Burt LLP for 14 years. He is an alumnus of the University of Florida.

Mr. Turner will work closely with Marilyn Berry Thompson to provide MWW Group's local government clients with appropriations lobbying, grants strategies, and collaboration with federal agencies and other local government lobbying organizations, such as NACo.

As director of the firm's local government practice, Mr. Turner spends the majority of his time on the seven city and county clients currently under contract with MWW. Current assignments include tracking appropriation requests on their respective federal agendas and advocating for or against, or reporting on legislation affecting local governments.

Ellen S. Smith – Vice President and Director of Federal Agency, Grant and Funding Information Service: Ellen S. Smith is an experienced advocate, policy analyst and administrator with more than 20 years experience in higher education and more than 10 years in health policy and administration. Recently, she completed 17 years at Columbia University, serving in positions including Director of Federal Relations and Assistant Vice President.

As the university's primary liaison with the federal and state governments in the areas of tax policy, Medicare and Medicaid, science policy, and higher education, she organized internships for students, advocacy trips for senior officials, faculty and students, and conferences on health care reform in underserved areas, technology transfer, and the role of academic medical centers in the partnership between the federal government and universities. In addition, she served in volunteer association leadership roles for the American Association of

Universities (AAU), the National Association of Colleges and Universities (NAICU), the Consortium on Financing of Higher Education (COFHE), the Science Coalition (TSC) and the Association of American Universities (AAMC). During her time at Columbia, Ms. Smith also served on the Board of Community Impact (the separate not-for-profit student volunteer organization) as both Chair and Chair of the fundraising committee.

Ms. Smith obtained a BA from Simmons College, a master's degree in counseling psychology from Columbia University and an MBA from the Wharton School of the University of Pennsylvania.

Monica Alexander – Director of Federal Relations: Joining MWW Group in 2007 and with more than 15 years of government relations experience, Monica Alexander offers a wealth of federal and local government experience, in addition to her work in health policy and communications. She has achieved legislative successes in housing, health care and appropriations legislation, as well as securing millions of dollars in appropriations projects. Ms. Alexander also collaborates with issue-oriented organizations for our local government clients, such as the U.S. Conference of Mayors, National League of Cities and the National Association of Counties.

Ms. Alexander served in the Office of the Mayor of the City of New Orleans, where she collaborated with the city's communications team to garner earned media and news placement for city agencies, as well as manage special research projects to create new models for program development. Ms. Alexander also worked for Democratic Congresswoman Maxine Waters (D-CA), for whom she served as a liaison to the White House, Democratic National Committee, and Democratic Congressional Campaign Committee. Also, in that capacity she presided over legislative issues such as Medicare, Social Security and family issues.

Ms. Alexander was a House Floor Assistant under the direction of her Chief Deputy Whip and the Democratic Whip crafting strategy on domestic and foreign public policy. She is a registered federal lobbyist and a member of Women In Government, the Hispanic Lobbyist Association and other professional organizations. Ms. Alexander attended Northwestern University.

SECONDARY MWW TEAM MEMBERS

These MWW Group staff will be available to Miami-Dade County on an as needed basis. Each has expertise in a specific issue-area and will use that expertise to advance County priorities as they arise.

Ankit Desai – Senior Vice President of Finance and Federal Government Relations: Ankit Desai is a recognized authority on campaign finance, corporate communications and fundraising. He provides strategic counsel and guidance to the agency's existing clients, focusing on business development, government relations and advancing the firm's overall work with the public sector.

Before joining MWW Group, Desai served as finance director at the Health Information Center, an organization created to support the Affordable Care Act (ACA). In this role, he was responsible for the development of the organization's fundraising plan and successful implementation of its board of directors.

Prior to his tenure at the Health Information Act, Mr. Desai worked with Third Security, LLC as a Managing Director. At Third Security, he was responsible for leading the marketing efforts of two venture capital funds, and managing government relations and political affairs relationships.

Prior to working for Third Security, LLC, Mr. Desai was the vertical fundraising director for Forward Together PAC and was responsible for planning and implementing a vertical fundraising strategy for Senator Mark R. Warner's (D-VA) Political Action Committee.

Previously he served as the political director for Vice President (then-Senator) Joseph R. Biden's office, providing high-level communications and assisting on all legislative, political and campaign matters.

Ryan Haaker, Vice President – Mr. Haaker directs the Government Relations Health Policy Practice with well over a decade of experience working with Congress and the Federal Agencies. In addition, Mr. Haaker also serves the higher education practice, having represented Morehouse College for nearly a decade, and accordingly enjoys strong relationships with many Members of the Georgia Congressional Delegation. Mr. Haaker has a breadth of expertise in working on public health, as well as provider and payer issues, including reimbursement rates under Medicare and Medicaid, Medicare Wage Index issues, medical education payment and workforce issues, health professions education funding, Children's Hospital Graduate Medical Education (CHGME), as well as targeted appropriations funding. Utilizing close working relationships developed with the American Association of Medical Colleges (AAMC), the Association of Children's Hospitals, as well as the American Hospital Association (AHA), and various state hospital associations, Mr. Haaker provides tracking and advocacy services on the full range of health care legislation and regulatory actions. This includes Congressional legislation and the rulemaking processes of the Center for Medicare and Medicaid Services (CMS) and Department of Health and Human Services (HHS), among others.

Alanna Suda, Vice President – With over fifteen years of experience in Government Relations, Ms. Suda oversees the firm's need for legislative advocacy and appropriations in higher education sector. Ms. Suda is widely known and respected on Capitol Hill for her thoroughness and effectiveness, and her special expertise in monitoring and utilizing the appropriations process to achieve client-specific objectives. Ms. Suda represents our higher education clients at several Washington, D.C.-based education and science associations, including and especially, the American Council on Education, the American Association of Universities, the National Association of State Universities and Land Grant Colleges, the National Association of Independent Colleges and Universities, the Science Coalition. She also participates actively in a number of important coalitions that focus on advancing education and science funding.

MWW CEO

Michael W. Kempner – President and Chief Executive Officer: Michael Kempner is the founder, President and Chief Executive Officer of MWW Group. In addition to running the agency as a whole, Mr. Kempner plays an active role in the management of many individual accounts. Prior to its sale to the Interpublic Group of Companies in 2000, Mr. Kempner was responsible for building MWW Group into the 4th largest independent public relations firm in the United States.

Effective January 1, 2011, Mr. Kempner and other, minority investors purchased MWW Group from the Interpublic Group of Companies. Headquartered in East Rutherford, New Jersey, MWW Group has 10 offices

in the United States and Europe and is currently one of the five largest, independent public relations and government affairs firms in the United States.

MWW Group has been named "PR Agency of the Year" by the American Business Awards; twice was named "Midsize PR Firm of the Year" by PR News; and public relations "Agency of the Year" by the prestigious Holmes Report, one of the public relations industry's premier trade publications. MWW Group was also voted the top public relations firm for client satisfaction for an unprecedented three years in a row.

MWW Group has been recognized by a leading business publication as one of the best places to work and as having one of the public relations industry's top community service programs. In 2005 and 2006, MWW Group was named one of the Best Places to Work in New Jersey by NJBIZ magazine.

A nationally recognized authority on crisis management, investor relations, public affairs, business to business, and consumer marketing and corporate social responsibility, Mr. Kempner has successfully guided corporate communications programs for hundreds of companies including Continental Airlines, Samsung and Deloitte.

Additionally, Mr. Kempner is Founder and CEO of StoneAmerica Licensing, one of the nation's premier licensing and sponsorship companies representing major brands such as Laura Ashley, International Truck, Currier and Ives, Bed Head, Hang Ten and Norman Rockwell.

As board member of Keep A Child Alive, Mr. Kempner is involved in the critical effort of the organization providing treatment and care to children and orphans impacted by HIV/Aids in Africa. As a member of the Board of Directors of the Center for Food Action, Kempner helps in the oversight of one of Northern New Jersey's most critical food banks.

Mr. Kempner is a founding board member of North Jersey Community Bank, the fastest growing bank in New Jersey. NJCB has set new standards in community banking by providing the highest level of personalized services to Northern New Jersey.

Mr. Kempner has also held several positions in government at the State and Federal levels, including the posts of Legislative Director to a Congressman Robert G. Torricelli and Special Assistant to N.J. Governor Brendan Byrne. He has also served as Deputy Finance Director of the Democratic National Committee and as a member of President Carter's Reelection Committee staff.

Mr. Kempner has been honored as PR Weeks' Public Relations Executive of the Year and by the Stevie International Business Awards as Communications Executive of the Year. Mr. Kempner was also awarded a Lifetime Achievement Award by PR News for his two decades of contributions to the public relations industry and his leadership of MWW Group.

Mr. Kempner is a member of the Young President's Organization and was named one of the Top 50 N.J. Business People by The Business Journal of New Jersey and one of the Top 100 Business People in New Jersey by Business News New Jersey. Additionally, Mr. Kempner was named one of the 50 Most Interesting People in New Jersey by New Jersey Monthly magazine. Mr. Kempner is a two time winner of the "New Jersey's Finest" award and a four-time finalist of Inc. magazines' Entrepreneur of the Year award.

Mr. Kempner also is a Board Member and Vice President of the UJA Federation of Bergen County and North Hudson, the American Jewish Congress, the Bergen Performing Arts Center and the Deans Advisory Committee of the American University School of Communications.

Mr. Kempner earned a Bachelor of Science from American University in Washington, D.C.

SCHEDULING AND PRIORITIZATION

The MWW Government Relations Team has extensive experience working with local government entities for over two decades and, as a result, developed an in-depth knowledge of how to schedule tasks and prioritize requests. That being said, each client is unique and therefore has unique ideas on what constitutes successful and meaningful interaction.

With each new client, the MWW Team spends significant time with principals to fully understand how that client conducts business and interacts with outside consultants.

The effectiveness and success of the relationship between the consultant and the County are very much dependent on the relationship with the County's internal Government Relations structure.

- This is the staff that relate most directly to the County Manager and Commission; and
- Unless otherwise recommended, the federal relations office is the point of contact for us, and the person to whom we communicate our reports on Washington developments, on Congressional activities and legislation, on developing agency funding sources and major policy and program changes.

This relationship is critical. We envision this as a linkage for daily engagement. Regular conference calls to review direction, priorities, next steps, and timelines for decision- making are all crucial elements of this communications structure and methodology.

We will look to the County's federal relations team to direct us as to the priority of a request. While MWW staff will always provide opinions related to the order of task priorities, final decisions made by the county will be final. The MWW team leader will then immediately determine the best team member to undertake the request and provide oversight and backup to that individual as needed.

ESTIMATED HOURS OF AVAILABILITY

While MWW Group strives to provide each of its clients with as many hours and personnel as required to complete a specific task, the following estimations of hours comport with other clients of similar size.

Title	*Percentage of Monthly Time*
Executive Vice President (EVP)	10%
Senior Vice President (SVP)	15%
Vice President (VP)	20%
Director	25%

While MWW Group does not currently plan to utilize subcontractors in servicing Miami-Dade County, we normally recommend that roughly 15% of their time per month be utilized for services to MWW clientele.

Furthermore, hourly availability for the entire MWW Team remains subject to negotiation at all times.

Scope of Services and Reporting Compliance

COMPLIANCE WITH SCOPE OF SERVICES (Sec. 2.2 & 2.3)

MWW Group and its team are fully prepared to comply with all aspects of Section 2.2 of the Request for Qualifications. In addition, we have the adequate capacity both within our Washington Office, as well as in MWW's additional office locations across the country, to comply with any optional services required through Section 2.3 of the Request for Qualifications.

REPORTING REQUIREMENTS

MWW Group shall provide regular reports, both verbally and in written form, on the timetable outlined in the Request for Qualifications.

The MWW Team will work with Miami-Dade County Officials to identify and agree upon a reporting template that suits the needs of Miami-Dade County.

EXCEPTIONS TO TERMS OF THE SOLICITATION

MWW Group takes no exceptions to the terms of the solicitation.

MWW

Key Personnel

SUBCONTRACTORS

As of the drafting of this response, MWW Group does not plan on utilizing subcontractors in the performance of this contract. However, should Miami-Dade County, over the course of the relationship, require services which are beyond MWW Group's skill set, MWW Group reserves the right to discuss partnering with a subcontractor with Miami-Dade Officials.

MWW Local Government Team Organizational Chart

[**BOLD** = Primary Team]

Marilyn Berry Thompson
Executive Vice President and General Manager
Strategic Funding Coordinator

Deana Perlmutter
Executive Vice President, Deputy General Manager and Staff Director
Responsibilities:
- Oversees all staff allocations
- Energy and Environment
- Sustainability

F. Marion Turner
Senior Vice President
Responsibilities:
- Oversees MWW Group Local Government Advocacy Team
- Local Government
  - Infrastructure Financing
  - Economic Development
  - Transportation
- Justice
- Disaster and Emergency Management
- Appropriations

Ankit Desai
Senior Vice President, Office of the CEO
Responsibilities:
- Corporate Portfolio Management
- Business Development
- Agency / White House Relations

Ellen S. Smith
Vice President and Director, Federal Agency, Grant and Funding Information Service
Responsibilities:
- Agency Relations
- Full-time review of Agency grant announcements
- Grant Advocacy Campaigns
- Appropriations Drawdown
- Administration Policy
- Liaison to Senior Administration Leadership and White House Advisor

Alanna M. Suda
Vice President, Higher Education, Science, and Technology
Responsibilities:
- Appropriations: targeted and national
- Higher Education Policy
- Funding/Grants/Trends Intelligence

Monica Alexander
Director
Responsibilities:
- Mayoral Coalitions and Policies
- Local Public Health Issues, Grants/HHS
- Urban Policy
- Housing
- Minority Health Issues and Advocacy/HHS
- Appropriations

Ryan W. Haaker
Vice President, Health Policy and Hospital Finance
Responsibilities:
- FDA
- HHS/Advanced Intelligence
  - CDC
  - HRSA

Outside Consultants:

Marilyn Berry Thompson,
Executive Vice President of the MWW Group and General Manager

Veteran lobbyist Marilyn Berry Thompson has continuous professional experience specializing in the representation of health and education interests, medical school interests; research and non-profit entities; libraries and museums; state and local governments, and financial services and corporate entities. Ms. Thompson has represented not only large public and private research universities, medical schools and museums, but has specialized in the representation of smaller colleges and universities and minority–serving institutions. Her career includes long government relations and Washington experience representing the State of New Jersey and three of its Governors, as well as local governments and both corporate and non-profit interests in appropriations, budget, tax, technology, and infrastructure development.

She is well-recognized for playing a leadership role in achieving legislative provisions and solutions for both public, private and corporate clients -- in the education, health and food safety energy, and transportation.

Extrodinary Achievements

Marilyn Berry Thompson, General Manager and Executive Vice President at MWW Group, has 38 years of continuous professional experience specializing in the representation of health and education interests, including colleges and universities; health, hospital and medical school interests; research and non-profit entities; libraries and museums; state and local governments, and financial services and corporate entities. Past accomplishments include:

- One of first in the nation to establish a Washington Office for a Governor. Only New York and Illinois had pushed through to establish a presence for their States and Governors in the mid-1970. The New Jersey office was only the third in the country to be established, and Thompson headed it for more than a decade under three Governors.

- Thompson also worked with the Governor of New Jersey to organize and strengthen efforts of two national Governors' organizations. The first was to bring all of the Governors of the Northeast together in the Coalition of Northeastern Governors (CONEG) to focus on economic and energy development. Thompson was the Associate Director of CONEG coordinating its government relations activities. Second, she served as the national staff coordinator of the Democratic Governors Association.

- Thompson has worked on several Presidential Transition Team projects from the earliest days of the Carter Transition, to a special education transition team report for the Clinton Transition Team

- When President Carter was elected, Thompson was tapped to work both on transition team issues and with his Chief Domestic Policy Chief and the Assistant to the President for Intergovernmental Affairs to design and draft the White House/Carter national urban Policy in 1979, the first major urban policy initiative since the Johnson years.

- After 13 years of public service, Thompson started her private practice in 1982 with then former Governor Brendan Byrne of New Jersey as her partner, specializing in Federal education, health,

local government and economic development policy and funding. For eample, Thompson has had active and direct involvement in every authorization of the Higher Education Act over the last 35 years (since 1969).

- Thompson is especially known for her work in economic development, urban development, and in representing the needs of cities. Accordingly in her private practice she has represented the City of Newark for over 25 years, raising more than $400 million for the city's needs. Beyond Newark she has represented the cities of Miami Beach, among others in Florida, as well as in Georgia, and California.

- Thompson is nationally recognized role in raising federal funding for education and training, research and development, health, hospitals and biomedical research, and economic development -- a documented total of over $1.5 billion -- through Congress And effective relationships with federal executive agencies.

- She is especially active and recognized for her leadership in advocating for federal programs and policies to support and advance Science, Engineering, Mathematics and Sciences legislation (the STEM initiative) to ensure that there is an adequate national workforce of scientists to protect our national economic security -- including the development of legislative provisions affecting federal agency policy and funding from the National Science Foundation to the Department of Defense.

- On a related track, she is especially recognized for her focus on and the critical need to ensure a diverse workforce of scientists, engineers and technology experts. Working with colleges, universities and private corporations who have made a deep commitment in this arena, Thompson is working with a select group of national congressional representatives and organizations to make certain that the minority education and training focus is not lost.

- Thompson is especially engaged in representing minority servicing institutions and entities from minority-lead cities to Historically Black Colleges and Universities (HBCU), and major Hispanic-serving and minority serving institutions. She has represented all of the public HBCUs in the nation, all 47 of them in 22 states, and prides herself for her work in assisting the well-known Morehouse College, the school of MLK and working on the preservation, exhibition and utilization of the MLK papers to inform and inspire future leaders.

- Thompson is especially well-known for her focus in forging effective collaborations between the public and private sectors, between public and nonprofit entities working together to address key national and federal missions, objectives, and need now especially active and recognized for her role in advocacy for federal programs and policies to support and advance Science, Engineering, Mathematics and Sciences legislation (the STEM initiative) to ensure that there is an adequate national workforce of scientists to protect our national economic security -- including the development of legislative provisions affecting federal agency policy and funding from the National Science Foundation to the Department of Defense.

- Thompson currently is representing more than 50 major U.S. corporations who have dedicated themselves to ensuring that an increasing number of minorities will be successful in pursuing engineering careers and careers in Science and Technology. NACME is becoming nationally

recognized as one of the rue leaders in the critical challenge to ensure that there is an adequate pipeline of trained scientists.

Ms. Thompson's practice is also distinguished by her recognized experience in appropriations and tax policy; developing and working with large national coalitions and associations to achieve specific federal goals and outcomes; and the comprehensive scope of the services provided, including legislative information and advocacy services and federal agency and grant development services. Of particular note, is the recognition that her practice has been given for its model federal agenda-setting skills.

DEANA M. PERLMUTTER

357 Madison Street • Denver, Colorado 80206 • 303.881.8454 • deanap@integralgroup-llc.com

Accomplished executive with a track record of results-oriented leadership in the following areas: strategic government and business planning, external, government and public affairs, project management, and critical positioning. Ability to shift deftly from strategic planning to detail-oriented execution. Creative problem-solver with aptitude for performing calmly in demanding and difficult conditions. Exceptionally strong interpersonal skills with an ability to engage, and influence at all levels.

PROFESSIONAL EXPERIENCE

THE INTEGRAL GROUP, LLC **2010-Present**
PRINCIPAL
Founder and Principal of a national public affairs firm providing strategic advice, building public private partnerships and implementing outreach efforts focused on the energy, environmental and clean technology space.

- Working with the Department of Energy, designed and convened regional workshops drawing together electric utilities, technology vendors, elected officials, local communities and other stakeholders to determine what's working, what's not and what needs to be done next in the smart grid arena.
- Assisted with creating a regional association focused on integrating renewable energy technologies into the transmission system in the southwest, designed and planned state-by-state roundtable events to survey local issues and develop a legislative strategy on the state and federal levels and guide its overall outreach and public policy efforts.
- Led the federal legislative plan of a northeastern clean energy coalition to establish clean energy consortia around the country and led the coalition's effort to win Administration and Congressional support for an initiative to repatriate foreign funds to invest in clean technology innovation.

HOLLAND AND KNIGHT, LLC **2008 – 2010**
SENIOR POLICY ADVISOR
Launched and co-led CleanTech practice for the public policy group focusing on working with investors and assisting their portfolio companies to use public policy strategies to open markets and technology to address energy and climate change issues.

- Coordinated and implemented industry strategy to draft language and create support for federal Energy Storage Legislation.
- Led appropriation effort to secure funding for non-profit client's green school and housing development in New Orleans' Lower 9th Ward.
- Led legislative effort to require Hawaii school districts to replace old, energy inefficient and dilapidated portable classrooms with high performance "green classrooms."

- Created public-private partnership between wind energy client and city of Boston to install and demonstrate small wind pilot project on Government center.

DUTKO WORLDWIDE **1998 – 2008**
SENIOR VICE PRESIDENT
Opened the Denver office of this national government affairs firm and started its Sustainability Practice.

- Successfully led the CEO Coalition's initiative on "Credit for Early Action", which evolved into the California Climate Action Registry and eventually, "The Registry", now established in 30+ states.
- Coordinator and Industry Liaison for DOE's Office of Fossil Fuel regional meetings on "Technologies to Enhance Domestic Exploration and Production".
- Co-Founder and Executive Director of the GridWise Alliance. The GWA is a coalition of public and private stakeholders which include utilities, IT companies, equipment vendors, new technology providers and academic institutions.
- Negotiated MOU between the GridWise Alliance and DOE's Office of Electricity.
- Started and led LA Unified School District's Office of Facilities sustainability efforts and represented LAUSD in development of the California High Performance Schools (CHPS) initiative.
- Led Austin Energy's public/private effort to gather information and build support nationally and in Washington for Plug-in Hybrid Electric Vehicles.

PATTON BOGGS **1994 – 1998**
SENIOR POLICY ADVISOR
Influential role in the Public Policy Group of a leading Washington, DC law firm renowned for this and other practice areas. Related specialty in the energy and environment practice with a focus on technology.

- Liaison for White House Office of Science and Technology's "Technology for a Sustainable Future" national meetings and conference.
- Coordinator and public outreach for White House Office of Science and Technology's follow-up to national meetings and White House Conference on Environmental Technology.
- Co-led team representing ComEd, BNFL and Cogema advocating for MOX Fuel as a preferred (1 of 3), process to dispose of weapons grade plutonium.
- Co-led team representing major manufacturer of medical devices to exempt its product from the Montreal Protocol restriction on CFCs.
- Co-Founder and Executive Director of the CEO Coalition to Advance Sustainable Technology. Consisted of CEOs of startup through Fortune 10 companies in pursuing public policy to advance environmental technologies that address energy, environmental and climate change issues.
- Industry Architect of the White House Initiative on "Partnership for Advancing Technology in Housing" (PATH), drawing together 13 federal agencies to address climate change through building homes, better, faster, cheaper, more disaster resistant and energy efficient.

- Industry point person and liaison for PATH pilot sites: Identified five pilot sites around the country and worked with federal, state and local officials. Established public/private partnerships between the Administration and builder/developers.
- Industry lead for DOE's Building America and Rebuild America. Negotiated MOUs to provide master energy or sustainability master plans with the cities of Boston, Oakland, San Francisco, San Diego and Honolulu.

EDUCATION

UNIVERSITY OF COLORADO **B.A., Political Science**

BOARDS AND COMMUNITY INVOLVEMENT

The Global Down Syndrome Foundation Advisory Board (Chair), the Southwest Energy Alliance, Denver Health Foundation, Denver Chamber Leadership Exchange (LEX), Developmental Pathways, Energy and Environmental Building Alliance (EEBA), Jefferson County Affordable Housing Association, University of Colorado Natural Resources Law Center, the Colorado Neurological Institute, The KEMP Foundation, ECO—The Entertainment Community's Environmental Coalition, Boys and Girls Clubs of Colorado, the Jefferson County Education Foundation, Global Green-Gorbachev's Domestic Environmental Coalition (Advisor to the Board), and Ice Energy (Advisor to the Board). Also a co-founder of the New Resource Bank and served as a facilitator in energy and climate change discussions for the Clinton Global Initiative in 2008.

FRANCIS MARION TURNER IV

3847 N. River St.

Arlington, Virginia 22207

(703) 241-9490

PROFESSIONAL EXPERIENCE

Senior Vice President, MWW Group — Washington, D.C.

February 2008 - Present

As Senior Vice President I advise the Managing Partner, other principals and clients on transportation, telecommunications, energy, environment, economic development, housing and criminal justice issues, manage and direct all appropriations/budget requests and assist in new-client development.

- Advocate client needs on both Capitol Hill and within the Administration;
- Advise the client, as well as the Partners and Principals at MWW, on developments with regard to the above mentioned issues;
- Research legislative issues and prepare client reports;
- Draft floor statements, testimony and issue briefings;
- Monitor legislation, attend Committee Hearings and Mark-ups;

Deputy Director Government Relations, Jorden Burt — Washington, D.C.

April 2004 – January 2008

As Deputy Director I managed the firm's local government, insurance and corporate practice; oversaw the day to day operations of the government relations department and its personnel and assisted in new-client development.

- Advocate client needs on both Capitol Hill and within the Administration;
- Advise the client, as well as the Partners and Principals in Jorden Burt, on developments with regard to transportation, criminal justice, housing, environmental infrastructure, and economic development;
- Research legislative issues and prepare client reports;
- Draft floor statements, testimony and issue briefings;
- Monitor legislation, attend Committee Hearings and Mark-ups;

Senior Legislative Coordinator, Jorden Burt Washington, D.C.

July 1995 - Present

As Senior Legislative Coordinator I advise the principal lobbyist and clients on transportation, telecommunications, energy, environment, economic development and banking issues, manage and direct all appropriations/budget requests and assist in new-client development.

- Advocate client needs on both Capitol Hill and within the Administration;
- Advise the client, as well as the Partners and Principals in Jorden Burt, on developments with regard to the above mentioned issues;
- Research legislative issues and prepare client reports;
- Draft floor statements, testimony and issue briefings;
- Monitor legislation, attend Committee Hearings and Mark-ups;

Legislative Assistant, U.S. Senator Connie Mack (R-FL) Washington, D.C.

June 1991 - July 1994

As Legislative Assistant I advised the Senator and Legislative Director on foreign affairs, energy/natural resources, environment and defense issues, drafted correspondence for constituents and assisted in casework.

- Researched legislative issues, prepared briefs, wrote floor statements;
- Monitored legislation and Committee Hearings;
- Met with and assisted constituents regarding legislative and casework issues;
- Supervised staff of three interns;

***Staff Assistant*, U.S. Senator Connie Mack (R-FL)** Washington, D.C.

August 1990 - June 1991

As Staff Assistant I coordinated appropriate and immediate responses to all incoming mail.

- Assisted in the drafting and editing of coalition newsletters;
- Developed form letters and managed mass mailings;

EDUCATION

B.A.; *English*, University of Florida, Gainesville, Florida 1989

RELATED SKILLS

Proficient with Windows XP, Excel, Microsoft Outlook, Microsoft Word, Microsoft Powerpoint and Lexis-Nexis

Ankit N. Desai
2328 Champlain Street, NW #312
Washington, DC 20009
703-203-8605
ankitd@gmail.com

PROFESSIONAL EXPERIENCE

Senior Vice President
MWW Group **Washington, DC** **January 2011-Current**

- Created and implemented strategies for corporate clients such as Molycorp Minerals, Cheniere Energy, Pegasus Capital, NQ Mobile, Deloitte, Lighting Science Group, and Repsol.
- Originated and secured $318,000 in new business while billing approximately $600,000 in 2011.
- Coordinated political activities and fundraising for the Office of the CEO and MWW Political Action Committee.

Finance Director
Health Information Center **Washington, DC** **August 2010- January 2011**

- Finance Director for a, 501(c) 3 & 501(C) 4, organization created to support the Affordable Care Act (ACA) and its implementation through 2014. Raised $2.9 million in four months.
- Responsible for developing a fundraising plan with a focus on Healthcare Companies, Trade Associations, Foundations and Trade Unions.
- Implemented the successful recruitment of the Board of Directors with regional and industry specific duties.

Managing Director
Third Security, LLC **Radford, VA** December 2006- June 2010

- Equity partner in a Life Science venture capital firm with $1.5 billion AUM.
- Lead the marketing effort for two venture capital funds worth $350 million--raised the firm's first institutional fund.
- Planned and managed investor relations calendar, including investor calls, quarterly letters and road show.
- Managed government relations and political affairs relationships with state and federal office holders, and candidates.

Vertical Fundraising Director
Forward Together PAC **Alexandria, VA** February 2006- November 2006

- Planned and implemented vertical fundraising strategy for Senator Mark R. Warner's Political Action Committee—which raised $11 million in 10 months.
- Responsible for industry/corporate verticals such as telecom, venture capital, finance, private equity, banking and healthcare.
- Managed constituency fundraising program which included the Indian American community, YPO, LGBT, Harvard Law and HBS.

Political Director
Senator Joseph R. Biden Jr. **Washington, DC** March 2005- September 2005

- Hired to assist the Chief of Staff on all legislative, political and campaign matters including preparation of comprehensive briefing memoranda and materials for the Senator's national travel schedule.

- Served as staff liaison to a broad range of political personnel, public policy organizations, labor unions, think tanks and non-profit corporations.

EDUCATION

B.S. Applied Economics, April 2001 Florida State University, Tallahassee, Florida

OTHER RELEVANT EXPERIENCE

- Corzine for Governor 2005
- Kerry- Edwards 2004
- Office of US Senator Frank Lautenberg
- Bob Torricelli for U.S. Senate

Ellen S. Smith, M.B.A., M. Ed.

MWW Group
901 New York Avenue NW
Washington, DC 20001
esmith@mww.com
W-202-600-4541
C-202-288-6829

EXPERIENCE

2009-present MWW Group Washington, DC
Vice President
Act as liaison with the Federal agencies organizing Agency and White House meetings, providing information on Federal Grants and policies and timely changes

1991-2008 Columbia University New York, New York
Assistant Vice President and Director of Government Relations; Senior Advisor
Acted as the University's main liaison with the federal and state governments in areas of science, science policy, student aid financing, educational policy, tax policy and health care financing

Selected Accomplishments:

- Worked with scientists and administrative leaders to obtain over $50 million in Federal peer-reviewed funding for the establishment of Columbia's International Research Institute for Climate Prediction
- Assisted medical center in securing funding from state and federal agencies for the creation of the Audubon Biomedical Science and Technology Park and in promulgating graduate medical education funding and reimbursement for hospitals and physicians
- Obtained significant project funding for New York City from federal transportation authorization bill to assist in developing a new campus
- Served in leadership roles for key higher education associations
- Supervised activities with the Federal Government, the City of New York and New York State
- Coordinated and implemented Columbia conferences in a number of areas including:
  - Stakeholder meeting on costs and effects of climate change (insurers, energy providers. Forestry industry, insurers, and agriculture entities)
  - Impact of health reform in urban underserved areas
  - Higher education funding
  - Bioterrorism
  - National Science Foundation 50th anniversary
  - State of technology transfer at major universities
  - State of the federal/academic partnership at academic medical centers with the President's Office of Science and Technology
- Placed more than 300 students in Congressional internships and conducted summer internship alumni programs
- Organized federal and state advocacy trips for students, senior administrators and faculty

Coalition and Association Service-1991-2008

Member, National Association of Independent Colleges and Universities (NAICU) Board of Directors; NAICU represents private colleges and universities including Columbia and Brown

Vice Chair and Chair, Steering Committee, American Association of Universities (AAU) Council of Federal Relations; AAU includes the top 60+ private and public research universities and leadership of the government relations group is chosen by the AAU President, the staff and other university representatives

Member, Consortium on Financing of Higher Education (COFHE) Public Issues Committee: COFHE includes selective private colleges and universities such as Brown, Columbia, Wesleyan and focuses on best fiscal practices and methodologies for providing access to higher education for talented individuals from underserved families

The Science Coalition Steering Committee and Board: Founding member of the university-organized Science Coalition focusing on scientific funding and contributions to the American economy; TSC was founded as a

means of combating proposals to significantly reduce funding scientific research at the Federal level. Worked with coalition leaders to establish the coalition as a separate not-for-profit and independent organization.

Member, Steering Committee, Association of American Medical Colleges ***Government Relations Representatives***-Steering Committee members include government relations staff of hospitals, medical schools and universities. Selection by the AAMC Chairman and key AAMC government relations staff.

1986-1990 **American Psychiatric Association** **Washington, DC**
Assistant Director, Division of Government Relations
Assumed major responsibility for Association work related to tax issues, financing health and mental health care, graduate medical education, and aging

Accomplishments:
- Expanded Medicare Mental Health Benefit for the first time in 25 years
- Convinced federal agencies to include psychiatrists in proposals for physician payment under Medicare
- Developed bipartisan support for the treatment and research needs of those with mental disorders

---

1984-86, 1980-81 **US Congress, Office of Technology Assessment** **Washington, DC**
Analyst/Consultant
Researched and wrote materials relevant to disability financing, governmental mandatory health programs and use of new technologies for Congress

Accomplishments:
- Produced materials for final report entitled "Technologies for the Handicapped"
- Researched issues for a report that served as the basis for the Americans with Disabilities Act
- Studied methods of payment for physicians under Medicare for report to Congress on "Physician Payment under Medicare"; team's recommendations incorporated in payment changes

---

1981-84 **Georgetown University School of Medicine** **Washington, DC**
Director of Financial Aid and Planning
Administered and managed all aspects of institutional and federal financial aid for medical student population of 1000 students and $3 million budget allocation

Accomplishments:
- Obtained grant to develop computer-based loan repayment learning modules
- Developed speaker series with President of Sallie Mae on managing student loan debt as a result of financial aid
- Received John Rose award from students

1978-80 **University of Pennsylvania School of Medicine** **Philadelphia, PA**
Administrator of Clinical Scholars Program and Primary Care Residency Program
Served as Administrator of foundation and government awards and provided oversight of grant programs

Accomplishments:
- Helped obtain and manage federal grants for scholars
- Arranged academic program for physician fellows
- Planned and implemented local, regional and national conferences

---

Other Work Experiences: Research Associate at Harvard Center for Community Health and Medical Care; Psychologist and Assistant Director at Kennedy Memorial Hospital for Children; and Group Leader for the Experiment in International Living.

EDUCATION

The Wharton School, University of Pennsylvania
MBA

Teachers College, Columbia University
Masters Degree in Counseling Psychology

Simmons College
BA, History

SELECTED CIVIC AND OTHER PROFESSIONAL INVOLVEMENT

2001-present	Current Chair of fundraising and Member, Board of Directors Previous Board Chair, *Community Impact*, Columbia University Student Community Volunteer Organization New York, NY	
1999-2003	Washington University Parents Council	St. Louis, MO
1998-2000	Chair, *Loan Flexibility Committee*, COFHE	Washington, DC
1996-2001	Member, Board of Education, Temple Emanuel of Pascack Valley	Woodcliff Lake, NJ
1987-1990	Co-Chair, Health Task Force, *Women in Government Relations*	Washington, DC

ALANNA M. SUDA

901 New York Avenue, Suite 310 West, Washington, DC, 20001· (202) 600-4544· asuda@mww.com

SUMMARY OF QUALIFICATIONS

Results oriented professional with extensive experience in academic and scientific arena. Adept at tracking legislative activities and issues affecting higher education and health research. Record of increasing funding to institutions and initiating positive legislative change. Skilled multi-tasker who performs work well under pressure. Highly organized, diligent, and conscientious.

- 16 years of lobbying in the fields of higher education, appropriations, science and biomedical research issues.
- Extensive work with a wide variety of coalitions and advocacy groups, including the Association of American Universities, the Association of Public and Land-grant Universities, the National Association of Independent Colleges and Universities, the American Council on Education and the Science Coalition.
- Extensive experience in securing both targeted appropriations funding for clients and in affecting broad policy changes through authorizing legislation
- Efforts resulted in overall increases in federal funding for education, science and biomedical research

PROFESSIONAL EXPERIENCE

MWW GROUP
Vice President (2008-Present)
Team Leader, Higher Education, Science, Technology Portfolio
Coordinator, MWW Government Relations Appropriations Team

Client Portfolio
Cleveland State University, Cleveland, OH
Eckerd College, St. Petersburg, FL
Florida A&M University, Tallahassee, FL
Florida International University, Miami, FL
Monmouth University, West Long Branch, NJ
National Action Council for Minorities in Engineering, New York, NY
Siena Heights University, Adrian, MI
The Thurgood Marshall College Fund, New York, NY
Thomas Edison State College, Trenton, NJ
The University of Tulsa, Tulsa, OK

JORDEN BURT, LLP
Senior Legislative Advisor for Higher Education Policy and Appropriations (1996 – 2008)

- Tracked and monitored all federal legislation related to higher education and health research, including coverage of all key hearings/markups.
- Secured targeted appropriations for university/research clients, which involves completion of individual office/subcommittee forms, submission of written testimony, organization of charts and project files for congressional visits, meetings with key members/staff, and presence at subcommittee/full committee/conference appropriations markups.
- Informed and educate clients on key issues through briefing memos, reports on legislation, and community meeting updates.
- Served as member of major task forces and participate in weekly/monthly community meetings.
- Contributed to formulation of community-wide strategies for research and education advocacy and community responses to various pieces of legislation, funding, and regulatory issues.

- Attended monthly membership meetings and sit on several Association of American Universities task forces to discuss key issues related to biomedical research, defense research, intellectual property, higher education reauthorization/funding/budget, NASA, arts/humanities, telecommunications, and innovation/competitiveness.
- Honored by National Association of Independent Colleges and Universities for work on legislation changing inequity between public and private college eligibility for FEMA emergency assistance funding.
- Played integral role in securing millions of dollars for clients over years through targeted appropriations strategies.

BIOTECHNOLOGY INDUSTRY ORGANIZATION
Administrative Assistant (1995 – 1996)

- Facilitated processing of invoices and checks.
- Distributed publications from organization.
- Administered registrations for annual convention and provided support during convention.

COLUMBUS SCHOOL OF LAW, THE CATHOLIC UNIVERSITY OF AMERICA
Acquisitions Assistant, Judge Kathryn J. Dufour Law Library (1994 – 1995)

- Processed library invoices for payment, creating item records and order records for newly-received books.
- Bar-coded and shelved newly received books.
- Provided administrative support to acquisitions director.

THE CATHOLIC UNIVERSITY OF AMERICA
Assistant to the Office Manager, Department of Politics (1992 – 1995)

- Assisted department professors with research assignments and general administrative tasks.

OFFICE OF THE HONORABLE JOE MOAKLEY (D-MA)
Staff Assistant (1992 –1993)

- Attended congressional hearings; researched and responded to constituent mail.
- Aided legislative staff with various research assignments.

EDUCATION

CATHOLIC UNIVERSITY OF AMERICA
Bachelor of Arts: Politics, 1995

AFFILIATIONS

- Association of American Universities
- Coalition for National Security Research Funding
- Coalition for National Science Foundation Funding
- Energy Sciences Coalition
- The Science Coalition
- American Council on Education
- Association of Public and Land-grant Universities
- Coalition of Urban Serving Universities
- Council on Government Relations
- National Association of Independent Colleges and Universities

Ryan W. Haaker

Personal

Date/Place of Birth:	January 8, 1976, *Park Forest, Illinois*
Current Work Address:	MWW Group 901 New York Ave, NW Suite 310 West Washington, D.C 20001 Office Phone: (202) 600-4570 Office Fax: (202) 600-4571

Professional Experience

- **MWW GROUP, 2008 – Present**
  Vice President:
  Responsible for directing the government relations healthcare practice, focusing on healthcare finance, policy, provider reimbursement, and workforce and infrastructure funding.

- **JORDEN BURT LLP, 2000 - 2008**
  Legislative Advisor for Health Policy, and Departmental Administrator:
  Responsible for the tracking and advocacy of all legislation affecting the healthcare industry, providers, and insurers. Additional advocacy for appropriations matters, with a primary focus on hospitals, health systems, and institutions of higher education. This advocacy includes the formulation of an annual federal agenda that includes both regulatory, federal funding and appropriations priorities. A strategy is then developed that disseminates the appropriate information to the Congressional Delegation and the Committees on the basis of priority, and in consideration of the relative strengths and positioning of the various Congressional Members. The regulatory process is monitored through the various Federal agencies of jurisdiction, including the Department of Health and Human Services (HHS), the Centers for Medicare and Medicaid Services (CMS), and the Medicare Payment Advisory Commission (MedPAC). This includes monitoring and analyzing proposed rules, facilitating comment letters, assisting Congressional advocacy campaigns to influence the rulemaking and implementation process, and following the activities of various commissions and advisory panels. As part of these regulatory and legislative monitoring and advocacy activities, there is broad participation in industry advocacy groups and councils. These include government relations meetings and conferences with the American Association of Medical Colleges (AAMC), the American Hospital Association (AHA), and the National Association of Children's Hospitals (NACH), as well as close coordination with State hospital associations. Additional management responsibilities include accounts payable and receivable, the drafting of client contracts, and the formation and development of the annual departmental budget.

- **ILLINOIS STATE HOUSE DEMOCRATIC LEADERSHIP OFFICE, 1996 - 1997**
  Staff Assistant: Responsibilities included direct mailing preparation and strategy, tracking of legislation and the maintenance of legislative files, clerical and phone duties as required, and

work on various campaign activities, such as organizing phone banks and staffing informational campaign booths.

- **OFFICE OF THE COUNTY RECORDER, SANGAMON COUNTY, IL, 1995**
  Staff Member: Responsible for processing requests from citizens, data entry work, and the maintenance of records and files. Also performed organizational and staff work for the local campaign.

- **OFFICE OF ILLINOIS STATE REPRESENTATIVE DANIEL BURKE, 1994**
  Intern and Staff Member: Was responsible for constituent services and responses, drafted legislation, tracked the legislation sponsored by the Representative, represented the Representative at various functions, and coordinated meetings with constituents and the Representative.

Representative Client Portfolio

- Atlantic Health System, Morristown, NJ
  --Appropriations, and Healthcare Legislative and Regulatory Tracking and Advocacy, Including Medical Education Reimbursement Advocacy, and Medicare Geographical Wage Classification Advocacy

- BlueCross BlueShield of Florida, Jacksonville, FL
  --Healthcare Legislative and Regulatory Tracking and Advocacy, Including End Stage Renal Disease Reimbursement Advocacy, and Association Health Plans (AHP) Legislation Tracking and Advocacy

- Cooper University Hospital, Camden, NJ
  --Appropriations, and Healthcare Legislative and Regulatory Tracking and Advocacy, Including Medical Education Reimbursement and Medicare and Medicaid Policy,

- Meridian Health (System), Red Bank, Ocean, and Monmouth, NJ
  --Appropriations, and Healthcare Legislative and Regulatory Tracking and Advocacy, Including Medical Education Reimbursement and Medicare and Medicaid Policy, Physician Reimbursement Issues, and Provider Tax Cap Issues

- Miami Children's Hospital, Miami, FL
  --Appropriations, and Healthcare Legislative and Regulatory Tracking and Advocacy, Children's Medical Education Reimbursement Advocacy, and Medicaid Policy

- Morehouse College, Atlanta, GA
  --Appropriations, Science Education Opportunity for Minority Students, and Security Issues Advocacy

- University of Virginia Health Sciences Center, Charlottesville, VA
  --Healthcare Legislative and Regulatory Tracking and Advocacy, Including Medical Education Reimbursement and Medicare and Medicaid Policy

- WebMD / Medscape
  --Developing Government Partnership Opportunities, Enhancing Federal Grant Opportunities, and Fostering Government Policies that Enhance Medical Education

Educational Background

Political Science, ***American University***, Washington, D.C., 1998

Campaign Management Institute, ***American University,*** Center for Congressional and Presidential Studies, Washington, D.C., 1997

American University of Rome, Rome, Italy, 1997

Bibliography

Ryan Haaker: "Legislation: Bullish on Healthcare Access?"
Legal Horizons pg. 7, Volume II, 2004

Ryan Haaker: "Association Health Plans Finally on the Move?"
Legal Horizons pg. 4, Volume II, 2006

MONICA ALEXANDER

2101 16th Street, NW, #103, Washington, DC 20009
Mobile: 202-302-9284
Email: monica@alexandergroupdc.com

PROFILE:

A veteran government and public relations professional with over 15 years of experience in both the public and private sectors with sound political acumen and proven capacity to develop and execute multi-prong strategies at the local, state and federal level, and an outstanding track record of securing federal funding and problem solving. A first rate strategic thinker, who is an expert at boiling down complex issues and policies and then articulating the case persuasively to a range of stakeholders through a variety of channels.

EXPERIENCE:

MWW Group (5/07-Present)
Director

- Serve as the Federal Relations Director in Washington, D.C.
- Function as lead on firm and client federal market strategies.
- Provide top-tier strategic legislative counsel, messaging and corporate positioning, media and government relations strategy, customized grant advocacy, issue and crisis management support to the firm's health, higher-education, local government, workforce development, energy, tax, cyber security, financial services, technology and homeland security clients.
- Manage relationships with White House and federal agency officials, DNC, DNCC, House and Senate Leadership, Congressional Women's Caucus, Congressional Black Caucus, Congressional Hispanic Caucus, Congressional Asian Pacific Islander Caucus, the Progressive Caucus and the Congressional Urban Caucus.
- Represent clients at the United States Conference of Mayors, the National League of Cities, the National Association of Counties, the National Governor's Association and the Association of Public and Land Grant Universities.

The Alexander Group (6/06-5/07)
Principal

- Consulted independently for Pfizer to produce analysis and targeted position papers on clinical study research related to evidence-based medicine.

National Prostate Cancer Coalition (4/04-6/06)
Senior Vice President
Vice President (4/03-4/04)
Director (4/01-4/03)

- Acted as chief lobbyist for the Coalition and established an in-house policy department to direct legislative operations nationwide to increase federal funding for prostate cancer research through the National Institutes of Health (NIH) and the Department of Defense (DOD).
- Maintained oversight of the Congressional appropriations process including monitoring appropriations subcommittees and preparing analysis and testimonies for LHHS and DOD hearings.
- Managed relationships with the White House and other federal agencies, such as the FDA, HHS, NIH, NCI, NIDDK, CMS and DOD.
- Cultivated partnerships with pharmaceutical companies; facilitated national media awareness campaign with AstraZeneca Pharmaceuticals LLP at the U.S. Conference of Mayors' annual conference (2000-03)
- Planned and executed annual Coalition state and federal advocacy trainings; coordinated all aspects of prostate cancer briefings for Congressional staff and Congressional Black Caucus Annual Legislative Conference participants

- Prepared and managed strategic plan and departmental budget; hire, train and oversee department staff.
- Fundraised for corporate support of core programs.
- Provided policy advice for unaffiliated political action committee
- Supervised 5 employees.
- **Secured $450 Million in appropriations**

QRS Newmedia (2/00-2/01)
Co-Managing Director

- Consulted with a leading firm in electronic media transmission, production and placement for the Democratic National Committee and the Gore-Lieberman Campaign at the site of the Campaign Headquarters in Nashville Tennessee.
- Worked with the President, Vice-President, Mrs. Gore, Senator Lieberman, Mrs. Lieberman, and numerous other surrogates from the Presidential Cabinet, Congress, and other areas of government or public advocacy.
- Co-managed office operations and managed the booking operations for the Democratic News Service for the Democratic National Convention 2000 in Los Angeles, CA.
- Formulated the media strategy and produced bridge lines for the Presidential Debates and for satellite media tours.
- Directed the specialty media operation, specifically the African-American and Hispanic Outreach efforts.
- Produced the VP's video news release (VNR) packages and "I'm sorry I can't be there" video packages.
- Pitched and booked live and taped satellite and radio interviews to national and local networks and radio programs.
- Supervised 10 people.
- All media activities produced more than $3 million in earned coverage.

United States House of Representative Maxine Waters (2/99-2/00)
Floor Assistant/Legislative Assistant

- Functioned as democratic leadership staff; handled legislative issues and managed political schedule for Washington D.C. events.
- Assisted the Congresswoman with her duties as Chief Deputy Whip.
- Assigned floor privileges to assist Democratic whip operations on House Floor.
- Handled legislative issues including social security, Medicare, and women's issues.
- Functioned as liaison to the White House, Democratic National Committee and Democratic Congressional Campaign Committee.

Coro Southern California (9/97-6/98)
Coro Fellow

- Completed an intensive nine-month, full-time, graduate level program emphasizing government, non-profits, media, labor, business, political campaigning and individual/group consultation.

City of New Orleans, Office of the Mayor (5/94-8/97)
Public Relations Coordinator/Public Information Officer

- Worked with the city's communications team to garner earned media and news placement for city agencies, as well as, manage special research projects to create new models for program development.
- Researched federal grants for various city programs; provided assistance to CAO.

White House Advance Team (1996-2000)

EDUCATION: Northwestern University – Evanston, IL Major: Government

MWW

Team Expertise in Federal Legislative and Administrative Processes

MWW Group will bring a very deep, rich set of skills in federal legislative and administrative processes to serve Miami-Dade County. As a testimony to our expertise, please see documented results achieved by our team in the fields of local governments, public works, redevelopment projects, education, health, science, research and technology, economic development, and infrastructure support below.

EXPERIENCE IN KEY ISSUE AREAS

ISSUE:	TRANSPORTATION INFRASTRUCTURE ASSISTANCE
CLIENT:	CITY OF GAINESVILLE, FLA.
DESCRIPTION:	The City of Gainesville has significant needs in the areas of road and transit infrastructure. In 2003, as Congress began the process of reauthorizing the *Transportation Equity Act for the 21st Century (TEA-21)*, MWW representatives engaged in a number of meetings with City Officials to alert them to this upcoming opportunity and assisted them in compiling a package of projects that met the criteria required by the House Transportation and Infrastructure Committee and Senate Environment and Public Works Committee. MWW staff then worked with City Officials and staff from the Florida Congressional Delegation to complete the required committee forms, meet project criteria thresholds, and secure Member support and official submission.
OUTCOME:	The City received project authorizations totaling **$22.4 million** in the *Safe, Affordable, Flexible and Efficient Transportation Equity Act—A Legacy for Users (SAFETEA-LU)* for a variety of road projects and bus capital purchases for the City's Regional Transit System.
MWW STAFF:	Marilyn Berry Thompson F. Marion Turner IV

ISSUE: TARGETED FEDERAL APPROPRIATIONS

CLIENT: CITY OF NEWARK, N.J.

DESCRIPTION: In representing the City of Newark for over two decades, MWW staff has secured **over $400 million** in targeted federal appropriations for City initiatives covering a wide range of issues, including: transportation infrastructure (rail and bus); water and environmental infrastructure (stormwater, sewer, cleanup of brownfield and blighted properties); criminal justice (both for law enforcement and homeland security matters); child welfare; health and education; and economic development. MWW staff has worked with the Mayor and City Council for many years to develop a comprehensive Federal Agenda Document that is presented annually to Members of the New Jersey Congressional Delegation.

MWW staff then cultivates support for specific agenda items from individual Members and advocates for the highest levels of funding through the appropriations process.

OUTCOME: Since FY 2005 and through this year's process the City has received **$56.7 million** in Newark-specific appropriations earmarks.

MWW STAFF: Marilyn Berry Thompson
F. Marion Turner IV
Monica Alexander

ISSUE: WATER INFRASTRUCTURE ASSISTANCE

CLIENT: CITY OF CHINO HILLS, CALIF.

DESCRIPTION: Chino Hills, California is a City of roughly 80,000 in population located in the Los Angeles Metropolitan Area. One of the City's oldest and lowest income sections is the Los Serranos neighborhood. City Officials brought to our attention a critical problem in the Los Serranos neighborhood, which was frequent flash flooding. With no drainage facilities in the neighborhood, existing drainage conforms to the natural drainage course, which often consists of water running over yards and through houses. Even a small rainfall can trigger extensive flooding.

MWW Group went to work looking for funding to assist the City in installing stormwater infrastructure in this neighborhood and saw an opportunity in

Congress when they began preparations to reauthorize the *Water Resources Development Act (WRDA)*. Working with City staff and the Office of Representative Gary Miller, we identified an Army Corps of Engineers program that provided funding to localities for water infrastructure and worked with Rep. Miller's staff to submit a request into the authorizing committee.

OUTCOME: Our efforts of almost 2 years proved successful, as **$9 million** was included in the *Water Resources Development Act of 2007* for stormwater initiatives in Chino Hills and neighboring Chino, CA.

MWW STAFF: Marilyn Berry Thompson
F. Marion Turner IV

ISSUE: SECURING FEDERAL GRANTS

CLIENT: CITY OF NEWARK, N.J.

DESCRIPTION: Lead paint was banned for residential use in 1978, and a significant number of Newark properties continue to contain lead based paint or its traces.

In 2007 Newark Officials brought to MWW staff's attention their ongoing lead abatement programs to remove the toxin from the city's housing stock and asked for assistance in securing grant funds. The City was preparing an application into HUD for a competitive grant program but wanted to engage their Congressional Delegation so that they might express their support of the proposal to HUD Officials.

MWW staff crafted letters of support and talking points and provided them to the Members of the Delegation and their staff. MWW Group was successful in not only garnering letters of support from a number of Member offices, but also having follow-up calls from Members to HUD Officials further lobbying Newark's proposal.

OUTCOME: In October 2007, the City of Newark was awarded a **$4 million** grant from the U.S. Department of Housing and Urban Development to clean up lead-based paint hazards from lower-income homes and educate residents about the

dangers of lead in their homes.

The grant money was used by the Department of Health and Human Services to abate 200 homes across the city with children and high lead levels, ensuring the safety of children in these homes.

MWW STAFF: Monica Alexander

ISSUE: ALTERING AGENCY POLICIES AND PROCEDURES

CLIENT: CITY OF GAINESVILLE, FLA.

DESCRIPTION: After an October 2003 fire in the City of Gainesville's Kennedy Homes Housing project, the City was forced to relocate all of the developments' residents due to substandard conditions in the buildings. These residents were forced into local hotels for almost 4 months while the City negotiated with HUD and the property owner, AIMCO, over options, which consisted of rebuilding the project or closing the facility and providing vouchers for current tenants. After much prodding, AIMCO walked away from the project and vouchers were issued. At that point, the City began efforts to purchase and redevelop the property, but again ran afoul of HUD regulations, specifically the "use agreement" on the property, which remained in effect in spite of AIMCOs withdrawal, and mandated only low income rental units on the property.

OUTCOME: MWW Group was involved in this multi-year campaign from its onset, engaging the City's Congressional Delegation early in the process. Initially, the Member Offices were instrumental in forcing HUD to put pressure on AIMCO to make a decision about their future participation, as a result of AIMCOs unwillingness to come to the table resulting in families living in hotels for approximately 5 months.

After resolving the issue of the residents of the properties, MWW again engaged Members of Congress to put pressure on HUD to agree to an early termination of the use agreement; so that the City could purchase surrounding land and begin the planning process for a mixed-use development on the site. Ultimately, MWW

was successful in convincing HUD to allow the City to move forward on a mixed-use development.

MWW STAFF: Marilyn Berry Thompson
F. Marion Turner IV

ISSUE: ARRA NEIGHBORHOOD STABILIZATION PROGRAM (NSP 2) ELIGIBILITY

CLIENT: NEW ORLEANS REDEVLOPMENT AUTHORITY (NORA), NEW ORLEANS, LA.

DESCRIPTION: NORA is a quasi-independent city agency authorized to implement much of the master plan to rebuild the City of New Orleans post Hurricane Katrina. As a local government authority, NORA found itself in a unique position given the scale and scope of its redevelopment needs. MWW engaged in creative problem-solving to identify ways in which NORA could capitalize on any and all federal funding opportunities to support their efforts. As a result, MWW presented NORA with an ARRA competitive grant opportunity called NSP 2. But, NORA did not match the eligibility requirements. The program was intended to support the redevelopment of blight, vacant or abandoned property, if the property were a result of mortgage foreclosure. However, NORA had the same issue outcomes, but as a result of storm-damaged property from Hurricane Katrina. MWW engaged HUD, worked with the senior senator from Louisiana to pass amendment language to ARRA and language in the FY 2010 supplemental bill, authored Dear Colleagues on NSP 2 and brokered negotiations between HUD, the Senate Banking, Housing and Urban Affairs Committee and the White House Office of Management and Budget to change the eligibility requirements and allow NORA to apply for NSP 2.

OUTCOME: Later that same year, NORA was awarded a NSP 2 grant just shy of $30 million. It was the only grant awarded in Louisiana, and it was the largest in NORA's history.

MWW STAFF: Monica Alexander

Representing Major Metropolitan Counties

MWW Group has distinguished itself as a true leader in the tracking, monitoring, and influencing the multitude of legislative and policy issues affecting metropolitan governmental entities, such as Miami-Dade County.

These include: transportation and transit infrastructure, water and wastewater infrastructure, housing, employment training, economic and community development, criminal justice, disaster assistance, and social service and welfare programs.

Our team actively participates in the crafting of legislation affecting governmental entities, working with policy makers in House and Senate committees, as well as in federal agencies. Examples of this policy advocacy include: ongoing efforts to strengthen the Community Development Block Grant (CDBG); the creation and implementation of the Environment and Energy Conservation Block Grant (EECBG); efforts to defeat proposals designed to reduce local government's eminent domain authority; and the defeat of misguided legislation creating unfunded mandates on city, county, and state governments.

Our team also maintains a strong emphasis on coalition building. MWW professionals have worked to build ever-evolving relationships with the Washington local government lobbying community. Our staff regularly participates in weekly meetings of Washington representatives conducted by the **U.S. Conference of Mayors, National League of Cities, National Association of Counties and the National Governors Association**, which allows us an ongoing opportunity to share information with other local representatives and develop broad partnerships, working towards increased effectiveness in advocating the needs of the community at-large.

MWW Group understands the importance of targeted appropriations, assisting a range of clients in accomplishing public works goals, expand and upgrade infrastructure, and implement new and developing technologies through the formulation and execution of an annual Federal Agenda that is designed to achieve specific objectives. Some examples of the tasks we have accomplished on behalf of communities include:

- Over $600 million in for local and environmental infrastructure, economic development, law enforcement and social service initiatives;
- Organized and implemented a broad national campaign to protect the local law enforcement block grant;
- Modified an City's housing project's use agreement to allow the creation of a new mixed-use development; and,

- Negotiated a FEMA reimbursement to a community that had expended significant local funding in the aftermath of a devastating hurricane.

Overall, MWW Group helps communities, large and small, to obtain the political and financial assistance necessary to build and maintain strong infrastructures and excellent programs. We look forward to working with Miami-Dade County in achieving your goals.

MWW Group has distinguished itself as a true leader in the tracking, monitoring, and influencing the multitude of funding and regulatory issues affecting governmental entities.

These include: transportation and transit infrastructure, water and wastewater infrastructure, housing, employment training, economic and community development, criminal justice, disaster assistance, and social service and welfare programs.

YEAR-LONG FEDERAL RELATIONS ACTIVITIES

Below you will find a brief outline of an overall schedule for federal relations that might apply in any typical year.

January to March

Congressional Schedule

- The new Congressional Session begins in early January
- The President delivers the State of the Union address in late January
- MWW attends briefing sessions, and provides in-depth coverage on highlights of the President's release of the Administration budget proposal in early February
- House and Senate Committees hold hearings on the President's budget
- Committees release plans on their agenda for the Session and begin introducing key pieces of legislation and holding hearings
- Opportunities to meet with Congressional Members in the district in mid-February during the President's Day recess and once again in late March during the Spring recess

Miami-Dade County-Specific

- Complete internal meetings and discussions to finalize Miami-Dade County's federal agenda
- MWW to survey the Florida Delegation offices to acquire information on any key deadlines/requirements for submission of the federal agenda
- Attendance at individual agency briefings on the President's Budget Request
- Participate in National Association of Counties' Legislative Conference in Washington, D.C., represent Miami-Dade's County interests at the conference, and report developments to client
- Hand delivery of the County letter from the County Administrator outlining your federal agenda to the Florida Congressional Delegation offices
- Completion of required Congressional submission documentation regarding targeted federal initiatives that might be submitted on behalf of Miami-Dade County
- Organize face to face meetings between County Administrator and/or Miami-Dade County staff with Florida Delegation Members and staff to review Federal priorities
- MWW participation in monthly issue-specific coalition meetings
- MWW monitoring and notification of federal agency grant competition announcements
- MWW attendance at key hearings and legislative markup sessions on critical Miami-Dade County priorities

April to June

Congressional Schedule

- House and Senate Members required to submit all funding priorities to the Appropriations Committee (programmatic and project requests)
- Legislative markups begin, addressing funding levels for key agencies
- Committee hearings continue on key pieces of legislation
- Memorial Day recess in late-May

Miami-Dade County-Specific

- Key time to weigh in with advocacy letters and phone calls to Florida Delegation Members on funding increases for critical accounts
- Opportunities to sign on to broad funding letters being circulated by associations and coalitions
- Potential opportunity to see Members in their Congressional districts during the Memorial Day recess
- MWW participation in monthly issue-specific coalition meetings
- MWW monitoring and notification of federal agency grant competition announcements
- MWW attendance at key hearings and markups on Miami-Dade County priorities

July to September

Congressional Schedule

- Appropriations markup proceedings continue on funding levels for key agencies
- Committee hearings continue on key pieces of legislation effecting policy and regulatory affairs, as the Appropriations process will be functioning on a parallel track, and the Committees of jurisdiction will have sufficient time to pursue broader policy investigations and remedies
- Intensive time for negotiations and conference committee meetings on key priorities for Miami-Dade County

Miami-Dade County-Specific

- Opportunity to meet with Congressional Members in their District offices during the Independence Day recess, during August recess, and again in September during the Labor Day recess
- MWW participation in monthly issue-specific coalition meetings
- MWW monitoring and notification of federal agency grant competition announcements
- MWW attendance at key hearings and markups on Miami-Dade County priorities
- Final opportunity to weigh in on funding increases for critical accounts

October to December

Congressional Schedule

- Targeted Congressional Adjournment
- Finalization of all outstanding legislation to be passed during the Session, including the annual appropriations funding bills

Miami-Dade County-Specific

- Agency budget "passbacks" begin, which starts the process of formulating the next annual budget. This is an opportunity to meet with the various federal agencies to discuss County priorities, and to influence the President's budget request
- MWW provides detailed briefing on the end-of-Session Congressional activities, which frequently find a significant amount of legislation enacted with lesser scrutiny than would be the case under the regular legislative process. This final flurry of legislation often requires careful research to ascertain the precise impact of legislation, and their policy implications going forward in the year ahead
- MWW participation in monthly issue-specific coalition meetings
- MWW monitoring and notification of federal agency grant competition announcements
- Initial meetings to formulate the federal agenda for the next legislative session

Issues Outside MWW's Experience

Although MWW Group and its Federal Relations team remain confident that they can more than adequately address any issues that might arise in the representation of Miami-Dade County, the team is fully prepared to address any issues or needs outside our areas of expertise through the following means.

Utilization of MWW Staff from Another Office

MWW Group, in addition to its Washington, D.C. office, presently has 10 additional offices around the country and in the United Kingdom. Within those offices are dozens of professionals with extensive experience in the public relations and public affairs arenas. They have contacts within all levels of both the public and private sectors, within many state governments, and the federal government. Should an issue arise that your DC team does not have the expertise to handle, we would initially look to our colleagues in these other offices to determine whether or not we have that expertise in house.

Utilization of Subcontractors

Should an issue arise during the representation of Miami-Dade County that internal MWW Group professional staff be unable to effectively advocate, MWW Group has relationships with a number of other government relations firms and individual lobbyists that they can subcontract with to address the concerns of Miami-Dade County.

MWW Group will be entirely responsible for these subcontractors and their performance on behalf of Miami-Dade County. MWW can attest to the fact that all MWW Subcontractors are professionals and have the highest ethical standards.

Appropriations and Budgetary Advocacy

In light of the current House and Senate earmark moratorium, creative strategies are critical toward achieving legislative goals within authorization and appropriation legislation. We believe this will be an imperative approach for you going forward, and MWW has a strong track record to date in this arena.

After initial sessions with County Officials where Federal funding goals and priorities are identified, MWW Group will lay out a plan for achieving those goals through the various bills that are appropriate to each need.

Appropriations Bills

Should the process of earmarking these bills for State and Local projects return, which we believe it will, the process will become more straightforward and similar to the requirements of the recent years prior to the ban. The County will develop a Federal Agenda that includes funding needs, and MWW Staff, in conjunction with County staff, will complete the many forms required for earmark requests. This will include Member's individual forms, subcommittee forms and other means of disclosure often required to ensure that a Member or his/her family will not benefit from said appropriation.

In the event that the ban remains in effect into the future, the goal will be to secure appropriations report language that provides the agencies with guidance on particular issue areas that are priorities for Miami-Dade County. The hope being that this language will allow the Members of your Congressional Delegation a say in where they would like the agencies to focus resources and conduct new grant competitions. With tailored language, we are able to target the limited resources available to competitions in areas where are clients have particular strengths and will be most competitive.

Authorization Bills

Similar to the appropriations process, specific line items in authorization bills are also prohibited in the current congress. It remains unclear whether that policy will continue into the next Congress, but regardless, these pieces of legislation also will continue to provide opportunities to steer federal dollars back to local communities.

Bills such as the Water Resources Development Act (WRDA) and Surface Transportation Authorization serve as two of the best examples where Miami-Dade County have in the past and will in the future seek to have specific funding dedicated to County programs. Examples include the numerous Army Corps

projects ongoing in the county (e.g. Beach Erosion Control, Miami River, and the Port of Miami) that have received authorizations in past WRDA Bills. Projects such as these often need additional authorizations to incorporate new phases, and the MWW team has the experience with the delegation and appropriate committee staff to achieve those changes.

Should the earmark ban continue into future congresses, the MWW team would work with County Officials to develop a plan to make subtle changes through these bills to programs, whereby the County would benefit either through changes to formula driven funds or by better qualifying for a competitive grant program.

Be assured, MWW Group has substantial experience with both processes to ensure significant returns for Miami-Dade County.

Relationships with Legislative and Executive Branches

MWW Group is especially well-known, not only for our comprehensive and unique services and its balanced approach to utilizing legislative and executive agency/grant strategies, but also for our organizational skills, teamwork, and attention to detail. These are critical factors in achieving the strategic goals and outcomes planned, and are essential in meeting our pledge to deliver truly comprehensive services.

MWW Group provides the services of a full-time, full-service Washington Office for Miami-Dade County, without setting limitations, so that our Government Relations Team will be more effectively utilized and integrated into the day-to-day operations, and the strategic and long term planning activities of the County. Extensive, frequent interaction is one of our top goals.

The scope of services is comprehensive and the management plan is organized, accordingly, into:

- A Comprehensive Legislative Information and Reporting Service;
- An Experienced and Effective Legislative and Appropriations Advocacy Service; and
- A Unique Federal Agency, Grant and Funding Information Service.

INTERACTION AND COORDINATION WITH THE COUNTY

Our goal is to function as a full-service Washington, D.C. Office for Miami-Dade County in order to facilitate frequent interaction with the County, and to ensure that we function as an integral strategic planning arm. The interaction will occur at least weekly with your MWW Group service team. The following are some of the primary examples:

Weekly Interaction with County Officials

- This interaction is weekly and frequently throughout the week when necessary.
- The interaction involves coordination on all legislative, grant and regulatory matters, as well as strategic planning, communications to federal officials, implementation of the County Advocacy Plan, and involves meetings and presentations in Washington, D.C. before federal agencies, Congressional Committees, and with the Florida Congressional Delegation and other congressional leaders.

- MWW Group organizes a briefing for the Delegation, organized with County officials, a specific agenda objective, or a special focus issue (Economic Development, Public Works, e.g.).

Our Approach: The Methodology and Implementation

MWW Group prides itself on the quality, timeliness and effectiveness of the comprehensive, targeted services it provides to each of its clients every day. The team's general approach and methodology consists of the constant review of issues, client needs and objectives, networking, sharing information, and the development of effective grant and legislative strategies.

While strategic planning for achieving each client's goals and objectives differ, the team has a very structured and organized manner of providing services and in public policy analysis. The general approach and methodology are described below.

Development of an Annual Federal Agenda

One of the reasons MWW Group Government Relations has been so successful in providing thorough Washington representation to their clients has to do with the unique process by which it attempts to identify and act upon the specific needs and priorities of each client. The first, and arguably the most critical step in this process, remains the development of a very focused and targeted annual federal agenda. At the start of each year the team will assist each client in developing a very specific list of priorities, projects and goals that they wish to achieve for that year.

The use of annual federal agendas has proven to be tremendously effective on several fronts. First, the agenda helps the client and the Members of your Congressional Delegation, as well as the MWW Group Government Relations team, to focus their energies on a very clear and specific set of federal grant and legislative priorities and initiatives. Second, the agenda serves as the starting point by which the client is able to measure specific outcomes and achievements at the end of each year.

Legislative Strategy Development

After the establishment of the annual federal agenda, the next step in the process is to identify the most effective set of legislative strategies and options that may be available to you and your Congressional Delegation. This enables the team to identify the key Members of Congress that will need to be contacted and to develop the appropriate materials necessary to facilitate more effective meetings and discussions with them and key Federal agency personnel.

Implementation, Monitoring and Reporting of Legislative Strategy

The third step in the process is the actual implementation of the federal strategy. This includes the team's direct involvement in the development of federal legislation and the reporting of any legislative actions to our clients. Your Federal Representatives hold themselves responsible for monitoring and acting upon any legislative events which may directly or indirectly impact the client. They will pay special and particular attention to legislation which falls within your areas of interest. In addition to tracking all authorization legislation related to the aforementioned legislative issues and areas, the team also actively monitors every aspect of the federal budget process, as well as each of the 13 federal appropriations bills that may be applicable to development of expanded federal funding resources.

The team's monitoring services include conducting daily and weekly research, as well as checking on all key Congressional committees and Federal agencies. The team prepares a clear weekly legislative schedule and ensures that key hearings, markups, briefings, strategy sessions and press conferences are covered by a member of the legislative staff. If needed, the team also assists in the preparation for Congressional hearings and markups (i.e., draft amendments, arrange for targeted Q&A exchanges, and organize vote counts, etc).

MWW Group Government Relations prides itself on the timely reporting of information to its clients both orally and in written form. In general, clients will receive an oral briefing from the legislative staff immediately following any significant legislative action or event, followed by a written report, analysis, summary, and/or other pertinent background information.

Legislative Advocacy and Briefing of Congress, Your Delegation, Congressional Committees, and Federal Agencies

One of the most important aspects of the team's services includes assisting its clientele in keeping their Congressional Delegation apprised of their needs, priorities, concerns, and to expand your base of supporters. The team works with Members of Congress and their key staff to ensure that the Federal agenda and the client's overall legislative strategy continue to move forward throughout the legislative process.

MWW Group's outstanding record of achievements does not rely on any particular Administration, power structure in the Congress, or the contacts of any one person on the Government Relations team. Throughout our 25 year history of providing representation, it has developed a host of close relationships within both houses of Congress. In addition, the Firm emphasizes its ability to develop strong ties and relationships with Republican and Democratic Members of Congress, their personal offices and Committee staffs, and key White House and Federal agency personnel.

MWW Group also has a broad range of relationships that we have been developed through decades of Washington interaction and representation in various states. These states include, but are not limited to, Florida, Georgia, Texas, California, Oklahoma, New Jersey, New York, Virginia, and Michigan. This diverse and wide range of relationships will only further benefit and assist in advancing your objectives by providing a broader base for securing Congressional support for your initiatives.

Federal Agency, Grant and Funding Information Service

MWW Group will also provide a unique, substantive, and wide-ranging *Federal Agency, Grant and Funding Information Service*, to help our clients in identifying federal grants. We strongly believe that this service has and will set us apart from the federal relations consulting services of others. While there are multiple sources of information on federal funding, it is the timeliness, tailoring and packaging of the information we provide which will make the difference for you.

Federal Agency, Grant and Funding Information Service—Special Services: Monitoring of and Reporting on Executive and Regulatory Proposals and Grant Opportunities

MWW Group believes you will also see how we contrast with others by the special services we perform, such as strategic sourcing reports, grant application development and advocacy campaigns, extensive researching of key federal and congressional documents, agency spending plans and appropriations bills and reports, and providing special reports and grant alerts, following and reporting on executive and regulatory proposals, and detailed follow up with legislators and federal agencies.

Key Document Searches

Another service we provide is a complete and thorough review and analysis of all appropriations committee reports which contain guidance about funding trends, plans and new initiatives. These reviews are intensive, detailed and are the source of information about developing options long in advance of actual publication.

We prepare frequent briefings for you on key federal funding and regulatory developments and opportunities targeted specifically to your interests and packaged together under our well established grant categories. The weekly information is provided to you in the format of our MWW Group Government Relations email special alerts.

After a thorough and detailed analysis of appropriations bills, federal rules and regulations, agency initiatives and program plans, we also advise you of any potential funding opportunities or grant

competitions which are mandated, upcoming, and may impact you. We tap a broad range of information services.

Upon submission of a grant proposal, we conduct a grant advocacy campaign with Members of the Congressional Delegation, requesting letters of support and following up with them as well as with the federal agency. MWW Group also provides supportive services by working with these agencies for program advocacy.

Logistical Support

In summary, the MWW Group team hopes that you will view their services as a way to provide you with the benefits and services of a full-time, full service Washington, D.C. office without having the responsibility for its total management or costs.

MWW Group's location in Washington, D.C. provides our clients with a full range of logistical, technical and administrative support services. These services provide our clients with the benefit of a full service Washington, D.C. office equipped with professional staff to assist in scheduling meetings; setting up agendas for Washington visits; arranging meetings with Members of Congress, their staffs, Congressional committees, and Federal Agency personnel; preparation of specific and in depth briefing materials for such meetings; secretarial support; reproduction services, e-mail, telefax and related services on demand; and transportation support during Washington-based meetings and visits.

In general, MWW Group offers our clients a wide range of services on a set price basis. You will have the benefit of an experienced government relations team whenever needed. That team remains at your disposal on a 7 day-a-week basis.

Potential Conflicts of Interest

Although MWW Group does not currently believe there are any existing conflicts of interest with its current client roster, the possibility exists for potential conflicts of interest with the following clients:

- City of Miami Beach;
- Florida International University; and
- Blue Cross Blue Shield of Florida.

Local Government Accomplishments (ROI)

With regard to annual federal appropriations and other accomplishments, below is our impressive track record and return on investment for local government clients. These results, among other achievements, are some of the main reasons why our team has such longstanding relationships with our local government clients.

CITY OF NEWARK, NJ

(Initial Contract Awarded: 1986)

(Overall Contract Accomplishments: $400+ million)

RECENT ACCOMPLISHMENTS

FY 2011 – Due to the Congress' decision to strip all earmarks from the FY 2011 legislation, the City did not garner any appropriations funding in that fiscal year. However, the following appropriations had been secured prior to the earmark removal.

- **$2.3 million**; in Army Corps funding awarded to *Newark Riverfront Restoration Initiative (Joseph G. Minish Waterfront Park and Historic Area)*

FY 2010

- **$2.35 million**; in Army Corps funding awarded to *Newark Riverfront Restoration Initiative (Joseph G. Minish Waterfront Park and Historic Area)*
- **$1.5 million**; In DGHS and DOJ funding awarded to the *Newark Emergency Operations Center*
- **$500,000**; in Transportation funding awarded to the *North Broad Street Redevelopment Initiative*
- **$400,000**; In Justice funding awarded to the *Returning Offender Initiative*

FY 2009

- **$3 million**; in Army Corps funding awarded to *Newark Riverfront Restoration Initiative (Joseph G. Minish Waterfront Park and Historic Area)*
- **$500,000**; in NASA funding awarded to *the Newark Museum Planetarium*

- **$500,000**; in Justice funding awarded to the *Returning Offender Initiative*
- **$300,000**; in EPA funding awarded to the *Water System Security Project*
- **$238,000**; in HHS funding awarded to the *Electronic Medical Records Initiative*

FY 2008

- **$2.95 million**; in Army Corps funding awarded to the *Newark Riverfront Restoration Initiative (Joseph G. Minish Waterfront Park and Historic Area)*
- **$670,000**; in Transportation funding awarded to the *Downtown Core Redevelopment Initiative*
- **$446,500**; in Justice funding awarded to the *Returning Offender Initiative*

FY 2007 – Due to the Congress' decision to strip all earmarks from the FY 2007 legislation, the City did not garner any appropriations funding in that fiscal year. However, the following appropriations had been secured prior to the earmark removal.

- **$2.75 million**; in Transportation funding planned for the *Newark Penn Station Platform Extension and Inter-modal Access Enhancement Project*
- **$2.5 million**; in Army Corps funding planned for the *Newark Riverfront Restoration Initiative (Joseph G. Minish Waterfront Park and Historic Area*
- **$250,000**; in Transportation funding planned for the *Downtown Core Redevelopment Initiative*

FY 2006

- **$12.9 million**; included in SAFETEA-LU Transportation Authorization Bill for:
- **$4.7 million** for "Newark Waterfront pedestrian and bicycle access", Broad Street to NJPAC to Minish Park;
- **$509,000** for "University Heights Connector for improvements to First Street in Newark from Sussex St. to West Market Street;"
- **$400,000** for "Newark Access Variable Message Signage System;"
- **$1 million** for "Route 21 Improvements and bridge replacement in the vicinity of Chester Avenue, Newark;"
- **$6.4 million** for the "reconfiguration of Bay Avenue and Polaris Street in Newark;" and

- **$836,000** "Newark, NJ Penn Station Intermodal Improvements including the rehabilitation of boarding areas."
- **$2.5 million**; in Army Corps funding awarded to the *Newark Riverfront Restoration Initiative (Joseph G. Minish Waterfront Park and Historic Area)*
- **$1 million**; in Transportation funding awarded to the *Newark Penn Station Platform Extension and Inter-modal Access Enhancement Project*
- **$275,000**; in Transportation funding awarded to the *Downtown Core Redevelopment Initiative*

FY 2005

- **$2.75 million**; in Army Corps funding awarded to the *Newark Riverfront Restoration Initiative (Joseph G. Minish Waterfront Park and Historic Area)*
- **$1.68 million**; in Transportation funding awarded to the *Newark Elizabeth Rail Link*
- **$5 million**; in Transportation funding awarded to the *Newark Penn Station Platform Extension and Inter-modal Access Enhancement Project*
- **$100,000**; in Justice funding awarded to the *Newark Police Department's Law Enforcement Technology Initiative*
- **$150,000**; in HUD EDI funding for the *Newark Museum*
- **$145,500**; in HUD EDI funding for *Science Park*

CITY OF MIAMI BEACH, FL

(Initial Contract Awarded: 1997)

(Overall Contract Accomplishments: $70+ million)

RECENT ACCOMPLISHMENTS

FY 2011 – Due to the Congress' decision to strip all earmarks from the FY 2011 legislation, the City did not garner any appropriations funding in that fiscal year. However, the following appropriations had been secured prior to the earmark removal.

- **$13 million (House) $11 million (Senate)**; in Army Corps of Engineers funding for the *City's Beach Renourishment Initiative*

FY 2010

- **$500,000**; in Justice funding awarded to the *Miami Beach After School Program*

FY 2009

- **$1 million**; in Homeland Security funding for the City's *Emergency Operations Center*
- **$570,000**; in Transportation funding for the *Atlantic Corridor Greenway Network*
- **$200,000**; in Justice funding for the *Miami Beach After School Program*

FY 2008

- **$525,000**; in HUD EDI funding awarded to the *City Center Housing Initiative*.
- **$500,000**; in Transportation funding for the *Atlantic Corridor Greenway Network*
- **$618,250**; in Justice funding awarded to the *Miami Beach After School Program*
- **$620,000**; awarded to the *West Avenue Bridge Project*. Funding was authorized in the SAFETEA-LU Technical Corrections Legislation.

FY 2007 – Due to the Congress' decision to strip all earmarks from the FY 2007 legislation, the City did not garner any appropriations funding in that fiscal year. However, the following appropriations had been secured prior to the earmark removal.

- **$3 million**; in Army Corps funding planned for the *Miami Beach Alternative Sand Test Beach and Breakwater Project*
- **$500,000**; in Transportation funding planned for the *Atlantic Greenway Corridor Network*

FY 2006

- **$3.2 million**; included SAFETEA-LU Authorization funding for the *Atlantic Greenway Corridor* ($2.4 million) and *West Ave. Connector Bridge* ($800,000).
- **$1.725 million**; in Army Corps funding awarded to the *Miami Beach Alternative Sand Test Beach and Breakwater Project*

- **$1.35 million**; in Army Corps funding awarded for *Miami-Dade County beach renourishment activities* in Miami Dade County
- **$50,000**; in Justice funding awarded for an *After School and Summertime Gang and Drug Prevention Initiative*

FY 2005

- **$700,000;** awarded for *Water and Wastewater System Improvements*. Funding was appropriated through the VA, HUD, EPA Appropriations Bill, as an EPA State and Tribal Assistance Grant (STAG).

NEW ORLEANS REDEVELOPMENT AUTHORITY (NORA)

(Initial Contract Awarded: 2009)

(Overall Contract Accomplishments: $30+ million)

RECENT ACCOMPLISHMENTS

FY 2011 – Due to the Congress' decision to strip all earmarks from the FY 2011 legislation, the City did not garner any appropriations funding in that fiscal year. However, the following appropriations had been secured prior to the earmark removal.

- **$250,000**; In Small Business Administration funding awarded to the *Neighborhood Commercial Revitalization Project*

FY 2010

- **$860,000**; in HUD EDI funding awarded to *Blight Elimination on Critical Corridors' Project*
- **$250,000**; In Small Business Administration funding awarded to the *Neighborhood Commercial Revitalization Project*

MWW brokered a meeting for NORA with Secretary Shaun Donovan on his first official trip to New Orleans laying the ground work for a fruitful partnership with HUD.

MWW creatively identified an ARRA funding opportunity within the Neighborhood Stabilization Program (NSP) 2 that could be amended to allow NORA funding eligibility sparking resistance not only from HUD, but from also from the congressional committees of jurisdiction and the Office of Management and Budget (OMB). After months of legislative maneuvering and negotiations, MWW successfully changed

the eligibility requirements to NSP2 to allow NORA to apply for its competitive grant funding. MWW activated it grants advocacy efforts producing enough delegation support to win NORA's largest federal award in its history - **nearly $30 million.**

MWW also secured a FEMA rule change allowing many of New Orleans' residents living within FEMA designated flood zones to elevate their homes.

ALACHUA COUNTY, FL

(Initial Contract Awarded: December 1997)

(Overall Contract Accomplishments: $28+ million)

RECENT ACCOMPLISHMENTS

FY 2010

- **$900,000** – awarded to the *No Wrong Door: Comprehensive Management of Offenders with Co-Occurring Mental Illness and Addiction.* Funding was included in the Commerce, Justice, Science Title of the FY 2010 Omnibus Appropriations Bill
- **$250,000** – awarded to the *Public Schools Partnership for Student Success.* Funding was included in the Labor, HHS, Education Title of the FY 2010 Omnibus Appropriations Bill

FY 2009

- **$550,000** – awarded to the *No Wrong Door: Comprehensive Management of Offenders with Co-Occurring Mental Illness and Addiction.* Funding was included in the FY 2009 House Commerce, Justice, Science Appropriations Bill

FY 2008

- **$188,000** – awarded to the *No Wrong Door: Comprehensive Management of Offenders with Co-Occurring Mental Illness and Addiction.* Funding was included in the Commerce, Justice, Science Title of the FY 2008 Omnibus Appropriations Bill.

FY 2007 – Due to the Congress' decision to strip all earmarks from the FY 2007 legislation, the City did not garner any appropriations funding in that fiscal year. However, the following appropriations had been secured prior to the earmark removal.

FY 2006

- **$150,000** – awarded to the *GPD/ASCO Joint Law Enforcement Technology Initiative.* Funding was included in the FY 2006 Commerce, Justice, Science, Commerce and Related Agencies Appropriation.
- **Appropriation report language**– awarded to the County's *Critical Rural Infrastructure Assistance* initiative. Funding was included in the FY 2006 Agriculture Appropriations Bill through the Rural Development Program.

FY 2005

- **$250,000** – awarded to the *GPD/ASCO Joint Law Enforcement Technology Initiative.* Funding was included in the FY 2005 Omnibus Appropriations Bill (within the Commerce, Justice, State Appropriations title).
- **$150,000** – awarded to the *Partners for a Productive Community Initiative.* Funding was included as a HUD/EDI in the FY 2005 Omnibus Appropriations Bill (within VA/HUD title).
- **$100,000** – awarded to the *Joint City/County At-Risk Youth Initiative.* Funding was included in the FY 2005 Omnibus Appropriations Bill (within the Labor, HHS, Education Appropriations title).
- **Appropriation report language** was included in the FY 2005Agriculture Appropriations Bill through the Rural Development Program for the County's Critical Rural Infrastructure Assistance initiative, as well as a specific reference to the City of Hawthorne and their water quality problems.

CITY OF GAINESVILLE, FL

(Initial Contract Awarded: 1992)

(Overall Contract Accomplishments: $50+ million)

RECENT ACCOMPLISHMENTS

FY 2010

- **$750,000**; in Transportation funding for *Gainesville Regional Transit System*
- **$250,000**; in Education funding for the *Public Schools Partnership for Student Success*

FY 2009

- **$475,000**; in Transportation funding for the *Gainesville Regional Transit System*
- **$300,000**; in EPA funding for the *Depot Avenue Stormwater Park*

FY 2007 – Due to the Congress' decision to strip all earmarks from the FY 2007 legislation, the City did not garner any appropriations funding in that fiscal year. However, the following appropriations had been secured prior to the earmark removal.

- **$200,000;** in Transportation funding planned for the *Gainesville Regional Transit System Bus Acquisition*

FY 2006

- **$22.4 million;** included in SAFETEA-LU Transportation Authorization Bill for:
- **$1,000,000** "City of Gainesville, Regional Transit System Facility Expansion"
- **$3,344,000** "Gainesville, FL Bus Facility Expansion"
- **$3,344,000** "Gainesville, FL Bus Replacement"
- **$418,000** "Gainesville, FL Bus Rapid Transit study"
- **$1,600,000** "Airport Access Road, Gainesville"
- **$4,800,000** "Depot Avenue Enhancements, Gainesville"
- **$1,600,000** "Roadway Construction of SW62-SW24 Avenue in Gainesville"
- **$2,400,000** "North-South Corridor between Archer Road and Newberry Road, Gainesville"
- **$1,500,000** "Gainesville, Alachua County, Improve North-South Corridor between Archer Rd. and Newberry Rd. to provide congestion relief to I-75 corridor, SR 21, SR, 24, SR 26"
- **$800,000** "NE 3rd Ave. to NE 8th Ave. Road Reconstruction, Gainesville"
- **$1,600,000** "University Ave. to NE 8th Ave. Road Reconstruction, Gainesville"
- **$150,000**; in Justice funding awarded for a *Joint Law Enforcement Technology Initiative*
- **$200,000**; in HUD EDI funding awarded to the *Downtown Revitalization Initiative*

FY 2005

- **$250,000**; in Justice funding awarded for a *Joint Law Enforcement Technology Initiative*
- **$1 million**; in Transportation funding awarded for *Bus Acquisition and Facility Funding for Gainesville Regional Transit System (RTS)*
- **$4 million**; in Transportation awarded for the *North Florida and West Coast Regional Bus Coalition*
- **$350,000**; in EDI and EPA funding awarded to the *Downtown Revitalization Initiative*
- **$100,000**; in Justice funding awarded to an *At-Risk Youth Prevention Program*

CITY OF ALBANY, GA

(Initial Contract Award: 2008)

(Overall Contract Accomplishments: $2.55 million)

RECENT ACCOMPLISHMENTS

FY 2011 – Due to the Congress' decision to strip all earmarks from the FY 2011 legislation, the City did not garner any appropriations funding in that fiscal year. However, the following appropriations had been secured prior to the earmark removal.

- **$700,000**; in Interior funding for *the Albany Holloway Mercer Outfall Separation Initiative*
- **$ 1 million**; in transportation funding for *the Albany-Dougherty Regional Airport Expansion*

FY 2010

- **$1.5 million**; in Transportation funding for *the Albany Transit Multimodal Center*
- **$500,000**; *in Transportation funding for Albany Transit Replacement Buses*
- ***FY 2009***
- **$475,000**; in Transportation funding for the *Albany Transit Multimodal Center*
- **$75,000**; in Justice funding for *Albany Totally Teen Zone After School Program*

HOUSTONWORKS

(Initial Contract Awarded: 2009)

(Overall Contract Accomplishments: $2 million)

RECENT ACCOMPLISHMENTS

FY 2011 – Due to the Congress' decision to strip all earmarks from the FY 2011 legislation, the City did not garner any appropriations funding in that fiscal year. However, the following appropriations had been secured prior to the earmark removal.

- **$ 1 million**; in Defense funding for the *Houstonworks' STEM Initiative*
- **$250,000**; in Justice funding awarded to *the Houstonworks' Juvenile Justice Initiative*
- **$600,000**; in Energy funding for *the Urban to Energy Science Education Initiative*

FY 2010

- **$1.6 million**; in Defense funding awarded to *Science, Technology, Engineering and Mathematics (STEM) Initiative*
- **$400,000;** In Justice funding awarded to *the Houstonworks' Juvenile Justice Initiative*

MWW

Relationships with Obama Administration

CONNECTING CLIENTS WITH THE ADMINISTRATION

MWW Group prides itself in the depth and breadth of its relationships within the Obama Administration. As a result, our clients enjoy top-tier White House and Executive Branch access that provide each client with favorable returns on their government relations investment.

MWW CEO, Michael Kempner, leads the charge by example, as a long-time supporter of President Obama. He remains engaged at the highest levels of federal advocacy serving on boards and councils appointed by the President. His most recent appointment was to the White House Council for Community Solutions spearheaded by First Lady, Michelle Obama and Melody Hobson to name just one.

Beyond our CEO, the MWW Team is steeped with talented connectors whose political, legislative and regulatory networks span all 15 federal departments and many of their sub-agencies respectively. Agencies of particular note are:

- Department of Energy (DOE)
- Environmental Protection Agency (EPA)
- Department of Transportation (DOT)
- Department of Housing and Urban Development (HUD)
- Department of Interior, Department of Labor (DOL)
- Department of Homeland Security (DHS)
- Department of Education and Department of Health and Human Services (HHS)

In addition to our ability to secure meaningful high caliber meetings with Obama Administration officials at the aforementioned agencies, MWW's access also includes agency-specific forums, roundtables and conferences that position our clients among key decision-makers, as industry thought leaders and innovators.

Relationships with Congressional Leadership

MWW has long established and maintained ties with Members of the Florida Congressional Delegation and their staff. We have developed and maintained these relationships for well over 20 years, and we have detailed those relationships, with both former and current Members, Members of both parties and in both houses, as well as our special relationships with House and Senate Leadership from the Speaker and Majority Leader and Whip of the House to the Senate Majority Leader, committee chairmen and ranking minority members. Please see below.

U.S. SENATE

Florida Senators

- **Senator Bill Nelson (D)**
  We work very closely with Florida's sitting Democratic Senator, Bill Nelson, both when he served in the House of Representatives, and now as a Senator on local governments issues related to health care reform; strategic partnerships with non-profit organizations, public sector and private entities, such as higher education institutions for competitive grant funding; appropriations; city and county formula funding; brownfields and government response to natural disaster, such as the RESTORE Act.

- **Senator Marco Rubio (R)**
  We work very well with Florida's sitting Republican Senator, Marco Rubio, on issues related to transportation, higher education, census and immigration where they intersect with municipalities. We are especially close to his Chief of Staff and Legislative Director.

Former Senators

- **Senator George LeMieux (R)**
  We were involved with the new Senator's Swearing-In Day in Washington, D.C. and forged a long lasting relationship with him as a result. The former Senator was particularly known for his tax knowledge and pro-business sense, and it was those areas in which we worked with him most closely.

- **Senator Mel Martinez (R)**
  Similarly, we always coordinated closely with Senator Martinez, especially through his senior staff, Nilda Pedrosa Rodriquez, and his senior appropriations staff.

Even with his retirement, we maintain strong relationships with the Senator's current and former staff. We encourage your contact with Nilda, in her current leadership role in the office of Congressman Mario Diaz Balart. Senator Martinez led a number of issues that were critical to disaster assistance and recovery for the State of Florida, as well as working with us closely on Florida housing, agriculture, and workforce issues.

- **Senator Bob Graham (D)**
  Our team has worked very closely and directly with former Senator Bob Graham on a number of issues and projects, a long list of health and biomedical sciences investments, international education and development, environmental and marine science initiatives, science and technology legislation, and tax policy given his role on the Senate Finance Committee, as well as critical development and infrastructure initiatives for Florida cities and counties.

  We continue to work with many of his former staff members who now hold senior-level positions elsewhere in Congress, like Russ Sullivan, now Chief Counsel for the Senate Finance Committee. We encourage you to consult with the Senator directly on the depth and quality of that involvement and our work.

- **Senator Connie Mack (R)**
  In addition, we worked quite closely with Senator Connie Mack and with many of his professional staff. We worked especially closely with the Senator on cancer funding for Florida, biomedical research and NIH issues and funding, as well as, working with him on appropriations matters for Florida local governments. A key example of our work together involved the effort led by Senator Mack to significantly advance cancer hospital designations and dedicated Medicare funding for cancer in Florida.

U.S. HOUSE OF REPRESENTATIVES

Current Members

While we have good working relationships with a large majority of all of the delegation Members, we have highlighted thirteen (13) of the currently seated Members of both parties for your review and reference. Again, we encourage your consultation with any of these Members and/or their senior most staff about our work.

- **The Honorable Frederica Wilson (D)**
  As the successor to Representative Kendrick Meek, Congresswoman Wilson has picked up where she left off in the Florida Legislature with her love of education and science. We work with

her extremely closely on all issues surrounding education, science, immigrations and economic development for our local government clients.

- **The Honorable Ileana Ros-Lehtinen (R)**
  The MWW Team has been working closely with Congresswoman Ileana Ros-Lehtinen, Chair of the House International Relations Committee ever since she succeeded the Hon. Claude Pepper. She has played a leading role in the world of international education and development, advancing any number of issues and programs of critical importance to Florida's universities and surrounding local governments.

- **The Honorable Debbie Wasserman Schultz (D)**
  As a former "Cardinal" of the House appropriations subcommittee chair, along with her role as DNC Chair, Congresswoman Wasserman-Schultz is one of the staunchest supporters of South Florida education, health, children's and local community needs. MWW Group is proud to work so closely with her, as well as with her senior most staff, ever since her election to Congress.

- **The Honorable C.W. (Bill) Young (R)**
  Now, Chairman of Defense Appropriations, and formerly as both the Chairman of the full House Appropriations Committee and as full Committee Ranking Member, the MWW team has worked very closely with him Congressman Young on education, health, science and biomedical science, especially R&D and training consistent with the missions and needs of the Department of Defense. He has played a leading role in linking Florida higher education with national defense and security objectives as vehicles for economic development for Florida cities and counties.

- **The Honorable Mario Diaz-Balart (R)**
  Since his election to Congress, the MWW Team has also worked very closely with Congressman Mario Diaz-Balart. He has long been committed to the advancement of Florida environmental issues. His current chief of Staff, having played a leading role on the staff of Senator Mel Martinez, can speak to our work with the former Senator and to our relationship with Congressman Diaz-Balart.

- **The Honorable Corrine Brown (D)**
  Congresswoman Brown is arguably the Florida delegation's strongest advocate for local governments and infrastructure needs on behalf of her constituents. Her critically important role on the House Transportation and Infrastructure Committee, including her subcommittee chairmanship (one of the 20+ Congressional Black Caucus chairmanships), has led to any number of important local and regional projects for Florida entities.

- **The Honorable Cliff Stearns (R)**

Through our representation of the City of Gainesville and Alachua County, MWW knows first-hand that Congressman Stearns is a strong supporter of local governments. His leadership role on the House Energy and Commerce Committee makes him one of the most important Members of the Florida Congressional Delegation, where he concentrates on issues ranging from economic development, support for local businesses, the environment and technology. The MWW Team works especially closely both with the Congressman and his senior-most staff and Chief of Staff on these issues.

In addition, we highlight our strong working relationships with each of these Members as well, and again, we encourage your consultation with these Members on our relationships.

- The Honorable Steve Southerland
- The Honorable Alcee Hastings
- The Honorable Sandy Adams
- The Honorable Kathy Castor

Former Members

The MWW Team has been honored to work very closely with a number of former Florida Members who have been especially committed to Florida local governments. We were proud to have worked especially closely with certain Florida Members who are now deceased like Foreign Affairs Chairman Dante B. Fascell and Rules Committee Chairman Claude Pepper. They made indelible impressions on not only Florida, but the entire nation. There have been other former Members, however, with whom we have also enjoyed a strong and close working relationship on local government issues related to health, education, research, science and technology. These are Members who we also encourage you to consult as to the quality and depth of our work with them.

MWW

Fee Proposal

MWW Group proposes a retainer fee to provide Miami-Dade County, Florida with federal government relations services of **$150,000 annually**, which shall be paid by Miami-Dade County in **twelve (12) equal monthly installments of $12,500 per month**.

This retainer includes all of the services needed to service the Miami-Dade County with its federal legislative and administrative agendas, including the development and implementation of a strategic plan with both Congress and the Federal Agencies.

Form A-2
AFFIDAVIT OF MIAMI-DADE COUNTY
LOBBYIST REGISTRATION FOR ORAL PRESENTATION

(1) Project Title: Governmental Representation and Consulting Services Project No.: 805
(2) Department: Office of Intergovernmental Affairs
(3) Proposer's Name: MWW Group
Address: _____ Zip: _____
Business Telephone: (____) _____

(4) List All Members of the Presentation Team Who Will Be Participating in the Oral Presentation:

NAME	TITLE	EMPLOYED BY	TEL. NO.
Marilyn B. Thompson	EVP & General Manager	MWW Group	202/600-4570
Dana Perlmutter	SVP & Deputy Gen. Manager	MWW Group	202/600-4570
E. Marion Turner	SVP	MWW Group	202/600-4570
Monica Alexander	Director	MWW Group	202/600-4570
Ellen Smith	Vice President	MWW Group	202/600-4570

(ATTACH ADDITIONAL SHEET IF NECESSARY)

The individuals named above are Registered and the Registration Fee is <u>not</u> required for the Oral Presentation ONLY.

Any person who appears as a representative for an individual or firm for an oral presentation before a County certification, evaluation, selection, technical review or similar committee must be listed on an affidavit provided by the County. The affidavit shall be filed with the Clerk of the Board at the time the response is submitted. The individual or firm must submit a revised affidavit for additional team members added after submittal of the proposal with the Clerk of the Board prior to the oral presentation. Any person not listed on the affidavit or revised affidavit may not participate in the oral presentation, unless he or she is registered with the Clerk's office and has paid all applicable fees.

Other than for the oral presentation, Proposers who wish to address the county commission, county board or county committee concerning any actions, decisions or recommendations of County personnel regarding this solicitation in accordance with Section 2-11.1(s) of the Code of Miami-Dade County MUST register with the Clerk of the Board and pay all applicable fees.

I do solemnly swear that all the foregoing facts are true and correct and I have read or am familiar with the provisions of Section 2-11.1(s) of the Code of Miami-Dade County as amended.

Signature of Authorized Representative: [signature] Title: EVP, CFO
STATE OF NJ
COUNTY OF Bergen

The foregoing instrument was acknowledged before me this _____,
by: _____, a _____, who is personally known
(Individual, Officer, Partner or Agent) (Sole Proprietor, Corporation or Partnership)
to me or who has produced _____ as identification and who did/did not take an oath.

_____
(Signature of person taking acknowledgement)
Doraida Sanchez
(Name of Acknowledger typed, printed or stamped)

_____ _____
(Title or Rank) (Serial Number, if any)

Doraida Sanchez
Notary Public of NJ
My Commission Expires May 2012

Revised 2/7/05

Form A-3

ACKNOWLEDGEMENT OF ADDENDA

Instructions: Complete Part I or Part II, whichever is applicable.

PART I: Listed below are the dates of issue for each Addendum received in connection with this solicitation.

Addendum #1, Dated June 20, 2012

Addendum #2, Dated June 26, 2012

Addendum #3, Dated _____, 201__

Addendum #4, Dated _____, 201__

Addendum #5, Dated _____, 201__

Addendum #6, Dated _____, 201__

Addendum #7, Dated _____, 201__

Addendum #8, Dated _____, 201__

Addendum #9, Dated _____, 201__

PART II:

____ No Addendum was received in connection with this solicitation.

Authorized Signature: [signature] Date: 6/27/12

Print Name: Seth Rosenstein Title: EVP, CFO

Firm Name: MWW Group

A-3 - Rev. 1/25/10

FORM A-5
SUBCONTRACTOR/SUPPLIER LISTING
(Ordinance 97-104)

Name of Proposer MWW Group

This form, or a comparable listing meeting the requirements of Ordinance No. 97-104, MUST be completed by all bidders and proposers on County contracts for purchase of supplies, materials or services, including professional services which involve expenditures of $100,000 or more, and all bidders and proposers on County or Public Health Trust construction contracts which involve expenditures of $100,000 or more. **This form, or a comparable listing meeting the requirements of Ordinance No. 97-104, must be completed and submitted even though the bidder or proposer will not utilize subcontractors or suppliers on the contract. The bidder or proposer should enter the word "NONE" under the appropriate heading in those instances where no subcontractors or suppliers will be used on the contract.** A bidder or proposer who is awarded the contract shall not change or substitute first tier subcontractors or direct suppliers or the portions of the contract work to be performed or materials to be supplied from those identified except upon written approval of the County.

Business Name and Address of First Tier Subcontractor/Subconsultant	Principal Owner	Scope of Work to be Performed by Subcontractor/Subconsultant	(Principal Owner) Gender	Race

Business Name and Address of Direct Supplier	Principal Owner	Supplies/Materials/Services to be Provided by Supplier	(Principal Owner) Gender	Race

I certify that the representations contained in this Subcontractor/Supplier Listing are to the best of my knowledge true and accurate.

Signature of Proposer's Authorized Representative	Print Name	Print Title	Date
[signature]	Seth Rosenstein	EVP, CFO	6/27/12

(Duplicate if additional space is needed)
Form A-5(new 5/7/99)

Form A-6

FAIR SUBCONTRACTING POLICIES
(Section 2-8.8 of the Miami-Dade County Code)

FAIR SUBCONTRACTING PRACTICES

In compliance with Section 2-8.8 of the Miami-Dade County Code, the Proposer submits the following detailed statement of its policies and procedures for awarding subcontracts:

MWW Group currently has no policies or procedures regarding subcontracts.

I hereby certify that the foregoing information is true, correct and complete.

Signature of Authorized Representative: [signature]

Title: EVP CFO Date: 6/27/12

Firm Name: MWW Group

Form A-6 Rev. 2/13/01

Governmental Representation and Consulting Services in Washington, DC
For Miami-Dade County, Florida
RFQ #805

July 4, 2012

Victoria Cram
Patton Boggs LLP
2550 M Street, N.W.
Washington, D.C. 20037
Phone: (202) 457-6547
Fax: (202) 457-6315
E-mail: vcram@pattonboggs.com

Marek Gootman
Patton Boggs LLP
2550 M Street, N.W.
Washington, D.C. 20037
Phone: (202) 457-6158
Fax: (202) 457-6315
E-mail: mgootman@pattonboggs.com

5244992

Form A-1

PROPOSER'S NAME (Name of firm, entity or organization):
Patton Boggs LLP

FEDERAL EMPLOYER IDENTIFICATION NUMBER: 520749196

NAME AND TITLE OF PROPOSER'S CONTACT PERSON:

Name: Victoria M. Cram Title: Of Counsel

MAILING ADDRESS:

Street Address: 2550 M St NW

City, State, Zip: Washington, DC 20037

TELEPHONE:	***FAX:***	***E-MAIL ADDRESS:***
(202) 457-6547	(202) 457-6315	VCRAM@PATTONBOGGS.COM

PROPOSER'S ORGANIZATIONAL STRUCTURE:

___ Corporation X Partnership ___ Proprietorship ___ Joint Venture

___ Other (Explain):

IF CORPORATION:
Date Incorporated/Organized: 1962 State Incorporated/Organized: Washington, DC

States registered in as foreign corporation: ___

PROPOSER'S SERVICE OR BUSINESS ACTIVITIES OTHER THAN WHAT THIS SOLICITATION REQUESTS FOR:
Governmental Registration and Consulting Services

LIST NAMES OF PROPOSER'S SUBCONTRACTORS OR SUBCONSULTANTS FOR THIS PROJECT:
N/A

LOCAL CERTIFIED SERVICE-DISABLED VETERAN BUSINESS ENTERPRISE:

A Local Certified Service-Disabled Veteran Business Enterprise is a firm that is a) a local business pursuant to Section 2-8.5 of the Code of Miami-Dade County and b) prior to proposal submittal is certified by the State of Florida Department of Management Services as a service-disabled veteran business enterprise pursuant to Section 295.187 of the Florida Statutes. At the time of proposal submission, the Local Certified Service-Disabled Veteran Business Enterprise must affirm in writing its compliance with the certification requirements of Section 295.187 of the Florida Statutes and submit said affirmation and a copy of the actual certification along with the proposal submission.

☐ Place a checkmark here only if affirming Proposer is a certified Local Certified Service-Disabled Veteran Business Enterprise. A copy of the required certification must be submitted with the proposal.

CRIMINAL CONVICTION DISCLOSURE:

Pursuant to Miami-Dade County Ordinance No. 94-34, any individual who has been convicted of a felony during the past ten years and any corporation, partnership, joint venture or other legal entity having an officer, director, or executive who has been convicted of a felony during the past ten years shall disclose this information prior to entering into a contract with or receiving funding from the County.

☐ Place a checkmark here only if Proposer has such conviction to disclose.

Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List:

By executing this proposal through a duly authorized representative, the proposer certifies that the proposer is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, as those terms are used and defined in sections 287.135 and 215.473 of the Florida Statutes. In the event that the proposer is unable to provide such certification but still seeks to be considered for award of this solicitation, the proposer shall execute the proposal through a duly authorized representative and shall also initial this space: ___. In such event, the proposer shall furnish together with its proposal a duly executed written explanation of the facts supporting any exception to the requirement for certification that it claims under Section 287.135 of the Florida Statutes. The proposer agrees to cooperate fully with the County in any investigation undertaken by the County to determine whether the claimed exception would be applicable. The County shall have the right to terminate any contract resulting from this solicitation for default if the proposer is found to have submitted a false certification or to have been placed on the Scrutinized Companies for Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.

PROPOSER'S AUTHORIZED SIGNATURE

The undersigned hereby certifies that this proposal is submitted in response to this solicitation.

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED BELOW BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE PROPOSAL NON-RESPONSIVE. THE COUNTY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE PROPOSER TO THE TERMS OF ITS OFFER.

Signed By: Victoria Cram Date: 7/3/12

Print Name: Victoria M. Cram Title: Of Counsel

A-1 Rev. 7/29/11

Form A-2
AFFIDAVIT OF MIAMI-DADE COUNTY
LOBBYIST REGISTRATION FOR ORAL PRESENTATION

(1) ProjectTitle: Governmental Representation Project No.: No. 805
(2) Department: Department of Procurement Management
(3) Proposer's Name: Patton Boggs LLP
Address: 2550 M St NW Washington, DC Zip: 20037
Business Telephone: (202) 457-6547

(4) List All Members of the Presentation Team Who Will Be Participating in the Oral Presentation:

NAME	TITLE	EMPLOYED BY	TEL. NO.
Victoria Cram	Of Counsel	Patton Boggs LLP	202-457-6547
Marek Gootman	Partner	Patton Boggs LLP	202-457-5653
Carolina Mederos	Partner	Patton Boggs LLP	202-457-6158
Rodney Slater	Partner	Patton Boggs LLP	202-457-5265

(ATTACH ADDITIONAL SHEET IF NECESSARY)

The individuals named above are Registered and the Registration Fee is <u>not</u> required for the Oral Presentation ONLY.

Any person who appears as a representative for an individual or firm for an oral presentation before a County certification, evaluation, selection, technical review or similar committee must be listed on an affidavit provided by the County. The affidavit shall be filed with the Clerk of the Board at the time the response is submitted. The individual or firm must submit a revised affidavit for additional team members added after submittal of the proposal with the Clerk of the Board prior to the oral presentation. Any person not listed on the affidavit or revised affidavit may not participate in the oral presentation, unless he or she is registered with the Clerk's office and has paid all applicable fees.

Other than for the oral presentation, Proposers who wish to address the county commission, county board or county committee concerning any actions, decisions or recommendations of County personnel regarding this solicitation in accordance with Section 2-11.1(s) of the Code of Miami-Dade County MUST register with the Clerk of the Board and pay all applicable fees.

I do solemnly swear that all the foregoing facts are true and correct and I have read or am familiar with the provisions of Section 2-11.1(s) of the Code of Miami-Dade County as amended.

Signature of Authorized Representative: Stacey Angelita Gambrell Title: Notary Public
STATE OF Washington, D.C.
COUNTY OF Washington, D.C.

The foregoing instrument was acknowledged before me this 3rd day of July, 2012,
by Victoria M. Cram, a Partnership, who is personally known
(Individual, Officer, Partner or Agent) (Sole Proprietor, Corporation or Partnership)
to me or who has produced Driver's License as identification and who did/did not take an oath.

Victoria Cram
(Signature of person taking acknowledgement)
Victoria M. Cram
(Name of Acknowledger typed, printed or stamped)
Of Counsel
(Title or Rank) (Serial Number, if any)

STACEY ANGELITA GAMBRELL
Notary Public
Commonwealth of Virginia
7045806
My Commission Expires Jan 31, 2014

Revised 2/7/05

Form A-3

ACKNOWLEDGEMENT OF ADDENDA

Instructions: Complete Part I or Part II, whichever is applicable.

PART I: Listed below are the dates of issue for each Addendum received in connection with this solicitation.

Addendum #1, Dated June 20, 201 12

Addendum #2, Dated June 26, 201 12

Addendum #3, Dated _____, 201___

Addendum #4, Dated _____, 201___

Addendum #5, Dated _____, 201___

Addendum #6, Dated _____, 201___

Addendum #7, Dated _____, 201___

Addendum #8, Dated _____, 201___

Addendum #9, Dated _____, 201___

PART II:

____ No Addendum was received in connection with this solicitation.

Authorized Signature: Victoria Cram Date: 7/3/12

Print Name: Victoria M. Cram Title: Of Counsel

Firm Name: Patton Boggs LLP

FORM A-5
SUBCONTRACTOR/SUPPLIER LISTING
(Ordinance 97-104)

Name of Proposer N/A

This form, or a comparable listing meeting the requirements of Ordinance No. 97-104, **MUST** be completed by all bidders and proposers on County contracts for purchase of supplies, materials or services, including professional services which involve expenditures of $100,000 or more, and all bidders and proposers on County or Public Health Trust construction contracts which involve expenditures of $100,000 or more. **This form, or a comparable listing meeting the requirements of Ordinance No. 97-104, must be completed and submitted even though the bidder or proposer will not utilize subcontractors or suppliers on the contract. The bidder or proposer should enter the word "NONE" under the appropriate heading in those instances where no subcontractors or suppliers will be used on the contract.** A bidder or proposer who is awarded the contract shall not change or substitute first tier subcontractors or direct suppliers or the portions of the contract work to be performed or materials to be supplied from those identified except upon written approval of the County.

Business Name and Address of First Tier Subcontractor/Subconsultant	Principal Owner	Scope of Work to be Performed by Subcontractor/Subconsultant	(Principal Owner)	
			Gender	*Race*

Business Name and Address of Direct Supplier	Principal Owner	Supplies/Materials/Services to be Provided by Supplier	(Principal Owner)	
			Gender	*Race*

I certify that the representations contained in this Subcontractor/Supplier Listing are to the best of my knowledge true and accurate.

Signature of Proposer's Authorized Representative	Print Name	Print Title	Date

(Duplicate if additional space is needed)
Form A-5(new 5/7/99)

Form A-6

FAIR SUBCONTRACTING POLICIES
(Section 2-8.8 of the Miami-Dade County Code)

FAIR SUBCONTRACTING PRACTICES

In compliance with Section 2-8.8 of the Miami-Dade County Code, the Proposer submits the following detailed statement of its policies and procedures for awarding subcontracts:

The Patton Boggs Municipal Practice currently features several successful working relationships with local subcontractors throughout the jurisdictions of our representations. Our experience in this area gives us an informed understanding of best practices in such partnerships. It is our experience that these arrangements are best made once we have further explored with the County the full scope of services and the extent to which a subcontractor will be most beneficial. If retained by the County, Patton Boggs will serve as your primary contact and will coordinate with a subcontractor if and when appropriate

I hereby certify that the foregoing information is true, correct and complete.

Signature of Authorized Representative: Victoria Cu

Title: Of Counsel Date: July 3, 2012

Firm Name: Patton Boggs LLP

PATTON BOGGS LLP
ATTORNEYS AT LAW

2550 M Street, NW
Washington, DC 20037-1350
202-457-6000

Facsimile 202-457-6315
www.pattonboggs.com

July 3, 2012

Victoria Cram
VCram@PattonBoggs.com

CLERK OF THE BOARD
Stephen P. Clark Center
111 NW 1st Street, 17th Floor, Suite 202
Miami, Florida 33128-1983

Dear CLERK OF THE BOARD:

Patton Boggs LLP offers for consideration the enclosed proposal to represent Miami-Dade County ("the County") in advising and advocating on its federal public policy objectives, including federal funding, legislative, policy, and regulatory matters. We have been honored to be part of the Miami-Dade County federal team for the past year serving in the areas of transportation, defense, housing and homeland security, among others.

Our firm is uniquely qualified to represent the County because of our measurable record of accomplishments in addressing complex issues for the most prominent local governments and public agencies in the country, as well as our nationally-recognized substantive capabilities and subject matter expertise on local government issues.

Patton Boggs maintains the most significant local government and public agency advocacy practice in the nation, representing dozens of counties, cities, and local and regional authorities on the full spectrum of issues affecting local government responsibilities -- no other firm represents a group of more prominent or well-known localities. The breadth of our local government practice affords unique advantages to our clients through coalition-building, information-sharing, and access, as well as broad-based and bipartisan / non-partisan contacts in Congress and the Administration. Our size and scope enables full-service in-house representation without subcontracts.

The Patton Boggs public policy team focuses on technical expertise coupled with procedural knowledge to proactively advise and position local governments on the merits and in the context of viable federal prospects. As outlined in the RFP, we will continue working closely with County officials to plan and pursue a comprehensive and aggressive federal relations strategy that includes a balanced approach to opportunities through both the Legislative and Executive branches.

PATTON BOGGS LLP
ATTORNEYS AT LAW

Our prior experience in the region and with the County also means our team is particularly knowledgeable about policy issues and dynamics relevant to Miami-Dade County and Florida. We have been honored to have been part of the Miami-Dade lobbying effort for the past year. During that time, we successfully sought the release of over $62.5 million in transit funds from the Federal Transit Administration, collaborated closely with the Beacon Council in the ongoing effort to seek support for the Miami-Dade Aerospace Show, successfully addressed several homeland security funding and policy issues, and helped bring the Global Cities Initiative and future resources to the County.

Finally, Patton Boggs recognizes the special responsibilities entailed in representing governmental entities and is respectful of our firm's role as an extension of local elected and appointed leaders. Our clients trust our advice and counsel because they respect our integrity and discretion, and they know that our interactions with federal and congressional officials will always reflect positively on their behalf.

We greatly enjoy the work we do on behalf of the County and we are excited about the potential to continue our partnership with the County.

Sincerely,

Victoria Cram

Victoria Cram
Of Counsel

Marek Gootman

Marek Gootman
Partner

VC for MG

PATTON BOGGS LLP

Table of Contents

I. Experience, Qualifications, Past Performance and Capabilities 1

II. Key Personnel and Subcontractors 18

III. Major Metropolitan County Issues and Key County Issues and Working Relationships and President Obama's Administration and House and Senate Leadership 23

IV. Patton Boggs Local Government And Transportation And Water Agency Clients (2012) 55

V. Appendix 56

5244992

PATTON BOGGS LLP

I. Experience, Qualifications, Past Performance and Capabilities

1. Patton Boggs LLP
2550 M St NW
Washington, DC 20037

About Patton Boggs

Patton Boggs began as an international law firm concentrating in global business and trade in 1962. While we have maintained our strong concentration in international and trade law, we have evolved beyond our roots to become a full-service firm with a national presence in every major area of legal representation. We were among the first law firms to recognize that all three branches of government could serve as forums in which to achieve client goals, enabling us to emerge as the nation's leading public policy law firm, and we have developed our extensive business law capabilities into the firm's largest practice area. Thomas Hale Boggs, Jr. is Chairman of the Firm's Executive Committee and is joined by Managing Partner, Ed Newberry.

While the firm is best known for advocacy before the Federal Executive and Legislative branches, nearly 600 attorneys and professionals in eight offices also integrate with the policy practice providing a complete range of legal practice areas such as litigation, environment and natural resources, health care, housing, transportation / aviation, telecommunications and technology, commercial transactions, public-private partnerships, government contracts, international trade, and taxation. Additionally, we offer our clients in-house access to technical resources, such as economists, trade specialists, and transportation experts. We now serve as the registered lobbyist for many governmental, corporate, trade association, and not-for-profit entities. Additionally, we offer our clients in-house access to technical resources, such as economists, trade specialists, and transportation experts.

Over the past forty years, the firm has grown from its headquarters in Washington, DC, to five regional offices in New York, New Jersey, Dallas, Denver, and Anchorage, and three international offices in Doha, Qatar, Abu Dhabi, UAE and Riyadh, Saudi Arabia. Patton Boggs has 544 attorneys, 62 paralegals, 416 Staff, totaling 1,022. We are a partnership that files a 1065 Tax Return.

2. Patton Boggs Local Government Public Policy and Lobbying Practice

Consistently ranked as Washington's top overall lobbying firm – and representing many of the largest U.S. cities and counties – Patton Boggs maintains the most significant municipal government and public agency practice. No other firm represents a group of more important and well-known local governments, which affords unique advantages to Miami-Dade County through depth of accumulated expertise, information-sharing, coalition-building, and access.

The localities that choose Patton Boggs to represent them, and the long-term continuation of that representation through changes in local political administration, attest to the quality of service we provide. Patton Boggs clients across the country include large urban counties such as Bexar County (San Antonio) and Wayne County (Detroit); consolidated city-counties like Denver, Jacksonville / Duval County, and Baton Rouge / East Baton Rouge Parish; and internationally-recognized cities such as Atlanta, Las Vegas, San Diego, San Jose, New Orleans and Portland, Oregon. Some of these local governments have been clients for decades.

The success of this municipal practice is based on our combination of substantive expertise in policy areas affecting localities, experience in representing similarly situated cities, synergies achieved through municipal coalitions, and strategic political skills and long-standing bipartisan contacts in Congress and the Executive Branch.

Furthermore, for many years, *Influence Magazine*, a lobbying trade publication, rated Patton Boggs as the top lobbying firm in the nation. Patton Boggs also was ranked first in assessments by the *Legal Times, Roll Call,* and *The Hill* newspapers. *Fortune* magazine, has placed Patton Boggs among the top two most influential lobbying firms. *Beachem's Guide* to Key Lobbyists describes Patton Boggs as "one of the powerhouse firms in the capital whose lawyer-lobbyists have contacts deep within both political parties – and know how to tap those contacts for maximum effect." In addition, The *Wall Street Journal, The Washington Post, Newsweek, Business Week,* and *Vanity Fair* have featured the firm in articles on effective lobbying.

Two decades ago, Patton Boggs recognized that effective federal advocacy for local government requires a specialized focus and substantive expertise. Acknowledging the importance of the associations representing those interests, we also determined that individual localities must interact directly and regularly with the federal government to resolve specific local concerns and to partner with other localities on positions that the broad-based association constituencies could not address. By focusing on developing subject matter policy and program capabilities in local government issues and tailoring special services to public agency clients, Patton Boggs has established a long record in representing counties and cities, as well as transportation / transit authorities, utilities, special districts, state agencies, public health consortia and hospitals, universities and schools, community development corporations, and similar entities.

Patton Boggs' effectiveness in local government representation is not focused on or reliant upon associations with any particular party or individuals, but rather is driven by substantive and procedural expertise while functioning with a political environment. Both our approach and success has been consistent across changes in Congressional and Executive Branch party control.

Our areas of expertise include, but are not limited to, maritime and port issues, transit, aviation, international trade and tourism, public safety and homeland security and energy/environment.

We will go into greater detail of our experience in these areas at another point in this proposal (see Sections 15 and 16), but briefly our experience includes:

- **Port/Maritime:** We helped the Port of Oakland secure $102 million for a harbor deepening project and on behalf of the City of Portland, supporting the Port of Portland and aided by the Portland Business Alliance, helped secure tens of millions of dollars for channel deepening in the Columbia River. Recently, we have been involved in efforts concerning the Harbor Maintenance Fee. We also are advancing an effort to build a tight coalition of business and elected stakeholders from metro areas along nationally-significant freight corridors, from seaports to inland ports, to address federal policy and funding issues.
- **Transit:** Patton Boggs assisted Miami-Dade Transit in securing the release of over $60 million in funding from the Federal Transit Administration and the process for release of additional $75 million and release of $72.6 million in ARRA funds. We succeeded in securing the first federally-funded streetcar project under the Small Starts Program for the Portland Streetcar Loop; and in addition to regular New Starts funding, nearly $200 million in various federal loans to the FasTracks rail project for the Denver Regional Transportation District, the first time the federal programs were pieced together to jointly fund a single major infrastructure effort. We currently represent other transit entities, such as the Jacksonville Transportation Authority, Colorado Association of Transit Agencies and the Southwest Regional Transit Authority in Cincinnati.

- **Aviation:** Patton Boggs has a substantial aviation practice working for a range of small, medium and large hub airports across the country. We have experience in authorization provisions, appropriations for airfield and terminal improvements, NEPA issues, airspace design, airport capacity and airport safety, and homeland security; for example, we assisted the San Jose International Airport in negotiating increases in TSA personnel and financing an in-line baggage system installation, and last year we succeeded in preventing the Boise Airport TRACON from being relocated to Salt Lake City. (*note: Patton Boggs previously received a waiver from the Board of Commissioners to permit ongoing representation of Atlanta-Hartsfield International Airport*)

- **International Trade/Tourism:** Patton Boggs worked on a range of federal tourism promotion policy and export support issues. We engaged in the Travel Promotion Act effort and ongoing "favored nation" visa facilitation issues on behalf of cities with strong tourism economies, such as Las Vegas and San Diego. We represented two of the pilot cities for the Metropolitan Export Initiative undertaken in conjunction with the Brookings Institution and a partnership with the International Trade Administration. We also are deeply engaged in Free Trade Agreement efforts, working with stakeholders worldwide on trade policy during numerous international negotiations, including the GATT, NAFTA, and recent Korean and Columbian agreements.

- **DHS/Public Safety:** Patton Boggs has led an informal coalition of Urban Area Security Initiative jurisdictions in keeping the UASI program distinct from the other FEMA State

and Local programs with a high level of funding and preventing efforts to restrict it to the top ten jurisdictions. We have significant experience in working with DHS and FEMA and strong relationships with the COPS office at the Department of Justice and with the Office of Drug Control Policy at the White House. Our Technology/Communications policy practice supported interests ranging from the Major Cities Chiefs to San Jose on public safety spectrum waiver policy and regulatory issues, has deep knowledge of the implementation of Firstnet, the newly created public safety network.

- **Energy/Environment/Natural Resources:** We assist in a wide array of sustainability and energy matters for public sector clients such as Denver, San Jose, Portland, San Diego, Riverside and Las Vegas all of whom are recognized leaders in the field; we have provided legislative assistance in assuring the Bureau of Land Management and the US Forest Service be more responsive to landowners around power lines as a means of reducing the risk of fires in the LA region; we have worked on specific federal legislation regarding the US Forest Service lands to increase the size of the Bull Run Reservoir protection area in Oregon and with the Bureau of Land Management land transfers in Southern Nevada; we have worked to develop soon to be introduced legislation which will provide a significant funding mechanism for waste water, storm water and drinking water projects.

3. Comparable Patton Boggs Contracts -

Below is a list of comparable Patton Boggs contracts listing a description of the work, contacts and other information, as well as a full list of current municipal government clients.

(1) City of Portland, Oregon
Ms. Martha Pellegrino, Director of Government Affairs
1221 SW Fourth Avenue, Suite 410
Portland, OR 97204
(503) 823-4130
2014 Contract: $198,000

Patton Boggs client since 2011; Victoria Cram represented since 1983. Successfully received only variance to the Long Term Enhance Drinking Water Rule by EPA; homeland security/UASI; public safety; Streetcar and redevelopment improvements; TIGER I and III grants; Oregon Sustainability Center funding; housing/foreclosures; stormwater grants; transit/light rail; superfund.

(2) City of Las Vegas
Mr. Ted Olivas, Director of Administrative Services
495. S. Main St.
Las Vegas, NV 89101
(702) 229-6519
2012 Contract: $144,000

Patton Boggs client since 2011; Victoria Cram represented since 2000. Sustainable Communities grant; public lands; TIGER I grant; highways, transit, bike, ped issues; transportation of nuclear waste; housing/foreclosures; tourism; UASI/DHS; Army Corps for Las Vegas Wash; education; sustainability.

(3) City and County of Denver
Ms. LaTonya Lacy
Mayor's Office Director
City and County Building
Room 350
Denver, CO 80202
(720) 865-9025
2012 Contract: $198,000

Represented since 2000. Annual appropriations and grants, transportation, health care / hospital systems, housing, homelessness, homeland security, telecommunications, public safety, taxation, Army Corps / water resource development, federal land transfers, education and youth services, workforce development, community economic development.

(4) City of San Jose, California
Mr. Jeff Janssen
Senior Policy Advisor to the Mayor
200 East Santa Clara Street
San Jose, CA 95113
(408) 535-4814
2012 Contract: $138,000

Represented since 2002. Annual appropriations and grants, mass transit, highways, water resources, aviation, housing, economic development, homeland security, public safety, education and youth services, telecommunications, taxation, workforce development.

(5) City of San Diego, California
Ms. Jaymie Bradford
Director of Government Relations
City Administration Building
202 C St., 11th Floor
San Diego, CA 92101
(619) 533-3977
2012 Contract: $180,000

Represented since 2003, with contract extended through 2011 (*including renewal options*). Homeland Security / UASI; CDBG; America's Cup legislation; Defense issues; FEMA pre-disaster mitigation; port of entry construction and related transportation infrastructure; water infrastructure financing; alternative fuel initiatives; TIGER grant.

(6) Wayne County, Michigan
Cindy Nocerini Dingell
Deputy Chief Operating Officer
Wayne County Department of Public services
400 Monroe St., 3rd Floor
Detroit, MI 48226
(313) 224-0260
2012 Contract: $270,000

Represented on county issues since 1988, with contract extended through 2012. Annual appropriations and grants, surface transportation, aviation, Army Corps/water resource development, water infrastructure and ecosystem restoration, health care and Medicaid, housing and foreclosure, economic development and business incubation, taxation, education and youth services, military and veteran health, homeland security, public safety.

(7) City of New Orleans, Louisiana
Mr. Mike Sherman, Director
Intergovernmental Relations
1300 Perdido Street, Suite 204
New Orleans, Louisiana 70112
(504)658-4861
2012 Contract: $192,000

Patton Boggs client since 2011. UASI/homeland security; public safety; housing; health care; Strong Cities, Strong Communities; water and sewerage issues; arts and tourism.

(8) City of Mesa, Arizona
Mr. Scott Butler
Government Relations Director
20 East Main Street, Suite 750
Mesa, AZ 85211-1466
(480) 644-2964
2012 Contract: $132,000

Patton Boggs client since 2007. CDBG; public safety and firefighter assistance; BRAC; Defense facility transfer; New Starts / Small Starts; EPA exceptional events regulations; airport issues.

Patton Boggs was the prime contractor for all references list above, with the exception of the City of New Orleans where we are the lead firm of a lobbying team.

4. Prior Miami-Dade County Contracts

Patton Boggs began working for Miami-Dade County in 2011 as part of the County's lobbying team under the Office of Intergovernmental Relations and in conjunction with other contractors.

The Patton Boggs portfolio of assignments included, but was not limited to transportation, housing, homeland security, and economic development. We engaged on surface transportation reauthorization priorities and transit issues, specifically pursuing a successful release of transit funding from the Federal Transit Administration. We led legislative and regulatory efforts on housing issues, such as funding levels for the Community Development Block Grant, and maintaining the CDBG administrative cap at 20% (instead of the proposed 10% by House of Representatives in the FY 2012 appropriations process); we also coordinated with the Congressional delegation and HUD on the Section 8 Housing Choice Voucher recapture of funding in FY 2009. Under homeland security, we led national efforts by a coalition of city-county elected officials to continue funding for the Urban Area Security Initiative (UASI) and successfully fought off efforts to restrict funding eligibility only to "Tier 1" jurisdictions. We provided strategic consulting and information on Department of Defense issues related to the proposed Miami-Dade Aerospace Show, the next round of Base Realignment and Closure processes and the potential impacts of sequestration on the defense budget. Finally, Patton Boggs advised the County on export promotion strategies, tapping federal agency resources, Export-Import Bank reauthorization, and trade issues.

The Patton Boggs contract is administered by the Office of Intergovernmental Affairs, under the Board of County Commissioners. We report to the Director, Joe Rasco, and work closely with the Washington DC office staff, Bill Couch and Phillip Drujak. The contact information for Joe Rasco is:

Joe Rasco,
Director, Office of Intergovernmental Affairs
111 NW 1st Street, Suite 1032
Miami, FL 33128
(305) 375-5600
JRASCO@miamidade.gov

The total dollar value of the 2011 contract is $174,166.63 ($15,833.33 x 11 -- 3/1/11 – 2/29/12) and $62,500 ($12,500 x 5 -- 3/1/12 – 8/31/12). The dates covering the contract are: March 1, 2011 through August 31, 2012.

The results of key portions of the work performed by the Patton Boggs team include:

- **FTA Funding:** At the start of 2011, the Federal Transit Administration (FTA) had been withholding funding from Miami-Dade Transit due to some long standing financial issues. Patton Boggs advocated for the release of the funds with FTA political appointees and staff. We arranged for Chairman Martinez and County Manager Hudak to meet with FTA Administrator Peter Rogoff and other senior FTA officials. We continued to follow up with the FTA providing information and addressing their concerns and inquiries until the funds were released. The meeting with FTA and follow up resulted in the release of $62.5 million in transit funds to the County and a letter from the Administrator to Chairman Martinez detailing the procedure for the County to draw down the remaining

suspended federal transit funds, which has since occurred. In preparation for these meetings and the follow up, we drafted and reviewed documents, developed background and briefing materials, provided recommendations on approach and spoke with FTA officials. We regularly briefed the Miami-Dade Washington, DC office, the Miami-Dade congressional delegation and Miami-Dade Transit officials on developments. Patton Boggs also assisted with securing the process for the release of an additional $75 million and the release of $72.6 million in ARRA funds. Additionally, we prepared background and briefing materials for the Mayor's meeting with Transportation Secretary Ray LaHood. More recently we assisted the County's Washington D.C. office in coordinating Miami-Dade Transit Director Ysela Llort's trip to Washington DC, facilitating meetings with FTA Administrator Rogoff and with the House Transportation and Infrastructure Subcommittee on Rail's staff director, Joyce Rose. We attended a briefing for congressional staff on "AirportLink: Connecting MetroRail to Miami International Airport".

- **Surface Transportation Reauthorization:** Patton Boggs kept the County apprised of all developments and advocated for key County priorities on the surface transportation reauthorization which Congress just passed. We worked successfully with the Congressional Delegation to keep the County's planned Bus Rapid Transit (BRT) projects eligible for New Starts funding against an attempt by the Senate to narrow the definition to projects that operated in dedicated rights of way. We also successfully advocated for floor amendments in the Senate to provide local control over "transportation enhancement" funding for bicycle, pedestrian and local street improvement projects; and continued that advocacy during Conference negotiations to strike an acceptable compromise in the face of a House effort to eliminate the enhancements program altogether. During the entire reauthorization process we maintained information flow throughout the various short-term extensions of the current law and ups and downs of the legislative process. We have covered all hearings, the release of the blue prints of the transportation plans and provided in depth analysis of the House and Senate bills, and the mark ups, floor action and now the final Conference Report that was enacted into law.

- **Urban Area Security Initiative:** Patton Boggs led the local government lobbying community in Washington, DC in seeking funding for the Urban Area Security Initiative (UASI). In May of 2011, prior to the House full Appropriations Committee mark up of HR 2017, the Department of Homeland Security FY 2012 appropriations bill, we drafted and circulated a letter signed by a significant number of elected leaders of UASI jurisdictions (including Miami-Dade) urging the reversal of Subcommittee action which had limited UASI funding to the top ten highest risk urban areas (Tier 1). When the House Appropriations Committee did not reverse the language in mark up, we assisted in drafting and strongly advocated for an amendment to strike the language which limited the UASI program to the top ten jurisdictions. The amendment, which was cosponsored by many in the Miami-Dade House delegation, passed by 273 – 150, on the House floor. Throughout the House appropriations process, we stayed in close contact with the Miami-Dade delegation on the issue. As action moved to the Senate, Patton Boggs drafted and led a letter to the Senate Appropriations Committee leadership. The letter

was signed by 47 jurisdictions (including 9 of the Tier 1 areas), urging the Senate to fund the UASI program at FY 2011 level. Miami-Dade was included on the letter and we shared the letter with Senators Nelson and Rubio. Despite our best efforts, and due to the fiscal constraints that Congress faced, the end result of the FY 12 appropriations process was that Federal Emergency Management Agency (FEMA) first responder funding was reduced by nearly $1 billion. Additionally 12 programs previously funded as separate line items were consolidated into one account funded at approximately $977 million for FY 2012. One of those programs was the UASI program. Congress gave discretion for dispersing that funding to Department of Homeland Security Secretary Napolitano. Yet again, Patton Boggs led the effort for funding for UASI. We drafted and circulated a letter to the Secretary signed by the elected officials in many UASI jurisdictions urging that the bulk of the FEMA funding - $600 million – be distributed through the UASI program. The letter also urged level funding for the Metropolitan Medical Response System (MMRS) which was of importance to Miami-Dade County. Ultimately, the UASI program was funded as a discrete program at $490 million and Miami-Dade received $5.4 million. Throughout the FY 2013 appropriations process, we have continued to advocate for keeping UASI as a separate program (which the Senate chose to do) and for the highest possible funding levels for the program. Miami-Dade has also been active in advocating for elevation to Tier 1 status in the UASI program. While Patton Boggs has not led this effort, we have participated in the conference calls, the Fly-In of officials which occurred in September, and have collaborated with the other lobbyists and jurisdictions involved in this effort.

- **Section 8 Voucher Choice:** Patton Boggs worked in tandem with the then Miami-Dade Public Housing Agency (MDPHA) and the Miami-Dade Washington, DC team to seek clarity from the Department of Housing and Urban Development (HUD) concerning the $43 million of FY 2009 Section 8 Housing Voucher Choice funding that had been recaptured from MDPHA by HUD. This was the second largest recapture amount of the top ten programs experiencing recapture during that fiscal year and was far disproportionate in relation to other Public Housing Authorities. Around that time the MDPHA had been in HUD receivership status (from October 2007 through December 2008) and was subsequently operating under a Memorandum of Understanding with HUD from January 2009 through December 2010. Collaborating on an almost daily basis with MDPHA Executive Director Gregg Fortner, and the Washington, DC office, Patton Boggs met with the staff of the Miami-Dade congressional delegation and enlisted their support in seeking information from HUD on the rationale and metrics used in the recapture process. We assisted in the drafting of background materials and briefing documents for congressional offices. We also assisted in the drafting of multiple letters, emails and other communications to various HUD officials, including Secretary Donovan, in order to seek information concerning HUD processes and redress for the disproportionate recapture of funds. We collaborated with congressional offices in preparation for Member meetings with HUD officials (for example Representative Diaz Balart's office with HUD local staff) and worked with Representative Wilson's office to seek language in the FY 2012 Transportation and Housing and Urban Development appropriations bill. (The language was not included due to the appearance that it might

be perceived as an earmark). On October 27th, 2011 Patton Boggs helped coordinate, organize and staff a meeting between Miami-Dade PHA officials, staff from the Miami-Dade delegation, and HUD officials to walk through the metrics and decision making that HUD had used in order to recapture the funds. Efforts are ongoing to seek redress for the funding, but given current budget realities, it is unlikely that HUD will be able to make redress of the $43 million in lost funding from FY 2009. Currently we have requested a Freedom of Information Act (FOIA) for materials from HUD concerning this issue and are working with the congressional delegation to accelerate the process for HUD to respond to the FOIA request.

- **Community Development Block Grant:** In the heated budget and appropriations debate over funding levels for the Community Development Block Grant program, Patton Boggs was instrumental in drawing attention last year to the issue of the House's proposed limitation of the CDBG administrative cap to 10% from 20%. We ensured that the issue was included in a U.S. Conference of Mayors letter to Congress on funding for the overall Community Development Block Grant program. We worked with the congressional delegation to draw their attention to the administrative cap issue as well. Ultimately, despite the 11% cut in CDBG for FY 2012, the administrative cap remained at 20%. Patton Boggs is currently working with the County's Washington DC office concerning the affect of the 2010 census on CDBG funding, which has resulted in cuts larger than the 11% mandated by Congress. We are collaborating with other cities which due to the census, and additional entitlement jurisdictions, are facing similarly high cuts to their Community Development Block Grant. And we continue to advocate for the highest possible funding levels for CDBG and HOME in the FY 2013 appropriations process which is not yet concluded.

- **Miami International Aerospace Show:** Patton Boggs provided legal advice and policy counsel to the Beacon Council's efforts to host the Miami International Aerospace Show. We researched and briefed Beacon Council and Miami-Dade officials on all DOD and Air Force policies governing DOD support for public events and the use of DOD airfields and assets. We prepared and reviewed documents, white papers and letters concerning U.S. Air Force regulations, structure and protocol. Patton Boggs briefed Beacon Council staff prior to and post Air Force meetings. Unfortunately in December, the Air Force informed the Beacon Council that they would not allow the use of a runway at Homestead Air Reserve Base (HARB) for the planned Miami International Aerospace Show. We have recently drafted a letter to the Commerce Secretary urging him to review the economic development and export benefits to the nation of hosting such a show. We continue to support Miami-Dade officials on their efforts to reverse the Air Force position.

- **Military Relations.** Patton Boggs contacted Department of Navy officials to discuss increasing the frequency and duration of Navy ship visits to the Port of Miami. We drafted and coordinated a formal letter request to Commander, Fleet Forces Command expressing the Port's ability to host Navy ships. We also assisted and advised Commissioner Jose "Pepe" Diaz in his capacity as Chairman of the Military Affairs

Committee of the Council on Veterans Programs and Reemployment Issues, such as facilitating a meeting with the Department of Labor's VETS Advisory Committee to discuss ways in which the County can support returning veterans. More generally, we advised officials on defense budget issues, sequester under the Budget Control Act, and legislative provisions in the FY 2013 defense bills of interest to the County.

- **Exports and Trade:** Patton Boggs coordinated with the County on pursuing various opportunities related to enhancing the global economic competitiveness of the region and links to federal National Export Initiative activities that promote exports. These activities connected to the recent Global Cities Initiative convenings targeted to Miami by the Brookings Institution and featuring several County officials, laying the foundation for assistance and resources to implement new export strategies and investments in goods movement infrastructure.

5. Approach to Project Organization and Management

Miami-Dade County is seeking federal representation to pursue a diverse set of funding and policy issues focused on delivering resources for local priorities. To achieve those objectives, a federal advocacy team should be capable of engaging in a broad array of advocacy activities – seeking Congressional appropriations, identifying discretionary and competitive funding opportunities, expediting agency processes, and advancing legislative or regulatory action to achieve the local goals.

Our record includes consistent, high-level success in helping municipalities to achieve the core objective of securing federal resources that support local projects. A distinguishing feature of the Patton Boggs approach is that we have never relied simply on federal appropriations to meet County needs, particularly under the current earmark moratorium and budget environment. We pursue opportunities for funding through competitive and discretionary grant programs, authorization bills, reallocation of unobligated balances, unsolicited proposals for compelling demonstration initiatives, and other means. Patton Boggs is often able to help clients explore partnership opportunities with private organizations and foundations in order to seek funding for projects that are not applicable for federal funding. Finally, we vigorously lead efforts to increase programmatic funding levels for programs such as the Community Development Block Grant or the Urban Area Security Initiative.

We also focus on changes to legislation or regulations in order to deliver further funding from federal programs or enhance the ability of a local government to use those programs more effectively. A minor amendment to pending legislation or an administrative decision could mean the difference in qualifying for a federal program, winning a federal grant, or preventing an expenditure of local funds.

The extent of our municipal representation affords certain economies of scale and service, which help to maximize the return for our clients at a reasonable cost. The breadth of the Patton Boggs municipal clients uniquely positions the firm's clients to expand their individual influence. In our experience, success in difficult municipal initiatives often is best achieved

through the formation of formal or informal coalitions of diverse interests with similar, focused objectives. Coalitions bring those interests together to maximize their leverage and influence, while at the same time minimizing the expenditure of resources and exposure to political risk. Our municipal representation creates certain synergies, particularly in pursuing common issues among major cities. We regularly make connections among the potent California, Washington, Nevada, Florida, Colorado, New York, Michigan, Oregon, Louisiana, Georgia, and Texas delegations on shared policy agendas for our major municipal clients, from homeland security and housing to telecommunications and human services, leveraging the multiple delegation resources and Committee positions to achieve mutual goals.

Furthermore, while representing a particular jurisdiction, we often try to engage broader regional and non-governmental interests in the metropolitan area in order to enhance influence on a particular issue or funding request. For example, in our representation of localities like Denver and Portland, we have engaged assistance on specific efforts from the broader delegation in the suburbs and adjacent areas, encouraging them to partner for projects with shared benefits. We also work with local interests like universities and hospitals to secure resources for municipal priorities. Transportation, workforce, infrastructure, housing, public safety, and environmental projects lend themselves to such efforts.

Based on our experience in working with other leading urban counties and large cites, our representations are structured with a certain framework linked to the timing of the legislative and appropriations cycle, usually beginning with a planning process in the fall and early winter of a calendar year leading to presentation and advocacy of a policy / funding agenda at the start of the next, with ongoing advocacy, monitoring, and response from spring through fall. Each is associated with a procedural or tangible deliverable.

In planning a federal relations program, we begin by learning as much as possible about agency history, operations and goals, both near and long term. We will continue to work with the County's leadership team to identify both your short-term and long-term federal priorities within our portfolio of issues and from those priorities create a strategic legislative plan. We will conduct a comprehensive review of existing programs to determine how they might be augmented by federal policy changes or federal funding, as well as legislative initiatives. After this initial prioritization, we identify promising federal opportunities, which allow us to accomplish the targeted goals. We will meet formally with the County's leadership team to review report on, and adjust the strategic plan. As we have during our representation of the County for the past year, we are responsive to all requests from County staff, regardless of whether they fall within our portfolio of issue areas.

Our process typically starts in September through intensive multi-day meetings with the County's elected and appointed leadership and individual agency senior staff to understand problems and priorities, and identify opportunities. The process itself is important, because working together on a baseline fosters familiarity and communication between the County leads and the advocacy team. Only by understanding the minutiae of the County's functioning – operational responsibilities and issues, line-item budget content, multi-year capital plans,

statistics, and strategic vision – can we be proactive in helping identifying federal opportunities or challenges, and not simply react to the most obvious topics or try to fill needs.

Through October, November and December, we outline policy positions, legislation, and funding requests. That effort builds on an inventory of expiring reauthorization bills which dictate what topics Congress is likely to address in the coming year, as well as the status of pending legislation and ongoing policy debates in Congress and the Administration.

For funding, the effort includes circulation of detailed guidance and direct meetings to identify viable projects for possible federal assistance (October – December). If earmarks are to be reinstated in the coming year (of which there has been debate even in the House Republican Caucus), we prepare diverse and well-justified individual project "earmark" requests for submission (January – February), and support the delegation in advocacy through the spring; however, with the uncertainty and competitiveness of the earmarking process, that cycle is only a very small part of our project funding effort. Through the funding assessment, we also determine what functional priorities are appropriate to competitive grants, then inventory the program options, establish contact with those offices, and help to identify the timing and appealing content for applications. As you are well aware from our ongoing relationship with the County, we have a sophisticated federal grant monitoring system that alerts the County leadership to grant opportunities as they arise. We often participate in webinars on grant opportunities, such as the TIGER grants, and can help guide the client in the direction that their grant proposal might take or projects to be submitted.

For legislative or regulatory issues, we prioritize issues with the greatest County fiscal or operational impacts, especially those where national associations cannot advocate effectively because they are divided by their membership interests (such as UASI) or the topic is too nuanced and complicated. Then we seek to coalesce similarly situated localities in ad hoc coalitions to prepare for early advocacy in the next session of Congress, develop supporting materials, and enter the following year with a narrow, coherent set of policies and a strategy / timeline to move them. Depending on the topic, the strategies may include the full range of advocacy techniques, such as introduction or amendment of legislation, seeking hearings and submitting congressional testimony, engaging with agency offices, executing a grassroots campaign, etc. The implementation timeframe takes longer and is tied to bigger issues of potential legislative vehicles and the vagaries of the congressional schedule, but can include action for inclusion in the next President's budget proposal through agency and Office of Management and Budget outreach (begins during preceding summer), the congressional budget reconciliation (first three months of the year), appropriations riders (first seven months of the year), and authorizing committee action (year-round).

New issues develop throughout the year based on changing national circumstances (e.g. foreclosure crisis), unanticipated events (e.g. failure of Super Committee), and legislative initiatives driven by other interests (e.g. via regular weekly communication, we identify other topics that develop and insert those into the workplan with comparable strategies and timelines).

We pride ourselves on our communications skills with our clients. We are in constant communication with most clients – usually on a daily basis – and respond 24/7 to client requests and needs. We send out regular updates on weekly action in Congress, monthly updates on all issues of interest to local governments and keep clients apprised in almost real time on congressional and administrative action.

As mentioned under the key personnel section, we would propose keeping a similar structure and core team utilized for the past year, should that work for the County. Victoria Cram would be the main point person for the firm with County staff and would manage and oversee the County's work at Patton Boggs. She, along with Pamela Welsh, would continue to work on homeland security, housing, community development, appropriations, tourism and public safety issues. Carolina Mederos, an expert on transportation and infrastructure issues, would continue to work on issues related to Miami-Dade Transit, the surface transportation reauthorization, water infrastructure financing and other areas. Jack Deschauer's expertise on Department of Defense issues, in particular relating to the Base Realignment and Closure Act, Navy ship visits, sequestration and budget implications for the Department of Defense, and the Miami International Aerospace Show would continue to be available to the County. Marek Gootman will continue to provide key strategic advice on local government priorities and coalition-building, emphasizing economic development opportunities – from exports to commercialization to manufacturing – as well as links to external private sector, philanthropic, and think tank partnership opportunities.

Additionally, should the County decide to re-organize current topical area assignments, the firm has extensive expertise, in the areas of seaports and port security, aviation, health care, energy, and telecommunications. Some of the principal personnel who might be brought in on any of these topic areas are noted under the personnel section, but other firm resources like former Federal Energy Regulatory Commissioner Suedeen Kelly and former Federal Communications Commission Chairman Kevin Martin are available to the County.

6. Scheduling Work and Prioritizing County Requests

All of our clients are important to us and we work hard to ensure that we are using our team efficiently, responding promptly and prioritizing the requests of our clients like the County.

The Patton Boggs approach is based on team work. This guarantees that regardless of other obligations, such as travel and vacations, the client's needs are always covered. The core Miami-Dade County team works as a single unit wherein all the team members are apprised of developments so that there is always coverage of an issue area. We regularly call on the depth of the firm – associates and interns - to provide services ensuring that hearings and events are covered and reported on, and with the breadth of our municipal practice we can provide efficiencies of scale that might not be available to other firms.

We regularly seek feedback from our clients as to whether we are meeting their expectations concerning responsiveness and priority issues so that we can adjust our service to best meet the needs of our clients.

Our approach to the scheduling of work and prioritizing of the County's requests includes:

Advice, Advocacy, and Outreach

Advocacy relies on a combination of leveraging direct contact and communication between Miami-Dade and its representatives to enable ongoing substantive work with policymakers. Patton Boggs will:

- Develop a proactive, comprehensive itinerary for County officials to connect with relevant federal officials, and provide a recommended agenda and background information for trip participants;
- Schedule meetings and assist in preparation and follow-up with Members of Congress, Congressional staff, Administration officials and Executive agency representatives;
- Manage ongoing work with Congressional staff throughout the legislative or appropriations cycle;
- Prepare correspondence and necessary forms or documentation required by House and Senate appropriations committees for specific County requests, should earmarking be re-instated;
- Identify or create opportunities for County leaders to testify before Congress and draft testimony or other communications to Congress and to the Executive Branch;
- Develop and advance to Executive agencies proposals for initiatives and discretionary funding in line with Administration and County priorities;
- Help to provide written comments on executive branch regulatory proceedings;
- Review the County's proposals being prepared for submission at the federal level and provide assistance in evaluating a program's suitability for the County's policy goals;
- Prepare briefing and advocacy materials for the County throughout each stage of the legislative process, from hearings to markups and floor debate to Conference negotiations; and
- Identify and pursue agency waivers or barrier removals in response to the County's program concerns.

Federal Issue Monitoring and Reporting

Patton Boggs will assist the County's Washington D.C. office to:

- Track and analyze key federal legislative, administrative, or regulatory activity that might affect the County and proactively advise and counsel the County on appropriate action;
- Analyze the President's budget request and its impact on the County;
- Assess each stage of applicable appropriations bills and funding impacts on the County;
- Utilize our knowledge of the budget process to seek appropriate legislative changes (a line item in a particular appropriation bill, a competitive grant, or changes in a statutory funding formula) that achieve the County's legislative objectives;
- Work with the National Association of Counties, and other relevant associations, including regular liaison with policy leads, drafting proposed resolutions or policy positions, and assisting with involvement of County officials; and

- Provide regular updates on federal grant funding opportunities, tracked through regular review of agency publications, the Federal Register, direct agency contacts, and other sources (e.g. State agencies, community-based organizations, non-profits, etc.).

Client Communication

Our experience in working with municipalities is that we must establish lines of communication that promote accountability but allow flexibility in handling rapidly developing and complex issues. While many members of the firm will be working for the County, Victoria Cram will serve as the principal contact for management of the engagement.

Our team acts as a quasi-staff function for the County, acting as an extension of the excellent Miami-Dade government relations office. We work closely with Joe Rasco, Phillip Drujak and Bill Couch on the substance of program and policy issues. We also provide a stream of information regarding relevant bills, amendments, committee reports, rules, and draft regulations. Along with this information, we send our analysis factoring the County's priorities and goals, and we coordinate with the County's Washington DC office on strategies and implementation.

We are in touch (almost daily and sometimes multiple times in a day) with both the Washington DC office, and often directly with key professionals in the County such as Gregg Fortner or staff of the Beacon Council, while ensuring that everyone is kept in the informational loop. Regular communication and interaction allows us to help generate ideas, measure progress, and better adapt strategies to achieve County legislative objectives.

7. Hours of Availability

The Congressional calendar waxes and wanes over the course of the year, with times of intense activity (e.g. the anticipated lame duck session of Congress after the election) and those that are less strenuous (e.g. August recess). There are many variables such as a crisis situation, the cycle of a reauthorization, whether earmark or WRDA forms need to be completed etc. which drive the hours dedicated to a contract by key personnel in a given month. It is safe to say that, as a general rule, at Patton Boggs we do the work that needs to be done to satisfy the client's goals regardless of the retainer.

Coverage of selected hearings and meetings, some reports (such as our analysis of the President's budget or the election) will be spread over a number of clients and will utilize personnel with lower hourly billing rates. This allows us to provide more information to you in a timely and low cost manner. At other times, one quick phone call from a well connected individual will take less than ten minutes and could solve a problem for a client.

With those caveats, it is expected that the key personnel outlined in this proposal would perform the bulk of the work on a monthly basis. It is estimated that 20% of the work would be performed by Victoria Cram, 20% would be performed by Pamela Welsh; 20% by Carolina Mederos, 20 % by Jack Deschauer; 10 % by Marek Gootman and another 10% by

miscellaneous associates and policy specialists. This is subject to change, however, as circumstances dictate.

We are not proposing to use subcontractors.

8. Fulfillment of Scope of Services

We can confirm that Patton Boggs is able to fulfill all elements identified in the Scope of Services (Section 2.2) and optional services (Section 2.3).

9. Compliance with Reporting Requirements

As we have for the past year as part of the County's federal representation team, Patton Boggs will:

- Communicate and meet with the County on at least a weekly basis (in reality, we are often in daily communication with the County) while Congress is in session;
- Report and meet with the County on a monthly basis when Congress is not in session;
- Prepare monthly reports in a timely manner on the issues assigned to the Patton Boggs team (an example of a Patton Boggs monthly report is attached to this proposal) and an annual report at year's end (also attached). The report covers an update the issue areas assigned to Patton Boggs, and our activities undertaken during the month. We also prepare regular reports on issues of importance to local governments (also attached);
- Raise, discuss and recommend any affirmative action that may benefit the County;
- Remain available at all times to assist in drafting letters, legislation, amendments, testimony, etc;
- Provide full range of lobbying and legislative counsel and advocacy services – for example, Patton Boggs sends alerts and updates to the County on all issues of interest to municipal and county governments, not just those in the portfolio of issues which were assigned to us;
- Maintain excellent relationships and integration with the County's Office of Intergovernmental Affairs;
- Obtain documentation and research materials and forward required reports to the County;
- Schedule and arrange for meetings for County officials with Members of Congress, Committee Members and Staff, Administration and agency officials and the White House.

10. Exception to Terms of Solicitation

Patton Boggs does not take any exception to the terms of the solicitation.

II. Key Personnel and Subcontractors

11. Subcontractors

Patton Boggs does not propose to use any subcontractors.

12. Organizational Chart

<table>
<tr><td colspan="3">Victoria Cram
Patton Boggs Team Coordinator / Executive Agency and Legislative Liaison</td></tr>
<tr><td colspan="2">Jack Deshauer
Defense and Public Policy Issues</td><td>Carolina Mederos
Transportation and Infrastructure; Federal Funding and Financing Issues</td></tr>
<tr><td>Rodney Slater
Transportation Public Policy Issues</td><td>Pamela Welsh
Homeland Security and Appropriations/General Legislation</td><td>Marek Gootman
Strategic Advice; Economic Development Issues; External Partnerships</td></tr>
<tr><td colspan="2">Greg Walden
Aviation</td><td>Phil Bangert
Maritime</td></tr>
</table>

13. Core Team Qualification and Other Personnel

Patton Boggs employs a team approach to client representation, allowing us to draw on the strengths of individuals across diverse practice areas. This assures the involvement of those with the most appropriate substantive skills and governmental contacts for any particular issue-specific problems or opportunities as they arise.

The firm's public policy practice includes more than 150 registered lobbyists, most of who previously served in Congress, the White House, and/or Executive agencies, or the national committees of the two major political parties. Patton Boggs pursues an assiduously bi-partisan approach to representation; the practice group includes a roughly equal number of Republican and Democratic professionals, which affords the perspective and contacts to deal effectively with all sides in a closely divided House and Senate, and with any Administration.

For the County, we identified a bipartisan core group of professionals who have already performed work for Miami-Dade and who together reflect the firm's strengths across the primary areas of likely concern, based on past experience, and our review of County functions and needed expertise. While we list several professionals initially expected to have some specific or ongoing involvement representing the County, we have the ability to draw upon all attorneys and professionals when expertise is required. We also may need to modify the core team based on needs identified through mutual development of the federal relations agenda and strategic implementation plan. Brief biographies of each team member follow in this section and complete resumes are attached at the end of this response.

Victoria Cram will coordinate the Patton Boggs team and be accountable for organizing internal firm resources and undertaking tasks. Primary team members will continue to include Marek Gootman, Carolina Mederos, Jack Deschauer and Pamela Welsh. Other team members, to be called upon if necessary, include Rodney Slater, Kevin O'Neill, Phil Bangert and Greg Walden with additional personnel involved in topical consultation.

Each member of the Patton Boggs team works at our DC headquarters, located at: 2550 M Street NW Washington, DC 20037.

Victoria Cram, Of Counsel. Victoria Cram joined Patton Boggs after serving as the Director of Government Affairs at Ball Janik LLP for more than twenty years, focusing on local government representation across cities as diverse as Las Vegas, Portland, and Boise. Ms. Cram is recognized for her extensive experience and substantive knowledge in a variety of subject areas such as transportation, economic development, housing, aviation, sustainability, appropriations, and local government operations. Ms. Cram also worked at the Democratic Study Group in the US House of Representatives and for Congressman John Seiberling (D-Ohio). Ms. Cram serves as the Deputy Leader of the firm's Transportation Infrastructure & Federal Funding practice.

Marek Gootman, Partner. Mr. Gootman counsels local governments and public agencies on legislative, regulatory, and funding priorities – both consulting on substantive policy / program design and implementation, and dealing with Congress and Executive departments. The Hill newspaper named him one of the top ten local government lobbyists in its last review. He has represented seven of the 12 largest U.S. cities and five of the top urban counties, among many others. Mr. Gootman is particularly experienced in forming and managing national and regional municipal coalitions to address specific issues, including housing, economic development, healthcare, and homeland security topics. Immediately before joining Patton Boggs in 2000, he served for seven years in federal agencies as an advisor on urban development and intergovernmental affairs policy. He also previously worked with a regional planning commission, managed a non-profit organization, and consulted on local government issues with the OECD, United Kingdom, and New Zealand. He currently serves at The Brookings Institution as Director of Strategic Partnerships, focusing on metropolitan policy. As a municipal policy expert, he engages on every aspect of local government operations, from exports and trade to economic development, infrastructure, and taxation to environmental restoration, telecommunications, and homeland security.

Carolina Mederos, Partner. Ms. Mederos is the leader of the firm's Transportation Infrastructure & Federal Funding practice. She joined the Firm in 1990 after serving for over thirteen years in senior career and political positions in the Office of the Secretary of the U.S. Department of Transportation. Ms. Mederos served as Deputy Assistant Secretary for Policy and International Affairs, Deputy Assistant Secretary for Safety and Director of Programs and Evaluation for the Department. In the latter position she was responsible for developing and defending all of the Department's budget and legislative proposals before the Office of Management and Budget and the Congress. Ms. Mederos has been actively involved in the development of every surface transportation reauthorization proposal and every Department of Transportation Appropriations Act enacted in the last thirty years, either at the Department or, since joining Patton Boggs, on behalf of clients.

Jack Deschauer, Partner. Mr. Deschauer concentrates his practice on advising clients on defense and foreign policy matters, government procurement practices and policies, and appropriations issues. Before joining the firm, Mr. Deschauer served as Director of Senate Affairs for the Secretary of Defense. Mr. Deschauer coordinated DOD legislative affairs with the White House, National Security Council, State Department, and other Executive Branch agencies. He served as Legislative Counsel in the Navy Office of Legislative Affairs from 1988 to 1990.

Pamela Welsh, Public Policy Advisor. For more than ten years, Ms. Welsh has worked with almost all Patton Boggs local government clients in leading or coordinating representation and facilitating cross-cutting initiatives, including research, development, and implementation of program enhancement and funding strategies. She has experience in a wide range of policy areas including public safety, homeland security, infrastructure, transportation, economic development, health, housing, education, and youth/social services. In addition to Congressional liaison functions, she works closely with executive agencies to identify discretionary or competitive resources and to resolve operational or regulatory problems, and also with several national foundations. Ms. Welsh focuses on securing federal funding for clients through Congressional appropriations and authorizations, as well as executive agency discretionary and competitive programs.

Other personnel likely to be involved for specific projects or consultation on a regular basis –

Rodney Slater, Partner – Former U.S. Secretary of Transportation Rodney Slater joined Patton Boggs in 2001 as a partner in its public policy practice group, and head of its transportation practice group. Mr. Slater's focus is on many of the public policy and transportation objectives that were set under his leadership, including congestion mitigation, high-speed rail corridor development, aviation competition, maritime initiatives, and overall transportation safety and funding. Several historic legislative initiatives were passed during his tenure, including the Transportation Equity Act for the 21st Century (TEA-21). Mr. Slater's inclusive approach to problem solving earned him bipartisan respect, enabling him to develop and maintain strong working relationships with the White House, Congress, and business, labor and political leaders worldwide. He has helped municipalities, states, and transportation authorities secure millions

of dollars in appropriations, resolve administrative and regulatory problems, and enact favorable legislative provisions.

Phil Bangert, Partner – Mr. Bangert focuses extensively on counseling municipalities and quasi-governmental entities in dealing with natural resources and water infrastructure and regulation, including funding and approval of individual projects through agencies responsible for infrastructure. He also counsels local governments on a broad array of issues related to healthcare, youth services, and other priorities. Mr. Bangert deals regularly with the Environmental Protection Agency, U.S. Army Corps of Engineers, Department of Commerce, Department of Defense, Department of Interior, Department of State, Department of Transportation, and the Federal Maritime Commission.

Gregory Walden, Of Counsel – Mr. Walden focuses on aviation law and policy, representing client interests on homeland security regulations and related federal staffing resources, aircraft certification, international route issues, passenger facility charges, airport revenue diversion, grant assurances such as exclusive rights and nondiscrimination, the National Environmental Policy Act process, noise abatement issues, airport improvement program funding, airworthiness directives, Part 150 process, airport obstructions and hazards, master plans, airport leases and Airport Layout Plans. Prior to joining Patton Boggs, he served as Chief Counsel, Federal Aviation Administration (FAA), from May 1988 to December 1990, where he managed a nationwide office of 200 attorneys. In this position, he advised the FAA Administrator and other FAA and DOT officials on all aspects of aviation safety law and legal policy, as well as airports and aviation procurement issues. Mr. Walden has testified before Congress on FAA safety, legal, and budget policies. Mr. Walden, the leader of the Firm's aviation practice, will be responsible for special authorization provisions, annual appropriations for runway extensions and facility improvements, environmental impact studies, grant applications, local noise mitigation policies, airspace allocations, airport capacity, Letter of Intent negotiations, land transfers, slot allocations, and complex international open sky provisions.

Jeffrey L. Turner, Partner – Mr. Turner is Chairman of the firm's Public Policy Department and Chairman of the firm's Technology Committee. His practice focuses on public policy issues, including transportation policy; climate change and energy policy legislation; Congressional investigations; telecommunications policy, homeland security, and a host of other public policy issues. He has been the lead partner in the firm's relationship with LAWA and the Los Angeles Department of Water and Power. In that capacity, he works regularly with the Mayor's Office.

Joshua Greene, Partner – Mr. Greene's practice focuses on energy and environmental policy, regulatory, and business planning, with a particular concentration on renewable and alternative energy development, energy efficiency, technology, sustainability, and corporate counseling. Through his work on landmark pieces of legislation, such as the Energy Policy Act of 2005, the Energy Independence and Security Act of 2007, and the American Reinvestment and Recovery Act of 2009, Mr. Greene has very broad relationships within the environmental, municipal and business communities, which look to him to help develop sensible policies that bridge differences between historical opponents.

Jared Fleisher, Associate – Mr. Fleisher assists municipal governments, regional transportation authorities, and non-profit organizations in achieving their goals before the federal government. Mr. Fleisher also advises clients on a range of other public policy matters, including health care policy. Mr. Fleisher brings to Patton Boggs an academic background at the intersection of law and public policy. While in law school, Mr. Fleisher was appointed as a Teaching Fellow in Harvard University's Department of Government where he taught on the American presidency and executive branch, Congressional politics, American foreign policy, and international security affairs. He is a three-time recipient of Harvard University's Certificate for Distinction in Teaching.

14. Firm Resumes

Biographies for the aforementioned team are found in the Appendix.

III. Major Metropolitan County Issues and Key County Issues and Working Relationships and President Obama's Administration and House and Senate Leadership

15. Understanding of Major Metropolitan County issues (refer to Attachment A).

a) Federal Appropriations and Earmarks

A distinguishing feature of the Patton Boggs approach is that we have never centered on federal appropriations to meet a local government's needs, even when earmarking was standard operating procedure. However we did have exceptional appropriations results for local government clients over the years. The earmark moratorium for the 112th Congress may extend into the next Congress, or if earmarks are re-introduced, they will likely be highly competitive, transparent and for smaller amounts. Therefore, we pursue opportunities for funding through competitive and discretionary grant programs, authorization bills, reallocation of unobligated balances, unsolicited proposals for compelling demonstration initiatives, and other means. Given the current fiscal environment, however, even these opportunities become more competitive and over subscribed.

(1) Discretionary funding and un-obligated balances: Agencies receive set-aside discretionary funding available for innovative projects and recapture earmarked funds that are not obligated within a three-year time frame. These funds often are allocated through unsolicited proposals proactively advanced to the agencies, consistent with agency interests (e.g. developing and advocating a concept that secured directed funding for Los Angeles anti-gang initiatives or for funding the first federally funded Streetcar project in Portland, Oregon).

(2) Competitive grants: As you are aware, Patton Boggs manages a Funding Alert System. We methodically track the cycle of competitive grant solicitations, utilize our network of contacts within agencies, and tap into other sources to find timely opportunities for entities to receive federal or foundation funding. We attempt to identify those opportunities before notices actually are issued in order to help localities interact with program offices about internal interests early in the process, to provide the best competitive positioning and develop more effective submissions.

(3) Authorizations: In addition to legislation with particular local or regional impact (land transfers or industry-specific), regular reauthorizations such as the surface transportation and water resources (WRDA) bills may provide opportunities for funding or carefully tailored demonstration projects. They also offer the chance for specific policy changes with disproportionate benefit to the County and similarly situated localities.

(4) Think tanks, foundations and private sector support: Patton Boggs is able to help clients explore partnership opportunities with decision-leaders, private organizations,

and foundations in order to seek support for projects, such as work with the Annie E. Casey Foundation, Robert Wood Johnson Foundation and Pew Charitable Trusts. Additionally, we are engaged with various think tank efforts like the Center for American Progress, New America Foundation, and Brookings Institution Metropolitan Policy initiative, on which we are coordinating and facilitating involvement of multiple localities such as Miami-Dade, Denver, Mesa, Portland and San Diego.

The breadth of Patton Boggs municipal clients uniquely positions the firm's clients to expand their individual influence. In our experience, success in difficult municipal initiatives often is best achieved through the formation of formal or informal coalitions of diverse interests with similar, focused objectives. Coalitions bring those interests together to maximize their leverage and influence, while at the same time minimizing the expenditure of resources and exposure to political risk. Our municipal representation affords certain synergies, particularly in pursuing common issues among major cities. We regularly connect the California, Florida, Nevada, Texas, New York, Michigan, Oregon, Louisiana, Colorado, Georgia, South Carolina, and Washington delegations on shared policy agendas for our major municipal clients, from homeland security and housing to telecommunications and human services, leveraging the multiple delegation resources and Committee positions to achieve mutual goals.

Furthermore, while representing a particular jurisdiction, we often try to engage broader regional and non-governmental interests in the metropolitan area in order to enhance influence on a particular issue or funding request. For example, in our representation of localities like Boise, Denver, and San Diego, we have engaged assistance on specific efforts from the broader delegation in the suburbs and adjacent areas, encouraging them to partner for projects with shared benefits. We also work with local interests like universities and hospitals to secure resources for municipal priorities. Transportation, workforce, infrastructure, housing, public safety, and environmental projects lend themselves to such efforts.

b) Unfunded Mandates

Federal preemption of State and local laws and imposition of unfunded mandates are large issues with multiple substantive elements that extend beyond the direct influence of any single city, and therefore tend to be the realm of local government associations.

However, several of these topics impact directly on the bottom line budget and operations of municipalities, and there are narrower elements of legislative and regulatory policy that a targeted effort by a potent coalition of dedicated cities can influence, such as –

- Energy Bill provisions that would have subjected municipally-owned utilities to unfavorable regulatory standards.
- Telecommunications reforms related to federal preemption of local taxes and fees; local requirements for public, education, and government services by providers; right-of-way controls; and provision of municipal broadband Internet services.

- Tax reform proposals related to tax-exempt bonds, local tax deductibility, mortgage deduction limits, and Low Income Housing Tax Credit elimination.
- Immigration enforcement responsibilities and compensation for local governments.
- Eminent domain standards and preemption of current State and local processes.

Patton Boggs is involved in coordinating policy and intervention across major cities on most of these topics, again following the coalition models applied to homeland security and community development issues.

For example, advocating on Energy Bill provisions several years ago on behalf of Los Angeles and its municipally-owned power utility serving 3.9 million customers, we succeeded in the core objective of preventing the federal government from turning control of City transmission facilities over to the California Independent System Operator (CAISO) or any other entity. In addition, we helped block provisions that would have (1) allowed the Federal Energy Regulatory Commission (FERC) to mandate that the City join the CAISO, which still owes Los Angeles over $150 million from the California Energy Crisis; (2) imposed restrictions or added costs on the City's use of its electric system assets – such as requiring refunds for voluntary sales into the electric market that FERC deems unjust or unreasonable; and (3) provided liability protection for manufacturers of the fuel additive MTBE, now blamed for contaminating groundwater resources. Currently we are working on opposing legislation that would again provide blanket liability protection for manufacturers of the fuel additive MTBE for the cities of Riverside and San Diego, California.

c) Aviation

The proposal states that the Proposer should not represent any airport that, in the judgment of the County, competes with Miami International Airport and specifically cites a current Patton Boggs client, Atlanta Hartsfield International Airport.

The Patton Boggs aviation team represents airports, passenger and cargo air carriers, on-demand air taxi operators, fixed-base operators, lenders, lessors, owners, and buyers and sellers of aircraft, security companies, and shippers. We represent clients in matters pending before the DOT, the FAA, the NTSB, the DHS, the TSA, and U.S. Customs and Border Protection (CBP). On behalf of our clients, we draft and negotiate major transportation funding and authorization provisions dealing with aviation safety and security, airport noise, and airport financing. We also advise our aviation clients on all aspects of business transactions involving both business and commercial aircraft, including related tax, registration, and international matters.

In addition to representing two of the five largest U.S. airports, Hartsfield-Jackson Atlanta International Airport and Denver International Airports, we also represent medium hub, small hub, non-hub, reliever and general aviation airports, including Norman Y. Mineta San Jose International Airport, San Antonio International Airport, defense-conversion airfields such as Phoenix-Mesa Gateway Airport, and smaller municipally-owned airports ranging from Little Rock National Airport to Boise International Airport to Ohio University Snyder Field.

d) Seaport

In our municipal representation, we have helped to obtain federal funds and regulatory outcomes for local and regional initiatives tied to water infrastructure, watershed protection and restoration, and water quality attainment. Our environmental practice handles a broad range of issues, such as clean water, wastewater treatment, stormwater management, water recycling, desalination, reservoir infrastructure, and CERCLA compliance, including dealings on projects with the Army Corps of Engineers, Bureau of Reclamation, and House and Senate authorizing committees.

Working with Los Angeles, we played a significant role in advancing an authorization and securing funding for the Los Angeles River Revitalization Initiative. For the Water Resources Development Act (WRDA) reauthorization, we drafted and successfully advocated the inclusion of a precedent-setting provision to fund pilot projects in advance of a complete master plan for the Los Angeles River. This effort also involved assistance in complicated technical discussions with the Corps of Engineers in framing legislative language to provide flexibility and maximum participation in the Los Angeles River agenda. In addition, we helped to secure $3 to $5 million dollars annually for unauthorized Departmental priorities on Los Angeles River Revitalization projects over the past several years. Most recently, we supported the Department and City in working with Congressional offices to reprogram $3 million to the Hollywood Reservoir landslide remediation project.

Demonstrating our capacity to execute very complex projects through both legislative and administrative means, we helped the Port of Oakland to secure $102 million for a harbor deepening project, which included an innovative package of dredging disposal options and financing; and we facilitated approvals by the Congress, the Corps of Engineers, EPA, and the U.S. Fish and Wildlife Service.

e) Transit

The Patton Boggs transportation practice includes substantive expertise in a wide range of issues. The transportation practice is led by Carolina Mederos, a former senior career official who served under seven Secretaries of Transportation, Republican and Democrat, and was responsible for developing and defending the Department's budget and authorizing proposals before the Office of Management and Budget and Congress. She also served as Deputy Assistant Secretary for Policy and International Affairs. Former Secretary of Transportation Rodney Slater, who served under President Clinton, is also available to the County. We work with and have longstanding relationships with key officials at the Department of Transportation, both career and political, and with the Leadership and staff of the authorizing and the appropriations committees.

On behalf of Miami-Dade County, Ms. Mederos has worked closely with Miami-Dade Transit officials, the South Florida congressional delegation and the Federal Transit Administration to release over $60 million to MD Transit. Ms. Mederos also strategized, participated in and assisted in organizing the recent briefings of delegation staff, Federal Transit Administration

(FTA) Administrator, Peter Rogoff and senior FTA staff and House Transportation and Infrastructure Committee staffby Ysela Llort, Director of Miami-Dade Transit on AirportLink.

Over the past two decades, Patton Boggs has been active on every major piece of transportation legislation, including the current surface transportation reauthorization. In the current bill, Patton Boggs worked with transit authorities to achieve a number of significant legislative victories including maintaining current law eligibility for BRT projects seeking New Starts funding against an attempt to significantly narrow eligibility in a way that would have precluded Miami-Dade's proposed projects. During floor activity on the House and Senate reauthorization bills and in the conference negotiations, the Patton Boggs team worked with the South Florida congressional delegation to fight for the best compromise possible on transportation enhancements, safe routes to school and sub-allocation of funding to local governments leading to a deal with House negotiators that maintained a significant degree of local control and reserved funding for these activities. Patton Boggs also played a lead role in achieving a number of other provisions in the reauthorization related to public private partnerships, innovative technologies and performance based reforms.

Patton Boggs professionals work with every congressional committee and federal agency involved in federal transportation policy, including the House and Senate Transportation Appropriations Subcommittees, the House Transportation and Infrastructure Committee, and the Senate Environment and Public Works and Banking, Housing and Urban Affairs Committees. We regularly deal with both career and appointed officials in the Department of Transportation in headquarters and some regions, handling a wide range of funding and administrative issues, from pursuing discretionary funds to expedited environmental processes to waivers for flexibility in eligible grant uses. Based on working with them in their prior positions, we have solid working relationships with the Secretary, Deputy Secretary, Assistant Secretary for Policy, modal Administrators, and other policy leads. For example, we organized Secretary LaHood's first official meetings with any mayors on economic stimulus legislation and subsequently facilitated in convening a small local government advisory group on surface transportation program reauthorization – both led by and including local governments that we represent.

Patton Boggs also has a record of achieving major successes for our transit clients. On behalf of the City of Portland, Ms. Cram successfully sought federal appropriations from the Department of Housing and Urban Development's Economic Development Initiative fund for the planning and implementation of for the Portland Streetcar Loop, the first streetcar line in what is now known as the Pearl District of Portland. The City of Portland had negotiated a deal with developers requiring additional housing density adjacent to the streetcar alignment which provided the nexus for HUD funding for a transportation project. In 2005, Ms. Cram successfully sought $1.5 million in the SAFETEA-LU authorization for the Portland Streetcar and worked collaboratively with Congressman Earl Blumenauer (D-OR) and other stakeholders to create the Small Starts program at the Federal Transit Administration. The program's primary goal was to fund streetcar systems and it was added as a subsection to the overall section 5309 Capital Investment Grants program setting aside $200 million. The Federal Transit Administration drafted rules for the Small Starts program that essentially precluded a streetcar

project from qualifying by giving the cost effectiveness rating a heightened importance over other criteria, such as economic development benefits. Ms. Cram collaborated with other stakeholders such as the Streetcar Coalition, Portland Streetcar Inc., the Portland business community, and neighborhood associations to work with Members of Congress who opposed FTA's interpretation of the Act. This effort resulted in the FY 2008 Transportation appropriations bill disallowing expenditures on further FTA rulemaking. While the rulemaking was stalled, congressional hearings included questions on the agency's rationale for the rulemaking. The final guidance was published in August of 2008 with few changes. The FTA started funding Bus Rapid Transit projects under the Small Starts program - no streetcar projects were funded.

Ms. Cram helped insert language in the SAFETEA-LU Technical Corrections bill directing the agency to give comparable weight to project justification criteria. This language was intended to solve the issue, but it did not. Still no streetcar projects were funded. The City had formally submitted a project in 2007 and repeatedly retooled the project submittals at the request of the FTA. Ms. Cram orchestrated and facilitated several meetings of Portland City staff, elected City officials, the Portland business community, Streetcar Coalition officials, and others to meet with the FTA Administrator and staff. The City's project was included in the President's budget and Ms. Cram successfully sought FY 2009 appropriations ($45 million) for the project. Still the agency did not approve the project.

With the advent of the Obama Administration, on the City of Portland's behalf, Ms. Cram again in concert with a number of stakeholders such as the Portland business community (which included the first domestic manufacturer of streetcars in 50 years), the Streetcar Coalition, and the elected leadership of the City, Ms. Cram sought approval of the streetcar, contacting transition staff, working with Members of Congress and the Senate and the leadership of the authorizing Committees. Confirmation hearings for the new Secretary of Transportation pointedly addressed his commitment to fund streetcars, and, in particular, the Portland Streetcar Loop. Once the Secretary was sworn in, and an FTA Administrator in place, Ms. Cram again expedited meetings with Portland officials and the new Administration
Finally in July 2009, the Portland Streetcar got approval for the first full funding construction agreement for a streetcar system.
In representing the Jacksonville Transit Authority (JTA), Patton Boggs has helped to secure in excess of $150 million in transportation funds above its formula allocations. This total includes $25 million in appropriated funds to complete the Jacksonville Automated Skyway Express mass transit system, a project that Congress twice declined to fund prior to our involvement. In the last two fiscal years alone, Patton Boggs has helped to secure $15.4 million in federal funding, including funding in FTA's FY2012 Budget for a Bus Rapid Transit corridor.

A few additional examples of our successes in advancing major transit initiatives follow below.

- **Denver Regional Transportation District (RTD)**

  - In representing the Denver Regional Transportation District over the past decade, we spearheaded the federal effort resulting in well over $2 billion in federal funding commitments consisting of (1) a $1.03 billion Full Funding Grant Agreement (FFGA) for

the EAGLE P3 public private partnership project; (2) a $308 million FFGA for the West Corridor transit project; (3) a $545 million FFGA for the Southeast Corridor transit project; (4) $30 million in earmarks and grants for bus replacement funding and construction of bus-related transit facilities; (5) $50 million for Union Station rehabilitation; and (6) more than $300 million in TIFIA and RRIF loans.

- **Southern Ohio Regional Transportation Authority (SORTA)**
  - Patton Boggs worked with SORTA to develop and pursue an application for a streetcar project under FTA's Urban Circulator program, resulting in $25 million in funding for the first streetcar corridor in Cincinnati that is expected to catalyze up to $1.5 billion in economic development. Patton Boggs has also worked with SORTA in recent years to secure millions in discretionary funding for bus and bus facility projects.
- **Colorado Association of Transit Agencies (CASTA)**
  - Patton Boggs has worked with CASTA to secure over $60 million in authorization, appropriations and FTA grant funding in recent years. Patton Boggs also conceptualized and successfully advocated a change to the rural transit formula that will direct greater resources to Colorado based on its high level of rural transit service – a change that was included in the just-passed surface transportation reauthorization and that marked the first time that service factors were included in the rural transit formula.
- **M-1 Rail Corporation (Detroit):**
  - Patton Boggs is the principal counsel to the M-1 Rail Corporation, a group of major private and philanthropic contributors working to develop a 3.4 mile streetcar project in the City of Detroit's most promising asset corridor as part of a broader corridor development strategy. Patton Boggs has provided extensive and ongoing technical assistance and Congressional and FTA advocacy for this unprecedented, privately-funded project and played a key role in convincing the Department of Transportation to reserve $25 million in federal funding for the project upon satisfaction of remaining issues in the project plan.

f) Solid Waste Management

The Patton Boggs environmental law practice includes a focus on hazardous waste laws and regulations, including attorneys who held executive or legal positions in Congress or the Environmental Protection Agency, Department of Interior, Department of Energy, and Department of Justice. We have extensive experience handling compliance and permitting matters, including air permitting for waste management companies, Clean Water Act permitting issues for the Department of Energy's Hanford installation, training and remediation strategies at other DOE complex facilities including Rocky Flats and Oak Ridge. We have represented the

City and County of Denver, and the States of Colorado and Montana in major Superfund litigation and environmental compliance matters, including Lowry Landfill, the Denver Radium Sites and Uravan. Additionally, we provide regular environmental due diligence counseling.

Further, we are familiar with the Resource Conservation and Recovery Act of 1976 (RCRA). The act defines solid and hazardous waste, authorizes the EPA to set standards for facilities that generate or manage hazardous waste, and establishes a permit program for hazardous waste treatment, storage and disposal facilities. The RCRA hazardous waste program regulates state and local government facilities that generate, transport, treat, store, or dispose of hazardous waste. We have worked with local government clients to ensure proper management of hazardous waste from the moment it is generated until its ultimate disposal or destruction.

Most recently we have centered on protecting against prohibitions on interstate transport of solid waste, and funding general infrastructure needs.

g) Community Development / Urban Initiatives

Working on behalf of the County, Patton Boggs led a successful effort to defeat the House proposal (in the FY 2012 Transportation and HUD Appropriations bill) to cap the Community Development Block Grant administrative funding at 10% as opposed to the current 20%. The proposal was overlooked by most major organizations which were focused primarily on overall funding levels for CDBG. We organized cities to bring the matter to the attention of their congressional delegations and to Appropriations committee staff. We worked with and informed the South Florida congressional delegation, particularly members of the Appropriations Committee, on the devastating impacts of such a cap. Ultimately, the cap remained at 20% and thus far, in the FY 2013 appropriations process, the House has not re-instated a proposal to lower the cap.

The County also may benefit from Patton Boggs' experience with the Community Development Financial Institution (CDFI) Fund and the New Markets Tax Credit (NMTC) program, where generating NMTC investment has lagged. We have pursued on behalf of municipalities, including Denver and Jacksonville, as well as other applicants such as a developer of charter school facilities and a redeveloper of Brownfields. To varying degrees in each circumstance, we assisted in organization information, advised on proposal content and direction, and undertook outreach with CDFI. Specifically for Denver, we solicited early guidance on CDFI interests tied to supporting municipal applications and organized meetings for the Mayor with CDFI leadership. Applying the insights garnered to tailor the application, Denver received $40 million in NMTC allocations. On the policy side, we have consulted with municipalities regarding comments to proposed rule changes, and we are currently working on the extension of the NMTC. We also have initiated matchmaking functions for localities that seek investment with recipients of allocations, such organizing a discussion between Baton Rouge and venture fund principals with NMTC capital.

We work closely with the Administration and Congress on new urban initiatives. On behalf of the City of New Orleans we have been involved in the Strong Cities, Strong Communities (SC2) initiative. New Orleans is one of the six pilot cities for the program and we have assisted in working with the Department of Transportation on follow up to issues involving streetcar manufacturing opportunities and rail crossings as part of that initiative.

On behalf of many of our cities, we have been involved in White House roundtable meetings on Business Forward opportunities. Additionally, we have been closely involved with many initiatives emanating from the Economic Development Administration. Last year we advised the City of Portland on their successful application as one of twenty recipients of the Economic Development Administration's Jobs and Innovation Accelerator Challenge for the Portland Regional Clean Tech program.

h) Housing / Homelessness

Either individually or through their city housing department affiliations, Patton Boggs represents several public housing authorities on administrative, legislative, and funding issues. We regularly interact with the Department of Housing and Urban Development regarding specific project approvals, waivers, and program audit resolutions.

Over the past year, Patton Boggs has engaged, on behalf of the Miami-Dade Public Housing and Community Development Department, the southern Florida congressional delegation and HUD officials on the issue of the disproportionate recapture of Section 8 Housing Choice Vouchers in 2009, seeking an understanding of the criteria used to determine the relative recaptures from a variety of housing authorities. The effort culminated in a substantive meeting of all the southern Florida delegation housing staff, and several key representatives from the Department of Housing and Urban Development. We will continue to seek redress for this issue. Currently we are collaborating with some Members of Congress to urge HUD to respond promptly to the County Attorney's Freedom of Information Request to HUD.

With regard to housing legislation, our scope of municipal interests has enabled deep policy involvement in the Section 8 Voucher Reform Act, HOPE VI reauthorization, and National Affordable Housing Trust Fund. In each case, we partnered with other representatives of the largest cities to pursue changes in the bills that assured maximum funding and program flexibility for local governments. Technical issues range from direct funding set-asides to localities (versus state allocations), flexibility for replacement unit requirements in areas where vacant housing stock is abundant, and treatment of voucher portability.

We have a successful record of helping to achieve HOPE VI awards for some of our clients. For example, in 2011 the Housing Authority of Portland received a third HOPE VI award of $18.5 million; the two previous grants were for $16.9 million in 2005 and $35 million in 2001.

We also played a lead role in efforts several years ago that redressed harmful administrative changes in the Section 8 housing voucher program and reverse application of a retroactive funding cut, saving millions of dollars for the affected authorities in San Diego and San Jose.

We facilitated restoration to the Los Angeles Housing Authority of more than $5 million in Shelter-Plus grants, and we previously helped negotiate a plan for Houston that released Emergency Shelter funding for immediate use in spite of an unresolved audit.

We assisted San Jose in securing a legislatively mandated Moving-to-Work designation for their Housing Department, and we previously negotiated an extension and administrative modifications for the Philadelphia Housing Authority.

Housing policy and advocacy efforts of late centered on foreclosure crisis response legislation. We recently prepared briefing materials for a Nevada housing conference at the White House involving the City of Las Vegas.

All of our municipal clients are pursuing homelessness initiatives, and Patton Boggs is involved in promoting related funding and policy agendas on an individual and collective basis. For example, in Denver, Portland and San Jose, we worked with the cities and their local nonprofit partner organizations to develop plans and secure earmarked, competitive, and discretionary federal funding to implement their housing programs and related supportive services. The categories of resources received included support for facilities improvements, special needs housing and services, healthcare, and workforce training and placement. Those efforts involved direct interactions with the Congressional delegations and committees of jurisdiction, the Interagency Council on Homelessness, and Departments of Housing and Urban Development, Health and Human Services, and Labor.

i) Business Development

Patton Boggs has helped localities secure line item project funding supportive of business development activities, include business incubators, loan funds, and supportive services. Was mentioned above, we work closely with the Economic Development Administration programs to help finance business infrastructure and demonstration projects. For example, we supported Portland in securing a Jobs Innovation Accelerator Challenge grant in 2011 for the Portland Regional Clean Tech program. We also supported San Jose in securing EDA funds for a project that involved the planning, development, and design of the San Jose Electronic Transportation Development Center (DTDC). The ETDC was aimed at stimulating the growth of an advanced transportation industry in San Jose. At the EDTC, Silicon Valley companies can collaborate on the design, development, prototype fabrication, and commercialization of clean energy hybrid commercial vehicles that incorporate Silicon Valley electronics, helping to make the vehicles cleaner, safer and more secure.

Additionally, we worked with the Economic Development Administration to secure over $1 million in funding for the City of Portland's Oregon Sustainability Center which will be the first high rise net zero building in the world, when it is completed.

We assisted Pinellas County, Florida and Portsmouth, Virginia in resolving HUBZone program eligibility problems through a legislative adjustment that extended eligibility to an extra census tract, protected more than 200 existing jobs, and continued incentives for additional job creation

over the next several years. Action by the U.S. Census Bureau to consolidate census tracts created the unintended consequence of disqualifying several businesses from participation in the federal HUBZone program, an economic development initiative that provides federal contract preferences to area businesses. We both pursued administrative agency action and developed legislative proposals to resolve this problem, drafting policy papers, organizing efforts by other impacted areas, and coordinating advocacy efforts. After exhausting administrative options, we worked with the delegation and the Senate Small Business Committee to secure a legislative change through the Small Business Act Reauthorization, extending the HUBZone designation for the affected businesses until the release of Census 2010 data.

We are also working with the Brookings Institution on the Metropolitan Export Initiative on behalf of the City of Portland. This is a ground up collaborative effort to help regional civic, business and political leaders create and implement customized Metropolitan Export Plans to develop targeted, integrated export related services and strategies that help regions better connect their firms to global customers.

j) Environmental Issues and Infrastructure Projects

In our local government representation, we have helped to obtain federal funds and regulatory outcomes for local and regional initiatives tied to water infrastructure, watershed protection and restoration, and water quality attainment. Our environmental practice handles a broad range of issues, such as clean water, wastewater treatment, storm water management, water recycling, desalination, reservoir infrastructure, and CERCLA compliance, including dealings on projects with the Army Corps of Engineers, Bureau of Reclamation, and House and Senate authorizing committees.

Patton Boggs has a proven record of success in helping our clients' secure federal resources for projects including, but not limited to water supply, water quality, environmental restoration, waterway improvement initiatives, water reclamation, and invasive species. We have helped to obtain federal funds or regulatory resolution for local and regional initiatives tied to water infrastructure, watershed protection and restoration, water quality attainment, stormwater management, water recycling, desalination, reservoir infrastructure, and CERCLA compliance. These efforts including direct dealings on projects with the U.S. Environmental Protection Agency, Army Corps of Engineers, Bureau of Reclamation, Department of Interior, National Oceanic and Atmospheric Association, Department of Homeland Security, US Forest Service and House and Senate committees with responsibility for appropriations and authorizations.

Working with the City of Portland, this year Patton Boggs successfully helped the City win the first and only variance to the EPA's Long Term Drinking Water Rule (LT2) under the Safe Drinking Water Act. This allowed the City to continue to monitor and test for cryptosporidium in lieu of building a water treatment plant at the Bull Run Reservoir on Mount Hood. Many years of negotiations with EPA, and the Oregon Congressional Delegation contributed to this successful result. Work concerning seeking a variance to the requirement to cover other urban reservoirs continues with the City of Portland.

Patton Boggs has also been a leader in the development of the Water Infrastructure Financing and Innovation Act (WIFIA) which is proposed legislation to enable low cost mechanisms to help meet the nation's wastewater and drinking water infrastructure needs. Based on the hugely successful Transportation Infrastructure Financing and Innovation Act, this proposed legislation was recently endorsed by the US Conference of Mayors and would provide a major innovative financing tool for local governments.

On behalf of San Diego, Patton Boggs currently leads the city's efforts in dealing with EPA and legislative interests on the expiration of waiver under the Clean Water Act for a modified permit that does not require secondary treatment. In FY2008, we helped to secure $1 million for a new ocean monitoring project related to these wastewater system issues. We also helped to obtain more than $10 million in a regional effort to continue financing a Bureau of Reclamation water project. We are leading an effort to create a four-reservoir intertie system in the region to improve water capture and capacity, where we secured passage in the WRDA bill as an Army Corps project and also pending as an alternative Bureau of Reclamation project in a House bill. In 2005, we helped to successfully advocate for an expansion in authorized funding to enable construction of an international wastewater treatment facility addressing problems in the Tijuana River Basin.

For water and sewer system upgrades, we helped Jacksonville to secure a $25 million authorization for septic system replacements in the latest WRDA bill, and we previously obtained appropriations to fund improvements in wastewater infrastructure by expanding regional sewer collection lines in the city to areas identified with leaking septic tank systems. Similarly, we helped to obtain appropriations for San Jose for water and sewer infrastructure improvements specifically supporting affordable housing developments, and for the City of Modesto, California for storm drain improvements. In FY2008, we worked on behalf of San Jose to secure appropriations of $1.5 million for the San Jose Area Water Reclamation and Reuse Project, an increase of $1.3 million over the President's Budget request.

We also assisted Jacksonville in the successful campaign to have the St. Johns River designated by the White House as one of only 14 American Heritage Rivers in the country. The result was a combination of efforts involving our allies on Capitol Hill, the national environmental community in Washington, educational and scientific communities, and regular contacts with senior officials in the White House and other agencies.

Further, we worked with the city of Jacksonville obtain significant funding for the Timucuan Preserve. Despite strong competition for limited funding for the National Park System (of which Timucuan is a part), Patton Boggs helped the City to secure substantial federal funding for Timucuan including funding for land acquisition, trails and roads, and for construction of signs and exhibits. This was particularly challenging because Timucuan, until recently lesser known, competes directly with some of the nation's most well-known parks including the Everglades in South Florida. Perhaps more important than the funding secured for Timucuan each year is the fact that they were been successful in securing a place for Timucuan in the Park Service's five-year budget plan, which helped to ensure continued funding for the Preserve into the future.

Demonstrating our capacity to execute very complex projects through both legislative and administrative means, we helped the Port of Oakland to secure $102 million for a harbor deepening project, which included an innovative package of dredging disposal options and financing; and we facilitated approvals by the Congress, the Corps of Engineers, EPA, and the U.S. Fish and Wildlife Service.

k) Agricultural Issues

Lawyers in the food and drug group have extensive experience working with Congress and regulatory agencies on the various issues of interest to the food and agricultural industry, including (but not limited) to food safety, domestic price support programs, marketing orders, nutrition programs, commodity treatment and market access in international trade agreements, compliance, and trade disputes. We counsel clients on their interactions with, and represent them before, the departments and agencies that regulate food and agriculture issues, including the USDA, FDA, USTR, and EPA. Clients include multinational food manufacturers, large retail chains, trade associations, non-profit organizations, sovereign countries, and land grant universities.

We regularly counsel clients on regulatory and policy matters that arise within the USDA, with such agencies as the Farm Service Agency, Foreign Agriculture Service, Food Safety Inspection Service, Agricultural Marketing Service, Agriculture Research Service, Food and Nutrition Service, and Animal Plant Health Inspection Service. We interact frequently with the FDA, in its regulation of food security, food ingredients, and advertizing and promotion. We also extensively engage in agricultural trade-related issues that involve USDA, as well as the United States Trade Representative (including agriculture matters raised in the European Union and World Trade Organization), and U.S. Customs and Border Protection.

Most recently, on behalf of our local government clients, we have been actively engaged in Senate floor amendments to the Farm Bill including the unsuccessful effort to add language to the bill allowing annual electronic reports by water agencies.

In addition, Patton Boggs has advised multinational food manufacturer on changes to school nutrition regulations.

l) BRAC Redevelopment

Patton Boggs' formidable public policy practice routinely handles military and defense matters - including BRAC issues. We are well-versed in developing strategies and plans for clients, working with elected and appointed representatives of the federal government, and minimizing the impact on communities associated with the BRAC action. In fact, we recently provided Miami-Dade County with a briefing paper on the prospects for the next round of BRAC.

Previously, we have helped clients navigate the BRAC process. During BRAC 2005, we were retained to assist in reviewing and analyzing BRAC records, and in the analysis, preparation, and conduct of regional hearings and advocacy before the BRAC Commission and staff. In the

City of Washington, District of Columbia, we represented the City and the Congressional Delegation during BRAC in regard to the closing of Walter Reed Army Medical Center. We also worked with Charles E. Smith Companies representing the largest landlord to the Department of Defense in the Washington Metropolitan area in relation to BRAC treatment of leased-space, as well as The Irvine Company, assisting the client in the formulation of a billion dollar proposal to the Navy to develop 2.5 million square feet of office, hotel and retail space. We will ensure that Port San Antonio and the U.S. Air Force continue to work together to keep their partnership alive.

Patton Boggs has been actively involved in a wide range of defense issues of importance to the city of Jacksonville. Our long-term successes in the defense and defense-related areas include:

- Securing on-going and significant levels of federal funding to support Cecil Field redevelopment efforts through the annual appropriations process;
- Helping a foreign aerospace manufacturer win a major federal contract (as a subcontractor) which lead to its commitment to base its north American manufacturing facilities at Cecil Field (unfortunately, the prime contractor later lost its contract);
- Working on the latest BRAC round with Mayor's office and senior staff to produce among the best results nationwide – a substantial net increase in personnel and equipment assigned to the region – Jacksonville was the largest Navy gainer in the nation;
- Leading successful efforts to create the opportunity for relocation of Master Jet Base Oceana to Cecil Field and, when it became clear that such a move was not in the best interests of the City, worked closely with City officials to ensure the move did not proceed; and
- Continuing involvement in efforts to upgrade Naval Station Mayport to nuclear status, working closely with the City to secure additional ships to replace USS John F. Kennedy upon decommissioning this year.

m) Water and Sewer Issues and Projects

As mentioned in Section J, "Environment and Infrastructure", this year Patton Boggs successfully assisted the City of Portland to be granted variance to the EPA's Long Term Drinking Water rule (LT2) to the Safe Drinking Water Act which allowed the City to refrain from building the EPA required drinking water treatment plant at the Bull Run Reservoir on Mount Hood to treat for cryptosporidium. After years of negotiations with EPA, and years of testing the untreated water and finding no cryptosporidium, EPA and the State of Oregon granted the first and only variance to the LT2 Rule. This saved the city of Portland around $100 million.

Additionally, Patton Boggs is leading efforts for the City of Boise on dealing with EPA on the Dixie Drain project which would assist the city in meeting stricter water pollution rules. The City is seeking a creative solution to meeting phosphorus requirements and proposes to create a wetland area – forty miles outside the City - that could capture phosphorus run off from farms in the area. This would mean that the water would be treated, by natural means as part of "green infrastructure" upsteam so that City would not have to make expensive treatment plant modifications to deal with phosphorus levels in the river.

On behalf of San Diego, Patton Boggs currently leads the city's efforts in dealing with EPA and legislative interests on the expiration of waiver under the Clean Water Act for a modified permit that does not require secondary treatment. We helped to secure $1 million for a new ocean monitoring project related to these wastewater system issues. We also helped to obtain more than $10 million in a regional effort to continue financing a Bureau of Reclamation water project. We are leading an effort to create a four-reservoir intertie system in the region to improve water capture and capacity, where we secured passage in the WRDA bill as an Army Corps project. In 2005, we helped to successfully advocate for an expansion in authorized funding to enable construction of an international wastewater treatment facility addressing problems in the Tijuana River Basin.

For the San Bernardino Municipal Water Department, Patton Boggs helped to obtain $18.5 million in direct appropriations for the San Bernardino Water Department to address environmental contamination attributed to the Army's activities during World War II, threatening the water supply for 800,000 people in San Bernardino and Riverside Counties. Our attorneys also secured one of the largest settlements ever obtained from the federal government in a Superfund matter for San Bernardino through a consent decree for a $164 million environmental settlement, concluding a nearly decade-long effort to resolve this matter. Under the terms of the decree, the United States has paid the City of San Bernardino $69 million and gave the City title to large and elaborate remedial systems paid for by EPA valued at $95 million.

With regard to watershed restoration legislation, Patton Boggs successfully advocated for an amendment to a prior WRDA bill which made the Malibu Creek Watershed eligible for federal assistance toward watershed management and restoration activities. We also were successful on behalf of Jacksonville, Florida in lobbying for an amendment under a previous WRDA bill to designate the Lower St. John's River Basin for priority watershed program assistance.

We also assisted Jacksonville in the successful campaign to have the St. Johns River designated by the White House as one of only 14 American Heritage Rivers in the country. The result was a combination of efforts involving our allies on Capitol Hill, the national environmental community in Washington, educational and scientific communities, and regular contacts with senior officials in the White House and other agencies.

n) Immigration

Patton Boggs has provided guidance to the City of San Jose regarding the Department of Labor's proposed 9-month suspension of the final rule for H-2A work visa regulations. This

rulemaking was a carry-over issue from a Bush Administration decision that would have impacted farm workers in California's Central Valley. The Obama Administration subsequently issued a delay to review the rule because stakeholders had raised concerns about the regulation -- noting that the proposed suspension was the prudent and responsible action to take to review and reconsider the regulation, while minimizing disruption to state workforce agencies, employers, and workers. The Mayor requested guidance in light of a pending union lawsuit, impact to area workers, and need to weigh in with Secretary of Labor Hilda Solis to encourage postponement of final rule.

We also work with a number of localities where elected officials have taken a lead role advocating for immigration reform and recognize economic benefits of immigrants and support a partnering to citizenship for those already here with undocumented status. We have also dealt with sanctuary city issues and protecting the funding status of localities where local law enforcement does not wish to take on federal immigration enforcement and functions as well as a few that sought to participate in the 287 (G) program.

o) Homeland Security

Patton Boggs has led the local government lobbying community in Washington, DC in seeking funding for the Urban Area Security Initiative (UASI). In May of 2011, prior to the House full Appropriations Committee mark up of HR 2017, the Department of Homeland Security appropriations bill, we drafted and circulated a letter signed by a significant number of elected leaders of UASI jurisdictions (including Miami-Dade) urging the reversal of Subcommittee action which had limited UASI funding to the top ten highest risk urban areas (Tier 1). When the House Appropriations Committee did not reverse the language in mark up, we assisted in drafting and strongly advocated for an amendment to strike the language which limited the UASI program to the top ten jurisdictions. The amendment, which was cosponsored by many in the Miami-Dade House delegation, passed by 273 – 150 on the House floor. Throughout the House appropriations process, we stayed in close contact with the Miami-Dade delegation on the issue.

As action moved to the Senate, Patton Boggs drafted and led a letter to the Senate Appropriations Committee leadership. The letter was signed by 47 jurisdictions (including 9 of the Tier 1 areas), urging the Senate to fund the UASI program at FY 2011 level. Miami-Dade was included on the letter and we shared the letter with the Senators.

Despite our best efforts, and due to the fiscal constraints that Congress faced, the end result of the FY 12 appropriations process was that Federal Emergency Management Agency (FEMA) first responder funding was reduced by nearly $1 billion. Additionally 12 programs previously funded as separate line items were consolidated into one account funded at approximately $977 million for FY 2012. One of those programs was the UASI program. Congress gave discretion for dispersing that funding to Department of Homeland Security Secretary Napolitano. Yet again, Patton Boggs led the effort for funding for UASI. We drafted and circulated a letter to the Secretary signed by the elected officials in many UASI jurisdictions urging that the bulk of the FEMA funding - $600 million – be distributed through the UASI program. The letter also urged

level funding for the Metropolitan Medical Response System (MMRS) which was of importance to Miami-Dade County. Ultimately, in a major victory, Department of Homeland Security funded UASI as a separate program at overall funding of $490 million and Miami-Dade received $5.4 million. It also moved up in priority from number 13 to number 12.

Additionally, in the FY 2013 Department of Homeland Security appropriations process, Patton Boggs has worked to seek higher overall funding levels for UASI and to keep the program separate from other FEMA state and local programs. While the process has not been completed, the House funded FEMA State and Local programs at $1.63 billion, while the Senate funded them at $1.41 billion. Last year's enacted funding was $1.35 billion overall. While both the House and the Senate rebuffed the Administration's proposal to consolidate FEMA first responder programs into one National Preparedness Grant Program (NPGP), the House maintains the consolidated program structure that was implemented in FY 2012. The Senate, however, funds each program as a separate line item. The House also maintains language that no less that $150 million ($100 million in FY 2012) of State and Local program funds be directed to areas at the highest risk of a terrorist attack. The Senate provides $664 million for the UASI program, $415 million for the State Homeland Security Program (SHSGP), $119 million for Public Transportation Security Assistance and Railroad Security Assistance and $132 million for Port Security Grants.

Miami-Dade has also been active in advocating for elevation to Tier 1 status in the UASI program. While Patton Boggs has not led this effort, we have participated in the conference calls, the Fly In of officials which occurred in September of 2011, and have collaborated with the other lobbyists and jurisdictions involved in this effort.

In the past years, Patton Boggs took a lead role with New York City, Chicago, and San Francisco representatives in forming and coordinating the UASI High-Risk Coalition to successfully advocate for additional funding during the appropriations process, work agency officials to secure program management and policy changes within relevant departments, and amend legislative proposals during committee consideration.

We have also been involved with homeland security problem resolution for specific cities, often involving substantive, specialized knowledge of program functions and security policy. For example, when Jacksonville failed to receive UASI funding through multiple cycles, we researched and identified a technical problem in the selection formula that made the City less competitive, related to the population density calculation for a combined city-county area. We advocated for a fix through the Department of Homeland Security, White House Homeland Security Council, and Congressional interests, including a media and think tank strategy; as a result, Jacksonville has received nearly $17 million. Similarly, we helped San Diego, Tampa, Buffalo, and Mesa to preserve their eligibility for FY2007; we identified several fundamental flaws in the overall risk analysis for those cities, presented that information, and worked with DHS to include those issues going forward.

When the UASI program was first created, we worked on behalf of the City of Las Vegas to include tourist populations as part of the formula.

We meet regularly with key Members and staff of the House and Senate Leadership, Appropriations Committees, homeland security authorizing committees, and Rules Committee to seek support for out clients' positions. We also engage with the White House Homeland Security Council, OMB, and DHS programmatic and policy offices to discuss the participation in new grant programs and to gather information about selection criteria for other funding opportunities, as well as discuss concerns about current funding mechanisms.

p) Criminal and Juvenile Justice

Public safety typically is the top concern for economic revitalization and social stability in urban redevelopment, and therefore is a core issue for every Patton Boggs local government client. A primary goal is securing grants – or appropriations earmarks, when they were available - for specific programs or police equipment acquisition. Appropriations successes include a broad range of program activities, from nearly $3 million over two years for Jacksonville / Duval County to undertake a comprehensive anti-violence initiative to $650,000 for anti-gang at-risk youth intervention programs in San Jose.

Our experience also includes leading coalition roles in promoting additional federal funding for priority programs relevant to both small and large cities, such as enhanced support for interoperable communications systems, and cultivating demonstration projects that can leverage non-competitive agency funding. For example, Patton Boggs helped Los Angeles to conceive and advance to the Department of Justice a demonstration project proposal related to reducing gang violence. We developed the concept with the City, identified and targeted the interests of likely Administration supporters, and leveraged partnerships with influential opinion leaders in the research and nonprofit communities. Ultimately, the effort secured $2.5 million per year over three years in non-competitive discretionary funding.

Similarly, for Philadelphia, responding to a sudden increase in youth homicide rates, Patton Boggs assisted in securing federal resources for a Youth Violence Reduction Partnership (YVRP) program expansion. We raised the profile of the issue and the YVRP program as a solution, including working with the Senate Judiciary committee on a field hearing and helping to prepare City testimony. Subsequently, we advanced a funding proposal that yielded $1.25 million in FY2006, and congressional direction in mainstream programs to dedicate special attention to Philadelphia anti-violence proposals. To secure future federal funding streams of a more long-term and substantial level for Philadelphia, we drafted and advanced legislation to establish a new youth violence reduction demonstration program, incorporating the core operational elements of the YVRP and setting targeted grant criteria set-aside to a city with population and homicide rate aligned with Philadelphia; the program authorization gave an opportunity for the City to receive up to $15 million per year in the next three years, contrasting with annual earmarks that typically yield between $250,000 and $500,000, and provides greater flexibility in use of funds, including normally prohibited construction expenses.

q) Healthcare, Medicare, Medicaid, AIDS

The health care policy practice at Patton Boggs is one of the largest and most substantial in the nation, serving hospitals, universities, major trade associations, pharmaceutical companies, device manufacturers, biotechnology companies, nonprofit organizations, and municipal interests in public health and direct service provision.

An important part of the health care practice includes helping our clients navigate the laws governing Medicare and Medicaid coverage and reimbursement issues. We are well versed with the intricacies of the Medicare and Medicaid programs. The health care team combines the talents and experiences of our team members who have served in Congress and the Centers for Medicare and Medicaid Services (CMS) to ensure that our clients' requests for adequate reimbursement are met. We provide regulatory counseling and analysis; represent clients in obtaining coverage for their products and services under these programs, and work to assure adequate reimbursement. Clients include hospitals, renal dialysis facilities, nursing home pharmacies, physicians, State Medicaid programs, health information technology providers, patient advocacy organizations, and local health departments.

For King County, we facilitated work with the U.S. Department of Health and Human Services on a special demonstration program promoting regional healthcare quality and transparency through common standards and reporting systems. The County became the first HHS-designated Community Leader for Value-Driven Health Care, and then first Chartered Value Exchange, making Medicare data and other resources available. To help promote County efforts, we conceived and enabled a "Ceasefire on Healthcare" plenary event through the auspices of former Sen. Breaux to feature the Executive and the County's Health Reform Initiative at the National Association of Counties annual conference, the first Ceasefire event focused on non-federal activities.

Further, we secured increased appropriations for and reauthorization of the Ryan White CARE Act on behalf of the 51 cities and over 300 providers (including rural and faith-based clinics) most directly impacted by HIV/AIDS disease

r) Welfare Reform Implementation / Changes

Patton Boggs also deals with agencies and Congress to resolve more complex funding and policy matters. For example, we assisted the District of Columbia in a complex reimbursement problem in their child welfare funding formula, convincing the Administration to adopt the fix as a legislative initiative in the President's budget proposals. We previously worked for San Jose in a leading a four-city coalition to pass legislation extending a demonstration project providing Medicare prescription drug coverage to low-income seniors, delivering up to $6 million per year for the City program. For Puerto Rico, we persuaded CMS to treat the Commonwealth as a separate region for Medicare Prescription Drug Plans and local Medicare Advantage plans, thus ensuring beneficiaries' access to coverage and avoiding premium increases.

We also brought together a coalition of our municipal clients that are Community Services Block Grant designated recipients (e.g. Los Angeles, Philadelphia, Denver, and Baton Rouge) to help

fend off cuts, and were able to leverage a stronger set of interests than individual nonprofit Community Action Agencies.

s) Human / Social Services

For Baton Rouge to accommodate the needs of displaced Head Start students, we successfully assisted in resolving a dispute with the U.S. Department of Health and Human Services in order to (1) secure $1.8 million in immediate supplemental funding for the City/Parish; and (2) extend the period of funding commitment from 30 days to 90 days, in order to facilitate better planning. In addition, we advocated with HHS to assure more long-term funding for expanded infrastructure and services to support a permanent enrollment increase, and the Administration included $90 million for Head Start in its Gulf Recovery funding request.

We helped Denver in identifying and securing Workforce Innovation in Regional Economic Development grant funding; Baton Rouge in obtaining Department of Labor support following Hurricane Katrina to assist displaced victims in worker training to participate in their new local economies; and San Antonio in developing and funding a worker training program with their new Toyota plant. In addition, we assisted Pinellas County in securing and funding a new Job Corps site, and Elon University in accessing a DOL-financed regional workforce development initiative.

We assisted the District of Columbia in a complex reimbursement problem in their child welfare funding formula, first convincing the Administration to adopt the fix as a legislative initiative in the President's budget proposals and then securing legislative action, resulting in a $100 million increase for the District.

t) Head Start / Early Head Start / Education Reform

Patton Boggs is extensively involved with a variety of education interests including public agencies, institutions of higher education, non-profit educational and youth-serving organizations, and a range of local governments, many of which we have partnered with or dealt with school district education issues. Our efforts focus primarily on federal grant funding sources, service-learning themes, legislative and regulatory matters.

In those capacities, we have dealt with issues ranging from educational enrichment appropriations and grant program access to No Child Left Behind implementation, school-based Medicaid funding issues to charter school support, early childhood education investments to youth violence prevention initiatives. We have also assisted localities with policy guidance, best practice dissemination, and federal interface around school system support and reform efforts, including in Portland, Las Vegas, San Jose, Denver, Los Angeles, and Washington, DC. In higher education, we have successfully represented more than 40 colleges and universities on a wide variety of funding and policy initiatives.

For example, we helped former San Jose Mayor Ron Gonzales in his extensive work on promoting the role of cities and mayors in supporting quality education and the helpful involvement of federal resources. During his time as the Chair of the National League of Cities'

Institute for Youth, Education, and Families (YEF), we assisted in his work producing and promoting several policy reports, which were highlighted by the New York Times and Education Week in a piece entitled "10 Ways a Mayor Can Help Improve Public Education." We also helped to pursue foundation assistance for San Jose school initiatives, and advised on the potential creation of a Public Education Foundation.

u) Planning, Development and Zoning

Patton Boggs handles land use and real estate issues for public agencies like transportation and housing authorities, as well as universities and private developers. That legal expertise allows us to engage more effectively on protecting local government interests during federal action on issues that impact land use.

Currently, we are focused on development and implementation of various new federal efforts that connect land use and regional planning with housing, transportation, environment, and energy priorities, such as the Sustainable Communities Initiative, Livable Communities Initiative, and other place-based strategies. For the past several years, we have undertaken ongoing policy work with the Brookings Metropolitan Initiative to help shape the overall urban place-based federal agenda on behalf of several localities, including Denver, and Minneapolis. We also have proactively engaged with relevant departments and White House domestic policy leadership on recommendations for specific program content and criteria. For example, in several localities we have facilitated collaborations among the largest city and county, transit agency, housing authority, metropolitan planning organization, and business community to gain consensus on and advocate specific positions on the selection factors and funding use within these programs. Some of the cities we represent, like the Las Vegas/Henderson/Southern Nevada region, have been awarded Sustainable Communities competitive grants.

Additionally, following the U.S. Supreme Court ruling in Kelo v. City of New London in 2005, we were engaged at the forefront of the eminent domain restriction debate. We were early partners in a focused coalition of prominent cities and counties, initiated by New York City. This effort was undertaken alongside association activities, effectively stalling and influencing legislation so that municipal rights and interests are protected. This effort is ongoing with current legislation pending in Congress. We were involved in language drafting, analysis, and direct advocacy. On behalf of our localities, we met with the Government Accountability Office (GAO) to provide input on their Congressionally-mandated study of eminent domain use, followed by coordination on specific responses to GAO site visits with Los Angeles and Denver. The final outcome enacted on an annual housing appropriations bill applied federal limits narrowly, left sufficient flexibility for further federal administrative interpretations of eligible exercise based on impacted criteria, and did not restrict projects in which federal funds are not involved. We consulted with HUD regarding their internal decisions on how to interpret eminent domain requests for housing and community development purposes under the appropriations requirements in order to proactively influence standards that protect planned local projects and serve as good precedent for future administrative interpretations or Congressional action.

v) FEMA, Mitigation and Preparedness

Patton Boggs has worked closely with our local government clients on critical disaster mitigation and preparedness issues. Most recently, we worked with the Louisiana Senate offices to successfully release the last tranche of FEMA monies tied to post Hurricane Katrina work on the Historic Municipal Auditorium.

In the aftermath of Hurricanes Ike and Gustav, we identified and analyzed for the City of Baton Rogue/Parish of East Baton Rouge a number of funding opportunities to meet the City-Parish's needs for hurricane recovery and preparation. For example, with respect to Emergency Operation Center (EOC) Improvements, we analyzed options and crafted application strategies under the FEMA Post-Disaster Hazard Mitigation Grant Program (HMGP) and FEMA's annual EOC grant program in addition to the supplemental Community Development Block Grant (CDBG) program; Urban Area Security Initiative (UASI); and potential supplemental appropriations for the EOC program authorized by Section 614 of Stafford Act.

In 2005 through late 2007, we assisted the City–Parish of Baton Rouge with numerous issues that arose in the aftermath of Hurricane Katrina, an event which resulted in a greatly increased population in Baton Rouge and strained City-Parish resources. We participated in working groups that developed the Hurricane Katrina reconstruction legislation introduced in late 2005. Several of the bill's provisions were incorporated into subsequent legislation or resolved administratively as a result of these efforts to focus attention on the problems resulting from the aftermath of the hurricane.

As part of a comprehensive approach to these events, we helped facilitate outreach to numerous federal Departments and Agencies in addition to FEMA, including: the Department of Health and Human Services (HHS); the Department of Homeland Security; the White House Office of Intergovernmental Affairs; the Department of Commerce; the Department of Labor (DOL); the Department of Transportation; the Department of Housing and Urban Development (HUD); the White House Office of Management and Budget (OMB) and the Department of Justice. For example, we worked to secure funding for transportation and transit improvements and related regulatory relief needed to accommodate the influx of population into Baton Rouge.

We have also worked with a number of local government clients to secure annual appropriations funding for pre-disaster mitigation and Emergency Operations Centers under the FEMA provisions of the Homeland Security appropriations bill, including funding for Wayne County, Michigan, Tohono O'odham Indian Nation and the City of Las Vegas.

w) Telecommunications

Attorneys with extensive backgrounds in telecommunications regulation, licensing, transactions, litigation, and public policy lead the Patton Boggs telecommunications group. Over the last decade, we have represented virtually every sector of the telecom industry: major long distance carriers, the leading ISP, the cable industry, newspaper publishers, a leading independent cellular telephone carrier, independent radio and television broadcasters, direct satellite providers, paging companies, a major foreign telephone company, and others concerned with

telecommunications policy. The firm was actively involved on behalf of several such companies in the Congressional debates that ultimately produced the Telecommunications Act of 1996, as well as implementing regulations.

When the federal re-write of the Telecommunications Act was underway, Patton Boggs assisted municipal clients in protecting the interests they have at stake. Although coalitions as the U.S. Conference of Mayors and the National League of Cities led a more broad telecommunications agenda, we helped several large cities to focus more narrowly on the bottom-line priorities of preserving revenues and other aspects of local control. Representing municipalities with key Members on the committees of jurisdiction, and partnering with other similarly situated cities and counties, we have been able to pursue a complementary, targeted strategy that highlights those core interests.

Currently we are actively monitoring the implementation the Middle Class Tax Relief and Job Creation Act of 2012 which created a single interoperable public safety network. The legislation gives public safety the D Block and a total of twenty megahertz of prime spectrum, seven billion dollars to be funded from auction proceeds and a new way for running and operating the public safety network. The First Responder Network Authority, or "FirstNet", will hold the public safety broadband spectrum license and will take actions to ensure the building, deployment and operation of the public safety broadband network in consultation with state and local public safety entities. They are charged with ensuring nationwide standards for the network, issuing transparent and competitive requests for proposals for the building, operating and maintaining the network and overseeing contracts with nonfederal entities to build, operate and maintain the network

Our telecommunications experts were among the leads in organizing the Community Broadband Coalition to successfully press for protection of municipal rights to deliver broadband services. We were able to leverage our representation of various localities, national nonprofits, and technology business interests to quickly help form a core group. As part of that process, we facilitated an invitation and drafted testimony delivered by the Philadelphia wireless broadband initiative lead.

In prior years, we successfully advocated for California and Texas cities to protect their local revenue streams when Congress considered extension of the Internet Tax Moratorium. We raised the awareness of interested delegations and to analyze implications of legislative proposals on the unique fee and tax systems, helping to assure enactment of a nuanced definition that avoided application of the moratorium to the communications activities being taxed.

We also have counseled cities large and small on telecommunications and communications infrastructure matters ranging from e-commerce and "spam" legislation, E-Rate funding, community-based fiber optic development, and incentives to enhance investment in urban area broadband requirements. Our co-chair of Patton Boggs' technology and communications practice, Kevin Martin, is a former Chairman of the U.S. Federal Communications Commission (FCC).

x) Consumer Protection

Consumer Protection issues have not been a primary focus for most of our local government clients. However, Patton Boggs has an extensive financial services practice and capacity to address issues like promotion of financial literary, fraud prevention, regulation of payday lending, and the importation of inferior or hazardous building materials.

y) Finance and Taxation

The Patton Boggs Financial Services practice is led by the former President and CEO of the Bond Market Association and President and Co-CEO of the Securities Industry and Financial Markets Association. It also includes several former staff to the House Financial Services Committee and Senate Finance Committee. Policy activities include efforts to facilitate easier access in the bond markets for both public and private entities.

We are actively anticipating tax reform efforts in the coming Congress and recently held a seminar on the potential impacts of tax reform on municipal bonds and infrastructure projects. Working with the City of Mesa, we helped advance policy resolutions with the US Conference of Mayors on issues such as the implementation of the Volcker Rule created by the Dodd Frank Reform legislation. We have also led efforts in opposition to the proposed cap of 28% on municipal bonds.

In the past, we worked with other local governments and associations to support legislative reform of municipal bond insurance regulations that would reduce interest rates. Specifically, we supported efforts by the House Financial Services Committee to advance H.R. 6308, The Municipal Bond Fairness Act, which would reduce interest rates local governments pay on municipal bonds by requiring credit rating agencies to measure the risk of municipal bonds on the same scale they use to measure and evaluate corporate bonds.

For many of our clients we have assisted in Build America and Recovery Zone Bond implementation and advocacy on similar helpful finance mechanisms.

Patton Boggs worked extensively with an ad hoc coalition of interests to defend against renewed legislative efforts that would exempt online travel companies from a portion of local and state hotel taxes, and potentially trump pending adjudication on back taxes.

For all of our local government clients, we supported the successful repeal of legislation requiring municipal governments that expend more than $100 million in outside contracts to withhold three percent from all payments for goods and services, which would have imposed new administrative and potential contract costs for the County.

z) Election Reform

No specific experience in relation to local government clients.

aa) Utility Deregulation / Energy Reform

For deregulation specifically, Patton Boggs helped LADWP in 2005 energy for deregulation-related issue, "native load protection".

The 2005 energy bill included a California-specific provision that explicitly protected LADWP's firm transmission rights, as well as those it might acquire in the future -- an issue of great importance to the City of Los Angeles in ensuring a reliable power supply after the State's electric deregulation process.

While comprehensive energy reform legislation has been stalled in the current Congress, Patton Boggs assists in a wide array of sustainability and energy matters for public sector clients such as San Diego, Las Vegas and Portland who are local government leaders in the arena of sustainability and clean energy. The City of Las Vegas, for example, was the first among the nation to have a prototype of the Chevy Volt and the Nissan Leaf. They are a national leader on LED street lighting and the installation of photo voltaics on public buildings. We are currently assisting the City of Las Vegas in a Department of Energy grant submission partnering them with a city in China concerning sustainability planning and practices. Last year, Patton Boggs assisted the City of Portland in seeking an Economic Development Administration grant for over $1 million for the Oregon Sustainability Center which will be the first triple net zero (energy, water and wastewater) high rise in the world.

Previously, we provided legislative assistance in assuring that the Bureau of Land Management and the U.S. Forest Service be more responsive to landowners seeking to clear vegetation around power lines as a means of reducing the risk of fires and blackouts in Los Angeles and other fire-prone areas. As part of that effort, we helped achieve enactment of a provision in the Energy Policy Act that directed land agencies to be more responsive to the vegetation management needs of major electric power utilities. In the last Water Resources Development Act (WRDA) reauthorization, we also helped to draft and successfully advocate for inclusion of a precedent-setting provision to fund $20 million in pilot projects in advance of a complete master plan for restoration of the Los Angeles River. This effort also involved assistance in complicated technical discussions with the Corps of Engineers in framing legislative language to provide flexibility and maximum participation in the Los Angeles River agenda.

bb) Mosquito Control, West Nile Virus

No experience.

cc) International Trade, Trade Agreements, Aviation Bi-laterals

International trade and export promotion are key to the economic development strategy of all local governments. The National Export Initiative, created by the Administration two years ago, provides an opportunity for local governments to engage more actively in creating export markets for their local economy. For example, Patton Boggs worked with the City of Portland to

be named as one of four pilot cities in the Metro Export Initiative created by the Brookings Institution. Portland is ranked second in the nation for exports as a percentage of gross metro product and in developing a metropolitan export strategy hopes to boost its performance further through this project. Patton Boggs did similar work with Minneapolis.

Patton Boggs has assisted clients in cities worldwide during numerous international trade negotiations, including the GATT Multilateral Trade Negotiations (the Uruguay Round) and the Doha Round, as well as with NAFTA-related matters. We identify tariff and non-tariff barriers to trade in export markets, providing private sector advice and recommendations to the U.S. negotiators, general monitoring of developments in the negotiations, and notification to clients of opportunities and potential problems arising in the talks on subsidies, agriculture, intellectual property, goods, and services.

In addition to the GATT and NAFTA, the firm has represented clients in other major bilateral and multilateral trade negotiations, including the U.S.-Singapore Free Trade Agreement, U.S.-Australia Free Trade Agreement, and bilateral market access negotiations with Japan, Taiwan, and Korea.

Our attorneys remain actively involved in the negotiations associated with the Free Trade Area of the Americas (FTAA) on behalf of a variety of clients, and advise numerous foreign sovereigns in their FTA negotiations with the United States, including several in the Middle East Free Trade Area discussion.

dd) Parks and Recreation

Our legal and legislative expertise in environmental matters is often combined in our representation of local governments and other public agencies. For instance, in our representation of local governments, we have been successful in obtaining federal funds for local and regional initiatives tied to public outdoor recreation, watershed protection and restoration, and development of recreational trails. Our attorneys are well versed in the National Environmental Policy Act ("NEPA"), Clean Water Act and Clean Air Act, the Land and Water Conservation Fund Act, the National Trails System Act, the American Heritage Rivers Initiative, and other statutory, regulatory, and policy matters relating to preservation of the environment for the enjoyment of the public.

On behalf of the City of Las Vegas, we have been involved in a number of parks, recreation and trails projects created through the Southern Nevada Public Lands Act. We are currently working on the development of legislation, recently introduced by Senators Reid and Heller of Nevada, to create a national monument to preserve prehistoric relics in the Las Vegas Wash area.

In Duval County/Jacksonville, Patton Boggs also helped to obtain several million dollars over several years to purchase open space land for the Timucuan Preserve, and more than $10 million to construct or upgrade park facilities such as visitor centers, parking lots and other access facilities, including bike and hiking trails. We also helped to secure American Heritage

River program designation, initiate a Brownfield redevelopment program, and establish a local ecotourism program.

Similarly, for King County, we identified and organized meetings for the County Executive with Environmental Protection Agency (EPA) senior appointed and career officials, leading to his inclusion in a wide range of special partnership activities, such as the Innovative Actions Council, ultimately enabling access to some EPA discretionary programmatic resources. Similarly, we have assisted local communities by helping to secure significant appropriations for local ecotourism and park development programs, as well as funding for upgrading municipal storm water facilities and successful Brownfield Redevelopment grants.

Outside of the public policy arena, we assisted the City of Austin, Texas, to help convince the federal government to require an environmental impact statement for a major pipeline construction project across Texas. The pipeline would have crossed an underground source of drinking water for Austin. Patton Boggs helped to negotiate an agreement which provides for a comprehensive environmental assessment on the pipeline. In another matter, we successfully represented the City of San Bernardino, California, Municipal Water Department in Superfund litigation brought by the Department against the U.S. Army. Contamination of local drinking water supplies was believed to have resulted from World War II-era Army operations in San Bernardino. The State of California was the Water Department's co-plaintiff in the litigation.

ee) Public Works

Patton Boggs has been involved in many public works projects over the years in the areas of transportation, sewer, drinking water, flood control etc. Many of these projects have been covered in previous sections of this proposal.

During the failed effort to advance climate change cap and trade legislation during the last Congress, we engaged extensively on legislation to restrict Green House Gas (GHG) emissions, particularly cap-and-trade carbon markets. For example, on behalf of King County and our California cities, we engaged in advancing Senate amendments and policy items for consideration, especially around use of carbon allocation auction proceeds for local government interests including transit, land use, and reduction in Vehicle Miles Traveled (VMT). We facilitated an invitation for the County Executive to testify before the Senate Environment and Public Works Committee on climate change legislation, also assisting in preparations and drafting testimony.

ff) Grants and Grant Administration

Patton Boggs manages a Funding Alert System for our clients. We methodically track the cycle of competitive grant solicitations, utilize our network of contacts within agencies, and tap into other sources to find timely opportunities for entities to receive federal or foundation funding. We attempt to identify those opportunities before notices actually are issued in order to help localities interact with program offices early in the process to provide the best competitive positioning and to develop more effective applications. We often obtain useful information for

our clients well in advance of receiving it through normal channels, which gives them valuable lead time over their competition.

In addition, we have successfully restored grant administration and audit issues funding restoration and release of millions of grant funding dollars that were held based on audit findings. We also negotiated resolution of audit finding forgiveness. We have also successfully negotiated extensions with federal agencies for earmarked appropriations projects which required additional time in order to expend the funds and meet requirements.

gg) Other issues in the County's annual legislative package

Workforce

With regard to workforce development, Patton Boggs has worked successfully to foster partnership relationships between municipal governments and the Department of Labor. Most recently, we worked with the cities of Minneapolis and San Diego concerning opportunities created by the Summer Jobs + program to provide pathways to employment for low income and disconnected youth.

Over the years, we also have secured several million dollars in individual earmarks for a range of workforce projects individual local governments, workforce investment boards, hospitals, and universities, from homeless job training to childcare provider education to health professions to entrepreneurship support.

We have helped Denver in identifying and securing Workforce Innovation in Regional Economic Development grant funding; Baton Rouge in obtaining Department of Labor support following Hurricane Katrina to assist displaced victims in worker training to participate in their new local economies; and San Antonio in developing and funding a worker training program with their new Toyota plant. In addition, we assisted Pinellas County in securing and funding a new Job Corps site and Elon University in accessing a DOL-financed regional workforce development initiative.

16. Specific Expertise on Major Metropolitan County Issues

Please see all specific examples in all topical areas listed under the previous section.

17. Services Outside of Patton Boggs' Expertise

Patton Boggs has almost 550 attorneys upon whom we can call for support if there is a particular issue that the County faces that is beyond our Core Team's area of expertise.

18. Describe how Patton Boggs will enhance the County's position with respect to legislation and budgetary authorizations and appropriations

As mentioned previously in this proposal, Patton Boggs has a unique depth and breadth of substantive technical knowledge of issue areas, and congressional and administrative

processes. The current legislative and budgetary circumstances are challenging. We will enhance the County's position by:

- providing insight and up to date information on legislative issues, the budget, and the appropriations process;
- information on the potential effects of sequestration and efforts to prevent sequestration;
- substantive meetings with key administration and congressional actors on issues of import to the County, such as the recent meetings of Miami-Dade Transit with FTA Administrator Rogoff;
- anticipate new initiatives as they arise in Congress and the administration and position the County to take advantage of them;
- continuing to create informal coalitions, such as our efforts on UASI, to fully fund programs that benefit the County;
- providing opportunities to work with foundations and think tanks to highlight county efforts in certain areas.

19. Working Relationships with the County

Please reference sections 5 – 14.

20. Conflicts

Patton Boggs does not have any conflicts with the current or potential representation of the County. As mentioned elsewhere in the proposal, we represent Atlanta Hartsfield International Airport, but previously received a waiver from the Board of Commissioners and the Miami-Dade Aviation Department Director to permit ongoing representation; the Director also noted that the representation on shared policy and funding issues could be advantageous.

Because advancement of local government appropriations interests lies almost entirely at the hands of the specific Congressional delegation representing the locality, Patton Boggs does not represent multiple governmental or public agencies within the same House congressional districts, unless such an overlap in representation would create specific synergy and is specifically endorsed by the locality. For example, we do represent both a local government and the regional transit agency, airport, or water authority, and in one instance, a county and its largest city. Less weight is placed on overlapping representation statewide, because Senate offices receive significantly more resources and always are in the position of representing and choosing among similarly situated entities across the State. For example, we currently represent three cities in California – Riverside, San Diego and San Jose.

21. Patton Boggs' Accomplishments

Many of our accomplishments are mentioned in previous sections of this proposal. In particular, please reference sections 3 and 15.

22. Patton Boggs' Relationships with President Obama's Administration

Given the breadth of our municipal representation, we have working relationships with senior appointed and career staff in every key agency and sub-agency relevant to local government interest as well as within the Executive Office of the President.

In several instances, senior Administration appointees actually were our local government clients immediately prior to their selection, such as --

- Mercedes Marquez, HUD Assistant Secretary for Community Planning and Development, a client as General Manager of the Los Angeles Housing Department.
- Katherine Archuleta, formerly Chief of Staff at the U.S. Department of Labor, formerly a client as Denver Chief Operations Officer and Deputy Mayor for Special Initiatives who is now National Political Director for President Obama's re-election team.
- Nancy Sutley, Chairman of the White House's Council on Environmental Quality (CEQ), formerly a client as Los Angeles Deputy Mayor for Energy and Environment.

Many Administration officials are familiar to us from their previous incarnations on the Hill, or in other levels of government. Others we have developed working relationships with during the three years of the Obama Administration. These diverse contacts encompass the Secretary of Interior, Administrator of the Federal Transit Administration, Assistant Secretary for Transportation Policy, Administrator of the Economic Development Administration, Administrator and Deputy of the Small Business Administration, HUD Intergovernmental Director, Chief of Staff to the Secretary of Labor, Chief of Staff to the Secretary of the Veterans Administration, and various within staff the Office of the President, including the Director of Intergovernmental Affairs.

More importantly, we have focused on working substantively with think tanks and other non-traditional opinion leaders, and proactively leveraging our unique base of the largest, prominent localities to demonstrate value to the Administration in achieving their goals in policy development and promotion, leading to interest in engaging with our clients.

Because we are a bi-partisan firm, with robust connections to both political parties, we would be well positioned to provide contacts with the presumptive Republican nominee, Mitt Romney's, transition team and potential Administration, should he be elected President.

23. Patton Boggs Relationships with Key Senate and House Members

Again, the scale of our urban county and city representation and the firm overall means we have worked with the leadership in the House and Senate and on all committees relevant to local government issues. We regularly participate in smaller-group sessions with House and Senate leadership staff on issues to solicit non-association input or outreach assistance on priority topics. Therefore, a full list of Representatives or Senators in leadership from both political parties, who we regularly deal with as representing our localities, would encompass many

members of the California, Texas, Florida, Louisiana, Nevada, Arizona, Minnesota, Michigan, Colorado, Georgia, Virginia, Washington, New York, Oregon, Idaho and Pennsylvania delegations, as well as others through topical caucus interest affiliations (e.g. Urban Caucus, Bike Caucus. Congressional Black Caucus, Congressional Hispanic Caucus), or their role on committees of jurisdiction.

Additionally, our representation of particular places with delegations that include Members in leadership roles result in specific working relationships that benefit our other localities. We are better able to help reach beyond the natural constituency of a locality's own delegation and raise the profile of County interests with other influential Members. The scope of our client base and areas of substantive policy involvement enables us to understand where opportunities exist to make those contacts on relevant committees of jurisdiction and bring together disparate delegations for mutual goals.

For example, in representing San Diego, San Jose, and the Los Angeles Department of Water and Power, we have been able to establish heightened credibility and contacts with Senate Environment and Public Works Chairman Boxer, Senate Energy and Water Development Appropriations Subcommittee Chairman Feinstein, and their staffs, which specifically benefited some non-California localities in dealing with several complicated transportation and water issues. Through work with Las Vegas, we have close ties to the office of Senate Majority Leader, Harry Reid.

Notwithstanding these connections, pre-existing ties or contacts are not the best measure of effective public agency representation. Particularly as policy recognition shifts toward the importance of major metropolitan areas to the economy, Members are focused on promoting the success of local governments, and they act in furtherance of those interests, not a personal relationship with any particular lobbyists. The key to successful advocacy simply is substantive expertise and hard work – in the credibility of strong policy analysis, positioning one's issues such that they make sense to pursue, providing expertise in the legislative process to assist in efforts, and facilitating collaborations with other Congressional offices and staffs who can have impact on the objectives. We bring credibility to dealings with Congressional leaders built on our continuing ability to help them serve the needs of their constituents across a wide array of policy areas.

Experience with Florida Delegation

Through our representation of Miami-Dade County over the past year, as well as our long standing representation of the City of Jacksonville and the Jacksonville Transportation Authority, as well as other entities in the past, we have solid working relationships with many Members and staff of the Florida delegation, including Senators Nelson and Rubio and nearly all of the Representatives in the House.

While we will continue to work closely with the Members from Florida it will be important to expand support beyond the state's delegation to broaden the national profile of the County. Our firm retains relationships in nearly every state delegation, as well as the House and Senate

Committees. We will bring our experience and these relationships to bear on behalf of the County to maximize the potential for success.

24. Service Cost

Patton Boggs understands that the proposed annual fee to provide all services requested by the County shall include all costs, including travel and miscellaneous expenses.

Should the County opt to retain Patton Boggs with a portfolio of topical issue areas similar to our current contract, Patton Boggs proposes a retainer of $16,000 per month for a total annual contract of $192,000.

This amount constitutes our best estimate of the work for this contract, but we will consider adjustments to that amount based on more detailed discussions concerning the County's agenda and priorities. We are confident we can work out an acceptable fee arrangement based on the County's budget requirements and preferences for billing arrangements. We have been honored to work for Miami-Dade County for the past year and we are honored to submit this proposal for the County's consideration.

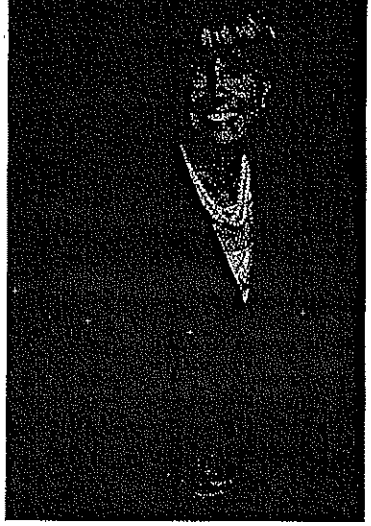
IV. Patton Boggs Local Government And Transportation And Water Agency Clients (2012)

Large Cities and Counties (300,000+ population)	***Transportation & Water Authorities and Coalitions***
Atlanta, Georgia Baton Rouge / East Baton Rouge Parish, Louisiana Bexar County, Texas Denver, Colorado Jacksonville, Florida Las Vegas, Nevada Mesa, Arizona Miami-Dade County, Florida New Orleáns, Louisiana Portland, Oregon Riverside, California San Antonio, Texas San Diego, California San Jose, California Wayne County (Detroit), Michigan	Colorado Association of Transit Agencies Denver Regional Transportation District, Colorado Detroit Economic Growth Corporation, Michigan Greenville, South Carolina Water Authority Jacksonville Transportation Authority, Florida I-69 Mid-Continent Highway Coalition (IN, KY, TN, MS, AR, LA, TX)) LA-1 Highway Coalition, Louisiana M-1 Rail, Inc. Manicopa Association of Governments, Arizona New York State Metropolitan Transportation Authority Port San Antonio, Texas Southwest Ohio Regional Transit Authority (Cincinnati), Ohio
Small and Mid-Sized Cities and Counties	
Agoura Hills, California Arvada, Colorado Bellevue, Washington Boise, Idaho Fort Collins, Colorado Greenville, South Carolina Lakewood, Colorado Leon County (Tallahasee), Florida Monroe, Louisiana Palm Beach, Florida Pharr, Texas Richmond, Virginia San Bernardino, California	Bill and Hillary Clinton National Airport (Little Rock) Boise Airport Denver International Airport Gulfport Biloxi International Airport Hartsfield-Jackson Atlanta International Airport Ohio University Snyder Field Phoenix-Mesa Gateway Airport Pittsburgh International Airport San Antonio International Airport San Jose International Airport American Water Works Association Denver Water Greater Ouachita Port, Louisiana Las Virgenes Municipal Water District, California New York Waterway North Lafourche Conservation, Levee and Drainage District, Louisiana Port Fouchon, Louisiana Port of Galveston, Texas

PATTON BOGGS LLP

V. Appendix

PATTON BOGGS LLP
www.pattonboggs.com



M. Victoria Cram

Experience

Victoria Cram focuses her practice on public policy and government affairs. Ms. Cram has more than 25 years of experience in government affairs and public relations consulting specializing in domestic, urban, and tax policy for private and public sector clients.

Before joining Patton Boggs, Ms. Cram served as the director of government affairs at a law firm, representing the interests of cities across the United States on a broad array of matters before Congress and federal agencies. She has developed federal legislative and regulatory priorities with mayors and city councils, analyzed the impact of legislation and regulations upon individual cities and implemented legislative strategies by liaison with relevant congressional delegations, congressional committees and other members of Congress.

Ms. Cram has also served as a government relations consultant, representing the interests of Portland, Oregon in Washington, DC.

From 1981 to 1983, Ms. Cram was an assistant city representative at the National Center for Municipal Development. She was the assistant to the executive director of the Democratic Study Group in the U.S. House of Representatives from 1979-1981. Ms. Cram has also served as a staff assistant to Congressman John Sieberling (D-OH).

M. Victoria Cram
Policy Advisor
Washington DC
202.457.6547
mcram@pattonboggs.com

Practice Areas
Public Policy and Lobbying
Municipal Representation

Education
Carleton University, M.A.., 1978
St. Patrick's College, B.A., *with honors*, 1975

PATTON BOGGS LLP
www.pattonboggs.com

John J. Deschauer, Jr.

John J. Deschauer, Jr.
Partner
Washington DC Office
202.457.6338
jdeschauer@pattonboggs.com

Practice Areas
Homeland Security, Defense and Technology Transfer
Government Contracts
Appropriations

Education
New York University School of Law, J.D., 1978
University of Notre Dame, A.B., 1972

Bar Admissions
District of Columbia
New Jersey

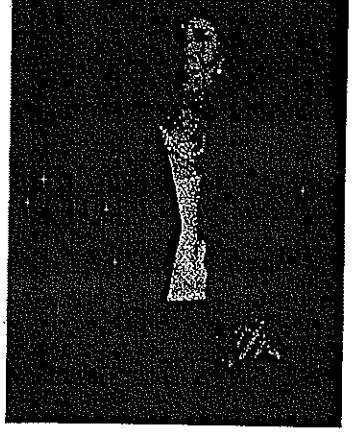
Experience

Mr. Deschauer is a partner in the public policy and government contracts practice groups. He concentrates his practice on advising clients on defense and foreign policy matters, government procurement practices and policies, and appropriations issues.

Before joining the firm, Mr. Deschauer served as Director of Senate Affairs for the Secretary of Defense. In that capacity, he assisted in the planning and execution of a comprehensive strategy to present the Defense budget to the Congress throughout the authorization and appropriation processes. He dealt with Members and senior staff of the Armed Services, Defense Appropriations, and Budget Committees. Mr. Deschauer coordinated DOD legislative affairs with the White House, National Security Council, State Department, and other Executive Branch agencies. He advised senior DOD officials on the issues and developments of interest to the Department and recommended the appropriate responses and positions. Mr. Deschauer also represented DOD during floor action on any legislation affecting the Department.

Mr. Deschauer also served as Legislative Counsel in the Navy Office of Legislative Affairs from 1988 to 1990. There he handled all manpower, personnel, and health care issues and legislation before the Senate and House Armed Services Committees. He was responsible for planning hearings and briefings for Members and staff in support of the Department's manpower and health care accounts. Mr. Deschauer developed legislative proposals for presentation to Congress, and traveled with Members and staff in support of Navy programs.

PATTON BOGGS LLP
www.pattonboggs.com



Carolina L. Mederos

Carolina L. Mederos
Public Policy Consultant
Washington DC
202.457.5653
cmederos@pattonboggs.com

Practice Areas
Transportation and Infrastructure
Municipal Representation
Appropriations

Education
University of Chicago, M.A., 1971
Vanderbilt University, B.A., 1969

Experience

Carolina Mederos, chair of the firm's Transportation, Infrastructure, and Federal Funding Practice, counsels transportation and municipal clients on congressional and executive branch policy and legislative and regulatory matters, with an emphasis on creative federal funding and infrastructure development. She has the lead responsibility for many of the firm's major transportation and municipal clients and has obtained billions of dollars in authorizing and appropriations funding on their behalf.

Ms. Mederos regularly advises municipal, state, and local governments and private entities on federal funding strategies, including appropriations, grants, formulas, tax issues, and public policy matters. She has assisted municipalities in obtaining appropriations earmarks and grants for transportation, downtown and riverfront revitalization, water, sewer, housing, law enforcement, health, and historic preservation projects, among others. Ms. Mederos also represents major domestic and international corporations in policy matters before Congress and the U.S. Department of Transportation (DOT), and in marketing transportation and telecommunications technologies to highway, transit, and airport authorities; motor carriers; and public safety entities.

Ms. Mederos' strong knowledge of transportation issues and municipal matters is a direct result of having been involved in the development of every surface transportation and aviation reauthorization proposal and DOT appropriations act over the last 30 years. Previously, Ms. Mederos served for more than 13 years in senior positions in the Office of the Secretary of the DOT, including as deputy assistant secretary for Safety and as deputy assistant secretary for Policy and International Affairs. She also served as director of Programs and Evaluation, where she was responsible for developing and defending the entire Department's authorizing and appropriations legislation before the Office of Management and Budget and Congress.

Representative Matters

- *I-69 Mid-Continent Highway Coalition* – An organization of cities, counties, states, business, labor, and civic groups from a nine-state trade corridor connecting Canada and Mexico. She played a key role in creating a new program to fund corridors and assisted in obtaining over $1 billion in congressional earmarks and grants for I-69.
- *Houston, Texas* – Assisted in obtaining appropriations, earmarks, and grants for transportation improvements on the Main Street Corridor, the City's signature revitalization project, as well as for library, museum, housing, law enforcement, and health care projects.

- *Shreveport, Louisiana* – Assisted in securing millions of dollars in appropriations earmarks and grants for transportation improvements, downtown and riverfront revitalization, water and air quality projects, museum programs, and restoring of historic structures.
- *Wayne County, Michigan* – Assisted in negotiating a $185 million increase (from $115 million to $300 million) in Detroit Metropolitan Airport's Letter of Intent with the Federal Aviation Administration to fund airport improvements, and obtained an additional $86 million for the airport's South Access Road in appropriations and authorizing legislation.
- Advised several defense industry corporations on strategies for marketing to the commercial transportation sector. Clients won bids both to provide vehicle tracking systems (using Global Positioning System satellites) to transit authorities and to provide advanced integrated data and telecommunications systems to airports.
- Assisted producers of transit fare collection equipment in developing manufacturing plans to comply with the Federal Transit Administration's Buy America requirements. Client's plans withstood protests and litigation.

Honors and Awards

- President of the United States Award for Meritorious Executive
- Gold Medal Recipient, Secretary of Transportation Award for Outstanding Achievement (the Department's highest honor)
- Secretary of Transportation Award for Meritorious Achievement
- Department of Transportation Award for Superior Achievement

PATTON BOGGS LLP
www.pattonboggs.com

Rodney E. Slater

Rodney E. Slater
Partner
Washington DC
202.457.5265
rslater@pattonboggs.com

Practice Areas
Transportation and Infrastructure
Public Policy and Lobbying
Homeland Security, Defense, and Technology Transfer

Education
University of Arkansas, J.D., 1980
Eastern Michigan University, B.S., 1977

Bar Admissions
District of Columbia

Experience

Former U.S. Secretary of Transportation Rodney E. Slater helps clients integrate their interests in the overall vision for the transportation system of the 21st Century—a vision he set as transportation secretary to promote a safer, more efficient, environmentally sound and sustainable worldwide transportation infrastructure. Mr. Slater also helps state and local government clients address the vexing challenge of closing the gap between transportation demand and capacity by employing public/private strategies and innovative financing solutions. Mr. Slater's practice focuses on many of the policy and transportation objectives that were set under his leadership, including aviation competition and congestion mitigation, maritime initiatives, high-speed rail corridor development, and overall transportation safety and funding. He continues to embrace the framework he established as secretary for making transportation decisions that called for more open, collaborative and flexible decision making across the transportation enterprise here and abroad.

Mr. Slater's bipartisan and inclusive approach to problem solving has earned him tremendous respect and admiration on both sides of the aisle, enabling him to have one of the best relationships with the White House, Congress, and business, labor and political leaders worldwide in the history of the Department of Transportation (DOT). His work at DOT forever altered America's and the world's appreciation of transportation as more than just concrete, asphalt and steel. Mr. Slater brings the same strategic, results-oriented and collaborative approach to the practice of law to his public policy practice.

As secretary of transportation under President Bill Clinton, Mr. Slater passed several historic legislative initiatives over his tenure, including the Transportation Equity Act for the 21st Century (TEA-21), which guaranteed a record $200 billion in surface transportation investment though 2003, and the Wendell H. Ford Aviation Investment Reform Act for the 21st Century (AIR-21), which provides a record $46 billion to improve the safety and security of the nation's aviation system. Under his leadership, the federal transportation budget doubled and in the department's "best in government" strategic and performance plans, the scope and definition of transportation was expanded to include a focus on safety, mobility and access, economic development and trade, the environment and national security.

Previous to his tenure as transportation secretary, Mr. Slater served as director of the Federal Highway Administration, where—as the agency's first African-American Administrator in its century-long history—he oversaw the development of an innovative financing program that resulted in hundreds of transportation projects being completed two to three years ahead of schedule with greater cost efficiencies. Over that time, the federal transportation budget

increased an unprecedented 104 percent. Additionally, the department's FY2001 budget of nearly $60 billion is the largest ever.

Professional Affiliations

- Former Secretary of Transportation
- Former Administrator of the Federal Highway Administration
- Former Director of Government Relations, Arkansas State University
- Former Special Assistant for Economic and Community Programs to then-Governor Bill Clinton
- Former Executive Assistant for Community and Minority Affairs to then-Governor Bill Clinton
- Former Assistant Attorney General, Litigation Division of the Arkansas State Attorney General's Office
- Former Secretary-Treasurer, Arkansas Bar Association
- Special Liaison, Martin Luther King Jr. Federal Holiday Commission
- Arkansas State Highway Commission, (1987-1992)
- Vice Chairman and Senior Advisor, James Lee Witt Associates
- Non-executive Director, Atkins

Publications, Speeches, Presentations

- Mr. Slater has contributed to numerous publications, including two major DOT reports on transportation challenges and accomplishments that were issued under Mr. Slater's leadership: The Changing Face of Transportation and Transportation Decision Making: A Policy Architecture for the 21st Century.

PATTON BOGGS LLP
www.pattonboggs.com

Pamela Welsh
Public Policy Advisor
Washington DC
202.457.6493
pwelsh@pattonboggs.com

Practice Areas
Public Policy and Lobbying
Municipal Representation
Appropriations

Education
Eastern Michigan University, B.S., 1992

Pamela Welsh

Experience

Pamela Welsh assists clients with the research, development and implementation of legislative strategy in a variety of policy areas. Her advocacy efforts are targeted primarily municipal governments, universities and not-for-profit entities.

Ms. Welsh works closely with Congressional staff and executive agencies on behalf of her clients to advance their federal legislative agendas. She has experience in a wide range of policy areas including homeland security, transportation, housing, education, social services, postal reform, environment and water resources. Ms. Welsh focuses on securing federal funding for her clients through Congressional appropriations and authorizations as well as executive agency discretionary and competitive programs.

PATTON BOGGS LLP
www.pattonboggs.com

Marek Gootman

Marek Gootman
Partner
Washington DC
202.457.6158
mgootman@pattonboggs.com

Practice Areas
Public Policy and Lobbying
Municipal Representation
Appropriations

Education
Georgetown University Law Center, J.D., Order of the Coif, *magna cum laude*, 2000
Fels Center of Government, University of Pennsylvania, M.G.A., *cum laude*, 1993
Wharton School of the University of Pennsylvania, B.S., *cum laude*, 1992

Bar Admissions
District of Columbia
Maryland

Experience

Marek Gootman represents governmental and not-for-profit entities in dealings with federal executive agencies and congressional offices on a variety of topical issues affecting their funding and program operations. Utilizing his diverse experiences in policy development, program management, and public affairs at local, federal, and international levels, Mr. Gootman's practice integrates counseling on the design of effective policies and programs with traditional advocacy for implementation through legislative or administrative action.

Mr. Gootman's government clients include six of the 15 largest U.S. cities, among many other municipalities, regional infrastructure authorities and utilities, transportation agencies, and similar quasi-governmental entities. He also represents several national and local non-profit organizations, such as community development corporations, health and human service providers, museums, universities, and public television. Reflecting the very broad range of substantive areas for which these entities are responsible, Mr. Gootman is engaged in funding and policy activities related to homeland security and public safety, economic and workforce development, transportation, environment and water resources, housing, healthcare, education and social services, energy, technology, and taxation.

To achieve client objectives, Mr. Gootman's specific activities entail seeking funds through Congressional appropriations, discretionary, or competitive sources; working with agencies to resolve problems or promote new initiatives; monitoring and analyzing the impacts of potential policy and regulatory changes; and executing government relations strategies to advance specific legislative action. He is particularly experienced in forming and managing issue-based coalitions to maximize impact, most recently on homeland security, housing, and community development topics.

Immediately before joining Patton Boggs, Mr. Gootman served for seven years as an advisor on community development policy and intergovernmental affairs within federal agencies, principally in the Office of the Secretary of Health and Human Services. In this capacity he focused on urban regeneration, strategic management, public-private partnership, and governance issues. Mr. Gootman's responsibilities encompassed policy formulation, program implementation, and external relations for several major initiatives, including a lead role in the design and management of the Empowerment Zone / Enterprise Community program. In addition, he facilitated efforts to reform federal grant systems, financial management rules, performance measurement and evaluation, and technical assistance delivery.

Mr. Gootman's international experience includes consulting on community development and public management issues in the OECD, United Kingdom,

and New Zealand. For example, he served on a policy action team of the U.K. Prime Minister's Social Exclusion Unit, as well as a five-nation expert panel of the Organization for Economic Cooperation and Development.

Before entering the federal government, Mr. Gootman worked for a regional planning commission, consulted with Business in the Community in the U.K. on enterprise support policies, co-directed an award-winning non-profit organization that delivered entrepreneurship education programs, and taught business planning at the Pennsylvania Governor's School for Business.

Professional Affiliations

- International Economic Development Council

Honors and Awards

- U.K. Atlantic Fellowship in Public Policy
- HHS Secretary's Distinguished Service Award
- HHS Deputy Secretary's "Reinventing Government" Award
- Sol C. Feinstone Award for Contributions to the Educational Community

Publications, Speeches, Presentations

- Occasional speaker on urban policy and intergovernmental affairs at various U.S. and international professional forums, association conferences, and university classes.
- "Metropolitan Partnerships in the United Kingdom: Lessons for the United States," monograph for the U.K. Foreign & Commonwealth Office (2000)

PATTON BOGGS LLP
www.pattonboggs.com

Gregory S. Walden

Gregory S. Walden
Of Counsel
Washington DC Office
202.457.6135
gwalden@pattonboggs.com

Practice Areas
Transportation and Infrastructure
Political Law
Administrative and Regulatory

Education
University of San Diego School of Law, J.D., *magna cum laude*, 1980
Washington and Lee University, B.A., *cum laude*, 1977

Bar Admissions
District of Columbia
California

Clerkships
Court Law Clerk and Law Clerk to Robert H. Bork, U.S. Court of Appeals for the District of Columbia Circuit, 1980 - 1982

Court Admissions
U.S. Court of Appeals for the District of Columbia Circuit
U.S. Court of Appeals for the 9th Circuit
U.S. Court of Appeals for the 4th Circuit
U.S. District Court for the District of Columbia

Experience

Gregory Walden is a nationally recognized authority in the fields of aviation and government ethics with extensive experience in government service and private practice. Mr. Walden counsels passenger and cargo airlines, air taxi operators, companies that buy, sell, lease or own aircraft, fixed-base operators, airports, security companies, shippers, and citizens groups with matters pending before U.S. Department of Transportation, the Federal Aviation Administration, the National Transportation Safety Board, the Transportation Security Administration, U.S. Customs and Border Protection and Congress. He also advises current and prospective Presidential appointees, Members of Congress and congressional candidates, companies and individuals on government ethics issues, including the Lobbying Disclosure Act; Foreign Agents Registration Act; Foreign Corrupt Practices Act; House and Senate gift, travel, and financial disclosure rules; and the Executive Branch Standards of Conduct.

Mr. Walden teaches aviation and transportation law at George Mason University. He has taught aviation law for the Law School since 1998, and developed and teaches the University's first post-graduate course in transportation law for the School of Public Policy. He is co-author of *Aviation Law – Cases and Materials*, published by Carolina Academic Press (2006).

Before joining the firm, Mr. Walden served as a member of the Interstate Commerce Commission, as chief counsel of the Federal Aviation Administration and as associate deputy attorney general with the U.S. Department of Justice, where he had previously served as special assistant and counselor to the assistant attorney general, Civil Division. Mr. Walden also served as associate counsel to President George H.W. Bush, and as transition ethics counsel for then-President-Elect George W. Bush.

Representative Matters

- Serves as Washington counsel for several airports regarding FAA reauthorization legislation and FAA rules, policies and programs.
- Assists several airports in securing airport improvement program funding and in obtaining sufficient TSA screener and CBP agent staffing.
- Assisted a large hub airport with securing government approvals for installation of explosive detection system equipment in airport terminals in-line.
- Serves as Washington counsel for a foreign air carrier, a scheduled commuter carrier (and Essential Air Service provider) and several air taxi operators.

- Advises scheduled airlines and air taxi operators regarding compliance with Federal Aviation Regulations and regulations of the Office of the Secretary of Transportation, including the Air Carrier Access Act and and other consumer protection regulations.
- Assisted foreign airline in obtaining U.S. and Canadian government approvals for cooperative agreements with a U.S. and Canadian carrier.
- Represented a start-up air carrier in obtaining government certifications and in complying with FAA and TSA regulations.
- Assisted cargo carrier and air taxi operators with obtaining waivers and exemptions from various provisions of the Federal Aviation Regulations.
- Assists foreign and U.S. carriers with compliance with Canadian Transportation Act, representing them before Transport Canada and the Canadian Transportation Agency.
- Assisted many companies and individuals in obtaining substantial mitigation of civil penalties sought by the FAA and DOT for alleged violations of the Federal Aviation Act and regulations issued thereunder, and has counseled several companies regarding an airport's compliance with federal grant assurances.
- Assisted companies in obtaining FAA No Hazard determinations with respect to proposed structures.
- Advised fractional ownership companies on FAA and DOT regulations.
- Drafted and reviewed air charter management agreements, time share agreements and purchase and sale agreements, and advised companies on FAA regulations and policies governing charter carriers, general aviation operations, and registration and deregistration of aircraft.
- Served as an expert witness in a civil suit regarding legal options of a multi-airport sponsor to address problems of congestion and delay.
- With respect to his government ethics practice, Mr. Walden advises companies and individuals on the meaning and application of various ethics laws, including provisions in Title 18, the standards of conduct for executive branch officers and employees, financial reporting requirements applicable to presidential appointees and candidates for Congress, the Lobbying Disclosure Act, the Foreign Agents Registration Act and the Foreign Corrupt Practices Act.

Professional Affiliations

- Adjunct Professor, George Mason University Law School, developed survey course in aviation law (1998-present)
- Adjunct Professor, George Mason University School of Public Policy, developed the university's first post-graduate course in transportation law (2002, 2004, 2008, 2010, 2012)

Publications, Speeches, Presentations

Selected publications:

- Co-author, "Aviation Law – Cases and Materials," *Carolina Academic Press* (2006)
- "Academic Criticizes Ethics Laws," Review of "Scandal Proof – Do Ethics Laws Make Government Ethical," by G. Calvin MacKenzie, *Federal Ethics Report* (November 2002)
- "Academic Analyzes Conflict of Interest," Review of "Conflict of Interest in American Public Life," by Andrew Stark, *Federal Ethics Report* (January 2001)
- "How Future Presidents Can Overcome the Washington Scandal Apparatus," *Federal Ethics Report* (September 1998)
- Author, "On Best Behavior: The Clinton Administration and Ethics in Government," *Hudson Institute* (1996)

Selected testimonies:

- Hearing, H.R. 1081, Accountability for Presidential Gifts Act, Subcommittee on Government Efficiency, Financial Management and Intergovernmental Relations, House Committee on Government Reform (June 18, 2002)
- Hearing, Accountability for Presidential Gifts, Subcommittee on Energy Policy, Natural Resources and Regulatory Affairs, House Committee on Government Reform (February 12, 2002)
- Hearing, The Presidency and the Privacy Act, Subcommittee on Criminal Justice, Drug Policy and Human Resources, House Committee on Government Reform (September 8, 2000)
- Hearing, Special Government Employee Act of 1997 and the Presidential and Executive Office Accountability Act of 1997, Subcommittee on Government Management, Information and Technology, House Committee on Government Reform and Oversight (May 1, 1997)
- Hearing, H.R. 3452, The Presidential and Executive Office Accountability Act, Subcommittee on Government Management, Information and Technology, House Committee on Government Reform and Oversight (June 25, 1996)
- Hearing, Concerning Compliance by Senior Executive Branch Officials With Federal Travel Guidelines, Subcommittee on Government Management, Information and Technology, House Committee on Government Reform and Oversight (May 16, 1996)

PATTON BOGGS LLP
www.pattonboggs.com

Jeffrey L. Turner

Jeffrey L. Turner
Partner
Washington DC
202.457.6434
jturner@pattonboggs.com

Practice Areas
Energy and Natural Resources
Technology and Communications
Intellectual Property
Government Investigations and Litigation

Education
Georgetown University Law Center, J.D., 1982
Georgetown University, M.S.F.S., 1982
Tulane University, B.A., *summa cum laude*, Phi Beta Kappa, 1977

Bar Admissions
District of Columbia

Experience

As chair of the firm's Public Policy and Administrative and Regulatory Department, Mr. Turner focuses on public policy issues, including energy legislation; congressional investigations; telecommunications and copyright policy; sanctions policy; and a host of other public policy issues. Mr. Turner helps clients advance their business objectives by helping block harmful legislation and regulations, by encouraging Congress and regulatory agencies to adopt favorable legislation and regulations, and by helping companies navigate the challenges of congressional investigations. Mr. Turner has led teams on "bet-the-company" projects, including one underway now in the 112th Congress.

Representative Matters

- Represents companies that have been or now are under investigation before the House Oversight and Government Reform Committee, the House Energy and Commerce Committee, the House Judiciary Committee and the Senate Health, Education, Labor and Pensions Committee.
- Represented the Ad Hoc Deep Water Exploration and Production Coalition in successfully opposing legislation that would have negated contracts entered into by coalition members to develop leases in the U.S. Gulf of Mexico.
- Represents Sony Electronics and other companies on copyright and technology policy issues, both on Capitol Hill and before the Federal Communications Commission.
- Represented, pro bono, the American Friends of the Czech Republic in securing adoption of a House resolution honoring Sir Nicholas Winton for saving 669 children from death camps on the eve of World War II.

Publications, Speeches, Presentations

- Co-author, "The State of the Union and the 2012 Presidential Election," *Patton Boggs Publication* (January 25, 2012)
- Co-author, "Environmental Law: Greenhouse Gas Regulations," *New Jersey Law Journal* (February 28, 2011)
- Co-author, "President Obama and the 112th Congress: The State of the Union," *Patton Boggs Publication* (January 26, 2011)

- Co-author, "President Barack Obama and the Closely Divided 112th Congress: The Electorate Has Spoken- Now What?" *Patton Boggs Publication* (November 3, 2010)
- Co-author, "President Obama and the 111th Congress: The State of the Union," *Patton Boggs Publication* (January 28, 2010)
- Co-author, "President–Elect Barack Obama and the 111th Congress: What to Expect," *Patton Boggs Publication* (January 2009)

PATTON BOGGS LLP
www.pattonboggs.com

Joshua C. Greene

Joshua C. Greene
Partner
Washington DC
202.457.5204
jgreene@pattonboggs.com

Practice Areas
Energy and Natural Resources
Environmental Law
Sustainability and Clean Technology
Energy-Efficiency and Smart Grid

Renewable Energy
Financial Services & Products

Education
University of Baltimore School of Law, J.D., *cum laude*, 2002
University of Delaware, B.A., 1993

Bar Admissions
Maryland

Experience

Joshua Greene uses his experience as a former Congressional staff member and entrepreneur in assisting clients to achieve their goals before Congress, regulatory agencies and state and local governments.

Mr. Greene's practice focuses on energy and environmental policy, regulatory, and business planning, with a particular concentration on renewable and alternative energy development, energy efficiency, technology, sustainability, and corporate counseling. Through his work on landmark pieces of legislation, such as the Energy Policy Act of 2005, the Energy Independence and Security Act of 2007, and the American Reinvestment and Recovery Act of 2009, Mr. Greene has very broad relationships within the environmental, municipal and business communities, which look to him to help develop sensible policies that bridge differences between historical opponents.

In addition to Mr. Greene's energy and environmental policy and regulatory activities, he has also been actively engaged in counseling clients regarding financial services regulation, including environmental and energy commodities in the United States and abroad. A key component of Mr. Greene's client counseling involves working with and building diverse coalitions in advocating his clients' interests. He is also recognized within the firm as one of its authorities on Congressional practice and procedure.

Before joining Patton Boggs in 2002, Mr. Greene served as a senior legislative assistant and aide to two members of the New York Congressional delegation. In these capacities, Mr. Greene advised and provided policy analysis to the Congressmen on legislation and agency regulations, as well as policy matters unique to the State and City of New York. His professional experience also includes serving as chairman of a privately-held holding company involved in the retail food-service industry and as a former president of a commercial building services contracting company. As the Mid-Atlantic regional director of Cleantech Open, a nonprofit organization based in California, Mr. Greene helps facilitate and administer the nation's largest clean technology accelerator program for entrepreneurs and start-up companies He is extremely active in his local community, where he sits on the boards of both civic and charitable organizations. In 2007 Maryland Governor Martin O'Malley appointed Mr. Greene as the first Chairman of the School Board Nominating Commission of Anne Arundel County. More recently Mr. Greene was appointed to the Anne Arundel County Charter Review Commission (Maryland).

Professional Affiliations

- American Bar Association
- Maryland State Bar Association
- Board of Directors, The Renewable Energy Initiative

- Advisory Board, Chesapeake Crescent Initiative
- Advisory Board, Maryland Clean Energy Center
- Board of Directors, Reginald A. Lewis African American Museum Corporation

Publications, Speeches, Presentations

- Co-author, "During Election Year, Will Clean Energy Legislation Pass Go?" *Institutional Investor*, "Power Finance & Risk," Vol. XV, No. 6 (February 13, 2012)
- Contributor, "Green is Good" Radio Show, Electronic Recyclers International. August 20, 2011
- Presenter, "Developments in Congress and Administrative Initiatives," CLE Western Transmission Roundup (June 17, 2011)
- Co-author, "EPA Enforcement Initiatives and Proposed Rules Affecting the Electric Generating Sector, Primer on Impending EPA Regulations Affecting the Power Sector", Energy Bar Association (May 4, 2011)
- Moderator, "Building Our Chesapeake Crescent Regional Innovation Clusters – Energy, Life Sciences, and Security," Chesapeake Crescent Initiative Forum (December 16, 2010)
- Author, "Obama's Green Legacy: Energy-Efficiency and Sustainability," *DCBIA, Pipeline*, Vol. 39 (October 2010)
- Moderator, "Building an Energy-Efficient Region: The Path Forward," Chesapeake Crescent Initiative Forum (July 21, 2010)
- Presenter, "Renewable Energy Transmission, Bridging the Gap," CLE International (March 2010)
- Panelist, "Renewable Energy Finance Summit, Finance for a Post-Stimulus World," AED Conference Center (November 2009)
- Presenter, "American Recovery & Reinvestment Act – Opportunities and Challenges in the Energy Sector, The Nuts and Bolts of Stimulus Funding," Connected Organizations for a Responsible Economy (June 2009)
- Presenter, "Recognizing and Realizing the Benefits of the Stimulus Bill: What the Building Industry Needs to Know," District of Columbia Building Industry Association (DCBIA) Commercial Construction Group Forum (March 2009)
- Presenter, "Renewable Energy Transmission and Infrastructure Finance," Colorado Clean Energy Development Authority (January 2009)
- Presenter, "Silicon Valley Italian Executive Council," CleanTech - Creating Energy with Power Symposia, (September 2008)
- Author, "The Democratic Majority: Upcoming Congressional Hearings," *Capital Thinking Magazine* (Spring-Summer 2007)

Honors and Awards

- 2004 Nguyen Thi and Vu Thik Kim Dung Human Rights Award for outstanding public service

PATTON BOGGS LLP
www.pattonboggs.com

Jared Fleisher

Jared Fleisher
Associate
Washington DC
202.457.6341
jfleisher@pattonboggs.com

Practice Areas
Public Policy and Lobbying
Appropriations
Transportation and Infrastructure

Education
Harvard University, J.D
Harvard University, B.A., *magna cum laude*, Phi Beta Kappa

Bar Admissions
District of Columbia
Massachusetts

Experience

Jared Fleisher assists municipal governments, regional transportation authorities, and non-profit organizations in achieving their goals before the federal government. Mr. Fleisher also advises clients on a range of other public policy matters, including health care policy.

Mr. Fleisher brings to Patton Boggs an academic background at the intersection of law and public policy. While in law school, Mr. Fleisher was appointed as a Teaching Fellow in Harvard University's Department of Government where he taught on the American presidency and executive branch, Congressional politics, American foreign policy, and international security affairs. He is a three-time recipient of Harvard University's Certificate for Distinction in Teaching.

Prior to joining Patton Boggs, Mr. Fleisher's experience in Washington, D.C. included work with a well-known think tank and, more recently, an internship with the House Committee on Government Reform under Representative Henry A. Waxman (D-CA).

Publications, Speeches, Presentations

- Co-author, "System-Based Practice of Physical Medicine and Rehabilitation." In *DeLisa's Physical Medicine & Rehabilitation Principles and Practice* (pp.485-500), 5th Ed., Volume 1 (2010)
- Fleisher, Jared M. "ERCOT's Jurisdictional Status: A Legal History and Contemporary Appraisal." *Texas Journal of Oil, Gas, and Energy Law 1*, 4-20 (2008).

PATTON BOGGS LLP

2550 M Street, NW
Washington, DC 20037
202-457-6000

Facsimile 202-457-6315

MEMORANDUM

To: Chairman Joe A. Martinez, Board of County Commissioners
cc: Joe Rasco, Phillip Drujak, Bill Couch, Tiffany Machado
From: Patton Boggs LLP
Date: February 10, 2012
Subject: Patton Boggs 2011 End of Year Report

We at Patton Boggs LLP are honored to represent ~~Miami Dade~~Miami-Dade County and to work with the excellent government relations team of Joe Rasco, Bill Couch, and Phillip Drujak. This memorandum provides a fairly comprehensive update of legislative and regulatory issues of relevance to the County on which we have worked over the past year. Per your request, we are attaching our "Report Card" to this memo and have also attached our January 13th end of year summary of all issues of relevance to local governments.

Partisan divides over spending and deficit reduction dominated and hindered congressional activity in 2011. As you are aware, the year started with a near government shut down, averted through an eleventh hour deal which produced a FY 2011 Continuing Resolution. Months later the debt ceiling crisis nearly forced the U.S. Treasury into default. That crisis was averted at the last moment by the enactment of the Budget Control Act of 2011. The subsequent failure of the Super Committee to produce a deficit reduction plan sets the stage for the year to come and potential "sequestration" in January of 2013. Both Democrats and Republicans proposed "jobs bills", but none could garner the support to move forward. Meanwhile action on a transportation reauthorization, which would produce infrastructure improvements and construction jobs, proceeded at a glacial pace.

Following are some of the issues on which Patton Boggs produced results for and monitored activity in areas of interest to Miami-Dade County:

Miami-Dade Transit

At the start of 2011, the Federal Transit Administration (FTA) had been withholding funding from Miami-Dade Transit due to some long standing financial issues. Patton Boggs advocated for the release of the funds with FTA political appointees and staff. We arranged for Chairman Martinez and County Manager Hudak to meet with FTA Administrator Peter Rogoff and other senior FTA officials. We continued to follow up with the FTA providing information and addressing their concerns and inquiries until the funds were released. The meeting with FTA and follow up resulted

in the release of $62.5 million in transit funds to the County and a letter from the Administrator to Chairman Martinez detailing the procedure for the County to draw down the remaining suspended federal transit funds, which has since occurred. In preparation for these meetings and the follow up, we drafted and reviewed documents, developed background and briefing materials, provided recommendations on approach and spoke with FTA officials. We regularly briefed the Miami-Dade Washington, DC office, the Miami-Dade congressional delegation and Miami-Dade Transit officials on developments. Additionally, we prepared background and briefing materials for the Mayor's meeting with Transportation Secretary Ray LaHood.

Surface Transportation Reauthorization

Patton Boggs has kept the County apprised of all developments as the House Transportation and Infrastructure and Senate Environment and Public Works Committees slowly developed their respective transportation reauthorization proposals. During 2011 both Committees released blueprints of their proposed legislation and in November the Senate Environment and Public Works Committee marked up the highway portion of the surface transportation reauthorization. We have also maintained information flow throughout the short-term extensions of the current law. (The current short-term transportation reauthorization extension, the eighth such extension, expires on March 31, 2012). We have covered all hearings, the release of the blue prints of the transportation plans and the mark up of the Senate Environment and Public Works Committee of the highway portion of the legislation, called MAP 21.

Action has heated up considerably in recent weeks, with the release of the legislative language of the House Transportation and Infrastructure bill and their subsequent mark up. Patton Boggs activated the Miami-Dade delegation staff to encourage their support for an amendment to the House bill which would restore the Safe Routes to School and Transportation Enhancement portions of the legislation during full committee mark up. Unfortunately the amendment did not prevail. We prepared a 20 page summary of the 800 page House bill. Additionally we prepared a summary of the transit portion of the Senate bill which was marked up last week by the Senate Banking Committee. Intense floor action on this legislation will occur in both chambers in the coming weeks and we will continue to be active on your behalf as amendments occur.

Urban Area Security Initiative

Patton Boggs has led the local government lobbying community in Washington, DC in seeking funding for the Urban Area Security Initiative (UASI). In May, prior to the House full Appropriations Committee mark up of HR 2017, the Department of Homeland Security appropriations bill, we drafted and circulated a letter signed by a significant number of elected leaders of UASI jurisdictions (including Miami-Dade) urging the reversal of Subcommittee action which had limited UASI funding to the top ten highest risk urban areas (Tier 1). When the House Appropriations Committee did not reverse the language in mark up, we assisted in drafting and strongly advocated for an amendment to strike the language which limited the UASI program to the top ten jurisdictions. The amendment, which was cosponsored by many in the Miami-Dade House delegation, passed by 273 – 150 on the House floor. Throughout the House appropriations process, we stayed in close contact with the Miami-Dade delegation on the issue.

As action moved to the Senate, Patton Boggs drafted and led a letter to the Senate Appropriations Committee leadership. The letter was signed by 47 jurisdictions (including 9 of the Tier 1 areas), and urged the Senate to fund the UASI program at FY 2011 level. Miami-Dade was included on the letter and we shared the letter with the Senators.

Despite our best efforts, and due to the fiscal constraints that Congress faced, the end result of the FY 12 appropriations process was that Federal Emergency Management Agency (FEMA) first responder funding was reduced by nearly $1 billion. Additionally 12 programs previously funded as separate line items were consolidated into one account funded at approximately $977 million for FY 2012. One of those programs was the UASI program. Congress gave discretion as to how to disperse that funding to Department of Homeland Security Secretary Napolitano. Yet again, Patton Boggs led the effort for funding for UASI. We drafted and circulated a letter to the Secretary signed by the elected officials in many UASI jurisdictions urging that the bulk of the FEMA funding - $600 million – be distributed through the UASI program. The letter also urged level funding for the Metropolitan Medical Response System (MMRS) which was of importance to Miami-Dade County. Additionally, recently Patton Boggs has met with senior DHS officials concerning the importance of continued funding to UASI jurisdictions. At the time of this memo, DHS has not yet made public its decision regarding FEMA funding.

Miami-Dade has also been active in advocating for elevation to Tier 1 status in the UASI program. While Patton Boggs has not led this effort, we have participated in the conference calls, the Fly In of officials which occurred in September, and have collaborated with the other lobbyists and jurisdictions involved in this effort.

Housing – MDPHA

Throughout the year, Patton Boggs worked in tandem with the Miami-Dade Public Housing Agency (MDPHA) and the Miami-Dade Washington, DC team to seek clarity from the Department of Housing and Urban Development (HUD) concerning the $43 million of FY 2009 Section 8 Housing Voucher Choice funding that had been recaptured from MDPHA by HUD. This was the second largest recapture amount of the top ten programs experiencing recapture during that fiscal year and was far disproportionate in relation to other Public Housing Authorities. Around that time the MDPHA had been in HUD receivership status (from October 2007 through December 2008) and was subsequently operating under a Memorandum of Understanding with HUD from January 2009 through December 2010.

Collaborating on an almost daily basis with MDPHA Executive Director Gregg Fortner, and the Washington, DC office, Patton Boggs met with the staff of the Miami-Dade congressional delegation and enlisted their support in seeking information from HUD on the rationale and metrics used in the recapture process. We assisted in the drafting of background materials and briefing documents for congressional offices. We also assisted in the drafting of multiple letters, emails and other communications to various HUD officials, including Secretary Donovan, in order to seek information concerning HUD processes and redress for the disproportionate recapture of funds. We collaborated with congressional offices in preparation for Member meetings with HUD officials (for example Representative Diaz Balart's office with HUD local staff) and worked with Representative Wilson's office to seek language in the FY 2012 Transportation and Housing and

Urban Development appropriations bill. (The language was not included due to the appearance that it might be perceived as an earmark).

On October 27th, 2011 Patton Boggs helped organize and staff a meeting between Miami-Dade officials, staff from the Miami-Dade delegation, and HUD officials to walk through the metrics and decision making that HUD had used in order to recapture the funds. Efforts are ongoing to seek redress for the funding, but given current budget realities, it is unlikely that HUD will be able to make redress of the $43 million in lost funding from FY 2009.

Housing – Community Development Block Grant/HOME Program/Other

In the heated budget and appropriations debate over funding levels for the Community Development Block Grant program, Patton Boggs was instrumental in drawing attention to the issue of the House's proposed limitation of the CDBG administrative cap to 10% from 20%. We ensured that the issue was included in a U.S. Conference of Mayors letter to Congress on funding for the overall Community Development Block Grant program. We worked with the congressional delegation to draw their attention to the administrative cap issue as well. Ultimately, despite the 11% cut in CDBG for FY 2012, the administrative cap remained at 20%. Patton Boggs is currently working with the County's DC staff concerning the affect of the 2010 census on CDBG funding, which has resulted in cuts larger than the 11% mandated by Congress. We are collaborating with other cities which due to the census, and additional entitlement jurisdictions, are facing similarly high cuts to their Community Development Block Grant.

Further, Patton Boggs has been monitoring Fair Housing reform efforts at HUD and recently reported on the LGBT changes to the definition of fair housing.

Beacon Council/Miami International Aerospace Show

Patton Boggs collaborated closely with the Beacon Council's efforts to host the Miami International Aerospace Show. We prepared and reviewed documents, white papers and letters concerning U.S. Air Force regulations, structure and protocol. Patton Boggs briefed Beacon Council staff prior to and post Air Force meetings. Unfortunately in December, the Air Force informed the Beacon Council that they would not allow the use of a runway at Homestead Air Reserve Base (HARB) for the planned Miami International Aerospace Show. The Air Force was concerned about setting a precedent for the rest of the country.

Port

Early in the year we worked with the other lobbying teams on strategy for the deep dredge of the Port.

Patton Boggs is currently involved in an effort seeking Navy ship visits. As such, we have reviewed fleet regulations and drafted a letter to the Commander of the Fleet Forces Command in Norfolk concerning a port visit.

At the request of the County, Patton Boggs attended and reported on a House Transportation and Infrastructure Water Resources Subcommittee hearing on the importance of Seaports.

Budget

It can be argued that this past year the federal budgeting process was the most volatile in decades. Patton Boggs provided timely updates on the vagaries and intricacies of the federal budget process. Starting with an in-depth analysis of the President's State of the Union address which laid out many of the Administration's priorities, through the President's budget proposal (the FY 2013 budget is due out Monday, February 13th) , to the non-binding budgets passed (or sometimes not passed) by both chambers through the appropriations process. This past year we provided detailed insight into the potential impacts of a shut down of the federal government on local governments, the debt ceiling crisis and its impact on localities and the failure of the Super Committee. Our end of year report detailed the potentialities of sequestration on the federal budget.

Grants

Patton Boggs has a sophisticated grant tracking mechanism developed specifically for local governments in the wake of the loss of congressional earmarks. We often send out advance notice of grants before they appear in the *Federal Register*. Our relationships with federal agencies affords us insight into the elements that will be essential to a successful grant application. For example, as soon as the FY 12 FHWA and FTA grants became available, we brought them to the attention of the County. Additionally we provided insight into the FY 12 SAFER grant program. We attend agency briefings and webinars on grant programs such as the TIGER program and provide summaries thereof. Patton Boggs reviewed and commented on the County's TIGER III grant application. We regularly report on successful grants such as the recent Fair Housing awards for the entities within the County.

Section 511 of the Tax Increase Prevention and Reconciliation Act of 2005

This section of the tax code, often referred to as the 3% withholding provision, was repealed in late November of 2011. This was the only provision that was included in both the Democratic and Republican jobs proposals and gained overwhelming bi-partisan support. It would have required state and local governments that expend more than $100 million per year in outside contracts to withhold three percent of all payments for goods and services, remit that to the IRS and adhere to new reporting requirements. The repeal of this requirement was a major victory for state and local governments, and Patton Boggs, on behalf of Miami-Dade County, participated in numerous coalitions meetings and worked closely with all the state and local lobbying organizations to achieve this end.

Workforce

Patton Boggs has monitored the Workforce Investment Act legislation which has remained stalled. We attended the kick off event at the White House for the Summer Jobs+ program and have reported to the County on the Department of Labor Initiative linking the private sector with summer youth employment opportunities.

PACE

We have monitored legislative activity concerning clarity in authority of local government to create property assessed clean energy financing programs for residential property and activities at the Federal Housing Finance Agency, Fannie Mae, Freddy Mac regarding the same.

National Flood Insurance

We have monitored and reported on legislative activities (and inaction) on S 1940 and HR 1309 to reauthorize the Flood Insurance program. It is currently operating on a short-term extension that was created by the FY 12 Consolidated Appropriations Act and which lasts through May 31, 2012. The House of Representatives has passed legislation, while the Senate bill awaits floor time.

PATTON BOGGS LLP

2550 M Street, NW
Washington, DC 20037
202-457-6000

Facsimile 202-457-6315

MEMORANDUM

To: Chairman Joe A. Martinez, Board of County Commissioners
cc: Joe Rasco, Phillip Drujak, Bill Couch, Tiffany Machado
From: Patton Boggs LLP
Date: June 11, 2012
Subject: May 2012 Monthly Report

Below please find an update of the Patton Boggs team's most substantive activities on behalf of Miami-Dade County for the month of May:

Budget and Appropriations

We provided comprehensive analyses and monitored and reported on the status of the FY 2013 appropriations process. Both the House and Senate Homeland Security appropriations bills were marked up in both subcommittee and full committee during May. The House approach on FEMA mirrored last year with a consolidation of all the first responder programs, but this year they were increased by $400 million. The Senate took a different approach to FEMA first responder funding by funding each program as a line item. Both the House and the Senate Committees rebuffed the Administration's proposal for a National Preparedness Grant program due to lack of authorization and involvement of stakeholders in the development of the proposal.

The House considered the Commerce, Justice, Science appropriations on the floor on May 9th and we provided timely information on the floor amendments.

We also reviewed the House Department of Defense appropriations bill. Of particular note is House Committee report language that encouraged the Secretary of Defense to consider entering into cooperative agreements with state and local governments for use of certain multi use facilities for public affairs activities that benefit local job creation, including commercial activities that promote American technology.

It is unlikely that few, if any, of the FY 2013 appropriations bills will be passed before the election but will instead be completed in the expected lame duck session.

Surface Transportation Reauthorization/Transit

We continued to monitor and provide updates and analyses of Congressional action with regards to the transportation reauthorization which moved to conference in May. We provided an update on the first public meetings of the conferees and their opening statements. As negotiations proceeded to the staff level behind the scenes, we continued to monitor and update as events occurred.

Patton Boggs worked with the County to prepare for a June Miami-Dade Transit briefing in Washington D.C., including preparing a target list of key Congressional and Federal Transit Administration attendees. We also contacted FTA Administrator Peter Rogoff's office to schedule a meeting between Miami-Dade County officials and the Administrator for the same trip.

Urban Area Security Initiative (UASI) and FEMA First Responder Funding

As reported above, there was significant movement on the Department of Homeland Security funding bills in both chambers during May. The County has advocated for robust funding for the Urban Area Security Initiative (UASI) and for maintaining its status as a discrete program. The County has been concerned about efforts to fund security programs through the state and not directly fund localities.

The House funded FEMA State and Local programs at $1.63 billion, while the Senate funded them at $1.41 billion. Last year's enacted funding was $1.35 billion. While both the House and the Senate rebuff the Administration's proposal to consolidate FEMA first responder programs into one National Preparedness Grant Program (NPGP), the House maintains the consolidated program structure that was implemented in FY 2012. The Senate, however, funds each program as a separate line item. The House also maintains language that no less that $150 million ($100 million in FY 2012) of State and Local program funds be directed to areas at the highest risk of a terrorist attack.

The Senate provides $664 million for the UASI program, $415 million for the State Homeland Security Program (SHSGP), $119 million for Public Transportation Security Assistance and Railroad Security Assistance and $132 million for Port Security Grants.

Emergency Management Performance Grants are funded at $350 million in both bills, and National Predisaster Mitigation is funded at $35 million in the Senate version and $14.3 million in the House bill.

In addition, in May FEMA released it's National Preparedness Report during May which we forwarded with analysis and feedback from County staff.

Housing

Patton Boggs worked with Miami-Dade Public Housing and Community Development and other County staff to follow up on the County's Freedom of Information Act (FOIA) request that was submitted to the US Department of Housing and Urban Development concerning the Housing Choice Voucher Program. We kept the congressional delegation staff apprised of status and sought their assistance in enquiring of the Agency the status of the request.

Additionally, we continued to work with a coalition of like minded interests to seek the highest funding level for key housing programs such as the Community Development Block Grant program.

General Federal Legislative and Regulatory Monitoring

Throughout May we provided timely updates on federal regulatory and legislative action and the status of legislation of relevance to local government interests including: the GAO report on the success of the CDBG and HOME programs; hearings in the House Ways and Means Committee on tax extenders which expired at the end of 2011 and those which are due to expire at the end of this year; the US Energy Administration's analysis of Senator Bingaman's Clean Energy Standard Act of 2012 (S. 2146) and other materials. In addition at the end of March, we provided the County with a comprehensive update on all legislation of interest to local governments.

Patton Boggs provided research and information on the Military Working Dog legislation currently pending in Congress.

Additionally, in anticipation of the US Conference of Mayors meeting in Orlando, we kept the County apprised of policy resolutions that were being developed for consideration by the Mayors during their meeting.

PATTON BOGGS LLP
ATTORNEYS AT LAW

2550 M Street, NW
Washington, DC 20037
202-457-6000

Facsimile 202-457-6315

MEMORANDUM

To: Miami-Dade County
From: Patton Boggs LLP
Date: May 25, 2012
Subject: Status and Forecast of Notable Federal Legislation and Regulatory Action Relevant to Local Government Interests

This memorandum provides a comprehensive update on the status and prospects of pending, high-profile federal legislation and regulatory action of particular relevance to local governments and their partners.

The House is currently in recess for a district work week and brief Memorial Day recess; Members are scheduled to return on May 30. The Senate will recess next week and will be back in session the week of June 4.

Specifically, this memo addresses –

- Upcoming Senate and House Legislative Agendas
- Budget and Appropriations
  - FY 2013 Senate Budget Action
  - FY 2013 House Budget Reconciliation / Sequester Replacement Reconciliation Act
  - FY 2013 Appropriations Status and Outlook
- Surface Transportation Reauthorization
- Housing
  - Home Affordable Modification Program Repeal
  - Responsible Homeowner Refinancing Act
  - American Community Survey
  - GAO Report on CDBG and HOME Programs

    - HUD Section 8 Proposed Rule
- Workforce Investment Legislation
- Violence Against Women Act Reauthorization
- Energy / Climate Legislation
    - Energy Tax Legislation
    - Development of a National "Clean Energy Standard"
    - Property Assessment Clean Energy (PACE) Home Energy Program
    - Climate Change and EPA's Greenhouse Gas Regulatory Agenda
- Water Resources and Water Quality
    - Water Infrastructure Finance and Innovation Act (WIFIA)
    - Clean Water Act
    - Stormwater Runoff
    - Water Quality
- Chemical Security
- National Flood Insurance Program
- Telecommunications
    - Public Safety Spectrum
    - 700 MHz Waiver Recipients
    - 700 MHz Waiver Applicants
    - Tower Siting and Collocations
    - DACA Technologies for Natural Disasters
- Tax and Pension Issues
    - Tax Reform / Extenders
    - Pensions

UPCOMING SENATE AND HOUSE LEGISLATIVE AGENDAS

Prior to the Memorial Day recess, Senate Majority Leader Harry Reid (D-NV) outlined his legislative agenda for the months of June and July, which many people on and off the Hill view as ambitious. During the week of June 4, we expect the Senate to consider the Farm Bill, for which Senate Agriculture Committee Chairwoman Debbie Stabenow (D-MI) believes that she has the 60 votes to pass the bill. By the end of June, the Senate will return to a bill, similar to a Democratic proposal, to grant a one-year extension of the 3.4 percent student loan interest rates for Federal Stafford Loans. The rate is set to expire July 1; therefore, the bill will need to go to conference by both chambers and be signed by the President by June 30.

In addition, the Senate will look to lay the groundwork to pass the pay equity bill (S. 3220), which would prohibit employers from paying wages based on an employee's sex and strengthen penalties for wage discrimination based on sex. Majority Leader Reid is expected to conduct a procedural vote the week of June 4. Leader Reid also wants the Senate to consider the *Small Business Jobs and Tax Relief Act* (S. 2237) that would allow companies to claim a tax credit equal to 10 percent of the amount that they have increased their payroll in 2012 over 2011. This bill is one of President Obama's fiscal priorities.

Speaker of the House John Boehner (R-OH) and Majority Leader Eric Cantor (R-VA) have also planned an ambitious agenda for the next two months. Next week, the House will take up the FY 2013 Military Construction-Veterans Affairs spending bill that the Appropriations Committee approved by voice vote on May 16. In June, the House will also push to reauthorize the Violence Against Women Act (H.R. 4970) and reach an agreement with the Senate and the White House on the surface transportation bill. The House is also awaiting Senate action on extending the 3.4 percent interest rate reduction for the Federal Stafford Loans.

Additionally, Speaker Boehner and Majority Leader Cantor will schedule floor time to consider the Food and Drug Administration (FDA) user fee programs. The companion bill passed the Senate on May 24. The House will also consider two energy bills addressing the increase in gasoline prices (H.R. 4471 and H.R. 4480), as well as a bill to repeal an excise tax included in the health care bill.

BUDGET AND APPROPRIATIONS

FY 2013 Senate Budget Action

On April 18, Senate Budget Committee Chairman Kent Conrad (D-ND) revised his plan to mark up an FY 2013 budget resolution and instead introduced a longer-term deficit reduction proposal modeled after the Simpson-Bowles Presidential Commission, of which Chairman Conrad was a member. During the meeting at which the measure was introduced, the Committee did not consider amendments or take a vote on the proposal. Likewise, it is not expected to be brought to the Senate floor, as Senate Majority Leader Harry Reid (D-NV) asserted the resolution, and thus a vote on the Chairman's plan, is unnecessary because the FY 2013 discretionary spending cap of $1.047 trillion was established in the *Budget Control Act of 2011* (P.L. 112-25).

However, because the Senate did not adopt a budget resolution by April 1, and Senate Parliamentarian Elizabeth MacDonough determined the Budget Control Act did not preclude Members from introducing alternative budget plans, on May 16 the Senate voted on five FY 2013 Republican-led budget proposals - the House budget plan, a version of the President's proposal, and three tea party offerings. All five failed to secure sufficient votes required to advance to the Senate floor: (1) the House Budget Resolution (H. Con. Res. 112) was rejected by a vote of 41 to 58; (2) the Republican-introduced version of President Obama's FY 2013 Budget Proposal (S. Con. Res. 41) was unanimously voted down; (3) a proposal by Senator Patrick Toomey (R-PA) (S. Con. Res. 37) was rejected by a vote of 42 to 57; (4) a budget resolution introduced by Senator Rand Paul (R-KY) (S. Con. Res. 42) was rejected by a vote of 16 to 83; and a resolution introduced by Senator Mike Lee (R-UT) was rejected by a vote of 17 to 82.

House Budget Reconciliation / Sequester Replacement Reconciliation Act of 2012

As reported in our April 16 legislative and regulatory update memorandum, the House FY 2013 Budget Resolution (H. Con. Res. 112) required six authorizing committees to introduce budget reconciliation proposals aimed to achieve the necessary spending cuts to replace the sequestration process mandated by the *Budget Control Act of 2011* (P.L. 112-25) and scheduled to go into effect in January 2013.

After being approved by the Budget Committee on May 7, the House passed the *Sequester Replacement Reconciliation Act of 2012* (H.R. 5652) by a vote of 218 to 199 on May 10. House Members generally voted along party lines, with no Democrats supporting the bill and 16 Republicans opposing it. The bill included a $19 billion reduction in the discretionary cap for FY 2013 - already included in the House's FY 2013 Budget Resolution - and more than $310 billion in savings measures identified by the six authorizing committees: Agriculture - $33.2 billion for FY 2012 – FY 2022 ($8.2 billion for FY 2012 and FY 2013); Energy and Commerce - $96.76 billion for FY 2012 – FY 2022 ($3.75 billion for FY 2012 and FY 2013); Financial Services - $29.8 billion for FY 2012 – FY 2022 ($3 billion for FY 2012 and FY 2013); Judiciary - $39.7 billion for FY 2012 – FY 2022 ($100 million for FY 2012 and FY 2013); Oversight and Government Reform - $78.9 billion for FY 2012 – FY 2022 ($2.2 billion for FY 2012 and FY 2013); and Ways and Means - $53 billion for FY 2012 – FY 2022 ($1.2 billion for FY 2012 and FY 2013).

The reconciliation package cuts $35.8 billion from the Supplemental Nutrition Assistance Program (SNAP); saves $83.3 billion through increased federal worker contributions to pensions; saves $48.6 billion from capping damages, limiting attorney fees, and imposing a statute of limitations in medical malpractice lawsuits; imposes changes to subsidized health care and child tax credit programs; eliminates the Social Services Block Grant; eliminates the Prevention and Public Health Fund; eliminates the Home Affordable Modification Program (HAMP); and includes significant changes to the 2010 financial regulatory and health care overhauls.

On May 9, the Congressional Budget Office (CBO) released its cost estimate for the Sequester Replacement Reconciliation Act. The CBO determined that, if enacted by July, the reconciliation package would save $243 billion over ten years ($5 billion less if enacted by October). This amount of savings significantly exceeds the estimated $72 billion in automatic sequestrations cuts, but as the measure will certainly not be raised in the Senate, it provides spending cut options for House Republicans as they head into the elections and anticipated debt reduction negotiations in the lame duck session. Therefore, it is possible that pieces of the package could advance as part of a deal at the end of the year to replace the sequestration process.

Congressional Democrats and the White House continue to express concerns over the sequester replacement measure, insisting they support replacing the automatic across-the-board spending cuts but prefer a package that takes a "balanced approach". House Budget Committee Ranking Member Chris Van Hollen (D-MD) attempted to offer a substitute amendment to the bill that included a number of Democratic proposals, including: eliminating direct payments to agriculture commodity and risk management programs; increasing flood insurance premiums; limiting oil and gas subsidies; and instituting the "Buffett rule" to impose a minimum tax rate for millionaires. The Rules Committee rejected the amendment based on the "cut-go" rule, which requires new spending to be

offset by eliminating an existing program of equal or greater value and bars the use of tax increases to pay for new spending.

Senate Majority Leader Harry Reid (D-NV) also spoke out against the bill, noting that sequestration was intended to force the two parties into a comprehensive deficit reduction agreement and emphasizing that with a balanced approach – including revenue into the mix of spending cuts - sequestration would go forward as mandated in the Budget Control Act. The White House also echoed Democrats' strong opposition to the House package in a Statement of Administration Policy that argued that the bill was "unbalanced" and failed to properly address the problem of sequestration.

For a budget reconciliation to take effect, both chambers must approve the process and use the same budget resolution. As noted above, the Senate has rejected efforts to bring an FY 2013 budget resolution to a floor vote. Thus, as conceded by Budget Committee Chairman Paul Ryan (R-WI), the reconciliation efforts of the House are mainly for political positioning leading up to the November elections and anticipated deficit reduction negotiations.

FY 2013 Appropriations Status and Outlook

302(b) allocations

After rejecting a Democratic proposal to utilize the $1.047 trillion discretionary spending cap established in the *Budget Control Act of 2011* (P.L. 112-25), and a proposal by Republican Jeff Flake (R-AZ) to use the Republican Study Committee recommendation of a $931 billion discretionary spending cap, on April 25, the House Appropriations Committee approved its FY 2013 302(b) allocations[1] which follow the $1.028 trillion discretionary funding level designated in the House Budget Resolution (H. Con. Res. 112).

The Senate Appropriations Committee approved its FY 2013 302(b) allocations in April which adhere to the $1.047 trillion discretionary cap established in the Budget Control Act.

FY 2013 Appropriations Bills

The Senate Appropriations Committee has approved seven of the twelve FY 2013 appropriations bills: Agriculture; Commerce-Justice-Science; Energy & Water; Homeland Security; Military Construction-Veterans Affairs; State-Foreign Operations; and Transportation-Housing and Urban Development.

The House Appropriations Committee has approved six FY 2013 spending bills: Commerce-Justice-Science; Defense; Energy & Water; Homeland Security; Military Construction-Veterans Affairs; and State-Foreign Operations.

The House version of the Commerce-Justice-Science bill is the only bill that has been passed by the full chamber. However, the House Rules Committee is meeting on May 30 to establish voting rules

[1] 302(b) allocations reflect how the Appropriations Committees intend to divide the overall discretionary spending cap among the twelve appropriations bills.

for three additional appropriations bills – Military Construction-Veterans Affairs, Energy & Water, and Homeland Security. The House will take up the Military Construction-Veterans Affairs bill first, bringing it to the House floor next week. The Senate is also expected to bring the Commerce-Justice-Science bill to the floor by mid-June. Committee efforts in both chambers will also continue in the coming weeks. For example, we anticipate the Senate Labor-HHS-Education Appropriations Subcommittee will markup its FY 2013 spending bill the week of June 4.

Following are some highlights of the pending bills most relevant to local government interests. Details of each pending bill and comparative analyses of those bills marked up in both chambers were provided as subcommittee and / or committee action occurred (*i.e. see FY 2013 appropriations updates of April 17, April 24, April 25, and May 17).*

Commerce-Justice-Science

After several days of debate on amendments under the open rule process, the House passed the FY 2013 Commerce-Justice-Science appropriations bill by a vote of 247 to 163 on May 10. Utilizing the spending cap established in the FY 2013 House Budget Resolution (H. Con. Res. 112) that is $19 billion less that the cap established in the *Budget Control Act of 2011* (P.L. 112-25), the bill provides $51.1 billion for the Departments of Commerce and Justice and various science agencies such as NASA, the National Institute of Standards and Technology (NIST), the National Oceanic and Atmospheric Administration (NOAA) and the National Science Foundation (NSF). The funding is approximately $1.6 billion lower than current FY 2012 funding levels for the programs under the jurisdiction of the bill. (The measure approved by the Senate Appropriations Committee provides $51.9 billion).

An amendment to increase the Department of Justice's Community-Oriented Policing Services (COPS) program by $126 million narrowly passed during floor consideration. This raises the level of funding provided by the House for the program to $199 million, which is less than the $248 million proposed by the Senate but equal to the current FY 2012 funding level.

Among the additional amendments adopted during floor consideration, several increased funding for other programs of relevance to local governments–

- $20 million for the Economic Development Administration Regional Innovation Program.
- $22.4 million for the Byrne Memorial Justice Program for a program total of $392.4 million ($370 million in FY 2012; the pending Senate bill provides $392 million).
- $5 million for the Office of Violence Against Women for a total of $420 million ($412.5 million in FY 2012; the pending Senate bill provides $412.5 million).

Additionally, several Democratic-opposed policy riders were adopted through the amendment process which prohibit the use of funds provided in the bill for certain activities –

- Prohibits the Department of Justice from using funds to overturn, enjoin, or invalidate state immigration laws.
- Prohibits the Department of Commerce from using funds to conduct the "American Community Survey".

- Prohibits the Department of Justice from using funds to defend against court challenges to the healthcare reform law (P.L. 111-148; P.L. 111-152).
- Prohibits the Department of Justice from providing State Criminal Alien Assistance Program (SCAAP) grants to "sanctuary cities".

Energy and Water

The House Appropriations Committee approved its FY 2013 Energy and Water spending bill on April 25. The bill provides $32.1 billion in discretionary funding to the Army Corps of Engineers, Department of Energy, and Bureau of Water Reclamation, among others. This level of funding is $88 million above the current FY 2012 level and only three percent below what President Obama requested for FY 2013. The Senate Appropriations Committee approved its version of the bill the following day, providing $33.4 billion in discretionary funding.

Funding for the Army Corps of Engineers and the Bureau of Reclamation Water and Related Resources program are maintained in both bills close to FY 2012 levels: the Army Corps of Engineers is funded at $5 billion in the Senate bill and at $4.8 billion in the House bill ($5 billion in FY 2012); the Water and Related Resources Program is funded at $892 million in the Senate bill and at $834 million in the House bill ($895 million in FY 2012).

Significant differences occur within the Department of Energy, particularly with regard to the Office of Energy Efficiency and Renewable Energy (EERE) and Advanced Research Projects Agency-Energy (ARPA-E). The House bill provides $1.4 billion for EERE, while the Senate provides nearly $2 billion ($1.8 billion in FY 2012). The House bill provides only $200 million for ARPA-E, while the Senate bill provides $312 million ($275 million in FY 2012). These differences are a reflection of the divergent priorities of Republicans - who favor funding traditional energy sources, such as coal, oil, natural gas, and nuclear – and Democrats, who prioritize clean energy and energy efficiency initiatives.

Transportation-Housing and Urban Development

On April 19, the Senate Appropriations Committee approves its FY 2013 Transportation-Housing and Urban Development spending bill. The bill, which aligns closely with what was proposed in President Obama's FY 2013 Budget Proposal, maintains level funding for priority transportation programs such as TIGER ($500 million), New Starts ($2 billion), and Highway Investments ($39 billion). It also provides level funding of $3.35 billion for capital investments at airports and provides $956 million for the FAA's NextGen program, which is $21 million above the FY 2012 funding level. The bill provides level funding for HOME Investment Partnerships ($1 billion), Choice Neighborhoods ($120 million) and reinstates the Sustainable Communities Initiative, although Senate appropriators provide only $50 million for the program, compared to the President's request of $100 million. The Senate bill includes $3.1 billion for the Community Development Block Grant (CDBG), which is an increase of $150 million from FY 2012 (an additional $400 million in disaster relief was provided through CDBG in FY 2012).

Homeland Security

The House Appropriations Committee approved its FY 2013 Homeland Security spending bill on May 16 and the Senate Committee approved its version on May 24.

The Senate bill provides $45.2 billion in discretionary funding, of which $5.5 billion is directed toward emergency disaster relief funding (which is not expected to raise the same argument as last year in which Republicans insisted the funds must be offset). Overall, this amount is approximately $1 billion lower than the FY 2012 level. The House bill provides an additional $600 million in discretionary funding over the Senate bill and also provides $5.5 billion for emergency disaster relief funding.

The House bill funds Federal Emergency Management Agency (FEMA) State and Local Programs at $1.763 billion, while the Senate bill provides $1.645 billion. We are happy to report advocacy efforts on behalf of local government interests were successful in that both Committees rejected the Administration's proposal to consolidate FEMA first responder programs into one National Preparedness Grant Program (NPGP). Both chambers cited the lack of authorization, specificity and stakeholder involvement in the development of the program proposal as key factors in their decision.

While both House and the Senate appropriators reject the NPGP proposal, the House bill maintains the consolidated program structure that was implemented in FY 2012, whereas the Senate bill funds four core programs: State Homeland Security Grant Program at $415 million ($300 million in FY 2012); Urban Area Security Initiative at $664 million ($490 million in FY 2012); Public Transportation Security Assistance and Railroad Security Assistance at $119 million ($87.5 million in FY 2012); and Port Security Grants at $132 million ($97.5 million in FY 2012). The Senate report specifies that activities previously funded under the Metropolitan Medical Response System, Citizen Corps, Regional Catastrophic Preparedness, Emergency Operations Centers, Driver's Licenses Security Program, Buffer Zone Protection Program, and the Interoperable Emergency Communication Grant Programs are eligible for funding through either the State Homeland Security Grant Program and / or the Urban Area Security Initiative.

Outlook

Despite the quick pace of appropriators, it remains unlikely that any of the bills will be reconciled and enacted prior to the November elections. Therefore, it is inevitable that Congress will need to act on a short-term Continuing Resolution (CR) before the start of FY 2013 on October 1.

While the duration of the CR will be sticking point – whether to pursue a three-month stop gap or a six-month stop gap – reaching a compromise on the overall funding level will again be difficult to achieve. Senate leaders will advocate for the $1.047 trillion discretionary spending cap established in the *Budget Control Act of 2011* (P.L. 112-25); House leaders will draw the line at the $1.028 trillion cap included it the House FY 2013 Budget Resolution (H. Con. Res. 112); and conservative House Republicans will push for an even low spending cap. In addition to the Congressional fiscal discord, President Obama threatened to veto any FY 2013 spending bill that does not adhere to the discretionary spending levels established in the Budget Control Act.

Senator Minority Leader Mitch McConnell (R-KY) voted in the Appropriations Committee to support the higher cap and some House Republican appropriators have recently expressed that they

feel the higher level will likely prevail in the long run, but it certainly will not be an easy process to get there.

Deficit Reduction - Round II

According to the Department of Treasury, the federal government is project to reach its $16.39 trillion debt ceiling by the end of 2012, which adds a debt ceiling increase to the list of issues Congress and the President must address before the end of the year (i.e. appropriations, sequestration, and taxes). With severe domestic discretionary cuts already implemented, any deficit reduction negotiations will almost certainly focus on taxes and entitlement spending. Recently, House Speaker John Boehner (R-OH) re-asserted his position from 2011 that he will not allow a future increase in the federal borrowing limit without equal cuts to spending – and he will not support any tax increases. Democrats continue to advocate for a "balanced" approach to deficit reduction, including revenue and spending cuts. In a meeting with Congressional leaders following Speaker Boehner's remarks, President Obama reportedly called for a "clean" debt ceiling increase.

While the House may hold symbolic votes on these issues prior to the election, it is most likely that we will see a short-term Continuing Resolution to fund the government for several months; the tax cuts will be extended temporarily; and the sequestration will be held off for several months to allow the President - whoever that is - and Congress to work out a deal in early 2013.

SURFACE TRANSPORTATION REAUTHORIZATION

As reported in our April 16 legislative and regulatory update memorandum, the House passed a "shell bill" (H.R. 4348) as a vehicle to get to conference on surface transportation reauthorization. H.R. 4348 was technically an extension of current law until September 30, 2012, but in reality was a means to get the long-stalled reauthorization out of the House and into conference with the Senate on its two-year, $109 billion bill known as *Moving Ahead for Progress in the 21st Century* or "*MAP-21*" (S. 1813), which passed the Senate by a vote of 74-22 on March 14. H.R. 4348 also included a provision directing approval of the Keystone XL Pipeline and prohibiting the Environmental Protection Agency (EPA) from regulating coal ash as a hazardous waste, as well as the aggressive National Environmental Policy Act (NEPA) streamlining elements from H.R. 7, the original *American Energy and Infrastructure Jobs Act,* that was unable to move out of the House. As expected, these environmental provisions are the highest-profile and most controversial elements of the Conference, but it is increasingly expected that if the Conference leads to a Conference Report, it will include at least one of the two Keystone or coal ash provisions.

On May 24, Senate Environmental and Public Works (EPW) Committee Chairman Barbara Boxer (D-CA), who is also Chair of the Conference Committee, held a press conference to discuss progress in the Conference and her discussions with Speaker of the House John Boehner (R-OH). Chairman Boxer repeated her optimism about getting a bill done and reiterated that June 30 – the expiration of the current extension – remains the deadline she is driving towards. She also said that Speaker Boehner told her that he had instructed the House Conferees to work to get a bill done.

Simple time constraints, however, will make meeting the June 30 deadline challenging. Chairman Boxer has called for the substantive agreements to be reached by June 7 in order for the work to be done of writing the final Conference Report and explanatory materials, securing approval and

signatures of the Conferees, moving it through both chambers, and having it enrolled and signed by the President before June 30. In addition to the simple time constraints on conferencing a 1,600 page bill in this timeframe, there are a host of complicated and controversial issues that must be dealt with – ranging from the highest profile issues like Keystone and NEPA streamlining to narrower but contentious issues in each of the titles.

In the event that the Conferees are not able to complete work and come to an agreement in time to meet the current June 30 deadline, the length of the extension will say a great deal about the plan for completing work on the bill. A very short extension, such as one that runs until July 31, would give Congress a hard deadline in order to complete the bill before the August recess. As Congress is in recess for all of August and then returns only after the Presidential nominating conventions in full election-year mode, a longer extension likely signals that the transportation bill will added to the mammoth list of items to be dealt with in the lame duck session after the elections.

House and Senate Conferees

The Conferees on the surface transportation bill are listed below. In the House, the jurisdiction of the Conferee is based on Committee – such that Members of the Ways and Means Committee have jurisdiction over the revenue title of the reauthorization, but not a role in highway and transit policy. In the Senate, each Conferee is technically appointed with respect to the entire bill, but it is also generally true that individual roles will be largely restricted to the jurisdiction of the Committee from which they were appointed.

Senate Conferees:

Democrats

- Senator Barbara Boxer (D-CA), *Chairman of the Environment and Public Works (EPW) Committee*
- Senator Max Baucus (D-MT), *Chairman of the Finance Committee*
- Senator Jay Rockefeller (D-WV), *Chairman of the Commerce Committee*
- Senator Dick Durbin (D-IL), *Democratic Whip*
- Senator Tim Johnson (D-SD), *Chairman of the Banking Committee*
- Senator Chuck Schumer (D-NY), *Vice Chair of the Democratic Conference and a member of both the Finance and Banking Committees*
- Senator Bill Nelson (D-FL), *Member of both the Commerce and Finance Committees*
- Senator Robert Menendez (D-NJ), *Chairman Banking Subcommittee on Housing, Transportation and Community Development*

Republicans

- Senator Jim Inhofe (R-OK), *Ranking Member of EPW*

- Senator David Vitter (R-LA), *Ranking Member of the EPW Subcommittee on Transportation and Infrastructure*
- Senator Richard Shelby (R-AL), *Ranking Member of the Banking Committee*
- Senator Orrin Hatch (R-UT), *Ranking Member of the Finance Committee*
- Senator Kay Bailey Hutchinson (R-TX), *Ranking Member of the Commerce Committee*
- Senator John Hoeven (R-ND)

House Conferees:

Transportation & Infrastructure Committee Republicans

- Rep. John Mica (R-FL-7), Chairman
- Rep. Don Young (R-AK-AL)
- Rep. John Duncan (R-TN-2)
- Rep. Bill Shuster (R-PA-9)
- Rep. Shelley Moore Capito (R-WV-2)
- Rep. Rick Crawford (AR-1)
- Rep. Jaime Herrera-Beutler (R-WA-3)
- Rep. Larry Bucshon (R-IN-8)
- Rep. Richard Hanna (R-NY-24)
- Rep. Steve Southerland (R-FL-2)
- Rep. James Lankford (R-OK-5)
- Rep. Reid Ribble (R-WI-8)

Transportation & Infrastructure Committee Democrats

- Rep. Nick Rahall (WV-3), Ranking Member
- Rep. Peter DeFazio (OR-4)
- Rep. Jerry Costello (IL-12)
- Rep. Eleanor Holmes Norton (DC-AL)

- Rep. Jerry Nadler (NY-8)
- Rep. Corrine Brown (FL-3)
- Rep. Elijah Cummings (MD-7)
- Rep. Leonard Boswell (IA-3)
- Rep. Tim Bishop (NY-1)

Energy & Commerce Committee Republicans

- Rep. Fred Upton (R-MI-6), Chairman
- Rep. Ed Whitfield (R-KY-1)

Energy & Commerce Committee Democrat

- Rep. Henry Waxman (R-CA-30), Ranking Member

Natural Resources Committee Republicans

- Rep. Doc Hastings (R-WA-4), Chairman
- Rep. Rob Bishop (R-UT-1)

Natural Resources Committee Democrat

- Rep. Ed Markey (MA-7), Ranking Member

Science Committee Republicans

- Rep. Ralph Hall (R-TX-4), Chairman
- Rep. Chip Cravaack (R-MN-8)

Science Committee Democrat

- Rep. Eddie Bernice Johnson (R-TX-30), Ranking Member

Ways & Means Committee Republicans

- Rep. Dave Camp (R-MI-4), Chairman
- Rep. Patrick Tiberi (R-OH-12)

Ways & Means Committee Democrat

- Rep. Earl Blumenauer (R-OR-3)

Conference Process

Conference work began in early May, with the first (and potentially only) public session of the Conference Committee taking place on May 8. At the outset, the primary debate was over the "scope" of the Conference. With the House not having passed its own bill and therefore without its own bill position on almost all issues, Senate Democrats initially took the position that the "scope" of the Conference is between the Senate bill and current law. Chairman Mica and House leaders, by contrast, stated that everything from H.R. 7 was on the table in their view and that they would work to include as much policy from H.R. 7 as possible.

At this point, Conference work is proceeding first with a side-by-side and comparison of provisions from MAP-21 and H.R. 7. It is widely believed that "scope" of the Conference arguments, intended to prevent consideration of certain language from H.R. 7, will largely emerge as an issue on more controversial and contentious provisions – but not for the 80 percent of relatively non-controversial and technical issues in Conference.

Conference Prospects

Chairman Boxer has continually expressed her commitment and conviction that a Conference Report be completed before the June 30 expiration of the current extension. All reports are that the House and Senate Conferees, on a bipartisan basis, are working hard and in good faith to produce a Conference Report by June 30. As discussed above, the primary obstacles are timing and a series of controversial issues.

On the timing front, it is simply a question of conferencing a very complex 1,600 page bill with only a little more than a month left until the current extension expires. There are, however, a range of contentious provisions in the Conference that are generally the last to be addressed and resolved. These provisions include most notably the Keystone Pipeline and coal ash provisions, the former of which will likely be decided at the leadership level between Speaker Boehner, Majority Leader Reid and the White House. The extent of NEPA streamlining is also a very significant point of contention between the House and Senate, as are other provisions in the highway, transit safety and hazardous materials titles.

The revenue title is also a very significant point of contention, with House Conferees questioning both specific pay-fors and more generally raising concern with paying for 18 months or two years of transportation spending with offsets that take place over 10 years. On this point, while leading stakeholders, including the U.S. Chamber of Commerce, have urged the Conferees to create a bill that extends beyond the end of FY 2013 – and while Chairman Boxer has expressed some optimism that this might be possible – the revenue hole quickly becomes deeper and the revenue question quickly becomes more challenging the longer the bill extends.

In all, most observers expect a continuing, good faith effort to produce a Conference Report by June 30 -- but all observers also recognize that with the time limitations and series of contentious issues to resolve, the Conferees have a great deal of work ahead of them.

Note on Airport Private Activity Bonds

A provision in MAP-21 would resuscitate the Alternative Minimum Tax (AMT) exemption for interest on airport private activity bonds (PABs) for calendar year 2012. This AMT exemption was part of the American Recovery and Reinvestment Act, and saved airports $600 million dollars in 2009 and 2010. This provision was not in the House surface transportation bill but airports are pushing to get the House to accede to the Senate provision in conference. Given that much of 2012 has passed, there is also an effort to revise the exemption period to extend for a full 12 months or longer. Removing the AMT penalty will result in lower interest rates on PABs, thereby reducing airport development costs.

HOUSING

Home Affordable Modification Program Repeal

On March 29, the House passed the *HAMP Termination Act of 2011* (H.R. 839), to amend the Emergency Economic Stabilization Act of 2008 to terminate the authority of the Secretary of the Treasury to provide new assistance under the Home Affordable Modification Program, while preserving assistance to homeowners who were already extended an offer to participate in the program, either on a trial or permanent basis.

The bill is unlikely to move in the Senate where Democrats are inclined to reform the Obama Administration's flagship program, rather than repeal it.

Responsible Homeowner Refinancing Act of 2012

On May 24, the Senate Banking, Housing and Urban Affairs Committee held a hearing on the *Responsible Homeowner Refinancing Act of 2012* (S 3085). The bill was introduced on May 10 by Democratic Senators Robert Menendez (D-NJ), Boxer (D-CA) and Merkley (D-OR) to eliminate many of the remaining barriers to refinancing for borrowers whose loans are backed by Fannie Mae and Freddie Mac. Testifying at the hearing was the CEO of Quicken Loans, the President of the National Association of Realtors and Dr. Mark Zandi of Moody's Analytics.

The legislation would allow homeowners who are current with their mortgage payments to refinance, regardless of their loan to value ratio. It would also bar Fannie Mae and Freddie Mac from charging risk based fees to refinance any loan they already guarantee and would eliminate appraisal costs for borrowers looking to refinance. The sponsors of the bill say that the Federal Housing Finance Agency (FHFA) could accomplish most of the elements of the legislation without Congressional authorization, but the agency has been reluctant to take action. The agency was pushed by the Administration in October to expand the Home Affordable Refinance Program to allow refinancing by homeowners who owe more than their properties are worth and whose loans are held by Fannie and Freddie.

The bill currently has no Republican cosponsors so it is unlikely to pass the Senate this year. Regardless, Senate Democratic leadership may still bring the bill to the floor in the next month.

American Community Survey

As reported in the FY 2013 Appropriations section, the House added a policy rider to the FY 2013 Commerce-Justice-Science appropriations bill to prohibit the Department of Commerce from using funds to conduct the "American Community Survey."

The American Community Survey (ACS) was created by the Census Bureau as a replacement for the "long form" census. The ACS is the nation's premier source of local community and neighborhood level data and is used by cities as an important source of small-area data on local housing, economics and demographics. ACS data is also used to calculate billions in federal and state funding formula for programs like the Community Development Block Grant.

The Senate version of the Commerce-Justice-Science appropriations bill does not include similar language, but it has not yet moved to the floor for consideration.

GAO Report on CDBG and HOME Programs

In the FY 2012 Consolidated and Further Continuing Appropriations Act, Congress directed the General Accounting Office (GAO) to review the effectiveness of the block grant programs administered by the Department of Housing and Urban Development, in particular the Community Development Block Grant (CDBG) and HOME programs. On May 15, the GAO released its report which discussed what is known about the effectiveness (or impact) of the CDBG and HOME programs, the performance measures the Department of Housing and Urban Development (HUD) has in place for the programs and any challenges HUD has faced in developing these measures and promising practices that HUD and others have identified for the CDBG and HOME programs.

The GAO discovered that very few comprehensive studies on the impact of the programs exist, but studies that have focused on specific activities have generally found that each of the programs has made positive contributions. The GAO also found that one of the challenges associated with creating outcome-oriented performance measures that can be uniformly applied to all CDBG and HOME activities is the grantees' flexibility to design and implement activities tailored to meet local needs and priorities. Another challenge for measuring the outcomes for CDBG is the grantees' ability to undertake a broad range of activities. The GAO study also identified program management practices that lead to successful programs including developing a local performance measurement system and internal operating procedures for effectively managing sub recipients.

HUD Section 8 Proposed Rule

On May 15, the Department of Housing and Urban Development (HUD) released its proposed rule to the Section 8 voucher program based on implementation of the 2008 Housing and Economic Recovery Act (HERA). The proposed rule follows on the November 24 notice for the purpose of establishing, in regulation, the reforms made to HERA and to make other related regulatory changes. It includes changes to the definition of annual income regarding Veterans Affairs' disability

benefits, housing types, and Public Housing Authority (PHA) emergency funds. Comments are due by July 16, 2012.

WORKFORCE INVESTMENT LEGISLATION

On April 17, the House Education and the Workforce Committee held a hearing to consider the *Workforce Investment Improvement Act of 2012* (H.R. 4297) that seeks to consolidate 27 existing job training programs into a single Workforce Investment Fund aimed at assisting state and local workforce investment boards in developing comprehensive workforce development systems. Witnesses included: Sandy Harmsen, Executive Director of the San Bernardino County Workforce Investment Board; Laurie Moran, President of the Danville Pittsylvania Chamber of Commerce and Chair of the National Association of Workforce Boards (NAWB); Norma Noble, on behalf of the Governor's Council for Workforce and Economic Development; and Andy Van Kleunen, Executive Director of the National Skills Coalition.

The Committee has not yet marked up the bill, however, during the hearing, Education and the Workforce Committee Chairman John Kline (R-MN) said he expected to have the bill ready to be considered on the House floor within the next month. Should the House mark up the bill, this would be the first serious attempt of this Congress at reauthorizing the 1998 workforce law that expired in 2003. The Senate has repeatedly postponed markups of its draft measure that Senate Health, Education, Labor and Pension Committee Ranking Member Mike Enzi (R-WY), Senator Johnny Isakson (R-GA), and Senator Patty Murray (D-WA) began writing last summer.

Despite bipartisan agreement that workforce legislation is needed, members continue to disagree on the extent to which workforce law should be changed. House Democrats, concerned about the consolidation of 27 programs into one fund in the House Republican bill and fearful that the proposal would shift money away from under-served populations, are also working on their own bill, the *Workforce Investment Act of 2012* (H.R. 4227), but it is unlikely to be considered by the Education and the Workforce Committee.

VIOLENCE AGAINST WOMEN REAUTHORIZATION

On April 26, the Senate passed legislation to reauthorize programs to combat domestic violence (S. 1925). The Senate bill expands the *Violent Crime Control and Law Enforcement Act of 1994* (P.L. 103-322) by designating new protections for American Indians, immigrants, gays and lesbians. It also requires colleges and universities to report incidents of domestic violence, dating violence, and stalking that occur on campus. As part of the expanded protection to immigrants, the Senate bill specifies changes in fees associated with U visas issued to immigrant victims of domestic abuse.

On May 17, the House passed a narrower version of the reauthorization (H.R. 4970) which includes additional oversight of grant programs funded through the law, but does not include the expanded victim classifications or campus reporting requirements in the Senate bill. For these reasons, the White House issued a veto threat of the House bill.

During Senate consideration of the bill, a last-minute amendment introduced by Senator Tom Coburn (R-OK) proposed to eliminate, consolidate, and streamline Department of Justice (DOJ)

grant programs and reduce them by 20 percent. As this could have impacted a number of priority programs, including COPS, Byrne Grants, and juvenile justice prevention, a number of local governments and organizations advocated against amendment. The amendment was not ultimately brought up for a floor vote.

Reconciliation of the House and Senate bills is stalled due to the differences over expanded victim classification, the higher education provision, and the House citation of a constitutional breach, known as a "blue slip" with regard to the Senate inclusion of changes in visa fees which the House considers a revenue provision (under the constitution, all revenue bills must originate in the House). House leaders have also deemed the Senate provision that would enable American Indians to prosecute non-Indians who commit crimes on tribal lands as unconstitutional.

As noted above, this bill is on Speaker of the House John Boehner's(R-OH) legislative priority list for the summer.

ENERGY/CLIMATE CHANGE

Energy Tax Legislation

Because Congress allowed a host of tax breaks to expire at the end of last year, it will continue to be under pressure in the next few months to move a tax bill that would extend these expired and expiring tax provisions. The list includes Treasury's $3.9 billion "Section 1603" grant program that expired on December 31, 2011 and the renewable Production Tax Credit for wind that expires on December 31, 2012. In FY 2011, energy tax preferences ($20.5 billion) and direct spending ($3.5 billion) through the Department of Energy totaled $24 billion. However, with Congress having agreed in late February to extend the payroll tax holiday, unemployment insurance benefits, and the Medicare "doc fix" until the end of the year, Congress is unlikely to approve any further tax legislation prior to the November elections.

As part of the discussions leading up to the payroll tax holiday agreement, Congress considered but decided not to address the expiring and expired energy tax provisions largely because the cost of doing so was so high. To pay for an extension, Democrats had urged their colleagues to eliminate energy tax incentives available to the major integrated oil and gas companies, but failed to do so in the end. As had happened last year, a Senate Democrat-backed bill this year to extend and expand alternative energy tax incentives and help reduce the national deficit by repealing certain "big oil" tax incentives failed when the same three "oil patch" Democrats crossed party lines to vote against the bill. It fell nine votes short of the 60 necessary to advance in the Senate.

As recent hearings have vividly demonstrated, it is easy to agree on the goal of lowering corporate and individual rates, but quite difficult to specify what preferences and "loopholes" need to be eliminated to reach that goal without increasing the deficit. Over the coming year, the tax writing committees will continue holding hearings and developing options to reform the tax code in advance of a major effort in 2013-2014 to agree on legislation, irrespective of who is in the White House and party control of the House and the Senate.

The Senate Finance Committee has already held discussions to address energy taxes. While the wind industry continues to seek an extension of the Production Tax Credit beyond this year, a growing

number of Senators have said doing so should only be done if the wind tax credit were phased out over several years. They argue that wind energy has become more cost-competitive with traditional energy sources in recent years to justify a phase-out – an agreement for which could help garner Republican support for an extension.

House Republican leaders have thus far principally focused on efforts intended to address high gas prices and spur energy-related job growth. The House has also already passed legislation to limit the Environmental Protection Agency's regulatory authority, expand domestic offshore oil and gas production, and expedite onshore and offshore permitting. We do not anticipate that any of the energy legislation approved by the House will move through the Senate. In the interim, the House tax-writing committee is expected to schedule a stakeholder hearing on the 103 expiring year-end temporary tax extensions next month. House Ways and Means Select Revenue Measures Subcommittee Chairman Pat Tiberi (R-OH) has said an extension of the Production Tax Credit is "probably on the top tier" of extenders to be vetted, though it is unlikely to be tied to the House leadership's tax extender legislation to extend President Bush-era tax cuts that may brought to the floor for a vote before November's elections.

Development of a National "Clean Energy Standard"

In his 2011 State of the Union Address, President Obama called on Congress to enact legislation that would increase the percentage of electricity generated from clean energy sources (including nuclear and natural gas) to 80 percent by 2035.

Despite the difficulty a "Clean Energy Standard" (CES) would face in the current Congress, Senate Energy and Natural Resources Committee Chairman Jeff Bingaman (D-NM) introduced the *Clean Energy Standard Act of 2012* (S. 2146) in March. It would require larger utilities to gradually increase their clean energy portfolios over the next 40 years, beginning with a 45 percent target in 2035 and increasing to a 95 percent target by 2050. An independent government report concluded that Chairman Bingaman's base CES would significantly reduce coal-fired generation while increasing renewables generation; it would also raise natural gas prices due to "fuel switching" in early years and ultimately raise consumer electricity prices in out years.

Chairman Bingaman himself has acknowledged the difficult prospects for enacting such a bill. As Ranking Member Lisa Murkowski (R-AK) best put it, if a CES bill becomes known as "cap and trade under a different name… then CES is not going to happen."

At a May 17 legislative hearing, Chairman Bingaman expressed openness to pre-empting some EPA clean air standards for power plants in order to garner bipartisan support for his bill. While doing so may attract moderate Republican support (such as Ranking Member Lisa Murkowski's), the Administration is not likely to support EPA pre-emption and the bill would still face very long odds towards enactment in the 112th Congress.

Property Assessment Clean Energy (PACE) Home Energy Program

Approximately 25 states have enacted programs that allow homeowners to take advantage of up-front municipal financing benefits to upgrade home energy systems (*e.g.,* installing solar systems, energy efficiency retrofits) that are then repaid via property tax assessments. The popular program

effectively stalled when the Federal Housing Finance Agency (FHFA) raised repayment concerns should a PACE-retrofitted home resident foreclose on their mortgage; the agency is being particularly cautious after the 2008-09 housing market crash reverberated across the economy.

The bipartisan House legislation, the *PACE Assessment Protection Act of 2011* (H.R. 2599), to reauthorize the PACE program, which reflects compromise language intended to rectify FHFA's concerns, currently has 53 cosponsors. Senators Michael Bennett (D-CO) and Johnny Isakson (R-GA) also introduced the *Sensible Accounting to Value Energy (SAVE) Act* (S. 1737) companion legislation in the Senate. It, too, is intended to address FHFA concerns and would essentially require the agencies to offer more attractive mortgage values on energy-efficient homes. The U.S. Chamber of Commerce, Center for American Progress, Natural Resources Defense Council, and U.S. Green Building Council all support the effort. Prospects for the legislation are uncertain. While it stands a better chance than many other bills that require funding in the current fiscal environment, it is not expected to move as stand-alone legislation and will likely need a moving legislative vehicle to reach the President's desk.

Comments on a California court-ordered FHFA rulemaking procedure in preparing an Environmental Impact Statement for mortgage assets affected by PACE programs were due by March 26. It provided supporters a formal opportunity to explain PACE benefits, defend a local government's ability to establish them, and address FHFA's objections to PACE programs. The Department of Energy submitted supportive comments, stating in part that, "PACE is an innovative approach to addressing market barriers that have challenged other financing approaches to residential energy efficiency, and appropriate next steps toward its development should proceed" – such as allowing a small number of pilot programs to move forward. The FHFA will next issue a proposed rule for another round of public comment before a final rule is published.

Climate Change and EPA's Greenhouse Gas Regulatory Agenda

Senate Environment and Public Works Committee Ranking Member James Inhofe (R-OK) intends to use an expedited legislative process to force the Senate's consideration of his joint resolution to disapprove of EPA's recent utility rules. On February 16, EPA promulgated final emission standards for certain fossil fuel-fired power generation units (the "Utility Maximum Achievable Control Technology" standard or "Utility MACT") and Senator Inhofe introduced Senate Joint Resolution 37 that would disapprove of those rules under the Congressional Review Act (CRA), which has been used with limited success since 1996. Under the CRA, timely introduction of a joint disapproval resolution within 60 calendar days of an agency reporting a rule provides for an expedited procedure to discharge the resolution from a committee and allows the Senate 60 legislative days to consider and vote – by simple majority – on the resolution's passage. S.J. Res. 37 is not expected to garner the 51 votes necessary for Senate passage. Even if the resolution were to be approved by the Senate and then by the House, the President would almost assuredly veto it. At that point, the resolution would be adopted only if it garnered a two-thirds vote in both the House and the Senate to override the President's veto. For that reason, we expect the final emissions standards to go into effect (unless successfully challenged in court).

The Environmental Protection Agency continues to forge ahead with its greenhouse agenda, and House and Senate Republicans continue to press for legislation that would preclude EPA from doing so. To date, the House has passed legislation that would block EPA implementation of the

following initiatives: pollution control requirements for industrial boilers and incinerators ("Boiler MACT"), regulations for cement kilns, cross-state air pollution rule for coal ash, and the proposed Mercury and Air Toxics Standards rule for coal plants. The House is likely to consider further legislation on a host of other environmental policy matters. By contrast, every effort by Republicans and coal-state Democrats in the Senate has failed to generate sufficient votes for any of these EPA policy riders to move forward. In any event, given that any such legislation would be vetoed by the President in the unlikely event it cleared the Senate, we do not expect anything to be enacted into law this year that would preclude EPA from moving forward on these initiatives.

WATER RESOURCES AND WATER QUALITY

Water Infrastructure Finance and Innovation Act (WIFIA)

In February and March, the House Transportation and Infrastructure Subcommittee on Water Resources and Environment held a two-part hearing to review Innovative Financing Approaches for Community Water Infrastructure projects. In conjunction with the hearing, Subcommittee Chairman Bob Gibbs (R-OH) released a discussion draft of his WIFIA bill, the *Water Infrastructure Finance and Innovation Act of 2012*. Chairman Gibbs has stated publicly that he expects to introduce WIFIA legislation this spring and his staff is continuing to work with stakeholders on the draft legislation. Interest in WIFIA has also grown in the Senate where there may soon be a lead sponsor for a WIFIA companion bill.

Clean Water Act (CWA)

Whereas Democratic leaders in the 111th Congress moved legislation through Congressional Committees that would have reformed and dramatically expanded the scope of the Clean Water Act, a large coalition of bipartisan House Members have pressed the Environmental Protection Agency to abandon efforts to craft (non-binding) Clean Water Protection Guidance in the 112th Congress. Opponents to expanding the Act's scope believe it will usurp local jurisdiction and negatively impact the economy; proponents continue to believe that reform is necessary to better protect the environment. Legislative efforts to strengthen the Clean Water Act are unlikely to gain Republican approval in the House.

EPA received 230,000 public comments on its proposed "Draft Guidance on Identifying Waters Protected by the Clean Water Act" last summer. Numerous commenters requested that the agency undertake a traditional rulemaking process that would provide for additional public comments and agency briefings rather than simply finalizing the draft (non-binding) guidance. The Agency intends to undertake a formal rulemaking to define "waters of the United States" and the draft guidance is intended to make clear which waterbodies are (and are not) protected under the Clean Water Act. The draft guidance has been under review at the Office of Management and Budget since February 21; without a pending legal deadline, and given a recent Supreme Court ruling that unanimously challenged EPA's broad authority to issue CWA compliance orders, and an upcoming election, EPA may further postpone its release.

Senate Environment and Public Works Committee member James Barrasso (R-WY), together with Ranking Member James Inhofe (R-OK) and 31 other Republican cosponsors introduced legislation (S. 2245) to stop EPA from issuing the draft guidance. It is highly unlikely that any such legislation

or any related Congressional disapproval resolution, if it were to be introduced, would be enacted into law since a two-thirds vote in both chambers of Congress would be required to overturn a Presidential veto. House Transportation and Infrastructure Committee Chairman John Mica (R-FL) introduced legislation (H.R. 4965) on April 27 – with bipartisan support from Ranking Members Nick Rahall (D-WV) and Collin Peterson (D-MN) – that would prohibit EPA and the Army Corps from finalizing and/or enforcing the proposed guidance. That bill is also unlikely to gain traction in the Democrat-controlled Senate.

Stormwater Runoff

In response to court settlement proceedings with an environmental organization, the Environmental Protection Agency again missed a fifth deadline to propose rules to curb pollution from stormwater runoff. A new deadline is being negotiated. The Agency is expected to promulgate a rule that would incentivize the use of "green infrastructure" in new land development and redevelopment projects. Supporters believe new regulations could achieve significant economic benefits and improve water quality. Critics, including key Senate Republicans, believe that EPA's plan to regulate development sites and post-construction stormwater runoff is unwarranted, exceeds the Agency's statutory authority, and would constitute one of the most expensive EPA regulations ever proposed.

Water Quality

The Office of Management and Budget has completed its review of EPA's Third Unregulated Contaminant Monitoring Rule under the Safe Drinking Water Act. That Act requires EPA to establish monitoring program criteria for up to 30 unregulated contaminants every five years to identify priority contaminants for additional research necessary to support future drinking water standards. The Final Rule announced in early May mirrors what EPA had proposed last year – but *added* chromium-6 to the list of contaminants to be monitored by public water systems for frequency and levels of contamination.

State Revolving Funds (SRF)

Representative Tim Bishop (D-NY), Ranking Member of the jurisdictional House Transportation and Infrastructure Subcommittee, introduced the *Water Quality Protection and Job Creation Act* (H.R. 3145) to authorize $13.8 billion for the Clean Water State Revolving Fund over five years. To finance water infrastructure investments, the bill would create a $10 billion Clean Water Trust Fund, to be funded by revenue streams that will be suggested by the Congressional Budget Office, in consultation with the EPA Administrator and the Secretary of the Treasury. The bill would also allow EPA to provide loans to the State Revolving Funds and loan guarantees directly to large water infrastructure projects that are not otherwise likely to receive SRF funding. The loan authority would be divided among all states in proportion to their share of the SRF capitalization grants. All projects receiving a loan or loan guarantee would have to meet the same terms and conditions applicable to the Clean Water SRF program.

The bill faces serious challenges in the current Congress, both because of its nearly $14 billion price tag and proposal to pay for it through a new Trust Fund, to be capitalized by unspecified taxes and revenue measures. The bill is written to apply only to wastewater infrastructure and thus to remain under the jurisdiction of the House Transportation and Infrastructure Committee.

CHEMICAL SECURITY

The Chemical Facility Anti-Terrorism Standards (CFATS) program continues through October 4, with enactment of the Consolidated Appropriations Act of 2012. (The standards were otherwise set to expire in mid-December without an Act of Congress to continue programmatic funding through the appropriations process.) The Department of Homeland Security has also been directed to "provide a report that details the Department's definition of inherently safer technology as it relates to chemical facilities." CFATS currently does not apply to drinking water or wastewater facilities.

Congressional efforts to advance legislation towards a long-term CFATS reauthorization have stalled. After an internal DHS memo was leaked to the press earlier this year, which was critical of program implementation and indicated that high-level Administration officials and Members of Congress believed that the program was further along than it was, Congress may continue with short-term extensions and now may not complete longer-term reauthorization until a new Congress commences in 2013. Indeed, House appropriators have now proposed reducing CFATS funding by half, to $45.4 million in FY 2013, coupled with another one-year extension to October 2013. The initial funding reduction was justified by House Homeland Security Subcommittee appropriators "due to [the program's] significant managerial problems, program delays, and poor budget execution."

NATIONAL FLOOD INSURANCE PROGRAM

On May 23, Senate Majority Leader Harry Reid (D-NV) and Senator David Vitter (R-LA) struck a deal on the National Flood Insurance Program (NFIP) which expires at the end of May. Under the deal, Leader Reid committed to allow a five-year NFIP reform bill to come to the floor during the June work period. This will give significant momentum to a bill which has long been stalled. As such, Senator Vitter agreed to drop his demand that a five year bill be considered as an amendment to the Food and Drug Administration user fee bill that was on the Senate floor. That cleared the way for the Senate to pass a 60 day extension of the flood insurance program before leaving for Memorial Day recess.

The House passed a 30-day extension (HR 5740) of the flood program before the Memorial Day recess by a vote of 402-18. It included some policy riders that required the government to assess whether NFIP can be privatized. The House will need to pass a new bill to comport with the Senate passed 60 day extension bill when they return before the end of the month.

Senate Banking Committee Chairman Tim Johnson (D- SD) and ranking member Richard Shelby (R-AL) have pared down the list of floor amendments to the five-year bill, S. 1940, to limit the amount of floor time it would take up in June. The House passed a five-year reauthorization bill (H.R 1309), last year.

Many lawmakers seek broad revisions since 2005's Hurricanes Katrina and Rita left the federal insurance program approximately $18 billion in debt.

TELECOMMUNICATIONS

Public Safety Spectrum

FirstNet Board

The Federal Communications Commission (FCC) and the Commerce Department's National Telecommunications and Information Administration (NTIA) continue their initial implementation of the public safety provisions in the *Middle Class Tax Relief and Job Creation Act of 2012* (the Act).

Most recently, NTIA has released a recruitment prospectus for the Board of Directors of the First Responder Network Authority or "FirstNet." The Act creates FirstNet, an independent authority organized within NTIA, to oversee and manage the nationwide public safety broadband network. FirstNet will hold the single spectrum license for wireless public safety broadband deployment.

The FirstNet Board of Directors will consist of 15 individuals who must have expertise and at least one of the following areas: public safety; technical expertise in broadband communications; network experience; and funding of telecommunications networks. Of the 15 Board members, the Act names three permanent members: the Secretary of Homeland Security; the Attorney Genera; and the Director of the Office of Management and Budget.

NTIA has until August 20 to select the remaining 12 Board members and is actively soliciting nominations. Of note, at least three Board members must represent the collective interests of States, localities, tribes and territories; and three Board members must have served as public safety professionals. Overall, the makeup of the Board should reflect geographical and regional diversity as well as rural and urban representation.

The term of a FirstNet Board member is three years. However, the terms of inaugural First Board members will be staggered so that four members will serve three years; four members will serve two years; and four members will serve one year. Board membership is limited to two consecutive full three-year terms. Because Board members will be considered "government employees," they will be subject to certain financial disclosure and conflicts of interest requirements.

Please contact us for more information about FirstNet and the FirstNet Board of Directors.

State and Local Implementation Grants

NTIA recently issued a Request for Information (RFI) seeking public comment on various issues relating to the development of the State and Local Implementation grant program, which NTIA must establish under the Act to assist state and local governments in planning for a single, nationwide interoperable public safety broadband network. Up to $135 million will be available for the State and Local Implementation grant program.

NTIA intends to use the input from this process to inform the development of programmatic requirements to govern the state and local planning grants program. Among the questions NTIA sought input on were: the assignment of priority to local users; assignment of priority and selection of entities seeking access to or use of the nationwide public safety interoperable broadband network; and training needs of local users. In addition, NTIA asked what steps States should take to prepare to consult with FirstNet; whether States have a preferred methodology for NTIA to use to distribute

the grant funds available under the State and Local Implementation grant program; whether NTIA should consider allocating the grant funds based on population or another targeted allocation method; and whether NTIA should consider phasing the distribution of grant funds in the new program.

NTIA is reviewing the comments, which were due June 15. NTIA must deliver grant guidance and implement that State and Local Implementation grant program by August 22. Please contact us if you would like more information about submitting comments on the State and Local Implementation grants.

Interoperability Board Recommendations

On May 23, the FCC published the minimal technical requirements for the public safety broadband network developed by the Technical Advisory Board for First Responder Interoperability and sought comments on Interoperability Board's recommendations.

The Interoperability Board worked in consultation with NTIA, the National Institute for Standards and Technology, and the Office of Emergency Communications of the Department of Homeland Security. The Interoperability Board also used subject matter experts from inside and outside the members' organizations. The Board's sought broad input to aid it in developing a complete set of recommended minimum technical requirements within the scope of the Act.

These requirements not only seek nationwide interoperability but set a minimal baseline that, if adhered to, can further an interoperable, multi-vendor network for first responders. Notably, the Interoperability Board's report states that interoperability cannot not be achieved without "extensive and on-going cooperation among States and communities." Jurisdictions seeking to comment on the report may seek to elaborate on how such cooperation might be achieved.

Comments are due by May 31st and may not exceed 5 pages in length. The reason the FCC's comment period is so brief is that that the agency must act on the recommendations and transmit them for consideration to FirstNet at NTIA.

FCC Seeks Comment on Future of 700 MHz Waiver Recipients

In the wake of the Spectrum Act, another issue facing the FCC is how to treat the 21 jurisdictions that have existing waivers to deploy public safety networks in the 700 MHz band adjacent to the D Block. Last week, the FCC's Public Safety and Homeland Security Bureau sought comment on the most efficient way to transition the authorizations of the waiver recipients to FirstNet. Comments are due April 20.

Among the questions is whether the Public Safety and Homeland Security Bureau should rescind all of the waiver authorizations, even though it noted that two jurisdictions, the state of Texas and Charlotte, N.C., plan to turn their networks on next month and in June, respectively.

On the NTIA front, recipients of Broadband Technology Opportunities Program grants that were intended to fund the early build out of public safety broadband networks were told to put some of their spending on hold. On April 3, NTIA Administrator Larry Strickling told BTOP recipients that

NTIA was imposing a "temporary suspension" on the portion of BTOP grants that would fund "LTE equipment," such as core servers, radio equipment, antenna and user devices. Strickling also said the suspension would not impact funding for site costs, backhaul acquisition, etc.

NTIA Tells FCC to Dismiss 700 MHz Waiver Applications

On May 18, NTIA told the FCC today that it believes that the Middle Class Tax Relief and Job Creation Act "requires the Commission to dismiss any pending 700 MHz public safety waiver applications and to terminate existing leases in the public safety spectrum."

The filing in an open FCC proceeding on whether to transition the waiver recipients to FirstNet is not a surprise as NTIA notified seven FCC waiver recipients that have been awarded $380 million in BTOP (Broadband Technology Opportunities Program) grants to deploy public safety broadband systems that their projects are being partially suspended to ensure that funds are not wasted ahead of a regime established by the FirstNet.

Twenty-one local, state, and regional jurisdictions have waivers from the FCC to deploy public safety networks, while more than three dozen waiver requests are pending. FCC Commissioners are considering an order to dismiss the pending waiver requests, while the Public Safety and Homeland Security Bureau asked for comments in April on what to do with the current waivers and spectrum leases with the Public Safety Spectrum Trust. Twenty of the 21 spectrum leases are scheduled to expire September 2, while the state of Texas's lease expires in June 2013.

NTIA Administration head Larry Strickling recently told first responders at a meeting in Washington, D.C., that "I certainly acknowledge that proceeding with one or more of these projects could yield valuable information for FirstNet. However, proceeding when FirstNet has not even met, much less made any decision about the national design, puts at risk the millions of taxpayer dollars that are funding these projects."

In response to the public notice, the waiver jurisdictions and some industry entities argued that the FCC should retain the waivers and extend their spectrum leases for two years. Rescinding the waivers would endanger progress that has been made on network deployment and make it harder to construct a nationwide system, they said.

The waiver jurisdictions said they believe the FCC has the jurisdiction to retain the waivers and extend the spectrum leases, noting that the Middle Class Tax Relief Act did not mention the waiver jurisdictions. For their part, some of the jurisdictions with waivers pending also urged the FCC to grant their waivers.

In its filing, NTIA said the tax relief legislation requires the Commission to dismiss any pending waiver applications that seek to operate in the public safety broadband spectrum and to terminate existing leases in this spectrum block upon their expiration or upon grant of the public safety broadband license to FirstNet, whichever is earlier. Such action is necessary to fulfill Congress' purpose and to promote the viability of the nationwide, public safety broadband network.

"To allow the waiver jurisdictions to continue in the face of the new legislation jeopardizes nationwide interoperability and ultimately could increase the cost of the nationwide network," NTIA

added. "Systems separately designed and sourced by each of the waiver jurisdictions, as innovative and conscientiously planned as they may be, create obvious technical challenges for harmonious communications. Moreover, the particularized equipment testing, personnel training, and operations they would require could misdirect resources needed for the nationwide network. These complications would rise exponentially if all existing waiver jurisdictions continued their deployment and/or the Commission granted additional waiver applications."

Bill Schrier, the outgoing chairman of the committee of waiver jurisdictions that works with the Public Safety Spectrum Trust (PSST), noted that the Act permits FirstNet to include leases and thus the waiver recipients should be transitioned to FirstNet.

Meanwhile, a White House official said NTIA made the "right decision" when it partially suspended the seven BTOP public safety grants to ensure that spending on LTE (long term evolution) infrastructure is not wasted. "I know it might be a little frustrating for folks," Tom Power, deputy U.S. chief technology officer-telecommunications, said recently. "But at the end of the day, I think this was the right decision." Power suggested that vendors that deploy pieces of a nationwide public safety broadband network in particular regions could decide that they need to either "build around" non-compatible LTE equipment already installed by early deployers or that they need to "rip it out."

Tower Siting and Collocations

The FCC Wireless Telecommunications Bureau, in cooperation with the National Association of Telecommunications Officers and Advisors (NATOA), hosted an educational workshop on May 1 addressing collocations of wireless and broadband antennas on communications towers and other structures.

Local governments want to work with wireless carriers and tower companies to make collocation easier, Anthony Perez, NATOA president-elect said during the workshop. Industry speakers said collocation will only get more important as siting towers becomes more difficult. One provision of the Middle Class Tax Relief and Job Creation Act streamlines collocation on and modification of an existing structure that does not substantially change the physical dimensions of the structure.

"We in local government ... want more robust broadband coverage and more active competition," Perez said, "we are fully vested in ensuring the rapid and efficient deployment of broadband wireless infrastructure. We understand that we're big users of wireless services for public safety and an array of applications that make government services more economical, more efficient and allow us to serve our constituents in new, economic ways."

Associate Wireless Bureau Chief Jane Jackson said collocation is critical to addressing America's need for wireless broadband, noting that "The demands on our nation's wireless infrastructure are soaring. In order to meet this challenge, we must deploy the mobile broadband infrastructure that can take fullest advantage of the spectrum that's available today. One way to do this is by leveraging the existing physical assets out there, by collocating wireless broadband towers on antennas and other available structures."

Jennifer Manner, Public Safety Bureau associate chief, said the issues raised are especially critical as public safety starts work on the new, national FirstNet. Collocation will be key to "the design of the

public safety broadband network and the continuing design and rollout of the narrowband networks," she said.

William Hackett, senior manager-federal regulatory compliance at T-Mobile said that "one way for wireless carriers to rapidly deploy wireless facilities is, of course, through collocation." T-Mobile views collocation as its best option, Hackett said. The FCC's Collocation Programmatic Agreement of 2001 has "streamlined the collocation process and created a set of rules for collocation on towers, buildings and other structures," Hackett said. "By encouraging collocation, the FCC is reducing the number of towers that must be built, which also lessens the potential impact on historic property."

FCC Seeks Input on DACA Technologies for Natural Disasters.

The FCC on May 24 sought public input on issues related to how rapidly deployable aerial communications architecture (DACA) technologies - such as unmanned aerial vehicle, balloon-supported platforms, and aircraft - could be used to enable emergency communications when terrestrial services are disrupted after a natural disaster or catastrophic event.

In a notice of inquiry (NOI) adopted at the Commission's meeting, the FCC is seeking to explore issues relating to this concept, including which frequencies might be involved, who would provide the DACA services when needed, who would decide when the services are needed, and whether terrestrial operators would have role in those decisions, Public Safety and Homeland Security Bureau Chief David Furth told Commissioners.

The NOI asks for comment on the abilities of various DACA technologies, "either as standalone aerial platforms or add on payloads, to deliver critical communications immediately after a catastrophic event" and to "support existing communication services and devices." The NOI also asks whether there are ground-based solutions, "such as drop in suitcase architectures, that would be equally adept at restoring commercial and public safety communications to an area?"

The NOI asks about the experience of the U.S. military and of other countries in using DACA technologies; about the availability and capital and operational costs of DACA technology platforms; and about the payload weight limits of various technologies.

The NOI seeks input about real-time coordination when using DACA solutions and whether a government agency should be responsible for such coordination. It asks about coordination with the Federal Aviation Administration on the one hand and state and local emergency response agencies, the Federal Emergency Management Administration, the National Guard on the other.

Noting that AT&T, Inc. has argued that the use of DACA technologies should be a "last resort," the NOI asks, "If we adopted a requirement that restricted DACA deployment to 'last resort' scenarios, how should 'last resort' be defined? Who should make this determination (e.g. a state or local emergency response official, FEMA, or the National Guard)"?

The NOI asks what the role of the FCC should be and requests comment "on how to resolve critical issues that will straddle jurisdictional lines, such as determining priorities between military and commercial use of DACA systems, and deciding whether to establish guidelines for the use of DACA technologies to promote interoperability."

It seeks comment "on how to delineate the affected area for which a DACA solution is deployed. ... Could deployment of DACA solutions in stages provide maximum coverage to both emergency first responders and the public? ... Are there geographical limits on the types of DACA solutions that can be deployed, including in densely populated metropolitan areas?"

The NOI also seeks input on frequency planning and minimizing the potential for harmful interference. "Would use of DACA on certain bands interfere with public safety or other services? If so, in which bands and what solutions are available to minimize interference?" it asks.

The NOI asks about ways to ensure interoperability for emergency responders using DACA technologies and about "the issue of prioritizing certain communications services immediately following a catastrophic event." It asks about issues related to potential DACA operation near the U.S.-Canada and U.S.-Mexico borders.

Commissioners unanimously supported the adoption of the NOI. Commissioner Robert M. McDowell said in his separate statement, "We have every reason to ensure that our colleagues in other federal agencies, as well as those in state and local entities, are able to take advantage of these efficiencies, including the potential use of DACA systems."

Commissioner Mignon L. Clyburn said, "The continued collaboration of all relevant stakeholders will be important to ensure that we have a thorough and productive discussion on the best way to take advantage of these technologies."

Chairman Julius Genachowski said technologies such as those proposed in this inquiry "would have been remarkably useful after Hurricane Katrina, for example, when thirty eight 911 call centers became inoperable and more than 3 million customers lost telephone service." He said that expanding the record through the NOI will "help us answer a number of outstanding questions. For example, what is the most efficient way to activate this technology during an emergency."

Gregg Riddle, president of the Association of Public-Safety Communications Officials-International, said, the "NOI is an important next step toward identifying whether and how DACA can be used to supplement first responder communications following major disasters, without creating interference to other emergency radio communications."

Comments on the NOI will be due 40 days after its publication in the Federal Register, which has not yet occurred. Replies will be due 20 days after that.

TAX AND PENSION ISSUES

Tax Reform/Extenders

On April 25, the Senate Finance Committee held a hearing on Tax Reform: *What It Means for State and Local Tax and Fiscal Policy*. Testifying before the Committee were an array of representatives from the accounting, academic and think tank arenas.

In the opening statements, Chairman Max Baucus (D-MT) explained that as Congress looks towards reforming the tax code to encourage growth, Congress needs to ask whether the current exemptions and deductions make sense. The Chairman offered some suggestions such as state and local taxes could potentially be allowed as above the line deductions. Or Congress could consider providing a uniform subsidy for bond holders as opposed to the current policy in which the subsidy varies based on taxpayers' marginal income tax rates. He cited the Build America Bonds program as a successful implementation of this uniform subsidy approach.

Ranking Member Hatch (R-UT) stated that the Tenth Amendment should serve as the guiding principle in any tax reform discussion regarding the interaction of federal and state and local governments. He stated that it is not the federal government's responsibility to address state budget shortfalls and said that federal deductions for state and local taxes will diminish federal taxes by approximately $347 billion from 2011 to 2015.

Local governments weighed in with written testimony jointly prepared by the Government Finance Officer's Association, the International City Manager Association, the National Association of Counties, National League of Cities and U.S. Conference of Mayors. Their testimony addressed their long standing opposition to any preemption by Congress of local taxing authority. It also advocated for maintaining the federal exemption on municipal bonds and the federal deduction of state and local taxes. The testimony endorsed the *Market Place Fairness Act* (S. 1832), to encourage state and local tax collection. Finally, the local government testimony cited examples of legislative proposals that would preempt state and local taxes, such as the Wireless Tax Fairness Act, the End Discriminatory State Taxes for Automobile Renters Act of 2011, the Digital Goods and Services Tax Fairness Act, and the Business Activity Tax Simplification. The testimony also addressed the efforts of online travel companies (OTC) to have legislation favorable to their industry introduced at the federal level at the expense of state and local taxpayers and the hotel industry.

During the same week, the House Ways and Means Committee held a hearing on expiring tax provisions. It focused on those extenders that lapsed at the end of 2011 or which will lapse at the end of 2012. Broadly these extenders fall into the following categories: energy tax provisions, individual tax relief and business tax relief. The format of the hearing was unique in that Members of the House testified in support of, opposition to or modification of particular "extenders". Among those provisions cited for extension were the New Markets Tax Credit, incentives for energy efficient homes, expensing rules to encourage domestic film production, alternative fuels credits, algae fuel parity, employer provided transit benefits and state and local sales deduction.

Pensions

On May 5, the House Ways and Means Subcommittee on Oversight held a hearing on the Transparency and Funding of State and Local Pension Plans. Part of the focus of the hearing concerned the *Public Employee Pension Transparency Act* (H.R. 567), which was introduced by Congressman Devin Nunes (R-CA) who is a member of the Committee. As a condition to receiving preferred treatment under federal income tax law, the bill requires public plans to disclose funding data and honest valuations of plan assets and liabilities.

Submitting joint testimony were the National Association of Counties, National League of Cities, U.S. Conference of Mayors, International City/County Management Association, Government Finance Officers Association, National Association of State Auditors, Comptrollers and Treasurers, International Public Management Association for Human Resources, National Council on Teacher

Retirement, and the National Association of State Retirement Administrators. They stated that federal legislation such as HR 567 would levy a whole new and conflicting federal reporting regime on top of existing state and local structures. In addition, the reporting regime would paint a misleading picture of public finance and impose costly measures more draconian than federal law requires for corporations. They stated further that the bill would threaten the current tax exempt status of state and local government bonds. In addition, the local government coalition opposes HR 567 because it would inappropriately preempt a formal, multi year project in which the Government Accounting Standards Board (GASB) has been examining its current accounting and reporting standards for state and local government pensions and in which proposed new disclosure requirements are expected shortly.

PROPOSAL FOR GOVERNMENTAL REPRESENTATION AND CONSULTING SERVICES IN WASHINGTON, D.C.

MIAMI-DADE COUNTY, FL

REQUEST FOR QUALIFICATIONS (RFQ) NO. 805

SUBMITTED BY:

SANDLER, TRAVIS & ROSENBERG, P.A. (ST&R)

IN ASSOCIATION WITH:

SANDLER & TRAVIS TRADE ADVISORY SERVICES, INC.

BGR GOVERNMENT AFFAIRS
(Barbour Griffith & Rogers)

BECKER & POLIAKOFF, P.A. /
THE FUENTES RODRIGUEZ CONSULTING GROUP

AVIATION STRATEGIES AND TRADE SOLUTIONS, INC.

JULY 5, 2012

SANDLER, TRAVIS & ROSENBERG, P.A.
ATTORNEYS AT LAW

GILBERT LEE SANDLER
MEMBER FL & NY BAR

(305) 894-1000 TELEPHONE
(305) 267-5155 FACSIMILE

E-MAIL ADDRESS: LSANDLER@STRTRADE.COM
WWW.STRTRADE.COM

July 5, 2012

VIA HAND DELIVERY

Clerk of the Board
Stephen P. Clark Center
111 NW 1st Street, 17th Floor, Suite 202
Miami, FL 33128

RE: RFQ 805- GOVERNMENTAL REPRESENTATION AND CONSULTING SERVICES IN WASHINGTON, D.C.

Dear Clerk,

On behalf of Sandler Travis & Rosenberg, P.A., Barbour Griffith & Rogers (BGR Governmental Affairs), Becker & Poliakoff, P.A. and Aviation Strategies and Trade Solutions, LLC, enclosed is our Proposal Submission Package for RFQ-805, Governmental Representation and Consulting Services in Washington, D.C.

Please contact the undersigned should you have any questions.

Sincerely,

SANDLER, TRAVIS & ROSENBERG, P.A.

By: _____
Gilbert Lee Sandler

Proposer Information

Proposer's Experience, Qualifications, Past Performance and Capabilities

1. Describe the following about the Proposer:
(i) state the number of years that the Proposer has been in existence;

Sandler Travis & Rosenberg, P.A. has been in existence for 35 years.

(ii) history and background;

Sandler, Travis & Rosenberg, P.A. (ST&R) was founded thirty-five years ago in Miami, Florida as an international trade regulation and customs law firm. Today it is a 600-employee law firm and related consulting company recognized for its expertise and experience in working with the Congress, Executive Branch officials and agencies – as well as with foreign and state governments – on the statutes, regulations, procedures, and appropriations related to operations of local entities, international trade, and a broader range of related issues. The law firm's headquarters office and all of its shareholders remain based in Miami. The firm's Washington, DC office is in the Ronald Reagan Building, and it has additional offices in New York, Chicago, San Francisco, Los Angeles, Phoenix, and Hong Kong.

The Firm's clients include governments, manufacturers, importers, exporters, retailers, airports, cities and trade and logistics service providers. Its professional staff includes former senior Republican and Democratic staff from House and Senate committees, including Homeland Security, Appropriations, and Commerce and Energy, in addition to former senior officials from:

- U.S. Customs and Border Protection
- The State Department
- The Department of Labor
- The Department of Commerce
- Office of the United States Trade Representative

The law firm professionals also include lobbyists, licensed customs brokers; freight forwarders; and foreign-trade zone and warehouse operation specialists in addition to its attorneys.

The scope of the firm's experience and outreach on federal issues is enhanced by ST&R's affiliated consulting firm, Sandler & Travis Trade Advisory Services, Inc. (STTAS). STTAS is recognized as a leading provider of customs and international trade consulting services to the public and private sectors. The firm's headquarters is also in Miami, is co-located with the law firm in Washington, DC and has additional offices in:

- Detroit, Michigan
- Mexico City, Mexico
- Sao Paulo, Brazil
- Buenos Aires, Argentina
- Warsaw, Poland

STTAS offers hands-on global import/export solutions for multinational companies, airports, and seaports eager to increase their abilities to move merchandise in international commerce in a profitable efficient, seamless, secure and compliant manner. STTAS also assists ports throughout the world seeking to improve operations and establish action plans for performance, as well as foreign governments in establishing customs procedures and departments to expand import and export capabilities, reduce risk factors and comply with national and international standards. Among its subject matter experts are a former Commissioner and former Deputy Commissioner of Customs, and a number of other very senior executives responsible for appropriation and budget processes, field, and technical operations.

Proposer Information

ST&R/STTAS possess a unique combination of people, expertise, systems, and processes that have over its 35-year history allowed them to establish strong relations and credibility with Congressional members and staff, Administrative and Executive branch officials and agencies based on experience, expertise, and integrity. ST&R and STTAS are also recognized by government and private sector leaders as a source of new information on changing legislative and regulatory issues. They host more than 100 webinars (web-based seminars) a year, in addition to publishing online newsletters (including a daily newsletter on international trade issues), bulletins, and technical reports to assist clients in the development of their strategic planning and compliance efforts.

(iii) tax status;

ST&R is a C Corporation; STTAS is an S Corporation

(iv) principals, officers, owners, board of directors and/or board of trustees;

ST&R is managed by a six-member operating committee which includes Gilbert Lee Sandler, Thomas G. Travis, Leonard L. Rosenberg, Larry T. Ordet, Nicole Bivens Collinson, and David Cohen. Ownership of the firm rests with the three named partners. STTAS is managed by a five-member Executive Committee, which includes Gilbert Lee Sandler, Thomas G. Travis, Leonard L. Rosenberg, Robert P. Schaffer, and Alfred D'Amico. All executive committee members are shareholders in STTAS.

(v) the total current number of employees and the current number of professional employees by classification:

CLASSIFICATION	MALES	FEMALES	TOTAL
Partners/Principals	13	5	18
All Other Attorneys	5	10	15
Other Professionals	5	5	10
All Other Full-Time Employees	9	20	29
Part-Time Employees	1	1	2
Total ST&R Employees	33	41	74
Of Counsel / Consultants	7	1	8
Grand Total ST&R Employees + Of Counsels/Consultants	40	42	82

(vi) the primary markets served.

ST&R serves the global market; however the majority of ST&R clients are U.S.-based companies, associations, and state and local government entities who are attracted to the firm due to its reputation, expertise and experience with the Congress, before federal agencies and in foreign nations on international trade and related subject matters.

2. Describe the Proposer's past performance and experience in governmental representation and consulting. Discuss in detail the extent of Proposer's lobbying experience, including the use of any subconsultants and their role in any engagement(s) of the Proposer. Specifically address each of the areas listed in the Scope of Services, Section 2.1(A), Qualifications.

Sandler Travis & Rosenberg, P.A. is the lead organization in this proposal. However, this proposal is a team effort. The team includes our subcontractors coordinated through our office in terms of assignments, reporting, accounting, and payments. The other members of the team are:

Proposer Information

- Aviation Strategies and Trade Solutions Inc., LLC
- Becker & Poliakoff, P.A. (B&P) with support from the Fuentes & Rodriquez Consulting Group (FRCG) as a second tier subcontractor
- BGR Government Affairs
- ST&R affiliate: Sandler & Travis Trade Advisory Services, Inc. (STTAS)

We believe in strength in numbers and in firms with first-hand knowledge of Miami-Dade County. For the most part, our team members have lived in or work for a firm with a physical presence in Miami-Dade. In many cases, various members of the team from ST&R and our subcontractors will work together on a specific project for the best interest of Miami-Dade County.

Working as a team combines the best abilities of the members and turns any weakness that one member may have into a strength furthering the goals of our community. The team concept amplifies experience and knowledge. Since relationships are the corner stone of lobbying. Working as a team makes sure that the right person, has the right information, to make the right ask, to the right person.

For example on aviation, Lee Sandler of ST&R will coordinate Ana Sotorrio of Aviation Strategies and Trade Solutions Inc., LLC; Rusty Roberts of BGR Government Affairs; and John B. McGowan of Sandler & Travis Trade Advisory Services Inc. to formulate a plan of action, gain consensus on the approach with the county, and assigning the team member would have the maximum impact with each specific decision maker in Washington. This coordinated and targeted approach extends to bringing in other team members and their extended network to lobby a decision maker with whom may have a close relationship for maximum impact.

Another benefit of the team approach is the ability to respond quickly and efficiently in case a new area/issue for Miami-Dade should arise.

ST&R, in itself, brings unique and specialized experience and perspective to its Washington, D.C. representation and advocacy services for local governments. ST&R personnel have specific experience within the air and sea transport community, and particularly in the Miami-Dade international community:

- Working for air and sea ports, including Miami International Airport and Port of Miami
- Chairing the Special Committee on International Cargo of the Greater Miami Chamber of Commerce for over 20 years
- Creating and leading a Perishables Coalition to address the special facilitation needs of perishable cargo at Miami International Airport and Seaport
- Serving as Vice Chair of the Jay Malina International Trade Consortium
- Participating on the Port of Baltimore's Private Sector Port Committee for several years
- Chairing the World Trade Center Miami
- Chairing Government Affairs, Federal Advocacy, International Economic Development, and Immigration Committees for the Greater Miami Chamber of Commerce
- Serving as Counsel to the Florida Customs Brokers and Freight Forwarders Association over 25 years

ST&R principals and personnel have served as U.S. negotiators under three administrations during free trade negotiations and have worked either in the government or as private sector advisors regarding the:

- North American Free Trade Agreement (NAFTA)
- The World Trade Organization
- The Free Trade Area of the Americas (FTAA)
- Dominican Republic and Central America Free Trade Agreement (DR-CAFTA)
- Free Trade Agreements (FTAs) between:
  - U.S.-Jordan

Proposer Information

- U.S.-Chile
- U.S.-Singapore
- U.S.-Oman
- U.S.-Bahrain
- U.S.-Peru
- U.S.-Morocco
- U.S.-Australia
- U.S.-Korea
- U.S.-Colombia
- U.S.-Panama.
- U.S.-Thailand
- U.S.-Malaysia
- U.S.-U.A.E.
- U.S.-SACU

In addition, ST&R professionals currently are advising some of the Trans-Pacific Partnership countries, including Malaysia.

ST&R principals and personnel input helped to frame provisions of the fast track authority, the U.S-Africa Growth and Opportunity Act (AGOA), the U.S.-Caribbean Basin Trade Partnership Act (CBTPA), the Haiti "HOPE" Act, and the Dominican Republic Earned Import Allowance program legislation. ST&R professionals have successfully lobbied for temporary and permanent tariff relief on imports. ST&R has also provided advice on the promotion and monitoring of ethical labor standards in trade agreements.

Fresno-Yosemite International Airport – ST&R worked with the port to seek expansion of services and personnel by inserting language into the Customs Reauthorization bill. This work entailed enacting an effective lobby campaign with members of Congress and coordinating with the port of Fresno, the mayor and the city representatives.

Starr/Carmago International Bridge, Rio Grande City, Texas – ST&R worked with the international bridge to represent their needs in Washington, DC. Interaction on specific issues were with Congress and the Administration. On several issues we worked with specific government agencies to address the needs of the community. Coordination with the city board as well as the mayor's office was essential.

CBP Automated Commercial Environment (ACE) – STTAS has for the past 9-years served as one of the five first-tier partners in a major US Customs and Border Protection (CBP) modernization effort to design, develop, and implement a comprehensive information technology system for commercial, enforcement, and administrative operations – the Automated Commercial Environment (ACE). This work has built strong relations for our Washington group with some thirty-five federal agencies and a cross section of the nation's major export/import companies, and demonstrated our capacity to communicate and collaborate effectively with government agencies and stakeholders, as more specifically described below:

- ***The 35 federal agencies*** – The $1.3 billion CBP ACE effort to design, develop, and implement a comprehensive information technology system for commercial, enforcement, and administrative operations will, when completed, become the "single window" for U.S. trade entry, clearance, and compliance purposes. In fact, one of the major functions that STTAS performed as part of its engagement with ACE was to design the "single window" database for the system, taking into consideration the data requirements of 35 other Government agencies and the uniform data elements of the World Customs Organization. It also developed the "concept of operations" for the single window within ACE, which required addressing a number of

Proposer Information

differences and variances in the processes and procedures of the agencies that will ultimately use this single window system. In this regard, STTAS has been a key partner to CBP in their efforts to redesigning and rebuilding their import/export information technology systems. STTAS provided subject matter expertise on Customs processes and procedures and works with other Federal agencies with regulatory controls over exports and imports to integrate their requirements into ACE.

- ***US Importers and Exporters*** – Another major function that STTAS has performed as part of its engagement with ACE is to support and assist CBP in managing the collaboration and outreach activities of the Trade Support Network (TSN) and the Government Support Network (GSN).

- ***Communication and Collaboration*** – The TSN is the 300-plus commercial users group (cross section of importers, exporters, carriers, logistics providers, etc.) who have been directly involved in identifying, designing, validating, testing and implementing ACE system functionality for CBP. Since 2001, STTAS has assisted CBP to organize regular plenary sessions of TSN trade participants plus support numerous committees working on specific business requirements, process improvements, functionality re-design and system implementation for ACE.

Port of Cartagena, Colombia – Working with the United States Trade & Development Agency (USTDA), STTAS conducted a comprehensive review of the level of maritime, customs and anti-narcotics operations and security at the Port of Cartagena, Colombia (Phase 1). The intent of the project was to identify performance gaps at the port with respect to its general operations and international maritime trade security standards from the International Maritime Organization ("IMO") and the World Customs Organization, and with U.S. guidelines. The project includes the 24-Hour Manifest Rule, Container Security Initiative ("CSI"), the Customs-Trade Partnership Against Terrorism ("C-TPAT"), and the Maritime Transportation Security Act ("MTSA"). Working with the Port Authority (SPRC), DIAN Customs) and the Anti-Narcotics Police, STTAS drafted a compliance, action and implementation plan for the Port that identified specific action items that addressed operational, process redesign, and OCM issues.

Maritime Authority of Panama – Again working with the U.S. Trade Development Agency, STTAS conducted a feasibility study for the design of a Port and Maritime Sector Monitoring and Control Center for the Maritime of Authority of Panama (AMP). After compiling information from the AMP, National Security Council, Customs, Panama Canal Authority, National Aeronaval Service, and private stakeholders such as the Panama Ports Company and the Panama Canal Railway Company, STTAS profiled Panama's maritime security technologies, identified maritime security deficiencies, and documented recommended procedures, systems, and facilities to remedy those deficiencies. STTAS built on that security profile and strategy to analyze Panama's needs pertaining to a maritime monitoring and control center and other countries' similar centers to determine their relevancy to Panama.

SCOPE OF SERVICES

MARITIME

ST&R possesses extensive experience and expertise in the range of ways in which legislation and policy affect maritime activities. This expertise includes identifying and securing appropriations for trade and maritime-related functions. ST&R is familiar with fees and tariffs that affect the maritime community, including docking and berthing fees, container movement fees, maritime signal fees, and expenses related to enforcement actions. ST&R has worked with a number of clients that have pursued funding and loans from the federal government and international financial institutions to make improvements to port infrastructure and security. In addition, ST&R closely tracks and monitors port activities across the Western Hemisphere, including port responses to legislative mandates in areas such as the environment, security, and labor. As a part of this tracking, ST&R has a relationship with and follows the activities of the American Association of Port Authorities.

Proposer Information

TRANSIT

ST&R has substantial knowledge and a working history of overland transit issues. This includes familiarity with fees and tariffs associated with transit providers. ST&R has significant knowledge of the appropriations process, including members of our Team that have been involved in appropriations from the government perspective and can evaluate the merit of funding requests from state government agencies and local governments. For example, ST&R staff assessed earmarks for grade separations and improvements, Federal Highway Administration (FHA) projects such as highway widening, and Federal Transit Administration (FTA) projects such as multi-modal bus terminal construction. ST&R staff also worked on the multi-year highway bill (i.e. SAFETEA-LU) and successfully secured approval and funding for large transit projects. ST&R has also secured federal funding for local governments. For example, ST&R secured nearly $1 million for a local airport authority. Despite the bans by members of Congress on earmarks, we believe we can approach funding through two additional means:

1. Seeking report language to accompany a bill that may include specific reference for funding
2. Working with the budgeting offices of the relevant government agencies to get them to include specific provisions in their budgets for the intended operations

We also work to build consensus of interested parties and possible stakeholders to garner support for funding efforts.

KNOWLEDGE OF FEDERAL LEGISLATIVE, ADMINISTRATIVE, AND REGULATORY PROCESSES

ST&R possesses a strong working knowledge of legislative, administrative, and regulatory processes at the federal level. The proposed ST&R team has a track record of success representing the policy interests of government, non-profit, association, and private sector clients. This team includes former high-ranking Congressional aides and Administration officials, who have significant experience with the U.S. Senate and House of Representatives and have held leadership positions in the Office of the U.S. Trade Representative, Department of Commerce, Department of Labor, Department of the Treasury, and U.S. Customs and Border Protection.

Since 1980, ST&R partners have been extensively involved in the issues affecting Miami-Dade County, its airport and seaport. We were key leaders of the efforts of the Greater Miami Chamber of Commerce to establish its presence in Washington, D.C. on federal issues affecting airport, seaport and international trade in the 1980's and redesigned its federal advocacy efforts in the last decade, integrating its Washington agenda with the of Miami-Dade County. Those agendas now effectively embrace the broadest range of Miami-Dade County interests, including transportation, water management and environmental concerns, hurricane and emergency preparedness and mitigation, as well as the broad range of federal issues involving our airport and seaport.

In several instances, ST&R client representation efforts have resulted in desired changes to U.S. trade policy. ST&R has generated these successes working independently as well as a member of various goal-focused coalitions. Examples of recent lobbying successes include:

- Representation of and strategic counseling for U.S. and Colombian private industry representatives regarding the extension of the Andean Trade Preference Act (ATPA)
- Lobbying for the Dominican Republic's inclusion in the U.S.-Central America Free Trade Agreement (CAFTA)
- Lobbying to pass Amendment 1447 to the Department of Homeland Security Appropriations Bill, which amends the Switchblade Knife Act of 1958 (15 U.S.C. § 1241 et seq.) to include assisted or one-handed opening knives as allowable imports
- Working with both government agencies and private sector representatives to lobby successfully on behalf of Miscellaneous Tariff Bills inclusions

Proposer Information

- Mobilizing bi-partisan House and Senate support, and an amendment to the Farm Bill, so strongly opposing a proposed rule issues by the Department of Homeland Security and CBP that the notice was withdrawn without completing the normal Administrative Procedure Act process

AVIATION

ST&R has a working knowledge of federal legislation and regulations related to the aviation industry. ST&R has successfully advocated on behalf of airports before Congress and the executive branch. Advocacy efforts have included assisting an airport in California to secure U.S. Customs and Border Protection (CBP) funding to transition from a user fee port to a fully reimbursable port. This policy change compelled CBP to reimburse the port retroactively for $1 million. In Miami, ST&R has worked closely with the airport on key issues in many capacities: as an experienced professional and community member, as a firm engaged on a particular issue or as a member of the County's Washington, D.C. consulting team. This work has involved international passenger processing issues, funding for security programs (including $20 million for MIA's EDS in-line baggage system), runway extensions, and control towers. ST&R has longstanding relationships with Congressional members, their staffs, and permanent committee staff with oversight of aviation legislation. The ST&R network also includes senior staff within the:

- Department of Transportation
- Federal Aviation Administration
- Department of the Treasury, Department of Justice
- Department of Homeland Security, including Transportation Security Administration, Customs and Border Protection, and Immigration and Customs Enforcement

ST&R also has specific experience working with the Transportation Security Administration as it endeavors to meet legislative mandates in air cargo and passenger security.

ST&R does not currently represent or plan to represent any airport that the County deems to be a competitor.

INTERNATIONAL TRADE & COMMERCE

ST&R excels at client representation in issues pertaining to international trade and commerce. The core competency of the firm is U.S. and international trade and Customs law, consulting, and advocacy. The ST&R team includes former high-ranking Congressional aides and Administration officials, who have significant experience working on trade issues and have held leadership positions related to trade in the:

- Office of the U.S. Trade Representative
- Department of Commerce
- Department of Labor
- Department of Transportation
- Department of the Treasury
- Department of Homeland Security including Customs and Border Protection and Transportation Security Administration

ST&R will apply this knowledge and experience toward working with the County to promote the County's interests in international trade and commerce, including tourism. ST&R's significant appropriations knowledge will assist the County to formulate compelling solicitations for federal infrastructure and public works funding that will improve the County's position as a commercial hub.

ST&R has worked extensively with the International Trade Administration and the Office of the U.S. Trade Representative, including lobbying on clients' behalf to influence trade policy. ST&R staff includes the former Assistant Chief Negotiator and the former Deputy Assistant U.S. Trade Representative for Congressional Affairs for the Office of the U.S. Trade Representative.

Proposer Information

ST&R has significant knowledge of homeland security, public safety, and law enforcement issues and legislation. Our expertise includes the range of ways in which legislation and policy affect security and enforcement activities.

ST&R has worked with a number of clients that have pursued funding and loans from the federal government and international financial institutions to expand safety and security functions and improve enforcement capacity. In addition, ST&R closely tracks and monitors other federal, state, and local law enforcement activities in the U.S., Mexico, and Central America.

ST&R has close working relationships with regulatory authorities, chambers of commerce, and business & trade associations that participate in homeland security and law enforcement activities.

ST&R also has significant knowledge of the appropriations process, including staff that have been involved in appropriations from the government perspective and can evaluate the merit of funding requests from state government agencies and local governments.

Security and enforcement requirements are critical in densely populated and administratively complex environments. ST&R is adept at tailoring its client approach a range of individual perspectives and needs, including tracking security and enforcement issues important to municipalities.

ST&R has significant knowledge about energy, environmental, and natural resource issues and legislation, including the ways in which legislation and policy affect sustainability, renewable energy, climate protection, and green activities. ST&R also has significant knowledge of the appropriations process, including staff that have been involved in appropriations from the government perspective and can evaluate the merit of funding requests from state government agencies and local governments.

The ST&R network includes senior Congressional staff within both major parties and executive branch officials.

3. Provide a detailed description of comparable contracts (similar in scope of services to those requested herein) which the Proposer has either ongoing or completed within the past three years. The description should identify for each project:

(i) client,
Fresno Yosemite International Airport
(ii) description of work,
Lobby work in Washington, D.C. for funding and hourly service
(iii) total dollar value of the contract,
$240,000.00
(iv) dates covering the term of the contract,
2007-2009
(v) client contact person and phone number,
Russ Widmar- 559-621-4523
(vi) statement of whether Proposer was the prime contractor or subcontractor, and
Prime Contractor
(vii)the results of the project.
Achieved inserting language into draft Customs Re-authorization bill

Proposer Information

Where possible, list and describe those projects performed for government clients or similar size private entities (excluding any work performed for the County).

4. **List all contracts which the Proposer has performed for Miami-Dade County. The County will review all contracts the Proposer has performed for the County in accordance with Section 2-8.1(g) of the Miami-Dade County Code, which requires that "a Bidder's or Proposer's past performance on County Contracts be considered in the selection of Consultants and Contractors for future County Contracts." As such the Proposer must list and describe all work performed for Miami-Dade County and include for each project:**

   (i) name of the County Department which administers or administered the contract,
   Office of Intergovernmental Affairs
   (ii) description of work,
   Q50E and Resolution No. R-65-03 – Governmental Representation and Consulting Services in Washington, D.C.
   (iii) total dollar value of the contract
   $75,000 to $135,000 per year
   (iv) dates covering the term of the contract,
   The Initial Contract was effective February 1, 2003- January 31, 2004. Supplemental Agreement No. 1 to extend month-month was signed January 24, 2005, becoming effective February 1, 2005 and terminated January 31, 2006
   (v) County contact person and phone number,
   Joe Rasco, 305-375-5289
   (vi) statement of whether Proposer was the prime contractor or subcontractor, and
   Sandler Travis & Rosenberg was a prime contractor under Q50E
   (vii) the results of the project.
   The contract was successfully completed. Our work was valued highly by the County, particularly with regard to building relations with federal agencies and effectively using Congressional support on key issues for Miami International Airport, such as CBP staffing, and Explosive Detection System (EDS) funding for airport baggage systems. Through our efforts and the strong support of the Miami-Dade congressional delegation, MIA obtained funding for more than 100 new CBP Officers for the opening of the new South Terminal.

5. **Describe Proposer's approach to project organization/management, identifying responsibilities of Proposer's management, senior and other professional staff that will perform work in this project, and identifying the role of each member of the Proposer's team.**

   The overall leadership of the ST&R Team will be the responsibility of Lee Sandler. His backup in Miami, will be Ana Sotorrio of Aviation Strategies and Trade Solutions Inc. Nicole Collinson will be his backup based in Washington D.C.

   The Team Leaders from the team subcontractor will work with Lee Sandler with support from Ana Sotorrio to coordinate the needs of the County with lobbying, legislative and advocacy efforts in Washington. Mr. Sandler and Ana Sototio will also consult with the Miami-Dade County Office of Intergovernmental Affairs and the other selected contractors to ensure a strong consistent legislative program. They will oversee and monitor the execution of each aspect of the project, managing their respective core teams of principals and researchers calling on specialists within their organizations to provide insight and assistance on specific issues.

   Ana Sotorrio is the team leader and sole team member at Aviation Strategies and Trade Solutions Inc. (ASTS)

   Rusty Roberts is the team leader at BGR Government Affairs (BGR) with first tier support from Jonathan Mantz,

Proposer Information

Dan Murphy, and Erskine Wells.

Omar Franco is the team leader from Becker & Poliakoff, P.A. (B&P) with first tier support from Clarence Williams

In Washington D.C., Nicole Collinson of STR serve as their team leader. William Heffelfinger, George Weise, and John McGowan of STTAS will serve as Subject Matter Experts.

The ST&R team will work with the County to prioritize issues, formulate a time frame for execution, and liaise with executive branch and legislative officials. The ST&R team will jointly develop with the County an action plan for this engagement and make period updates as the County requires. The team will coordinate with other relevant public and private stakeholders.

Pursuant to RFQ Section 2.2, while Congress is in session, the team will coordinate weekly Roundtable Briefings to update the County on relevant issues and actions taken with regard to those issues. When Congress is not in session, such briefings, will be held on a monthly basis (or more frequently if needed) and will provide a forum for raising, discussing and recommending future actions to be taken by the firm and the County. The meetings may take place in a conference room, through teleconferences, or by a combination of the two.

In addition, as required by RFQ Section 2.2, monthly reports will be submitted to the County regarding the current status of relevant issues and projects undertaken on behalf of the County, executive branch and legislative actions taken on these issues and recommendations for further action. These reports will detail the specific services rendered during that period, including lobbying, legislative counsel and advocacy services.

The team will continually monitor congressional proceedings, draft legislation, and regulations. Where appropriate, they will draft provisions for inclusion in proposed legislation or amending existing legislation. They will also prepare authorizing language, appropriations requests, position papers, and testimony, working closely with Congressional staff and Executive Branch officials. A group of researchers and analysts will support the Core Teams by providing up-to-date progress reports and analysis of proposed legislation, regulations, and federal policy, ensuring the County is fully appraised of all federal actions.

6. Describe the Proposer's approach to the scheduling of work and prioritizing of the County's requests.

ST&R will develop and provide the County with a 12-month Action Plan that will define activities to be undertaken on behalf of Miami-Dade County. In coordination with the County, the firm will periodically update and adjust the action plan per the evolving legislative environment.

7. Estimate the hours of availability of the Proposer for the County's required services, including the hours of availability of Proposer's key personnel. If subcontractors are utilized, estimate the hours of availability of each.

Project Leads will dedicate approximately 40 hours each per month to coordinate activities between Miami-Dade County officials and core Team members including subcontractors.

Depending upon the terms of the work requested by the County, it is anticipated that there will be no limit to the time devoted by core team members including subcontractors in:

- Arranging and participating in meetings

Proposer Information

- Researching and monitoring issues
- Briefing County elected and appointed officials
- Taking advocacy actions on behalf of the County

The availability of Team members and professionals will fluctuate according to the legislative and administrative calendars. Based on peak months when Congress is in session and key legislation is in play, the members of our team will jointly allocate a minimum of 80 hours per month to promotion of the County's agenda among members of the Congress and officials of the Administration. During the off-peak periods when Congress is not in session, efforts to engage Congress and the Administration on behalf of the County will continue to be undertaken by the Team at a minimum of 60 hours per month.

8. Confirm Proposer's ability to fulfill all elements of the Scope of Services. Specifically address the Proposer's ability to comply with the requirements and provide the services in Section 2.2 and the Proposer's ability to provide the optional services in Section 2.3.

ST&R personnel and any subcontractors employed by ST&R will abide by and comply with the terms enumerated in the Scope of Services section.

In the current competitive policy environment, informed and dynamic representation and advocacy in Washington D.C. is critical for local governments and municipalities. Sandler, Travis & Rosenberg, P.A. (ST&R) proposes to provide this representation and advocacy to Miami-Dade County (County). ST&R is a leading international trade regulation and Customs law and lobbying firm with over 30 years of experience and offices across the United States and worldwide. The firm's founding office is located in the City of Miami. The ST&R government relations practice resides three blocks from the White House and a dozen blocks from the Capitol in the Ronald Reagan Building. The building also houses or is connected to key federal government offices such as the Department of Commerce, Customs & Border Protection, USAID, and the Environmental Protection Agency.

While Congress is in session, ST&R will meet weekly or as needed with County officials regarding the County's legislative and regulatory priorities during that Congressional session. When Congress is not in session, ST&R will meet as needed, and no less than monthly, with County officials. ST&R will prepare detailed written reports monthly that advise the County of the status of the issues that are being monitored on the County's behalf. These reports will include actions that have been taken on these issues and recommendations for next steps. ST&R will submit these reports to the Chairman and Members of the Board of County Commissioners, the Commission Auditor, and the Office of Intergovernmental Affairs. ST&R will routinely introduce, discuss, and recommend actions related to any pending legislation that may affect the County. ST&R will be available upon request on a 24-hour basis during the Congressional session to assist County officials with monitoring and interpreting legislative activity and drafting communication with legislators and legislative staff and comments, position papers, and testimony for County officials.

ST&R will integrate its lobbying, legislative counsel and advocacy efforts with the County's Office of Intergovernmental Affairs, and with other service providers engaged by the County to the extent appropriate, to ensure consistency of approach. ST&R will perform and document research upon request and provide all required reports per the County's request. ST&R will schedule meetings for members of the Miami-Dade County Delegation with members of Congress, including members serving in leadership positions in key committees; ST&R will also schedule meetings with senior legislative, White House, and agency staff. ST&R will also make available to appropriate County officials, without charge, our several specialized daily and periodic information services, including the daily ST&R Trade Report.

ST&R will work with County officials to identify specific issues and priorities that ST&R may address and

Proposer Information

mitigate at the federal level. ST&R will work closely with the County to identify, evaluate, and prioritize issues affecting County interests. Once the County and ST&R have identified specific issues, ST&R will assist County to develop a strategy to address these with legislators and federal officials. Our services will include: providing key institutional knowledge into the discernment process; assisting in developing a position and in developing talking points, informational documents or whitepapers; creating a game plan for representation at the Federal level before Congress and/or the responsible government agencies; preparing and participating in lobby days I Washington, D.C. and provide necessary follow up.

An important component of this work will be liaising with members of Congress, federal officials, and White House staff. ST&R has extensive experience working with Congressional members, their staffs, and permanent Committee staff in both the Senate and the House of Representatives, including politically diverse members such as Senators Bill Nelson, Chuck Schumer, and Marco Rubio; Congresswomen Ileana Ros-Lehtinen and Debbie Wasserman-Schultz and Congressmen John Conyers, Mario Diaz-Balart and John Mica. ST&R is widely known for its assertive team of Washington insiders and strategist; ST&R's diverse approach to advocacy incorporates creative problem-solving, longstanding relationships with key Washington decision-makers, and inventive use of available client resources.

ST&R draws upon the expertise of 500 trade professionals within the firm. ST&R's experienced and knowledgeable staff has significant legal and legislative research capability, resources, and information-sharing methods.

ST&R staff, based in Washington, D.C., regularly attend congressional and administrative hearings and will expand the scope of Congressional monitoring to meet the County's objectives. ST&R maintains a comprehensive calendar of Congressional hearings and testimonies relevant to client interests and assigns staff to attend and report on hearing proceedings. These professionals will provide meeting and hearing notes and reports to the County as requested.

ST&R has longstanding relationships with offices and individuals within the federal government that provide grant and other funding means to local government and non-profit organizations involved in infrastructure and other public work development. For the purpose of this project, ST&R will continue to cultivate these relationships and perform specific research and funding-opportunity tracking on the County's behalf.

ST&R routinely coordinates written and verbal client communication and arranges meetings with members of Congress and high-level executive staff, and will perform these advocacy communication services on the County's behalf. In addition to correspondence with Congressional members and their staffs, written communication will include public comments on proposed rules and other communication with the executive branch.

In addition, ST&R will organize lobby days for County officials. These daylong events involve targeted meetings with members of Congress and the executive staff; ST&R will arrange the meetings, prepare relevant background materials, accompany County officials to the meetings, and conduct follow-up with meeting attendees.

9. Address Proposer's approach to complying with the reporting requirements in the Scope of Services. Describe the proposed report outline (i.e., sections, contents, etc.) and attach a sample report (if available).

ST&R will fulfill the reporting requirements of this engagement pursuant to the requirement noted in the Scope of Services.

Proposer Information

ST&R will welcome and apply recommendations from county staff to design reports that meet their needs in an efficient and timely manner.

The proposed report outline would include the following sections: issue, work performed and by which Team member(s), County contact for such issue, status of efforts, follow up requirements, deadlines associated with the issue (if any). Each section will include a detailed explanation of the activities/actions taken.

10. Identify if Proposer has taken any exception to the terms of this Solicitation. If so, indicate what alternative is being offered and the cost implications of the exception(s).

ST&R has no exceptions to the terms of this Solicitation.

Key Personnel and Subcontractors Performing Services

11. List the names and addresses of all first tier subcontractors, and describe the extent of work to be performed by each first tier subcontractor. Describe the experience, qualifications and other vital information, including relevant experience on previous similar projects, of the subcontractors who will be assigned to this project.

GILBERT LEE SANDLER is a founding member of Sandler, Travis & Rosenberg, P.A., resident in the Miami office at 1000 NW 57th Court, Suite 600, Miami, Florida 33126. He is also a member of the Firm's Operating Committee.

Mr. Sandler will be the overall leader of the ST&R proposal and subcontractor team. He will be directly involved in the following subject areas/issues:

- Business Development and Retention
- Agricultural Issues
- Homeland Security
- Criminal and Juvenile Justice
- Telecommunication/E Commerce
- Election Reform
- Utility Deregulation/Energy Reform
- International Trade, Trade Agreements, Aviation Bi-laterals

Mr. Sandler will take the lead in assigning responsibilities for: "**Other issues in the County's annual legislative package.**"

Mr. Sandler has extensive experience in handling complex international trade, intellectual property, and litigation projects for clients ranging from importers, exporters, and manufacturers to bonded warehousemen, foreign-trade zones, customs brokers, freight forwarders, carriers, financial institutions, and surety companies. After serving six years as a senior trial attorney in the Department of Justice (Customs Section), he began a 30-year career in private practice emphasizing international trade, including the technical areas of tariff classification, valuation, and preference; quota qualification; product marking and labeling laws; copyright and trademark protection; security measures; trade compliance and audit programs; penalty avoidance and defense; and multiple other import requirements administered by federal and state agencies (e.g., FDA, EPA, USDA) involving issues such as health, safety, the environment and ethical sourcing.

Proposer Information

Mr. Sandler has been appointed by the last five administrations to advise the United States government on international trade negotiations, including the Uruguay and Doha rounds, all free trade agreement negotiations (from NAFTA to DR-CAFTA), the Customs Valuation Agreement, the Harmonized Tariff Classification Agreement and the Kyoto Convention. He has served on the Advisory Committee on Customs Commercial Operations, where he played a leading role in the committee's work on the development of the Department of Homeland Security and on security programs such as the Container Security Initiative and the Customs-Trade Partnership Against Terrorism. Mr. Sandler holds a J.D. from the New York University School of Law and an A.B. (with honors) from Dartmouth College. He is a member of the bar in New York and Florida and has chaired the Florida bar's International Law Section. He serves on the board of the American Association of Exporters and Importers, chairing its Regulated Industries Committee, and is on the steering committee of the Joint Industry Group. He has chaired the Florida International Trade and Investment Council and the World Trade Center Miami. As a member of the Greater Miami Chamber of Commerce, he has served as vice chairman for International Business and Immigration. He co-chaired all nine annual Customs/Trade/Finance Symposiums of the Americas and was appointed by President Clinton to the Host Committee for the Summit of the Americas held in December 1994. He currently serves as general counsel to the Florida Customs Brokers and Freight Forwarders Association, the American Surety Association and the American Free Trade Association.

J. NICOLE BIVENS COLLINSON leads the Trade Negotiations and Legislative Affairs practice of Sandler, Travis & Rosenberg, P.A., and serves as managing principal of the Washington, D.C., office at 1300 Pennsylvania Avenue, Suite 400, Washington, D.C. 20004. She is also a member of the Firm's Operating Committee.

She will be directly involved in the following subject areas/issues:

- Agricultural Issues
- Homeland Security
- International Trade, Trade Agreements, Aviation Bi-laterals
- Telecommunications/E Commerce
- Immigration
- Aviation
- Seaport
- Transit
- Other issues in the County's annual legislative package

Ms. Collinson has over 20 years' experience in government, public affairs, and lobbying. She prepares countries, companies, and associations for negotiations with the United States on free trade agreements or other preferential programs. She is well-known for her ability to foster dialogue among a diverse set of stakeholders to resolve complex issues in trade policy making and implementation. She also works directly with U.S. multinational corporations and associations, as well as foreign companies, associations, and government agencies, to clearly represent their positions in Washington. In doing so, she analyzes and monitors cross-cutting trade issues, including labor, the environment, food safety, customs regulations, international development and others, and helps build strong coalitions to advocate for change. Ms. Collinson has drafted and guided the successful implementation of several pieces of key international trade legislation positively affecting the bottom line of many U.S. companies. Further, her work representing clients before Congress has earned her a well-respected position among politicians involved in international and business affairs. She is a well-known international trade authority in Washington, regularly called upon by members of Congress and the administration to help explain complex trade programs. Her decades of work with the House Ways and Means, Energy and Commerce, Foreign Affairs and Homeland Security committees and the Senate Finance; Commerce, Science and Transportation; Foreign Relations; and Homeland Security and Governmental Affairs committees has established deep and lasting relations with members of Congress and their staffs. Prior to joining the Firm, Ms. Collinson served as assistant

Proposer Information

chief negotiator for the Office of the U.S. Trade Representative, responsible for the negotiation of bilateral agreements with Latin America, Eastern Europe, Southeast Asia, the Sub-Continent and Africa. She also served as a country specialist in the International Trade Administration at the Department of Commerce, where she was responsible for the preparation of negotiations on specific topics between the U.S. and Latin America, Eastern Europe, China and Hong Kong, as well as the administration of complex textile agreements. Ms. Collinson holds a master's degree in international relations from The George Washington University and a triple bachelor's degree in political science, European studies and French from Georgetown College. She also studied at the Université de Caen in France. She is past president of Women in International Trade and a member of the Washington International Trade Association, the National Association of Manufacturers and Women in Government Relations. She serves on the board of trustees for Georgetown College and the board of directors for Imojeans, and she is executive director for the U.S. Hosiery Manufacturers Coalition, the U.S. Apparel Industry Coalition and the U.S. Sock Distributors and Manufacturers Coalition. She is conversant in both French and Spanish.

SAMUEL H. BANKS is Executive Vice President Global Modernization & Development Group for Sandler & Travis Trade Advisory Services, Inc., resident in the Washington, D.C., office at 1300 Pennsylvania Avenue, Suite 400, Washington, D.C. 20004. Mr. Banks would provide subject matter expertise in certain areas including the Department of Homeland Security and Customs and Border Protection.

He will be directly involved in the Immigration and Homeland Security subject areas/issues

Mr. Banks is responsible for STTAS government and commercial programs globally. This portfolio includes the ACE modernization project for U.S. Customs and Border Protection and the US-VISIT project for the Department of Homeland Security, as well as consulting with over 300 corporations on customs and international trade issues.

Mr. Banks' experience in customs, law enforcement, and international trade includes more than 28 years at the U.S. Customs Service. He began his career at Customs as a uniformed inspector in San Francisco and rose to become the highest-ranking career official in the agency for four years as deputy commissioner. He also served as acting commissioner for one year. Throughout his tenure with Customs, Mr. Banks worked on a number of major initiatives, including the passage and implementation of the Customs Modernization Act, which changed the rules governing the entry of imported merchandise into the United States. He represented the U.S. at international forums and negotiated numerous international agreements, including significant portions of NAFTA.

In the private sector, Mr. Banks has worked as a consultant for various international trade businesses, including the Air Transport Association, United Parcel Service, and Lockheed Martin. Most recently, Mr. Banks served as a corporate officer for an international trade information technology firm.

JOHN B. McGOWAN is Senior Vice President of Border Security for Sandler & Travis Trade Advisory Services Inc., resident in the Washington, D.C., office at 1300 Pennsylvania Avenue, Suite 400, Washington, D.C. 20004. Mr. McGowan would provide subject matter expertise in certain areas including aviation, seaports, transit, Department of Homeland Security, Customs and Border Protection, international trade and FEMA preparedness.

He will be directly involved in the following subject areas/issues:

- Aviation
- Seaport
- Transit
- Homeland Security

Mr. McGowan's work with the U.S. government focuses on the Automated Commercial Environment, which is

Proposer Information

modernizing all customs and trade management processes and programs within U.S. Customs and Border Protection. He also addresses supply chain security and provides assistance to foreign governments and international corporations, addressing their need to facilitate the movement of cargo through sharing better visibility of their supply chains.

Mr. McGowan, a 33-year U.S. Customs Service veteran, joined STTAS after holding numerous positions within that agency, including:

- Director, office of inspectional enforcement liaison
- Assistant regional commissioner for all Customs operations in the states of Texas, New Mexico, Arizona and Oklahoma
- Executive Director of passenger programs
- Executive Director for enforcement programs
- Executive Director nationally for all field programs in field operations

After September 11, 2001, Mr. McGowan assisted the Executive Office of the President as director for cargo and port security in the Office of Homeland Security. His last U.S. government assignment was as director for cargo and trade policy within the Border and Transportation Security Directorate at the Department of Homeland Security. In this position, he was responsible for providing advice on the national direction, development, and implementation of the federal government's organization, planning, and response to perceived and real threats to homeland security, as well as guiding DHS policy on international trade issues. He also served as executive director for the Radiation Dispersal Device/Improvised Nuclear Device Preparedness Working Group across the federal sector.

Mr. McGowan also served as the executive director of the Interagency Commission on Crime and Security in U.S. Seaports. He worked closely with the former INS and the USDA/APHIS field operations staff prior to the creation of CBP within the DHS to align programs and processes where those agencies interacted within the ports of entry. He has served on the Aviation Safety Advisory Committee to the Federal Aviation Administration, the National Chamber Foundation blue ribbon review of U.S. seaport capacity and the Interagency Committee on the Maritime Transportation System. He is currently a member of the American Association of Port Authorities, serving on the Port Security Committee, and he serves on the Traveler and Immigration Policy Committee and the Import Export Procedures Committee of the Border Trade Alliance.

GEORGE WEISE is Executive Vice President for Sandler & Travis Trade Advisory Services Inc., resident in the Washington, D.C., office at 1300 Pennsylvania Avenue, Suite 400, Washington, D.C. 20004. Mr. Weise would provide subject matter expertise in certain areas including Customs and Border Protection, international trade and federal appropriations.

He will be directly involved in Federal Appropriations/Earmarks and the International Trade, Trade Agreements, Aviation Bi-laterals areas/issues.

Mr. Weise leads STTAS' Government Services practice, providing leadership and advice to governments as well as private-sector business interests.

With over 35 years of service in both the public and private sectors, Mr. Weise is globally recognized as one of the foremost authorities on customs, trade, and supply chain matters. As commissioner of the U.S. Customs Service from 1993 to 1997, he managed more than 20,000 employees responsible for enforcing hundreds of laws at U.S. borders and led the implementation of a historic agency reorganization and modernization. Following his retirement from government service, he held executive-level positions in the private sector for more than a decade, advising clients on international trade matters and global compliance strategies.

Proposer Information

Earlier in his career, Mr. Weise served as staff director for the House Ways and Means Trade Subcommittee, where his leadership, technical expertise, and negotiating skills were crucial to the achievement of major trade initiatives including the NAFTA, the Uruguay Round of the General Agreement on Tariffs and Trade and the Customs Modernization Act. He also gained experience as a supervisory attorney-advisor in the Office of Tariff Affairs at the U.S. International Trade Commission after beginning his career as a Customs import specialist in Baltimore, Md.

BILL HEFFELFINGER is Senior Vice President, Cargo and Border Security, for Sandler & Travis Trade Advisory Services, Inc., resident in the Washington, D.C., office at 1300 Pennsylvania Avenue, Suite 400, Washington, D.C. 20004.

Mr. Heffelfinger will provide subject matter expertise in certain areas including Customs and Border Protection, international trade and Homeland Security.

He brings an extensive knowledge of port and border operations and security to the firm's work on these issues. Prior to joining STTAS, Mr. Heffelfinger spent over 35 years in federal government service, including positions at U.S. Customs and Border Protection and the Treasury Department. Most recently, he served as CBP's deputy assistant commissioner for field operations, where he oversaw agency programs and operations at 20 major field offices, 326 ports of entry, 50 operational Container Security Initiative ports, and 14 preclearance stations in Canada, Ireland and the Caribbean. Previously at CBP he served as assistant to the commissioner, where he headed the Office of Border Coordination. Before moving to CBP, Mr. Heffelfinger was the director of law enforcement and acting deputy assistant secretary (enforcement) at the Treasury Department. Also at Treasury, he held positions in the offices of the assistant secretaries for enforcement and administration, the U.S. Secret Service and the Bureau of International Commerce. Mr. Heffelfinger received the Meritorious Presidential Rank Award by President Bush in 2005. In 2006, his service as the commanding officer of the 700-person contingent that CBP deployed to respond to Hurricane Katrina earn him the Secretary's Gold Medal, the Department of Homeland Security's highest award.

AVIATION STRATEGIES AND TRADE SOLUTIONS, LLC, (ASTS) is a team member subcontractor. This multi-discipline consulting firm specializes in governmental relations, aviation, in addition to travel and trade facilitation. The two-year old firm's headquarters location is 1200 Anastasia Avenue Ste. 220, Coral Gables, Florida 33134.

MS. ANA SOTORRIO who retired from Miami-Dade County after a 35-year career in 2010 is the firm principal. Her experience included 22 years at the Aviation Department in senior-management level positions. She served as Associate Aviation Director for Governmental Affairs from 1990 until her 2010 directing the Department's legislative, regulatory, and funding priorities at the local, state and federal levels. Ms. Sotorrio was also the Miami-Dade Aviation System's primary representative to aviation industry trade associations at the national and state levels and the Greater Miami Chamber of Commerce at the local level.

She will be directly involved in the following subject areas/issues:

- Aviation
- Seaport
- Homeland Security
- International Trade, Trade Agreements, Aviation Bi-laterals

ASTS represented a variety of clients including:

- Stuart, FL (through its general consultant CDM)
- An airline ground handling company

Proposer Information

- Architect/engineering firms
- Aviation vendors
- Consulting engagements including aviation business development, feasibility studies for airport international arrivals facilities, and business strategy advice.

She Vice-chaired and is the current Chair of the Greater Miami Chamber of Commerce's Political Outreach Committee. She also participates in the planning and execution of the Chamber's Tallahassee and Washington Fly-ins.

BECKER & POLIAKOFF, P.A. is key team member subcontractor. Founded in Miami Dade in 1973, the Firm provides its clients with legal services in seven primary areas of law including:

- Real estate
- Business litigation
- Customs and international trade
- Government law and lobbying
- Corporate and securities law
- Construction
- Condominium and homeowners' association law.

Other areas include

- Offshore asset protection, tax, and estate planning
- Technology and telecommunications
- Intellectual property
- Collections and foreclosure
- Gaming
- Bankruptcy and financial restructuring

Becker & Poliakoff, P.A. ("B&P") is deeply rooted in Florida through its active presence in legal, business, political, and civic organizations. The firm has Administrative Offices at 3111 Stirling Road, Fort Lauderdale, FL 33312. In Miami-Dade, there are offices at 121 Alhambra Plaza, 10th Floor, Coral Gables, FL 33134, another at 44 Northeast 16th Street, Homestead, Florida 33030-4511. B&Y also has 12 other locations in Florida and other office in New York City, New Jersey, Prague, and Washington, D.C.

The team subcontractor leader is Omar Franco. His associate will be Clarence Williams.

Omar will be directly involved in the following subject areas/issues:

- Federal Appropriations/Earmarks
- Unfunded Mandate
- Solid Waste Management
- Community Development/Urban Initiative– empowerment Zone and Performing Arts Center
- Environment Issues and Environmental Infrastructure Projects
- Base Realignment and Closure
- Water and Sewer Issues and Projects
- Planning, Development and Zoning
- Mosquito Control, West Nile Virus
- Parks and Recreation
- Grants and Grant Administration

Proposer Information

Clarence will be directly involved in the following subject areas/issues:

- Healthcare, Medicare, Medicaid, AIDS
- Welfare Reform Implementation/Changes
- Human/Social Services
- Head Start/Early Head Start/Education Reform

In Washington, B&P represents a wide variety of private, public, and non-profit organizations before the Legislative and Executive branches. B&P has the required qualifications, experience and relationships to best serve the interests of Miami-Dade County and its citizens.

Government law and lobbying is and has always been a core practice for B&P. Several firm attorneys currently serve or have served in government positions (local, state, and federal), giving the Becker & Poliakoff team significant first-hand working knowledge of government practices and procedures. Alan Becker served in the Florida Legislature in the 1970's. Since then, he has maintained a strong network of contacts at the highest levels of government and business. Shareholder Bernie Friedman served as Chief of Staff to a South Florida Congressman. Shareholder Nelson Diaz was Chief of Staff to former Florida House Speaker and current U.S. Senator Marco Rubio during his tenure in the Florida House. Shareholder Miguel Diaz de la Portilla currently serves as a State Senator and previously served on the Miami Dade County Commission. Over the last several years, Shareholder Yolanda Cash Jackson has worked very closely with key Members of the Congressional Black Caucus including Representatives Jim Clyburn, Bennie Thompson, Donna Christensen, Marcia Fudge and of course Floridians Corrine Brown, Alcee Hastings, and Frederica Wilson. As such, our team has many years of experience working with Members of the Florida Congressional delegation on a wide variety of issues.

The firm is well versed in the nuances of governmental representation serving several governmental entities, including cities (e.g. Hialeah, Hialeah Gardens, Southwest Ranches, and North Bay Village), counties (e.g. Palm Beach County), Special Districts (e.g. Palm Beach Solid Waste Authority), school boards (e.g. Miami Dade and Broward), higher education institutions (e.g. Florida Memorial University, Dade Medical College, Florida Gulf Coast University), transportation agencies (e.g. MDX) and numerous private clients from varied industries.

Becker & Poliakoff has clients on the local, state, and federal level that we represent amongst over 25 lobbyists.

At the Federal level, out of the Washington, D.C. office B&P represents:

- Algenol Biofuels
- Avanti Wellness Center
- City of Hialeah
- City of Hialeah Gardens
- City of North Bay Village
- Cortiza Construction Group
- Dade Medical College
- Florida Gulf Coast University
- Florida Memorial College
- Gold Coast Florida Regional Center
- Hi-G-Tek
- IKEA North America Services
- International Bancshares Corporation
- Intuit
- Jetaire Aerospace and Technology
- Friends of the National Museum of the America Latino

Proposer Information

- Fuentes Rodriguez Consulting Group
- Palantir Technologies
- Palm Beach County
- Prometrix Consulting
- Realauction.com
- STS International
- Town of Southwest Ranches

The Local & State level, our public sector clients include:

- Broward County School Board (Construction)
- Miami Dade County
- Cities of Hollywood
- Opa-Locka
- Lauderdale Lakes
- Pompano Beach
- Miami Gardens
- West Park
- Cape Coral
- Southwest Ranches (Town Attorney & Lobbying)
- Parkland (special counsel)
- Special districts including
  - The Miami Dade Expressway Authority
  - Solid Waste Authority of Palm Beach
  - Miami-Dade County School Board (Construction, Lobbying)
  - Metro Orlando Economic Development Commission
  - Collier County (Procurement)

The full resources, experience, and staff of Becker & Poliakoff will be available for consultation on federal lobbying issues on an as needed basis.

BGR GOVERNMENT AFFAIRS will serve as a first tier team member subcontractor on this Miami-Dade County proposal. Located at 601 Thirteenth Street NW, Eleventh Floor South, Washington, DC 20005, BGR is an accomplished, bipartisan strategic consulting and communications firm that offers a broad portfolio of services to help achieve our clients' objectives. BGR's team will be led by Russell (Rusty) Roberts and includes Dan Murphy, Jonathan Mantz, and Erskine Wells. They are accomplished experts in their fields, all of whom previously served in the most senior positions within the Executive Branch and the U.S. Congress. Rusty Roberts mostly recently served as the long-time Chief of Staff to Transportation and Infrastructure Committee Chairman John Mica of Orlando.

Rusty will be directly involved in the following subject areas/issues:

- Aviation
- Seaport
- Transit
- Environment Issues and Environmental Infrastructure Projects
- FEMA, mitigation and preparedness
- Public Works

Proposer Information

Dan Murphy will be directly involved in Housing/Homeless Programs and Telecommunications/E Commerce areas/issues.

Jonathan Mantz will be directly involved in the following subject areas/issues:

- Consumer Protection
- Finance and Taxation
- Grants and Grant Administration

Erskine Wells will be directly involved in Base Realignment and Closure.

Since its founding in 1991 by former Mississippi Governor Haley Barbour and Ed Rogers, BGR Government Affairs has consistently been rated one of the top bipartisan lobbying firms in the nation. Mr. Roberts' primary role in this contract will be on issues related to Transportation and Infrastructure, and Housing.

In addition to numerous private sector clients, this sample demonstrates BGR's depth of experience in public sector representation:

- Canaveral Port Authority, FL
- City of Austin Water Utility, TX
- City of Cottonwood Heights, UT
- City of Evansville, IN
- City of Racine, WI
- City of Sun Prairie, WI
- City of Waukesha Water Utility, WI
- DuPage County, IL
- DuPage County Airport Authority, IL
- Milwaukee Metropolitan Sewerage District, WI
- University of Florida
- University of Mississippi
- University of Mississippi Medical Center
- Village of Johnsburg, IL

12. Provide an organization chart showing all key personnel, including their titles, to be assigned to this project. This chart must clearly identify the Proposer's employees and those of the subcontractors and shall include the functions to be performed by the key personnel. All key personnel includes all partners, managers, seniors and other professional staff that will perform work and/or services in this project.

Overall Leader: Lee Sandler, Sandler, Travis & Rosenberg

a) Federal Appropriations/Earmarks	**Omar Franco** Becker & Poliakoff, P.A. **George Weise** Sandler & Travis Trade Advisory Services Inc.
b) Unfunded Mandates	**Omar Franco** Becker & Poliakoff, P.A.

Proposer Information

c) **Aviation**: Federal Inspection Services – Explosive Detection System Installation – FAA Funding – Transportation Security Administration – Aviation security – Passenger Screening – Cargo and capital improvement issues – International trade

Rusty Roberts
Group Government Affairs
Ana Sotorrio
Aviation Strategies and Trade Solutions Inc., LLC
John B. McGowan
Sandler & Travis Trade Advisory Services Inc.
Nicole Collinson
Sandler, Travis & Rosenberg, P.A.

d) **Seaport:** Corps of Engineers (dredging projects) – Coast Guard – Customs and Boarder Protection – Maritime security – Cargo and cruise passenger issues – International trade -- Water Resource Development Act

Rusty Roberts
Group Government Affairs
John B. McGowan
Sandler & Travis Trade Advisory Services Inc.
Ana Sotorrio
Aviation Strategies and Trade Solutions Inc., LLC
Nicole Collinson
Sandler, Travis & Rosenberg, P.A.

e) **Transit:** Metro-rail expansion – Federal Transit Administration approval process – Project authorization – Bus and bus related projects

Rusty Roberts
Group Government Affairs
John B. McGowan
Sandler & Travis Trade Advisory Services Inc.
Nicole Collinson
Sandler, Travis & Rosenberg

f) **Solid Waste Management**

Omar Franco
Becker & Poliakoff, P.A.

g) **Community Development/Urban Initiative– empowerment Zone and Performing Arts Center**

Omar Franco
Becker & Poliakoff, P.A.

h) **Housing/Homeless Programs**

Dan Murphy
Group Government Affairs

i) **Business Development and Retention**

Lee Sandler
Sandler, Travis & Rosenberg, P.A.

j) **Environment Issues and Environmental Infrastructure Projects including:** Everglades restoration – Beach Erosion Control/Renourishment – Flood Mitigation

Omar Franco
Becker & Poliakoff, P.A.
Rusty Roberts
Group Government Affairs

Proposer Information

k) **Agricultural Issues:** Country of Origin Labeling – APHIS – Food Safety
Lee Sandler & Nicole Bivens Collinson
Sandler, Travis & Rosenberg, P.A.

l) **Base Realignment and Closure:** Homestead Air Reserve Base – interagency planning, training, and redevelopment – U.S. Southern Command
Omar Franco
Becker & Poliakoff, P.A.
Erskine Wells
Group Government Affairs

m) **Water and Sewer Issues and Projects**
Omar Franco
Becker & Poliakoff, P.A.

n) **Immigration:** Program funding – Federal Programs – Administration initiative – Reform
Samuel H. Banks
Sandler & Travis Trade Advisory Services Inc.
Nicole Collinson
Sandler, Travis & Rosenberg, P.A.

o) **Homeland Security:** Funding – Grants – Large Urban County Issue – Urban Areas Security Initiative
Lee Sandler & Nicole Bivens Collinson
Sandler, Travis & Rosenberg, P.A.
Samuel H. Banks
Sandler & Travis Trade Advisory Services Inc.
John B. McGowan
Sandler & Travis Trade Advisory Services Inc.
Bill Heffelfinger
Sandler & Travis Trade Advisory Services Inc.
Ana Sotorrio
Aviation Strategies and Trade Solutions Inc., LLC

p) **Criminal and Juvenile Justice:** Public safety – Crime prevention – Juvenile justice – Gun violence prevention
Lee Sandler
Sandler, Travis & Rosenberg

q) **Healthcare, Medicare, Medicaid, AIDS**
Clarence Williams
Becker & Poliakoff, P.A.

r) **Welfare Reform Implementation/Changes**
Clarence Williams
Becker & Poliakoff, P.A.

s) **Human/Social Services**
Clarence Williams
Becker & Poliakoff, P.A.

t) **Head Start/Early Head Start/Education Reform**
Clarence Williams
Becker & Poliakoff, P.A.

u) **Planning, Development and Zoning**
Omar Franco
Becker & Poliakoff, P.A.

Proposer Information

v) FEMA, mitigation and preparedness

Rusty Roberts
BGR Government Affairs

w) Telecommunications/E Commerce

Lee Sandler
Sandler, Travis & Rosenberg
Dan Murphy
BGR Government Affairs
Nicole Collinson
Sandler, Travis & Rosenberg

x) Consumer Protection: Predatory lending – Regulation of towing – Telecommunications

Jonathan Mantz
BGR Government Affairs

y) Finance and Taxation

Jonathan Mantz
BGR Government Affairs

z) Election Reform

Lee Sandler
Sandler, Travis & Rosenberg, P.A.

aa) Utility Deregulation/Energy Reform

Lee Sandler
Sandler, Travis & Rosenberg, P.A.

bb) Mosquito Control, West Nile Virus

Omar Franco
Becker & Poliakoff, P.A.

cc) International Trade, Trade Agreements, Aviation Bi-laterals

Lee Sandler & Nicole Bivens Collinson
Sandler, Travis & Rosenberg, P.A.
George Weise
Sandler & Travis Trade Advisory Services Inc.
Bill Heffelfinger
Sandler & Travis Trade dvisory Services Inc.
Ana Sotorrio
Aviation Strategies and Trade Solutions Inc., LLC

dd) Parks and Recreation

Omar Franco
Becker & Poliakoff

ee) Public Works

Rusty Roberts
BGR Government Affairs

ff) Grants and Grant Administration

Omar Franco
Becker & Poliakoff
Jonathan Mantz
BGR Government Affairs

Proposer Information

gg) Other issues in the County's annual legislative package

Lee Sandler & Nicole Bivens Collinson
Sandler, Travis & Rosenberg, P.A.

13. Describe the experience, qualifications and other vital information, including relevant experience on previous similar projects, of all key personnel, including those of subcontractors, who will be assigned to this project.

GILBERT LEE SANDLER is a founding member of **Sandler, Travis & Rosenberg, P.A.**, resident in the Miami office. He is also a member of the Firm's Operating Committee. Mr. Sandler has extensive experience in handling complex international trade, intellectual property, and litigation projects for clients ranging from importers, exporters, and manufacturers to bonded warehousemen, foreign-trade zones, customs brokers, freight forwarders, carriers, financial institutions and surety companies. After serving six years as a senior trial attorney in the Department of Justice (Customs Section), he began a 30-year career in private practice emphasizing international trade, including the technical areas of:

- Tariff classification
- Valuation and preference
- Quota qualification
- Product marking and labeling laws
- Copyright and trademark protection
- Security measures
- Trade compliance and audit programs
- Penalty avoidance and defense
- And multiple other import requirements administered by federal and state agencies (e.g., FDA, EPA, USDA) involving issues such as health, safety, the environment and ethical sourcing.

Mr. Sandler has been appointed by the last five administrations to advise the United States government on international trade negotiations, including the Uruguay and Doha rounds, all free trade agreement negotiations (from NAFTA to DR-CAFTA), the Customs Valuation Agreement, the Harmonized Tariff Classification Agreement and the Kyoto Convention. He has served on the Advisory Committee on Customs Commercial Operations, where he played a leading role in the committee's work on the development of the Department of Homeland Security and on security programs such as the Container Security Initiative and the Customs-Trade Partnership Against Terrorism.

Education
New York University School of Law, J.D. 1969
Dartmouth College, B.A., with honors 1966

Honors and Accomplishments
Appointed by President Clinton to Host Committee, Summit of the Americas, December 1994

Professional Associations
American Association of Exporters and Importers - Board of Directors
Joint Industry Group - Steering Committee
Florida Customs Brokers and Freight Forwarders Association - General Counsel
American Surety Association - General Counsel - Customs Committee
American Free Trade Association - General Counsel
Greater Miami Chamber of Commerce - Vice Chairman for Immigration and International Business - Vice

Proposer Information

Chairman for International Economic Development, 1986-1993
Florida International Trade and Investment Council - Founding Chairman, 1991-1994
World Trade Center Miami - Chairman, 1995-1996

Bar Associations
Florida Bar Association - Chairman, International Law Section, 1987-1988
Customs and International Trade Bar Association - Treasurer, 1980-1990

State Bar Memberships
Florida
New York

NICOLE BIVENS COLLINSON leads the Trade Negotiations and Legislative Affairs practice of **Sandler, Travis & Rosenberg, P.A.**, and serves as managing principal of the Washington, D.C., office. She is also a member of the Firm's Operating Committee.

Ms. Collinson has more than 20 years of experience in government, public affairs, and lobbying. She prepares countries, companies, and associations for negotiations with the United States on free trade agreements or other preferential programs. She possesses a well-known ability to foster dialogue among a diverse set of stakeholders to resolve complex issues in trade policy making and implementation. She also works directly with U.S. multinational corporations and associations as well as foreign companies, associations and government agencies representing their positions in Washington. In doing so, she analyzes and monitors crosscutting trade issues, including labor, the environment, food safety, customs regulations, international development and others, and helps build strong coalitions to advocate for change.

Ms. Collinson has drafted and guided the successful implementation of several pieces of key international trade legislation positively affecting the bottom line of many U.S. companies. Further, her work representing clients before Congress has earned her a well-respected position among politicians involved in international and business affairs. She is a well-known international trade authority in Washington, regularly called upon by members of Congress and the administration to help explain complex trade programs. Her decades of work with the House Ways and Means, Energy and Commerce, Foreign Affairs and Homeland Security committees and the Senate Finance; Commerce, Science and Transportation; Foreign Relations; and Homeland Security and Governmental Affairs committees has established deep and lasting relations with members of Congress and their staffs.

Prior to joining the Firm, Ms. Collinson served as assistant chief negotiator for the Office of the U.S. Trade Representative. Her responsibilities included negotiation of bilateral agreements with Latin America, Eastern Europe, Southeast Asia, the Sub-Continent and Africa. She also served as a country specialist in the International Trade Administration at the Department of Commerce. At Commerce her responsibilities included the preparation of negotiations on specific topics between the U.S. and Latin America, Eastern Europe, China and Hong Kong, as well as the administration of complex textile agreements.

Education
George Washington University, M.A., International Relations 1988
Georgetown College, B.A., Political Science, European Studies and French 1986
Université de Caen, France, Certificate of Studies, French 1985

Professional Associations
Women in International Trade - Past President
Washington International Trade Association

Proposer Information

National Association of Manufacturers
Women in Government Relations

Community Service
Georgetown College - Board of Trustees
Imojeans - Board of Directors
U.S. Hosiery Manufacturers Coalition, U.S. Apparel Industry Coalition, and U.S. Sock Distributors and Manufacturers Coalition - Executive Director
League of Women Voters

ANA SOTORRIO principal at Aviation Strategies and Trade Solutions, Inc. (ASTS) has decades of experience in governmental affairs and domestic and international business strategy with a reputation for excellence and delivering results. For 22 years, Ms. Sotorrio was a member of the Miami-Dade Aviation Department's (MDAD) senior management team. From 1990 to 2010, she served as Associate Aviation Director, Governmental Affairs.

Ms. Sotorrio developed and promoted the Aviation Department's federal and state legislative, regulatory, and funding priorities. She worked closely with state and federal government officials, Members of Congress, State legislators, airport associations, consultants and the business community to secure funding for airport projects and to protect and advance the interests of the Miami-Dade airport system. In her consulting practice, she has worked with Stuart, FL to determine the feasibility of developing an international arrivals facility for its general aviation airport, advised architectural/engineering and other firms on business strategy and conducted aviation business development activities for several clients.

Ms. Sotorrio fully understands the finances, operations, and capital program of the MDAD. She is an expert in many highly-specialized areas including:

- Homeland security
- Federal aviation rules and regulations
- Travel and trade facilitation

Ms. Sotorrio also established close relationships with Members of Congress, congressional staff, Administration officials, community leaders, airlines, cargo industry, trade associations, and business groups. These relationships were extremely valuable to MDAD and were instrumental in the achievement of its legislative, regulatory, and funding priorities. She has maintained these relationships through frequent trips to Washington on behalf of the Greater Miami Chamber of Commerce and aviation industry events.

Ms. Sotorrio's the first fourteen at Miami-Dade County were in the County Manager's Office, where she gained a thorough understanding of the broad variety and scope of issues facing major metropolitan areas like Miami-Dade County. Later at MDAD, she developed and lobbied for the Aviation Department's federal and state legislative, regulatory, and funding priorities.

Her approach to advocacy involved creating a clear message both in written issue papers and talking points. She has the ability to reduce complex issue to their simplest form and develop "15 second sound bites" to get the point(s) across to elected officials in a way that is easy for them to remember and repeat. She has a long track-record of working with the South Florida Congressional Delegation, and Senate and House committee staff. She also has worked extensively with the Executive Branch particularly DHS, TSA, CBP, FAA, and OMB.

Accomplishments included working with the congressional delegation and congressional leaders to secure a $100 million Airport Improvement Program grant for MIA's fourth runway, $74 million in grants from the Transportation Security Administration (TSA) to fund explosive detection systems for checked baggage at MIA, a

Proposer Information

$106 million TIGER grant for the N.W. 25 Street Improvements & Viaduct Project and more than 100 new CBP officers for MIA's South Terminal.

Ms. Sotorrio has a working knowledge of maritime issues in general and the Port of Miami's legislative and appropriations issues having advocated for them as part of the GMCC's initiatives.

Ms. Sotorrio has a working knowledge of transit issues and is familiar with MDT's funding requests.

Ms. Sotorrio has over two decades experience in aviation. She is an expert in the aviation industry federal legislative, administrative, and regulatory processes and issues including, but not limited to:

- The Airport Improvement Program (AIP), which is the primary federal grants program for airports
- Passenger Facility Charges (PFC), which the nation's airports would like to see increased; federal aviation security regulations and funding opportunities
- Federal environmental and aircraft noise regulations and funding programs

She has a track-record of successful advocacy on behalf of the Miami-Dade System of Airports, the Florida Airports Council, of which she is a Past President, and the Airports Council International-North America, having led its international passenger and cargo facilitation efforts for many years. Ms. Sotorrio has established relationships with Members of Congress, particularly the South Florida Congressional Delegation and leadership of the Committees with oversight over aviation. She has worked closely with:

- The Department of Agriculture and the local, regional and headquarters levels
- The Department of Homeland Security (DHS) Private Sector Office and DHS agencies - Customs and Border Protection and the Transportation Security Administration – at the local and headquarters levels
- Federal Aviation Administration's (FAA's) Airport Office at the Headquarters, Regional and District levels

Ms. Sotorrio represented MDAD in bilateral civil aviation consultations and negotiations between the U.S. and foreign governments and international air route proceedings. She also provided the political support for said negotiations and proceedings.

Ms. Sotorrio has a strong knowledge of international trade and commerce and tourism issues. Having worked for a major, international gateway airport, these issues are vitally important. She has worked with the Department of Commerce and Office of the U.S. Trade Representative and served as Staff Representative to the U.S. Commerce Department's Travel and Tourism Advisory Committee. Ms. Sotorrio has also served on the Board of Directors of the Jay Malina International Trade Consortium and the Federal Reserve Bank's Travel and Tourism Advisory Council. As described above, she has strong working relationships with TSA and CBP officials.

Ms. Sotorrio has professional knowledge of law enforcement, public safety, and homeland security issues, particularly as they relate to the aviation environment. In her role as MDAD Associate Director Governmental Affairs, she collaborated with the Metro-Dade Police Department on several occasion to secure federal/state funds for law enforcement programs benefiting MDAD.

Ms. Sotorrio does not currently provide federal representation to any other airport enabling her to concentrate on the need of her community.

BECKER & POLIAKOFF, P.A. will assign Omar Franco as the project manager. As such, Omar will deal primarily with the Congressional members and their staffs. Clarence Williams will assist Omar and will be assigned to deal with the federal departments and agencies and assist with the Congressional offices.

OMAR FRANCO has the expertise and experience to help the County seek federal funding through both the

Proposer Information

annual appropriations, legislative and grants processes. Omar previously headed Franco Government Relations, a results-driven, Washington, D.C.-based government relations firm. As such, he is well-suited to serve the County as its federal governmental relations consultant. His relationships with the members of the Florida Congressional Delegation and access to senior leadership in Congress and the Executive Branch will allow Becker & Poliakoff to positively affect public policy outcomes to benefit Miami-Dade County.

Omar is intimately familiar with the processes by which earmarked and program-funding proposals are drafted and approved at each step of the legislative process. As changes to the earmark process are underway in the new Congress, it is important to have access to key decision makers on appropriations such as Congressman Mario Diaz-Balart and the House Transportation Chair John Mica, as well as the two Florida Senators, Bill Nelson and Marco Rubio. Such federal funding has been a hallmark of our success and we are well positioned to continue this trend in the new Congress.

Mr. Franco has worked on many funding successes for his clients in each annual appropriations cycle and is intimately familiar with the processes by which earmarked and program-funding proposals are drafted and approved at each step of the legislative process. Omar has extensive expertise and experience in effectively securing federal appropriations dollars for municipalities and other local governmental or quasi-governmental agencies.

CLARENCE WILLIAMS is a senior consultant in **Becker & Poliakoff's** Government Law & Lobbying Practice Group in Washington, D.C. A former Chief of Staff for Congressman Kendrick B. Meek of Florida, he served as the Congressman's chief policy advisor and strategist on all issues before the U.S. House of Representatives. He directly managed the Congressman's portfolio of issues relating to the Committees on Ways and Means, Armed Services, Homeland Security, and Budget.

On Capitol Hill, Clarence specialized in issues involving health care, armed services, taxation, alternative energy, local government issues, and domestic and international trade. Additionally, he was actively involved in the passage of several pieces of tax policy, including a delay of a 3% tax withholding requirement for most procurement by local governments. Clarence holds a "Top Secret" security clearance and has extensive experience working with the Department of Defense on issues ranging from policy and procurement to logistical planning in the aftermath of various natural disasters including Haiti.

As primary liaison for Mr. Meek to appropriations staff, Clarence shepherded nearly $53 million directly to South Florida local governments, nearly $20 million to educational entities, and over $13 million to South Florida hospitals and community centers. As well, he negotiated with Heath and Human Services (HHS) Secretary Kathleen Sebelius to advance payments totaling $12 million to Jackson Health Systems to help avoid shut down of this important institution.

Becker and Poliakoff will be supported by the Fuentes Rodriquez Consulting Group. FRCG is experienced in governmental affairs and currently represents:

- Homestead
- Virginia Gardens
- Sweetwater
- Miami Lakes
- Miami Springs
- Town of Cutler Bay
- Miami
- Medley

And the Downtown Development Authority

Proposer Information

RUSSELL (RUSTY) ROBERTS, Managing Director, BGR Government Affairs will serve as the lead consultant from team subcontractor BGR and point-of-contact for Miami-Dade on assigned issues. Mr. Roberts has specific experience in working with congressional committees and federal agencies that exercise jurisdiction over Miami-Dade's priority projects. Additional team members assigned to this account on as needed basis will be BGR Principal and General Counsel Dan Murphy; and Managing Director, Jonathan Mantz.

After 27 years of service as a senior aide in Congress, Rusty Roberts joined BGR in March 2011 as Managing Director of the firm's Transportation Practice Group. Before joining BGR, Rusty served 18 years as Chief of Staff to Congressman John Mica (R-FL), Chairman of the House Transportation & Infrastructure Committee. After residing in Miami-Dade for 10 years, Rusty relocated to Washington in 1989 to serve as Chief of Staff to Congresswoman Ileana Ros-Lehtinen (R-FL), Chair of the House Foreign Affairs Committee. He remained in that position for three years. Prior to working for Rep. Ros-Lehtinen, Rusty was the Federal Affairs Liaison for Miami-Dade County under County Manager Sergio Pereira as well as Public Affairs Director for Capital Bank, NA Miami.

Roberts came to Miami 1981 after having been tapped to serve as the South Florida District Director for U.S. Senator Paula Hawkins. During this time, he directed political activities for Senator Hawkins in 10 South Florida counties throughout her six-year term. He then was State Political Director of the Hawkins for Senate Re-election Campaign in 1986.

Having lived in Miami for 10 years, Roberts has familiarity with South Florida and strong ties that he still maintains. During his Miami residency as Senator Hawkins' top aide he worked with local officials to shepherd Tri-Rail's initial funding and approval through Congress and the Administration. Mr. Roberts was present during the initial planning and development of Tri-Rail. This experience began led to close ties with top officials at CSX Railroad FEC Railway. A relationship he maintains to this day. Rusty represented the Senator Hawkins at the ceremonial check presentation with then UMTA Administrator, Art Teele, officially launching the construction of Tri-Rail.

Working as Chief of Staff to the current Transportation Committee Chairman, John Mica, BGR Team Leader Rusty Roberts is distinctively familiar with the FTA's New Starts and Small Starts program. He worked alongside Chairman Mica on Central Florida's 61 mile SunRail Commuter Rail project from project conception to the recently signed Full Funding Grant Agreement with the FTA. Roberts also worked with State and federal DOT staff on numerous road and bridge projects around Florida during his tenure. Notable achievement include the accelerated approval for construction of the new I-4, St. Johns River Bridge, the widening of Interstate 95 in NE Florida, and the development of a new I-4 multi-modal master for highway widening, HOV lane addition and interchange redesign.

Through federal earmark appropriations he helped Florida cities and transit systems secure funds for bus acquisition and intermodal bus terminals. As Chairman Mica's Chief of Staff, Mr. Roberts was fully engaged in the difficult Congressional, State Legislative, and community relations activities that finally led to the approval and successful completion of the Full Funding Grant Agreement for Central Florida's SunRail system.

As Dade County's Federal Transportation Lobbyist in 1987-88, working with the Dade County Legislative Delegation, he helped secure federal appropriations for Miami's airport and Metrorail system, and assisted in the securing of the full funding grant agreement between the County and Federal Transit Administration (then UMTA) for Miami's automated downtown People Mover.

Through his long congressional service, Rusty has established close ties within the Congress and transportation industry. He has formed working relationships and close friendships with many legislators and their staffs. He has substantial experience in dealing with federal agencies, most notably the U.S. Department of Transportation,

Proposer Information

Federal Transit Administration, and Department of Homeland Security.

Mr. Roberts has worked with trade associations such as APTA, AASHTO, Florida Public Transportation Association, and the Florida Transportation Builders Association.
Of added advantage to the Authority, Mr. Roberts' Florida roots provide him with an extensive network of associations throughout the state, developed through years of building friendships while residing at various times in Tampa Bay, South Florida, Orlando, and Tallahassee.

Mr. Roberts' 18 years of service as Chairman Mica's Chief of Staff was concurrent with Rep. Mica's six years of service as Chairman of the Aviation Subcommittee (2000 – 2006). As Aviation Subcommittee Chairman, Rep. Mica had oversight jurisdiction of transportation security and was the co-author and prime sponsor of the act creating the Transportation Security Administration. Chairman Mica is the prime author of the recently passed FAA reauthorization legislation. Mr. Roberts' experience in this critical period, his deep understanding of Aviation, Airport Security, the legislative process, and his relationship with key Congressional leaders will be of significant value to Miami-Dade in its ability to work effectively through the system, access key players, and influence outcomes. Roberts has worked with and developed positive relationships with key personnel in both the Congress and the FAA.

A major portion of Mr. Roberts' career has focused on transportation and he is well versed in all areas. He keeps current with federal aviation policy and programs as a matter of course through his daily work. He maintains his well-established relationships with key aviation policy leaders in Washington, including:

- Airlines for America (formerly Air Transport Association)
- Airports Council International
- American Association of Airport Executives
- Aviation trade associations
- The current Chairman of the Transportation and Infrastructure Committee
- The current Chairman of the House Aviation Subcommittee
- Current and past FAA officials including the current Deputy Associate Airports Administrator
- Former FAA Administrators such as Jane Garvey, Marion Blakey, and Bobby Sturgell

Rusty is a member of the Aero Club of Washington and the International Aviation Club of Washington.

Having recently joined BGR Government Affairs after a long congressional career, Mr. Roberts' recent work experience is primarily within the governmental services sector, specifically related to transportation and infrastructure, including aviation resulting from Rep. Mica's tenure as Chairman of the Aviation Subcommittee. Commensurate with his duties as Congressman Mica's Chief of Staff, Mr. Roberts assisted the Congressman in securing appropriations for a number of projects in his congressional district. Examples include:

- **Orlando-Sanford International Airport**: Airport Master Plan updates, runway extension and repair
- **Daytona Beach International Airport**: Instrument Landing System upgrades
- **St. Augustine Airport**: Taxiway paving, widening and lighting improvements
- **Flagler County Airport**: New Air Traffic Control Tower, Runway Extension, installation of new instrument landing system
- **Palatka Kay Larkin Airport**: Grants for new FBO-Terminal building, Runway and Taxiway resurfacing, new hangers

DAN MURPHY is BGR General Counsel. He will serve as the chief participant on the BGR team on Housing/Homeless, Community Development and Urban Initiative programs.

Prior to joining BGR, Dan served as Chief of Staff to Secretary Mel Martinez at the Department of Housing and

Proposer Information

Urban Development from 2001 – 2002. From 1998 – 2000, he served as Chief of Staff to the Mayor of Orange County, Florida. He began his political career as personal aide to the Vice President of the United States from 1988 – 1991.

BGR team member, **ERSKINE WELLS** will assist Miami-Dade County on matters relating to Base Realignment and Closure (BRAC). Mr. Wells recently joined BGR after serving 8 years in the U.S. Senate as the Armed Services Committee aide for Senator Roger Wicker, a senior Member of the Armed Services Committee.

Liaison activities with the Obama Administration from BGR will be provided by BGR Managing Director, **JONATHAN MANTZ**. Jonathan served as National Finance Director to Senator Hillary Clinton's presidential campaign throughout 2007 – 2008 and was responsible for creating and implementing fundraising strategies and managing a staff of 60. Jonathan also served as Deputy Executive Director of the Democratic Senatorial Campaign Committee (DSCC) and as Finance Director of the Democratic Congressional Campaign Committee.

Following is an example of a detailed description of comparable contract:

(i) client
BGR currently represents DuPage County Illinois, a suburb of Chicago

(ii) description of work
Appropriations, Transportation, Airport grants, and assistance. BGR is currently working on authorization and completed funding for a new toll facility access to O'Hare airport from DuPage, known as the Western Access, a Project of National Significance.

(iii) total dollar value of the contract
$120,000 annually

(iv) dates covering the term of the contract
Began in 2009 and renewed annually, current expiration 8/31/2012. BGR is the prime contractor

(v) client contact person and phone number
Mr. Brien Sheehan, County Board Member, 5 Saint Regis Ct., Elmhurst, IL 60126, 312-782-7606

(vi) statement of whether Proposer was the prime contractor or subcontractor
BGR is the prime contractor

(vii)the results of the project
Previously secured $9,100,000 for Environmental cleanup of contaminated sites

14. Provide resumes with job descriptions and other detailed qualification information on all key personnel who will be assigned to this project, including any key personnel of subcontractors.

See Appendix

Note: After proposal submission, but prior to the award of any contract issued as a result of this Solicitation, the Proposer has a continuing obligation to advise the County of any changes, intended or otherwise, to the key personnel identified in its proposal.

<u>Major Metropolitan County Issues, Key County Issues and Working Relationships, and President Obama's Administration and House and Senate Leadership</u>

Provide a detailed explanation of the Proposer's approach to representing the County in Washington, DC including, at a minimum, the following items:

Proposer Information

15. Describe the Proposer's understanding of major metropolitan county issues and key issues to the County (refer to Attachment A) and what unique aspects Proposer can provide which makes Proposer different than other potential proposers.

Our entire team are employed a firm that is based locally or have top tier members who have resided in Miami-Dade County. Every one of them currently or in the recent past has worked on issues that pertain to local business or government. All are deeply committed and involved in the future of Miami-Dade County.

ST&R has extensive, unique, and hands-on legislative and technical expertise on critical issues to Miami-Dade County. Founding Partner and Project Lead Lee Sandler chairs a monthly meeting in Miami of federal agency heads responsible for international trade, immigration, and key trade stakeholders such as air and ocean carriers, flowers and other perishable goods traders, freight forwarders, and customs brokers to discuss and resolve trade issues. Mr. Sandler also sits on the Boards of:

- Florida Chamber of Commerce
- The Greater Miami Chamber of Commerce
- The International Business Committee for the Florida Chamber of Commerce as their chair

Lenny Feldman serves as:

- Board member of Miami Dade County Freight Transportation Advisory Committee, Chairman of Internal Marketing and Management Committee
- Board Member of Miami Dade County Office of Economic Development & International Trade of Miami Dade County
- First Chair and Chair Elect for World Trade Center Miami.

Three of our team members served as Chief of Staff at the Federal level gaining a extensive and unique perspective on major metropolitan and specific insight to those affecting Miami-Dade county. More over they have inside perspective on how to get thing done in Washington. They are:

- Omar Franco for Congressman Mario Díaz-Balart of Miami-Dade
- Rusty Roberts for Congressman John L. Mica of Winter Park and Congresswoman Ileana Ros-Lehtinen of Miami-Dade
- Clarence Williams for Congressman Kendrick B. Meek of Miami-Dade

For 14 years, Ana Sotorrio of Aviation Strategies and Trade Solutions, Inc. served in Miami-Dade County's County Manager's Office, where she gained a thorough understanding of the broad variety and scope of issues facing major metropolitan areas like Miami-Dade County. From 1990 to 2010, as a member of Miami-Dade Aviation Department's senior management team, she developed and lobbied for the Aviation Department's federal and state legislative, regulatory, and funding priorities.

The Becker & Poliakoff firm has a local headquarters. It has two offices in Miami-Dade. The firm has extensive understanding of the issues confronting major metropolitan counties. At the federal level, it represents nearby Palm Beach County and the Miami-Dade cities of Hialeah, Hialeah Gardens, and North Bay Village. It also represents:

- Palm Beach Solid Waste Authority
- School boards in Miami-Dade and Broward counties
- Florida Memorial University
- Dade Medical College
- The Miami-Dade Expressway Authority

Proposer Information

BGR key personnel and team leaders, Rusty Roberts and Dan Murphy, both have employment experience at the county level. Mr. Roberts role as a Federal Affairs Liaison for Dade County in 1987-88 give him unique understanding of Miami-Dade and its needs. BGR General Counsel, Dan Murphy served as Chief of Staff to Orange County Mayor Mel Martinez and similarly understands local government operations from an inside experience perspective.

In the event of a change in Administration, BGR Consultants have close ties with Romney campaign staff and with the candidate himself through long-standing personal relationships with senior BGR Principals and Officers.

16. Discuss Proposer's specific experience on major metropolitan county issues and key Miami-Dade County issues.

ST&R/STTAS has provided leadership and guidance on a number of issues of interest to the airport, including:

1. Funding of EDS for airport baggage
2. Funding for runway strengthening, appropriations and allocation of additional federal inspection staff
3. Funding for a new control tower at Opa Locka Airport, tabling
4. Promoting more efficient procedures, better funding of agriculture trade through Miami-Dade's airport and seaport
5. Immunizing passenger facility fees from airline bankruptcy proceedings
6. Designing and carrying forward strategy to change federal regulations to allow perishable agricultural products requiring cold treatment to move through the Port of Miami
7. Increased CBP and Agriculture staffing for Miami International Airport cargo and passenger operations.

Aviation Strategies and Trade Solutions, LLC, ("ASTS") and Anne Sotorrio bring a unique perspective to the aviation and transportation agenda. The priority issues for the MDAD are largely the same as they were during Ms. Sotorrio's tenure as Associate Aviation Director for Governmental Affairs. CBP staffing remains a primary concern given the eminent opening of the North Terminal Federal Inspection Service (FIS) facility with 72 passport control booths. Regretfully, CBP does not have sufficient CBP Officers to staff the new, North Terminal facility while maintaining service levels in the South and Central Terminals. The MDAD has reluctantly agreed to the temporary closure of the Central Terminal facility to augment staffing in the North Terminal FIS. Even with this action, CBP will be unable to staff the 72 passport control booths at peak times. Ms. Sotorrio is well familiar with this issue as she has worked MDAD's CBP staffing issues for over 20 years. She has also played a leadership role on CBP issues on behalf of the nation's airports through her work with the Airports Council International-North America and its Facilitation Committee of which she is a Past-Chairperson and remains an active participant. She is recognized as an expert in facilitation issues and has a track-record of successfully lobbying to both increase CBP staffing levels at airports nationwide and obtain additional CBP Officers specifically for Miami International Airport. She led a successful community effort that resulted in over 100 new CBP Officers for MIA's South Terminal.

Another critical issue for airports is securing an increase to the Passenger Facility Charge (PFC), which provide an important revenue stream for airport capital projects. PFCs are currently authorized by Congress at $4.50 per passenger. The amount of the PFC has not been adjusted since the year 2000 and airport capital needs currently stand at $16 billion annually with approximately 30% needing to come from PFCs. The program also needs streaming and a more simplified structure that recognizes that, unlike AIP grants, PFC revenue is locally generated. MIA would significantly benefit from a PFC increase because its bonding capacity is stretched to its limits and a large, unfunded capital program remains.

Drawing in their county employment experience, subcontractor BGR Key Personnel Roberts and Murphy have specifically worked on issues Including transportation funding, public facilities development (performing arts

Proposer Information

centers, sports arenas), public housing authority development and rehabilitation, Social Services, public safety and other local issues that include federal participation or unfunded mandates.

Among its many accomplishments, Becker & Poliakoff secured funding for the Urban Area Security Initiative for the benefit of Palm Beach County. The funding came from a Homeland Security Appropriation of $490,376, 000 that also included Miami-Dade UASI.

BGR has one of the best track records in Washington, DC in assisting clients secure federal funding: BGR has successfully assisted its clients in securing billions of dollars for various projects. The following is a sample of some of our funding successes before new earmarking rules were implemented:

- $22,000,000 to the Milwaukee Metropolitan Sewerage District for the Central Interceptor Program
- $5,000,000 to the City of St. Croix Falls, WI for new wastewater treatment
- $4,900,000 to the City of Manchester, NH for a new water treatment plant
- $4,100,000 to the City of Racine, WI for a membrane treatment
- $4,000,000 to the Village of Johnsburg, IL for a septic tank replacement program
- $3,250,000 to the City of Austin, TX Clean Water Program
- $3,500,000 to the City of Waukesha, WI Water Utility to build additional capacity
- $2,275,000 for septic tank replacement along the Fox River in Illinois

ST&R and the team have extensive knowledge of the all the players in their industry. As a group, we also have the ability to identify and recruit outside talent when necessary.

17. Discuss how Proposer plans to provide services on issues and subject areas outside the expertise of its team members, specifically on key Miami-Dade County issues.

ST&R has worked with independent contractors on a case-by-case and issue-by-issue basis where it is believed that expertise is needed beyond that of the team members. During our work for Miami-Dade County under Q50E, and in accordance with that contract, we engaged the services of a former General Counsel of the FAA on aviation issues. More recently, we have brought a former Pentagon official into consultation on issues regarding efforts to obtain approval to establish an Air Show in Homestead.

The team led by ST&R joined by team subcontractors; ASTS, Becker & Poliakoff, and BGR jointly have access to more than 75 consultants and attorneys from which we can draw upon for needed expertise and assistance on issues outside the expertise of the core team members listed in this statement of qualifications.

18. Describe how the Proposer would enhance the County's position with respect to legislation and budgetary authorizations and appropriations.

The ST&R team brings a synergy of expertise and relationships unfiltered by allegiance to one employer. That means a broader perspective in recommended approaches, flexibility to change direction in response to fluid situations, and the ability choose the best person to reach out to decision makers. ST&R team members provide the opportunity to advocate for Miami-Dade without identification to one specific consulting organization. Together we have a multitude of contacts and the flexibility to use them to provide maximum effect.

ST&R/STTAS have developed strong relations throughout the U.S transportation industry with key executive branch agencies through their prior work with Customs and Border Protection, the Air Transport Associations (ATA), the American Association of Port Authorities (AAPA) and Miami International Airport. These experiences have exposed our Team members to all aspects of the budgetary formulation and appropriations

Proposer Information

processes and to various federal grants programs including the Airport Improvement Program (AIP) and the Hazardous Materials Emergency Preparedness (HMEP) grant program. They have secured government funds for numerous projects including ACE, trade missions, and northern border issues.

19. Describe how the Proposer plans to establish, maintain and enhance working relationships between County elected officials and staff and the executive and legislative branches of the federal government and relevant federal agencies.

Miami-Dade County will have access to all the team members assigned to your account both at the office, on their cell phones/PDA's, and at home when necessary. Your calls will not go unanswered. The ST&R team will be available 24 hours a day/7 days a week.

Working in consultation with the County, the team of ST&R, ASTA, BGE and B&P will work closely with the County to obtain all necessary project information. We will work to secure federal funding for the County including proactive identification of specific funding opportunities and will monitor federal legislation and programs of federal agencies to identify new funding sources. We will also prioritize funding opportunities according to their potential as funding sources for the County. The ST&R team will then develop time lines giving dates when certain activities should begin, or when materials should be compiled, to meet Federal guidelines and deadlines.

The ST&R team and its subcontractors will act as the representative of the County and its projects and we will coordinate with the County and State Congressional Delegation in gaining support for federal funding for the County as well as assist in drafting appropriate correspondence, schedule briefings and meetings. We will then identify and meet with key federal agencies, officers of the federal government and members of Congress related to specific funding sources; propose and implement lobbying and advocacy strategies for gaining their support for County projects. We will establish and maintain liaisons with key federal agencies and officers, and elected officials to gain support for County projects and if requested, prepare federal grant applications.

ST&R and subcontractors plan to provide technical assistance and guidance to County staff in preparing correspondence and reports for Federal funding contacts and, as requested or necessary, arrange meetings between federal agencies and members of Congress and County to promote the funding of County projects or to discuss legislative issues affecting the County. We shall also identify agencies or local governments which may be competing for specific grants or appropriations, and help align support for County projects.

As Miami-Dade County moves forward, securing federal grants will become an even more important aspect of federal government relations until the appropriations earmark process is clearly delineated again. B&P Team Leader, Omar Franco has been working with public and private institutions for over a decade in identifying and securing federal grants. Beginning with his work at the University of Miami, Omar worked very closely to identify potential federal grants for the University and ensuring that they were submitted in a timely fashion. As a Chief of Staff, he worked closely with the County, municipalities and universities in the Congressman's district in identifying federal grants for them and also drafting support letters for the Congressman. Since he began federal lobbying, Omar has worked closely with his clients to submit SAFER, TIGER, HRSA, COPS and various other grants.

As Chief of Staff to a Central Florida Congressman, BGR Team Leader Rusty Roberts worked extensively with county officials in Central and NE Florida, expanding and building relationships with Members of the Florida Delegation and key committees with responsibility over transportation, aviation, emergency management housing, agriculture and others. Through regular contact with staff, one-on-one meetings in Washington, and visits to Miami by Members and federal officials, key Washington decision makers will become more familiar with Miami-Dade's unique challenges and issues.

Proposer Information

The County will need assistance in maximizing their efforts to secure federal funding and will need a consultants that are well versed in all the federal funding opportunities available to them. ST&R and subcontractors have extensive appropriations experience both on and off the Hill. B&P Team Leader Omar Franco, for example has secured millions of dollars at the University of Miami, specifically out of the Defense Appropriations bill where he garnered funding for CSTARS, a synthetic aperture radar system that needed upgrading. At Rep. Diaz-Balart's office, he was the lead staffer responsible for bringing $77 million in appropriations projects to the district. Since leaving the Hill, Omar has helped his clients in securing close to $10 million through appropriations and grant requests. These include earmarks, stimulus funds and regular grant requests.

Omar has also worked with counties, municipalities and other institutions in support or opposition of legislation on specific bills and issues of interest to his clients. Specifically, Omar has worked on the TEA-LU Reauthorization bill and successfully helped secure $81 million for lane widening on I-75 in Lee and Collier Counties. Other projects authorized and funded including $7.6 million for lane widening for the City Homestead and bus procurement funds for the City of Hialeah. Miami-Dade County will need to explore the opportunities of potential federal funds in authorization bills as well as appropriations. Omar has experience and success in both of these areas.

BGR Team Leader, Rusty Roberts, most recently worked on the just passed MAP-21 Surface Transportation reauthorization. While earmarks were not included in the bill, Mr. Roberts promoted policy objectives that will permit State transportation officials to use tolling as an alternative funding mechanism for new lane capacity on Interstate highways. This now nationally available program was successfully tested along I-95 in Miami-Dade County and will soon be implemented along I-4 in Orange County.

Our combined team has one of the strongest relationships with the Florida Congressional Delegation of any government affairs firms in Washington, D.C. Four of our principals left Capitol Hill and Executive Branch from senior positions with the Florida Delegation and continue to enjoy strong relationships with members and staff from both sides of the aisle.

ST&R, together with its subcontractors B&P, BGR, and ASTs have pursued effective federal relations agendas to their successful conclusion, bringing in federal monies for projects of significant regional and national importance. These successes are the result of the close professional working relationships the team has developed with key elected officials, Congressional Leaders, and Members on the House and Senate Appropriations Committees. Furthermore, our years of Congressional experience and Executive Branch consulting have resulted in long-standing professional relationships with staff members of many committees in the House and the Senate, and key federal agency personnel which we are able to use to the benefit of our clients.

ST&R is prepared to provide monthly reports to the County demonstrating the progress of the firm toward securing funding for County projects. The report shall provide sufficient information as needed in order for the County and staff to support any lobbying strategies. We will also appear before the County as requested to report on funding and project development activities. Appearances will be scheduled in advance at the request of the County.

Therefore, we propose the following goals and actions to provide the best service to Miami-Dade County:

GOAL 1: Effectively develop funding initiatives, inclusive of annual appropriations requests and agency specific grant opportunities for the County.

Strategic development is critical to any successful lobbying effort -- planning, coordinating and executing strategies to achieve the policy goals. We will work with the County to re-examine its current government affairs plan and, if chosen, would recommend an in-depth strategy session among all the team members and the County

Proposer Information

as soon as possible. We will:

- Meet with the County to analyze the current federal appropriations requests, and conduct strategic long-term analysis for future requests including the potential areas of interest
- Assist the County in development, drafting and submission of appropriation requests and all the supporting documentation to the Congressional offices
- Meet with the Congressional offices and the representatives of the County to introduce the 2013 legislative agenda
- Attend Congressional hearings and markups on appropriations in the U.S. House and U.S. Senate.
- Coordinate meetings between County representatives and the leadership in the U.S. House and U.S. Senate Appropriations Committee members.
- Identify and meet with Executive Branch officials to discuss alternative funding opportunities for County projects through the Executive Branch and target the following agencies for funding opportunities:
  - Department of Agriculture
  - Department of Energy
  - Department of the Interior
  - Department of Commerce
  - Department of Housing and Urban Development
  - Department of Transportation
  - Department of Homeland Security
  - And others
- Develop and execute a strategy to ensure that County projects are included in the preliminary bills in both the U.S. House and U.S. Senate.
- Encourage County representatives to initiate a second round of meetings with the County delegation members and key Appropriation leadership members
- Develop a strategy to ensure that every project funded in the preliminary bills makes it into final conference reports

Here are just a few examples of areas through which we believe the County could pursue federal funding.

GOAL 2: Establish and maintain liaison services, establish regular interaction, and assist the County in building their influence with the entire U.S. Congress, and the Florida Congressional Delegation.

- Work to identify public policy issues of importance to the County and develop specific position papers on each issue area, working with the government relations team and leadership at the County. These issue papers will be updated on a regular, and as warranted, basis
- Present the revised agenda to the Congressional Delegation and as appropriate, advance components of the agenda with members of the U.S. House and the U.S. Senate with legislative jurisdiction over targeted issues
- Coordinate site visits by Congressional members, specifically the local Congressional Delegation, to the County to enhance the visibility and recognition of County's exemplary projects
- Identify opportunities for the County leadership to testify before Congress on issues of importance and priority
- Identify specific actions to be appropriately advanced that will enhance the County's relationships with the Congressional Delegation members and their staff
- Establish relationships with Appropriations Committee members of the U.S. House and U.S. Senate outside of Florida, including their key staffers
- Assist with the management of visits/fly-ins of County representatives to Washington, D.C. for the purpose of meeting with members of Congress and their appropriations staff
- Coordinate and accompany site visits by Appropriations members and staff to the County to enhance the visibility and recognition of County's exemplary projects.

Proposer Information

GOAL 3: Establish and maintain liaison services, establish regular interaction, and assist the County in establishing long-term relationships with the Executive Branch agencies.

It is important that the federal agencies be familiar with and feel comfortable calling upon the County at both the political appointee and career service levels. As part of our efforts on behalf of the County, we will establish and maintain relationships with the new key policymakers. We will:

- Set up and coordinate meetings on behalf of the County with the Obama Administration to communicate the County's perspectives on new policy initiatives for the 112th Congress as it will be important for the County to establish a relationship with the Administration leadership
- Advance relationships in these key departments/agencies including:
  - White House, Offices of the President & the Vice President
    - a. Director for Legislative Affairs
    - b. Chief of Staff to the Vice President
  - Department of Energy
    - a. Assistant Secretary, Energy Efficiency and Renewable Energy
    - b. Assistant Secretary, Electricity Delivery and Energy Reliability
    - c. Director, Office of Science (OS)
  - Department of Homeland Security
    - a. Administrator, Federal Emergency Management Administration (FEMA)
    - b. Coast Guard
    - c. Customs & Borders
  - Department of Justice
    - a. Director, Community Oriented Policing Services (COPS)
    - b. Assistant Attorney General, Office of Justice Programs (OJP)
  - Department of Housing and Urban Development
    - a. Director, Economic Development
  - Department of Transportation
    - a. Secretary, Office of the Secretary
    - b. Administrator, Federal Aviation Administration (FAA)
    - c. Program Manager, Airport Improvement Program (AIP)
    - d. Administrator, Federal Highway Administration (FHWA)
    - e. Administrator, Federal Railroad Administration (FRA)
    - f. Administrator, Federal Transit Administration (FTA)
  - Department of Interior
    - a. Assistant Secretary, Water and Science (WS)
    - b. Director, U.S. Geological Survey
    - c. Director, U.S. Fish & Wildlife Service
  - Department of Labor
    - a. Assistant Secretary, Employment and Training Administration
  - Department of Health and Human Services
    - a. Director, Centers for Disease Control and Prevention (CDC)
    - b. Assistant Secretary, Administration on Aging
    - c. Administrator, Administration for Children and Families
    - d. Administrator, Health Resources and Services Administration (HRSA)
      - 1) Administrator, Substance Abuse and Mental Health Services Administration (SAMHSA)
      - 2) Director, Center for Substance Abuse Prevention (CSAP)
  - Department of Defense
    - a. Army
      - 1) Director, United States Army Corps of Engineers

Proposer Information

2) Jacksonville District, South Atlantic Division and Headquarters
b. National Guard
- Department of Labor
- Department of Education
- Department of Commerce
- Department of the Treasury
- Department of Agriculture
  a. Food & Drug Administration

- Coordinate site visits by Administration officials to County to enhance the visibility and recognition of the County's exemplary projects among the pertinent federal departments and agencies.

20. Identify any actual and/or potential conflicts of interest in providing services requested herein (refer to Section 2.2(A)).

The ST&R is not aware of any current or potential conflicts of interest. ST&R does not represent any other county governments or airports, and are not pursuing any such representation.

All team members will be required to advise Lee Sandler of any actual and/or potential conflicts if called upon to provide a service to a Federal Subject Area/Issue. ST&R will assume responsibility to consult with Miami-Dade County about the circumstance and reassign the team member or obtain the required waiver.

21. Provide a list of and discuss Proposer's accomplishments achieved on behalf of local governments during recent sessions.

Founding Partner and Project Lead Lee Sandler and other ST&R Miami attorneys and staff have:

- Chaired the Special Committee on International Cargo of the Greater Miami Chamber of Commerce for nearly 20 years
- Created and led a Perishables Coalition to address the special facilitation needs of perishable cargo at Miami International Airport and Seaport
- Served as Customs' Southeast U.S. Deputy Assistant Regional Coordinator in Miami and as Customs' Assistant Airport Director at the Miami International Airport
- Chaired the World Trade Center Miami and the International Economic Development, International Cargo, Federal Advocacy, and Immigration Committees for the Greater Miami Chamber of Commerce
- Served as Counsel to the Florida Customs Brokers and Freight Forwarders Association over 25 years

Team members from Becker & Poliakoff obtained a commitment from U.S. Immigration and Customs Enforcement (ICE) for building an Immigration Detention Center in the Town of Southwest Ranches. However, the town decided not to move forward in the face of strong objections from their residents. In addition, Omar successfully lobbied for federal appropriations funding for the following municipalities and governmental entities:

- Hialeah, FL - Secured $500,000 for street and sidewalk improvements in the FY10 Transportation-HUD Appropriations bill and $250,000 for the police equipment upgrades in the FY10 Commerce-Justice-State Appropriations under the COPS account.
- Miami Lakes, FL - Secured $570,000 in FY09 Transportation-HUD bill for vehicle procurement of two hybrid electric vehicles to provide this trolleybus service for the Port.
- City of North Bay Village – For forty-two years, wastewater from North Bay Village was pumped through the same pipe travelling more than two miles to Miami Beach to be processed. This force main pipeline rested on the floor of Biscayne Bay and was exposed to hazards such as impacts from boats. Damage to the pipe was

Proposer Information

accelerated by corrosion and age. This pipeline had caused six spill accidents since 2005 and was causing continued environmental damage and health risks to North Bay Village and all the surrounding communities. The City had initiated planning work to replace the pipeline, rerouting it to the west to the City of Miami since North Bay Village was placed under a sewer moratorium from Miami-Dade County and a consent order from the Florida Department of Environmental Protection.

- In 2009, Omar began working with the City of North Bay Village to see if federal funding would be available to begin work on this project. Omar worked with North Bay Village and submitted this project request to Congresswoman Debbie Wasserman Schultz and Senator Bill Nelson's offices. In the midst of that appropriation cycle, Congress passed the American Recovery & Reinvestment Act (ARRA) and federal funds for "shovel ready projects" also became available. Working closely with Congresswoman Debbie Wasserman Schultz's office, we resubmitted the appropriations request as an ARRA project request. By the end of 2009, the City of North Bay Village received notification that they had been awarded $4,655,012 to completely rehabilitate the existing 12,000 feet of 12-inch force main that crosses the Biscayne Bay. Omar secured $475,000 in for a Bus Facility Project within the new Municipal Public Safety Complex. The reference for City of North Bay Village is Dennis Kelly, City Manager, (305) 756-7171.
- Miccosukee Tribe of Indians – The Miccosukee Tribe Headquarters is located on Tamiami Trail, U.S. 41, on the Miccosukee Reservation. The entrance to the Headquarters leads to all of the housing for all Tribal members as well as the school, clinic, court and all other government offices. The entrance is a two-lane highway where speed limits are reduced upon approach from 55 M.P.H. to 45 M.P.H. However, many accidents, resulting in severe injuries and damage to Tribal members and tourists alike, have been reported at this section of Tamiami Trail because of the deceleration needed to safely turn into the Headquarters. To significantly reduce the danger of serious accidents occurring, the creation of turn lanes from the east and west is needed.

  Omar worked for the Miccosukee Tribe in addressing this serious safety issue. Working with Congressman Mario Diaz-Balart's office, Omar had them submit the Tamiami Trail safety improvement project for the FY10 Transportation-Housing & Urban Development Appropriations bill. Omar also worked on getting the former Congressman Kendrick Meek, Congressman Alcee Hastings, and Congresswoman Debbie Wasserman Schultz to submit the project for consideration. In December 2009, Congress passed the Conference Report for the Omnibus Appropriations Bill. Included in the bill was $1,750,000 in the Federal Highway Administration Federal Lands – Public Lands Highway Account for the Miccosukee Tribe to fully fund the Tamiami Trail safety improvements project. Omar secured $760,000 for the Snake Road Improvements to address significant safety concerns associated with Snake Road (BIA). For FY11, $1.1 million for road resurfacing was included in the Omnibus bill that failed in Congress. The reference for the Miccosukee Tribe of Indians is Julio Martinez, (305) 318-9459.

BGR secured $1,900,000 for the City of Marathon, FL for the purpose of debt retirement

22. Discuss Proposer's relationships with President Obama's Administration and what unique aspects Proposer can provide which makes Proposer different than other potential proposers.

ST&R has close contacts within the Obama Administration. Particularly within USTR, the White House, and Department of Commerce, ST&R professionals and staff are routinely in contact and meet with various executive branch offices on topics and issues of interest to ST&R clients.

ST&R has been involved in Washington DC since 1985. Many of our professionals have worked in US government agencies or for members of Congress. These previous postings translate into established and pre-existing relationships with key individuals in government agencies and in the various Administrations enabling them to maintain a productive working relationship. Further, given the upcoming Presidential election,

Proposer Information

relationships with the current Administration should not be overstated. Our firm has always maintained a non-partisan stance on trade related matters. This position enables our professionals to maintain solid working relationships with various Administrations regardless of party affiliations. Further, the same is very true for the House and Senate. Each two years, members change and the need is essential for a firm to possess a reputation for its fair play and focus on issues not politics. This positioning has further enhanced our reputation as technical experts on all things trade on both sides of the political aisle.

BGR Key Personnel Jonathan Mantz has worked closely with leading Democrats through his service as Deputy Executive Director of the Democratic Senatorial Committee and Finance Chair of the Democratic Congressional Campaign Committee. He also served as Senator Hillary Clinton's Finance Chair.

23. Discuss Proposer's relationships with House and Senate leadership and what unique aspects Proposer can provide which makes Proposer different than other potential proposers.

ST&R professionals and subcontractors have worked in the House and Senate and maintain close working relationships with House and Senate members and staff, including those committees of interest to Miami-Dade County such as House Committee on Ways and Means, the Energy and Commerce Committee, the Homeland Security Committee, the Appropriations Committee, the Transportation and Infrastructure Committee, the Agriculture Committee and the Judiciary Committee. On the Senate side we have meaningful interaction and relationships with the Finance, Appropriations, Commerce, Science and Transportation and Governmental Affairs Committees and have fostered personal relationships with many staff members becoming a resource for staff members to turn to for advice on legislative initiatives.

We also have relationships in leadership offices in the House and Senate on both sides of the aisle and use these relationships strategically to compliment the Committee work on legislative objections, including engaging with Senators Reid, McConnell and Nelson and Speaker Boehner and Minority Leader Pelosi on current issues. We also have the unique ability to coalesce with other private sector entities such as associations, companies, and lobbyists to create coalitions that can speak with one voice on the Hill.

Key members of our subcontractor team have extensive experience and involvement with the United States House of Representatives and Senate.

Government law and lobbying is and has always been a core practice for B&P. Several firm attorneys currently serve or have served in government positions (local, state, and federal), giving the Becker & Poliakoff team significant first-hand working knowledge of government practices and procedures.

As previously stated, Omar Franco was Chief of Staff for local Congressmen. On a case-by-case basis, they can also draw on the abilities and relationship of other experienced members or his firm.

For example, shareholder Bernie Friedman served as Chief of Staff to a South Florida Congressman. Shareholder Nelson Diaz was Chief of Staff to former Florida House Speaker and current U.S. Senator Marco Rubio during his tenure in the Florida House. Over the last several years, Shareholder Yolanda Cash Jackson has worked very closely with key Members of the Congressional Black Caucus including Representatives Jim Clyburn, Bennie Thompson, Donna Christensen, Marcia Fudge and of course Floridians Corrine Brown, Alcee Hastings, and Frederica Wilson. Clearly, this team member organization has many years of experience working with Members of the Florida Congressional delegation on a wide variety of issues.

At BGR both Rusty Roberts and Clarence Williams served as Chief of Staff for members of the Florida Congressional delegation. Their base is in Washington D.C. but they bring with them a local perspective that

Proposer Information

only someone who has lived her can.

Service Cost

24. State proposed annual fee to provide all services requested herein. (The fee shall include all costs, including subcontractor fees, travel, and miscellaneous expenses, as they will not be reimbursed separately by the County. The fee shall not include any amount for Work Order assignments or Optional Services.)

    $400,000

Form A-1

PROPOSER'S NAME (Name of firm, entity or organization):
Sandler, Travis & Rosenberg, P.A.

FEDERAL EMPLOYER IDENTIFICATION NUMBER: 59-2027519

NAME AND TITLE OF PROPOSER'S CONTACT PERSON:

Name: Gilbert Lee Sandler Title: President

MAILING ADDRESS:

Street Address: 1000 NW 57th Court, Suite 600

City, State, Zip: Miami, FL 33126

TELEPHONE:	*FAX:*	*E-MAIL ADDRESS:*
(305) 894-1000	(305) 267-5155	lsandler@strtrade.com

PROPOSER'S ORGANIZATIONAL STRUCTURE:

X Corporation ___ Partnership ___ Proprietorship ___ Joint Venture

___ Other (Explain):

IF CORPORATION:

Date Incorporated/Organized: 09/08/1980 State Incorporated/Organized: Florida

States registered in as foreign corporation: NY, D.C., IL, CA, AZ

PROPOSER'S SERVICE OR BUSINESS ACTIVITIES OTHER THAN WHAT THIS SOLICITATION REQUESTS FOR:

LIST NAMES OF PROPOSER'S SUBCONTRACTORS OR SUBCONSULTANTS FOR THIS PROJECT:

STTAS - John McGowan, Samuel H. Banks, William Hefflefinger III, George Weise

LOCAL CERTIFIED SERVICE-DISABLED VETERAN BUSINESS ENTERPRISE:

A Local Certified Service-Disabled Veteran Business Enterprise is a firm that is a) a local business pursuant to Section 2-8.5 of the Code of Miami-Dade County and b) prior to proposal submittal is certified by the State of Florida Department of Management Services as a service-disabled veteran business enterprise pursuant to Section 295.187 of the Florida Statutes. At the time of proposal submission, the Local Certified Service-Disabled Veteran Business Enterprise must affirm in writing its compliance with the certification requirements of Section 295.187 of the Florida Statutes and submit said affirmation and a copy of the actual certification along with the proposal submission.

☐ Place a checkmark here only if affirming Proposer is a certified Local Certified Service-Disabled Veteran Business Enterprise. A copy of the required certification must be submitted with the proposal.

CRIMINAL CONVICTION DISCLOSURE:

Pursuant to Miami-Dade County Ordinance No. 94-34, any individual who has been convicted of a felony during the past ten years and any corporation, partnership, joint venture or other legal entity having an officer, director, or executive who has been convicted of a felony during the past ten years shall disclose this information prior to entering into a contract with or receiving funding from the County.

☐ Place a checkmark here **only** if Proposer has such conviction to disclose.

Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List:

By executing this proposal through a duly authorized representative, the proposer certifies that the proposer is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, as those terms are used and defined in sections 287.135 and 215.473 of the Florida Statutes. In the event that the proposer is unable to provide such certification but still seeks to be considered for award of this solicitation, the proposer shall execute the proposal through a duly authorized representative and shall also initial this space: _____. In such event, the proposer shall furnish together with its proposal a duly executed written explanation of the facts supporting any exception to the requirement for certification that it claims under Section 287.135 of the Florida Statutes. The proposer agrees to cooperate fully with the County in any investigation undertaken by the County to determine whether the claimed exception would be applicable. The County shall have the right to terminate any contract resulting from this solicitation for default if the proposer is found to have submitted a false certification or to have been placed on the Scrutinized Companies for Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.

PROPOSER'S AUTHORIZED SIGNATURE

The undersigned hereby certifies that this proposal is submitted in response to this solicitation.

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED BELOW BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE PROPOSAL NON-RESPONSIVE. THE COUNTY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE PROPOSER TO THE TERMS OF ITS OFFER.

Signed By: _____ Date: July 3, 2012

Print Name: Gilbert Lee Sandler Title: President

A-1 Rev. 7/29/11

Form A-2
AFFIDAVIT OF MIAMI-DADE COUNTY LOBBYIST REGISTRATION FOR ORAL PRESENTATION

(1) ProjectTitle: Govermental Representation & Consulting Services in Washington D.C. Project No.: RFQ-805
(2) Department: Department of Procurement Contracting Manager
(3) Proposer's Name: Sandler, Travis & Rosenberg, P.A.
Address: 1000 NW 57th Court, Suite 600, Miami, FL Zip: 33126
Business Telephone: (305) 894-1000

(4) List All Members of the Presentation Team Who Will Be Participating in the Oral Presentation:

NAME	TITLE	EMPLOYED BY	TEL. NO.
Gilbert Lee Sandler	President	Sandler, Travis & Rosenberg, P.A.	(305) 894-1000
Thomas G. Travis	Managing Partner	Sandler, Travis & Rosenberg, P.A.	(305) 894-1001
Nicole Bivens Collinson	President, Trade Negotiations & Legislative Affairs	Sandler, Travis & Rosenberg, P.A.	(202) 730-4956
Samuel H. Banks	Executive V.P., Global Modernization & Dev. Group	Sandler & Travis Trade Advisory Services, Inc.	(202) 471-3243
William Heffelfinger III	Sr. V.P., Cargo Border Security	Sandler & Travis Trade Advisory Services, Inc.	(202) 730-4983
John B. McGowan	Sr. V.P., Border Security	Sandler & Travis Trade Advisory Services, Inc.	(202) 730-4981
George Weise	Executive Vice President	Sandler & Travis Trade Advisory Services, Inc.	(202) 730-4978
Andy Olson	Senior Trade and Government Relations Advisor	Sandler, Travis & Rosenberg, P.A.	(202) 730-4958
Edward Steiner	Director Trade & Legislative Affairs	Sandler, Travis & Rosenberg, P.A.	(202) 730-4970

(ATTACH ADDITIONAL SHEET IF NECESSARY)

The individuals named above are Registered and the Registration Fee is <u>not</u> required for the Oral Presentation ONLY.

Any person who appears as a representative for an individual or firm for an oral presentation before a County certification, evaluation, selection, technical review or similar committee must be listed on an affidavit provided by the County. The affidavit shall be filed with the Clerk of the Board at the time the response is submitted. The individual or firm must submit a revised affidavit for additional team members added after submittal of the proposal with the Clerk of the Board prior to the oral presentation. Any person not listed on the affidavit or revised affidavit may not participate in the oral presentation, unless he or she is registered with the Clerk's office and has paid all applicable fees.

Other than for the oral presentation, Proposers who wish to address the county commission, county board or county committee concerning any actions, decisions or recommendations of County personnel regarding this solicitation in accordance with Section 2-11.1(s) of the Code of Miami-Dade County MUST register with the Clerk of the Board and pay all applicable fees.

I do solemnly swear that all the foregoing facts are true and correct and I have read or am familiar with the provisions of Section 2-11.1(s) of the Code of Miami-Dade County as amended.

Signature of Authorized Representative: Title: President
STATE OF Florida
COUNTY OF Miami-Dade

The foregoing instrument was acknowledged before me this 3rd day of July 2012,
by Gilbert Lee Sandler, a _____, who is personally known
(Individual, Officer, Partner or Agent) (Sole Proprietor, Corporation or Partnership)
to me or who has produced _____ as identification and who did/did not take an oath.

(Signature of person taking acknowledgement)

(Name of Acknowledger typed, printed or stamped)

(Title or Rank) (Serial Number, if any)

Notary Public State of Florida
Tiffany C Martinez
My Commission DD967204
Expires 03/30/2014

Revised 2/7/05

Form A-3

ACKNOWLEDGEMENT OF ADDENDA

Instructions: Complete Part I or Part II, whichever is applicable.

PART I: Listed below are the dates of issue for each Addendum received in connection with this solicitation.

Addendum #1, Dated June 20, 2012

Addendum #2, Dated June 26, 2012

Addendum #3, Dated _____, 201___

Addendum #4, Dated _____, 201___

Addendum #5, Dated _____, 201___

Addendum #6, Dated _____, 201___

Addendum #7, Dated _____, 201___

Addendum #8, Dated _____, 201___

Addendum #9, Dated _____, 201___

PART II:

____ No Addendum was received in connection with this solicitation.

Authorized Signature: _____ Date: July 3, 2012

Print Name: Gilbert Lee Sandler Title: President

Firm Name: Sandler, Travis & Rosenberg, P.A.

A-3 - Rev. 1/25/10

FORM A-5
SUBCONTRACTOR/SUPPLIER LISTING
(Ordinance 97-104)

Name of Proposer Sandler, Travis & Rosenberg, P.A.

This form, or a comparable listing meeting the requirements of Ordinance No. 97-104, **MUST** be completed by all bidders and proposers on County contracts for purchase of supplies, materials or services, including professional services which involve expenditures of $100,000 or more, and all bidders and proposers on County or Public Health Trust construction contracts which involve expenditures of $100,000 or more. **This form, or a comparable listing meeting the requirements of Ordinance No. 97-104, must be completed and submitted even though the bidder or proposer will not utilize subcontractors or suppliers on the contract. The bidder or proposer should enter the word "NONE" under the appropriate heading in those instances where no subcontractors or suppliers will be used on the contract.** A bidder or proposer who is awarded the contract shall not change or substitute first tier subcontractors or direct suppliers or the portions of the contract work to be performed or materials to be supplied from those identified except upon written approval of the County.

Business Name and Address of First Tier Subcontractor/Subconsultant	Principal Owner	Scope of Work to be Performed by Subcontractor/Subconsultant	(Principal Owner) Gender	Race
Sandler & Travis Trade Advisory Services, Inc.	Gilbert Lee Sandler	Consulting & Government Relations	Male	White

Business Name and Address of Direct Supplier	Principal Owner	Supplies/Materials/Services to be Provided by Supplier	(Principal Owner) Gender	Race
None				

I certify that the representations contained in this Subcontractor/Supplier Listing are to the best of my knowledge true and accurate.

Signature of Proposer's Authorized Representative	Print Name	Print Title	Date
	Gilbert Lee Sandler	President	July 3, 2012

(Duplicate if additional space is needed)
Form A-5(new 5/7/99)

Form A-6

FAIR SUBCONTRACTING POLICIES
(Section 2-8.8 of the Miami-Dade County Code)

FAIR SUBCONTRACTING PRACTICES

In compliance with Section 2-8.8 of the Miami-Dade County Code, the Proposer submits the following detailed statement of its policies and procedures for awarding subcontracts:

PLEASE SEE ATTACHED.

I hereby certify that the foregoing information is true, correct and complete.

Signature of Authorized Representative: _____

Title: President Date: July 3, 2012

Firm Name: Sandler, Travis & Rosenberg, P.A.

SANDLER, TRAVIS & ROSENBERG, P.A.

FAIR SUBCONTRACTING POLICY & PROCEDURES

It is the policy of Sandler, Travis & Rosenberg, P.A. ("the Firm") to promote diversity in the use of subcontractors and to allow for subcontracting opportunities to as many qualified subcontractors as possible. All competitive subcontractors will be granted equal consideration. Each transaction shall be regarded on its own merits.

Where appropriate, the Firm will notify the broadest number of local subcontractors of the opportunity to be awarded a subcontract, invite local Subcontractors to submit bids in a practical, expedient manner, and provide local subcontractors access to information necessary to prepare and formulate a subcontracting bid. The Firm will allow interested subcontractors to meet with appropriate personnel of the Firm to discuss the Firm's requirements. The Firm awards subcontracts based on full and complete consideration of all submitted proposals and in accordance with the Firm's stated objectives. The Firm's goal is to obtain the optimum value for each dollar expended. Other factors to be considered include quality, experience and knowledge in the area for which the subcontracting is sought, availability, and price of the product or service, quality and availability of service, and responsibility of the vendor. Responsibility of the subcontractor shall include, but not be limited to, evidence of nondiscriminatory hiring practices, nondiscriminatory subcontracting practices, and evidence of meeting specified delivery deadlines.

SAMUEL H. BANKS

Washington, D.C.
Tel: (202) 216-9307
Fax: (202) 842-2247
Direct Line: (202) 471-3243
sbanks@strtrade.com

SAMUEL H. BANKS is Executive Vice President for Sandler & Travis Trade Advisory Services, Inc., resident in the Washington, D.C., office. He is responsible for STTAS government and commercial programs globally. This portfolio includes the ACE modernization project for U.S. Customs and Border Protection and the US-VISIT project for the Department of Homeland Security, as well as consulting with over 300 corporations on customs and international trade issues.

Mr. Banks' experience in customs, law enforcement and international trade includes more than 28 years at the U.S. Customs Service. He began his career at Customs as a uniformed inspector in San Francisco and rose to become the highest-ranking career official in the agency for four years as deputy commissioner. He also served as acting commissioner for one year. Throughout his tenure with Customs, Mr. Banks worked on a number of major initiatives, including the passage and implementation of the Customs Modernization Act, which changed the rules governing the entry of imported merchandise into the United States. He represented the U.S. at international forums and negotiated numerous international agreements, including significant portions of NAFTA.

In the private sector, Mr. Banks has worked as a consultant for various international trade businesses, including the Air Transport Association, United Parcel Service and Lockheed Martin. Most recently, Mr. Banks served as a corporate officer for an international trade information technology firm.

Mr. Banks is a graduate of the Georgetown University School of Foreign Service.

J. NICOLE BIVENS COLLINSON

Washington, D.C.
Tel: (202) 216-9307
Fax: (202) 842-2247
Direct Line: (202) 730-4956
nbc@strtrade.com

NICOLE BIVENS COLLINSON leads the Trade Negotiations and Legislative Affairs practice of Sandler, Travis & Rosenberg, P.A., and serves as managing principal of the Washington, D.C., office. She is also a member of the Firm's Operating Committee.

Ms. Collinson has over 20 years' experience in government, public affairs and lobbying. She prepares countries, companies and associations for negotiations with the United States on free trade agreements or other preferential programs. She is well-known for her ability to foster dialogue among a diverse set of stakeholders to resolve complex issues in trade policy making and implementation. She also works directly with U.S. multinational corporations and associations, as well as foreign companies, associations and government agencies, to clearly represent their positions in Washington. In doing so she analyzes and monitors cross-cutting trade issues, including labor, the environment, food safety, customs regulations, international development and others, and helps build strong coalitions to advocate for change.

Ms. Collinson has drafted and guided the successful implementation of several pieces of key international trade legislation positively affecting the bottom line of many U.S. companies. Further, her work representing clients before Congress has earned her a well-respected position among politicians involved in international and business affairs. She is a well-known international trade authority in Washington, regularly called upon by members of Congress and the administration to help explain complex trade programs. Her decades of work with the House Ways and Means, Energy and Commerce, Foreign Affairs and Homeland Security committees and the Senate Finance; Commerce, Science and Transportation; Foreign Relations; and Homeland Security and Governmental Affairs committees has established deep and lasting relations with members of Congress and their staffs.

Prior to joining the Firm, Ms. Collinson served as assistant chief negotiator for the Office of the U.S. Trade Representative, responsible for the negotiation of bilateral agreements with Latin America, Eastern Europe, Southeast Asia, the Sub-Continent and Africa. She also served as a country specialist in the International Trade Administration at the Department of Commerce, where she was responsible for the preparation of negotiations on specific topics between the U.S. and Latin America, Eastern Europe, China and Hong Kong, as well as the administration of complex textile agreements

Ms. Collinson holds a master's degree in international relations from The George Washington University and a triple bachelor's degree in political science, European studies and French from Georgetown College. She also studied at the Université de Caen in France. She is past president of Women in International Trade and a member of the Washington International Trade Association, the National Association of Manufacturers and Women in Government Relations. She serves on the board of trustees for Georgetown College and the board of directors for Imojeans, and she is executive director for the U.S. Hosiery Manufacturers Coalition, the U.S. Apparel Industry Coalition and the U.S. Sock Distributors and Manufacturers Coalition. She is conversant in both French and Spanish.

Omar Franco
10915 Blue Roan Road
Oakton, Virginia 22124
(703) 877-2263

EMPLOYMENT

2011 – Present	Managing Director, Becker & Poliakoff, P.A., Washington, D.C.
2010 – Present	President, Franco Government Relations, Oakton, VA
2007 – 2010	Senior Vice President, Petrizzo Strategic Group, Washington, DC
2003 – 2007	Chief of Staff , Congressman Mario Diaz-Balart, Washington, DC Department of Defense Clearance Level - Top Secret
2001 – 2003	Assistant Vice-President of Governmental Relations University of Miami, Coral Gables, FL
1999 – 2001	Director of Governmental Relations University of Miami School of Medicine, Miami, FL
1998 - 1999	Field Office Director Florida Medical Association, Miami, FL
1996 - 1998	District Senior Legislative Assistant Senator Mario Diaz-Balart, Florida Senate, Miami, FL
1994 - 1996	District Legislative Assistant Representative Annie Betancourt, Florida House of Representatives, Miami, FL
1993 - 1994	District Legislative Assistant Representative Art Simon, Florida House of Representatives, Miami, FL

Political

2004	Member, National Hispanic Working Group Bush/Cheney '04, Arlington, VA
2002	Assistant Treasurer Mario Diaz-Balart for Congress, Miami, FL
1996	Campaign Manager / Deputy Treasurer Annie Betancourt Re-election Campaign, Miami, FL
1994	Assistant Campaign Manager / Deputy Treasurer Art Simon for Florida State Comptroller Campaign, Miami, FL
1988	Campaign Manager for Representative Art Simon House Leadership Council, Florida Democratic Party, Tallahassee, FL

EDUCATION

Bachelor of Arts in English/Business, 1988
Florida State University, Tallahassee, FL
Achievements/Activities: Delta Sigma Pi Business Fraternity; Dean's List, Summer 1987....

Associate in Arts in Business Administration, 1985
Miami Dade Community College, Miami, FL
Achievements/Activities: Sigma Phi Epsilon Fraternity; Dean's List, Summer 1984; Talent Roster for Distinguished Academic Performance....

Graduate Work in Political Science, 1995 - 1999
Florida International University, Miami, FL
Achievements/Activities: Pi Sigma Alpha National Political Science Honor Society; Florida Political Science Association; American Political Science Association; Academy of Political Science....

International Import/Export Certificate, 1993
St. Thomas University, International Trade Institute, Miami, FL

Woolworth Corporation Management Training Program, 1993

AFFILIATIONS/AWARDS

2011 -	**Member**, Congressional Hispanic Leadership Institute Corporate Advisory Board
2010 -	**Member**, American League of Lobbyists
2009 -	**Member**, House Chiefs of Staff Alumni Association
2007 -	**Member**, Republicans Associated for Mutual Support
2007 -	**Board of Directors**, Hispanic Lobbyist Association
2007 -	**Member**, The Florida State Society, Washington, DC
2007 - 2008	**Senior Advisory Board Member**, Republican National Hispanic Assembly of VA
2004 - 2011	**Marquis Who's Who in the World**
2004 - 2006	**Member**, House Administrative Assistants/Chiefs of Staff Association
2002 - 2011	**Marquis Who's Who in America**
1999	**Member**, The Growing Healthy Task Force
1999	**Graduate**, American Medical Political Action Committee Campaign School
1999 - 2002	**Registered Legislative Lobbyist**, Florida Legislature
1998 - 1999	**Steering Committee Member**, National MS Society Leadership Award
1998 - 2001	**Vice-President**, Kendale Lakes Master Condominium Association Board
1997	**Leadership Award**, National Multiple Sclerosis Society, "Class of '97"
1996 - 2000	**Board of Directors**, Kendall Federation of Homeowner Associations
1996	**Member**, Dade County Democratic Executive Committee
1996	**Graduate**, Hispanic Leadership Training, Cuban American National Council
1995 - 1996	**Graduate**, Leadership Miami Program, Greater Miami Chamber of Commerce
1989 - 2003	**Notary Public**, State of Florida

LANGUAGES

Oral and written fluency in English and Spanish

WILLIAM S. HEFFELFINGER III

Washington, D.C.
Tel: (202) 216-9307
Fax: (202) 842-2247
Direct Line: (202) 471-3231
wheffelfinger@strtrade.com

William S. Heffelfinger III is Senior Vice President, Cargo and Border Security, for Sandler & Travis Trade Advisory Services, Inc., resident in the Washington, D.C., office. He brings an extensive knowledge of port and border operations and security to the firm's work on these issues.

Prior to joining STTAS, Mr. Heffelfinger spent over 35 years in federal government service, including positions at U.S. Customs and Border Protection and the Treasury Department. Most recently he served as CBP's deputy assistant commissioner for field operations, where he oversaw agency programs and operations at 20 major field offices, 326 ports of entry, 50 operational Container Security Initiative ports and 14 preclearance stations in Canada, Ireland and the Caribbean. Previously at CBP he served as assistant to the commissioner, where he headed the Office of Border Coordination.

Before moving to CBP, Mr. Heffelfinger was the director of law enforcement and acting deputy assistant secretary (enforcement) at the Treasury Department. Also at Treasury he held positions in the offices of the assistant secretaries for enforcement and administration, the U.S. Secret Service and the Bureau of International Commerce.

Mr. Heffelfinger was awarded the Meritorious Presidential Rank Award by President Bush in 2005. In 2006, his service as the commanding officer of the 700-person contingent that CBP deployed to respond to Hurricane Katrina was recognized with the Secretary's Gold Medal, the Department of Homeland Security's highest award.

BIOGRAPHIES

Jonathan Mantz
Managing Director, BGR Government Affairs

Jonathan Mantz joined BGR Government Affairs as Managing Director in 2009 after 15 years of experience in political fundraising. Considered a leader and top strategist in his field, Jonathan has raised nearly a half billion dollars to help elect Democrats to federal and state offices.

Jonathan served as National Finance Director to Senator Hillary Clinton's presidential campaign throughout 2007 – 2008 and was responsible for creating and implementing fundraising strategies and managing a staff of 60. He led the campaign to raise over $235 million in an 18-month period. During 2007 alone, the year before the primaries were held, the Clinton campaign raised more than $118 million, breaking all fundraising records for a non-incumbent presidential candidate. By many accounts, his fundraising operation was considered one of the strongest-run departments of any Presidential campaign.

In 2006, he served as Finance Chairman for New Jersey Governor Jon S. Corzine and spearheaded the Governor's national and state-wide fundraising and political operations. Jonathan was a Principal at the premier lobbying/public affairs firm PodestaMattoon. He represented clients and coalitions including Fortune 500 companies, leading hospitals and universities, and orchestrated outreach strategies and messaging to help achieve clients' political, policy and communications goals.

In 2004, Jonathan became the Deputy Executive Director of the Democratic Senatorial Campaign Committee (DSCC). In this role, he revitalized the DSCC's fundraising operation, more than doubling what the committee raised in 2003. He led the DSCC – at the time a minority party – to out-raise the National Republican Senate Committee (NRSC) for the first time ever. In his year at the DSCC, the committee raised more funds in a single year than any in its history as he collaborated with the Democratic Caucus in the Senate.

From 1997 – 2002, Jonathan was Finance Director of the Democratic Congressional Campaign Committee (DCCC). Working closely with Democratic Leader Richard Gephardt and respective DCCC Chairs Representative Martin Frost, Representative Patrick Kennedy and Representative Nita Lowy, as well as the entire Democratic Caucus, Jonathan was the architect of the Committee's fundraising program. The DCCC raised more funds during that five-year period than at any time in its previous history.

Born in Philadelphia and a graduate of Ithaca College in New York, he has two sons and the family resides in Maryland. Jonathan serves on the advisory board of Petra Solar.

Expertise: International and Financial Services
Email: JMantz@BGRdc.com

JOHN B. MCGOWAN

Washington, D.C.
Tel: (202) 216-9307
Fax: (202) 842-2247
Direct Line: (202) 471-3222
jmcgowan@strtrade.com

JOHN B. McGOWAN is Senior Vice President of Border Security for Sandler & Travis Trade Advisory Services Inc., resident in the Washington, D.C., office. His work with the U.S. government focuses on the Automated Commercial Environment, which is modernizing all customs and trade management processes and programs within U.S. Customs and Border Protection. He also addresses supply chain security and provides assistance to foreign governments and international corporations, addressing their need to facilitate the movement of cargo through sharing better visibility of their supply chains.

Mr. McGowan, a 33-year U.S. Customs Service veteran, joined STTAS after holding numerous positions within that agency, including director, office of inspectional enforcement liaison; assistant regional commissioner for all Customs operations in the states of Texas, New Mexico, Arizona and Oklahoma; executive director of passenger programs; executive director for enforcement programs; and executive director nationally for all field programs in field operations. After Sept. 11, 2001, he was assigned to the Executive Office of the President as director for cargo and port security in the Office of Homeland Security. His last U.S. government assignment was as director for cargo and trade policy within the Border and Transportation Security Directorate at the Department of Homeland Security. In this position he was responsible for providing advice on the national direction, development and implementation of the federal government's organization, planning and response to perceived and real threats to homeland security, as well as guiding DHS policy on international trade issues. He also served as executive director for the Radiation Dispersal Device/Improvised Nuclear Device Preparedness Working Group across the federal sector.

Mr. McGowan also served as the executive director of the Interagency Commission on Crime and Security in U.S. Seaports. He worked closely with the former INS and the USDA/APHIS field operations staff prior to the creation of CBP within the DHS to align programs and processes where those agencies interacted within the ports of entry. He has served on the Aviation Safety Advisory Committee to the Federal Aviation Administration, the National Chamber Foundation blue ribbon review of U.S. seaport capacity and the Interagency Committee on the Maritime Transportation System. He is currently a member of the American Association of Port Authorities, serving on the Port Security Committee, and he serves on the Traveler and Immigration Policy Committee and the Import Export Procedures Committee of the Border Trade Alliance.

Mr. McGowan holds a Bachelor of Arts degree from Hunter College and was a senior executive fellow at the John F. Kennedy School of Government at Harvard University.

RUSSELL L. (RUSTY) ROBERTS

2117 Bancroft PL NW • Washington, D.C. 20008
RRoberts@bgrdc.com • (202) 661-6386 (office)

MANAGEMENT PROFILE

- Thirty years of legislative and political management experience in the U.S. Senate, U.S. House of Representatives, and Florida Legislature.
- Five years corporate government relations, lobbying, and public affairs at local, state and national levels.
- Corporate representative before city/county boards and commissions, and civic and charitable activities. Extensive experience in political campaign management, media relations and grassroots organization. Successful campaign fundraiser, PAC Director.
- Successful management, leadership and networking capabilities. Proven ability to work across the aisle with other Party.

PROFESSIONAL EXPERIENCE

BGR GOVERNMENT AFFAIRS 2011-present

Managing Director, Transportation and Infrastructure

UNITED STATES HOUSE OF REPRESENTATIVES

CHIEF OF STAFF 1993 - 2011

CONGRESSMAN JOHN L. MICA (Winter Park, FL)

Chairman, Committee on Transportation and Infrastructure (112th Congress)

Responsible for planning, organizing, staffing, and directing the legislative and political objectives of Chairman Mica. Responsible for Washington and district office staff of 20 professionals. Also serve as media focal point and spokesman for Congressman Mica. Assist committee staff in addition to Member staff in achieving the legislative objectives of the full Transportation Committee. Interact daily with key staff and Members of House leadership and committees on behalf of Member. Direct all political and fundraising activities for Member's reelection campaigns and political action committee. *Key Achievements include*:

- Lobbied key State Senators in Tallahassee for legislative approval of liability agreement for Central Florida's commuter rail system, SunRail
- Assisted Congressman Mica managing his successful campaign to become chairman of the Transportation Committee
- Helped secure federal appropriations for key transportation projects throughout Florida

CHIEF OF STAFF 1989 – 1993

CONGRESSWOMAN ILEANA ROS-LEHTINEN (Miami, FL)

Chairwoman, Committee on Foreign Affairs (112th Congress)

Recruited by State Party Chairman and then local Party Chairman, Jeb Bush to establish new congressional office for Rep. Ileana Ros-Lehtinen following her special election to fill a vacant seat. Quickly organized and staffed the Congresswoman's Washington and district offices in two weeks.

CAPITAL BANK, N.A. AND MIAMI BASEBALL, INC. – Miami, FL 1988 - 1989

DIRECTOR, PUBLIC AFFAIRS

Developed and managed political and community affairs and charitable sponsorship programs for South Florida's largest privately held bank. Served as corporate representative to the Chamber of Commerce and liaison to local government officials and civic and business groups. Directed the bank's political action program supporting local, state, and national candidates.

Also led the Capital Bank Chairman's partnership initiative to bring a Major League Baseball expansion franchise to South Florida. Represented the ownership group at New York City introductory meeting with Major League Baseball Chief Executive.

MIAMI- DADE COUNTY - Miami, Florida 1987 -1988

DIRECTOR - FEDERAL AFFAIRS

Served as Dade County's Washington Representative to its Congressional Delegation, focusing on transportation and infrastructure needs. Worked with DC lobbying team and House Transportation Appropriations Chariman on legislation to finalize "Full Funding Grant Agreement" between the County and Federal Transit Administration for Miami's $200+ million automated downtown People Mover.

UNITED STATES SENATE – Miami, Florida 1981- 1987

South Florida District Representative, Senator Paula Hawkins

State Political Director, Re-Elect Paula Hawkins Campaign (1986)

Managed South Florida Senate staff. Served as the Senator's Representative to business, political and community leaders. Key advisor to the Senator on the impact of federal legislation, policy and programs affecting South Florida. Directed logistics and planning for numerous public events and fundraisers for the Senator and others, including President Reagan, Vice President Bush, members of the Cabinet and Congressional leaders.

REPUBLICAN PARTY OF FLORIDA 1980

Political Consultant

Political Director and campaign manager for several state legislative races throughout Central Florida and Tampa Bay area during 1980 campaign cycle.

FLORIDA HOUSE OF REPRESENTATIVES 1976-1979

Legislative Assistant to State Representative Tom Woodruff, St. Petersburg, FL
Legislative Aide during Florida legislative session in Tallahassee and in St. Petersburg home office.

EDUCATIONAL BACKGROUND

University of South Florida – Tampa, FL
University of Maryland University College - College Park, MD *Political Science/History*

GILBERT LEE SANDLER

Miami, Florida
Tel: (305) 267-9200
Fax: (305) 267-5155
Direct Line: (305) 894-1000
lsandler@strtrade.com

GILBERT LEE SANDLER is a founding member of Sandler, Travis & Rosenberg, P.A., resident in the Miami office. He is also a member of the Firm's Operating Committee. Mr. Sandler has extensive experience in handling complex international trade, intellectual property and litigation projects for clients ranging from importers, exporters and manufacturers to bonded warehousemen, foreign-trade zones, customs brokers, freight forwarders, carriers, financial institutions and surety companies. After serving six years as a senior trial attorney in the Department of Justice (Customs Section), he began a 30-year career in private practice emphasizing international trade, including the technical areas of tariff classification, valuation and preference; quota qualification; product marking and labeling laws; copyright and trademark protection; security measures; trade compliance and audit programs; penalty avoidance and defense; and multiple other import requirements administered by federal and state agencies (e.g., FDA, EPA, USDA) involving issues such as health, safety, the environment and ethical sourcing.

Mr. Sandler has been appointed by the last five administrations to advise the United States government on international trade negotiations, including the Uruguay and Doha rounds, all free trade agreement negotiations (from NAFTA to DR-CAFTA), the Customs Valuation Agreement, the Harmonized Tariff Classification Agreement and the Kyoto Convention. He has served on the Advisory Committee on Customs Commercial Operations, where he played a leading role in the committee's work on the development of the Department of Homeland Security and on security programs such as the Container Security Initiative and the Customs-Trade Partnership Against Terrorism.

Mr. Sandler holds a J.D. from the New York University School of Law and an A.B. (with honors) from Dartmouth College. He is a member of the bar in New York and Florida and has chaired the Florida bar's International Law Section. He serves on the board of the American Association of Exporters and Importers, chairing its Regulated Industries Committee, and is on the steering committee of the Joint Industry Group. He has chaired the Florida International Trade and Investment Council and the World Trade Center Miami. As a member of the Greater Miami Chamber of Commerce, he has served as vice chairman for International Business and Immigration. He co-chaired all nine annual Customs/Trade/Finance Symposiums of the Americas and was appointed by President Clinton to the Host Committee for the Summit of the Americas held in December 1994. He currently serves as general counsel to the Florida Customs Brokers and Freight Forwarders Association, the American Surety Association and the American Free Trade Association.

ANA M. SOTORRIO, C.M.

1200 Anastasia Ave., Suite 220• Coral Gables, Florida 33134
786-369-7553 (Off.) • 305-632-8281 (Cell)
asotorrio@asts-inc.com (Email)

SUMMARY

- President of Aviation Strategies & Aviation Solutions, Inc. a multi-discipline consulting firm specializing in the fields of aviation, government relations and travel and trade facilitation
- More than thirty five years with Miami-Dade County in increasingly responsible positions including 22 years with the Miami-Dade Aviation Department (MDAD), operator of Miami International Airport (MIA) and four general aviation airports
- Twenty years in senior management level position, serving six aviation directors
- Seasoned leader with strong management and communication skills and a proven ability to work with people
- Relationships with numerous local, state and federal elected and appointed officials; airport CEOs and business and industry groups

RECENT ACCOMPLISHMENTS

- Secured new business opportunities for aviation clients
- Successfully completed a study for the establishment of an international arrivals facility at a Florida airport
- Served as Vice Chair of the Greater Miami Chamber of Commerce's Political Outreach Committee and helped organize two Washington advocacy trips for the Chamber's priority legislative and appropriations issues

PROFESSIONAL EXPERIENCE

8/1/10 – Present **President, Aviation Strategies & Trade Solutions, Inc. (ASTS)**

ASTS is a multi-discipline consulting firm specializing in the fields of aviation, governmental relations and travel and trade facilitation.

Consulting engagements have included aviation business development initiatives, feasibility studies for airport international arrivals facilities, and business strategy advice.

12/90 – 7/31/10 **Associate Aviation Director, Governmental Affairs**
Miami-Dade Aviation Department (MDAD)

Senior management position, reporting to the Aviation Director. Directed the development, implementation and advocacy of MDAD's federal, state and local legislative and regulatory agenda.

Participated in the formulation of Departmental policies on local, state, national and international aviation issues and strategic planning for the improvement and expansion of County airports.

Directed the Aviation Department's submission of agenda items to the Board of County Commissioners, serving as liaison among the Department, the County Manager's Office and the Board

Acted as Department representative to industry organizations including the Florida Airports Council, the American Association of Airport Executives and the Airport Council International – North America

Managed the Department's commercial contracts division on an interim basis for approximately 18 months.

Accomplishments included:

- Secured an Airport Improvement Program grant agreement of more than $100 million for MIA's fourth runway
- Guided the Aviation Department through post-9/11 Federal agency reorganization -- which included the establishment of the Department of Homeland Security, Transportation Security Administration and Customs and Border Protection -- and the implementation of significant legislative and regulatory overhauls, including the Aviation Transportation Security Act of 2001
- Managed the Aviation Department's submission of agenda items and liaisoned with elected County officials and staff in shepherding the massive $6.3 billion Capital Improvement Program -- including the North and South Terminal projects -- through the Board of County Commissioners' approval process
- Obtained a $74 million in grants from the Transportation Security Administration (TSA) to fund explosive detection systems for checked baggage at MIA

- Directed legislative and community efforts which resulted in 107 FTE positions being allocated to MIA's Customs and Border Protection for the South Terminal

8/88 – 11/90 **Aviation Special Assistant**
Miami-Dade Aviation Department

Coordinated the Department's submission of Board of County Commissioners agenda items, ranging from multi-million dollar construction contracts to ordinances authorizing the sale of bonds. Represented the Department at Board and Board Committee meetings at the Director's discretion.

Formulated the Department's federal and state legislative goals and objectives and monitored legislation that impacted County airports.

3/88 – 7/88 **Administrative Assistant II**
Miami-Dade County Manager's Office (CMO)

Handled special projects, as assigned by the County Manager, including acting as Logistics Coordinator for Super Bowl XXIII.

1/86 - 2/88 **Executive Aide to the County Manager**
Miami-Dade County Manager's Office (CMO)

Acted as administrative assistant to Miami-Dade's chief executive officer, responsible for 22,000+ employees and an operating budget of $2.1 billion.

9/74 – 1/86 **Various Positions, Miami-Dade County**

Held several increasingly responsible positions within Miami-Dade County government, primarily in the County Manager's Office. Also worked in the County's Office of Federal Aid Coordination and Office of Latin Affairs. Wide-ranging responsibilities included payroll/personnel officer for 90+ employees, budget development supervision, training, office automation and purchasing.

Acted as assistant to the Chairperson for the County's United Way campaign for five consecutive years.

EDUCATION

Bachelor of Professional Studies, Barry University, Miami, Florida 1988

Certified Member, American Association of Airport Executives, 2004

PROFESSIONAL AND BUSINESS ASSOCIATIONS

1989 – Present	Florida Airports Council (formerly known as Florida Airport Managers Association), President in 2000, currently Corporate Member and Ex-officio Member of the Board
1989 – Present	Airports Council International, North American Chairperson, Facilitation Committee (2005-2008); Member, Governmental Affairs Steering Committee (2005-2010)
1989 – 7/31/10	American Association of Airport Executives, Member, MIA's Representative on Policy Review Committee
1989 – Present	Greater Miami Chamber of Commerce Board Member and Chairperson, Political Outreach Committee Also very active in several other committees including the Regional Transportation and Legislative Policy Committees
1989 – 1995	Dade International Affairs Commission 1991-93 Treasurer, 1994-95 Vice President
1983 – Present	Leadership Miami Alumni Association (1983 Graduate)
2008 – Present	Federal Reserve Bank Travel and Tourism Advisory Council, Member
2008 – Present	The Jay Malina International Trade Consortium Member, Board of Directors
2008 – 2009	U.S. Department of Commerce, Travel and Tourism Advisory Board Staff Representative for Board Member José Abreu

GEORGE WEISE

Washington, D.C.
Tel: (202) 216-9307
Fax: (202) 842-2247
gjweise@strtrade.com

GEORGE WEISE is Executive Vice President for Sandler & Travis Trade Advisory Services Inc., resident in the Washington, D.C., office. He leads STTAS' Government Services practice, providing leadership and advice to governments as well as private-sector business interests.

With over 35 years of service in both the public and private sectors, Mr. Weise is globally recognized as one of the foremost authorities on customs, trade and supply chain matters. As commissioner of the U.S. Customs Service from 1993 to 1997, he managed more than 20,000 employees responsible for enforcing hundreds of laws at U.S. borders and led the implementation of a historic agency reorganization and modernization. Following his retirement from government service he held executive-level positions in the private sector for more than a decade, advising clients on international trade matters and global compliance strategies.

Earlier in his career Mr. Weise served as staff director for the House Ways and Means Trade Subcommittee, where his leadership, technical expertise and negotiating skills were crucial to the achievement of major trade initiatives including the NAFTA, the Uruguay Round of the General Agreement on Tariffs and Trade and the Customs Modernization Act. He also gained experience as a supervisory attorney-advisor in the Office of Tariff Affairs at the U.S. International Trade Commission after beginning his career as a Customs import specialist in Baltimore, Md.

Clarence L. Williams

1275 K Street NW, Ste 850
Washington DC 20004
202-621-7124 (O)
202-725-8770 (C)
clarencewilliams.fl@gmail.com

KEY SKILLS AND ASSETS

- Vast policy knowledge base with a command of issues including Health Care, Armed Services, Commerce and Trade, Tax Policy, Alternative Energy, Education, and Financial Services;
- Hold a transferable 9c "Top Secret" security clearance with the Department of Defense;
- Extensive knowledge of federal and Florida state legislative and appropriations processes and operations;
- Demonstrable success at developing and executing successful policy strategies;
- Demonstrable success at building coalitions across political and industrial divides;
- Regular working relationships with senior echelon within the White House on general policy issues;
- Exceptional working relationship with the Joint Chiefs of Staff and Command senior echelon within the Department of Defense on issues ranging from personnel matters, procurement and acquisition, and veterans issues;
- Exceptional working relationship with senior echelon within the Department of State on wide range of issues from Haiti Disaster relief and Cuba policy to immigration issues;
- Exceptional working relationship with senior echelon at the Centers for Medicare and Medicaid Services, U.S. Department of Health and Human Services;
- Well-skilled at delineating policy and its effects to a wide-range of potential stakeholders;
- Secured bi-partisan support of at least 40% of either party on each piece of legislation having over 100 co-sponsors;
- Extensive and successful managerial and administrative experience;

CAREER DETAILS AND KEY ACHIEVEMENTS

SENIOR GOVERNMENT CONSULTANT
Becker and Poliakoff PA – DC
April 2011 – Present

Provide consulting and government liaison services for a broad spectrum of clientele, including:

- Palantir Technologies (Defense, Cybersecurity)
- STS International Inc. (Defense)
- HiG Tek (Defense)
- JetAire Aerospace (Homeland Security/ Defense)
- International Bank of Commerce (Banking)
- Florida Memorial University (Education)
- Palm Beach County Florida

Uniquely qualified on issues pertaining to health care, defense, taxation, energy alternative energy, and domestic and international trade, with extensive experience working with Congress, executive branch agencies such as the Departments of Defense, State, Energy, Education, Interior, and Commerce, and the White House.

Select Key Accomplishments:

- Secured $12 m in capital loan guarantee funds from the Department of Education for client, Florida Memorial University;
- Secured $25 m in spending authorization in FY 13 House Defense Authorization bill for client, STS International Inc.
- Educated Congressional Members on an issue under Congressional investigation for which a client was wrongly implicated, and secured their removal from the investigation.

CHIEF OF STAFF and LEGISLATIVE DIRECTOR
Office of Congressman Kendrick Meek, Florida-District 17
January 2007 – January 2011

Served as chief policy advisor for a Congressman with memberships on the Committees on Ways and Means, Armed Services, Homeland Security, and Budget. Developed and implemented the Member's policy objectives, strategies, and operating plans; coordinated the Member's activities with Congressional leadership, committees, and constituencies. Managed and directed a Congressional office of 22 personnel and three locations on an operating budget of $1.5 million.

Select Key Accomplishments:

- Implemented appropriations request strategy for Congressman Meek, securing nearly $100 million over a three-year period, including over $36 million for Florida's hospitals, universities, law enforcement, National Guard, and various other entities and projects in 2009 alone.
- Served as a point person for Florida Congressional delegation in the immediate aftermath of the Haiti earthquake helping to prioritize relief flight and logistics efforts between Florida-led relief organizations, U.S. Southern Command, the Department of State, and the Haitian government.
- Worked with the Centers for Medicaid and Medicare Services to secure over $12 million for Jackson Memorial Hospital during a crisis period, and to secure a Medicaid waiver for Florida saving over $300 million for the State.

LEGISLATIVE DIRECTOR
Office of Congressman Kendrick Meek, Florida-District 17
January 2003 – January 2011

Throughout Mr. Meek's tenure in Congress, directed and supervised legislative policy staff charged with furthering the Member's legislative goals and objectives. Supervised the preparation of legislation and amendments; drafted legislation and guided strategy on the Member's primary issues, including Health, Taxation, and Armed Services.

Select Key Legislative Accomplishments:

- Played a vital role in the construction of health care/Medicare reform language: drafted language related to physician residency slots, DME Medicare fraud, and geographic variation. Collaborated with and advised Ways and Means staff on issues including:
  - ESRD/Kidney Dialysis issues
  - Oxygen issues
  - Accountable Care Organizations
  - Comparative Effectiveness Research
  - Community Health Centers and Safety Net Hospitals
  - Ambulatory Surgical Centers
- Developed comprehensive tax strategy for Congressman Meek:
  - Passage of legislation to delay of a 3% withhold on all governmentally-procured goods and services;
  - Passage of legislation to accelerate the depreciation schedule for restaurant property;
  - Legislation to increase the Research and Development credit, an issue included in the President's lame duck request;
  - Several pieces of legislation to provide tax incentives to spur investment in alternative energy sources, including legislation passed extending a credit for open loop biomass facilities; and,
  - An infrastructure tax credit for investment in commercial freight rail, which has been discussed as part of the President's upcoming infrastructure request
- Extensive involvement in construction of National Defense Authorization Acts from 2003-2009,including:
  - Language altering the chain of command for dissemination of high-impact information in response to the Abu-Ghraib scandal;
  - Language creating the Military Leadership Diversity Commission after a year's worth of negotiations with the Joint Chiefs

SENIOR POLICY ADVISOR TO THE MINORITY LEADER
The Florida Senate Minority Office
October 1995- January 2003

Served as the primary policy analyst and strategist for a caucus of 15-20 Florida state Senators in the areas of budget and finance issues; K-12 and Postsecondary education; commerce and economic development; business and professional regulation; and local government issues. Briefed Senators on pertinent issues, drafted legislation, and set strategies for passage or modification of legislation before the Senate.

Select Key Accomplishments:

- Developed Florida's Class Size Reduction Constitutional Amendment, which passed in 2002, on behalf of then-State Senator and current Congressman Kendrick B. Meek.
- Authored several sections of Florida's 1997 school construction legislation, which appropriated approximately $2 billion for the construction of classrooms.
- Primary researcher and author of 2000 comprehensive school safety legislation, in response to which, a statewide task force was convened.
- Researched and co-authored Florida's original lottery scholarship legislation for Democratic leadership in 1996. Nearly identical legislation was passed the following year as the Bright Futures Scholarship program.

LEGISLATIVE ASSISTANT and LAW CLERK
Akerman, Senterfitt & Eidson, PA
January 1990 – October 1995

Government relations assistant to five attorneys. Performed legal research, drafted routine pleadings and notices, and performed other duties as required.

EDUCATION

The Florida State University
Bachelor of Arts, Political Science, 1992
Double Minor in Biology and Chemistry

BIOGRAPHIES

Erskine Wells
Vice President, BGR Government Affairs

Erskine Wells, Vice President at BGR Government Affairs, joined the firm in 2011 after serving on the Hill for nearly a decade. Prior to joining BGR, Erskine served in the office of Senator Roger Wicker in various capacities, including deputy chief of staff, deputy legislative director and military legislative assistant.

In these positions, Erskine advised the Senator on national security, foreign policy, and financial service issues, working closely with Committee staff and Administration officials. Through coordination with the intelligence community and Congressional committees, he led the effort to establish and fund the Center for Intelligence and Security Studies at the University of Mississippi, which prepares students for careers in intelligence analysis.

While in Senator Wicker's office, Erskine also worked on tax, banking, and insurance issues and focused on provisions to rebuild the Mississippi Gulf Coast following Hurricane Katrina. Due to his efforts, the Congress extended bonus depreciation tax benefits for commercial properties along the Gulf Coast.

Prior to working in the Senate, Erskine managed appropriations' accounts for then-Congressman Roger Wicker's office, including defense, transportation, telecommunications, and financial issues.

Erskine also served as chief of staff to freshman Congressman Steven Palazzo.

A graduate of Davidson College in North Carolina, Erskine received his Masters degree in National Security and Strategic Studies from the United States Naval War College in Newport, Rhode Island.

Expertise: National Security, Financial Services, Foreign Policy
Email: EWells@bgrdc.com